



Maxim Volkov CEO

24th Annual Chemical & Ag Science Conference 14 September 2011



PHOSAGRO

Disclaimer

THIS PRESENTATION IS STRICTLY CONFIDENTIAL AND HAS BEEN PREPARED BY OAO "PHOSAGRO" (THE "COMPANY") SOLELY FOR YOUR INFORMATION. THIS PRESENTATION MAY NOT BE REPRODUCED, DISTRIBUTED OR PASSED ON, DIRECTLY OR INDIRECTLY, TO ANY OTHER PERSON OR PUBLISHED, IN WHOLE OR IN PART, BY ANY MEDIUM OR FOR ANY PURPOSE. "PRESENTATION" MEANS THIS DOCUMENT, ANY ORAL PRESENTATION AND ANY WRITTEN OR ORAL MATERIAL DISCUSSED OR DISTRIBUTED. BY ATTENDING THE MEETING WHERE THIS PRESENTATION IS MADE, OR BY ACCEPTING A COPY OF THIS PRESENTATION, YOU ACKNOWLEDGE AND AGREE TO BE BOUND BY THE FOLLOWING RESTRICTIONS AND TO MAINTAIN ABSOLUTE CONFIDENTIALITY REGARDING THE INFORMATION DISCLOSED IN THIS DOCUMENT.

THIS PRESENTATION DOES NOT CONSTITUTE A PROSPECTUS OR FORM PART OF ANY OFFER OR INVITATION TO SELL OR ISSUE, OR ANY SOLICITATION OF ANY OFFER TO PURCHASE OR SUBSCRIBE FOR, OR ANY OFFER TO UNDERWRITE OR OTHERWISE ACQUIRE ANY SHARES IN THE COMPANY OR ANY OTHER SECURITIES, NOR SHALL THEY OR ANY PART OF THEM NOR THE FACT OF THEIR DISTRIBUTION OR COMMUNICATION FORM THE BASIS OF, OR BE RELIED ON IN CONNECTION WITH, ANY CONTRACT, COMMITMENT OR INVESTMENT DECISION IN RELATION THERETO, NOR DOES IT CONSTITUTE A RECOMMENDATION REGARDING THE SECURITIES OF THE COMPANY.

NO REPRESENTATION OR WARRANTY, EXPRESS OR IMPLIED, IS GIVEN AS TO THE ACCURACY OF THE INFORMATION OR OPINIONS CONTAINED IN THIS PRESENTATION AND NO LIABILITY IS ACCEPTED FOR ANY SUCH INFORMATION OR OPINIONS BY THE COMPANY OR ANY OF ITS AFFILIATES, DIRECTORS, SHAREHOLDERS, OFFICERS, EMPLOYEES, AGENTS OR ADVISERS. THIS PRESENTATION CONTAINS INFORMATION ABOUT THE MARKETS IN WHICH THE COMPANY COMPETES, INCLUDING MARKET GROWTH, MARKET SIZE AND MARKET SEGMENT SIZES, MARKET SHARE INFORMATION AND INFORMATION ON THE COMPANY'S COMPETITIVE POSITION. THIS INFORMATION HAS NOT BEEN VERIFIED BY INDEPENDENT EXPERTS OR ASSEMBLED COLLECTIVELY AND IS SUBJECT TO CHANGE, AND THERE SNO GUARANTEE THAT THE INFORMATION CONTAINED IN THIS PRESENTATION IS ACCURATE OR COMPLETE AND NOT MISLEADING NOR THAT THE OPPANY'S DEFINITION OF ITS MARKETS IS ACCURATE OR COMPLETE AND NOT MISLEADING. THE INFORMATION INCLUDED IN THIS PRESENTATION IS SUBJECT TO UPDATING, COMPLETION, REVISION AND AMENDMENT AND SUCH INFORMATION MAY CHANGE MATERIALLY. THIS PRESENTATION IS TO BE KEPT CONFIDENTIAL. SOME OF THE INFORMATION IS STILL IN DRAFT FORM AND HAS NOT BEEN VERIFIED.

NO PERSON IS UNDER ANY OBLIGATION TO UPDATE OR KEEP CURRENT THE INFORMATION CONTAINED IN THE PRESENTATION AND ANY OPINIONS EXPRESSED IN RELATION THERETO ARE SUBJECT TO CHANGE WITHOUT NOTICE.

THIS PRESENTATION DOES NOT CONSTITUTE A PUBLIC OFFER OR AN INVITATION TO MAKE OFFERS, SELL, PURCHASE, EXCHANGE OR TRANSFER ANY SECURITIES IN RUSSIA, OR TO OR FOR THE BENEFIT OF ANY RUSSIAN PERSON, OR ANY PERSON IN RUSSIA, AND DOES NOT CONSTITUTE AN ADVERTISEMENT OF ANY SECURITIES IN RUSSIA. THIS PRESENTATION IS NOT AN OFFER TO BUY, OR A SOLICITATION OF AN OFFER TO SELL, SECURITIES IN THE UNITED STATES OR IN ANY OTHER JURISDICTION. THE SECURITIES OF THE COMPANY HAVE NOT BEEN AND WILL NOT BE REGISTERED UNDER THE U.S. SECURITIES ACT OF 1933, AS AMENDED (THE "SECURITIES ACT"), AND MAY NOT BE OFFERED OR SOLD IN THE UNITED STATES ABSENT REGISTRATION OR PURSUANT TO AN EXEMPTION FROM (OR IN A TRANSACTION NOT SUBJECT TO) THE REGISTRATION REQUIREMENTS OF THE SECURITIES ACT. THERE WILL BE NO PUBLIC OFFER OF SECURITIES OF THE COMPANY IN THE UNITED STATES, AUSTRALIA, CANADA OR JAPAN. THIS PRESENTATION MUST NOT BE SENT, TRANSMITTED OR OTHERWISE DISTRIBUTED, IN WHOLE OR IN PART, DIRECTLY OR INDIRECTLY, IN OR INTO THE UNITED STATES, CANADA, AUSTRALIA OR JAPAN OR TO ANY SECURITIES ANALYST OR OTHER PERSON IN ANY OF THOSE JURISDICTIONS.

THIS PRESENTATION INCLUDES FORWARD-LOOKING STATEMENTS THAT REFLECT THE COMPANY'S INTENTIONS, BELIEFS OR CURRENT EXPECTATIONS. FORWARD-LOOKING STATEMENTS INVOLVE ALL MATTERS THAT ARE NOT HISTORICAL FACT. FORWARD-LOOKING STATEMENTS CAN BE IDENTIFIED BY THE USE OF WORDS INCLUDING "MAY", "WILL", "WOULD", "EXPECT", "INTEND", "ESTIMATE", "ANTICIPATE", "PROJECT", "BELIEVE", "SEEK", "PLAN", "PREDICT", "CONTINUE" AND SIMILAR EXPRESSIONS OR THEIR NEGATIVES. SUCH STATEMENTS ARE MADE ON THE BASIS OF ASSUMPTIONS AND EXPECTATIONS WHICH, ALTHOUGH THE COMPANY BELIEVES THEM TO BE REASONABLE AT THIS TIME, MAY PROVE TO BE ERRONEOUS. FORWARD-LOOKING STATEMENTS ARE SUBJECT TO RISKS, UNCERTAINTIES AND ASSUMPTIONS AND OTHER FACTORS THAT COULD CAUSE THE COMPANY'S ACTUAL RESULTS OF OPERATIONS, FINANCIAL CONDITION, LIQUIDITY, PERFORMANCE, PROSPECTS OR OPPORTUNITIES, AS WELL AS THOSE OF THE MARKETS IT SERVES OR INTENDS TO SERVE, TO DIFFER MATERIALLY FROM THOSE EXPRESSED IN, OR SUGGESTED BY, THESE FORWARD-LOOKING STATEMENTS. IMPORTANT FACTORS THAT COULD CAUSE THOSE DIFFERENCES INCLUDE, BUT ARE NOT LIMITED TO: CHANGING BUSINESS OR OTHER MARKET CONDITIONS, GENERAL ECONOMIC CONDITIONS IN RUSSIA, THE EUROPEAN UNION, THE UNITED STATES AND ELSEWHERE, AND THE COMPANY'S ABILITY TO RESPOND TO TRENDS IN ITS INDUSTRY. ADDITIONAL FACTORS COULD CAUSE ACTUAL RESULTS, PERFORMANCE OR ACHIEVEMENTS TO DIFFER MATERIALLY. THE COMPANY AND EACH OF ITS DIRECTORS, OFFICERS, EMPLOYEES AND ADVISORS EXPRESSLY DISCLAIM ANY OBLIGATION OR UNDERTAKING TO RELEASE ANY UPDATE OF OR REVISIONS TO ANY FORWARD-LOOKING STATEMENTS IN THIS PRESENTATION AND ANY CHANGE IN THE COMPANY'S EXPECTATIONS OR ANY CHANGE IN EVENTS, CONDITIONS OR CIRCUMSTANCES ON WHICH THESE FORWARD-LOOKING STATEMENTS ARE BASED, EXCEPT AS REQUIRED BY APPLICABLE LAW OR REGULATION.

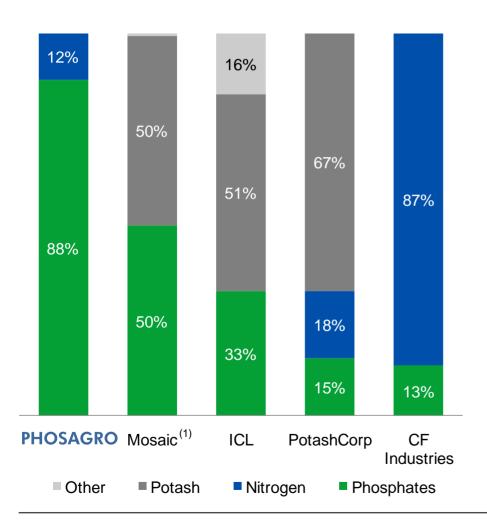
BY ATTENDING THIS PRESENTATION YOU AGREE TO BE BOUND BY THE FOREGOING RESTRICTIONS.



The only pure play phosphates producer and best-in-class profitability

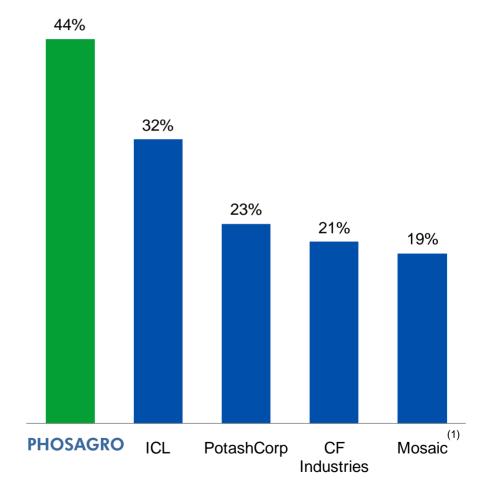
Gross profit breakdown by segment

Average gross profit breakdown by segment for 2008-2010



Phosphate segment gross profit margin

Average gross profit margin of phosphate segment for 2008-2010



Source: Company reports Note: (1) Calendarised Source: Company reports Note: (1) Calendarised





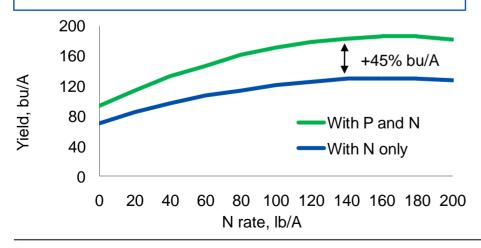
Phosphorus is essential for life

Fertilisers - 85%⁽¹⁾



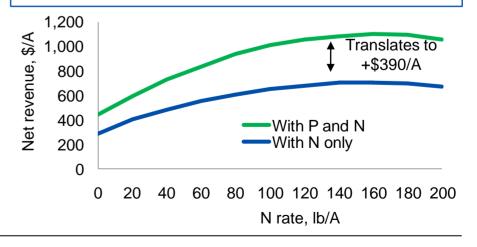
Without phosphate fertilisers

Effect of phosphate and nitrogen fertilisers on corn yield



With phosphate fertilisers

Effect of phosphate and nitrogen fertilisers on net farmer revenue





Phosphorus is essential for life

Technical Phosphates – 9%⁽¹⁾

Animal Feed – 6%(1)



Synthetic detergents



Metal treatment



Water treatment



Lithium phosphate for hybrid and electric vehicle batteries



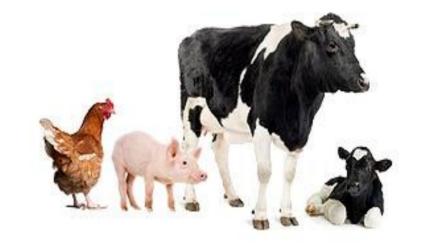
Personal care products



- Cheese
- Processed meat



· Soft drinks





Two main types of phosphate deposits

| | Igneous | Sedimentary |
|---|--|--|
| Scarcity | Approx. 3% of global phosphate resources Approx. 20% of global production | Approx. 97% of global phosphate resources Approx. 80% of global production |
| P ₂ O ₅ content | Up to 40%+ of P₂O₅ Highly efficient beneficiation process | Low to moderate level of P₂O₅ content in concentrate Steady decline of P₂O₅ content for most deposits |
| Impurities (heavy metals, radioactive elements, organic material, etc.) | Very low to low level of impurities | Moderate to high level of impurities Increasing level of impurities in most deposits |

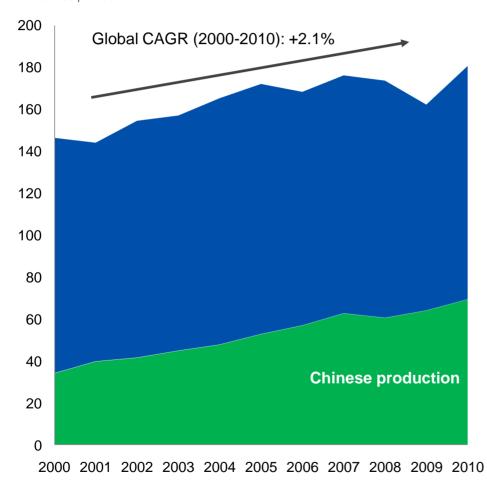
Source: IFDC, Fertecon, JSA LTDA



Stagnating production of phosphates

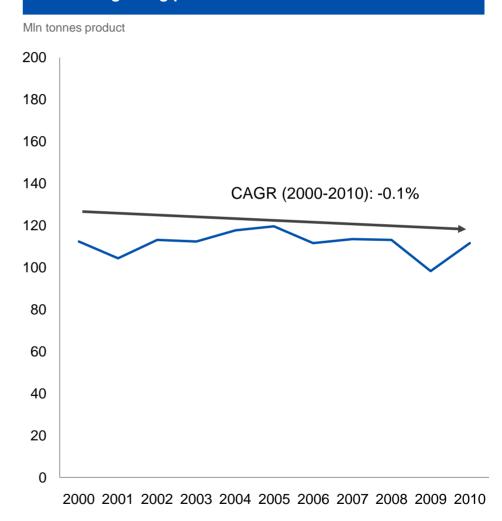
Global phosphate rock production is mainly driven by China ...

MIn tonnes product



Source: IFA, Fertecon

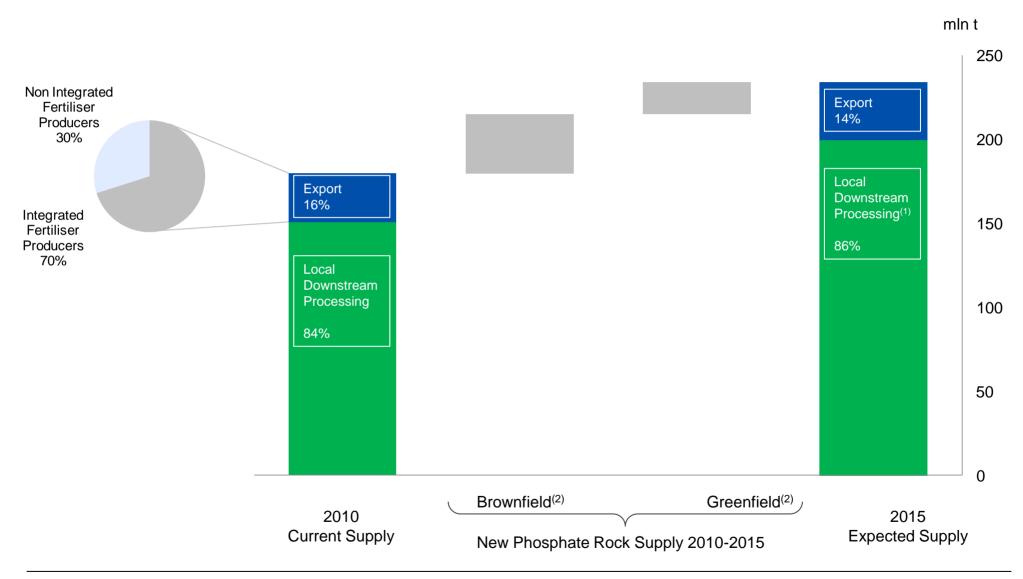
... with stagnating production in the rest of the world



Source: IFA, Fertecon



Potential Phosphate Rock Supply in 2010-2015



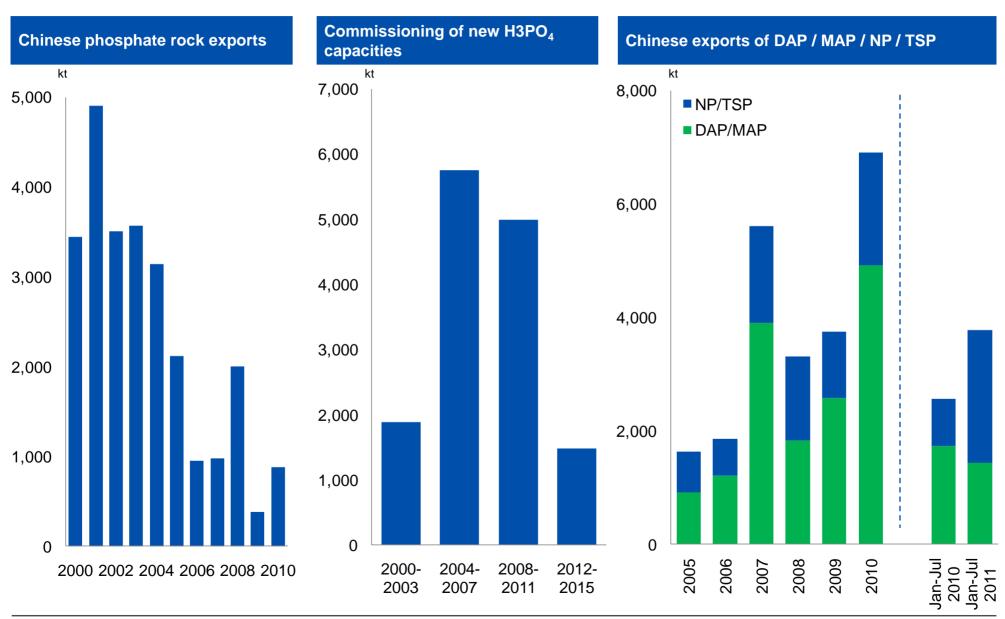
Source: IFA, Fertecon, PhosAgro

Note: (1) Estimate

⁽²⁾ Assuming that declared projects will commission without delays and will operate at full capacities



Development of Chinese phosphate exports

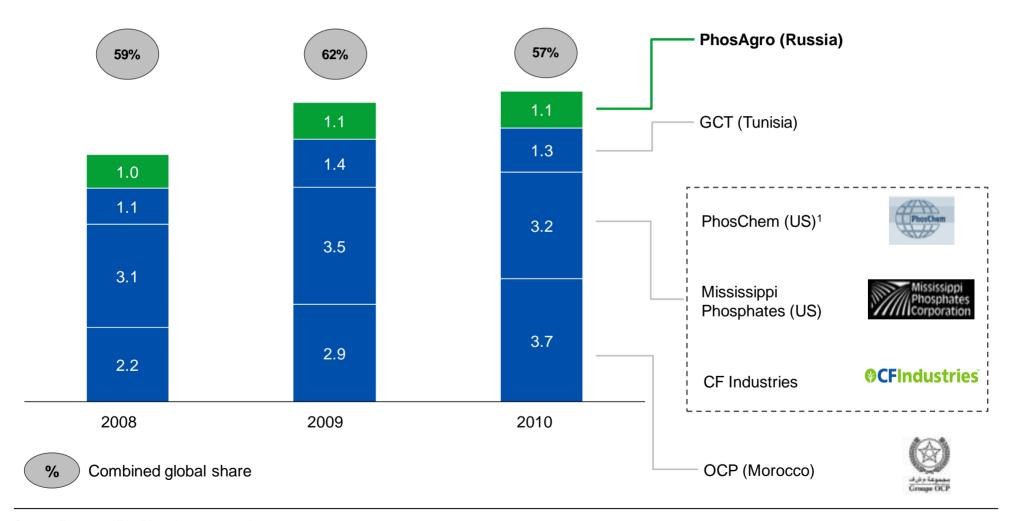




Phosphate is a consolidated industry

Global export volumes of MAP / DAP / TSP / Phosphoric acid

mln t P₂O₅



Source: Fertecon, IFA , Bloomberg, companies reports

Note: (1) PhosChem – Phosphate Chemical Export Association Inc. (Members: Mosaic, PCS)



Need for a combination of feedstocks and complexity of production process act as barriers to entry

Overview of integrated phosphate-based production model based on PhosAgro's consumption ratios



15.2 mln t (12.9% P2O5)



4.4 mln t (39.0% P2O5)



1.3 mln t



4.0 mln t



1.7 mln t



733 mln m³



0.7 mln t



Outbound Logistics

POTASH

0.4 mln t



Greenfield plant – costs case-study

| Production facilities Capacity – mln t / year | Ma'aden | PHOSAGRO |
|--|---------|--------------------|
| Phosphate rock mine | 12.0 | 27.2 |
| Beneficiation plant | 5.0 | 8.1 |
| Sulphuric Acid Plant | 4.7 | 4.1 |
| Phosphoric Acid Plant | 1.5 | 1.8 |
| Ammonia Plant | 1.1 | 1.1 |
| DAP Plant | 2.9 | 3.7(1) |
| Key products | DAP | MAP, DAP, NPK, NPS |

Ma'aden – total est. CAPEX⁽¹⁾: US\$ 5.6bIn

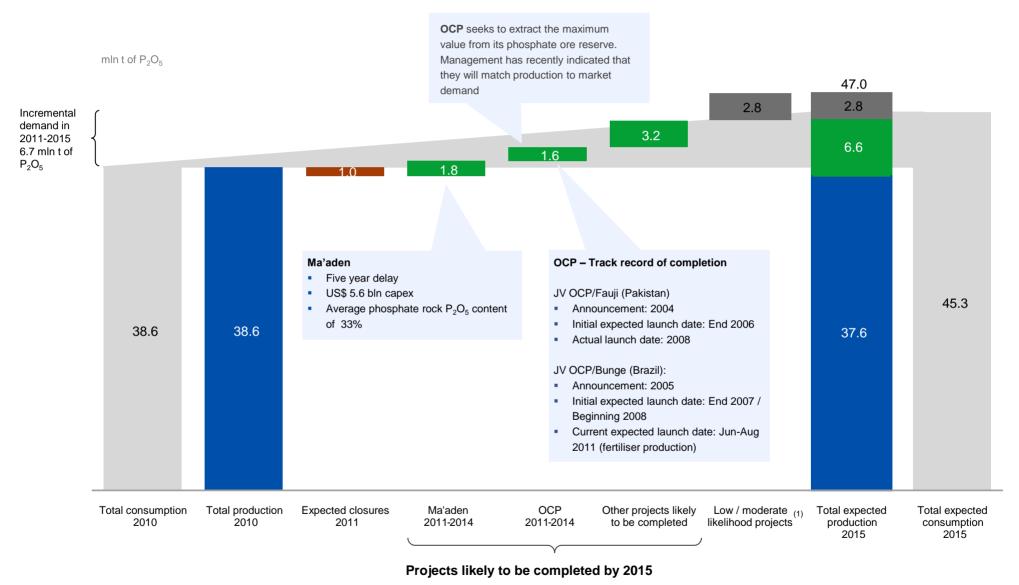
Construction period: 6 years +

Source: PhosAgro, Ma'aden

Notes: (1) CAPEX for the Phosphate Project



Timing and completion of new capacities is uncertain



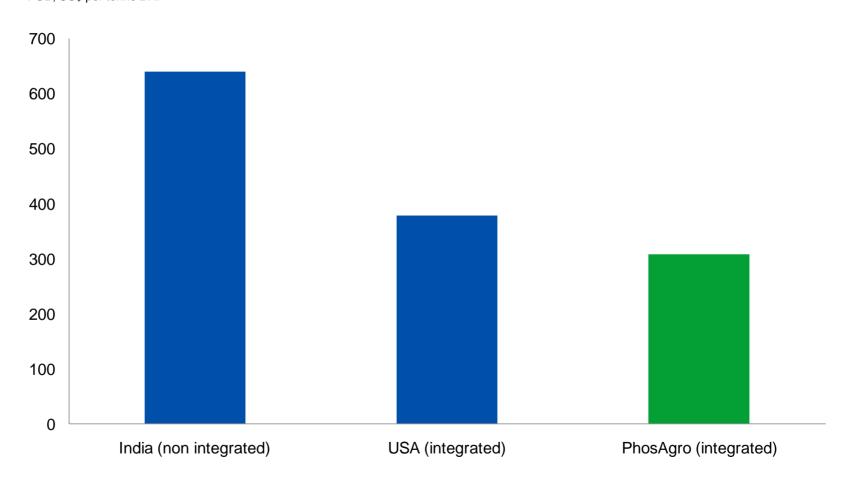
Note: (1) Projects with low / moderate likelihood of completion by 2015 Source: FERTECON, closures and new projects at 100% nameplate capacity, Fertiliser Week, IFA, companies' data



Significant cost advantage for integrated producers

Estimated DAP production cash costs

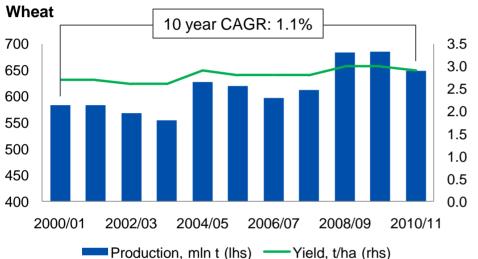


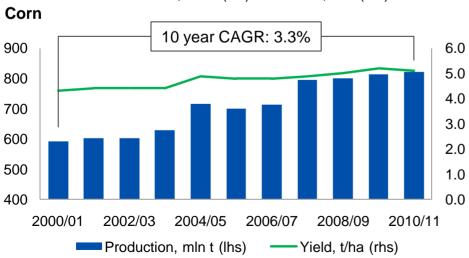




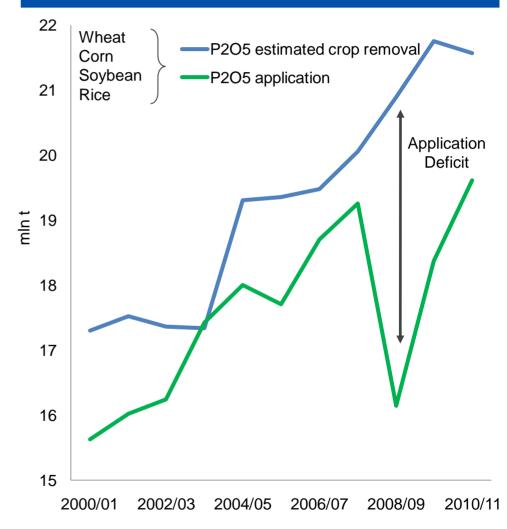
Significant room for further growth of use of phosphate fertilisers

Stagnating yields force farmers to increase planted area to increase production





Insufficient application of phosphate fertilisers creates significant room for growth

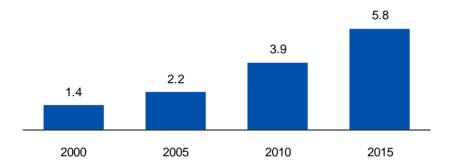


Strong demand fundamentals for fertilisers

Meat consumption is driving demand for phosphate-based fertilisers and feed phosphates

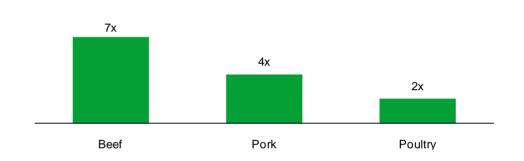
Growing GDP per capita in Emerging Markets

'000 US\$



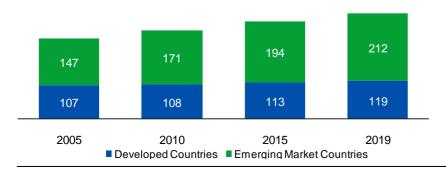
Animal feed a key driver for grain consumption

kg of grain required to produce 1 kg meat



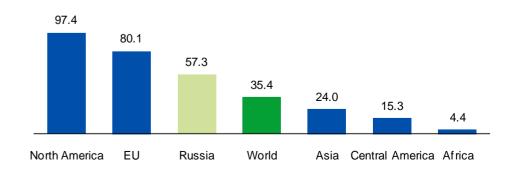
Changing diets – growth in meat consumption

mln t



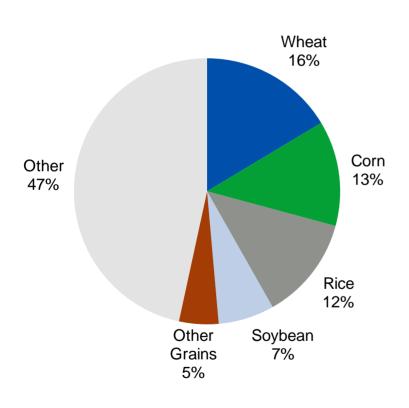
Meat Consumption by Region

kg meat/capita/year

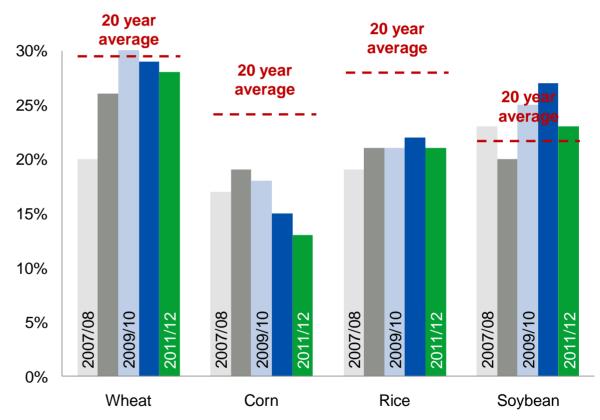


Stock-to-use ratios for the key phosphate-using crops are at low levels ...

Phosphate fertilizer use by crop



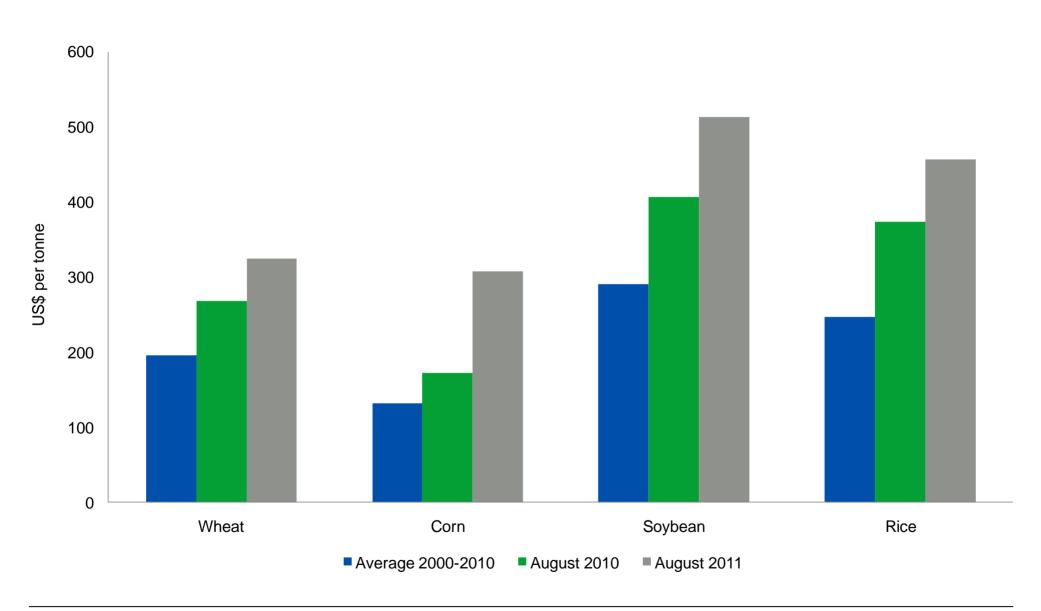
World grain stocks-to-use ratios, %



Source: IFA Source: USDA



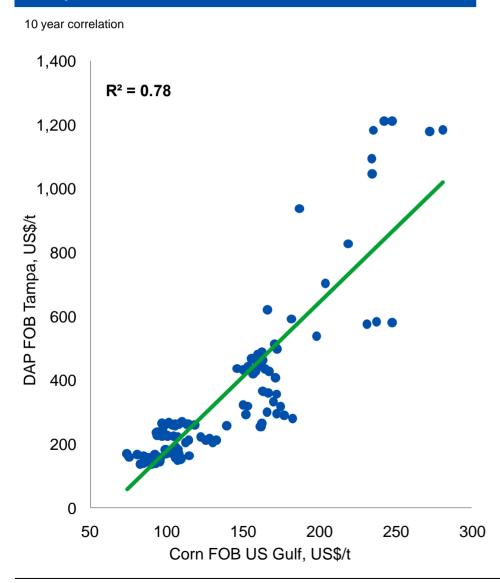




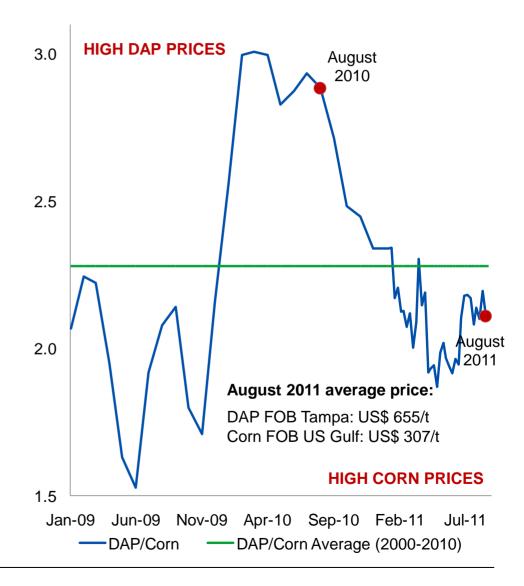


High grain prices driven by market imbalance motivate farmers to use more fertilisers

Corn prices relative to DAP Prices



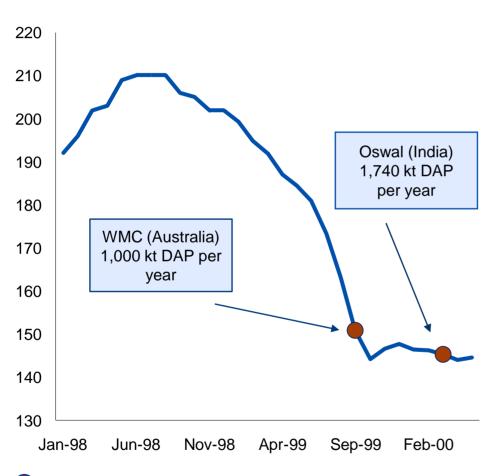
Corn to DAP prices ratio





Ma'aden is already priced-in by the markets

New large capacity additions and change in DAP price in 1998-2000



Commencement of production at new DAP capacities

Source: Fertecon, Bloomberg

Expected Ma'aden start and DAP price changes in 2009-2011



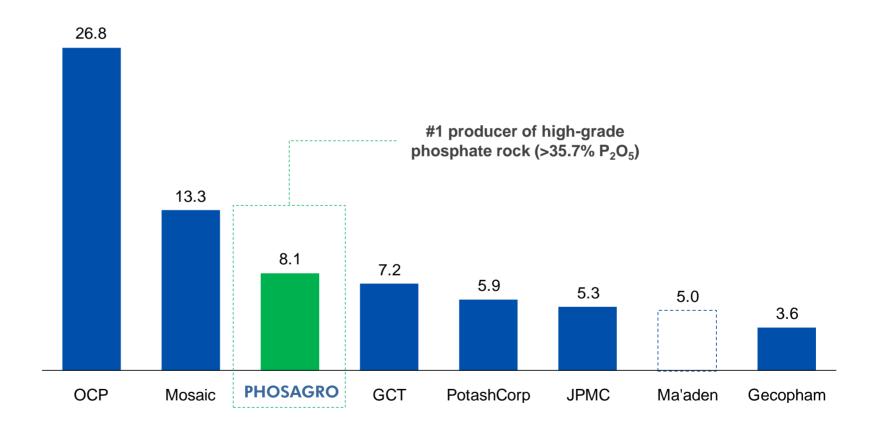
Source: Fertecon, Bloomberg





World class integrated phosphate producer

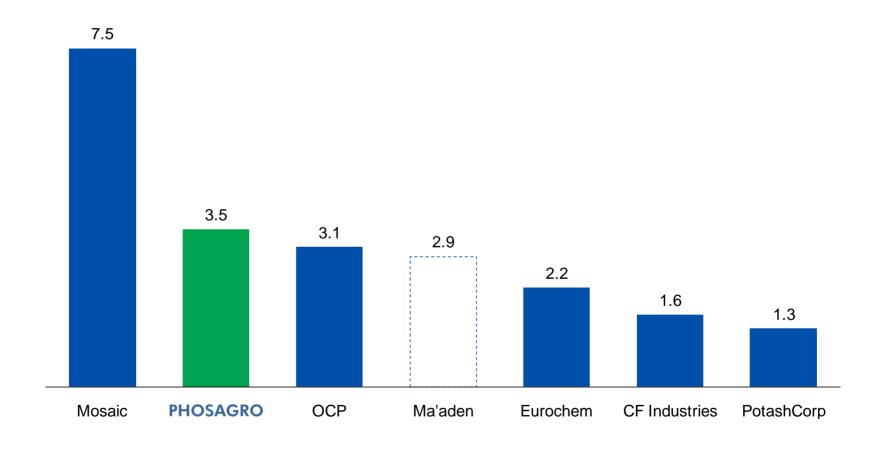
A leading global phosphate rock producer with over 2.1 bln t of apatite-nepheline ore resources (over 75 years of production)





World class integrated phosphate producer

#2 global DAP/MAP producer(1) with 3.5 mln t capacity





Control of world's premium phosphate resource base

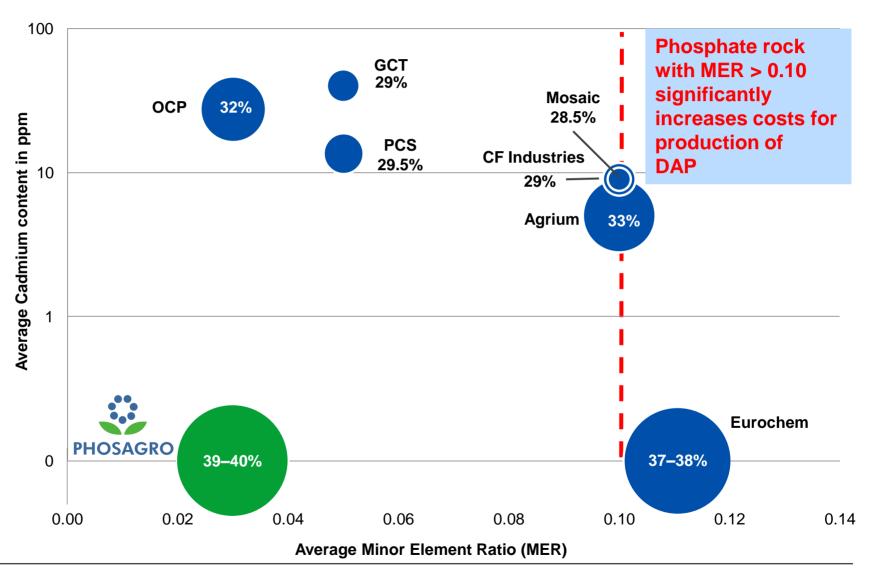
| Location ⁽¹⁾ | PHOSAGRO | * | | | *]: | © |
|--|--------------------|-------------|------------------|-----------------|-----------------|-----------------|
| | | Morocco | USA | Jordan | China | Tunisia |
| Al ₂ O ₃ content | 13.0-14.0% High | Very low | Very low | Very low | Very low | Low to moderate |
| Ore type | Igneous | Sedimentary | Sedimentary | Sedimentary | Sedimentary | Sedimentary |
| Level of radioactivity | Very low | Moderate | Moderate to high | Low to moderate | Low to moderate | Moderate |
| Hazardous metals content | Very low | Moderate | Moderate to high | Low | Low to moderate | Low to moderate |

Note: (1) primary global DAP/MAP producing regions

Source: Fertecon, IMC



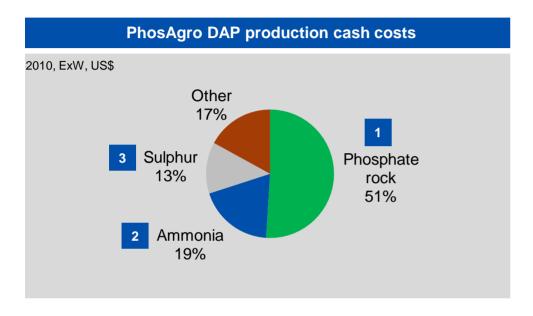
Control of world's premium phosphate resource base

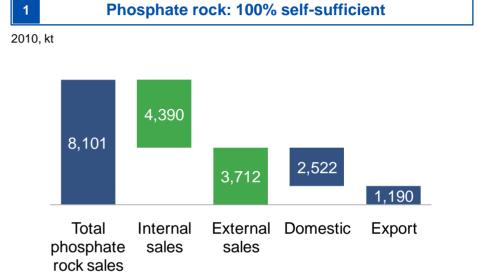


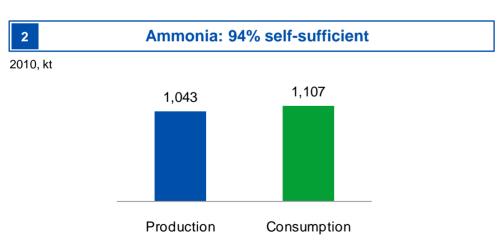
Note: Size of the bubble represents P_2O_5 content in phosphate rock in excess of 28%, which is recognized as a minimum for production of high quality phosphate fertilizers Source: Fertecon, PhosAgro, companies' data

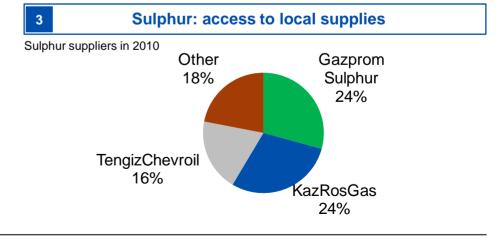


Self-sufficiency in key feedstocks ...







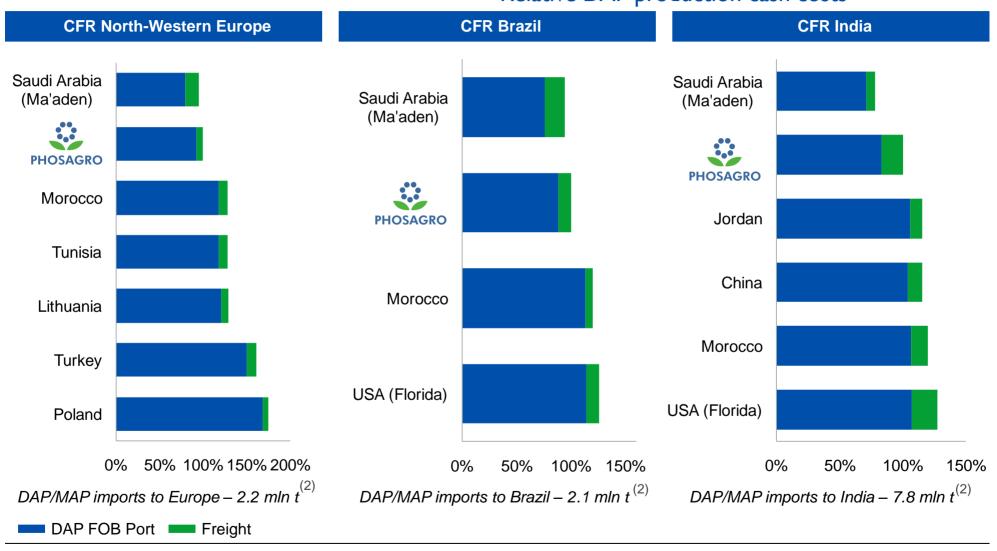


Source: PhosAgro



... provides for low production costs

Relative DAP production cash costs (1)



Source: Fertecon

Note: Average for 20101, PhosAgro taken as 100% basis

⁽¹⁾ The cash costs are defined as cost of goods sold decreased by depreciation, amortization and impairment expense, and increased by land tax and tax on exploration of mineral resources

⁽²⁾ Size of import market in 2010



Flexible business model

Flexible business model

FLEXIBLE PRODUCTION CAPABILITIES

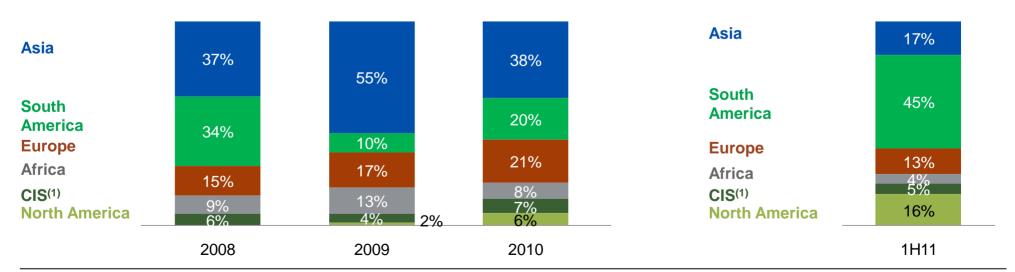
LOGISTICS ALTERNATIVES

NETBACK-DRIVEN
SALES
PRIORITISATION
SYSTEM

EXPORT SALES NOT TIED TO OVERSEAS DISTRIBUTION NETWORK

Phosphate-based fertilisers and feed phosphate exports by region

In volume terms



Source: PhosAgro

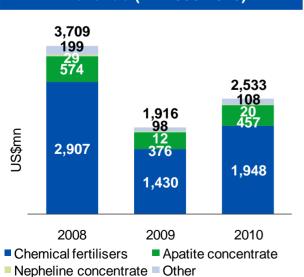
Note: (1) Excluding Russia

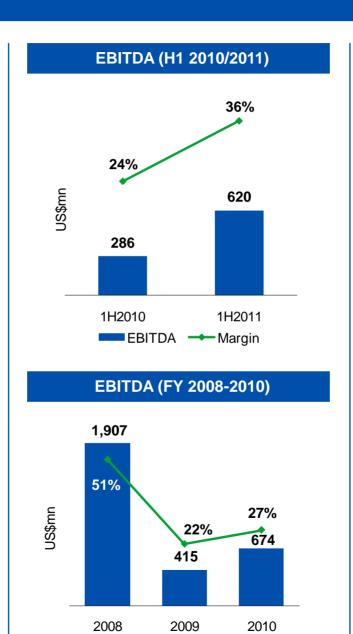


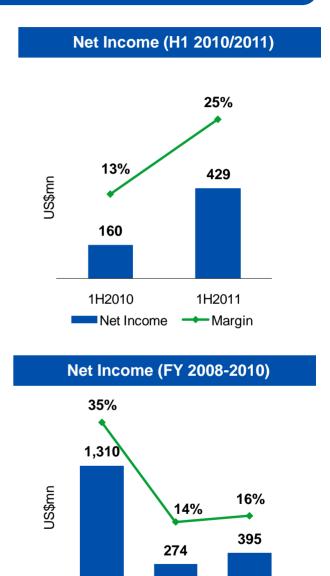


Revenue, EBITDA and Net Income

Revenue (H1 2010/2011) Growth: 42% 1,704 60 12 253 1,200 51 10 228 US\$mn 1,378 911 1H2010 1H2011 Chemical fertilisers Apatite concentrate ■ Nepheline concentrate ■ Other Revenue (FY 2008-2010)







2009

2008

Net Income

2010

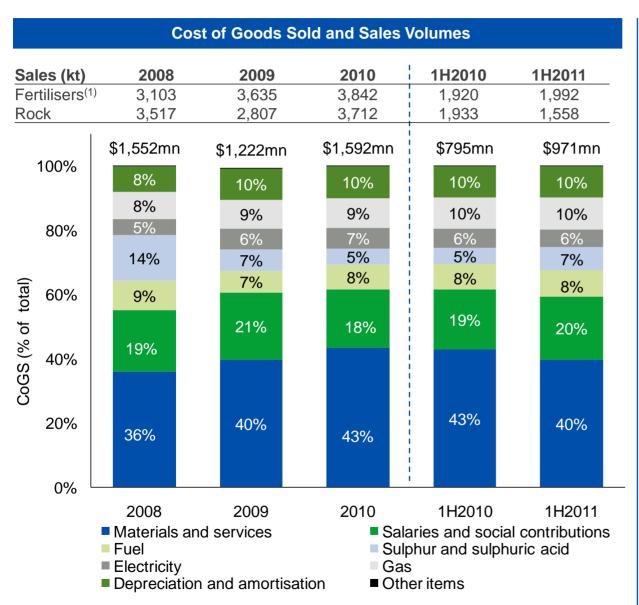
→ Margin

- Margin

EBITDA

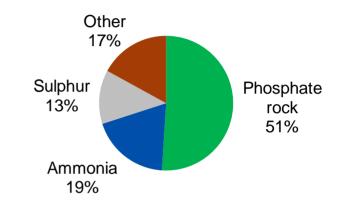


Cost of Goods Sold



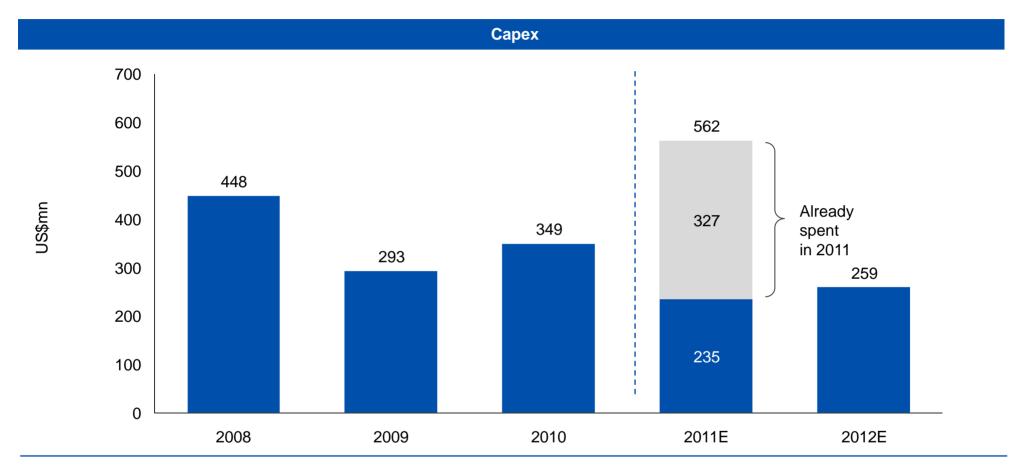
DAP Production Cash Cost Breakdown

ExW, US\$, 2010





Capex and Dividend Policy

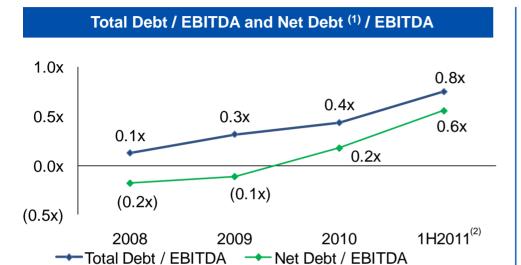


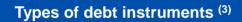
Dividend Policy

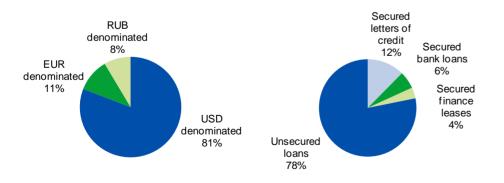
- PhosAgro expects to pay between 20% and 40% of consolidated profit for the year calculated in accordance with IFRS as dividends
- For 2011 PhosAgro intends to pay out no less than 30% of the consolidated net income generated in the last 3 quarters of the year (from April 1 to December 31)



Overview of Debt







| Net Debt | | | | |
|------------------------------------|-------------------|--|--|--|
| Actual Net Debt as of 30 June 2011 | (USD in millions) | | | |
| Total Debt, incl.: | 953 | | | |
| Short-term debt | 408 | | | |
| Long-term debt | 545 | | | |
| Cash and cash equivalents | (248) | | | |
| Net Debt | 705 | | | |

Source: PhosAgro

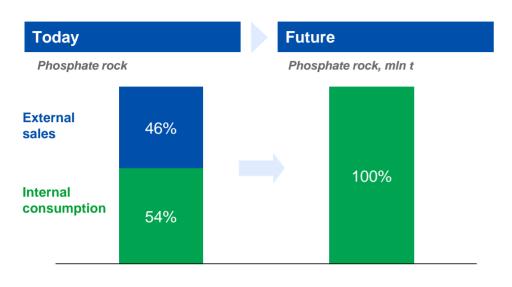
Note: Applied end-of-period USD/RUB exchange rate of 28.08 (1H2011)

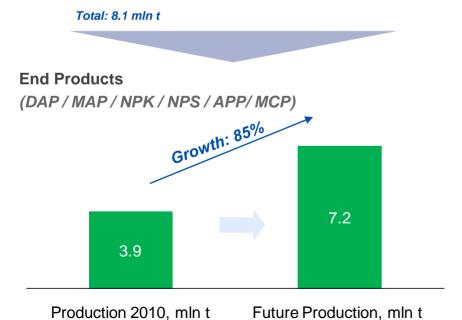
- (1) Net debt is calculated as total loans and borrowings minus cash and cash equivalents
- (2) Based on annualized EBITDA
- (3) As of June 30, 2011. Includes secured bank loans, unsecured bank loans and letters of credit. Total loans and borrowings US\$953mn





Long term strategy for volume growth of fertilisers





Future Potential Strategic initiatives

The future development of Shtokman field would allow PhosAgro to build new fertiliser capacity near its mines and simplify its export logistics



Source: Gazprom, PhosAgro



Q&A