# Uralkali: A Leader in the Global Potash Market

### **Investor Presentation**

September 2012

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### Uralkali at a Glance

#### **Overview of key financial & production figures**

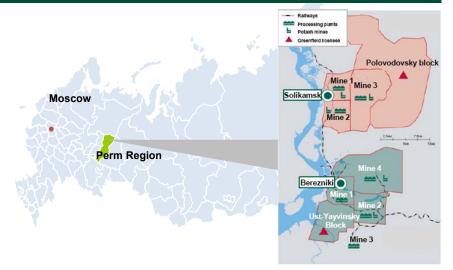
<u>(</u> US\$ mln)	1H 2012	<b>2011</b> <sup>1</sup>
Sales volume, mln t	5.1	10.6
Net Revenue <sup>2</sup>	1 904	3 568
EBITDA <sup>3</sup>	1 400	2 459
EBITDA margin <sup>4</sup> , %	74%	69%

#### Leadership and Growth

- Leader in potash production
  - Ability to add 65% of 2012 capacity by 2021
- Leader in the potash export market
  - Top export market share c.41% in 1H
- Lowest cost producer
  - Unit cash COGS 1H 2012 60 US\$ per tonne
- Experienced management team
- Commitment to high standards of corporate governance and sustainability



#### **Production Assets**



- 5 potash mines
- 6 potash producing plants + 1 carnallite plant
- 2 greenfield projects
- 2012 total production capacity 11.5 mln t
- Transshipment terminal with capacity of 6.2 mln t

#### Potash pure play global leader with unique fundamentals

- Notes: 1.
  - 2011 results are given on a pro-forma basis (Uralkali financial results for 2011 + Silvinit financial results for 2011)
- 2. Net revenue represents adjusted revenue (sales net of freight, railway tariff and transshipment costs)
- 3. EBITDA is calculated as Operating Profit plus depreciation and amortization and does not include mine flooding costs
- 4. EBITDA margin is calculated as EBITDA divided by Net revenue

### A Strategy to Deliver Future Growth

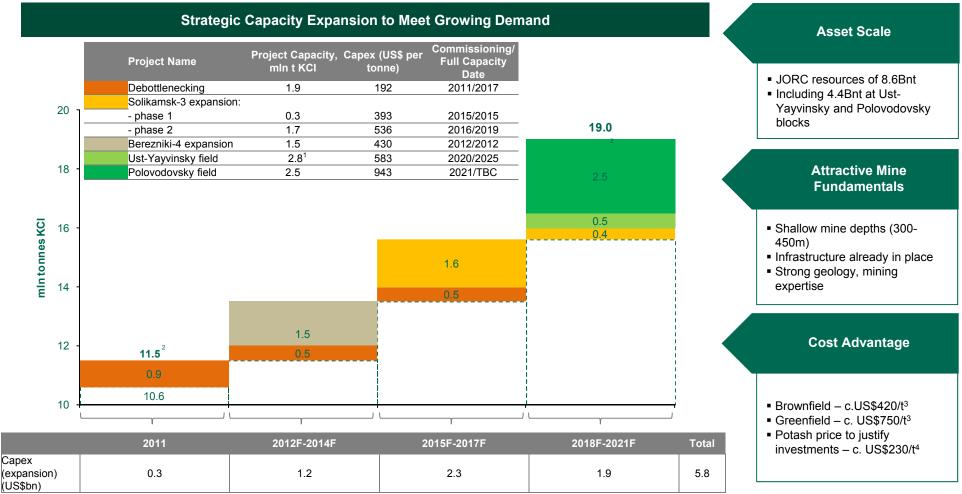


1 Pure-potash focus and industry leadership	<ul> <li>Focus on potash – nutrient which represents strongest investment story across fertilizer sector</li> <li>Aspire to strengthen leading global position supporting sustainable developments to global food supply</li> </ul>
2 Capacity expansion to meet growing demand	<ul> <li>Value accretive investment program to selectively expand production capacity</li> <li>Strategy of matching supply to demand</li> </ul>
Robust capital structure	<ul> <li>Retain robust capital structure (net debt: LTM EBITDA - 1.0x-2.0x)</li> <li>Maximize shareholder return through balanced approach to investing in organic growth and return of excess liquidity</li> </ul>
Maximize efficiency through competitive cost position	<ul> <li>Maintain and enhance position as one of the lowest cost potash producers globally</li> <li>Continuous improvements in operational efficiency and realization of synergies from combination with Silvinit</li> </ul>
Focus on people and communities	<ul> <li>Position Company as employer of choice amongst CIS mining companies</li> <li>Labor safety / employee development / community development</li> </ul>
Promoting environmental safety	<ul> <li>Delivering value whilst operating in a socially responsible manner</li> <li>Minimization of environmental impact of our operations</li> </ul>
Leading corporate governance standards	<ul> <li>Principles of openness, transparency and risk mitigation for all stakeholders</li> <li>Continuous improvement in our leading corporate governance standards</li> </ul>

Clear strategic roadmap to drive longer term value creation and capital discipline

### **Expansion Programme**





For more details on Uralkali's expansion programme please visit

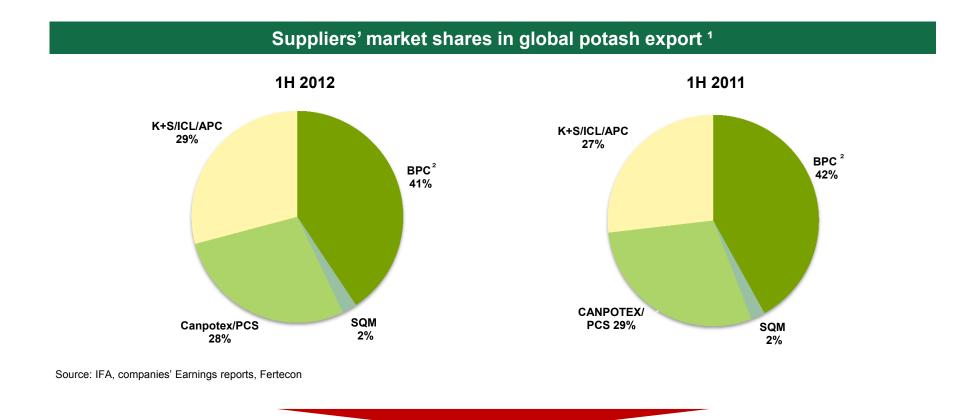
www.uralkali.com/expansion\_programme/

#### Sustaining long-term leadership on the most cost effective basis in the industry

- Note:
- 1. Including 0.5 mln tonnes of additional capacity and 2.3 million tonnes of new capacity that will substitute the depleting capacity of Berezniki-2 mine
- 2. Capacity is given as of the year end
- 3. Weighted Average Cost
- 4. Required Rate of Return 15%

### Uralkali traders in global potash export 1H 2012





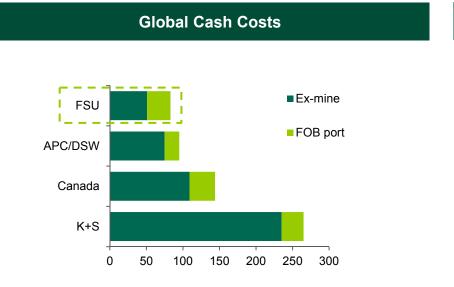
In 1H 2012 some smaller suppliers increased their market shares in world potash export compared to previous year while offering higher leverage to potash prices

Notes:

- 1. Excluding Canadian potash export to the United States
- 2. Together with Uralkali Trading S.A

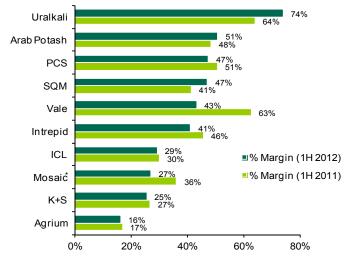
### **Leadership in Cost Position**





Source: Fertecon, May 2012

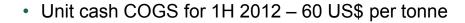




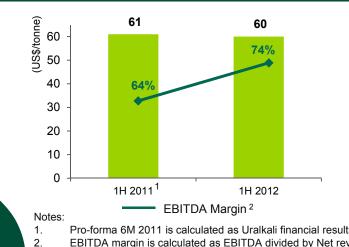
Source: Company reports, Bloomberg

\* Based on second half 2012 financial data for year ending May 31st 2012

#### **Key Considerations**



· One of the most profitable players in the industry by EBITDA margin



Pro-forma 6M 2011 is calculated as Uralkali financial results for 1H 2011 + Silvinit financial results for 1H 2011

EBITDA margin is calculated as EBITDA divided by Net revenue

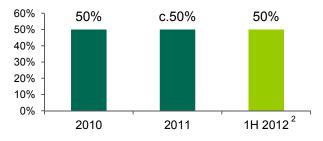
Unit Potash Cash COGS<sup>1</sup>

### **Focus on Robust Capital Structure**



#### **Dividend Policy**

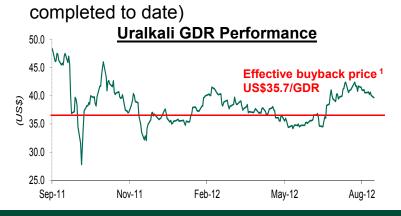
- Pay-out ratio: minimum 50% of IFRS net income
- · Interim dividends at least twice a year



#### **Dividend Payout Ratio**

#### Buyback Programme

 6 Oct'11 – 6 Oct'12: buyback programme to the max amount of US\$2.5bln (c. US\$863 mln



#### **Strong Balance Sheet**

As of Jun'12 Net Debt/LTM EBITDA – 0.8x with target range 1.0–2.0x

Focused on shareholder value via a balanced approach to investing in growth and returning capital

Notes: 1.

- Average buyback price calculated as total value acquired divided by total number of GDRs and shares (converted to GDRs at 5:1)
- 2. On 11 September 2012 the Board Investment Committee recommended the payment of an interim 2012 dividend in line with our established dividend policy. Confirmation of the quantum of the dividend is subject to an ongoing corporate approval process and will be announced by the Board in October.

### **Debut Investment Grade Rating**

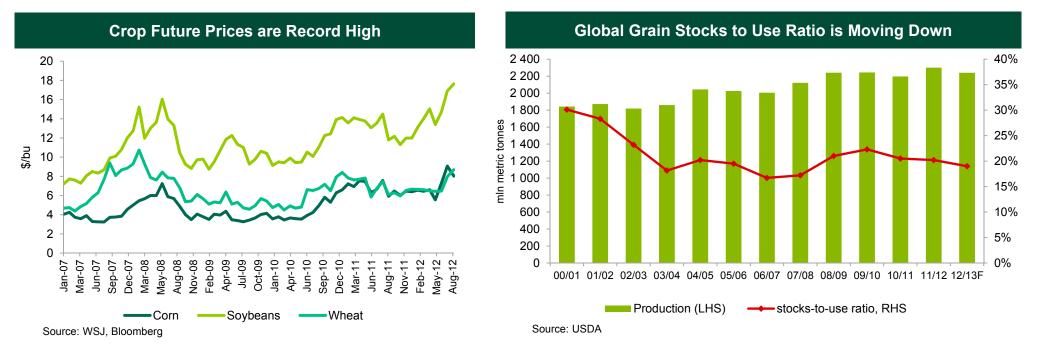


 In June 2012, Uralkali Agency Rating Outlook Commentary achieved first time credit "Key strengths include its leading position in the global potash market; ratings from three fundamentally strong industry conditions with high barriers to entry; robust profitability supported by a low cost base; and a prudent financial policy, which TANDARD international credit rating BBB-Stable results in healthy credit ratios and an 'adequate' liquidity position" & P O O R'S agencies "Rating reflects benefits of; (i) a leading market position in the global potash Consistent investment-grade market, (ii) a vertically integrated business model, (iii) large global potassium reserves with an estimated lifespan of more than 200 years and (iv) one of the rating, acknowledging MOODY'S lowest global cost positions... Rating also reflects our expectations of Baa3 Stable extended strength in the cycle of the global potash market, characterised by Uralkali's strengths resilient pricing despite generally inherent volatility of the fertiliser industry" High-ratings should allow the "Rating reflects leading market position in the global potash sector, where high consolidation, scarcity of reserves and supply discipline support producers' Company to attract credit pricing power and resilience through down cycles" **Fitch**Ratings BBB-Stable financing even more efficiently and expand investor base

#### Achievement of an investment grade rating a further step in Uralkali's development and disclosure plan

### **Fundamentals Remain Strong**



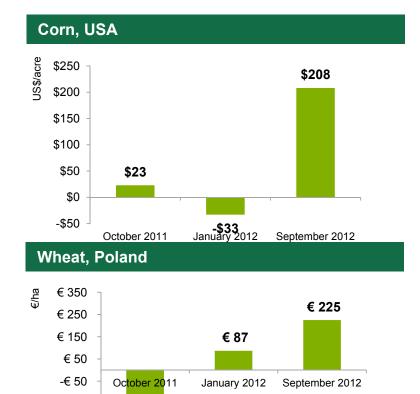


- Agricultural commodity prices have traded at, or close to, historic highs, a result of supply-side issues driven by drought in the US
- US drought has created a robust environment for soybean planting in Brazil during 4Q 2012 in response to tight global oilseed supplies
- Drought and high agriculture commodity prices this year are expected to incentivise a large planting during 2013

The recent increases among agricultural commodity prices are expected to catalyze a positive global fertilizer demand response

### **Farmers' Gross Margins**





#### Soybeans, Brazil



#### Palm oil, Malaysia



Solid returns that farmers are enjoying will provide substantial support for fertilizer consumption growth

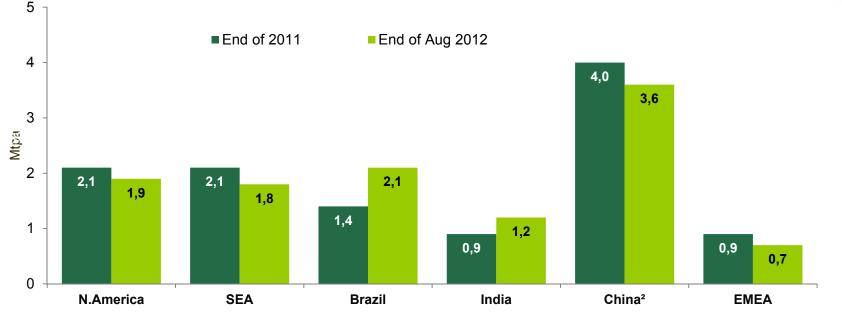
-€ 331

-€ 150

*-*€ 250 *-*€ 350

### **Global potash inventory**<sup>1</sup>





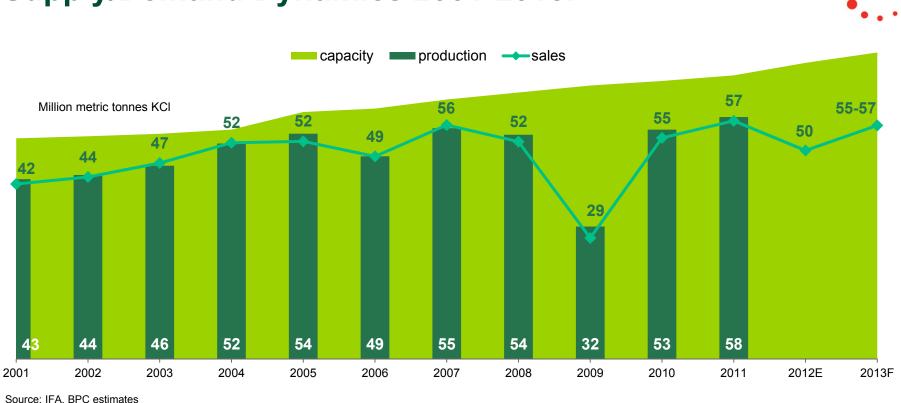
Source: BPC estimates

Notes:

- Global potash inventories were depleting in NA, SEA and EMEA during 2012 due to pick-up in application and substantial slowdown in import volumes during 1Q2012
- In India, despite good loading volumes in Q2/Q3 2012, sales volumes were weak due to high retail prices and deficient monsoon
- In Q2 2012, Chinese market remained seasonally slow
- We expect the Brazilian and Chinese inventory drawdown during 4Q 2012
- Global potash inventory level is expected to be lower by the end of this year than in the previous year

1. Inventory doesn't include domestic potash producers' stocks, excl. China

2. Including domestic producers' stocks, port stocks, pile channels stock, NPK warehouse stocks



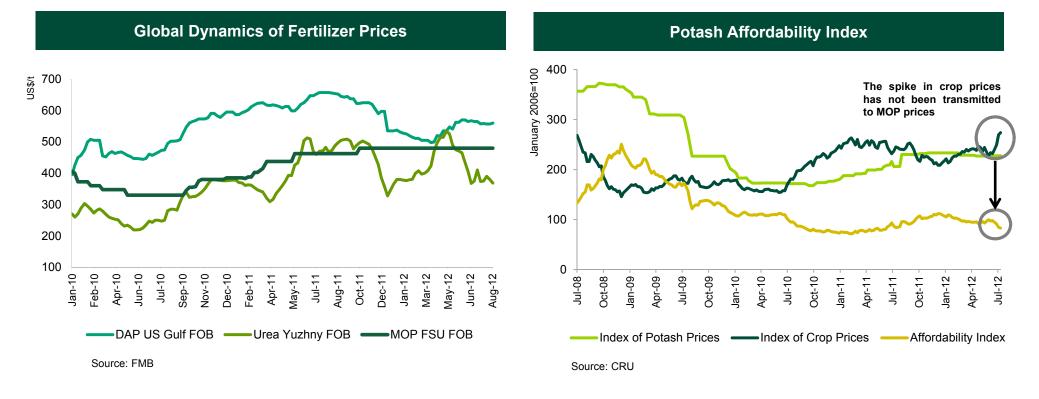
# Supply/Demand Dynamics 2001-2013F

 Global potash deliveries for 2012 are estimated at 50 Mtpa, following weakness in 1Q 2012, ongoing challenges in India and lack of clarity with respect to China contract for 3Q 2012

- Potash demand globally is expected to continue to be supported by robust crop prices and unfavorable weather conditions, as a result of which farmers are likely to increase planted acreage going forward
- For 2013, we expect global potash demand to increase to 55-57 Mtpa

### **2012 Potash Prices to be Stable and Affordable**





- Although high crop prices have boosted potash demand, this has not yet been transmitted through to MOP
  prices making potash more affordable for farmers
- Potash prices are expected to be supported by low grains stocks-to-use ratios, robust soybean plantings in Brazil during 4Q 2012 and strong prospective plantings for US corn in 2013

### **Potash Market Outlook**



- Potash fundamentals remain supportive. Farmer balance sheets are extremely strong and potash is affordable on a historical basis
- We expect potash deliveries total 50 Mtpa in 2012 reflecting industry destocking during 1Q 2012, ongoing challenges in India, lack of clarity with respect to China contract for 3Q 2012 and macroeconomic concerns
- Potash prices are estimated to be healthy in 2012. Current spike in crop prices should translate into potash price growth in 2013
- The potash demand is likely to return on its historical growth trend over the next couple of years. For 2013 we expect global potash demand to increase to 55-57 Mtpa



### Summary



A Leader in the Global Potash Market	<ul> <li>#1 in global potash production</li> <li>#1 in potash export market</li> <li>The lowest cost producer</li> <li>Cost-advantageous Brownfield and large-scale Greenfield projects</li> </ul>
Sustainable Superior Performance	<ul> <li>EBITDA margin – 74 %<sup>1</sup> (1H 2012)</li> <li>Unit Cash COGS – 60 US\$ per tonne (1H 2012)</li> <li>Optimized low interest rate debt portfolio</li> </ul>
Market Outlook	<ul> <li>Industry fundamentals remain supportive,</li> <li>Buyer sentiment continues to be influenced by the macroeconomic volatility</li> <li>Global potash deliveries are expected to total 50 MT in 2012</li> </ul>
Further Improvement in Corporate Governance	<ul> <li>Four high calibre INEDs selected to the Board</li> <li>Dividend policy of 50% payout and interim dividends</li> <li>Drive towards clarity and transparency</li> <li>Publication of inaugural Sustainability Report</li> </ul>

### **Contact Information**



#### **IR Contact Details**

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## Appendices





**Business Model** 

**Financial Position** 

**Management Team and Governance** 

**IR Awards** 

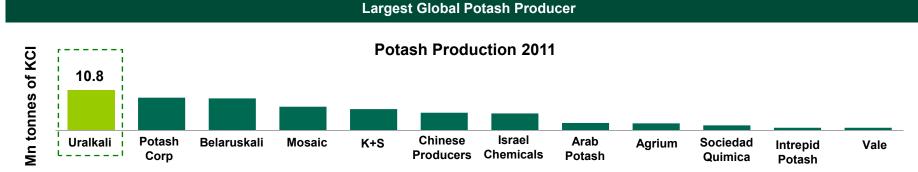
**Potash Market Fundamentals** 

**Operating Process** 



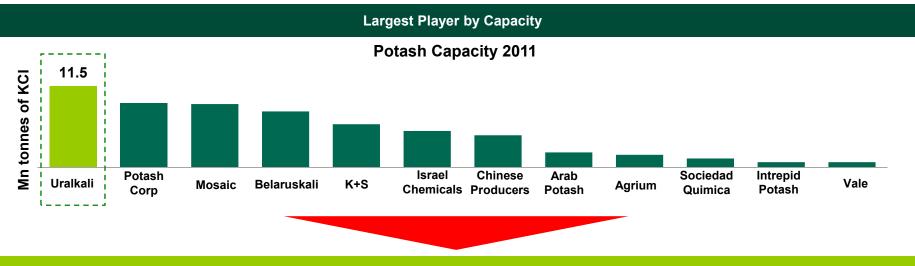
### **Uralkali – a Leader in the Global Potash Market**





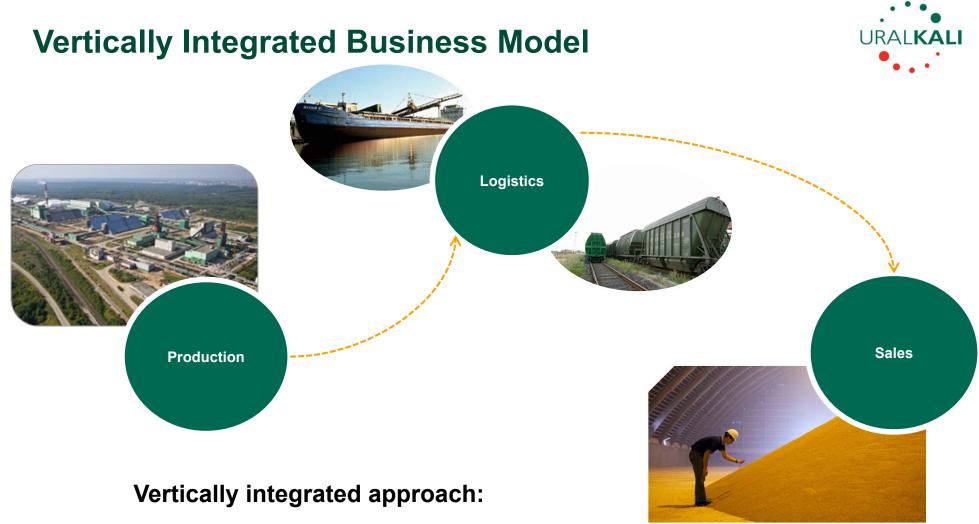
Source: Companies financial reports, IFA, National Bureau of Statistics of China Note:

1. Mosaic production excluding share produced under toll agreement with PotashCorp



#### **Global Market Leader by Both Production and Capacity**

Source: Companies financial reports, IFA, National Bureau of Statistics of China, FMB, Fertecon, VTB Capital Research



- Reduces supplier risks
- Enables to control and optimise all stages of production and sales

### **Control Over Entire Value Chain - From Reserve Base to End Customer**

### **Vertically Integrated Business Model - Production**



#### Existing Assets - 5 MINES, 6 POTASH PLANTS, 2 GREENFIELD PROJECTS (Ust-Yayva and Polovodovo)





#### Berezniki-2

- Potash plant and mine
- Granular and standard potash

### Berezniki-3

Potash plantGranular, standard potash



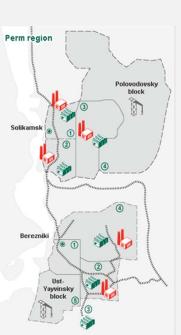
#### Berezniki-4

- Potash plant and mine
- · Standard potash



#### **Ust-Yayvinsky Field**

- Resources: 1,3 bn tonnes<sup>1</sup>
- Capacity: + 2,8 mln tonnes KCI in launch year 2020



- MOP Plants (6)
- Potash Mines (5)
- Greenfield licenses (2)





- Carnallite plant
- Potash plant and mine
- Standard potash

#### Solikamsk-2

- Potash plant and mine
- Granular and standard potash



#### Solikamsk-3

- Potash plant and mine
- Standard potash



#### Polovodsky fileld

- Resources: 3,1 bn tonnes<sup>1</sup>
- Capacity: + 2,5 mln tonnes KCI in launch year 2021

Production capacity at the end of 2012:Employees in Uralkali main production unit:11.5 min tonnesc. 12,500 employees

### **Vertically Integrated Business Model - Logistics**



#### **COMPANY-OWNED RAILCARS**



- One of the largest specialised railcar fleets in Russia
- Over 8,000 specialized railcars





- Leading Russian fertilizer transhipment terminal with capacity of 6.2 mt
- Represents the shortest transportation route from mines to port
- Uralkali's investment programme can be fully accommodated by BBT's existing capacity in the midterm

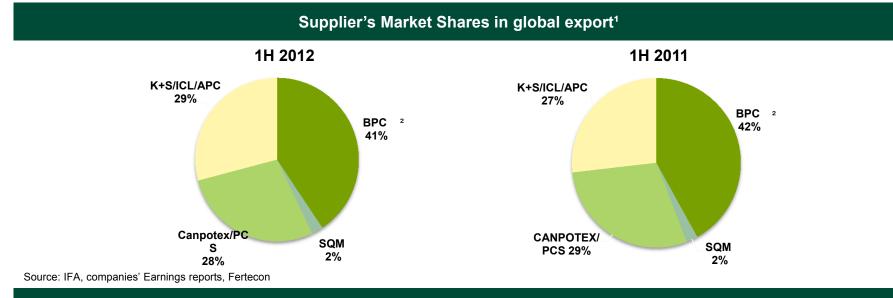
#### WAREHOUSES



- Optimal split between production
   and marine port terminal sites
- Storage capacity of 640,000 tonnes:
  - Berezniki and Solikamsk up to 400,000 tonnes
  - BBT up to 240,000 tonnes

### **Vertically Integrated Business Model – Sales**





#### **Key Strengths**

- BPC<sup>2</sup> trading joint venture with Belaruskali
- #1 in export potash trade<sup>2</sup>
- Geographic coverage of over 40 countries global diversification
- Starting January 2012, BPC<sup>2</sup> distributes all former Silvinit export volumes
- Highly experienced team of traders
- Total number of employees: 110
- Sales offices in 7 countries

### Through BPC Uralkali has strong bargaining position

Note 1: For the purposes of this chart the US is considered as domestic market for the North American producers 2. Together with Uralkali Trading Group

**Appendices** 



**Business Model** 

**Financial Position** 

**Management Team and Governance** 

**IR Awards** 

**Potash Market Fundamentals** 

**Operating Process** 



## Key Financial Highlights – 1H 2012

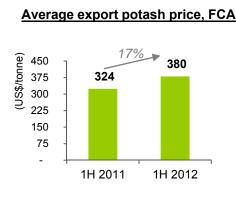


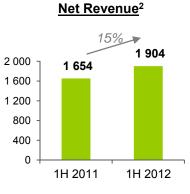
#### Key Figures

	IFRS	Pro-forma	Change
<u>(</u> US\$ mln)	1H 2012	1H 2011 <sup>1</sup>	%
Sales volume, min tonnes	5.1	5.3	-3%
- Domestic sales	1.0	0.9	18%
Sales for local consumption	0.3	0.3	
- Export sales	4.1	4.4	-7%
Revenue	2 234	1 973	13%
Net Revenue <sup>2</sup>	1 904	1 654	15%
EBITDA <sup>3</sup>	1 400	1 054	33%
EBITDA margin <sup>4</sup> , %	74%	64%	
Net Profit	842	794	6%
CAPEX	160	226	
incl. Expansion	87	107	

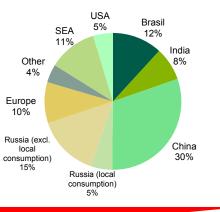
### Key Highlights<sup>1</sup>

(US\$ mIn)

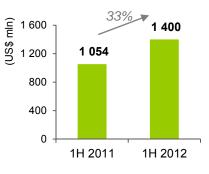




#### 1H 2012 Market mix







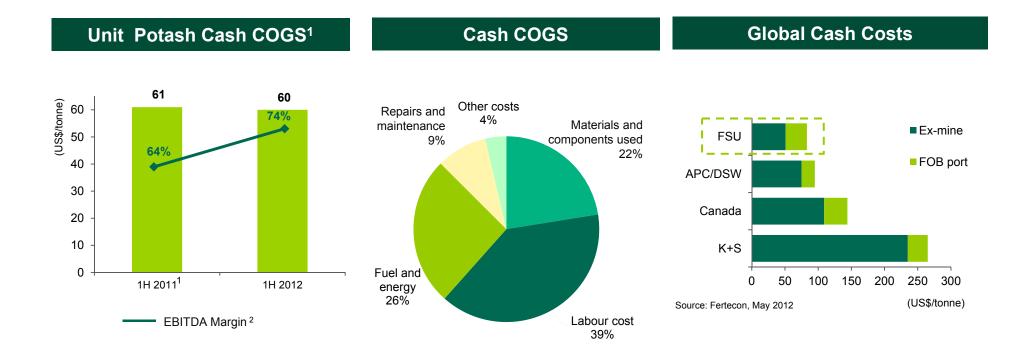
#### Price environment remained robust, driving a 33% increase in EBITDA YoY

#### Notes:

- 1. Pro-forma 6M 2011 is calculated as Uralkali financial results for 1H 2011 + Silvinit financial results for 1H 2011
- 2. Net revenue represents adjusted revenue (sales net of freight, railway tariff and transshipment costs)
- 3. EBITDA is calculated as Operating Profit plus depreciation and amortization and does not include mine flooding costs
- 4. EBITDA margin is calculated as EBITDA divided by Net revenue

### **Review of Cost Structure 1H 2012**





Focus on continuous improvements in operational efficiencies and realisation of synergies from the merger allowed to decrease unit cash COGS

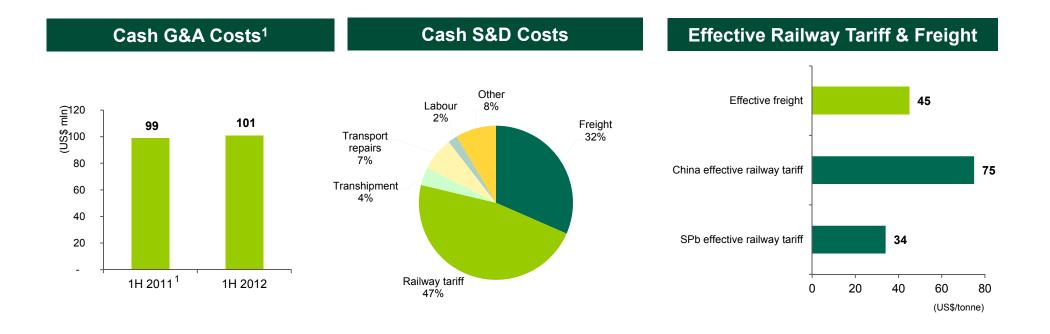
Notes:

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2. EBITDA margin is calculated as EBITDA divided by Net revenue

### **Review of Cost Structure 1H 2012 (2 of 2)**







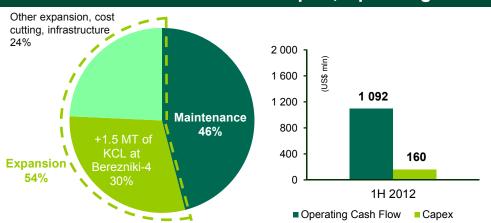
Notes:

1.

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### Capex, Cash Flow, Balance Sheet 1H 2012





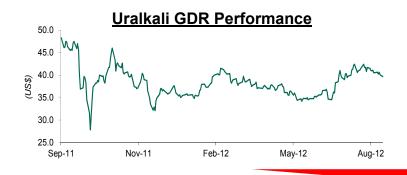
#### Capex, Operating Cash Flow, Balance Sheet

(US\$ bn)	30 June 2012
Debt (bank loans)	3.8
Cash <sup>1</sup>	1.6
Net debt/(cash)	2.2
LTM EBITDA <sup>2</sup>	2.8
Net debt/LTM EBITDA	0.8x

Loan portfolio parameters as of Jun'12:

- c.100% of debt exposure is in US Dollars
- Effective interest rate as of 30 Jun 2012 3.2%
- Target Net Debt/LTM EBITDA ratio of 1.0–2.0x

#### **Buy-back Programme**



- 6 Oct'11 6 Oct'12: buyback programme to the maximum amount of US\$2.5bln
- c. US\$863 mln completed to date
- Effective buyback price<sup>3</sup> US\$35.7/GDR
- Cancellation of shares acquired completed in July 2012 (c. 5.1% of share capital), new number of shares is 2,936,015,891

# Balanced approach to investing in organic growth and returning excess capital to shareholders whilst maintaining a robust capital structure

Note: 1. Including restricted cash

- 2. EBITDA is calculated as Operating Profit plus depreciation and amortization and does not include mine flooding costs; LTM EBITDA is calculated as 2H 2011 EBITDA plus 1H2012 EBITDA
- 3. Average buyback price calculated as total value acquired divided by total number of GDRs and shares (converted to GDRs at 5:1)

#### **Extracting Value through Synergy Realisation** URAI **KALI** US\$60 m US\$300m p.a. US\$17 m US\$100m p.a. US\$60 m US\$300 m US\$10 m US\$60 m Announced<sub>1</sub>at Current Merger Assessment US\$23 m US\$20 m Estimated synergies Run Rate (US\$ mln) **US\$5** m US\$100 m US\$137 m US\$82 m **OPERATIONAL** TRANSPORTATION SALES SG&A (incl. HR) **FINANCIAL** Optimization of debt Optimized procurement • Transportation routes • Termination of Combination of corporate • • • **RECURRING** SYNERGIES moved to BBT functions. streamlining portfolio agreements with **Optimized R&M** ٠ traditional Silvinit divisional functions Rolling stock use Refinancing of ٠ Closure of carnallite and traders (IPC/Agrifert) offices expensive Silvinit debt potash production in Optimization of load • Domestic sales Elimination of duplicate ٠ . Berezniki-1 runs/empty runs administrative functions streamlining and services

#### Updated synergy effect estimates suggest annual synergies of c. US\$300m p.a. by 2013

Note

- 1. Net of expected implementation costs
- 2. Gross of implementation costs of US\$42.5m (of which US\$17m was spent in 2011)

Run Rate (2013 onwards)

**Appendices** 



**Business Model** 

**Financial Position** 

**Shareholder Structure, Management Team and Governance** 

**IR Awards** 

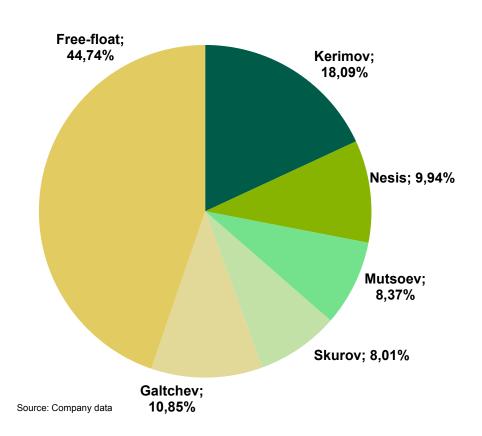
**Potash Market Fundamentals** 

**Operating Process** 

### **Diverse Public Ownership**



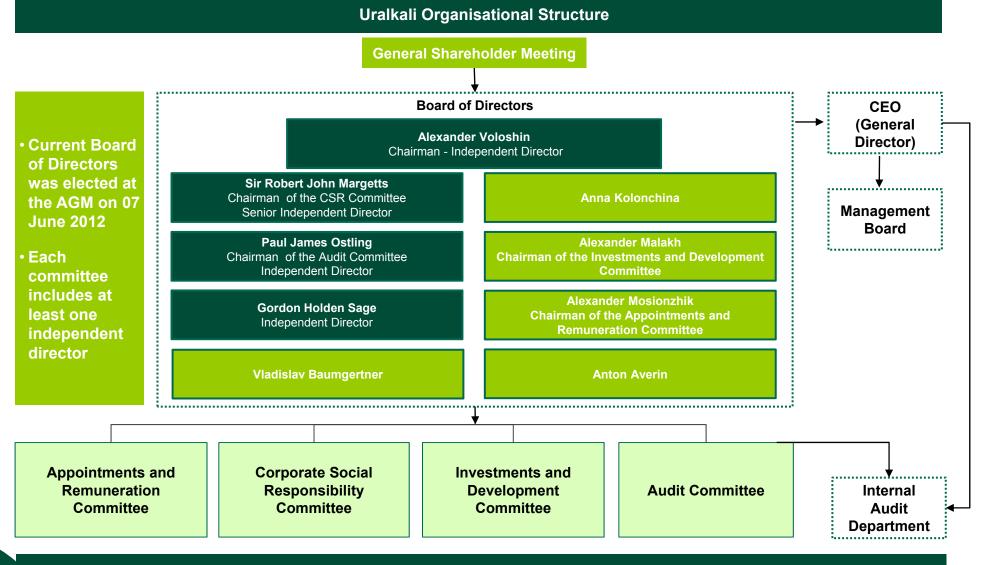
- Shares and GDR's are traded on the LSE, MICEX/RTS
- Total number of ordinary shares is 2,936,015,891 (equivalent of 587,203,178 GDRs)
- Shares acquired during buyback were cancelled in July 2012 – c.5.1% of charter capital in total (new number of shares is 2,936,015,891)



Shareholder Structure<sup>1</sup>

### **Focus on Corporate Governance**





Uralkali is Committed to Continuous Improvement in its Leading Corporate Governance Practices

### **Highly Qualified Management Team**

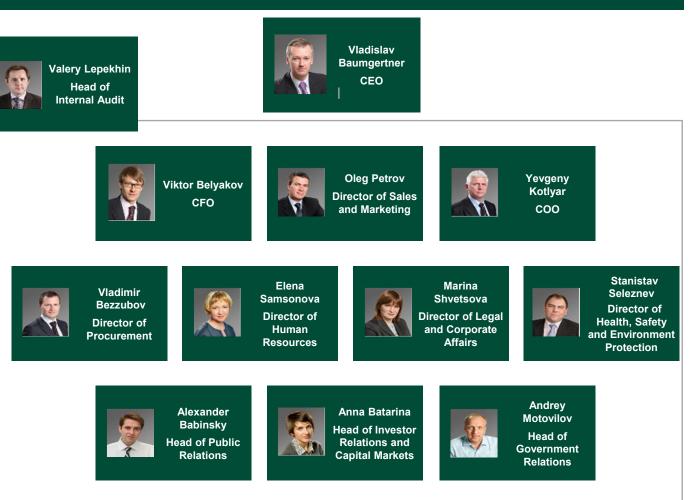


Management team optimally positioned to drive future growth

 Senior management team comprises of highly experienced operational, financial and functional professionals

 Selected from the legacy management teams of both companies

 Extensive experience in mining/chemicals as well as potash industry



**Appendices** 



**Business Model** 

**Financial Position** 

**Management Team and Governance** 

**IR Awards** 

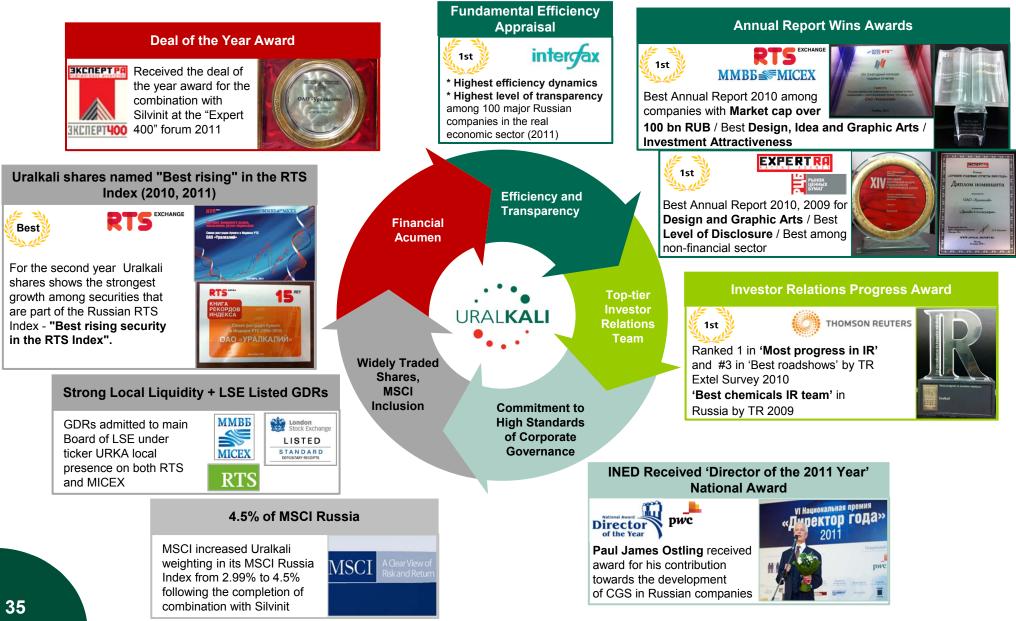
**Potash Market Fundamentals** 

**Operating Process** 



### **Financial and Investor Community Achievements**





**Appendices** 



**Business Model** 

**Financial Position** 

**Management Team and Governance** 

**IR Awards** 

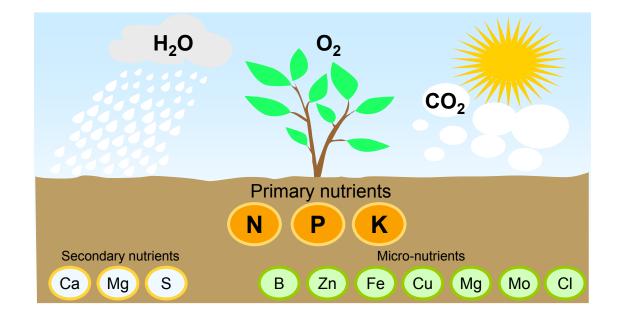
**Potash Market Fundamentals** 

**Operating Process** 



# **Potassium: One of the Three Primary Nutrients**





## Nitrogen (N)

- Promotes protein formation
- Determines plant's growth, vigour, colour and yield

## Phosphorus (P)

- Plays a key role in adequate root development and photosynthesis process
- Helps plant resist drought

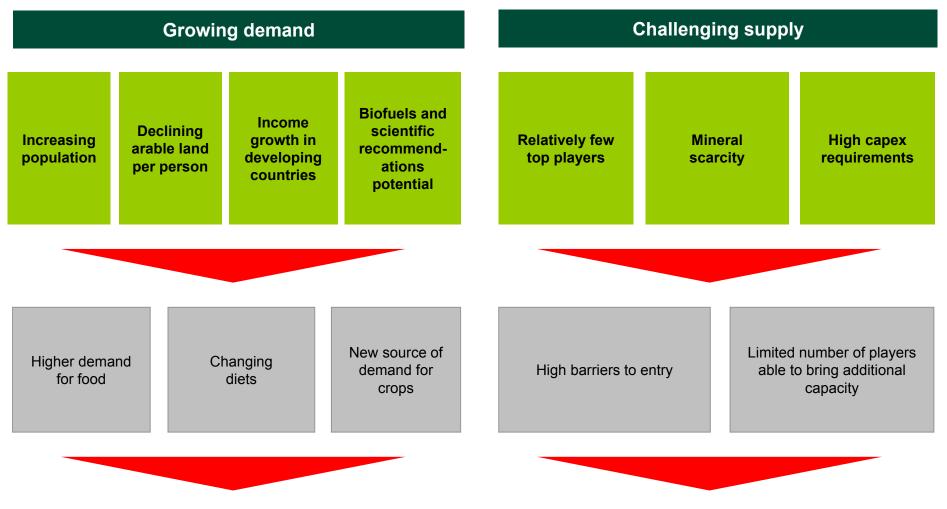
## Potassium (K)

 Improves plant durability and resistance to drought, disease, weeds, parasites and cold weather

Each nutrient plays its own role, but <u>only together</u> they ensure a balanced nourishment and cannot replace each other

# **Strong Industry Fundamentals**





Growing demand and high supply visibility make potash a unique industry<sup>1</sup>

# Potash: Growth, Visibility, Stability



	Potash (K)	Phosphate (P)	Nitrogen (N)
Market size <sup>1</sup> (2011E Consumption)	36.4 million tonnes K <sub>2</sub> O (58.6 million tonnes KCI) <sup>2</sup>	40.7 million tonnes (P <sub>2</sub> O <sub>5</sub> )	106.9 million tonnes (N)
Geographic availability	Very limited	Limited	Readily available
Industry members	Small number of leading players	Several leading players	Large number of players
Profitability	High	Low/Medium	Low/Medium
Estimated cost of greenfield capacity	US\$4.1bn for 2 mln tonnes (KCI)	US\$1.5bn for 1 mln tonnes ( $P_2O_5$ )	US\$1bn for 1 mln tonnes (NH₃)
Estimated greenfield development time	min 7 years	~3-4 years	~ 3 years

Potash represents the strongest investment story across the fertilizer industry

Source: Fertecon, IFA, PotashCorp

Notes: 1.

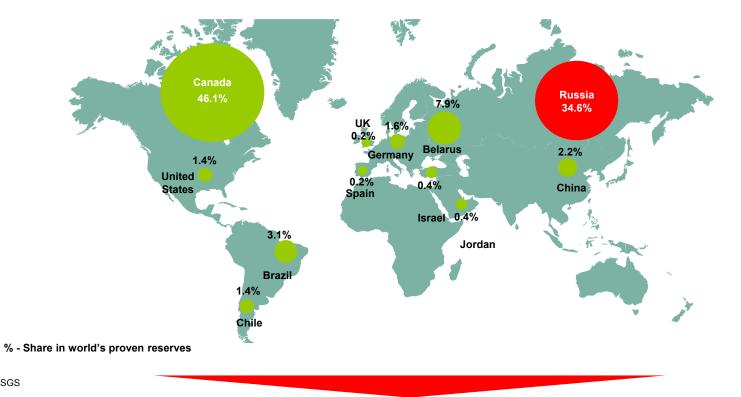
Including fertilizer consumption

2. 1t KCI contains 62% K2O (nutrient)

# **Mineral Scarcity**



## Proven reserves of potash are largely concentrated in Canada and Russia



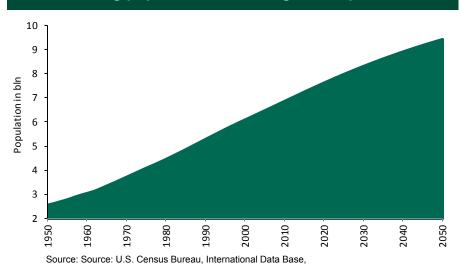
Source: USGS

## Limited access to resources, few high quality large scale ore deposits

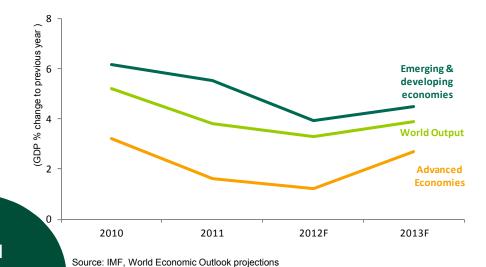
## **Higher Yields Required to Feed Rising Population**



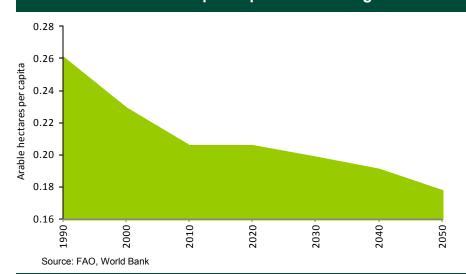
Growing population Needs Higher Crop Yields



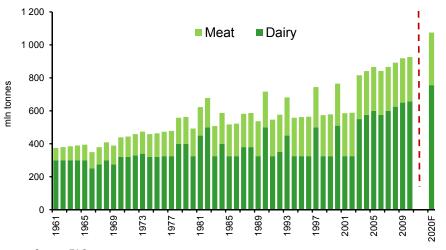
### Global Economic recovery set to continue



Arable land per capita is shrinking



## Food consumption is increasing

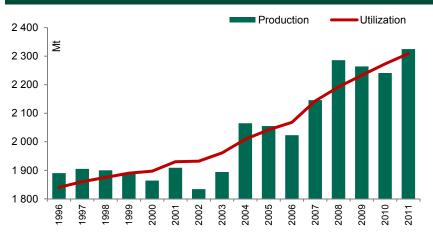


Source: FAO

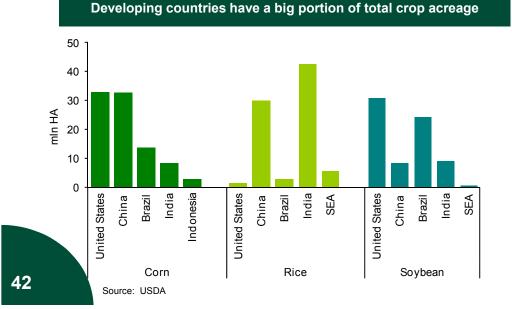
## **Changing Diets Drive Demand for Grain**



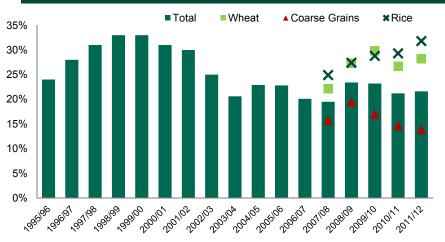
World Cereal Production and Utilization



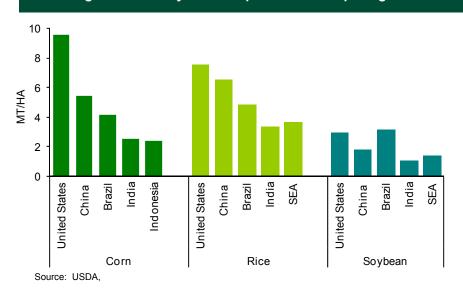
Source: FAO



World Cereal Stock-to-Use Ratio



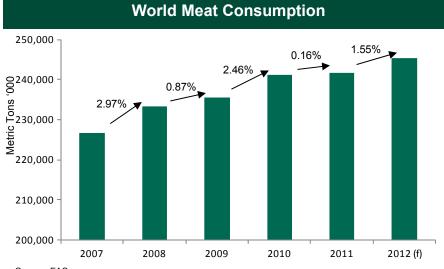
Source: IFA, FAO, USDA



#### ...though have lower yields compared to developed agricultures

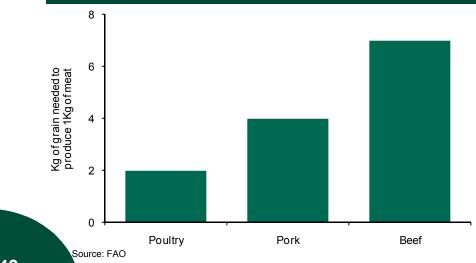
# Changing Diets Driven by Growing Income in Developing Countries



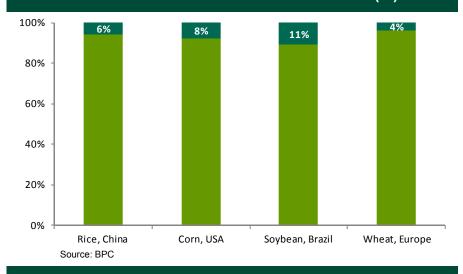


Source: FAS

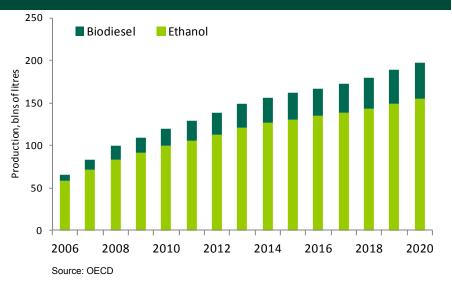
**Grain Consumption vs. Meat Production** 



Share of Potash in Total Farmer's Costs (%)



**Global Biofuel Production** 



**Appendices** 



**Business Model** 

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**Potash Market Fundamentals** 

**Operating Process** 



# **Production Flow**





#### 1. Mining

- One extraction takes place underground at an approximate depth of 400 metres
- Specialized mining combines drill for potash underground, then the extracted one is moved by conveyor belts to the shafts and lifted to the surface



#### 2.Crushing

In the crushing section of the flotation plant rod mills and screens break ore into smaller particles of the size required for further enrichment



#### 3. Chemical Enrichment

- The **Halurgic method** is based on the varying joint solubility of KCI and NaCI in water at different temperatures
- KCI crystallises out of saturated solution when it cools down
- Produce potash fertilisers which contain up to 98% of the useful component

#### **Standard Product**

#### White Potash (MOP)

Applied directly to the soil for producing compound NPK fertilisers, and for other industrial needs Uralkali supply this mainly to China,

Russia and Europe



- soil Produced through the
- flotation method Uralkali supply this primarily to India and Southeast Asia



#### 4. Flotation

- Partly purified potash ore is placed in the flotation machine, bubbles stick to potassium chloride particles and push them to the mixture surface for subsequent separation
- Produce potash fertilisers for agriculture which contain up to 96% of the useful component



#### Compacting

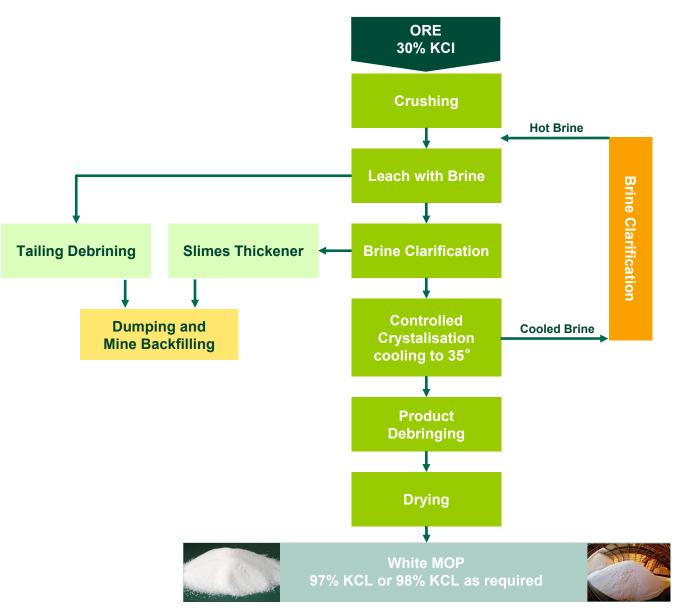
#### Granular potash

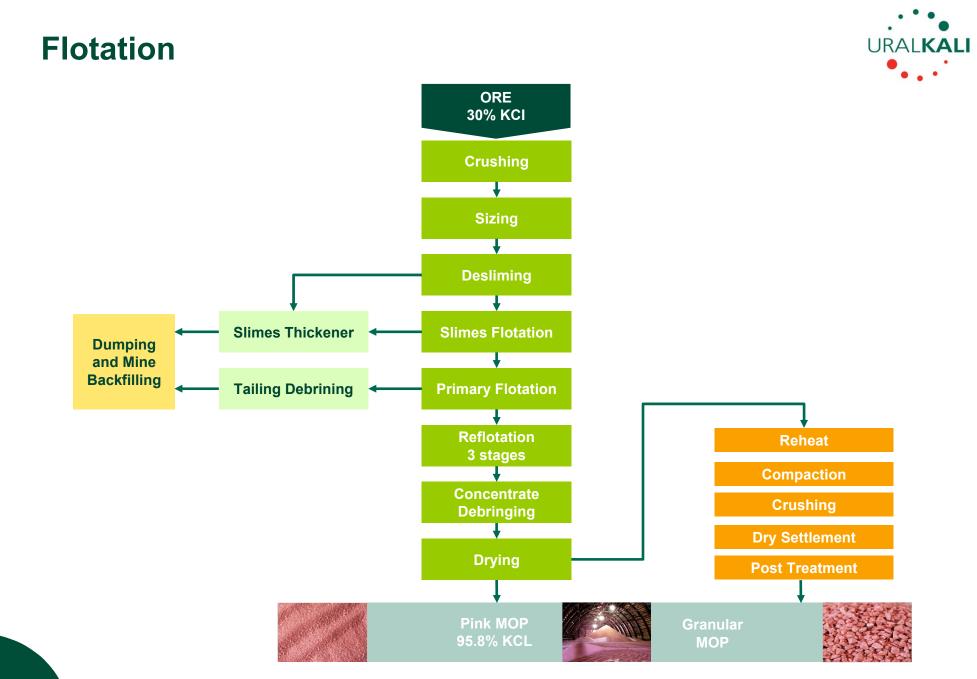
- Premium product bought mainly in countries using advanced soil fertilisation methods
- Uralkali export granular principally to Brazil, the USA and China, where it is applied directly to the soil or blended with nitrogen and phosphate fertilisers

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# **Chemical Enrichment**











**Thank You!** 

