



2013 Sustainability Report – Comparative Highlights

May 2014

(USD IN MILLIONS; EXCEPT PER SHARE AMOUNTS)

Financial	Fiscal 2011	Fiscal 2012	Fiscal 2013	2013
ECONOMICS				
Net Sales	\$9,937.8	\$11,107.8	\$9,974.1	\$9,021.4
Gross Margin	3,121.8	3,085.0	2,760.2	2,015.4
Operating Earnings	2,664.2	2,611.1	2,209.6	1,339.9
Net Earnings	2,514.6	1,930.2	1,888.7	1,062.9
Diluted Net Earnings Per Share	5.62	4.42	4.42	2.49
Cash and Cash Equivalents	3,906.4	3,811.0	3,697.1	5,293.1
Total Assets	15,786.9	16,690.4	18,086.0	19,554.0
Total Long-Term Debt	809.3	1,010.5	1,010.5	3,009.3
Total Equity	11,661.9	11,999.4	13,442.9	11,320.6
Net Cash Provided by Operating Activities	2,426.7	2,705.8	1,887.5	2,019.9
Capital Expenditures	1,263.2	1,639.3	1,588.3	1,426.6
Dividends Per Share on Common Stock	0.20	0.25	1.00	1.00
Direct Economic Impact ¹⁾	1,613.3	1,710.2	1,566.6	1,455.7
Non-Financial				
	2010	2011	2012	2013
ENVIRONMENT				
Total				
Water Withdrawals (000m ³) ²⁾	288,534	268,527	288,065	319,004
Energy Consumption (indirect and direct energy, million GJ) ⁴⁾	94.6	92.9	97.7	97.13
GHG Emissions (tonnes CO ₂ e)	4,264,055	3,593,390	4,509,579	4,410,242
Intensity				
Water (000m ³ per tonne of finished dry product) ²⁾	0.015	0.013	0.015	0.018
Energy (GJ/tonne dry product) ⁴⁾	6.25	5.41	5.44	5.42
Greenhouse Gas (tonnes CO ₂ e/tonnes finished dry product) (scope 1 & 2)	0.225	0.178	0.238	0.247
SOCIAL				
	Fiscal 2011	Fiscal 2012	Fiscal 2013	2013
Community Investments	\$11.6M	\$23.6M	\$22.6M	\$27.1M
Number of Employees	7,700	8,000	8,400	8,200
Biennial Employee Engagement Survey (% "engaged") ⁵⁾	60% (survey in FY 2010)	62%	—	Survey occurring in 2014
Recordable Injury Frequency Rate	1.70	1.27	1.20	1.04 (July – Dec) 1.11 (CY)
Lost time Incident Frequency Rate	0.18	0.12	0.10	0.11 (July – Dec) 0.091 (CY)
Fatalities	1	1	0	0
United Way (avg. pledge per employee)	\$456	\$475	\$514	\$535

Notes:

1. Direct economic impact is wages and benefits + income taxes paid + resource taxes and royalties + contributions.
2. Prior years' water consumption restated to include additional sources. Production figures used in current & historic intensity values restated to include dry product for all Mosaic global facilities.
3. Total water withdrawal includes once-through cooling water.
4. Energy consumption includes electricity, fuels, steam and energy from waste heat consumed by Mosaic operations, including mines, manufacturing plants, distribution sites, offices and agricultural operations. 2012 and 2013 figures include energy consumed in sinking the K3 mine shaft in Esterhazy and the operation of Streamsong® Resort.
5. Mosaic's biennial Employee Engagement Survey was conducted in 2009 and 2011.