

How we performed 2016

		2016	2015
Financial performance			
Revenue and other Income	NOK million	97,170	111,897
Operating income	NOK million	8,771	14,104
EBITDA ¹⁾	NOK million	15,563	21,361
Net income after non-controlling interests	NOK million	6,360	8,083
Investments ²⁾	NOK million	13,856	11,316
Debt/Equity ratio ³⁾		0.17	0.16
Cash flow from operations	NOK million	14,084	14,631
CROGI ⁴⁾	%	9.5	14.0
ROCE ⁵⁾	%	7.5	12.9
Earnings per share ⁶⁾	NOK	23.25	29.38
Total Equity	NOK million	76,770	75,727
Share price on OSE	NOK at year-end	340	383
Social performance			
Employees	Number at year-end	14,736 ⁷⁾	12,883
TRI rates ⁸⁾	Per million hours worked	2.5	3.4
Environmental performance			
GHG emissions ⁹⁾	Million tonnes CO ₂ eq.	12.4	12.3
Energy use ⁹⁾	Petajoules	273	261

¹⁾ EBITDA: Earnings before Interest, Tax, Depreciation and Amortization.

²⁾ Investment in property, plant and equipment, long-term securities, intangibles, long-term advances and investments in non-consolidated investees.

³⁾ Net interest-bearing debt divided by shareholders' equity plus non-controlling interests.

⁴⁾ CROGI: Cash Return on Gross Investment (12 month rolling average).

⁵⁾ ROCE: Return On Capital Employed (12 month rolling average).

⁶⁾ Yara currently has no share-based compensation program that results in a dilutive effect on earnings per share.

⁷⁾ Includes permanent, temporary, interns and apprentices.

⁸⁾ TRI: Number of Total Recordable Injuries per million hours worked, contractors included.

⁹⁾ Including JV Pilbara and JV Lifeco.