



# **ANNA Manual 2024**

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## A. INTRODUCTION

This manual makes an attempt to describe all aspects of the ANNA conference arranged each year for people working in the production of ammonium nitrate (AN) as solution or solids, pure or in complex fertilizers (for example NP(K), CAN, ASN) and nitric acid (NA).

The first ANPSG meeting (which later developed into the ANNA conference) was arranged in 1970 by engineers working on pollution problems in the AN industry as a local US initiative but the ANNA conference has since developed into a truly international organization dealing with process, safety, security and environmental issues in both the AN and NA industries.

The yearly meeting attracts from 300 to 500 mainly technical and safety experts from the NA and AN industries worldwide and has become the ultimate conference for these people. The conference is organized by an executive in close cooperation with a host company being itself an AN and/or NA producer and with a group of exhibitors/vendors serving the two industries and sponsoring the conference. This set-up is unique and has created impressive results. The ANNA conference is split in two parts, an AN part, and an NA part, where the programs are a mix of presentations of papers and spontaneous discussion of actual operational problems in the two industries. The AN part also includes a roundtable discussion usually on safety and security.

### 1. The Purpose of the ANNA Conference

There are two distinct purposes of the ANNA conference:

- To organize a meeting for producers of AN and NA worldwide and thereby to facilitate open and candid discussions on shared process, plant, maintenance, regulation, security and safety issues.
- To organize a platform wherein producers of ANNA can network among themselves and with the specialized suppliers that serve these industries.

### 2. A Brief History

The origin of the ANNA conference is the ANPSG (Ammonium Nitrate Pollution Study Group) meeting which was started in 1970 as an initiative between fertilizer engineers in the USA to overcome pollution problems associated with AN prill towers.

The ANPSG concept was developed in particular by two persons who also became the first co-chairmen of the ANPSG. They were Gene Comeau of Cooperative Farm Chemicals Association in Lawrence, Kansas, and Joe Stafford of Farmers Chemicals Association in Harrison, Tennessee. The first meeting was in the fall of 1970 in Lawrence, Kansas, where 15 companies attended and the concept was developed. The primary purpose of the group was to find a solution to the problem of visible particulate emissions from ammonium nitrate prill towers, especially high density towers.

At that time no technology was yet available to solve the problem. The problem could not even be defined in the first meeting, but efforts were begun to define the problem and to start searching for a solution. During the first five years the group met twice a year. A host company took care of all the practicalities around the meeting.

In 1991 in Wilmington exhibitors showed up around the meeting to present their products to the participants and they have joined ever since and have become an important sponsor of the conference. Over the years the pollution problem came under control and in 1995 the group changed its name to ANPSG = Ammonium Nitrate Producers Study Group, which covered all issues related to the production of AN and urea ammonium nitrate solutions, UAN.

Attendees at the 2001 ANPSG meeting agreed to co-host the following years meeting together with the nitric acid producers group (NAPG) meeting seeking synergies and efficiencies. To reflect this, the meeting is called the ANNA conference since 2002. In the 2005 meeting attendees accepted to let vendors be present and participate during the presentations and discussions in the ANNA conference and vendors have ever since been allowed to this part of the ANNA conference. During the 2007 meeting in Park City, Utah, the two groups, ANPSG and NAPG, were formally merged under the common ANNA banner.

As from the sixth ANPSG meeting producer representatives from foreign (non US or Canadian) companies have been accepted in the meeting/conference. The conference has since become a truly international organization with representatives from all continents, representing approximately fifty countries. Over one half of the participants are now non US or Canadian participants. Realizing that the ANNA conference has become truly international, the first conference outside North America took place in Europe in 2010, hosted by Yara International. A second European conference was held in 2013 in Benidorm, Spain, hosted by Fertiberia. A third European Conference was hosted in 2016 by OCI in Eindhoven, Netherlands. The fourth (2019) and fifth (2023) were in Vienna and Varna respectively. The plan is to schedule every third conference outside North America.

Refer to Appendix 7 for a complete list of ANPSG/ANNA meetings, host, chairman and location since 1970. Appendix 3, Prior Year Participants, is a geographic country and regional split of the fifty-seven countries that have participated in the past conferences.

### **3. ANNA Conference Management**

The ANNA Conference is organized and managed by three groups. The groups and their general responsibilities are given below. Specific responsibilities and guidelines are enumerated in detail later in this manual.

- Executive Board – purpose is to develop the ANNA Conference meeting agenda and solicit technical papers to be given. The executive will manage all aspects of the meeting that usually takes place from 8 AM to 5:30 PM Monday thru Friday.

- Host Company – purpose is to set the date and arrange the site. Host Company will communicate and register all producers.
- Exhibitor Group/Non-Producers – purpose is to work with the hosting company for the site selection and arrange the exhibit hall. The Exhibitor Group will communicate with and register all exhibitors. This group usually organizes vendor exhibits on Tuesday and Thursday evenings from 6 to 10 PM.

#### **4. ANNA Conference Membership Definitions**

##### **a. General Membership**

Members of the group are those who have joined or will join the actual conference. This can be producer and exhibitor representatives, people from universities, research institutes, government officials and independent consultants working for the ammonium nitrate or nitric acid industry. See point d. below for government official participation.

It is noted that the conference aims to establish very frank discussions. The meeting is foremost a producer's meeting and as such is not open to everyone.

All members must comply with published guidelines not to violate any antitrust regulations.

The executive keeps up a file with member names, which is updated during a conference. If a member has not shown up for the annual conference during a given period of five consecutive years, the name will be removed from the list unless a colleague from the same company expresses continued interest on the member's behalf.

The list of group members is normally looked upon as confidential, even though the conference CD from each conference contains the names of the participants in the conference. The confidentiality is also due to the desire not to overload members with mail from exhibitors. Attendee names will not be disclosed prior to a conference.

##### **b. Producer Representatives**

The following producer representatives with an interest in the ANNA conference may meet in the annual conference:

- Nitric acid producers (including concentrated nitric acid)
- AN solution producers
- UAN solution producers
- LDAN producers (technical grade solid AN)
- HDAN producers (agricultural grade solid AN)
- CAN producers
- NP(K) producers (based on AN)
- Explosives producers (using AN)
- Laughing gas producers (using AN)

### c. Executive Sponsored/Invited Guests

Invited or sponsored guests are people whose presence the executive deems to be beneficial in the conference meetings for important input. Sponsored or invited guests would typically be non-producer representatives from universities, research institutes, laboratories or government bodies. Sponsored or invited guests typically presents a paper of interest to the conference. These guests will need to be acknowledged and registered by the executive to approve their attendance with guest status: Two executives or a specific producer company and one executive will act as the sponsor for the invitation to this guest; sponsoring in this case is meant to take responsibility for the presence of the guest, and does not necessarily mean financial sponsoring. In a few cases, a representative of a new company (ie. insurance company) has been accepted in the meeting as a financially sponsored guest, meaning no or reduced fees, if this company can make a valuable contribution / presentation to the conference.

All participant spouses, partners or others not working in the industry are considered guests of the conference and can be registered by the attending spouse. Representatives of producer organizations, e.g. *TFI*, *IFA*, and *Fertilizers Europe* are considered as invited guests. Support personnel from the host company, who do not actively participate in the technical discussions, but assist in the smooth running of the conference, are to be registered without fee. This is an internal registration.

### d. Government Officials

The ANNA conference main interest is to promote safe, environmentally proper, and efficient plant operations. This is best done by being frank and candid about issues related to these matters. The presence of government officials may not always encourage full openness about a specific problem. It is probably in the interest of most, if not all, producers to be honest and open with government officials, however, sometimes industry should take its right to discuss specific issues among themselves.

Therefore, a government official will be allowed attendance at the conference on a case-by-case decision by the executive and normally in situations where the government official will make a presentation. After the presentation the government official may have to leave the meeting or stay at the discretion of the executive. However, often it is beneficial that the government official will join a following debate or round table discussion related to the presentation; it may also be beneficial for all for the government official to attend a wider part of the conference. The officials will be informed about this procedure in advance.

## 5. ANNA Website

Since 2001 the group has had its own website. At the start when the group was the ANPSG the website was [www.anpsg.org](http://www.anpsg.org), which later was changed into [www.an-na.org](http://www.an-na.org) after the ANPSG and the nitric acid producers' meetings were merged.

The ANNA website has been modernized, upgraded and updated thanks to the efforts of David Hind with assistance from Peter Hein and Dan Kilpatrick. Registered users have

access to a members list and the download section. In order to become a registered user, your company must produce Ammonium Nitrate or Nitric Acid and a company representative must have attended a conference during the last five years, be sponsored by a producer or been an exhibitor at last year's meeting.

The website contains the following information:

- Welcome
- History
- Past Conferences
- Links
- Executive
- News
- Future Conference
- Admin
- Library
- About

The website is updated as needed but during the time where the conference program is established the website is updated regularly from May to September to allow potential participants to follow the development of the program and give valuable input.

## **6. The ANNA Logo**

The logo of the ANNA conference was developed during and after the 2007 conference in a process with possible input from all participants. The executive received all together 9 proposals and participants at the 2007 conference were asked to cast their vote for the best logo shown on the front page.

The winning logo was presented by Camille Hein, daughter of one of the Australian participants. The text in the logo came from Leif K. Rasmussen and Shawn Rana.

The logo is to be used in the website, the welcome package, conference posters and the like. It may be downloaded from the website.

## **7. The Surveys**

In the 2003 ANNA meeting it was decided to establish surveys of HNO<sub>3</sub>, AN solution and AN solids plants by the participating companies. The purpose of this was to help participants find colleagues with identical or similar plants for exchange of operational experiences and for help/support in case of emergencies. The surveys were initially prepared by Leif K. Rasmussen. A survey update was completed during 2008 and 2016.

Additional surveys on rather specific issues have also been performed, for example related to N<sub>2</sub>O emissions, prilling tower performance, and anti-caking agents. From time to time ANNA conference participants are involved in smaller surveys arranged by an individual or the Executive, who wants to investigate how different companies are handling a certain problem. The updated surveys are available only for the participating companies according to the philosophy of the ANNA group. The surveys are also an important tool in the preparation of the participation in the yearly ANNA conference, where people can find colleagues using the same production technologies.



## **B. THE CONFERENCE PROGRAM**

### **1. The Overall Conference Program**

The overall program for the conference has seen a continuous development. Before 2001 there existed no clearly announced program for the ANPSG meeting, so participants did not exactly know what to expect. When the 2001 Executive took office, one of the targets was to have a detailed program ready well in advance of the conference and that this program should be available on a website, so that people interested in joining the conference could see the program and find it easier to obtain permission for their participation within their own organizations.

Traditionally the ammonium nitrate part of the conference is on the first two days of the ANNA conference.

On the first conference day the ANNA chairman gives a short welcome speech collecting input to the speech from the other executive members.

On the opening day of the AN and NA parts of the conference there is an identification of attendees to help participants to get to know each other, to identify people they like to meet, and to make sure that all participants are eligible.

As the possibility for networking has a high priority in the ANNA conference, half hour tea/coffee breaks in the morning and afternoon session have become traditional parts of the conference.

Lunch breaks have originally been one hour long, but one hour turned out to be too short. Therefore, lunch breaks are now 1-½ hour.

Some debate has been ongoing on what time the conference should close at the end of the day. Presently we aim at closing the conference not later than 17:30 in the afternoon. This allows participants to do networking or to rest before exhibitor activities in the evening.

At the end of the conference usually Friday afternoon, a visit to the production facilities of the host company has been a tradition. Recently this tour has been a virtual tour relieving the host of the liability and extra complications of a physical tour. During the last few years the virtual tour has developed into and was replaced by a discussion section on specific issues: usually approximately 25 – 35 conference participants take part in the spontaneous discussion, often 2 – 3:30 PM.

An executive meeting is held on that Friday to reflect on the learnings from the conference.

This gives the following overall program scheme for the conference:

AN issues	Monday	08:00-17:30 with 1½hour lunch break & 2 x ½hour coffee breaks
AN issues	Tuesday	08:00-17:30 with 1½hour lunch break & 2 x ½hour coffee breaks
HNO3 issues	Wednesday morning	08:00-11:30 with ½hour coffee break
Networking	Wednesday afternoon	
HNO3 issues	Thursday	08:00-17:30 with 1½hour lunch break & 2 x ½hour coffee breaks
HNO3 issues	Friday morning	08:00-12:00 with ½hour coffee break
Plant visit	Friday afternoon	13:00-17:00

In the first European ANNA conference, the plant visit was arranged on the Wednesday afternoon to allow people only attending the AN part of the conference to join the plant visit and to give foreigners a better chance to do some tourist activities on Friday afternoon before returning. The host company in cooperation with the executive and exhibitor teams may be arrange such changes to the program.

## 2. The Ammonium Nitrate (AN) Part of the Conference

The AN part of the meeting consists mainly of presentations and random discussions, but at the end of the AN meeting there is an AN safety “round table” discussion of safety questions taken from the audience. Day 1 is mostly dedicated to general and production issues related to AN. Day 2 is primarily dedicated to AN safety issues.

There are normally between 18 and 22 AN presentations in the conference.

## 3. The Nitric Acid (NA) Part of the Conference

The nitric acid meeting was in the beginning a kind of town hall discussion going through the nitric acid plant from the inlet of raw materials through to the final acid product without a very strict procedure. Participants could pose any questions as the relevant plant section came up. In later years the program moved toward a mix of presentations and parallel discussions as needed or brought up by the participants, led still by a moderator. Since about 2008 the number of presentations in the NA section has exceeded 20 and the random discussion has decreased; the moderator and the executive, however, are open for spontaneous audience questions and remarks and time will be allotted to this as needed.

Presently, there are normally approximately 20 nitric acid presentations in the conference.

## 4. ANNA Conference Atmosphere, Networking and Promotion

### a. Conference Atmosphere

The executive, host companies and exhibitors have succeeded in creating an open and friendly atmosphere in the conferences. The participants are eager to discuss and they will help solving other participants’ problems. If the participants remember that you cannot take without giving, they will be able to go back with a lot of input to their own development and problem solving process.

Therefore, the success of the conference for an individual participant very much depends on them. It is important that participants prepare themselves well in advance for the conference, for example by making a list of areas/problems they like to discuss. The surveys prepared for the nitric acid, AN solution and granulation plants can give valuable hints to where and to whom, one should look for help.

In order to maximize participation, the communication language is English. No translation services are provided and it is recommended that delegates communicate in English. The option of a group of delegates providing their own translation services during presentations has been rejected since this would not meet the primary networking and candid exchange goal of ANNA and significantly reduce participation of those delegates.

Photographs of a presenter for internal purposes are fine if asked of the Executive ahead of the presentation. Photographs or videos of others presentations is not allowed.

#### b. Conference Networking

One should not forget that the ANNA conference is a place where participants can build or extend their network of experts, who can be useful in problem-solving in the production plants.

Conference badges are to be worn at all conference functions.

Therefore, the program leaves time for people to talk and build contacts. Host company and exhibitor activities outside the conference itself aim at the same intention: Get the people to get together, so that contacts and networks are built. It is impossible to estimate the value of a good network, but if you have had the experience one day that a hint from a person within your network has saved you from hours of stops or worse, you will know the value of a good network.

#### c. Conference Promotion

Executive, earlier participants, host company and exhibitors are all promoting the group and the annual conference. The best support the group can get is from satisfied participants, who talk about their positive experiences in the conference.

The upcoming conference is announced as soon as the date and location of the conference is fixed and the message is sent by mail to the people on the updated list of participants in earlier conferences available with the executive. The Executive Secretary informs each year IFA, TFI, IFS, Fertilizers Europe and other organizations about the dates of the conference, which is then often listed on their websites on the page for upcoming events. In addition, the editors of certain journals, e.g. FINDS, Nitrogen & Syngas, World Fertilizer, are informed and promotional articles are published well ahead of the conference. This also serves to avoid colliding dates at a very early stage.

## **C. THE EXECUTIVE BOARD**

### **1. Executive Board**

The ANPSG was from the beginning managed by two co-chairmen, but as the group became larger and truly international and finally merged with the nitric acid producers group the workload on the management grew. Today the two former co-chairmen are replaced by an executive having seven members in total reflecting more or less the geographical distribution of participants in the annual conference.

The seven executive members select a chairman. The other functions in the executive are distributed by the chairman according to the wishes and capabilities of the executive members. The chairman serves at his discretion and at the pleasure of the executive.

The executive communicates predominantly via the internet, occasionally phone, and two yearly meetings in connection with the annual ANNA conference. The main meeting is just before the conference and the second meeting will be held immediately after the conference.

For the main meeting the secretary will issue a draft agenda for the executive and the other executive members can add their points to set the final agenda. The annual executive meeting is documented by a memo with agreed actions, usually prepared by the secretary. The second meeting serves to review the current conference while fresh in everyone's mind. Both host companies for the current and upcoming ANNA conference and the exhibitor representatives are invited to these meetings.

The executive members are chosen such to support and complement each other; keeping a fair representation in mind reflecting the geographical distribution of participants in the annual conference. It would be preferable if the participants in the annual conference elected the executives, but a usual lack of candidates makes this impracticable. The large number of new participants at each conference, not yet familiar with potential candidates, also makes such a process difficult.

The current executive board members are listed in Appendix 2. The Executive Board.

### **2. Responsibilities**

The principal purpose and responsibility of the Executive Board is to develop the ANNA Conference meeting agenda and to solicit technical papers to be given. It also recruits round table participants or solicits questions from the audience. The executive will manage all aspects of the meeting that takes place 8 AM to 5:30 PM Monday thru Friday.

The executive committee will identify a host company / conference location for the coming year prior to or during the preceding ANNA conference. The host company and the location

are then announced during the preceding conference for the benefit of ANNA members. See Appendix 1 for the Preparation Time Schedule.

### **3. Presentations and Audience Safety Questions**

Questions for the Ammonium Nitrate Safety round table discussion are taken from the audience for group discussion. Audience ANNA members are able to write potential questions on notepaper at their seats in the audience. These questions are collected by the Executive and form the basis for the group discussion.

The executive members responsible for preparing the detailed ANNA conference program need to find approximately 40 presentations for the conference, 20 for the AN part and 20 for the nitric acid part. As participants do not often volunteer to give presentations, the executive members involved in the program preparation must constantly be looking for issues of interest for the conference. The ANNA conference itself is the best place to look for ideas for new presentations. The presentations and discussions related to the presentations might spur new ideas for presentations and often it is possible to get the name of a possible speaker and obtain his green light for a presentation.

During tea/coffee and lunch breaks the people in the program preparation must watch out for new presentations and if possible, get direct green light from potential speakers. Therefore, people in the program preparation can leave an ANNA conference with a list of firm or potential contributions for the next year's meeting. All members of the executive must assist with scouting around for new presentations. Exhibitors can also be helpful in spotting new presentations.

Each spring time around March - April, the exhibitor representatives are contacted with the question whether any exhibitor might be interested in making a presentation. The network of the executive members in the program preparation is important. It is strongly recommended that these members have an extended network inside the fertilizer industry, fertilizer industry organizations and research institutes. In order to systemize the search for possible presentations for the upcoming ANNA conference, a list of key contact persons in the participating fertilizer companies was established. The list is updated after each conference and is published in Appendix 3 - Key Company Contacts. The key company contacts will be contacted by March / April for input to the agenda.

An updated list of possible agenda issues for the coming ANNA conference(s) is part of the work for the executive members in the program preparation. A list of approximately 100 issues is required in order to prepare a good agenda, which is the foundation for a successful conference. See Appendix 1 for the Preparation Time Schedule.

The first draft of the agenda is normally put on the web site in late March / early April. This draft typically still has approximately 5-10 open slots in each section for still unknown presentations. By each following month a revised agenda is put on the web site and by September the agenda is normally ready. The executive members will normally have a few potential presentations available to them in case of late cancellations.

Generally, it is more difficult to get presentations from US participants. Many companies have liability concerns about giving out too much information. Overall North Americans made up 50% of the participants but only 38% of the presentations. The Europeans made up 25% of the participants but 44% of the presentations. And the Australians made up 6% of the participants and 9% of the presentations. Prior presentations are listed in Appendix 6.

Presentations are normally agreed with the presenter based on just the preliminary title and a short summary (5 – 6 lines) of the presentation. It may be argued that it would be better, if the executive would see and decide on the final version of a presentation in good time before the conference to assure that the content is proper and fits the ANNA conference. However, in practice this is very difficult to handle and may remove some creative, spontaneous contributions. The presenters are generally busy people, who make their presentations in the last weeks ahead of the conference and some presentations can only be finalized in the last moment due to the required information. Lately, however, presentations have been sent in early in order to be arranged on one specific laptop: this allows the executive to do its share of networking during the conference as well, if the administrative job of arranging presentations is finished before the start of the conference. Presenters will therefore be urged to submit their presentations at least two weeks in advance of the conference. Detailed presenter guidelines are discussed in Appendix 5. Our experiences from past years conferences confirm that the present way of working with the presenters is satisfactory only in very few cases has caused troubles.

#### **4. Prizes for the Best Presentations**

Since 2006, the best presentation in the AN and NA part of the meeting has been rewarded with a symbolic prize. A jury of five people headed by one member of the executive will evaluate the producer presentations to find the best one. Vendor presentations are not eligible for the prizes. The result from the jury is announced just before the closure of the AN or NA session. Past winners are shown in Appendix 7.

#### **5. CD/DVD/USB with Conference Presentations**

The presentations, list of participants, exhibitors and guests (including spouses) is prepared each year by the executive and made available on the ANNA website. In some cases a CD/DVD/USB is prepared. Participants should be encouraged to share the CD/DVD/USB information with colleagues in their organizations. Participants may order the CD/DVD/USB when they register. The CD/DVD/USB is normally issued and mailed out one month after the conference. CDs from current and previous conferences may be ordered via the website.

#### **6. ANNA Library**

Each year the presenters provide an electronic copy of their presentations and supporting material. Historical presentations are available back to 2001. Older papers are being archived as they become available. If you have old ANPSG or Nitric Acid papers please contact David Hind for archiving.

## **D. THE HOST COMPANY**

### **1. Host Company**

The annual conference is usually hosted by an ammonium nitrate / nitric acid producer.

The executive committee will identify a host company / conference location for the coming year prior to or during the preceding ANNA conference. The host company and location are then announced during that conference for the benefit of ANNA members.

Early identification of a host company is imperative in order to secure the best possible conference amenities and accommodations. Suitable conference requirements include: hotel room amenities and conditions including an appropriately sized conference room including suitable audio – visual equipment, close proximity to a ballroom for exhibitor booths and evening activities, travel accommodations, and general proximity to an ammonium nitrate / nitric acid production facility.

A Memorandum of Understanding may be executed between the ANNA Executive, Exhibitor group and the host for the year. This document would generally specify the conference organization, registration, payments, key contacts and cancellation policy. A document template is shown at Appendix 9, Memorandum of Understanding Template.

### **2. Responsibilities**

The principal purpose of the Host Company is to set the date and arrange the site. The Host Company will communicate to all producers and register all producers.

The responsibilities of the host company are:

- Select the conference site and date with assistance from the exhibitor group
- Select and negotiate a conference hotel with assistance from the exhibitor group
- Enter into a contract with the hotel together with the host company
- Arrangements of social events including a Sunday reception and executive meetings in close cooperation with the exhibitor group and the executive.
- Preparation of a welcome package with assistance from the exhibitor group
- Work with the exhibitor group to provide a platform for the best networking arena as possible during the exhibit days
- Issue invitation letters as required and where a visa is required
- In the third European Conference it was experienced that the host must be aware of political issues like an embargo; if there is an embargo for a country (like Russia in 2016) this can have consequences for the host.

Basic guidelines for organizing the conference are given step by step later in this manual.

Geographical location of the conference location-to-be is an additional consideration. The conference site should be near an area / area of interest to better generate attendee enthusiasm and help to support a spouse's program. Convenient accessibility by plane without excessive car travel is a point for consideration.

The host company assumes financial responsibility for that year's host activities. This requires the host company to contract for hotel and conference accommodations, to host a Sunday evening reception, to oversee conference registration, and to work in conjunction with the exhibitor committee to plan dinners and evening activities. The financial responsibility for the exhibitor activities is assumed by the exhibitor group.

A conference fee is assessed to conference attendees (producers and exhibitor representatives) and this fee typically covers the financial responsibility of the host company.

The host company should attempt to establish a budget such that the net financial impact to their company is zero. However, the host company must be willing to accept some expense if the event departs from budget or is poorly attended by conference attendees. Host company financial involvement in former years has averaged about US \$100,000 of cash flow. With conference attendance quite high since 2009 a surplus has been passed on from one host to the next.

Typically, the greatest impact the ANNA conference will have on a host facility is the amount of employee time donated to conference planning, preparation and completion. Costs associated with organizing the conference such as trips to locations, etc., are not collected back from the members. But if special conditions require the support from the host companies' corporate staff, these costs may be included in the budget of the host.

As an item of conference business, the previous host company will present a balance sheet detailing the actual expenses incurred the previous year as a conference host. This presentation should include all income accumulated as a result of the conference fee, the total costs of the conference as paid by the host company, and the total expense, if any, to the host facility. If the conference generates a profit, the host company will transfer the remaining balance to the upcoming conference host to help reduce next year's conference fee.

The host company will work closely with the exhibitor organizing committee to coordinate all evening activities and the traditional Wednesday afternoon events. Close coordination between the host company and exhibitor committee is one of the key points for success of the Conference; both parties must collaborate in the organization of all activities without distinction if it corresponds to host company or exhibitors' organization.

At the beginning of each conference day the host company offers a greeting, reviews that day's schedule of events, and takes care of any conference related housekeeping issues.



The host company may also attempt to prepare a daily schedule of activities for spouses or partners joining the conference. The activities need not be elaborate or expensive and usually entails visits to local attractions like museums, shopping opportunities and local trade specialties. A spouse program may be offered free of charge, but depending on the host's budget, participants in the spouse program may be asked to contribute.

The host company should provide a reception desk in close proximity to the conference room in order to assist participants with any problems or questions.

The host company customarily may offer a tour of its production facilities to the conference attendees on Friday afternoon at the end of the conference. This is not mandatory, however many attendees enjoy a plant visit as a welcome change from the conference room discussions to a practical production site. Recently this tour has been a virtual tour relieving the host of the liability and extra complications of a physical tour. With many interested persons being together in one room, as opposed to an actual tour where people scatter in many directions, and these participants still participating on the Friday afternoon, a very motivated atmosphere is created in which not just the virtual tour is enjoyed but also other issues are frankly discussed.

### **3. Invitation Letters**

People coming from countries, where a visa is required to enter Europe, USA or Canada will often require an invitation letter required for obtaining the visa.

Participants will receive such a letter after registration, which is aimed at:

- Giving persons applying for a visa the needed invitation letter. (Check for embargo).
- Giving other persons a document, which could facilitate entry into USA, Canada or Europe.

The executive decided in September 2007 to include a box in the application letter for the conference, where people could indicate whether they needed an invitation letter. The executive further decided in 2016 that registration for the conference, and payment of fees, is a prerequisite for issuing an invitation letter. In case no visa is granted, fees will be reimbursed.

The host company will make the conference application letter ready on the website early enough for people to get their invitation letter well in time to go through the visa application phase which in some cases might take months.

#### **4. Conference Date Contacts**

To avoid clashes with other meetings, which might have the interest of ANNA participants it is important that the conference dates are not fixed without a check with other international organizations arranging other technical meetings. The list of organizations to be contacted by the host company in order to avoid clashes includes:

IFA = The International Fertilizer Association

IFDC = The International Fertilizer Development Center

IFS = The International Fertiliser Society

Fertilizer Industry Round Table

AIChE

Ammonia and Related Facilities Safety Symposium

In addition, organizations like The Fertilizer Institute (TFI) and Fertilizers Europe may be informed well ahead of the conference.

## **E. THE EXHIBITOR GROUP**

### **1. Exhibitors**

The combined NA and AN industry are served by 45 to 70 highly specialized suppliers offering specific products and services to this group of ANNA producers. These exhibitors, non-producers, have joined together and formed a non-profit organization, the ANNA Exhibitors Group. When the Conference is organized outside North America there will be a local company or group of companies in charge of Exhibitors that are fully supported by the knowledge and skills of the ANNA Exhibitors Group. In 2017 a new European exhibitor group, ANNA-EU has been founded.

### **2. Responsibilities**

The principal purpose of the Exhibitors / Non-Producers Group is to work with the hosting company for the site selection and arrange the exhibit hall. Exhibitors will communicate with all exhibitors and register all exhibitors.

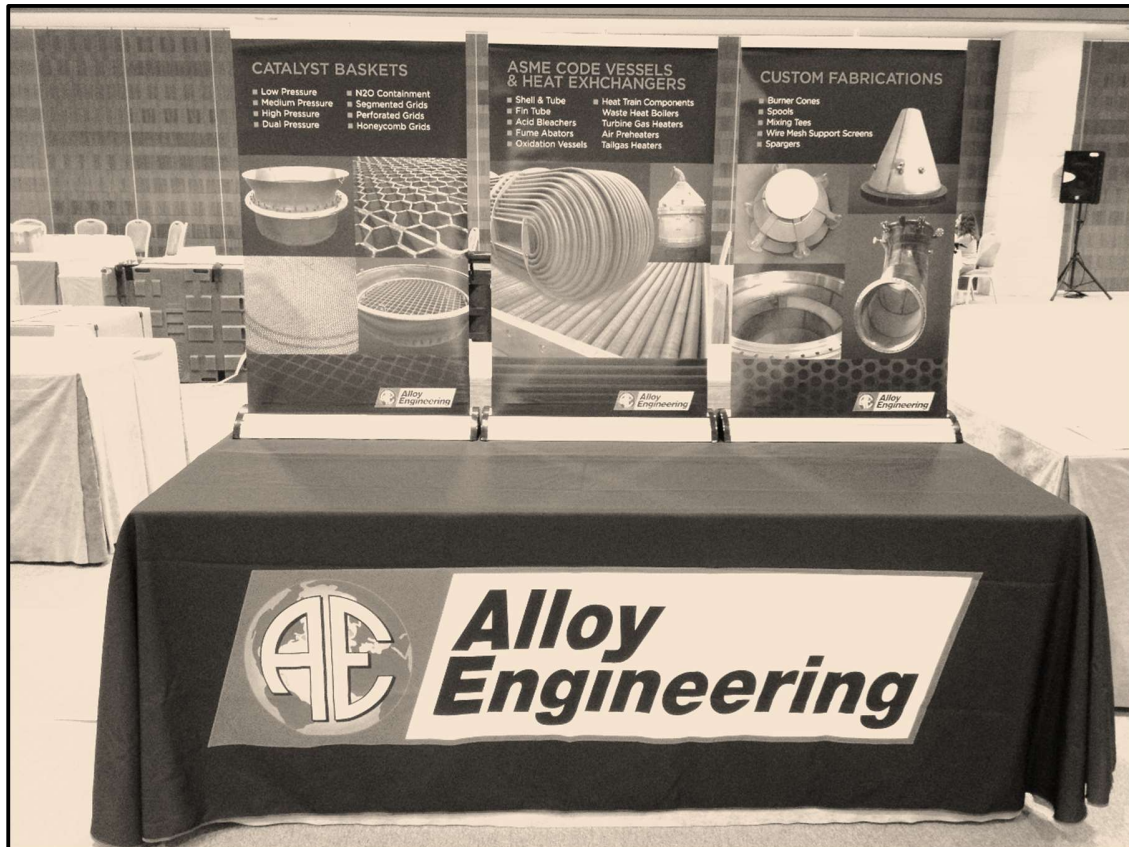
The responsibilities of the exhibitors are:

- Assist the host company in the site selection process
- Assist in the hotel negotiation process to facilitate the best deal
- Assist the host company by entering into a contract with the conference hotel
- Enter into a contract with the conference hotel together with the host company
- Arrangements of social events in close cooperation with the host company
- Transport arrangements for social events, if required
- Assist in the preparation of a welcome package together with the host company
- Provide an exhibit show for ANNA conference participants at least one night for AN and one night for NA attendees
- Work with the host company to provide a platform for the best networking arena as possible during the exhibit days
- Organize the exhibit hall
- Do all communications to exhibitors

Basic guidelines for organizing the conference are given step by step later in this manual.

Through the ANNA Exhibitors Group the organization of the exhibit hall is arranged. The main purpose of the exhibit hall is to build a relaxed and comfortable atmosphere to support networking opportunities between exhibitors and producers. The monies required to pay for the exhibit hall festivities are derived from individual supply/service companies purchasing a table in the exhibit hall to show their products. Typically, the exhibit show nights are on Tuesday and Thursday evenings beginning at 6:00 PM and ending at 10:00PM.

The typical exhibit hall will preferably be held in a large room conveniently located next to the conference room with tables (usually about 2.5 feet wide and 6 feet long) on the perimeter for the individual exhibitors to display. See photo below. We like to see at least 50 tables if not more, with a maximum of 72 to be sure we do not have too many exhibitors. The center of the room needs to be set with tables and chairs for enough seating for all participants including spouses and exhibitors. There needs to be a small stage area for light entertainment and announcements. There will be a need for buffet tables to serve food and a small bar for drinks.



There have been circumstances where the venue did not have two large enough rooms to support the conference and the exhibit hall. Steps can be made to combine the conference and exhibit hall to one room with no real issues.

The exhibitors attempt to make the best of the time allotted by supplying food to the attendees while they visit the exhibit hall. Typically, the atmosphere is set with light entertainment carefully selected not to drown out conversation. At times the exhibitors have sponsored an open bar.

All festivities offered to the ANNA Conference are dependent upon the site location of the conference. If the site has a venue that can accommodate festivities such as off-site dinners or light entertainment, these opportunities are considered for activities on Monday night or Wednesday afternoon.

The ANNA Exhibitors Group has a tradition of giving prizes away on Thursday night. To encourage producer/exhibitor networking there are attendee passports issued, which are stamped upon visiting an exhibitor's table. These stamped passports are then gathered and drawn for a prize on Thursday night. The basic idea is that each producer attendee talks for some time to each exhibitor.

The ANNA Exhibitors Group has a tradition for providing a memento to give away to the conference participants. These mementos in the past have been articles of clothing usually sporting a logo associated with the ANNA conference and/or the location. The new official ANNA logo from 2007 was first used on clothing at the Kelowna 2008 Conference.

All ANNA conferences are different because the locations change from year to year. The ANNA Exhibitors Group does whatever possible to support the conference. This support involves assisting the new host company in the initial site arrangements, sponsored breakfasts, sponsored dinners and sponsored activities, as described above.

The financial responsibility for the exhibitor activities is assumed by the exhibitor group and should be formalized upfront to have a situation whereby responsibilities and financial liabilities are fixed.

The exhibitor group activities are coordinated and managed by a group of volunteers. The current Exhibitor Group Management is found in Appendix 2.

## **F. BASIC CONFERENCE ORGANIZATION GUIDELINES**

All ANNA Conferences will be different because the site location changes every year. Organizers need to be aware of the important needs of the conference and take these guidelines and information onsite inspections and do their best to fulfill these needs. It is very important for both the Host Company and Exhibitors Group to have a clear idea of the tax implications for all companies involved in order to arrange the most economical solution from taxation point of view.

### **1. Basic Responsibilities.**

- a. Executive
  - The Meeting
  - Meeting Presentations
  - Identify Host Company
  - Executive Meeting
- b. Host Company
  - Hotel Contract
  - Sunday Reception
  - Breakfast and Breakouts
  - Spouse Activities
- c. Exhibitors
  - Monday Night
  - Tuesday Night in Exhibit Hall
  - Wednesday Activities for Attendees
  - Thursday Night in Exhibit Hall
  - Memento

### **2. Step 1 - Hotel and Date**

Your first step is to secure the hotel and schedule the week for the conference. These two items are linked because you need to establish a date for the conference to book a hotel. The earlier you start the better for negotiations with the hotel. If time is running out the hotel will be less inclined to deal. Since 2016, hotel, location and date are preferably decided 18 – 24 months ahead of the conference. As for scheduling the time there are several things to consider.

- a. Try not to conflict with the International Fertilizer Association or other similar organizations listed in this manual. Many of the same people, producers and exhibitors, attend both conferences.
- b. The timing of the ANNA Conference has ranged from early August to late October. It is wise to consider the weather patterns of your area and consider the weather in your selection process.

- c. Is there any scheduled plant shut downs for the host company? But in the end the decision is up to the host company and what fits their schedule best.

### **Hotel Site Inspections**

1. The main purpose of site selection will be to have a hotel/resort large enough to support the conference with conference rooms and guest rooms. The conference rooms need to be more than adequate because this is the reason for the gathering. So, be sure this portion of your selection is solid.
2. There are two choices for the conference room
  - a. First choice - two conference rooms, one large enough to hold 200 to 300 people with a classroom set up for the conference and one for the exhibit hall with enough wall space for (40+) 6' tables to be set around the perimeter and seating for the entire conference in the center with buffet tables to serve food. It is always a good idea to have these two conference rooms close together. If one is across the street, this could be a bad idea. The closer the two rooms are the better.
  - b. Second choice - One large conference room is very do-able as witnessed with the 2007, 2008 and 2009 ANNA. The conference room will need to be large enough to hold all the seating for the entire conference for a sit down meal and all the exhibitor tables. But be aware of the nights of the room “flip” from conference room to exhibit hall. This can take 1 to 1 ½ hours to flip. The “flip” time needs to be considered for the opening of the exhibit hall and serving the meal. During the “flip” is a good time to have an open bar.
3. Inquire about a room for the Executive meeting on the Sunday and Friday.
4. Is there an area for sponsored breakfasts? Attempting to get exhibitor companies to sponsor breakfast is a good idea for two reasons; 1) assists the host company on their budget and 2) saves time for people to eat in the morning and keeps the conference on time. Note – if sponsored breakfasts are not solicited, be sure the hotel restaurant has enough room for the morning surge of people to get in and out for breakfast.
5. Are there large areas outside the conference rooms for private conversations? Large wide hall ways for spill out on breaks is a must. Need seating in foyers for impromptu meetings.
6. A large lobby area is a must for people meeting to head out. A large hotel registration check in with multiple clerks is a must to keep log jams at the desk to a minimum.
7. Check out the surrounding area for restaurants in walking distance for lunches. All these guys will want to get up and walk around for lunch. Having lunch spots outside the hotel is a must. Kelowna, London and Little Rock are perfect examples of this.
8. Can the hotel handle the needed rooms with 600 to 1200 room nights?
9. Are the guest rooms nice? Ask to see a couple typical rooms.
10. Is internet access available and at what cost?

11. Is there a third room for a sit down plated meal? This can be of use for a pre-set seated dinner. This worked very well in 2006 in London on Thursday night. But not necessary for the final decision.
12. Are there other hotels in the area for over flow? We want everyone in one hotel, if possible, for the guarantee of room nights.
13. How is the audio/visual handled? Does the hotel have the equipment and staff? Is there an outside vendor?
14. Typically, there are two projectors and two screens working from single laptop, a podium with a microphone, three hand held wireless microphones and internet access.
15. How big is the bar? Can it handle 40 to 70 people? There will be 30 to 50 guys who like to gather in the bar at night. Having a nice roomy bar is a must.
16. Restaurants? How is the food? Will their catering be good? Check the catering menus and make note of prices. Are they capable to serve enough plates of food?
17. Make note of hotel fees, taxes and gratuities. These at times are very high and can add as much as 20% + to food and rooms charges. Don't forget to add these to your budget items! Some of these hotels have as many as four different service charges and taxes added to each charge. Stay alert and ask about these add ons.
18. Are there any unique rooms available? For instance, patio on the roof, restaurant or bar area for a Sunday night reception. Roof top areas are great for atmosphere!!!
19. Check for any unique things to do for an off-site festivity, museums for a dinner, boat ride dinner or place to tour with a dinner.
20. Always verify if transportation is available for any off-site. Typically, this will require a couple of 50 passenger buses.
21. Is there easy access from the airport and is there public transportation available to the conference site?
22. Always give directions from the nearest airport to your attendees. If there are multiple ways to arrive to your site work out all the directions.
23. Are there golf courses close by for a Wednesday tournament? A golf tournament has been always a tradition in the USA for these conferences. Quite possible this might not be something that happens in a European ANNA.
24. Is there a tourist bureau, chamber of commerce for assistance or city convention services with ideas to share? We have found that the Canadian sites usually have outside assistance that is very good. Always check with these contacts prior to your visit. These guys can help you in many ways.
25. The hotel will need to store exhibits being shipped in for the conference and assistance on the return shipping. Not all hotels can handle large shipments and a third party drayage company is required. Always check for this and extra charges for shipments.
26. Ask the hotel for delivery companies that service the hotel. UPS? FedEx?
27. Remember that everything is negotiable; room rates, food, internet, parking, silly hotel fees and we generally do not pay for the conference rooms or "space" as the hotel people call it. Once the contract is signed, the hotel will not make concessions. All price breaks, concessions and discounts are negotiated on the front end. Best to have several people review any contact prior to signing. Don't be intimidated to ask



- for discounts, they can only say no and besides we are a large enough group that they want our business.
28. There will need to be internet access at the onsite registration desk.

### **Hotel Negotiations**

1. The first commitment the hotel will ask for is “room nights”. One room night is a one night stay. If you stay at the hotel for four nights that is four room nights.
2. Past conferences we committed to a room night number we know we can easily accomplish. A typical conference has a final 1000 to 1150 room nights sold. If you guarantee 1200 room nights and only 1000 are sold, there will be a cost to make up the 200 not sold. It is best to guarantee a smaller number with the ability to add to the “block of rooms” as you progress through registration.
3. A “No Compete Clause” for all space including suites need to be cleared/released through ANNA Exhibitors Group for the week schedule. The reason is to keep competing activities planned by others out of the agenda. Example: companies will rent a room, serve drinks and food and only invite select people to visit. This takes away from the exhibitors trying to keep producers in the exhibit hall.
4. A rule of thumb for hotels is to give one free room night per 50 room nights sold.
  - a. Nothing wrong with this rule of thumb, but other options exist.
  - b. If, we do not use the room nights, will the hotel apply the equal value to the Master Account?
  - c. In lieu of free rooms based on room nights sold, how about free suites for the organizers. Hotels are more inclined to give upgrades in lieu of the complimentary rooms.
  - d. All complimentary rooms and upgrades need to be scheduled for the time before and after the conference, (with shoulder dates). Typically, the organizers will arrive 1, 2, 3 days in advance and stay 1 to 2 days after.
5. Cancellation clause needs to be based on lost “profit” in lieu of lost “revenue”. Generally, food carries a 35% profit and space carries a 70% profit.
6. Because food carries a 35% margin and space carries a 70% margin, it is easier to get hotels to give in on space and the amenities before cutting the price on food.
7. If there are two separate entities for the hotel and conference space and the conference space entity is charging for the space. Then consider a rebate in the hotel room charge to pay for the conference room entity.
8. It is good to be able to “customize” a menu to meet a budget. Instead of pre-set menus. So, ask if menus are custom and we can make our own menu to meet our budget.
9. Ask for free internet and parking.
10. Again, we typically never pay for space if everything is held at a single location. You’ll pay for space if the hotel is joined to a convention hall owned by a third

- party. Then you'll pay for space and have two billings. This situation gives us a weaker negotiation position because of two parties/locations. The more you spend at a single location, the stronger position you have for negotiations.
11. It is necessary to take on account the differences between North America and Europe in the type of contracts with hotels: In North America there are some items paid for that you do not pay in Europe and vice versa.
  12. The contract with the hotel should have a remark that the ANNA Executive has to approve any other meeting rooms for exhibitors. This is to prevent exhibitors competing with the ANNA meeting during presentations.

### **3. Step 2 - Registrations and Announcements**

Once the hotel and date are set, your next step is to open the registration and make the announcement to the members of where, when and how. First the ANNA website needs to be updated with the information. And the most important item is to set up the on-line registration. Currently our Web Master is a member of the Executive Board; David Hind.

The ANNA Web Master needs to know all the important details as he will post these to the website [www.an-na.org](http://www.an-na.org) as well as interface the particulars right into the registration pages.

Put yourself in travelers' shoes ... spell it out clearly where and when the Conference will be held, where is it geographically in North America or Europe and how do we get there efficiently. Is it near a large airport and how far away is it from the airport? Cabs or trains, or the subway may be the best route to the hotel...and renting autos may not be practical at all. Spell it right out, even what seems small to you can have large ramifications down the road.

Also write a short paragraph selling the Conference. Highlight the technical exchange of ideas and the importance of sharing data and promoting safety. Also, write positive and interesting things about the culture, hotel, city, region, etc. In effect... you are selling the Conference... give the travelers' solid reasons to come... remember that they in turn have to sell the Conference to their management.

The ANNA Web Master will also act closely with the Exhibitors (one or two contacts only please). The registration pages are almost the same although the exhibitor side is tricky because it has tiered money pricing.

Note also that any monies collected, funnel to two completely independent bank accounts.

Currently, the Producers establish a separate account to collect and disburse funds and the Exhibitor's operate their own USA Non-Profit Corporation. In the conferences outside North America that will depend on the organization scheme selected by Host Company and Exhibitors group, see below.

Our registration website; Regonline.com does an excellent job of collecting credit card money and registering attendees. It would be a dis-service to choose another registration website.

As in years past, two links will be established in order to control and guide attendees to the correct registration page. One link will be for Producers and the second link will be for Exhibitors. Daily monitoring of registrants will ensure there are no mix ups in registrations. This is quite important as the fee structures are drastically different and if errors are not caught immediately... headaches are guaranteed.

By the time the general announcement is ready for emailing, ANNA Web Master will have the detailed registration pages ready. Data collection from the pages is extremely important and will act as guidelines for planning head counts for the AN meeting and the NA meeting as well as for meals and related activities. So, the Conference's entire plan for Sunday through Friday must be ready for ANNA Web Master to input. We stress that this is not the technical agenda ... that is completely different and handled separately from registration.

In addition to collecting registrants and money, the registration site has many standard and unique reports available. The name badges are a critical item, although not complex, they are time consuming and must be accurate.

When ANNA Web Master has the website ready...and the exhibitor treasurer has fully tested it to collect funds...you will then have the general announcement ready for emailing. Again, the ANNA Web Master will do this...but do not ask him to write it, which must come from the Host Company. A well written and professional invite has clearly been seen in past shows.

It is also important to set and track bench mark dates.

- Info to ANNA Web Master by: xx/xx/201x
- Website ready by xx/xx/201x
- Exhibitors ready by xx/xx/201x
- Cash collection systems ready (well before launch date)
- Invitation launch date

Note that the Exhibitor's Group will move quickly and will have most of the exhibitors identified and paid up months before the actual conference. Note also that producer registrations lag ... they perk up 8 to 6 weeks before the event. In terms of planning...6 weeks is very short and creates a lot of anxiety as you wonder where everybody is. Any mechanism you can use to bring people in early is important. If the counts are low... we would advise calling the plants and getting key managers to commit.

Once the ANNA website is current with information about the conference and you are certain the online registration is set and ready to go, it is time to announce the date and place for the up and coming conference.

Typically, the host company will pen an invitation letter that will explain the date and location. The announcement usually is E-mailed to the previous year's attendees. This E-mail (E-blast) can be easily generated from the registration website. The producers will communicate with the producers and the exhibitors will communicate with the exhibitors. We divide these groups primarily because the producers and exhibitors are charged differently for attendance. The exhibitors set deadlines to collect their funds before the ANNA Conference starts.

It might be reasonable to mention in the Invitation Letter that planning a Conference is a task and that early registration would be greatly appreciated.

The definition of an "attendee" breaks down to three groups; Producers, Executive Sponsored Guests and Exhibitors. Also see the definition on page 6. It is black & white, summarized with these three types of registration:

Producer - Your organization produces ammonium nitrate or nitric acid.

Exhibitor – Your organization provides products or services to the industry. You do not manufacture ammonium nitrate or nitric acid.

Executive Approved Guest – You do not produce ammonium nitrate or nitric acid or provide products or services to the industry. This category is typically reserved for academics, associations and government agencies which have received special permission from the ANNA Executive to attend. If two Executive Board members choose to sponsor a guest they may do so. Also, one Executive Board Member and a producer can sponsor a guest.

There will be people who attempt to gain access to the ANNA Conference registering as producers, when actually they are not. These people are called "gate crashers". They need to be contacted and registered as exhibitors/non-producers. Mostly the people have made an honest mistake and correct the infraction. Some are offended and will not attend. This activity should not be tolerated and immediate attention should be given to these gate crashers. Settle these matters before the conference date. Once these people arrive at the conference the more difficult it is to re-register them and get the additional payments.

#### **4. Step 3 - Details of the Itinerary / Building the Platform**

Steps 1 and 2 will need to get finished as soon as possible to give people time to schedule the date and companies to budget for the ANNA Conference. Once these early tasks are completed, you're more than half the way completed on the arrangements. Step 3 will be all the items that need to be accomplished before the conference begins. The list below will be the items that are prominent. Depending upon your particular location there might be other items to be considered not listed.

#### **Budget**

Always have a budget. Always keep your budget up to date. Update it every time funds are posted and when expenses are budgeted. There is no reason why these conferences cannot

be self-sufficient with no real financial burden to the host company. This conference has paid for itself for many years and is documented since 2007, for being fully funded by the attendees. If there is someone paying close attention to the budget and playing an active role in the organizing, the funds collected will pay for the expenses. The producers collect their funds from the conference fee and sponsorships. And the exhibitors will collect their funds from booth and attendance fees. The producers need to be vigilant about gaining sponsorships from exhibitors and producers. The exhibitors need to be vigilant about gaining attendance through the sales of booth space.

Organizers need to track the on line registration and make sure exhibitors/non-producers are not registering as producers and attempting to gain access to ANNA for the cost of a producer. It is black & white, if you are directly employed by a company that produces ammonia nitrate and/or nitric acid you are considered a producer. All other are exhibitors. The only exception is a producer sponsored guest and they are rare. So, be firm and don't give away access to the conference.

One of the budget challenges is setting the fee structure. It is a challenge because you do not know how many people will attend, how many exhibitors will attend and how many companies will sponsor breakfast & breaks. We have dubbed this challenge "Reverse Budgeting" because we set the fee structure before we know the expense.

Many items are ordered in advance before the registration is complete and this can create issues. For example: How many ANNA binders do you print? How many mementos do you order and what size? How many tables do you need? How many chairs do you need? The "how many" list can go on. You rely on the information from past conferences and it still is only a guess.

Hotels will provide menus for the food that will be served. Begin the budget process with meals served. Read the menus, find the pricing, estimate the attendance, add all fees and taxes, and then enter these numbers in the budget. Any activities, open bars, entertainment, tables, decorations and whatever needs to in the budget needs to be priced up and put into the budget. As said above, take on account the differences in contractual schemes for conference in North America or Europe.

Once you've filled up the expense side of the budget. You need to estimate the number of tables/booths sold, number of exhibitor attendees, producer attendees, and any sponsorship money. Place those numbers in the income side of the budget. At first all these numbers are estimates but it will assist you in determining the fee structure. Remember to fill in the real numbers as they become apparent.

### **Fee Structure**

The conference is a situation created by ANNA that is for sale. The conference should be considered a "product" that is a bargain for all exhibitors. There will be 40 to 60 plant sites represented and 150 to 250 people totaling from those plant sites. It is our creation of this situation to have all these people in one place ready to talk with the exhibitors. It should

not be tolerated to have others taking advantage of our situation we created. It's for sale and if you are there you need to pay to play.

We started the flat conference fee in 2008 and it has proven to work exceptionally well. The original conference fee was tied into the room rate and a rebate from the hotel. We have gone away from that room rate and rebate structure to a flat fee.

Typically, the conference fee has been \$350 for early registration and that fee would go up after a set date to \$450. This fee is paid by everyone who is attending the conference, producers and exhibitors. This money belongs to the producers.

The exhibitors have two basic fees structures.

- An exhibitor purchasing a booth space which includes one company employee is paying \$xxxxx and any additional employees would be an additional \$yyyy each. All attendees pay the conference fee.
- An exhibitor not purchasing a booth space is \$xxxx each. And the conference fee.

Typically, the conference fees collected by the exhibitors are paid back to the producers, while the rest is spent on creating good opportunities for producers and exhibitors to meet. The exhibitor program for the conference is presented and agreed about with the host company.

These fee structures are subject to change and will change with each new conference. Each conference is different because the location changes from year to year. Some locations are more costly than others and the fee structure will change with the location.

### **Memento**

There has been a tradition that the exhibitors give a memento away at the conference. The memento has been tee shirts, golf shirts, fishing shirts, vests, sweat shirts and jackets. Typically, there will be a logo or embroidery significant to the location. Over the years there have been many memorable items given away. The host company has given a memento away as well and this has been items like a flashlight, pen or a jump drive. Below are some bullets to assist.

- Find a garment for the ANNA Memento
  - Before any item can be used it will need to be approved by Exhibitor Organizing Group Chairperson
  - Keep your selection process contained to the Exhibitors Group. This is an item given by the Exhibitors and will be at their discretion.
  - We are not sold on giving away shirts...but we have not found anything we like better to date
  - We are not opposed to a men's and a women's item
  - Go thru the process for the size count to verify we are ordering to the best of our knowledge
  - Verify if the item is available in quantities we are requiring

- Verify delivery and it meets our time table
  - Best to select a couple/three items before you buy in on any item
- Develop the logo that will be used for this year
    - The ANNA Executive would like for us to use the ANNA logo on the garment we choose to give away. There are issues with the logo not embroidering well in smaller sizes
    - We don't have to use the ANNA logo, but we will need to check into its viability first
    - If we don't go with the ANNA logo, develop one. We will need to approve any logo prior to selection and that will include the executive logo. We have been using the script from 2007 and updating it for the year used
    - Have swatches made in the colors you want to visually see the logo on fabric
  - Match the garment to the logo
    - Where will the logo be placed on the garment
    - What will be the color scheme
    - How many embroideries will there be on the garment
    - Get final approval prior to purchase
    - Your targeted deadline will be depending on delivery of the items
  - Procure the item
    - Depending on funds, work out the payments
    - Purchase the item in mind
    - The shipping address will be decided as we grow closer to the conference date
    - At times it is best to drop ship from the supplier to the hotel

It is not a prerequisite to select an item that fits the location but we try to if possible. We try to select items of quality and of good color coordination of garment & logo that reflects something that the attendees will wear after the conference is long over.

Traditionally the vendors have come up with the logo for the a given conference that is used on the garment, name badges, passports and other items to give a good cohesive presentation of the conference.

When considering items of interest, it is wise to ask about availability of the quantities of 230 to 260. You'll find that some items are not available in these quantities. Best to begin early in the selection process if the item you select needs to be special ordered.

If the memento supplier is in another country than the shipping point, it might be a good idea to use a local supplier where the conference is held to eliminate the shipping and taxing from out of the country. If you choose a vendor in the US, it is strongly suggested shipping early, tracking the shipment and make sure all the shipping paperwork is correct, because these things will be held up in customs if things are not right. You very well might have sources of your own and you should use who you are most comfortable with using.

The Exhibitors have always wanted to give away something that will be kept, worn and will be a reminder of a great experience.

### **Meeting Agenda and Weekly Itinerary**

The meeting agenda is arranged by the Executive Committee and is outside the organizers scope. The weekly itinerary falls within the scope of the organizers. The arranged activities for the week can be full if there are funds to promote this activity or the arranged weekly activities can be minimized to save on the budget. Rule of thumb has been 8:00 AM to 5:30 PM is the responsibility of the producers with the exception of the Sunday reception and spousal programs. All activities after 5:30 PM are the responsibility of the exhibitors. Below is a typical itinerary.

### **Typical ANNA Conference Itinerary**

#### Sunday

- Noon to 11:00 PM Exhibit set up
- 2:00 PM to 4:00 PM Executive Board Meeting
- 7:00 PM to 10:00 PM Welcome Reception

#### Monday

- 7:00 AM to 8:00 AM Breakfast
- 8:00 M to 5:30 PM ANNA Conference  
with (2) breakouts @10:00 AM & 3:00 PM
- 9:00 AM to 3:00 PM Spousal Event
- 6:00 PM to 10:00 M Off Site Festivity
- 6:00 PM to 12:00 PM Exhibit set up

#### Tuesday

- 7:00 AM to 8:00 AM Breakfast
- 8:00 AM to 5:30 PM ANNA Conference  
with (2) breakouts @ 10:00 AM & 3:00 PM
- 9:00 M to 3:00 PM Spousal Event
- 5:00 PM to 6:00 PM Vendor Meeting
- 6:00 PM Cocktails Start
- 7:00 M to 11:00 PM Dinner Buffet/Exhibit Hall

#### Wednesday

- 7:00 AM to 8:00 AM Breakfast
- 8:00 AM to 11:30 AM ANNA Conference  
with (1) breakouts @10:00 AM
- 11:30 AM Outdoor Events Planned (golf tourney and tours)
- No evening events planned/Open Evening for Dinner

#### Thursday

- 7:00 AM to 8:00 AM Breakfast



- 8:00 M to 5:30 PM ANNA Conference  
with (2) breakouts @ 10:00 PM & 3:00 PM
- 9:00 AM to 3:00 PM Spousal Event
- 6:00 PM Cocktails Start
- 7:00 PM to 10:00 PM Dinner Buffet/Exhibit Hall
- 11:00 PM Exhibit teardown

#### Friday

- 7:00 AM to 8:00 AM Breakfast
- 8:00AM to 12:00PM ANNA Conference  
with (1) breakout @ 10:00AM
- Noon to 1:00PM Executive Board Meeting (if time allows)

Note – If funds are low the first things to cut would be Monday night, Wednesday activities, and then breakfast. Savings can be found in the level of food served and with cash bars.

### Golf Tournament

There has been a tradition of a golf tournament at North American ANNA Conferences. Also, in the second Conference in Europe a golf tournament was held in one of the two golf courses at the Hotel. The tournament has been held on the afternoon of the Wednesday. Attached are some notes to assist to arranging a golf tournament. It is best to have someone familiar with golf tournaments to make these arrangements. These notes will be extremely helpful to arranging the basic golf package.

#### Date and Start

- The tournament day is usually on Wednesday afternoon
- Shotgun start needs to be seriously considered because everyone starts and finishes at the same time. At the finish of the tourney, it is best to pass out the prizes at the course rather than waiting until later.
- Generally, we tee off 1:00 to 1:30 depending on travel times and conference closing time. Late starts in October need to be cautioned because of the lack of light in the evenings. Another reason for a shotgun start. There have been groups in the past that did not finish because of darkness.

#### Payment

- Typically, we have packaged the green fee, range balls, lunch into one fee at check in. It always keeps things moving. Time is usually of the essence.
- All players check in and pay for their green fee. Attempting to collect ahead of time is not a good idea. It will place a great deal of work on you to perform this function.
- Pro shop needs to take credit cards - AmEx, MC and Visa

#### Lunch

- Box lunches in carts or buffet is best for expediency. Normally there is not much time for ordering food...much less when (50) or so is ordering food.

#### Rentals

- Rental clubs need to be verified and ask for number of sets right hand and left hand
- Some courses can procure sets from other pro shops or affiliated clubs.
- There will be a need for rentals, a lot of players are from out of country, usually ½ of the players need a rental set

#### Players

- Golf course will ask for a guarantee of players. We typically have 50 players. If there is a large turn out there will be 75. 2008 & 2009 had 85 players. Try to keep the guaranteed number as low as possible.

#### Club House

- Club house needs to have good selection of merchandise for prizes and has a good dining area that seats 50 to 80 people. In Europe the number of players was lower.

#### Location

- Location of the course is a consideration. Will transportation be required for this course? How much time to get to the course? Courses on the premises have their appeal for convenience.
- Good idea to have a map detailing direction to and from course.

#### Teams

- When setting up teams have at least one or two producers per team and one “A” player per team. Do your best to keep teams as fair as possible for no run-away scores

#### Tournament Check-in

- I would strongly suggest having a single check off list of all the names of players in alpha. The big reason for this is to insure when a vendor pays for someone it is recorded at the register and there isn't any double paying. And of course, knowing who has been checked in. Only give the clubhouse one list of players, multiple lists can create big problems at check-in.

#### Promotion

- You need to start requesting people to register for golf through E-blasts 8 weeks in advance...if not sooner. The vendors will know who's attending in advance. But a lot of the producers don't know until 1 to 2 weeks prior. We can have a golf box on the online registration.

### **Shipping**

Exhibitors will need guidance on the shipping of their trade show materials. Many hotels will not accept large quantities of shipments and will refer a third party drayage company to handle all the freight. Either way, there are usually costs associated to the shipments arriving at the hotel. The hotel will charge for the handling or the third party will charge fees.

If the conference is in the US the shipping arrangements are simple for US companies but sometimes not that simple for companies from outside USA. If the conference site location

is in Canada or Europe this brings friendly government customs departments into play. Border crossing is getting increasingly more difficult. The 2006 conference held in London Ontario Canada was a shipping disaster for several of our fellow exhibitors with booths stuck in customs for days. Not to mention the return shipment home.

It is best to have shipment instructions with all the information for everyone to get their material into place trouble free. From past years FedEx has proven to be the best recommended shipper.

Below are some bullets to assist in the research

- Research shippers and make a decision for a worldwide shipping company that services the hotel and/or drayage company selected.
- Gain a perspective and in depth knowledge from your shipper of choice
- Write a detailed shipping instruction of what is expected of the exhibitors
- Have someone proof your instructions to keep mistakes minimized
- These instructions should be E-mailed out (couple times) to all exhibitors along with any electronic forms you can muster.
- Arrange to have any extra forms, bill of lading, blank commercial invoices and/or whatever is necessary for hassle free booth shipments out of the hotel and country
- Check all shipment packages Thursday night that all paperwork is correct for each company. It is very important to check if all exhibitors that have packages to ship back have provided all documentation and the said packages to the shipper; sometimes exhibitors live the packages on top of booth without notice
- Arrange shipper to come and pick up booth packages from the hotel late Thursday night and/or on Friday
- It would be best if someone is there the Thursday and/or Friday to verify all packages are picked up and make arrangements for those not picked up

### **Exhibit Hall and Table Assignments**

The exhibit hall is typically held on Tuesday and Thursday because of the split meeting. There is the possibility of AN guys attending early in the week and possibly NA attending late in the week. So, we are attempting to capture all the attendees with these two days.

When choosing an exhibit hall, we typically like to have plenty of room for tables/booth space, enough seating for the entire conference, bars and buffet tables. At times we've made exceptions to have food served outside the room. But keep the bars in the exhibit hall. Our goal is to contain the people in the room and keep their attention on the exhibitors.

Companies pay a lot of money for the space and they should get plenty of room. Enough space away from their competitors. We assign tables for this reason. We carefully and thoughtfully do our best to separate all the competitors. We will attempt to accept requests for companies who choose to be next to each other and away from each other.

### **Transportation**

Any city selected there needs to be inquiries about the local bus company for hire. There are many situations that require a bus to move people around.

Always inquire at the airport who the transportation companies that serve the specific hotel. Make that information available to all people that register.

### **Off-Site Activities and Entertainment**

Off-site activities and entertainment are encouraged. This is an opportunity to show conference participants something of the local culture. In past years there have been cowboy barbecues and local magicians. Trips to local entertainments centers would be welcome. One year a hockey game was offered, with most visitors never having seen this sport event.

### **Advertising**

The conference has been advertised in the magazines Finds, Nitrogen & Syngas, World Fertilizer (2016) and organizations like IFA and IFS have put the ANNA conference on the event calendar in their magazines or on their web sites.

### **Conference Binder**

The conference binder handed out to all participants in the ANNA conference contains the following chapters:

- Welcome letter from the host
- Table of contents
- Anti-trust guidelines
- Agenda at a glance
- Conference agenda
- General conference instructions
- Daily & evening activities
- Spouse/guest program
- Lunch information: a list of nearby restaurants
- Exhibitor profiles
- Producer attendee list
- Producer sponsored guest attendee list
- Exhibitor attendee list
- Spouse/guest list
- Blank note pages

The preparation of the conference binder is a joint effort of the host and the exhibitor organizing team, while the actual printing of the binder is taken care of by the exhibitor organizing team.

## **Registration at the Conference**

### **Registration Desk**

There will need to be internet access at the onsite registration desk for last moment online registrations or ordering of conference CD's or DVD's.

The registration desk is manned by the host company and is open according to the following schedule

Sunday: From 02 PM to 10 PM

Monday, Tuesday and Thursday: From 7 AM to 10 AM

Wednesday and Friday: From 7 AM to 12 AM

### **Name Tags and Lanyards**

Name tags can be prepared via the Regonline registration system. The name cards should have one color for producers and one color for the exhibitors matching the colors of the lanyards. The aim is that participants can quickly spot whether a person is a producer or exhibitor. Name tags are also prepared for spouses/guests in the same color as the color for the corresponding spouse/guest. Name tags and lanyards are prepared / bought by the exhibitor organizing team.

### **Registration Packets**

The registration packet will typically contain:

- Conference binder
- Host gift
- Exhibitor memento (might be individual)
- Host company information
- Name tag for attendee and spouse (if any) (will be individual)
- Hotel lay-out plan with ANNA areas indicated
- Map of the area
- Tourist information about the area
- Passport for producers only (will be individual)
- Internet access guidelines

The registration packets are prepared on the Saturday before the conference starts as a joint effort between host and exhibitor organizing team.

As the registration packets are all individual the packets can be split into a standard packet or standard packages and the missing content can be handed over during the registration itself.

As an example, the 2010 registration packets were prepared in a small, medium, large, xlarge and xxlarge versions because of the exhibitor T-shirt memento. Name tags and passports were then handed out individually.

#### **4. General matters for the conference**

##### **Health and Safety**

Is a first aid kit available? Consider designating people for first aid and CPR during the conference. Is an automatic External Defibrillator (AED) present? Where is the nearest AED? The hotel can help if needed.

Check emergency exits: Ask a hotel employee for a safety instruction at the start of the AN & NA part of the conference. Check if all doors etc. are not locked!

Smoking including E-cigarettes: The local law/regulation must be respected and smoking within the conference is not allowed.

##### **Unacceptable or inappropriate behaviour, it may have consequences.**

The participants must realize when they are tired (jet lag and/or intensive work) in combination with the use of alcohol they do not always make the right decisions. This can have consequences for the safety of both the participant and others. Unacceptable or inappropriate behaviour will have consequences. The organization cannot be held responsible for this, but will act appropriately by excluding participants from further participation in the active or future conferences and/or informing the employer.

##### **Anti-trust guidelines, do's and don'ts**

Don'ts

- Do not discuss prices, output, costs, margins, discounts, rebates, customers, strategies, business plans, marketing, etc. with competitors.
- Do not discuss pros and cons of dealing with any common competitor, supplier, or customer.
- Do not discuss pending tenders, bids, quotations.
- Do not be complacent about informal contacts with competitors – they can be more dangerous than formal contacts where we use agendas, record minutes, have legal counsel present etc.

Do's:

- Notify Legal Department of any improper contacts made by competitors
- Be conscious of the location at which discussions with competitors are taking place (who might be watching and reach an incorrect, adverse conclusion).
- Document legitimate business purpose for meetings with competitors.
- Remove yourself from conversations or situations if and when you become uncomfortable or inappropriate discussions commence.
- Learn about new technology, products and processes.

## **LIABILITY**

ANNA and its executive shall not be responsible for statements or opinions made by speakers or contained in papers, presentations.

### **Outdoor activities:**

Communicate clearly the time leaving and coming back to the hotel.

### **Presentations:**

Depending on the seating arrangement in the conference, the screen may not be fully visible. This must be prevented.

A laser pointer is not always visible on screens. Consider the use of a digital pointer (cursor) or an alternative.

To show due respect to presenters of papers after a (coffee)break; a sign of the end of the break should be given e.g. by a bell.

Name badges/tags: The participant's name must be visible in large letters on the front and the back

### **Partner program**

Is a first aid kit available? Consider designating people for first aid and CPR during the conference. Is an automatic External Defibrillator (AED) present? Where is the nearest AED? It may happen that due to misunderstandings a participant needs to communicate with the "tour guide". Make sure that all participants have a telephone number to contact the "tour guide". Water should be available or easily obtainable during traveling.

## **G. Experiences From The European ANNA Conferences**

### **1. Host and Exhibitor Relation**

Upfront agreements must be formalized. The cooperation between the host and the exhibitor organizing group for the first European Conference in 2010 was strained during the whole process due to lack of upfront agreements. To avoid this:

- a. The roles of the host and the exhibitor organizing group must be described and agreed before the process is started.
- b. The responsibilities and liabilities of the host and the exhibitor organizing group must be described and agreed upon before the process is started. Separate bank accounts for both host and exhibitor organizing group are a must.
- c. The relationship between the US non-profit exhibitor organization and the non-US exhibitor organizing group must be agreed upon before the process starts.
- d. It must be agreed in advance how any loss or surplus on both the host and exhibitor accounts, after the ANNA conference is handled.

It is suggested that above agreements are put down in a Letter of Commitment signed by the ANNA executive, the host and the exhibitor organizing group.

In the second and third European ANNA Conferences in 2013 and 2016, the process was totally different. The close collaboration between host and exhibitors organizing group allowed organizing the whole Conference without the problems referred during the first European Conference. In this case the provenance of the funds was clear from the beginning and the expenses assignments were also agreed from the first meeting. This allowed work between both parties with complete confidence and collaboration.

A European ANNA working group, ANNA-EU, has been founded in 2017, encompassing both producers and exhibitor groups.

### **2. VAT and Tax Issues**

In certain countries VAT and/or tax issues might be issues to consider. In some countries the legal structure of the ANNA conference might have an impact on how the VAT and/or tax issues are handled. In some cases, the ANNA conference might even be VAT and/or tax exempted. Therefore, the following points are important:

- The VAT and/or tax issues are clarified before conference fees (registration fee and exhibitor entrance fees) are set.
- If a special legal structure can be established to avoid/reduce the VAT and/or tax burden the costs to establish such structure must be split between host and exhibitor organizing group according to the benefits by the two parties.
- In case a structure is already available to one of the parties, for example a Foundation, it can be used for the benefit of the Conference. In the case of the second European Conference, the host could take advantage of an existing



Foundation of its Company Trust. This avoided taxes issues for both host and exhibitors.

- In general, it is advisable to consult a tax / VAT expert at a very early stage of organizing the conference ANNA.

### **3. Sponsorships**

In former ANNA conferences it has been common to have breakfasts sponsored by exhibitors. But due to the uncertainty about the VAT issue and the possibility of obtaining sponsorships at the first European conference, it was decided to include the breakfast in the room rate, which is also very normal in Europe. In the second and third European Conferences, the hotel room booking included breakfasts, so there were possibilities for other sponsorships like golf prizes, coffee breaks, etc.

However, the sponsorship possibility was explored around the daily breaks and the spouse program. There are normally 8 breaks totally during the conference and together with 3 days in the spouse program totally 11 sponsorships were solicited. The exhibitor organizing team insisted that all exhibitors should have equal opportunities for obtaining a sponsorship, so all sponsorships were then put at the modest amount of 800 Euro. To make the selection process as fair as possible, exhibitors could now bid on a sponsorship and indicate their first preference. After the bidding period 12 companies had offered to take a sponsorship and in a draw the sponsorships were distributed. Not all companies got their preferred sponsorship, but all accepted the result of the draw. For the exhibitor which did not receive a sponsorship in the draw, an additional spouse sponsorship was offered and accepted. At a later stage one more exhibitor offered to take a sponsorship, and that was arranged in the transport to the plant visit. So, we ended up with 13 sponsorships of 800 Euro.

In the third European Conference a small number of companies were contacted for a sponsorship for breaks with fixed prices. All breaks were sponsored by only one company, but when all breaks were sponsored, there were indications that more companies would like to have a sponsorship. Therefore, it was decided that lunch breaks could be sponsored as well. Four lunch breaks were sponsored for fixed prices as well. Most lunch breaks were sponsored by 2 companies. One lunch break was even sponsored by only one company. It was experienced that sponsored lunches did promote additional networking and booth visits.

### **4. Advertising**

It has been a habit to buy an advertisement for the ANNA conference in the magazine *Find*s prepared by Keith Stokes. In the first European Conference, Yara decided that the requested price for the advertisement was not worth the money keeping in mind the relatively poor worldwide distribution of the magazine.

However, from the magazine *Nitrogen & Syngas* Yara received a very attractive offer for a free advertisement over three versions of the magazine covering a full page. It can be

documented that this advertisement actually brought new companies and exhibitors into the conference. Further *Nitrogen & Syngas* would write a review of the first European ANNA conference. Both *Finds* and *Nitrogen & Syngas* received a free entrance to the conference.

In the other European Conferences, both *Finds* and *Nitrogen & Syngas* included an advertisement of the Conference in their publications and a final review. In the EU conference 2016 the new journal *World Fertilizer* attended and wrote about the conference. Up front it was clarified that in the future, *World Fertilizer* would obtain access to the conference on the condition that it will post a full page advertisement prior to the conference and an article afterwards on the highlights. The same conditions hold now for *Nitrogen & Syngas* and *Finds*.

In his wisdom, early 2017 the Chairman of the executive board decided to establish the position of a head of publicity department and liaison officer. This new office is responsible for liaison with *Finds*, *Nitrogen & Syngas*, *World Fertilizer*, trade associations, etc. on conference details, dates, publications, policy, etc. For the time being the executive secretary takes care of this task.

## **5. ANNA Conference Logo and Color Code**

It has become a tradition that the host develops a special logo for the conference. This was also done in the 2010 ANNA conference. The Yara corporate communication department developed a new ANNA 2010 logo, which was used in all over in the conference in the conference binder, name tags, video information screen, power point presentation sheets, etc. Also, a special color code was developed with blue for producers and white for exhibitors. The lanyards for the name tags followed the color code with blue ones with white ANNA 2010 inscription for the producers and white ones with blue ANNA 2010 inscriptions for the exhibitors. The same type color code was followed in the second European Conference with different lanyard colors for Producers, Exhibitors and spouses/companions. A similar procedure was followed in 2013, 2016, 2019 and 2023

## **6. Relationship To Last Year's Host**

For a new host it is important to establish as soon as possible a close contact to the last years' host. During the whole ANNA process many questions will come up, and a close contact to both last year's host and last year's exhibitor organizing group can help solve many problems. The support from Patsy Byrd in EDC and from Burke Allen and Mike Gervais in the American exhibitor organizing team was highly appreciated.

In 2013, Fertiberia contacted last year's host together with the last European host, since this was a special case for the European Conference. They also contracted an expert for the organization from America (Kirk Richardson), in order to help Americans to join the European Conference and to help with Regonline for reservations and refunds. Also, he helped during the development of the Conference in Spain.

In 2016 OCI-Nitrogen had limited contact with the last year's host. OCI-N ANNA 2016 conference team visited the conferences in 2014 and 2015 and collected a lot of information in practice and from the host. Besides that, OCI-N visited Yara Brussels for information exchange of the 2010 conference in the Netherlands as well. Fertiberia offered help if needed.

## 7. Conference Fees

The conference fees can be fixed at the moment where the cost situation is well under control (Note: VAT issue). This is valid both for the host and exhibitor budget. In the first European Conference registration fees were:

Before July 1	xxx€//\$
After July 1	yyy €//\$

The date and jump in fee reflected the desire to get the registrations in as soon as possible to minimize the budget uncertainty. Actually, the result was not impressive.

	<u>Producers</u>	<u>Exhibitors</u>
Registrations before July 1	106 (57.6%)	124 (64.5%)
Registrations after July 1	<u>78 (42.4%)</u>	<u>68 (35.5%)</u>
Total	184	192

The conclusion is that an increase in conference fee has only a minor impact on people's registration pattern and this behavior is not helpful for budget issues.

Same as in case of the first European Conference, a large number of producers registered after July 1<sup>st</sup>.

For the third European conference the fees were discussed within the host/exhibitor working group. The fees were more or less copied from the last year conference and the budget was fitting in the provisional cost estimate. In the end this was not an ideal concept. Less budget was needed, resulting in an unintended profit. The working capital provided from last year's host and the financial result of the third European conference was handed over to the Board/Exhibitor group North America with the request for a financial support for the new European exhibitor group (for the 2019 conference).

## 8. Exhibitor Fees

Exhibitor fees can be fixed at the moment where the cost situation is well under control (Note : VAT issue). For the first European Conference, the exhibitor organizing team ended up with the following exhibitor entrance fees and got the host approval for these fees based on the presented exhibitor budget:

Exhibitor with a booth	xxx €//\$
Additional people in the booth	yyy €/\$/person
Exhibitors without a booth	zzz €/\$/person

It later became clear that the price for additional people in a booth was too low. Several exhibitors took advantage of the low price and added up to 10 people in the booth. The exhibitor costs per person exceed by far the 100 Euro, so that price must be changed. In North America the price for additional people in the booth corresponds to 240 Euro which is more realistic.

There were few gate crasher attempts, and they were all stopped at the gate by a daily check of all incoming registrations.

There were 17 exhibitors without a booth, the reason being that they did not have any previous ANNA experience and wanted to try out if the conference could be useful in their sales promotion. A suggestion would be that an exhibitor can only achieve this status for the first year of participation. If the exhibitor joins the coming year, it must be with a booth. From the producer's point of view, exhibitors without a booth are less interesting for the conference. It is difficult to meet with them, and understand their services to the industry.

In the case of Second European Conference the exhibitor's entrance fees were:

Exhibitor with a booth (before July 1)	2150 Euro
Exhibitor with a booth (after July 1)	2500 Euro
Additional people in the booth	250 Euro/person
Exhibitors without a booth	1000 Euro/person

In the case of exhibitors, the behavior regarding early registration was different and most exhibitors were registered before July 1<sup>st</sup> because of price reduction and also to secure a booth in the exhibition hall.

## 9. Regonline Experiences

Regonline is the chosen registration system chosen to handle the registrations via the internet. The system is basically easy to work with, but it is strongly recommended that any new host gets a lesson from an experienced user (e. g. Mike Gervais) before starting to work with the system. One needs to know how :

- to change/cancel a reservation
- to make a refund
- to change a wire transfer into a credit card payment
- etc., etc.

Many attendees had troubles with Regonline. Registrations which had failed are listed in Regonline. This list was checked daily and the people offered help to get their registrations through.

A problem in the registration process is that often the registration is done by a secretary who does not know the answer to several of the specific questions asked during the

registration. So, the total answers to specific question will never match the number of registered people.

Another major trouble was that the account set up was not as requested - a pure Euro account. The fees received were in Euros, but Regonline converted the Euros into USD, and by the end of each month the collected USD were again converted into Euros to be sent to the host. Regonline probably made additional money doing so by the exchange rates. After a major effort, Regonline finally after two months converted the account into a pure Euro account.

## 10. Wire Transfers

Producers were basically only allowed to pay by credit cards, but as East European and Middle East companies insisted on paying by wire transfers, this was then accepted in approximately 10 cases.

Exhibitors were given the wire transfer possibility up front, and approximately 40% of the exhibitor fees were paid with wire transfers.

Wire transfers add to the administrative burden, but as the payment comes without any additional costs, it is acceptable. On the contrary, fees paid by credit cards are charged a credit card fee of approximately 6% which is deducted from the fee. So, it could be debated, whether all exhibitor fees should not be paid by via transfers. That is cheaper for the exhibitor and ANNA.

## 11. Host Budget (as an example)

Below are mentioned the major items in the host budget to help a new host in preparing the budget

### **Income:**

Money received from last year's host  
Conference registration fees from producers  
Conference registration fees from exhibitors  
Sale of conference CD/DVD's  
Exhibitor sponsorships  
Exhibitor contribution to spouse program  
Obtained conference hotel concessions (free rooms, rebates etc.)  
Total income

### **Expenses:**

Regonline registration fees for all attendees (P+E)  
Regonline credit card fees  
Conference AV equipment  
Corporate traveling costs

Prizes for best presentations  
 Host welcome gift to all participants  
 Pre and post ANNA executive meetings  
 Coffee at registration desk on Sunday  
 Host Sunday welcome reception  
 Soft drinks on conference tables  
 Conference breakfasts (it might be included in room rate or sponsored)  
 Conference breaks (they might be sponsored)  
 Plant visit including needed transport arrangement and lunch boxes  
 Spouse program incl. transport arrangement  
 Payment for CDs to David Hind  
 Establishment of foundation to avoid VAT (if possible)  
 VAT on conference registration fees (if any)  
 Advertising items (if any)  
Insurance items (if any)  
 Total costs

Net result to be transferred to next year's host

In the budgeting the host should be aiming at achieving a balanced budget. However, it may be discussed with the chairman of the ANNA executive whether the received money from last year's host is fully or only partly included in the budget. For the 2010 host budget, Yara initially only included 50% of the funds received from EDC.

## 12. Exhibitor Budget (as an example)

Below are mentioned the major items in the exhibitor budget to help a new exhibitor organizing group in preparing the budget

Income :

Exhibitor booth fees  
 Fees for additional people in the booth  
Fees for exhibitors without a booth  
 Total income

Expenses :

Exhibitor memento  
 Monday evening dinner arrangement and event  
 Tuesday evening dinner at the conference hotel  
 Wednesday event (golf or other arrangements)  
 Thursday evening dinner at the conference hotel  
 Booth costs  
 Passports and stamps  
 Lanyards and name tags  
 Printing of conference binder

Thursday evening events with giveaways  
Transport arrangements (if any)  
Contribution to spouse program  
Establishment of foundation to avoid VAT (if possible)  
VAT on conference registration fees (if any)  
Advertising items (if any)  
Insurance items (if any)  
Total expenses

Net result to be moved to either next year's host or exhibitor org. group

In the budgeting the exhibitor organizing group should be aiming at achieving a balanced budget.

### **13. ANNA Host Team**

It is important that the host puts together an ANNA team including people with ANNA experiences. The 2010 ANNA Host team consisted of :

- 3 technical people all with many years of ANNA experience
- 2 accounting people
- 2 VAT experts
- 2 people from the corporate communication department
- 1 purchasing expert involved in the hotel selection process

On top of this, external experts were used on the VAT issue and on the establishment of the ANNA foundation. The support from the corporate people involved some traveling and these costs are added to the host budget. All the host man hours are as usual not included in the host budget.

### **14. Future ANNA Conferences in Europe**

27 new AN/NA producers found their way to the first European ANNA Conference in 2010 and that proved in itself that a European conference was needed to open the eyes for the conference. Many of the newcomers confirmed that they would join next year's conference in the USA, but that ANNA ought to come back to Europe soon.

Therefore, the ANNA executive worked for having the 2013 conference back in Europe (Fertiberia as host), with the 2011 and 2012 conferences already fixed in the USA. Returning to Europe in 2013, participation increased to 208. This was a 13% increase over the First European conference. Participants were 46% from Europe, 22 % from North America, 5% from Australia and 27% from other parts of the world. This was the same mixture as the first European conference. Attendance at the 2016 conference reflected a similar mix of attendees.

In conclusion, it is obvious ANNA will return to Europe every three years. The 2016 conference was held in Eindhoven, the Netherlands and the 2019 Conference also returned to Europe in Vienna.

### **15. Spouse Program**

The rather deserted location of the of the first European Conference hotel required that a special program was offered to the spouses to avoid family troubles during the conference. Due to the great attendance Yara was able to offer the spouse program free of charge to totally 32 spouses, out of whom 12 were exhibitor spouses. The program for the spouses was based on input from Unites and participants in former spouse programs.

The total costs for the spouse program are not negligible (approximately 285 Euro/person). All 32 spouses (the highest daily participation was 28) never showed up, and that made Yara think that it is not very healthy to offer a spouse program completely free of charge. A modest contribution of e. g. 100 USD would strengthen the interest in the program.

On top of the 4 days free spouse program, the spouses were also invited to join the Wednesday Antwerp trip arranged by the exhibitor organizing team. The spouse program was actually sponsored by 4 exhibitors (4 x 800 Euro) and, from the exhibitor organizing group (12 x 100 Euro), making totally 4400 Euro.

During the second European Conference the very interesting spouse program was completely free and around 100 people joined this program. It is important to say that not all of them were “spouses”, since in some cases there were two or more companions. In this case there were not budget problems due to the attendance record, but it is important to organize it for future conferences.

During the third European conference a significant number of spouses signed in for the spouse program, but didn't show up. Costs were incurred and it is suggested to charge a certain fee for this program to, at least, cover most of the fixed cost.

### **16. Transport Arrangements**

To get the best deal for the transport arrangements during the ANNA 2010 conference, all the transport arrangements were pooled and the lowest bid taken.

### **17. Host Welcome Gift**

During the First European Conference, Yara put a lot of efforts into finding a useful welcome gift for all participants and ended up selecting a backpack for all attendees (not spouses). The backpack later showed up to be very useful to hold the complete welcome packet.

### **18. Plant Visit**

During the First European Conference, a special DVD was prepared for the long bus drive (2½ hours) to the Yara plant in Sluikil giving the background for the flooding of the



Netherlands in 1954. And due to the long bus drive to the Sluiskil plant, it became a must that visitors got a real plant visit and not just a drive through. Plant management agreed to this, but limited the total number of visitors to maximum 150 people.

Due to the high number of participants in the first conference, Yara had to close the booking of plant tours and at the registration on Sunday a waiting list for plant visitors was created. Many exhibitors had booked big delegations to the plant tour, but in reality very few actually showed up for the tour, so that all the producers on the waiting list actually got on the plant visit tour. To avoid this in future conferences, producers should be given priority by plant visits and exhibitors only allowed to join the plant visit if free seats are available. For both producers and exhibitors, the guiding principle should be: First registered, first served on the plant visit and this should be communicated upfront.

During the second European Conference the very interesting spouse program was completely free and around 100 people joined this program. It is important to say that not all of them were “spouses”, since in some cases there were two or more companions. In this case there were not budget problems due to the attendance record, but it is important to organize it for future conferences.

## **19. Closing of the Registration**

During the first European Conference, the great turn out, threatened in several areas the success of the conferences as bottlenecks were reached, not only in the plant visit but also in the arranged trip to Antwerp where the restaurant could not handle more than 265 people. In this situation the exhibitor organizing team was advocating for a closure of the registration but as the risk for a closure of the registration was not announced at any time in the Regonline system, Yara did not like to do that and got support for this from the ANNA Executive. The conference registration is open to any producer up to the opening. The reason for this is that many producers might not be able to decide on participation before in the last moment.

## **20. Refunds**

At a certain moment during the first European Conference, when restaurant commitments were to be taken, the exhibitor organizing group advocated for a stop to refunds. Again, Yara resisted this as the conditions for refunds in Regonline did not announce any loss of refund rights at any time. It might be a good idea to announce from the beginning in Regonline, that refunds are not anymore possible e. g. within three weeks ahead of the conference. But Yara's experiences with refunds do not really support the idea. Less than 10 refunds were made, and many were only due to company emergencies or illness, where a refund would be required anyway. This was similarly handled during the second European Conference. In the third European Conference there was the policy that refunding was possible until the date that the numbers of participants should be fixed for the hotel etc. There were no refunds.

## **21. Insurances**

Yara in the first and OCI in the third European Conferences took out a few special insurances to cover participant during bus trips in case that the bus company insurance would not cover sufficiently. In the second European Conference, the bus company insurance coverage was enough.

## **22. Invitation letter**

Yara, during the first European Conference issued a lot of invitation letters and experienced only one case where the registrations had to be cancelled due to a too short notice to get the visa. But by a direct Yara intervention to the Dutch ambassador in the country the visas were obtained and the registrations reopened.

During the second European Conference there was only a case of visa problem from a Pakistani spouse whose visa was denied, even with the help of Fertiberia through the Spanish Embassy in Pakistan

For future conferences we need to clearly flag that the visa application takes time, and that people take that into consideration by their registration.

During the registration period for the third European Conference, it was experienced that invitation letters were asked for the holiday of family members and even for persons who were not intending to participate in the ANNA conference. There was a mismatch with registrations and invitation letters. In a period with terrorist attacks in Europe this was an unwanted situation. We changed the procedure. The invitation letter was sent after registration. In the case that the visa was denied, there is a full refund. Note: The Dutch authorities checked the list “who is coming to ANNA” and/or asked OCI-N before granting a visa.

## H. Appendix 1

### ANNA Preparation Time Schedule

Activity	1-Oct	1-Nov	1-Dec	1-Jan	1-Feb	1-Mar	1-Apr	1-May	1-Jun	1-Jul	1-Aug	1-Sep	1-Oct
<b>ANNA schedule</b>													
<b>Milestones:</b>													
End of conference; Next year's host announced													
Executive													
Pre-conference meeting agenda													
Pre-conference meeting													
Pre-conference memo													
Invitations													
Input to agenda													
Promote ANNA in area													
Circulate Welcome speech													
Update on member list													
Next years meeting													
Agenda preparation													
Preparation/Arrival of presentations													
Preparation/distribution of CD													
Website Updates													
Host													
Venue													
Contracts													
Invitations to conference													
Issue invitation letters													
Registrations													
Attendee list distribution													
Vendors													
Venue													
Contracts													
Final agenda on web													
4th draft agenda on web													
3rd draft agenda on web													
2nd draft agenda on web													
1st draft agenda on web													
ANNA conference													

## **H. Appendix 2**

### **Numbers and facts of past conferences, see file below**



History%20FWolf.xlsx

**See file**

## H. Appendix 3 Prior Year Participants

Geographical splits of the participants (excluding Exhibitors) regarding countries and regions are shown below. Source for the two tables: ANNA conference records. There were no conferences in 2020 and 2021 because of the COVID quarantines.

Countries	2003/5	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2022
Algeria									7					1		
Argentina	1									2		2	1	2	1	1
Australia	21	8	7	15	9	9	10	13	11	12	8	7	10	8	8	13
Austria	4	1	1	1	1	1	1		1	1	1	4	2	1	9	1
Belgium	8	2	5	3	4	14	4	3	12	5	7	16	5	2	21	5
Belarus																3
Brazil	6			2	1	2	2	1	2			3	3		1	3
Bulgaria						1	1		2				1			2
Canada	30	22	14	23	9	7	10	20	8	11	27	4	7	20	2	10
Chile	4	3	1	4	2	3	4	3	2	2	4	2		2	1	
China		2	2		6	10	6	4	7	4	3	2	2	2	3	
Colombia	7	2	1	1	1			2		1	1	1	2			
Croatia						2	2		3							3
Czech Republic									4		3	4		2	6	
Egypt				4	3	12	13	9	14	1		2	4	3	2	2
Denmark	5	1	1	1	1	2	2	1	1	1						
Finland	9	1	1	1		4				1					1	
France	4	1	1	1	2	8	3	2	3	1	3	3	1	1	9	3
Germany	2	1	4	3	2	15	6	3	7	5	4	15	2	4	13	3
Greece	1								1							
Hungary						1	1	1	3	2	1					6
India	1			2			1	2		2	2	1		2		1
Indonesia						2		2	5			1	2	6	5	4
Ireland									1							
Israel	3			3		1		1		1	1	1			3	
Italy						2					1				2	
Japan																3
Jordan		2	2			3	3		2							
Kazakhstan									3							
Korea					3				2	8		3	4	4	4	2
Lithuania	2	1													1	
Malaysia	1				1											
Mexico	1		1						3					2		
Mongolia						1										
Mozambique									3							
Netherlands	6	3	5	5	3	13	4	5	6	7	8	28	7	5	5	6
Norway	2	1	1	1	1	9	2	2	5	2	1	7	1	2	7	4
Pakistan						3	4	3	3	4	1	2	4	1	3	3
Peru	2															
Philippines	4		1	1	1											
Poland						4			6			4				6
Portugal	2					4	3	4	7	2	3	5				5
Russia						4	3		4			7	1			2
Romania	2								2			2				3
Saudi Arabia					1						1		1			4
Singapore														1		
Switzerland								1		1		1	4			
Slovakia											2					6
South Africa	5	1	5	3	5	4	7	4	3	3		7	9	6	3	4
Spain	4	1	1	1	2	4	5	3	21	4	1	8	4	3	4	2
Trinidad & Tobago									1							1
Thailand	4	3			2	4	3			2	1		2	2	2	1
Turkey						3	1	1	5	3	3		3		2	5
United Kingdom	6	3	1	2	3	6	2	3	4	3	2	7	6	2	10	2
Uzbekistan														1		
USA	164	29	63	51	81	25	89	58	34	107	69	29	71	52	20	47
Viet Nam															3	
Total Participants	311	88	118	128	144	183	192	151	208	198	158	178	159	137	194	123

Regions	Participants									
	2003-11	2012	2013	2014	2015	2016	2017	2018	2019	2022
Africa	30	4	13	3		7	7	7	5	4
Asia	64	6	17	18	5	19	14	16	23	10
Australia	79	13	11	12	8	7	10	8	8	13
Europe	266	28	96	35	37	100	36	23	124	26
India	4	2		2	2	1		2		1
Middle East	54	14	21	5	5	3	8	3	9	7
North America	607	78	45	118	96	33	78	74	22	57
South America	51	6	5	5	5	8	6	4	3	5
Total	1155	151	208	198	158	178	159	137	194	123

There have been participants from fifty-seven countries attending ANNA conferences. One may see that there was a different mix of participants with the conferences in Europe in 2010, 2013, 2016, 2019 and 2023. As expected, there was a five-fold increase in European participation and a 2/3 drop in North American participation. But overall, the participation was up. Asian and Middle Eastern participation has also increased substantially.

Previous to the 2010 European conference participants from the different continents were fairly constant with approximately 60% coming from North America, 15% from Europe, 10% from Australia and 15% from the rest of the world. At the 2010 European conference 52 % were from Europe, 17 % from North America, 5 % from Australia and 26 % from other parts of the world.

Returning to Europe in 2013, participation increased to 208. This was a 13% increase over the first European conference. Again 46% of participants were from Europe, 22% from North America, 5% from Australia and 27% from other parts. This was the same mixture as the first European conference.

The 2014 host was the United States with only a 5% drop in participation to 198. The 2015 conference was hosted by Canada with a further drop of 20 % to 168. Returning to Europe in 2016 the attendance again rose to 178. Back in the United States for 2017, attendance dropped 11% with a further 2018 drop in Canada.

The 2019 Conference returned to Europe with participation again back up. European participation was the highest yet.

There were no Conferences in 2020 and 2021 because of the world COVID quarantines. The 2022 Conference in the United States was down to the attendance level of 2008 and before. This lower attendance was probably due to the lingering effects of the COVID problems. Area attendance participation was 45% North American and 20% European.

It appears conference participation is settling around 150 to 200 people, with the higher numbers in Europe. Average North American participation is 60%, with European remaining at 20%, 6% from Australia and 14% from other parts. European participation is over half European.

## **H. Appendix 4**

### **Guidelines for ANNA Presentations**

This appendix gives a brief set of guidelines for presenters at ANNA Conferences and a review of the presentation meeting support person's activities.

#### Presentation Guidelines

1. Due to the number of delegates, please review your presentation for readability on the large screens. Color choice, screen background, font type and size greatly affect the readability of your presentation. We recommend a minimum font size of 20 and advise not to overload the slides with text or information. General company information should be limited to a few slides. The time slot for most presentations is 30 minutes, but you are kindly asked to reserve 10 minutes of the allocated time for the questions and discussions.
2. Presentations shall preferably be in Microsoft Power Point format, alternatively PDF format.
3. We ask each speaker to provide a copy of their presentation at least two weeks before the conference. Email your presentation to [karl.hohenwarter@borealisgroup.com](mailto:karl.hohenwarter@borealisgroup.com). The emailed files are limited to maximum 14 MB. If you have any problems or your presentation is greater than 14 Mbytes, please contact Karl Hohenwarter to arrange alternative submission of your presentation. An email confirming receipt of your presentation will always be sent, so if you've sent yours and you don't receive a receipt email, there's a good chance your message did not get through, either because it was larger than 14MB or his email address was misspelled. Your presentation will be pre-loaded and tested on the conference laptop so it will be ready for you on the day.
4. Please also keep in mind that there is quite a bit of time involved in managing the incoming presentations, such as checking for compatibility on the conference PC, backing up and uploading to a secure area of the website. In particular checking of movie files can be tricky. Therefore, there is no point in submitting partly done or draft presentations as each of these will just double the managing work.
5. Copies of all the presentations will be available for free download from the ANNA website shortly after the conference.

#### Presentation Logistic Support Activities

One of the ANNA Executive is appointed the IT Meeting Support Person. This important task keeps the meeting flowing in a fluid orderly manner from presentation to presentation with minimal time between them. Below are the tasks with time frame, normally performed.

### **Set up on Sunday or before**

- As soon as possible establish contact with the audio visual contractor with the help of the conference host company.
- Get names and contact numbers (mobile and hotel) of the audio visual people and get them to explain their timeline, i.e., when are they setting up, and when can we test our presentations from the laptop.
- Agree a test time, which must be on the Sunday.
- Explain to them how we run the presentations loaded at the laptop on the podium.
- Let them know at what time you expect to setup Monday morning.
- Ensure that there are five microphones; one fixed on the podium, one for Dave, one for IT and two spares to be placed on the Executive table – ask the Audio/visual guys to ensure batteries are new and test all mikes.
- Hopefully the audio/visual crew will be manned throughout so sounds etc. can be adjusted instantly.
- Depending on the presentation system used during the conference, the hotel or a third party can make the system available. Check in advance which system is being used. In the case using your own laptop: Get familiar with your software. Usually clear the desktop by saving all desktop icons into a temporary folder, which can still sit on the desktop. Put the folder with all the presentations in the middle of the desktop so it's easily accessible. If possible, disable any screensavers you have running, if they start automatically. There's a good chance that some presenters will come with their last minute updated files to use, and here it is important to get them saved onto the right folder for later use. Some may also show up with their files on the day for the first time.

For PowerPoint presentations **F5** is used for starting the slideshow and escape ends it. If interrupted the slideshow can resume from the current slide by using **Shift F5**. Some presenters will use pdf files. Slideshow or full screen view is started from these by **Ctrl-L** For both type of files, the **Esc** button is used to end show. Don't forget if the conference is in Europe, to bring a compatible European power **adaptor** for your **charger** and test the reach to the laptop. Bring a **mouse** and test the location so it's easy to use by the presenters. Insert the **audio cable** (headphone symbol) in the laptop and test the sound with one of the presentations with movies. Check that both video screens display the image with same resolution and colors, and ask the audio/visual guys to correct, if required.

### **Monday and following mornings**



Always go and get everything ready before breakfast:

- Setup laptop on podium with charger, audio connection and mouse – make sure that the charger actually charges the laptop.
- Open the first three presentations and the “AN000 four nos” which contains the logos for no phones, cameras etc. as well as legal info which Dave will go through.
- Check that all mikes are ready and that they work.
- Once the first presenter is ready, open his/her presentation and press F5 or Ctrl-L if pdf.
- When the first three presenters are done and all are heading for the break, load the three presentations for the next session; lock your laptop and head for the break yourself.
- Get back and get ready before everyone else are ready and load the four nos slide unless the host has something else they like to display.
- Get Dave to encourage any presenters still owing their files to give you a USB stick asap, so you can load at the end of the day, trying to minimize your own loss of break networking time.

We leave the laptop there on the podium during breaks and lunches, but do lock it (Ctrl-Alt-Del), so make sure you're back after the breaks in time to unlock. We may decide otherwise, but it will be extra hassle if you have to disconnect and take the laptop down every break.

At the end of the day, pack up and make changes for the next day, if something did not go as expected, and agree with the audio/visuals for the next morning.

## H. Appendix 5

### Prior Year Presentations

Below is a list of presentations split on continents for the period 2004-2022 inclusive. There were no conferences in 2020 and 2021.

Region	Part	Paper origin	Number of papers in								Total	%
			2004-13	2014	2015	2016	2017	2018	2019	2022		
North America	AN	Producer paper	68	7	7	3	2	1	5	4	97	
	AN	Vendor paper	21	3	3	1	2	9	3	2	44	
	NA	Producer paper	47	6	5	4	3	8	3	6	82	
	NA	Vendor paper	26	6	4	1	6	3	1	4	51	
Total N. A.	All	All	162	22	19	9	13	21	12	16	274	38.8
India, Africa, South America & Asia	AN	Producer paper	12	1	1	1	7		4	2	28	
	AN	Vendor paper	4		1		1	2	1		9	
	NA	Producer paper	12		1	1		2	1	1	18	
	NA	Vendor paper	2			2	2	1	1		8	
Total Other	All	All	30	1	3	4	10	5	7	3	63	8.9
Europe	AN	Producer paper	86	5	7	11	6	2	4	2	123	
	AN	Vendor paper	19	2		3	2	1	5	6	38	
	NA	Producer paper	51	3	3	5	3	2	9	3	79	
	NA	Vendor paper	36	3	3	8	7	4	8	4	73	
Total Europe	All	All	192	13	13	27	18	9	26	15	313	44.3
Australia	AN	Producer paper	18	2		1		1	1		23	
	AN	Vendor paper			1		1				2	
	NA	Producer paper	21	1	3			1		1	27	
	NA	Vendor paper		1	1	1			1	1	5	
Total Australia	All	All	39	4	5	2	1	3	2	1	57	8.1
Total AN		All	228	20	20	22	21	16	23	16	366	51.8
Total NA		All	195	20	20	20	21	22	24	19	341	48.2
Total Producer		All	315	25	27	25	21	17	27	19	476	67.3
Total Vendor		All	108	15	13	17	21	21	20	16	231	32.7
Total All	All	All	423	40	40	42	42	38	47	35	707	100.0

Source for the above table: Leif K. Rasmussen's ANNA conference agendas for 2004-2009 and then 2010 – 2022 CD/USBs

We can draw the following main conclusions from the table:

- Europe has given 44% of all presentations in the ANNA conference during the past years, North America 39%, Australia 8% and others 9%.
- The total number of Exhibitor presentations was fairly constant at around 25% of all the presentations until 1910. They then increased their presentations, averaging around 1/3. Then for a few years they gave more than half the papers, but last year they returned to a lower number of the presentations.
- 1/3 of the North American and European papers are Exhibitor papers.

We have had much better participation from South America and Asia and with the last few years they have begun to give presentations. That is good. They must continue. The number of vendor presentations was getting out of hand. A better percentage of producer papers is needed.

Generally, it is difficult to get presentations from US participants. Many companies have liability concerns about giving out too much information. The North Americans make up approximately 1/2 of the participants but only 40% of the presentations. One year the trend was reversed with North American's making 55% of the presentations. The Europeans usually make approximately 20% of the participants but 45% of the presentations. And the Australians make approximately 6% of the participants and approximately 8% of the presentations.

So, the executive needs to encourage a number of companies to give more presentations. In order to help the executive talk to those companies (mainly US companies) not making their fair share of the presentations, the following list has been prepared showing which companies have been giving presentations in the period from 2003 - 2022.

## H. Appendix 6

### Complete List of ANNA/ANPSG Meetings, see file

Year	Set-up	Location	Country	Host	Year	Set-up	Location	Country	Host
1970	ANPSG	Lawrance	USA	CFCA	1996	ANPSG	New Orleans	USA	Arcadian
1971	ANPSG	Muscle Shoals	USA	TVA	1997	ANPSG	San Destin	USA	IMC Nitrogen
1971	ANPSG	Tampa	USA	Nitram	1998	ANPSG	Jackson Hole	USA	Coastal Chem.
1972	ANPSG	New Orleans	USA	Monsanto	1999	ANPSG	Vail	USA	Royster-Clark
1972	ANPSG	Cheyenne	USA	Wycon Chem.	2000	ANPSG	San Destin	USA	
1973	ANPSG	San Francisco	USA	Chevron Chem.	2001	ANPSG	Lake Louise	Canada	Nitrochem
1973	ANPSG	Edmonton	Canada	Esso Chem.	2002	ANNA	Tuscon	USA	Apache Nitrogen
1974	ANPSG	Beaumont	USA	Mobil Chem.	2003	ANNA	Tunica	USA	MissChem
1974	ANPSG	Sarnio	Canada	CIL	2004	ANNA	St. Louis	USA	Dyno Nobel
1975	ANPSG	Tucson	USA	Apache Powder	2005	ANNA	Augusta	USA	PCS Nitrogen
1975	ANPSG	?			2006	ANNA	London	Canada	Terra Industries
1976	ANPSG	?			2007	ANNA	Park City	USA	Geneva Nitrogen
1977	ANPSG	?			2008	ANNA	Kelowna	Canada	Orica Carseland
1978	ANPSG	?			2009	ANNA	Little Rock	USA	El Dorado Chemical
1979	ANPSG	?			2010	ANNA	Noordwijkerhout	Netherlands	Yara
1980	ANPSG	?			2011	ANNA	Denver	USA	Dyno Nobel
1981	ANPSG	?			2012	ANNA	London	Canada	CF Industries
1982	ANPSG	?			2013	ANNA	Benidorm	Spain	Fertiberia
1983	ANPSG	?			2014	ANNA	Tucson	USA	Apache Nitrogen
1984	ANPSG	Sarnia	Canada	ICI	2015	ANNA	Jasper	Canada	Agrium
1985	ANPSG	Williamsburgh	USA	?	2016	ANNA	Eindhoven	Netherlands	OCI Nitrogen
1986	ANPSG	Omaha	USA	W.R. Grace	2017	ANNA	Austin	USA	The Exhibitors Group
1987	ANPSG	Pensacola	USA	Air products	2016	ANNA	Eindhoven	Netherlands	OCI Nitrogen
1988	ANPSG	New Orleans ?	USA	?	2017	ANNA	Austin	USA	The Exhibitors Group
1989	ANPSG	?			2018	ANNA	Calgary	Canada	Orica Carseland
1990	ANPSG	Portland	USA	Chevron Chem.	2019	ANNA	Vienna	Austria	Borealis Agrolinz
1991	ANPSG	Wilmington	USA	Arcadian Corp.	2020		Covid/No Conference		
1992	ANPSG	Banff	Canada	ICI Explosives	2021		Covid/No Conference		
1993	ANPSG	San Destin	USA	Vigoro Industries	2022	ANNA	Houston	USA	Exhibitor's Group
1994	ANPSG	Lake Tahoe	USA	Cominco Fert.	2023	ANNA	Varna	Bulgaria	Agropolychim
1995	ANPSG	Sarasota	USA	TradeMark					

## H. Appendix 7 number of nationalities per year

Countries	2003/4	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Algeria										7					1	
Argentina		1									2		2	1	2	1
Australia	14	7	8	7	15	9	9	10	13	11	12	8	7	10	8	8
Austria	3	1	1	1	1	1	1	1		1	1	1	4	2	1	9
Belgium	5	3	2	5	3	4	14	4	3	12	5	7	16	5	2	21
Belarus																3
Brazil	4	2			2	1	2	2	1	2			3	3		1
Bulgaria							1	1		2				1		2
Canada	23	7	22	14	23	9	7	10	20	8	11	27	4	7	20	2
Chile	2	2	3	1	4	2	3	4	3	2	2	4	2		2	1
China			2	2		6	10	6	4	7	4	3	2	2	2	3
Colombia	6	1	2	1	1	1			2		1	1	1	2		
Croatia							2	2		3						3
Czech Republic										4		3	4		2	6
Egypt					4	3	12	13	9	14	1		2	4	3	2
Denmark	4	1	1	1	1	1	2	2	1	1	1					
Finland	7	2	1	1	1		4				1					1
France	3	1	1	1	1	2	8	3	2	3	1	3	3	1	1	9
Germany	1	1	1	4	3	2	15	6	3	7	5	4	15	2	4	13
Greece	1									1						
Hungary							1	1	1	3	2	1				6
India		1			2			1	2		2	2	1		2	
Indonesia							2		2	5			1	2	6	5
Ireland										1						
Israel	2	1			3		1		1		1	1	1			3
Italy							2					1				2
Japan																3
Jordan			2	2			3	3		2						
Kazakhstan										3						
Korea						3				2	8		3	4	4	4
Lithuania		2	1													1
Malaysia	1					1										
Mexico	1			1						3					2	
Mongolia							1									
Mozambique										3						
Netherlands	5	1	3	5	5	3	13	4	5	6	7	8	28	7	5	5
Norway	1	1	1	1	1	1	9	2	2	5	2	1	7	1	2	7
Pakistan							3	4	3	3	4	1	2	4	1	3
Peru		2														
Philippines	3	1		1	1	1										
Poland							4			6			4			6
Portugal		2					4	3	4	7	2	3	5			5
Russia							4	3		4			7	1		2
Romania		2								2			2			3
Saudi Arabia						1						1		1		4
Singapore															1	
Switzerland									1		1		1	4		
Slovakia												2				6
South Africa	4	1	1	5	3	5	4	7	4	3	3		7	9	6	3
Spain	2	2	1	1	1	2	4	5	3	21	4	1	8	4	3	4
Trinidad & Tobago										1						
Thailand	3	1	3			2	4	3			2	1		2	2	2
Turkey							3	1	1	5	3	3		3		2
United Kingdom	5	1	3	1	2	3	6	2	3	4	3	2	7	6	2	10
Uzbekistan															1	
USA	106	58	29	63	51	81	25	89	58	34	107	69	29	71	52	20
Viet Nam																3
Total Participants	206	105	88	118	128	144	183	192	151	208	198	158	178	159	137	194

**H. Appendix 8**  
**Memorandum of Understanding Template**



## Memorandum of Understanding regarding

### Agrium Sponsorship of the 2015 ANNA Conference

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#### Note regarding Agrium sponsorship of the 2015 ANNA Conference

Agrium is proud to be selected to host the 2015 Ammonium Nitrate, Nitric Acid Producers Group (ANNA) annual conference and would like to thank ANNA for this opportunity. The 2015 conference will be held from October 1<sup>st</sup> to October 12<sup>th</sup>, 2015 at the Fairmont Jasper Park Lodge near Jasper, Alberta, Canada.

This Memorandum of Understanding is to clearly define the roles and responsibilities of the parties involved in the organization of the 2015 ANNA Conference to ensure we have a successful and spectacular event for all attendees. The ANNA conference is organized through 3 parties, Host Company (Agrium), ANNA Exhibitor Group and ANNA Executive.

#### Conference Organization

Agrium will ensure that a contract is in place with the Fairmont Jasper Park Lodge (JPL) securing the rooms required for attending producers, exhibitors, and sponsored guests. In addition, the contract will also cover the requirements for food, beverage and meeting space for all scheduled events.

Burke Allen (ANNA Exhibitors Group) will again assume the primary contact role in organization of the Conference events, receptions, and functions as he has done for previous ANNA conferences through the ANNA Exhibitors Group, the ANNA Executive and Agrium. Specific responsibilities, but not inclusive, include; Monday/Tuesday/Thursday night activities, Wednesday networking activities, Golf tournament and ANNA give away items.

David Hind (ANNA Executive) will be responsible for development of the meeting agenda and management of the conference day time meetings. The ANNA Executive is responsible for website management and registration website management.

Agrium will provide assistance to both the ANNA Exhibitors Group and ANNA Executive to setup meeting arrangements, administration tasks such as Visa request letters, conference invitations, Sunday night host reception, breakfast and break sponsorships, spousal events (if any) and people moving logistics. Agrium will also assist in setting up and manning the registration desk.

All parties will work cooperatively together to ensure a successful conference.

#### Registration

**Fees:** Registration Fees to attend the Conference will be collected by ANNA through online registration via ANNA's website. Agrium will not be responsible for collecting registration fees for attendees. Agrium will manage the funds collected from the 2015 producers registration and pay conference charges as required for the ANNA Executive.

**Hotel Reservations:** Attendees are responsible for their own hotel bookings. Rooms are

available on a 'first come, first serve' basis, and the expectation is that all reservations are made no later than Monday, September 7, 2015 in order to determine the number of attendees and adjust the number of rooms required in accordance with the attrition policy in the JPL contract.

Reservations can be made by calling the JPL Reservations Department at 780-852-3301 or their Global Reservations Centre at 1-800-441-1414 or through JPL website. It is recommended that attendees identify themselves as being part of the 2015 ANNA Conference for ease of booking and to ensure that they receive the ANNA preferred rate.

#### Payment of Charges

All charges related to the hosting of the conference will be paid by the **ANNA Exhibitor Group and the ANNA Executive** on behalf of ANNA. The funds will come from remaining funds from the 2014 conference, 2015 registration fees, and event sponsors and exhibitors/vendors. Agrium will manage (in trust) the ANNA Executive funds for the duration of the event and turn over any excess funds to the 2016 host company. Books will be balanced with the ANNA Exhibitor Group and ANNA Executive at the end of the conference.

**Deposits:** deposits totaling \$70,000 CAD are required to be paid to JPL at the following milestones in advance of the Conference. The deposit amount is based on the estimated food and beverage costs for the Conference.

<i>Upon return of signed Contract</i>	<i>\$10,000.00</i>
<i>On or before February 1, 2015</i>	<i>\$10,000.00</i>
<i>On or before June 10, 2015</i>	<i>\$10,000.00</i>
<i>On or before July 31, 2015</i>	<i>\$40,000.00</i>

Deposits will be paid directly to JPL by the **ANNA Exhibitor Group and the ANNA Executive** on behalf of ANNA.

**Final Charges:** at the end of the Conference, any additional charges will be posted to Agrium's master account under the terms of the JPL contract. If applicable, these additional charges are to be paid directly to JPL by the **ANNA Exhibitor Group and ANNA Executive** on behalf of ANNA.

#### Key Contacts

Agrium	ANNA Exhibitor Group	ANNA Executive
c/o Agrium Redwater Fertilizers Operations Bgg 20, Redwater, Alberta, Canada T0A 2W0	c/o Burke Allen 9010 Autauga Houston, Texas, U.S.A. 77080	c/o David Hind Orica Canada Inc 1395 Sunwood Road, SE Calgary, Alberta, Canada T2X2L5
Roland Schach	Burke Allen	David Hind
Phone = 780 998-6208	Phone = 440 591-7123	Phone = 403-869-4463
<a href="mailto:roland.schach@agrium.com">roland.schach@agrium.com</a>	<a href="mailto:ballen@taloyengineering.com">ballen@taloyengineering.com</a>	<a href="mailto:david.hind@orica.com">david.hind@orica.com</a>

#### In the Event of Cancellation

Agrium as host sponsor of the Conference is potentially exposed to significant costs with the Fairmont Jasper Park Lodge in the event of cancellation of the Conference.

It is Agrium's expectation that in the unlikely event that the 2015 Conference is canceled, Agrium will be reimbursed by ANNA for any charges, penalties, or additional costs incurred as a result of the Conference cancellation. This reimbursement will be to the extent that ANNA has



funds are available.

**Event Cancellation Insurance:** In order to mitigate the financial impact to Agrium in the event of cancellation of the Conference, Agrium will secure Event Cancellation Insurance. ANNA will reimburse Agrium for the cost of the insurance policy to a maximum of \$1,000 CAD.

**Sign-Off**

Agrium	ANNA Exhibitor Group	ANNA Executive
Kevin Melayk	Burke Allen	David Hind
Plant Manager, Redwater Nitrogen Operations	ANNA Exhibitor Group Chairman	ANNA Executive Chairman
Date: _____	Date: _____	Date: _____