

FINANCIAL DATA (in millions of US dollars except share, per-share and percentage amounts)											
	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997 ¹
Sales											
Potash	1,797.2	1,227.5	1,341.1	1,056.1	758.7	669.0	655.2	710.3	688.6	663.3	644.0
Nitrogen	1,799.9	1,284.1	1,368.8	1,210.4	1,156.4	841.4	993.5	964.5	744.7	844.2	939.3
Phosphate	1,637.1	1,255.1	1,137.3	977.9	883.9	714.0	732.1	868.1	922.3	1,099.5	1,036.7
Total sales	5,234.2	3,766.7	3,847.2	3,244.4	2,799.0	2,224.4	2,380.8	2,542.9	2,355.6	2,607.0	2,620.0
5-year CAGR ²	18.7%										
10-year CAGR ²	7.2%										
Gross margin											
Potash	912.3	561.1	707.4	422.8	203.7	218.0	248.1	307.4	304.2	319.2	261.4
Nitrogen	536.1	315.6	318.7	242.8	193.2	47.4	94.7	104.7	(21.4)	64.8	133.0
Phosphate	432.8	125.3	98.9	15.8	(16.5)	41.9	64.5	76.8	130.5	230.1	196.6
Total gross margin	1,881.2	1,002.0	1,125.0	681.4	380.4	307.3	407.3	488.9	413.3	614.1	591.0
5-year CAGR ²	43.7%										
10-year CAGR ²	12.3%										
Depreciation and amortization											
Potash	71.7	58.3	64.5	66.4	52.4	46.3	34.1	40.9	37.2	36.2	39.6
Nitrogen	88.2	77.6	72.0	79.7	86.4	88.0	72.8	66.1	83.5	86.7	69.0
Phosphate	121.1	94.6	95.6	84.4	78.9	76.8	72.0	68.1	61.8	59.1	55.1
Other	10.3	11.9	10.3	9.5	9.7	8.0	6.8	11.9	8.6	8.9	6.3
Total depreciation and amortization	291.3	242.4	242.4	240.0	227.4	219.1	185.7	187.0	191.1	190.9	170.0
Operating income (loss)	1,588.5	875.5	892.6	514.3	(55.6)	166.9	269.7	326.8	(353.0)	442.3	442.0
Net income (loss)* ³	1,103.6	631.8	542.9	298.6	(126.3)	53.6	121.2	198.0	(412.0)	261.0	297.1
5-year CAGR ²	83.1%										
10-year CAGR ²	14.0%										
Net income (loss) per share – basic ⁴	3.50	2.03	1.67	0.92	(0.40)	0.17	0.39	0.63	(1.27)	0.80	0.95
Net income (loss) per share – diluted ⁴	3.40	1.98	1.63	0.90	(0.40)	0.17	0.39	0.63	(1.27)	0.80	0.94
Dividends per share	0.35	0.20	0.20	0.18	0.17	0.17	0.17	0.17	0.17	0.16	0.17
Cash provided by operating activities	1,688.9	696.8	865.1	658.3	385.5	316.4	75.7	480.4	343.6	578.0	467.8
Working capital	809.4	206.7	14.7	539.9	176.1	8.6	47.1	(148.7)	(104.8)	329.2	281.7
Total assets	9,716.6	6,217.0	5,357.9	5,126.8	4,567.3	4,685.6	4,597.3	4,145.7	3,916.8	4,534.3	4,427.6
Long-term debt obligations	1,358.3 ⁵	1,357.1	1,257.6	1,258.6	1,268.6	1,019.9	1,013.7	413.7	437.0	933.3	1,130.0
Shareholders' equity	6,018.7	2,780.3	2,132.5	2,385.6	1,973.8	2,092.5	2,086.5	2,012.1	1,962.4	2,453.8	2,227.9
Shares outstanding at the end of the year (thousands) ^{4,6}	316,411	314,403	310,782	331,893	318,672	312,468	311,712	311,046	322,164	325,464	323,376

OPERATING DATA (thousands)

	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997 ¹
Employees at year-end (actual #)	5,003	4,871	4,879	4,906	4,904	5,199	4,997	5,338	5,498	5,744	5,751
Potash production (KCl) tonnage	9,159	7,018	8,816	7,914	7,094	6,447	6,128	7,149	6,388	6,995	6,483
Nitrogen production (N) tonnage	2,986	2,579	2,600	2,558	2,619	2,990	3,032	2,706	3,138	3,121	2,349
Phosphate production (P ₂ O ₅) tonnage	2,164	2,108	2,097	1,962	1,861	1,512	1,573	2,042	2,124	2,363	2,282
Potash sales – manufactured KCl tonnes	9,400	7,196	8,164	8,276	7,083	6,327	6,243	6,912	6,474	6,283	6,640
Nitrogen sales – manufactured product tonnes	5,731	4,675	4,843	4,734	5,367	5,911	5,753	5,864	6,271	6,032	4,927
Phosphate sales – manufactured product tonnes	4,151	3,970	3,860	3,675	3,560	2,809	2,987	3,861	4,002	4,627	4,434

¹ Data for 1997 and thereafter reflect the acquisition of Arcadian Corporation on March 6, 1997.

² Compound annual growth rate expressed as a percentage.

³ There were no extraordinary items or discontinued operations in any of the accounting periods.

⁴ All share and per-share data have been retroactively restated to reflect the stock dividend of two common shares for each share owned by shareholders of record at the close of business on May 22, 2007. The stock dividend had the same effect as a three-for-one stock split.

⁵ Represents long-term debt obligations and does not include unamortized costs. (See Note 13 to the company's consolidated financial statements for description of such amounts.)

⁶ Common shares were repurchased in 2005, 2000 and 1999 in the amounts of 28.500 million, 6.210 million and 1.890 million, respectively.

The consolidated financial statements of the company have been prepared in accordance with Canadian generally accepted accounting principles. These principles differ in certain material respects from those applicable in the United States. (See Note 33 to the company's consolidated financial statements.) Certain of the prior years' figures have been reclassified to conform with the current year's presentation.

Additional Information

* The after-tax effects of asset impairment, plant shutdown, plant closure and office consolidation charges and the gain on sale of long-term investments are included (as applicable) in the data for 2007, 2006, 2004, 2003, 2000 and 1999 in the amounts of \$18.6, \$4.5, \$(30.8), \$203.2, \$1.5 and \$547.1, respectively.