



THE AMBATOVOY PROJECT

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IFA Africa Forum - Montreal, Canada

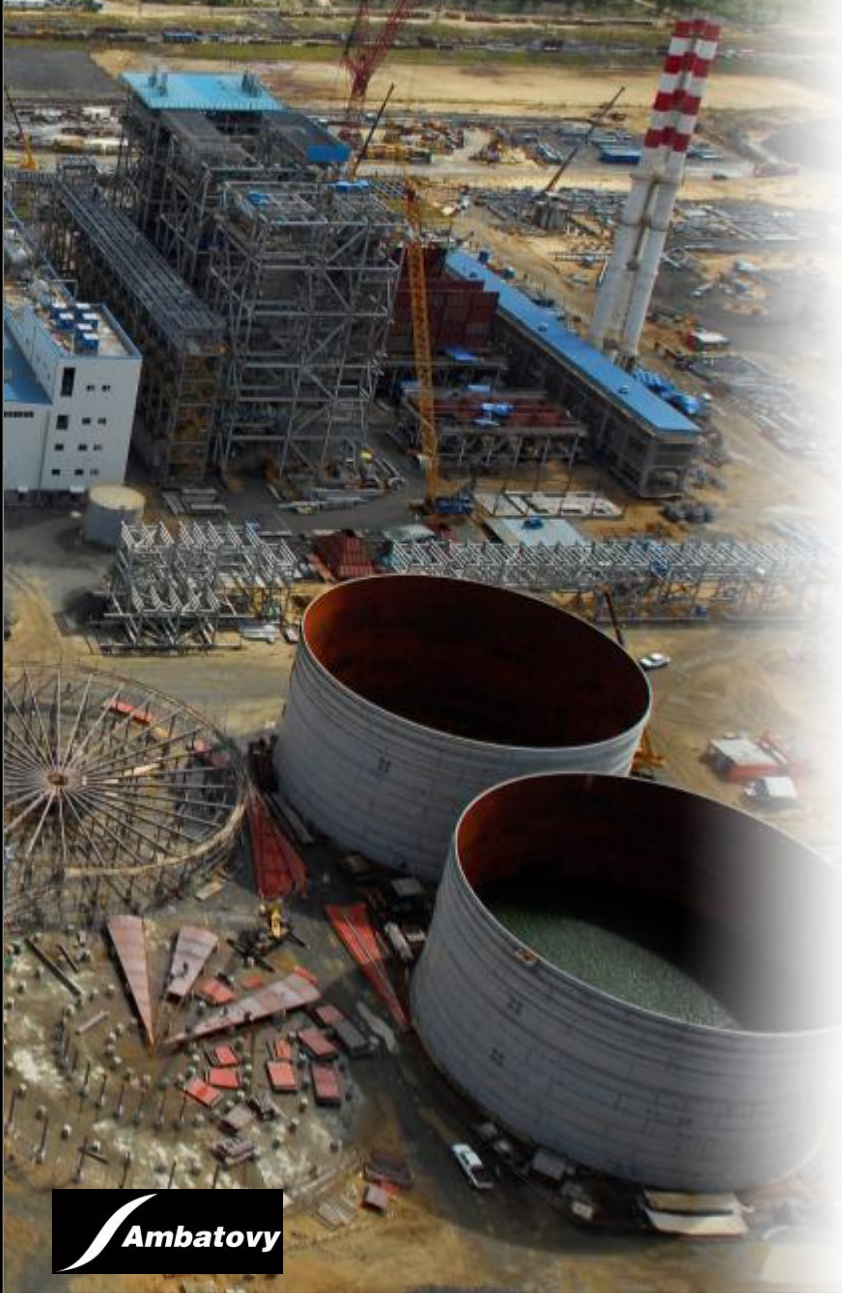
26 May 2011



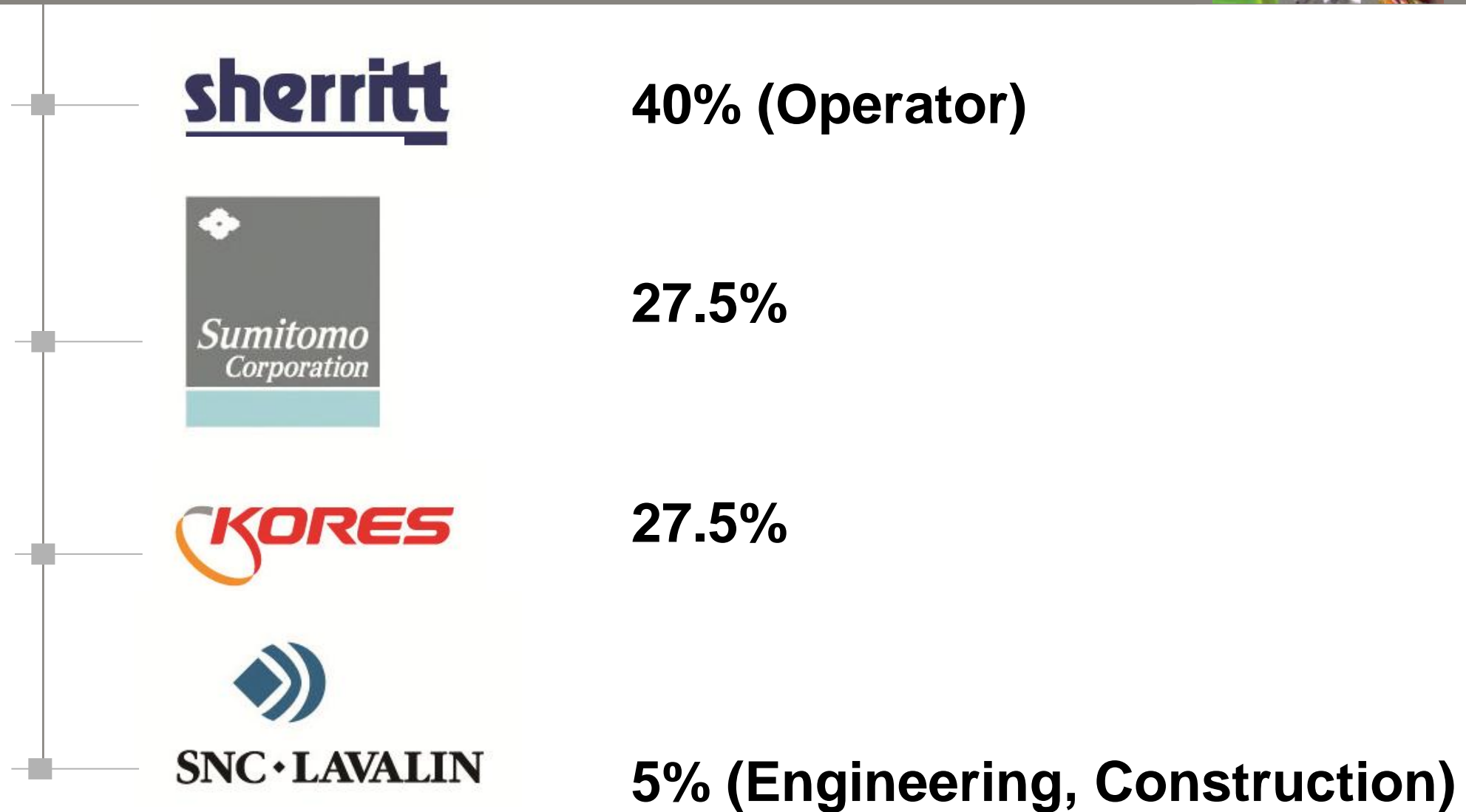
Ambatovy - Key Facts



- **Nickel and Cobalt mining operation**
- **One of the biggest lateritic nickel mining operations in the world**
- **Among largest-ever foreign investments in Madagascar: US\$4.67 billion**



Ambatovy Partners



Teamwork



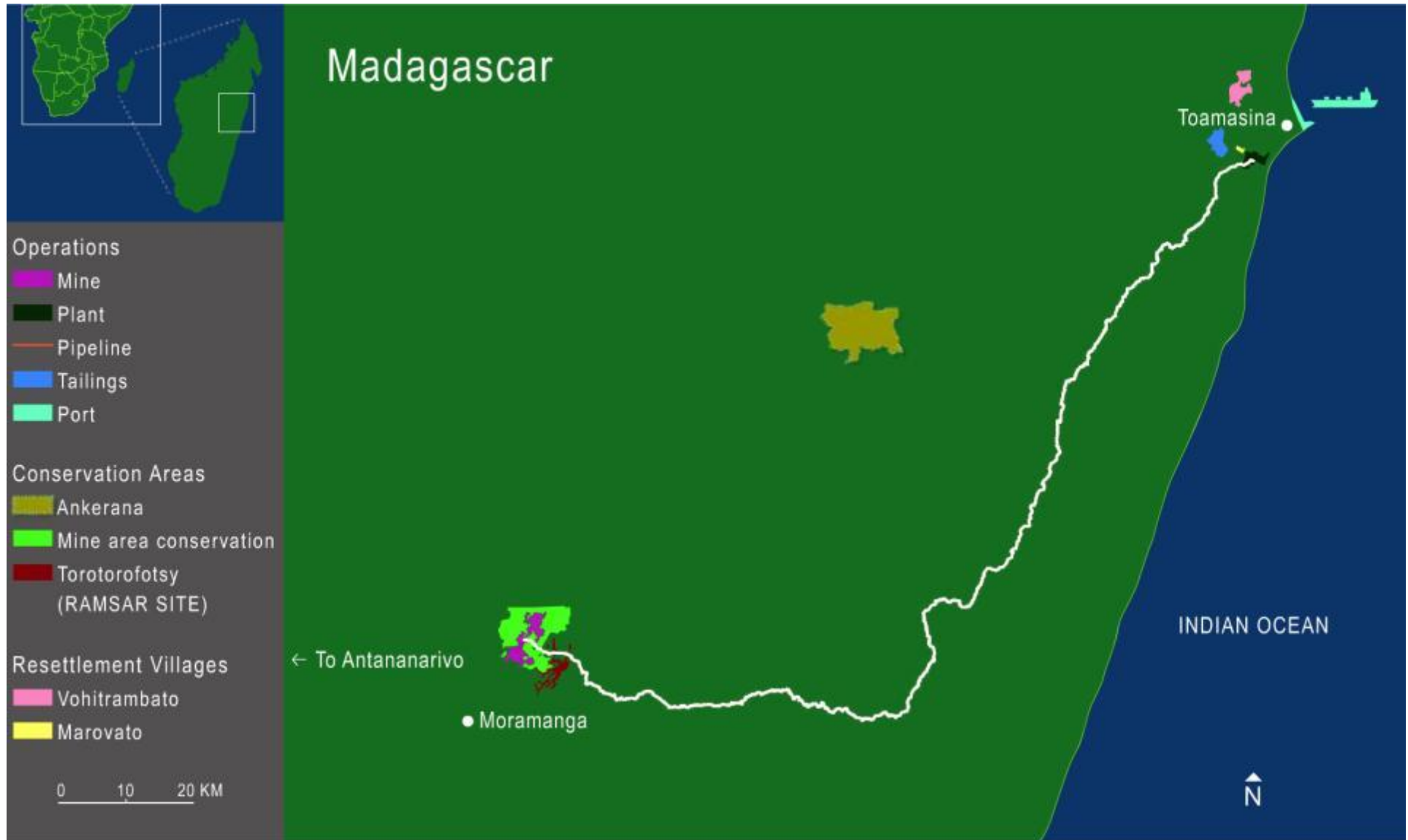
Key Figures



Production starting in 2011:

60,000 tonnes of Nickel
5,600 tonnes of Cobalt
210,000 tonnes of Ammonium Sulfate

Project Map



Toamasina Plant Site



Toamasina Port Upgrades



Toamasina Bulk Discharging Facilities



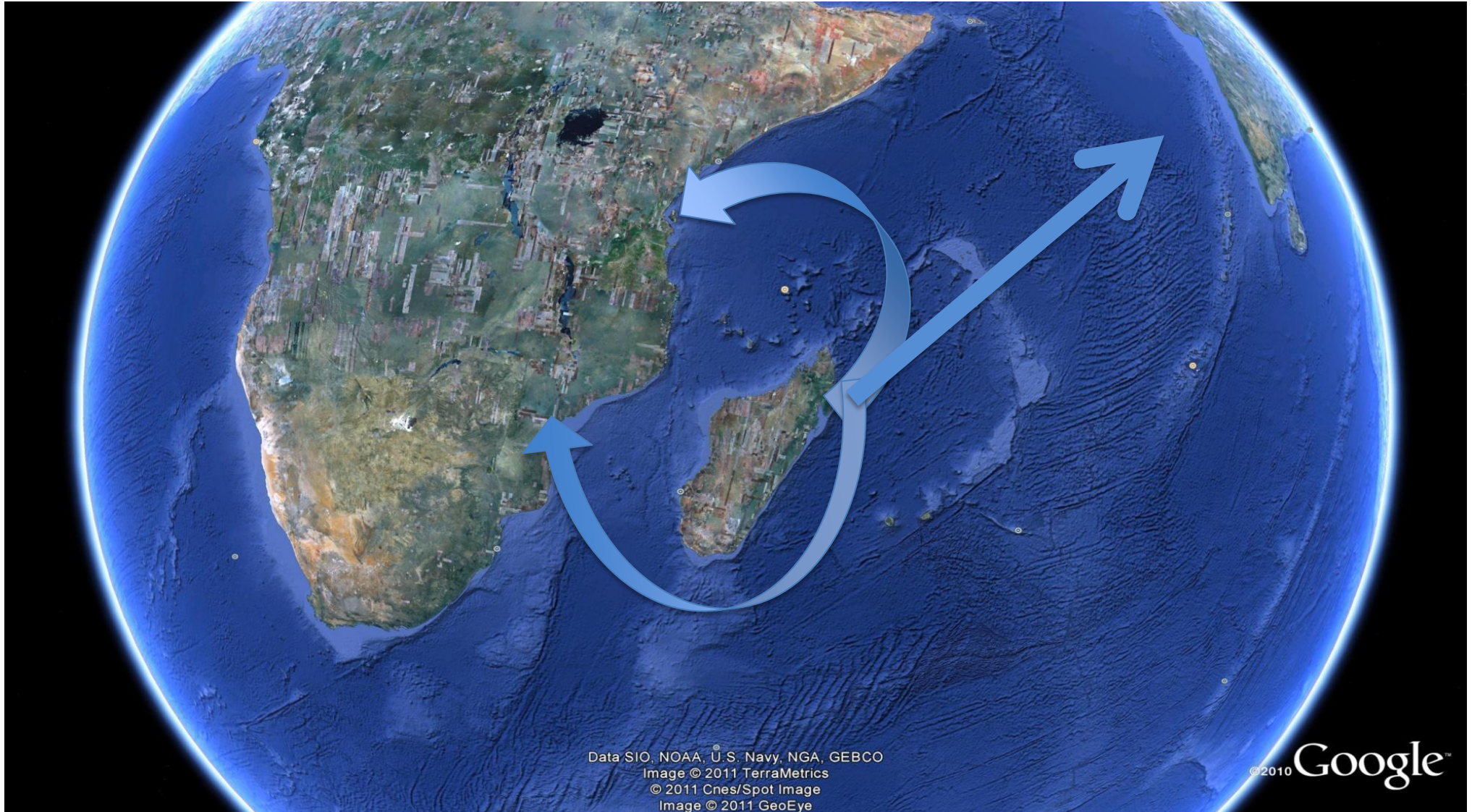
Ammonium Sulfate Logistics



- 10 kilometers from Plant to Port
 - Rail and Truck transportation
- 210,000 tonnes per annum
 - ~ 30 containers per day
 - 24 hour loading
 - Split between bulk and bagged
 - 25 KG heat sealed PE bags



Strategic Marketing Plan

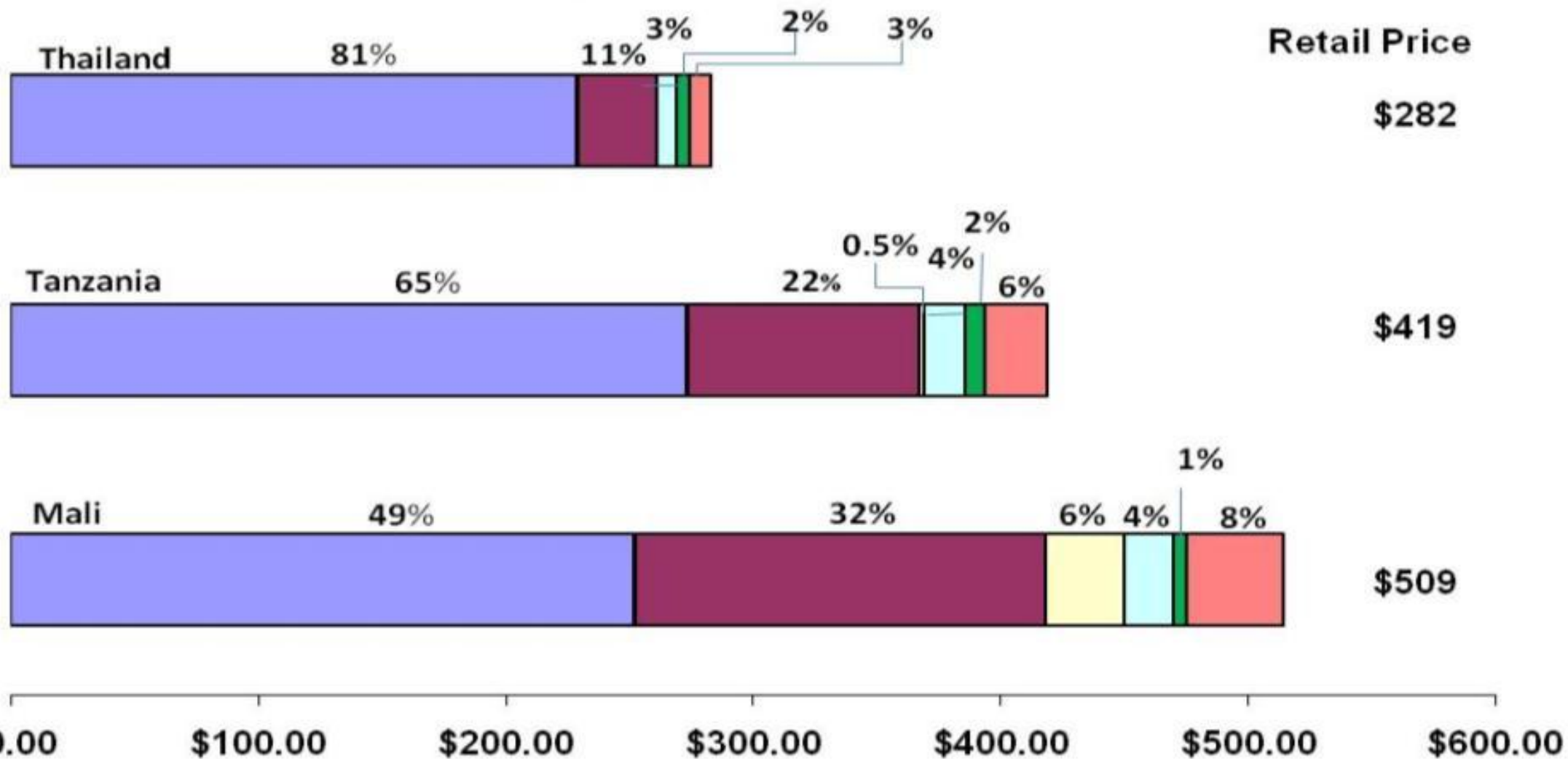


MARKET DEVELOPMENT INITIATIVES



- Madagascar Market Analysis - IFDC
- Regional Market Analysis - IFDC
- Transportation Modeling
- Initial Market Development
- Domestic Field Trials
- Domestic Market Development

Fertilizer Price Comparisons



Product Cost (FOB + Bagging)

Taxes and Levies

Total Overheads

Transport Cost

Finance Costs

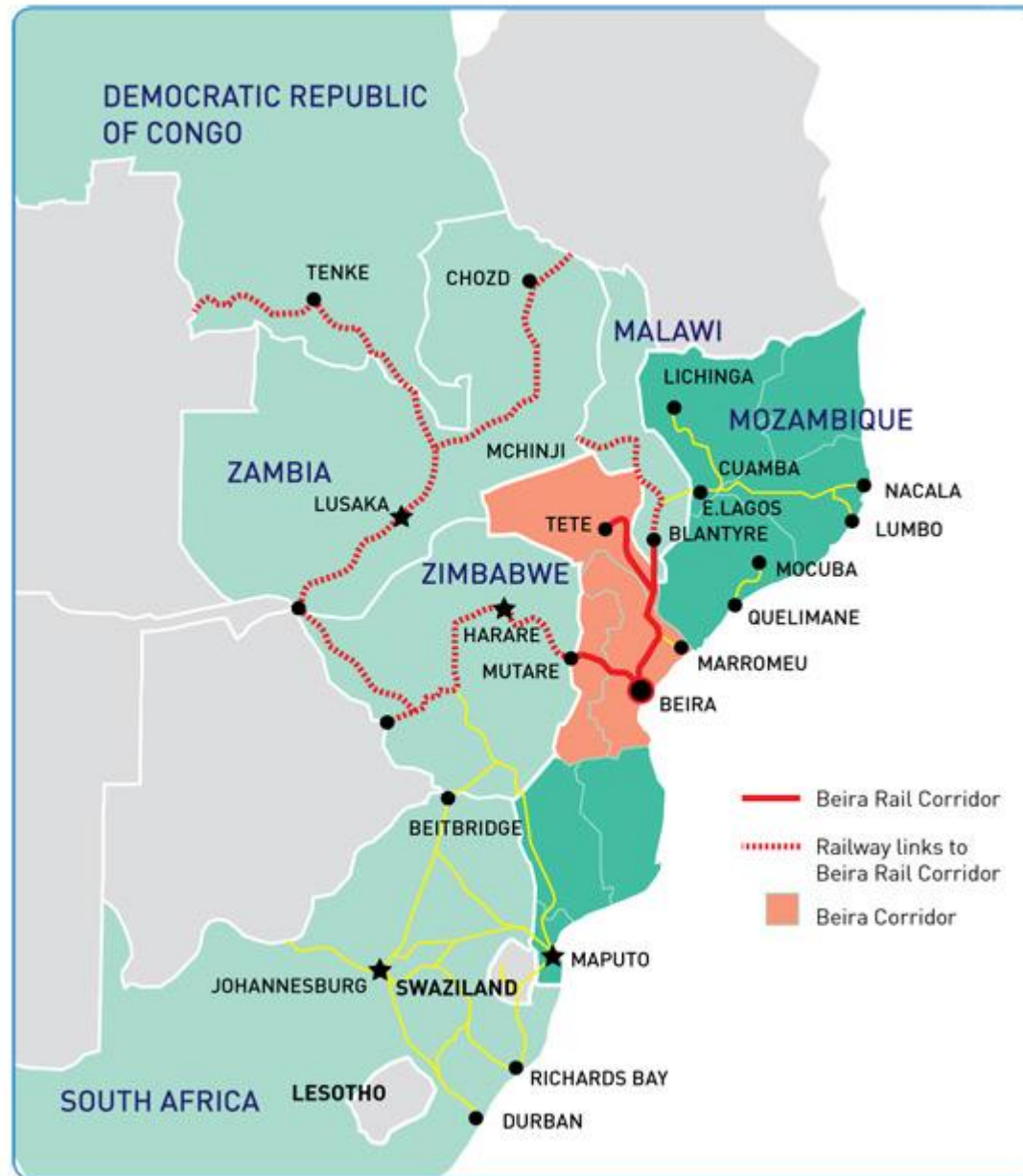
Total Margins



The Southern Agricultural Growth Corridor of Tanzania



Beira Agricultural Growth Corridor



The Congested Port of Beira



Beira FertBagging Line



Beira Port Storage



Strategic Partnerships



- Retail and Wholesale Distributors
- Farmer Cooperatives
- NGOs and Government Agencies



THE WAY FORWARD



Harvard Business Review

www.hbrreprints.org

Competing in overcrowded industries is no way to sustain high performance. The real opportunity is to create blue oceans of uncontested market space.

Blue Ocean Strategy

by W. Chan Kim and Renée Mauborgne

A Blue Ocean Opportunity



- Sub Saharan Africa
- Uncontested Markets
- Create New Demand
- Reinvention Required
- Teamwork Mandatory





Thank You