

## **Our strengths**

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OCP Group is the largest phosphate producer in the world, a leading player in the global fertilizer market, with almost 100 years of production experience. The Group has exclusive access to the largest phosphate rock reserve base in the world, accounting for approximately 75% of worldwide estimates, according to the USGS. It is one of the lowest cost producers of phosphate rock in the industry and has become a leading player in production and trade volumes across the phosphate value chain.

### **A global leader across the phosphate value chain**

The Group was the largest producer of phosphate rock and phosphoric acid, and the second largest producer of phosphate-based fertilizers (DAP, MAP and TSP), globally in 2012 (by volume). The Group has leading positions in production and trade volumes across the phosphate value chain.

### **Growth industry, underpinned by sustainable megatrends**

The Group is well positioned to benefit from the strong fundamentals of the global phosphates industry, which are driven by: (i) population growth; (ii) the reduction in available arable land; (iii) change in diets; and (iv) increased production of biofuels.

### **Large and quality resource base which constitutes a natural barrier to entry**

According to the U.S Geological Survey, the Group has exclusive access to the largest phosphate rock reserves in the world with 50 billion tons, representing 75% of currently known global phosphate reserves. The Group estimates that reserves account for several hundred years of global phosphates consumption.

### **Low cost position in phosphate rock and phosphate-based fertilizers**

The Group is one of the lowest cost producers of phosphate rock in the industry, as a result of: (i) the Group's high-quality reserves, (ii) rock mined using open-pit sites, (iii) mining sites located in close proximity to ports and the chemical facilities, and (iv) the geographic position of Morocco giving

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access to efficient shipping routes.

OCP's cash cost position will be further enhanced with the launch of the slurry pipelines.

## **Diversified product portfolio and balanced international presence**

As a leading player in production and trade across the phosphate value, OCP possesses a diversified product portfolio. The Company's products are sold across five continents, resulting in a strong and balanced international presence throughout all major global markets.

## **Continued flexible investment program**

The Group plans to further expand its facilities across Morocco as part of an ambitious modular investment program to meet growing global demand for food. The capital expenditure program, which commenced in 2008 and is expected to be completed by 2025, includes the development of three new mines, the construction of two slurry pipelines, the development of mining infrastructure and the Jorf Phosphate Hub.

## **Strong financial position**

The Group's position as a low cost producer has enabled it to preserve margins and maintain positive cash flow generation, even during periods of low phosphate rock and fertilizer prices.

## **Highly experienced management team**

The Group has a highly and experienced management team in the fertilizer industry to implement its strategy and ambitious capital expenditure program.

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