II Congreso sobre Fertilización

Update on OCP developments and overview of the market

Madrid
September 26th, 2018

AGENDA

“¿Quiénes somos?”

Overview of the market on the short term

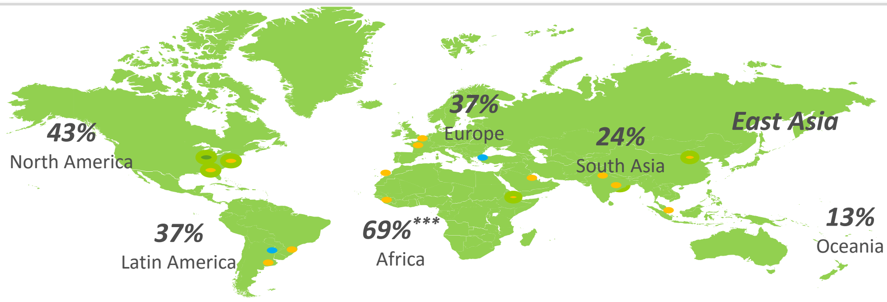
OCP in the European and the Spanish market

OCP AT A GLANCE

#1 Phosphate producer

- #1 Phosphates producer/exporter
- Exclusive access to 70% of proven reserves worldwide*
- Most competitive phosphate rock cost position

31% Global trade market share**



$5.0bn Revenues *(2017)*

- Turnover: USD ~5.0 billion
- EBITDA: USD ~1.3 billion
- Employees: ~21,000

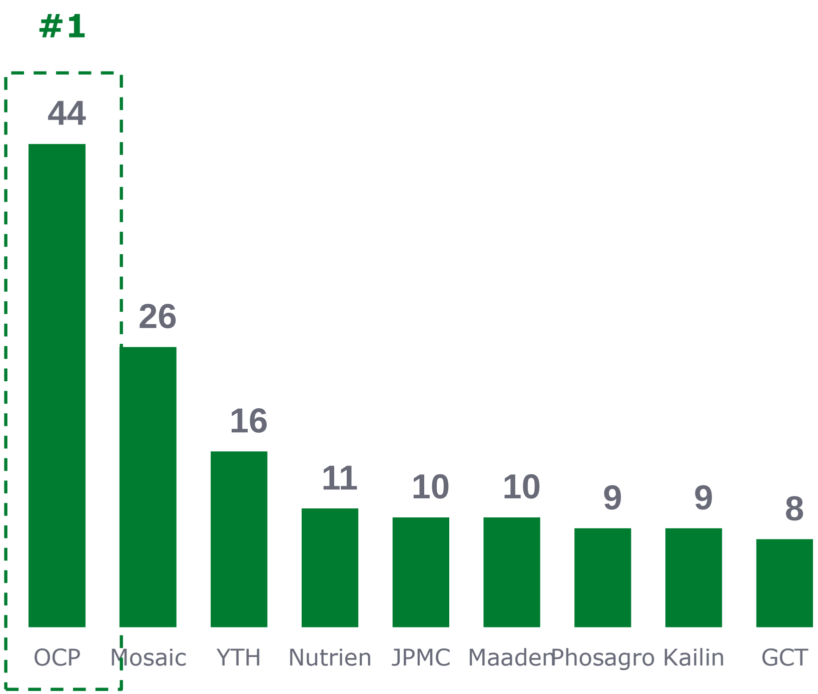
$21bn Investment *(2008-2027)*

- Doubling of mining capacity
- Tripling of fertilizer production capacity
- Massive cost reduction through value chain optimization

* Source USGS; ** 2017, ** IFA 2017 statistics (Africa is including NPK's)

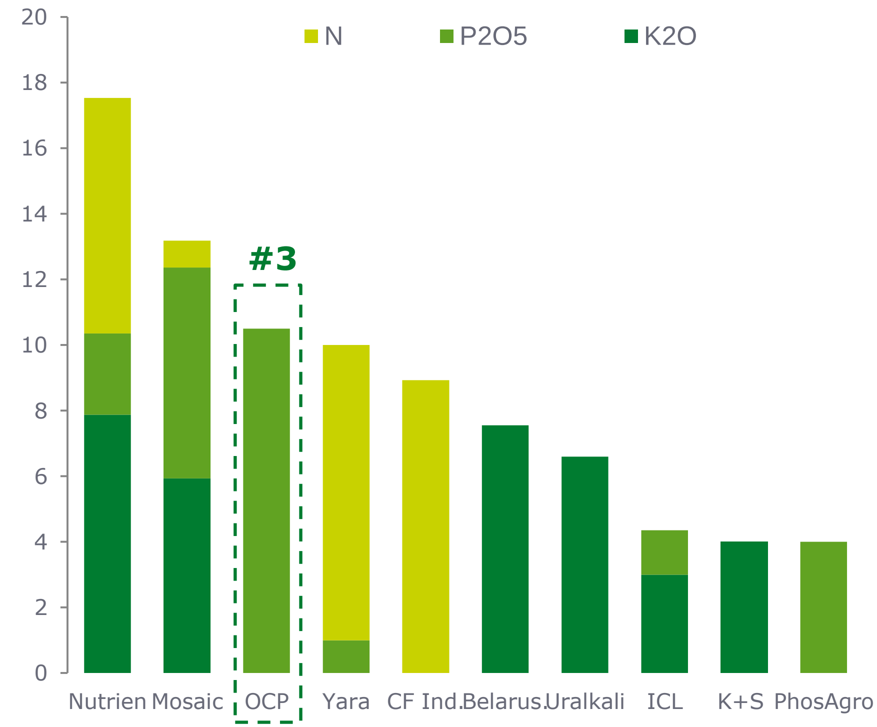
OCP IS AMONG THE LARGEST FERTILIZER COMPANIES IN THE WORLD AND THE LARGEST PHOSPHATE PURE PLAYER

Top Global Largest P-Rock Capacity
2017, Million tons



OCP is the leader in the phosphate industry…

Top 10 Largest Global Capacity
2017, Million tons nutrients



… and the 3rd largest fertilizer company

1. *Mosaic figures include Vale's capacities*

Source : Companies annual reports, presentations and websites, IFA Capacities.

OCP MINING AND CHEMICAL ASSETS IN MOROCCO

Moroccan-based chemical JVs

EMAPHOS/ JV OCP – PRAYON – BUDENHEIM (1998)

Purified Acid: 140 kt P2O5

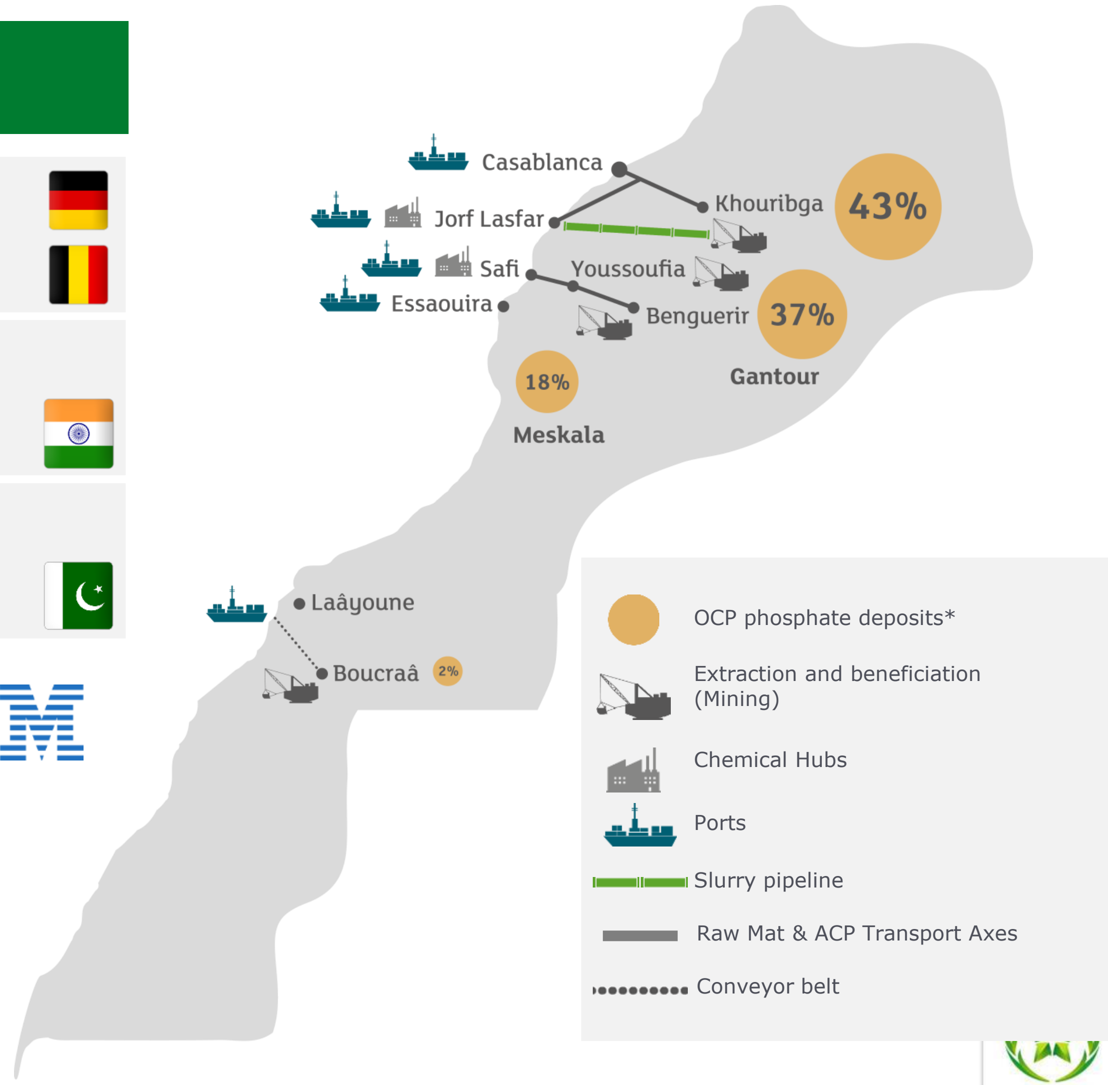
IMACID/ JV OCP – ZUARI - TATA (1999)

Phosphoric Acid: 430 kt P_2O5

PMP/ JV OCP - FAUJI (1986)

Phosphoric Acid: 375 kt P_2O5

JACOBS DUPONT IBM

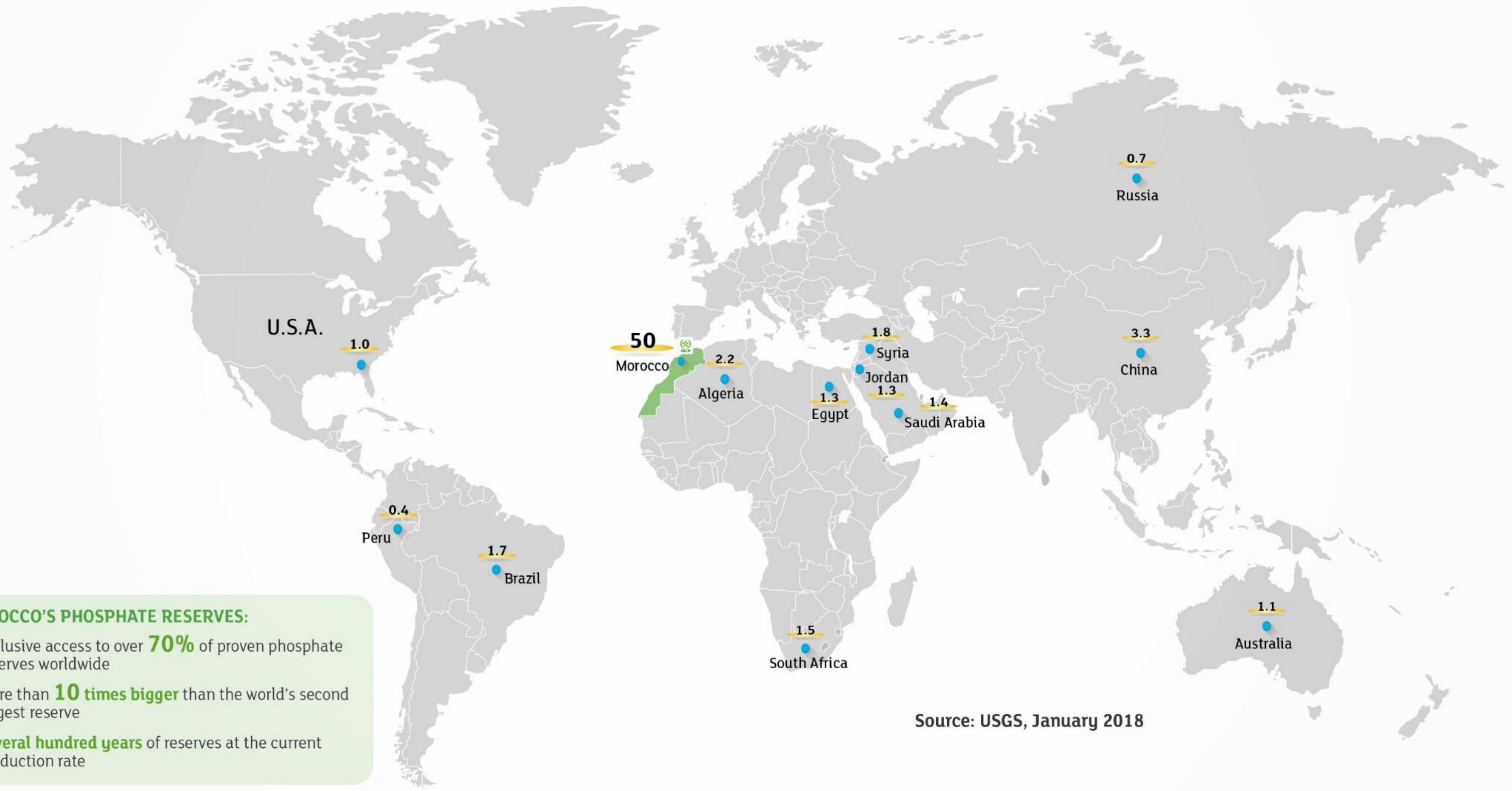


**Sources: US Geological Survey (USGS), International Fertilizer Development Center (IFDC)*

OCP

OCP HAS AN EXCLUSIVE ACCESS TO THE LARGEST PHOSPHATE ROCK RESERVES GLOBALLY…

GLOBAL PHOSPHATE RESERVES REPRESENT 70 BILLION TONS



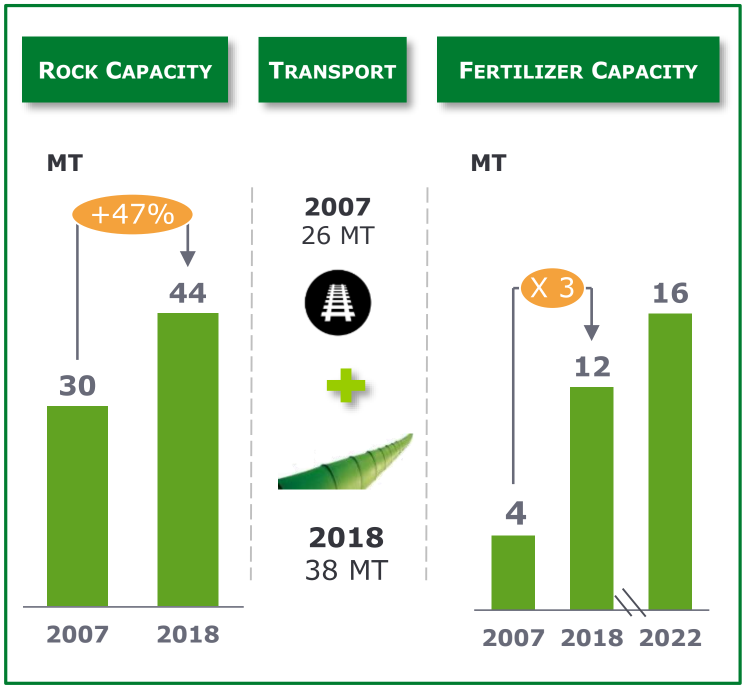
Source: USGS, January 2018

MOROCCO'S PHOSPHATE RESERVES:

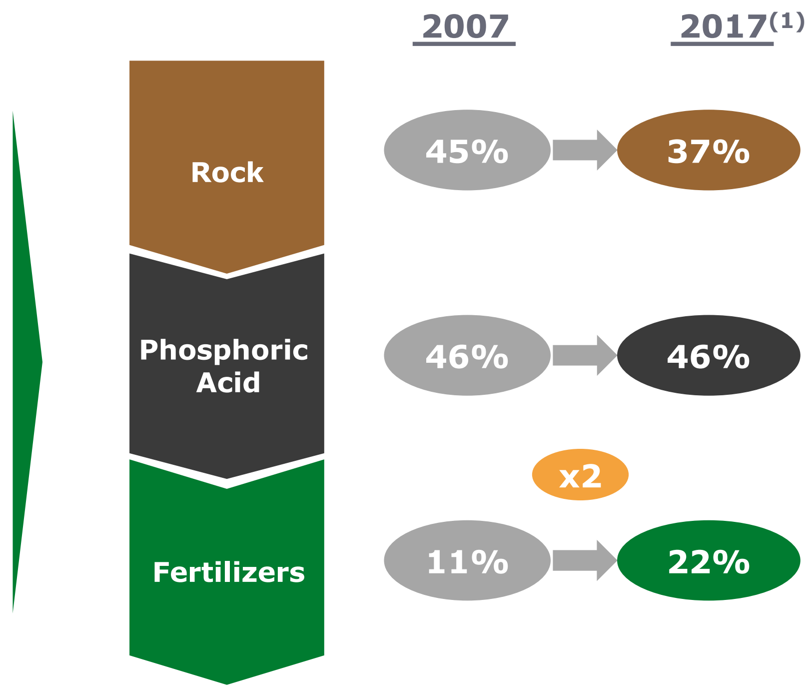
- Exclusive access to over **70%** of proven phosphate reserves worldwide
- more than **10 times bigger** than the world's second largest reserve
- **Several hundred years** of reserves at the current production rate

OVER THE LAST DECADE, OCP HAS STRENGTHENED ITS LEADERSHIP THANKS TO ITS SIGNIFICANT INVESTMENT PROGRAM

OCP has successfully delivered Phase 1 of its CAPEX program…



…while strengthening its export market shares in all segments

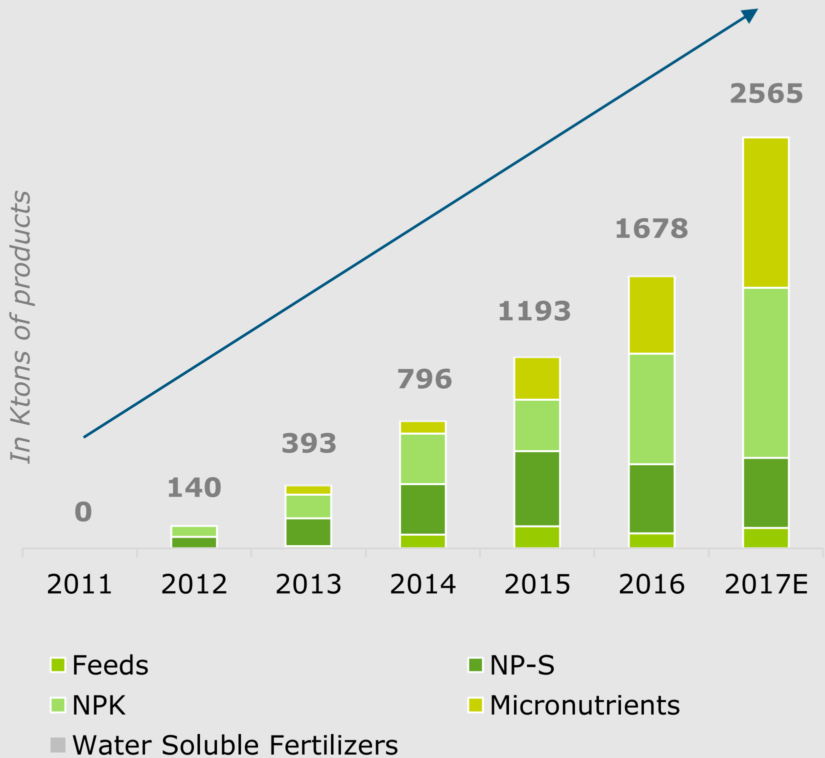


Source: IFA

(1) Data for 2017 cover the first 9 months only

OCP GROUP IS CONTINUOUSLY INNOVATING TO PRODUCE CUSTOMIZED FERTILIZERS THAT ARE TAILORED TO FARMERS' NEEDS

Evolution of OCP specialty products production…



…And more to come in the future

40 new formulas in the last 6 years

- **NP-S**
  NP 20-20-0
  NPS 13-45-5S
  NPS 19-38-7S standard
  NPS 19-38-7S Amine
  NPS 12-46-7S
  NPS 12-48-5S
- **NPK**
  NPK 16-11-20
  NPK 17-16-12
  NPK 10-20-10-6S
  NPK 12-24-12
  NPK 14-24-12
  NPK 15-15-15
  NPK 10-14-16
- **Micronutriments**
  NPK 10-10-10-6S-0.1B-0.5Zn
  NPK 14-18-18-6S-1B
  NPK 14-23-14-5S-1B
  NPK 15-15-15-6S-1B
  NPK 15-15-15-10S
  NPK 16-9-24-2MgO
  NPS 12-40-7S 0.5Zn TAP
  NPS 12-46-1Zn
  NPS 13-45-5S 1Zn
  NPS 13-45-5S 1Zn TAP
  NPS 19-38_7S 0,1Zn
  MAP 11-51-1Zn
- **Feeds**
  DCP
  MDCP
- **Engrais solubles**
  MAP 11-62

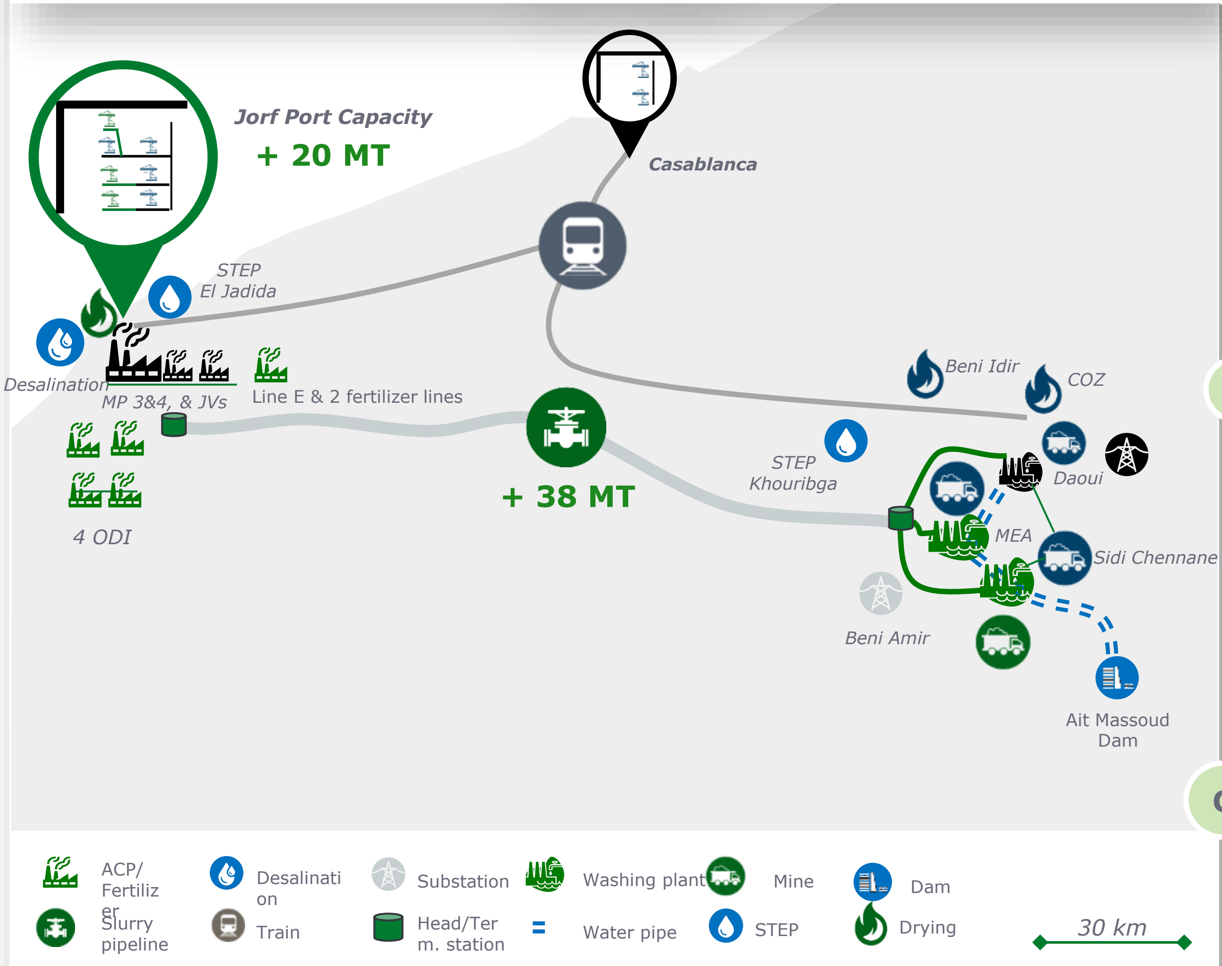
Further expansion of new product portfolio with the introduction in 2019 of a new line of sulfur enhanced fertilizers

Source: OCP

OCP

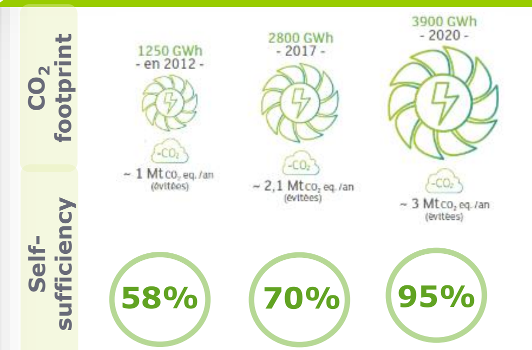
WAVE I: A COMPLETE RECONFIGURATION OF OCP'S VALUE CHAIN VIA SIGNIFICANT CAPACITY EXTENSIONS FROM THE MINE TO THE PORT

Wave I program



… while meeting our sustainability policy commitments

A Energy self-sufficiency



B No more additional natural water consumption

1. **Non-conventional water projects**
   - **25 MM³** from desalination plants
   - **10 MM³** from recycling waste water
2. **Optimizing water consumption**
   - **80%** of the water used in the beneficiation process is recycled
   - **3 Mm³/y** of water saved thanks to the slurry pipeline
   - **25%** in water savings in the new fertilizer plants

C Preserving the phosphate resources

New extraction techniques at the mines

Preserving the phosphate resources

Land rehabilitation


KHOURIBGA
Merah washing plant
Pipeline – Control Tower
Pipeline – Head Station

Jorf Lasfar

- **Pipeline – Terminal station :** Arrival station of the pipeline between Khouribga and Jorf Lasfar
- **JFC I – JFC IV** : 4 integrated fertilizers units
- **Ligne E** : Phosphoric acid unit
- **Desalination** : Seawater desalination unit
- **Drying** : Drying unit of Phosphate rock pulp

Port Capacity
Before upgrade

Port Capacity
After upgrade

- **Jorf Lasfar port :** 6 berths dedicated for OCP's activities
- **Berth 1 upgrade :**
  - Additional 2 Piers : 255m + 180m
  - 2 additional loaders : 2000T/H each
- **Berth 2 upgrade :**
  - Additional 2 Piers : 220m + 180m
  - 2 additional loaders : 2000T/H each

AGENDA

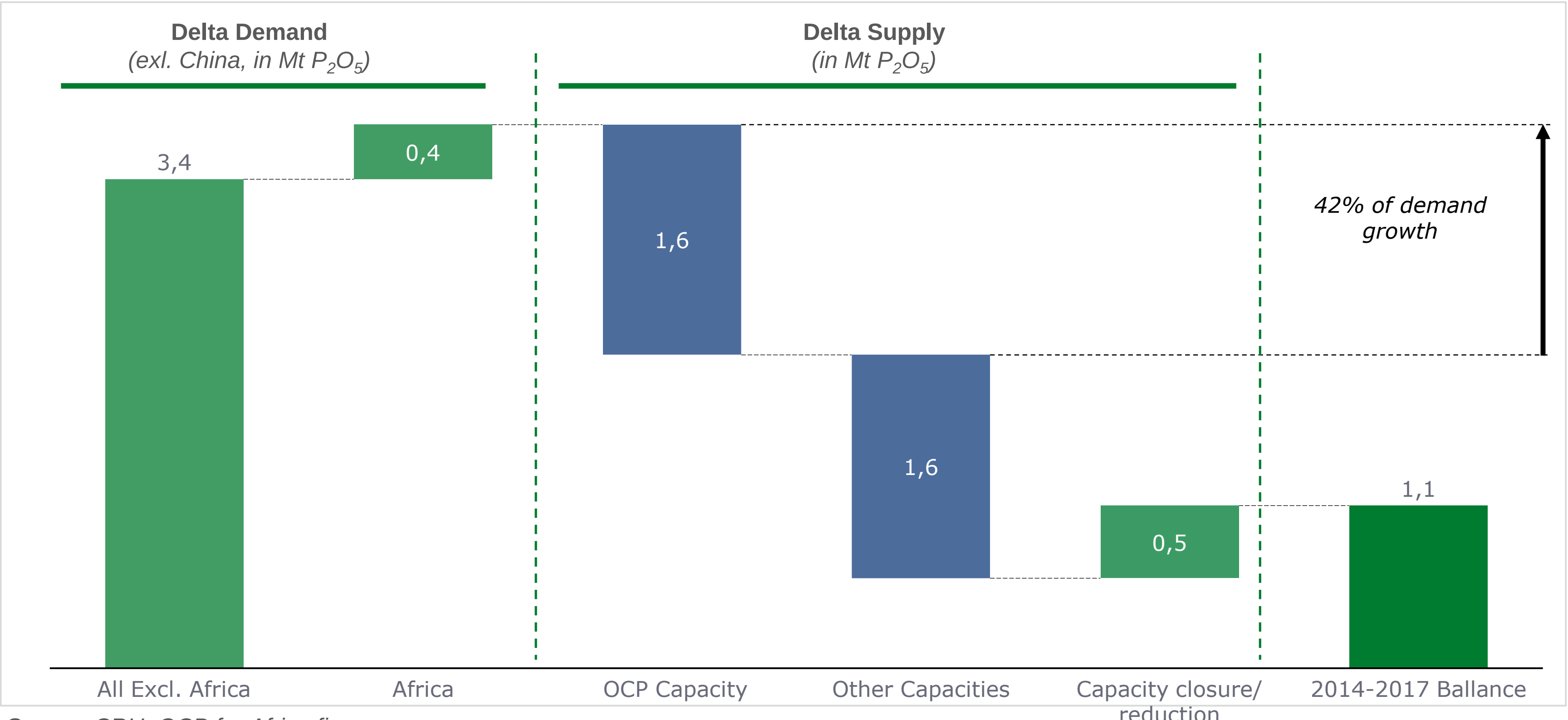
"¿Quiénes somos?"

Overview of the market on the short term

OCP in the European and the Spanish market

MARKET ABSORBED +6 MT OF NEW FERTILIZER CAPACITIES COMMISSIONED OVER THE LAST 3 YEARS

Supply Demand increase 2014/15- 2016/17

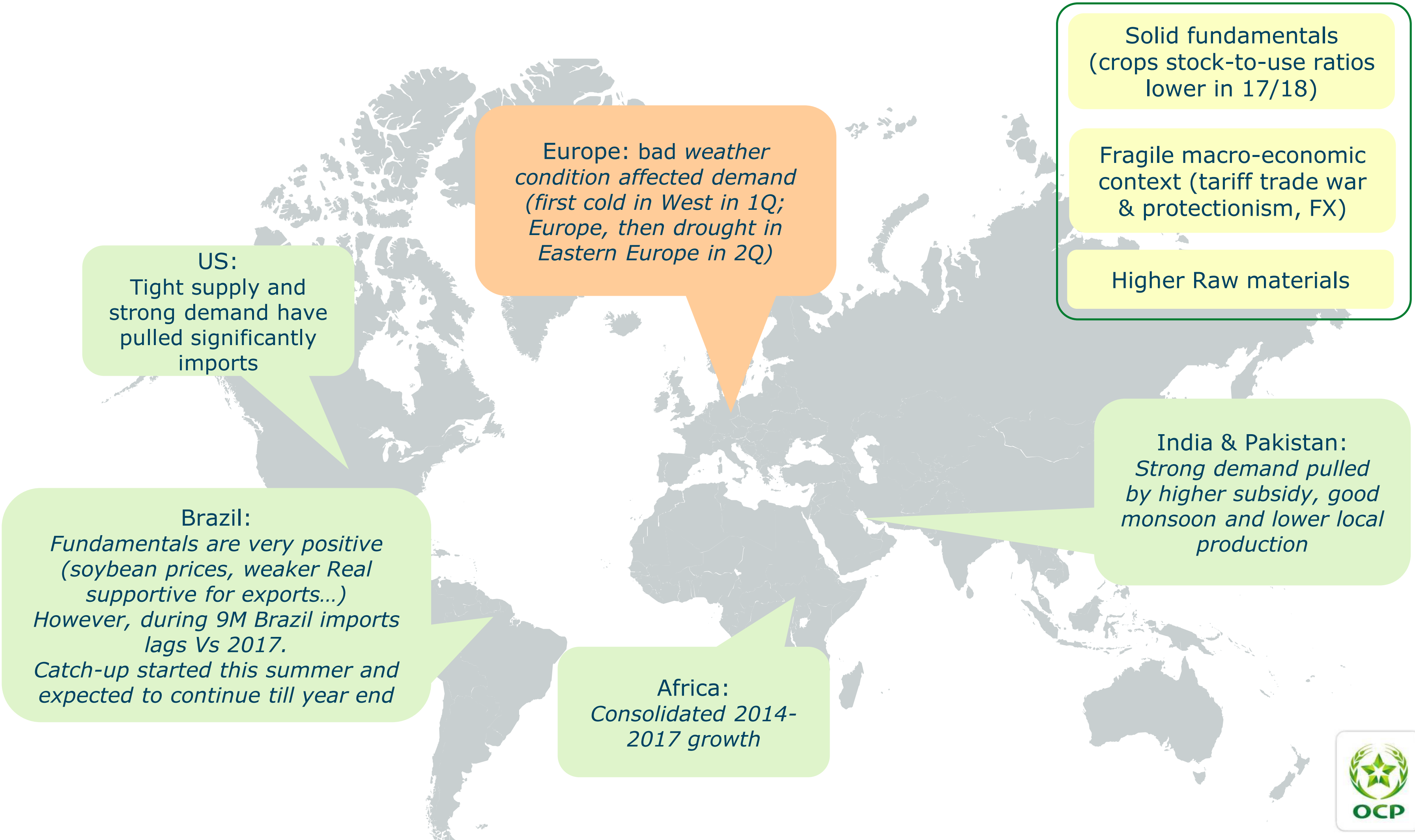


Source: CRU, OCP for Africa figures

A strong demand growth over the last 3 years was not completely covered by new capacities and had to be supplied from additional Chinese exports

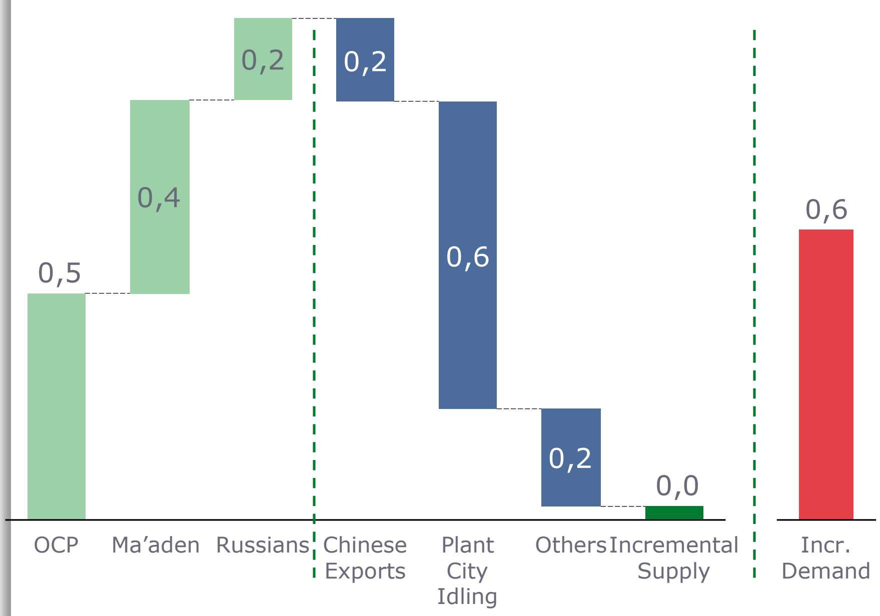
MAIN DEMAND DRIVERS DURING 9M 2018

Demand has been pulled by the strong Indian anticipation



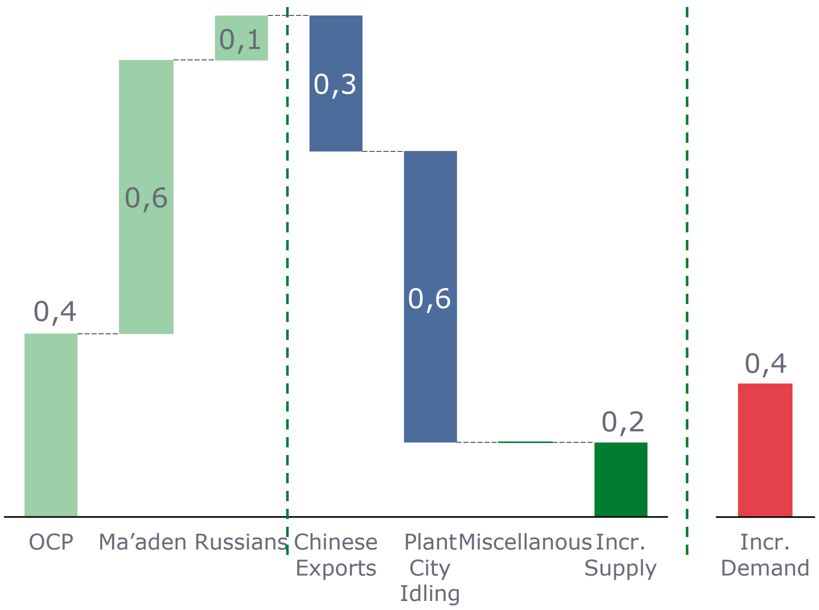
ON THE SUPPLY/DEMAND SIDE, ADDITIONAL CAPACITIES WERE OFFSET BY CLOSURES AND EXPORTS REDUCTIONS

Phosphate S/D Incremental Changes*, H1 2018 (MT product)



Source: estimates OCP, eq DAP/MAP/NPS/TSP, companies websites

Phosphate S/D Incremental Changes*, H2 2018 (MT product)



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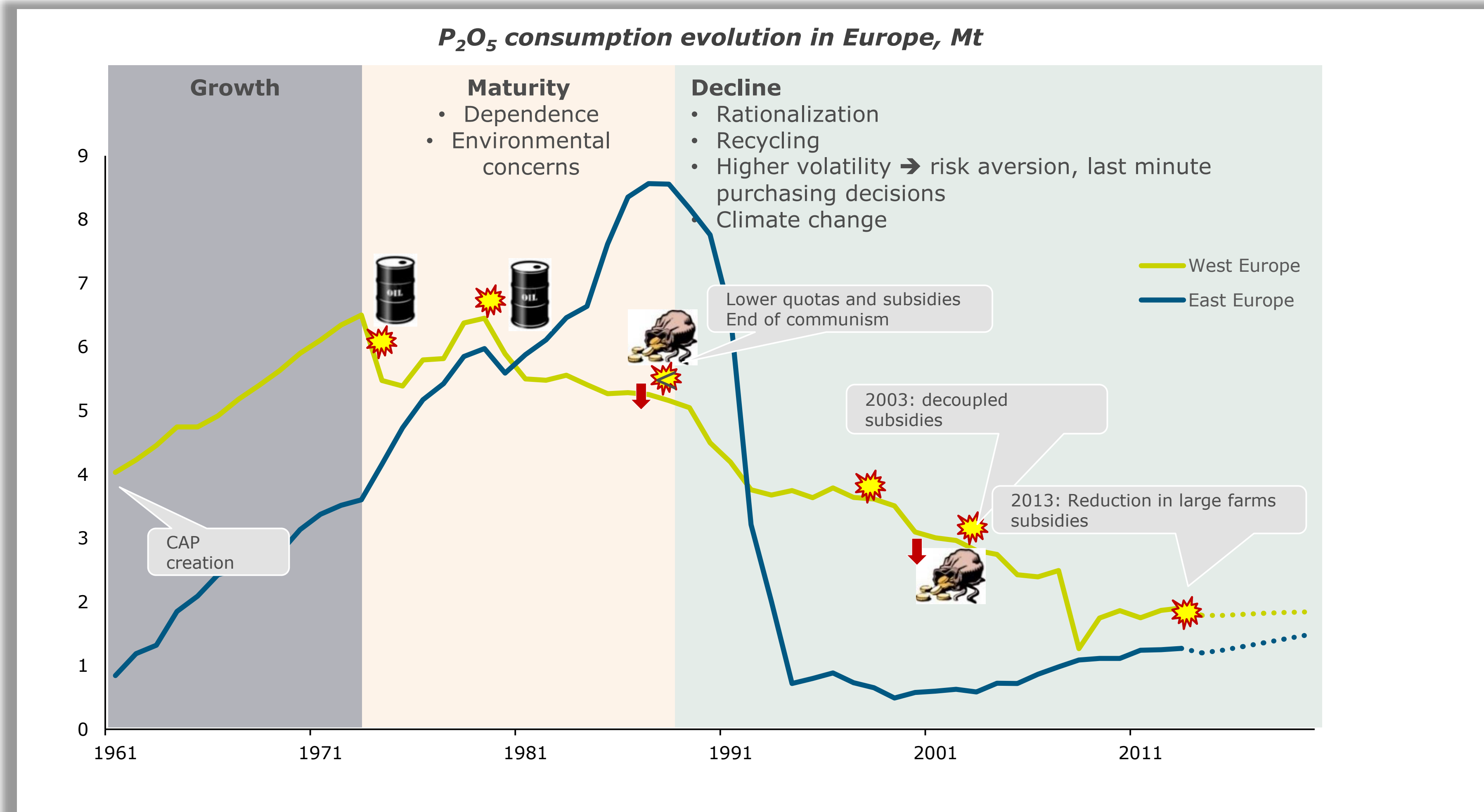
P_2O_5 CONSUMPTION IN WESTERN EUROPE WITNESSED GROWTH, STAGNATION AND THEN DECLINE

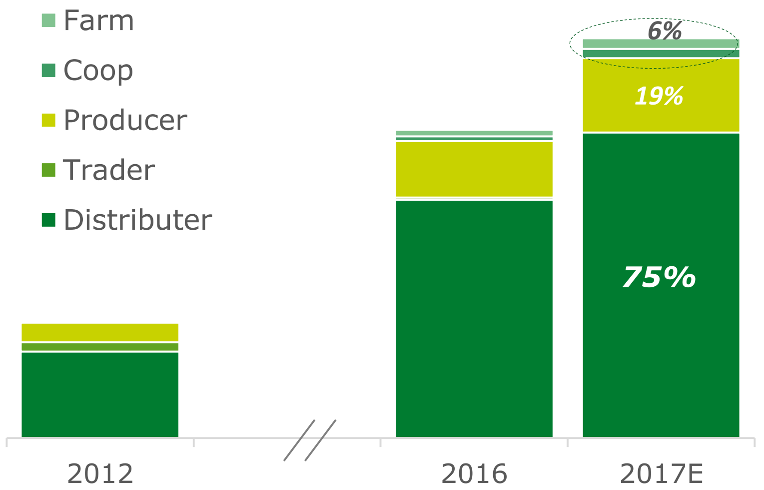


Source: IFA, CRU, Press Review, European Commission, OCP analysis

OCP STRATEGY IN EUROPE: A STRONG BASE OF PARTNERS AND PRODUCT PORTFOLIO

Customer portfolio

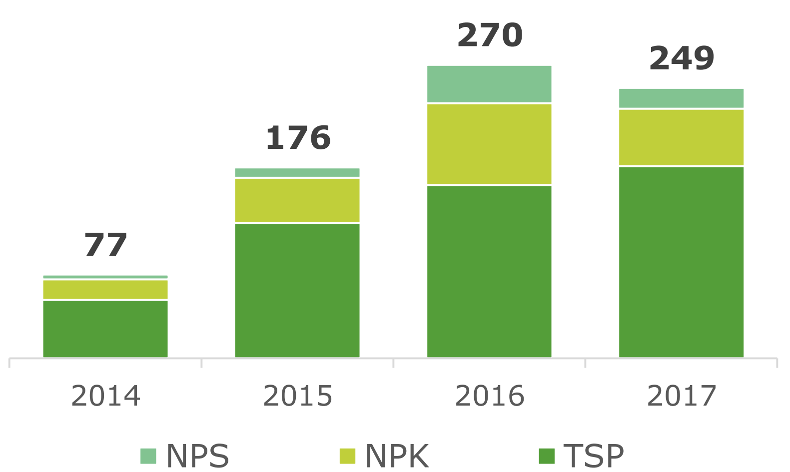
OCP customer Portfolio in Europe



- Reduce Traders weight
- Better market knowledge and final consumer insights

Product Portfolio

Product Portfolio diversification, in kT

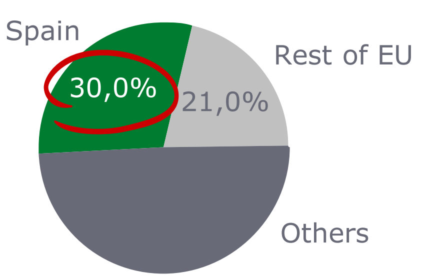


- Differentiation with new products (NPK) and adapted ones (DAP euro, TSP Afcome)
- Field trials in Germany, France, Bulgaria…

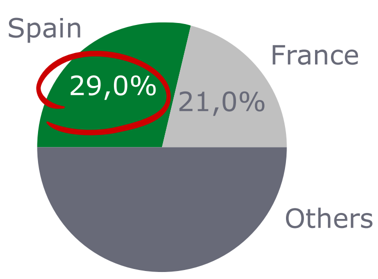
MOROCCO & SPAIN COMMERCIAL PARTNERSHIPS REFLECTED IN OCP BUSINESS

Morocco – Spain Trade balance

Natural commercial partners



2017 Moroccan exports (in value)



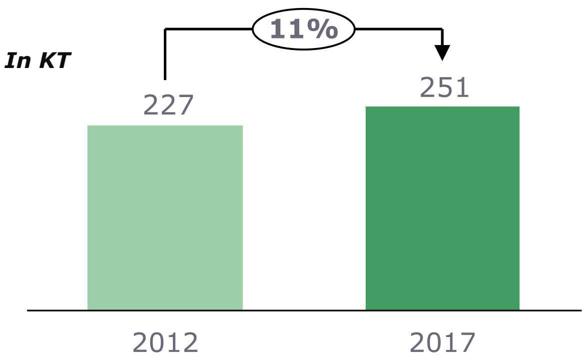
2017 Moroccan imports (in value)

Source: Morocco Office des changes

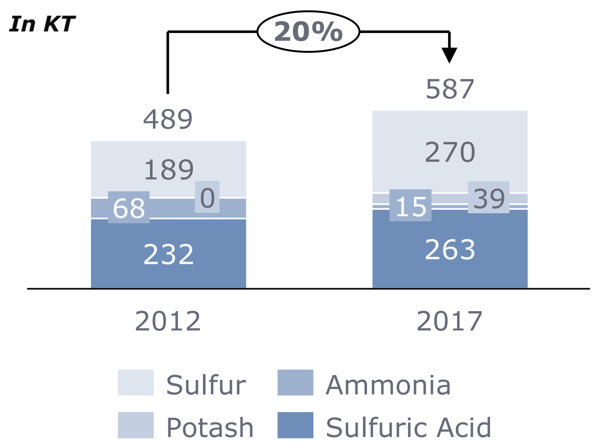
OCP Business Evolution 2012 - 2017

P_2O_5 in all forms

(Phosphate rock, phosphoric acid & fertilizers)

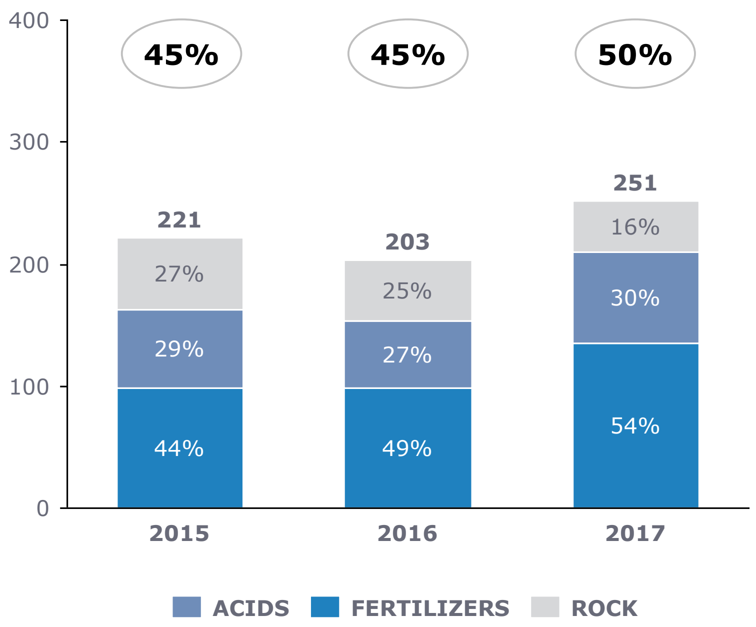


Raw materials Procurement

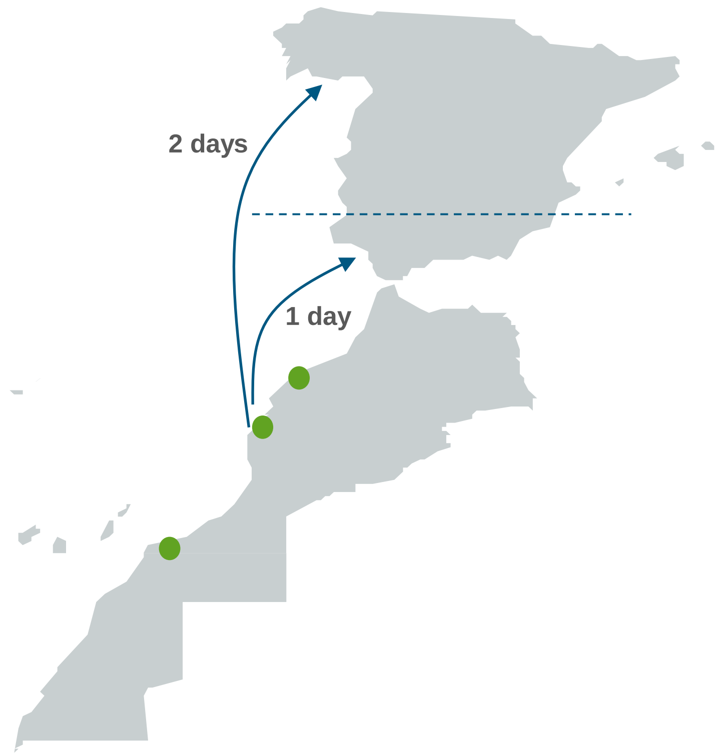


IN PARTICULAR, LOGISTICAL PROXIMITY AND PORTFOLIO FLEXIBILITY ARE KEY DRIVERS

OCP sales by product (kt Product)



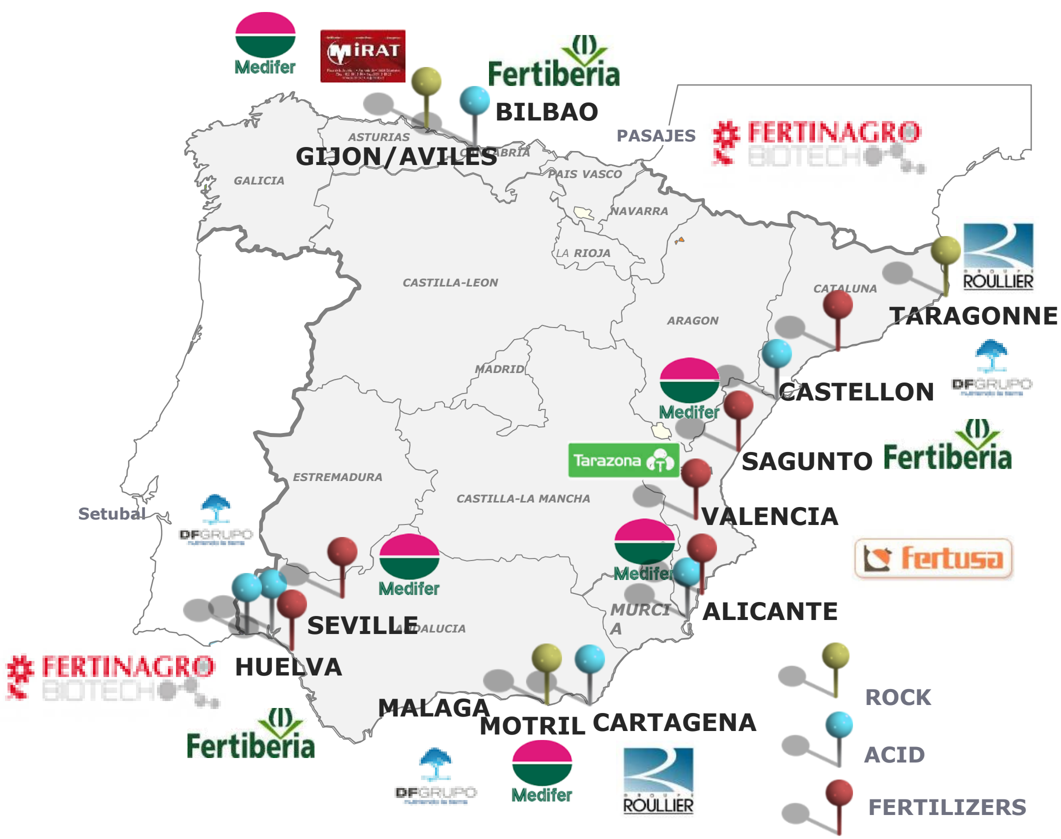
Freight leadtime



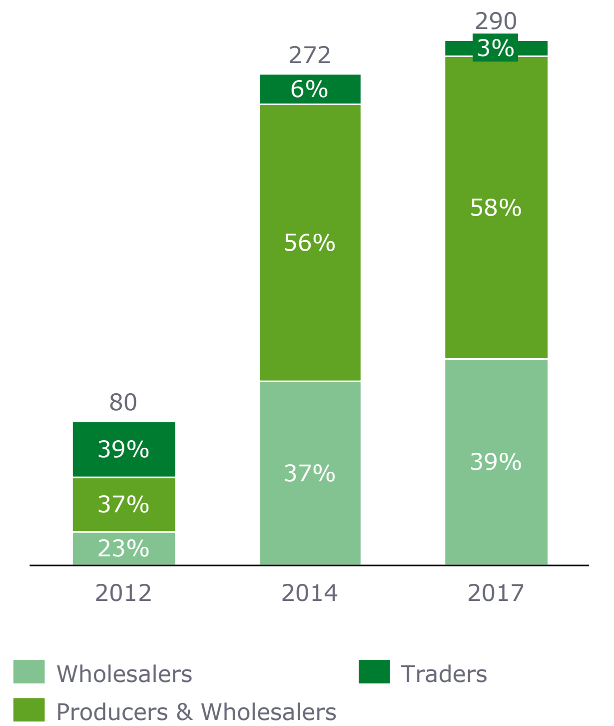
x OCP Market share in total imports

OCP SUPPORTED AND WILL CONTINUE TO SUPPORT WIDELY THE SPANISH AGRICULTURE

OCP sales by customers



OCP fertilizers' sales by category of customers (kt of product)



Less traders favored a better insights on our customers needs

Gracias por su atención