



ANNA Manual
2016

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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 industry. A more detailed history is found at Appendix 9.

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 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.

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 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. A more detailed history is found at Appendix 9.

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 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 over the last dozen years 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. The plan is to schedule every third conference outside North America.

Refer to Appendix 8 for a complete list of ANPSG/ANNA meetings, host, chairman and location since 1970. Appendix 4, Prior Year Participants, is a geographic country and region of the fifty 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 takes place from 8 AM to 6 PM Monday thru Friday.

- Host Company – purpose is to set the date and arrange the site. Host Company will communicate to all producers 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 all exhibitors and register all exhibitors.

4. ANNA Conference Membership

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 three 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.

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. Producer Sponsored/Invited Guests

Invited 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: a specific producer company 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 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 not considered as invited guests but as producers.

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, which later was changed into 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 HNO₃, 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 and the results were only made available to companies participating in the surveys. An update of the surveys was completed during 2008 and that work was shared between:

1. Frank Wolf, AN Resources prepared the update of the nitric acid plant survey
2. David Schelbach, Orica prepared the update of the AN solution plant survey
3. Peter Hein, CSBP prepared the update of the AN solids plant survey

The updated surveys are available only for the participating companies according to the philosophy of the ANNA group.

Since 2008 additional surveys on rather specific issues have been performed, for example related to N₂O emissions, prilling tower performance, and anti-caking agents. From time to time ANNA conference participants are involved in smaller surveys arranged by an individual, who wants to investigate how different companies are handling a certain problem. It is then usual practice that the collected information is shared with the companies who joined that specific survey. You cannot take unless you give. Such surveys are often arranged without the involvement of the executive and demonstrate the value of the network.

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 over the last seven years. 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.

Each day at the beginning of the meeting 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. When the attendance exceeds more than 120 persons it is necessary to limit the identification of attendees to just the opening day of the AN and NA parts of the conference. This was the case in the first European ANNA conference in 2010 and also in Denver in 2011. The two identification practice continues.

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. 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. With this arrangement the traditional golf tournament on Wednesday afternoon had to be cancelled. But the second European ANNA Conference reinstated the Wednesday golf. Such changes to the program may be arranged by the host company in cooperation with the executive and exhibitor teams.

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 20 and 25 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. The discussion was guided by several moderators with standing experience in nitric acid production. This type of random discussion is very demanding especially for young engineers joining the conference for the first time and many members from outside the US are not in favor of this format. Therefore, over the last years the program has 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.

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.

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, Finds, IFS and other organizations about the dates of the conference, which is then often listed on their websites on the page for upcoming events. 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 and today the two 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 meeting 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 executives were elected by the participants in the annual conference, but a usual lack of candidates makes this more or less impracticable.

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 1, 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. These people will be contacted by March 1 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 no later than March 1st. This draft typically still has approx 5-10 open slots 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 difficult to get presentations from US participants. Many companies have liability concerns about giving out too much information. North Americans make up 50%

of the participants but only 40% of the presentations. The Europeans make up 25% of the participants but 45% of the presentations. And the Australians make up 7% 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 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 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 only in very few cases has caused troubles or disappointments.

4. Prizes for the Best Presentations

Since 2006, based on an idea from Kemira GrowHow, 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 (without conflicting interests) 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 presentation winners are shown in Appendix 7.

5. CD/DVD/USB with Conference Presentations

A CD/DVD/USB with the presentations and the list of participants, exhibitors and guests (including spouses) is prepared each year by the executive and made available for the participants and other interested parties. 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. A yearly CD/ DVD/USB is created and sent to members requesting the presentations. 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 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 is 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 appropriate 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 10, Memorandum of Understanding Template.

2. Responsibilities

The principal purpose of the Host Company is to set the date and arrange the site. 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 where a visa is required

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 / areas of interest to better generate attendee enthusiasm and help to support a spouses 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 past 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 offers 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 disperse 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 from outside North America will receive such a letter, which was aiming at:

- giving persons applying for a visa the needed invitation letter
- 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 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 includes:

IFA = The International Fertilizer Association	IFDC = The International Fertilizer Development Center
IFS = The International Fertilizer Society	Fertilizer Industry Round Table
Finds Magazine	AICHe Ammonia and Related Facilities Safety Symposium

E. THE EXHIBITOR GROUP

1. Exhibitors

The combined NA and AN industry have 45 to 60 highly specialized manufacturers that supply 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.

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 7:00PM 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 6' tables on the perimeter for the individual exhibitors to

display. We like to see at least 50 tables if not more. 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 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 on site 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

- b. Host Company
 - Hotel Contract
 - Sunday Reception
 - Executive Meeting
 - 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. 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. Are 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 - (2) conference rooms, one large enough to hold (200) to (250) 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 AM 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. Large lobby area is a must for people meeting to head out, 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, (3) 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 (4) 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 (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 on site 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 (4) nights that is (4) 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 (1) free room night per (50) room nights sold.
 - a. Nothing wrong with this rule of thumb, but other options exists.
 - 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 up 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 is charging for the space. Consider a rebate in the hotel room charge to pay for the conference room space.
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.

3. Step 2 - Registrations and Announcements

Once the hotel and date is 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 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, 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 maybe the best routes to the Hotel...and renting autos may not be practical at all. Spell it right out as 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.

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 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 no 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/2015
- Website ready by xx/xx/2015
- Exhibitors ready by xx/xx/2015
- 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... then 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 years 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, Producer Sponsored Guests and Exhibitors/Non-producers. 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 others are considered an exhibitor/non-producer. If, an Executive Board member chooses to sponsor a guest they may do so. But only Executive Board Members 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 can not 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 200 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 \$2,400.00 (2009 price) and any additional employees would be an additional \$300.00 each. All attendees pay the conference fee.
- An exhibitor not purchasing a booth space is \$1,000.00 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 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 it's 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 suggest 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 11:00PM Exhibit set up
- 2:00PM to 4:00PM Executive Board Meeting
- 7:00PM to 10:00PM Welcome Reception

Monday

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

Tuesday

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

Wednesday

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

Thursday

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

Friday

- 7:00AM to 8:00AM 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 directions 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 producer's 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 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 is 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.

Advertizing

The conference has been advertised in the Magazine Finds, 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
- 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 on site 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.

G. Experiences From The First Two 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 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 is 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 European ANNA Conference, 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.

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.

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 European Conference, 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.

4. Advertizing

It has been a habit to buy an advertisement for the ANNA conference in the magazine *Finds* 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 relative 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 Second European Conference, both *Finds* and Nitrogen & Syngas included an advertisement of the Conference in their publications and a final review there.

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 Espouses/Companions.

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 years host and last years 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.

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	175 Euro
After July 1	250 Euro

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

So the conclusion is that an increase in conference fee has only a minor impact on people's registration pattern.

In the case of Second European Conference the registration fees were:

Before July 1	250 Euro
After July 1	325 Euro

Same as in case of the First European Conference, there is much difference in the case of Producers for the increase of the conference fee; normally a big amount of producers are registered after July 1st.

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	1800 Euro
Additional people in the booth	100 Euro/person
Exhibitors without a booth	700 Euro/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 what do they really offer.

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 it was slightly different and most of exhibitors were registered before July 1st 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 pay 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 years host	XXXXX
Conference registration fees from producers	XXXXX
Conference registration fees from exhibitors	XXXXX
Sale of conference CD/DVD's	XXXXX
Exhibitor sponsorships	XXXXX
Exhibitor contribution to spouse program	XXXX
Obtained conference hotel concessions (free rooms, rebates etc.)	<u>XXXXX</u>
Total income	XXXXXX

Expenses:

Regonline registration fees for all attendees (P+E)	XXXXX
Regonline credit card fees	XXXXX
Conference AV equipment	XXXX
Corporate traveling costs	XXXXX
Prizes for best presentations	XXX
Host welcome gift to all participants	XXXXX
Pre and post ANNA executive meetings	XXX
Coffee at registration desk on Sunday	XXXX
Host Sunday welcome reception	XXXXX
Soft drinks on conference tables	XXX
Conference breakfasts (it might be included in room rate or sponsored)	XXXXX
Conference breaks (they might be sponsored)	XXXXX
Plant visit including needed transport arrangement and lunch boxes	XXXX
Spouse program incl. transport arrangement	XXXXX
Payment for CD's to David Hind	XXXX
Establishment of foundation to avoid VAT (if possible)	XXXX
VAT on conference registration fees (if any)	XXXXX
Advertising items (if any)	XXXX
Insurance items (if any)	<u>XXXX</u>
Total costs	XXXXXX
Net result to be transferred to next years host	XXXX

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

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	XXXXXX
Fees for additional people in the booth	XXXXXX
Fees for exhibitors without a booth	<u>XXXXXX</u>
Total income	XXXXXXX

Expenses :

Exhibitor memento	
Monday evening dinner arrangement and event	XXXXX
Tuesday evening dinner at the conference hotel	XXXXX
Wednesday event (golf or other arrangements)	XXXXX
Thursday evening dinner at the conference hotel	XXXXX
Booth costs	XXXX
Passports and stamps	XXX
Lanyards and name tags	XXXX
Printing of conference binder	XXXX
Thursday evening events with give-aways	XXXXX
Transport arrangements (if any)	XXXX
Contribution to spouse program	XXXX
Establishment of foundation to avoid VAT (if possible)	XXXX
VAT on conference registration fees (if any)	XXXXX
Advertising items (if any)	XXXX
Insurance items (if any)	<u>XXXX</u>
Total expenses	XXXXXXX

Net result to be moved to either next years host or exhibitor org. group XXXX

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. Next ANNA Conference 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. This was the same mixture as the first European conference.

In conclusion, it is obvious ANNA needs to return to Europe every three years. The 2016 conference will be in Eindhoven, the Netherlands.

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 Uitjes 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.

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 in that 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 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 done due to company emergencies or illness, where a refund would be required anyway. This was done in the second European Conference.

21. Insurances

Yara in the First European Conference 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.

H. Appendix 1

ANNA Preparation Time Schedule

ANNA schedule	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
Milestones:	End of conference; Next year's host announced												
Activity													
Agenda													
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													
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													

H. Appendix 2

The Executive Board

Name	Company	Country	Function (s)
David Hind	Orica	Canada	Chairman, Website, CD
Hans Reuvers	BASF	Germany	Program Preparation & Secretary
Dan Kilpatric	CF industries	USA	IT and Meeting Support
Karl Hohenwarter	Borealis Agrolinz	Austria	Program Preparation
Frank Wolf	AN Resources	USA	Manual and Membership
Don Hays	Dyno Nobel	USA	Safety Roundtable
Peter fauconnier	Yara	Belgium	

The Exhibitor's Group Management

Name	Company	Country	Function (s)
Burke Allen	Alloy Engineering	Canada	Chairman / Golf
Mike Gervais	Geib Refining Corporation	USA	Treasurer
Betsy Gremer	Sabin Metal Corporation	Australia	Communications
Keith Jensen	Novatec Professional	Germany	Shipping Logistics
Kirk Richarson	Meeting Forum	Canada	Registration

H. Appendix 3

Key Company Contacts

Company	Key contact person	E-mail address
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Dyno Nobel Australia	Kurt Lipp	kurt.lipp@incitecpivot.com.au
Egypt Hydrocarbon Corporation	Karim Hefzy	khefzy@carbonholdings.net
El Dorado Chemical	Tony Snow	tsnow@edc-ark.com
El Dorado Nitrogen LP	Jerry Davis	jdavis@lsbindustries.com
Enaex SA	David O'Ryan	david.oryan@enaex.com
Espindesa	Enrique Madrigal	madrigal@techicasreunidas.es
EuroChem Antwerpen NV	Steve Helfensteyn	steve.helfensteyn@eurochem.be
Explosives Regulatory Division Canada	Viviane Dewyse	vdewyse@nrca.gc.ca
Fatima Fertilizer Company Ltd	Muhammad Asif	asif6091@gmail.com
Fertial Spa	David Jesus Herrero Fuentes	dherrero@fertial-dz.com
Fertiberia	Francisca Galindo	fragal@fertiberia.es
Fertilizers Europe	Antoine Hoxha	antoine@fertilizerseurope.com
Gemlik Gubre Sanayii A. S.	Bulent Gules	bgules@gemlikgubre.com.tr
Geneva Nitrogen	Steve Olsen	solsen@gninc.net
Growhow UK	Ivor Mills	ivor.mills@growhow.co.uk
Grupa AzotyPulawy	Krzysztof Dziuba	Krzysztof.Dziuba@grupazoty.com
Haifa Chemical	Eitan Shalom	eitans@haifachem.com
Honeywell	Matt Warren	matthew.warren@honeywell.com
Huchems Fine Chemical Corporation	Han Gil Park	dala2030@huchems.com
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H. Appendix 3

Key Company Contacts (Continued)

Company	Key contact person	E-mail address
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JR Simplot Company	Agus Sumantri	agus.sumantri@simplot.com
Joint IED Defeat Organization	Robert Best	robert.best@jieddo.mil
JSC NAK Azot	Sergei Kyskin	Darya.Podinezhko@eurochem.ru
JSC NIIK	Anastasia Chausova	chausova@niik.ru
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Koch Fertilizer	Tom Lingg	tom.lingg@kochind.com
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Lanxess	Wim Schelles	vanessa.vandesande@lanxess.com
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LSB Chemical Corporation	Larry Fitzwater	Lfitzwater@lsbindustries.com
Maxam	Mateusz Hass	mhass@maxam.net
Mineral Fertilizer Plant KCKK	Vladimir Koshheev	Vladimir.Koshheev@kckk.ru
Neochim Plc	Vasil Grancharov	vgrancharov@neochim.bg
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OCI Nitrogen	Nick Vogels	nick.vogels@ocinitrogen.com
OJSC Kuibyshev Azot	Alexander Dyukov	Aleksander.Dyukov@kckk.ru
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Orascom Nitrogen	Hub van Maris	h.vanmaris@planet.nl
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PCS Nitrogen	Dan Schuler	danny.schuler@pcsnitrogen.com
Petro-Chem Development Company	Tihomir Hajba	tihomir.hajba@petro-chem.com
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Saudi Chemical Company	Mohammed Al-Sogaih	alsogaih@saudichemical.com
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Shijazhuang Jinshi Chemical Fertilizer Co	Pansuo Li	lips5991353@163.com
Sichuan Gold Elephant Chem. Ind. Group	Xuchu Li	scjxlxc@163.com
Sitech	Maarten Janssen	maarten.janssen@sitech.nl
SKW Stickstoffwerke Piesteritz GmbH	Hans-Juergen Friedrich	hans-juergen.friedrich@skwp.de
Smartchem Technologies	Kishore Kumar	vkk19751980@gmail.com
Soluciones Químicas para el Campo y	Juan Jose Pestana	j.pestana@sqcifertilizantes.com
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Trademark	Omar Bourassa	omarino@aol.com
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Yara	Peter fauconnier	peter.fauconnier@yara.com
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H. Appendix 4 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.

Countries	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Algeria											7		
Argentina			1									2	
Australia	9	5	7	8	7	15	9	9	10	13	11	12	8
Austria	2	1	1	1	1	1	1	1	1		1	1	1
Belgium	2	3	3	2	5	3	4	14	4	3	12	5	7
Brazil	1	3	2			2	1	2	2	1	2		
Bulgaria								1	1		2		
Canada	14	9	7	22	14	23	9	7	10	20	8	11	27
Chile		2	2	3	1	4	2	3	4	3	2	2	4
China				2	2		6	10	6	4	7	4	3
Colombia	3	3	1	2	1	1	1			2		1	1
Croatia								2	2		3		
Czech Republic											4		3
Egypt						4	3	12	13	9	14	1	
Denmark	2	2	1	1	1	1	1	2	2	1	1	1	
Finland	4	3	2	1	1	1		4				1	
France	2	1	1	1	1	1	2	8	3	2	3	1	3
Germany	1		1	1	4	3	2	15	6	3	7	5	4
Greece	1										1		
Hungary								1	1	1	3	2	1
India			1			2			1	2		2	2
Indonesia								2		2	5		
Ireland											1		
Israel	1	1	1			3		1		1		1	1
Italy								2					1
Jordan				2	2			3	3		2		
Kazakhstan											3		
Korea							3				2	8	
Lithuania			2	1									
Malaysia		1					1						
Mexico		1			1						3		
Mongolia								1					
Mozambique											3		
Netherlands	2	3	1	3	5	5	3	13	4	5	6	7	8
Norway	1		1	1	1	1	1	9	2	2	5	2	1
Pakistan								3	4	3	3	4	1
Peru			2										
Philippines	2	1	1		1	1	1						
Poland								4			6		
Portugal			2					4	3	4	7	2	3
Russia								4	3		4		
Romania			2								2		
Saudi Arabia							1						1
Switzerland										1		1	
Slovakia													2
South Africa	1	3	1	1	5	3	5	4	7	4	3	3	
Spain	1	1	2	1	1	1	2	4	5	3	21	4	1
Trinidad & Tobago											1		
Thailand	1	2	1	3			2	4	3			2	1
Turkey								3	1	1	5	3	3
United Kingdom	1	4	1	3	1	2	3	6	2	3	4	3	2
USA	43	53	58	29	63	51	81	25	89	58	34	107	69
Total Participants	94	102	105	88	118	128	144	183	192	151	208	198	158

Regions	Participants													
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Africa	1	3	1	1	5	3	5	4	7	4	13	3		
Asia	3	4	2	5	3	1	13	20	13	6	17	18	5	
Australia	9	5	7	8	7	15	9	9	10	13	11	12	8	
Europe	19	18	20	16	21	19	19	95	39	28	96	35	37	
India			1			2			1	2		2	2	
Middle East	1	1	1	2	2	7	4	19	17	14	21	5	5	
North America	57	62	65	51	77	74	90	32	99	78	45	118	96	
South America	4	9	8	5	3	7	4	5	6	6	5	5	5	
Total	94	102	105	88	118	128	144	184	192	151	208	198	158	

There have been participants from fifty-two countries attending ANNA conferences. One may see that there was a different mix of participants with the conferences in Europe in 2010 and 2013. 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 North America in 2011, participation increased to 192. The mix of participants changed from prior years. Participation by North America dropped to 50 %. European participation was 20 % and as expected dropped from the 2010 European conference, but 5 % above prior year participation. Australian and other parts of the world participation remained similar to the previous mix.

Canada was the host country in 2012. Producers and their guests numbered 151, a drop of 21% from the previous year. The mix of participants was similar to the previous year. North America was the home of half the participants. And Europe was down a little to 18% from 20%. Other parts of the world participation were equal to 30%. Australia was up with Asia and Africa down.

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

H. Appendix 5

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 dkilpatrick@cfindustries.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 Dan Kilpatrick 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 my 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. For a nominal fee a conference CD/DVD/USB will be mailed out to those attendees interested, about one month after the conference. Presentations loaded on the CD/DVD/USB and the ANNA website will be in Microsoft Power Point or in PDF format.

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.
- Get familiar with your own laptop.
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 CD/web 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; the and 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 I 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.

Friday at the end

- Pack up for the last time.
- Copy all files to a USB stick for Dave to use for CD and web upload. Dave will not have all the revisions. Do not include the folders names NOT ON CD, please.

H. Appendix 6

Prior Year Presentations

Below is a list of presentations split on continents for the period 2004-2015 inclusive.

Region	Part	Paper origin	Number of papers in											Total	%	
			2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			2015
North America	AN	Producer paper	7	5	10	8	10	6	5	6	6	5	7	7	90	
	AN	Vendor paper	3	2	1	2	3	2	2	2	3	1	3	3	27	
	NA	Producer paper	1	5	6	6	5	6	3	7	4	4	6	5	62	
	NA	Vendor paper	1	3	3	2	5	2	1	1	6	2	6	4	36	
Total N. A.	All	All	12	15	20	18	23	16	11	16	19	12	22	19	215	40.1
India, Africa, South America & Asia	AN	Producer paper					2	1	4	2	3		1	1	14	
	AN	Vendor paper							1	1	1	1		1	5	
	NA	Producer paper		1			2	2	1	2	3	1		1	13	
	NA	Vendor paper								1	1				2	
Total Other	All	All	0	1	0	0	4	3	6	6	8	2	1	3	34	6.3
Europe	AN	Producer paper	9	14	10	10	6	11	6	5	7	8	5	7	112	
	AN	Vendor paper	2	1	1	2	1	1	3	3	2	3	2		21	
	NA	Producer paper	3	5	4	5	4	5	7	6	3	9	3	3	60	
	NA	Vendor paper	3	3	2	5	3	4	10	1	1	4	3	3	43	
Total Europe	All	All	17	23	17	22	14	21	26	15	13	24	13	13	236	44.0
Australia	AN	Producer paper	2		3	1	3	3	2	2		2	2		23	
	AN	Vendor paper												1	1	
	NA	Producer paper	3	2	2	2	2	4	2	1	2	1	1	3	25	
	NA	Vendor paper											1	1	2	
Total Australia	All	All	5	2	5	3	5	7	4	3	2	3	4	5	51	9.5
Total AN		All	23	22	25	23	25	24	23	21	22	20	20	20	293	54.7
Total NA		All	11	19	17	20	21	23	24	19	20	21	20	20	243	45.3
Total Producer		All	25	32	35	32	34	38	30	31	28	31	25	27	400	74.6
Total Vendor		All	9	9	7	11	12	9	17	9	14	11	15	13	137	25.6
Total All	All	All	34	41	42	43	46	47	47	40	42	41	40	40	536	100.0

Source for the above table: Leif K. Rasmussen's ANNA conference agendas for 2004-2009 and then 2010 – 2015 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 40%, Australia 10% and others 6 %.
- The total number of Exhibitor presentations was fairly constant at around 20 to 25% of all the presentations until 2010 when they made 1/3 of the presentations. They returned to 23% in 2011, but averaging around 1/3 since then.
- 25% of the North American and European papers are Exhibitor papers. Others have presented only seven 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 is 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 approximately 1/2 of the participants but only 40% of the presentations. This year the trend was reversed with North American's making 55% of the presentations. The Europeans usually make approximately 20% of the participants but 50% of the presentations. This year they made 1/3. And the Australians make approximately 10% of the participants and approximately 10% of the presentations.

So the executive needs to encourage a certain number of companies to give more presentations. In order to help the executive talk to those companies (mainly US companies) not taking their fair share of the presentations, the following list has been prepared showing which companies have been giving presentations in the period from 2003 -2015.

Region	Part	Company	Number of papers in													Total		
			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015			
North America	AN	Agrium	1															5
	AN	AN Resources		1		1					1		1			3	7	
	AN	Apache Nitrogen					1		1						2		4	
	AN	Consultant					1			1			2				4	
	AN	CF Industries										1					1	
	AN	Dyno Nobel		1	1	1	1	1		1		1			2	1	10	
	AN	El Dorado				2				1						1	4	
	AN	El Paso	1															1
	AN	FMR					1		1									2
	AN	Geneva Nitrogen				1						2						3
	AN	JIEDDO											1					1
	AN	MissChem		1														1
	AN	Nitrochem	1															1
	AN	NRC & CERL	1	1		1	1	2				1						7
	AN	Orica	2			1	1	2	2	1		1	1	1	1	1	1	13
	AN	PCS Nitrogen				1						1				1		3
	AN	Saskferco			1													1
	AN	Terra/ CFI	2	2	2	1	2	4		1	1							15
	AN	URI							1									1
	AN	TFI		1	1	1				1		1	1					6
	AN	Total		8	7	5	10	8	10	5	5	6	6	6	7	7		90
	NA	Agrium	1										1				2	4
	NA	AN Resources				1	1	1	1	1	1							6
	NA	Apache Nitrogen								1	1	1				1		4
	NA	Consultant												1			1	2
	NA	Cherokee Nitrogen															1	1
NA	CF Industries													1			1	
NA	Dyno Nobel		1	1	1			1	1	1	2	1	2	2			13	
NA	El Dorado				1	2			1		1		1				6	
NA	Geneva Nitrogen										1	1					2	
NA	HIS										1						1	
NA	Invista								1								1	
NA	Misschem	2															2	
NA	OCI Iowa														1		1	
NA	Orica				1	1	2		1			1			1		7	
NA	PCS Nitrogen	1			1			1									4	
NA	Ren Tech							1			1						2	
NA	Sandra Chemical															1	1	
NA	Saskferco							1									1	
NA	Terra Industries				1	2											3	
NA	Total		4	1	5	6	6	5	6	3	7	4	4	6	5		62	

Region	Part	Company	Number of papers in													Total	
			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015		
India, Africa, South America & Asia	AN	African Explosives								1							1
	AN	ENAEX								1	1						2
	AN	Espindesa									1						1
	AN	Gemlik								1		1					2
	AN	Huchems Korea												1	1		2
	AN	Omnia Fertilizer						1	1								2
	AN	Sasol										1					1
	AN	Smartchem							1								1
	AN	Vale								1		1					2
	AN	Total							2	1	4	2	3		1	1	14
	NA	Abu Qir Fertilizers											1				1
	NA	China										1					1
	NA	ENAEX									1	1					2
	NA	Omnia Fertilizer							1	1	1		1				4
	NA	Orica							1								1
	NA	Sasol								1	1						2
	NA	Smartchem			1												1
	NA	Toros Agri														1	1
	NA	Vale									1		1				2
	NA	Total			1				2	2	3	2	3	0	0	1	14
Europe	AN	Agrolinz	1	1	1		1	1									5
	AN	BASF	1		1	2		1	3		1		1	1	1		12
	AN	Borealis											2		1	1	3
	AN	Consultant				1				2		1	2			2	8
	AN	DSM				1	2										3
	AN	EFMA		1	2	1	2	1	2								9
	AN	EuroChem													1		1
	AN	Fertiberia							1	1		1	2				5
	AN	GP	1		1	1	1	1	1	1	1						8
	AN	Kemira GH	5	4	6	1	2	1	1								20
	AN	OCI Nitrogen											2		1		3
	AN	Orphanco	1														1
	AN	PCME									1						1
	AN	SNC Lavalin														1	1
	AN	Terra Industries	3														3
	AN	TNO	2	2	2	2	1		1			1					11
	AN	Vale									1	1			1		3
	AN	Yara		1	1	1	1	1	2	2	1	1	1	1	2		15
	AN	Total	14	9	14	10	10	6	11	6	5	7	8	5	7		112
	NA	Agrolinz						1		1	1						3
	NA	BASF			1		1		1	1			1				5
	NA	Borealis											1			1	2
	NA	Consultant								3		1					4
	NA	DSM	1	1	2	1		1	1		1						8
	NA	EFMA					1										1
	NA	Fertiberia											2				2
	NA	GP	1					1	1		1						4
NA	Kemira GH	1	2			1										4	
NA	OCI Nitrogen											1			1	2	
NA	Petrokemija										1					1	
NA	Yara			2	3	2	2	2	2	2	2	4	3	1		25	
NA	Total	3	3	5	4	6	4	5	7	6	3	9	3	3		61	
Australia	AN	CSBP		1		1		2	2		1			1	1	9	
	AN	DynoNobel	2													2	
	AN	Incitec	1													1	
	AN	Orica		1		2		1		2	1		2	1	2	12	
	AN	Queensland					1		1							2	
	AN	Total	3	2	0	3	1	3	3	2	2	0	2	2	3	26	
	NA	CSBP		1		1			1	1					1	5	
	NA	Orica		2	2	1	1	2	3		1	2	1			15	
NA	Queensland					1										1	
NA	Total		3	2	2	2	2	4	1	1	2	1	1	0		21	
All	AN		25	18	19	23	19	21	20	17	15	16	16	15	18	242	
All	NA		7	7	13	12	14	13	17	14	16	12	14	10	9	158	

If we now compare the list of companies present in the 2012 to 2015 conferences with the list of companies having given presentations over the last twelve years, the following companies show up as being clearly less contributing having only turned in one paper or less in the above mentioned twelve years period in either the AN or NA part of the meeting:

Company	Country
Abocol	Columbia
Bayer Material Science	Germany
Deepak Fertilizers	India
Dow Chemical	USA
Fatima Fertilizer	Pakistan
Growhow UK	UK
Invista	USA
Koch Nitrogen	USA
Maxam Corporation	Spain
Simplot Company	USA
Potash Corporation	USA
Thai Nitrate Co.	Thailand
Trademark Nitrogen	USA

The executive, in particular the members responsible for the program preparation for future year conferences will have to put in extra efforts in getting papers from just these companies, this representing a fair gesture to all.

H. Appendix 7

Best Presentations in Past ANNA Conferences

	AN Part of the Meeting	NA Part of the Meeting
Year Name Company Subject	2006 Ronald Kersten TNO Big scale detonation testing	Martin Voorwinden DSM Experience with preignition in NH ₃ burners and how to manage this problem
Year Name Company Subject	2007 Martin Voorwinden DSM Nitrate's fate in the AN production process	Shollenbarger, Brett/Matt Bubke Terra Industries Explosion in a zirconium cooler condenser
Year Name Company Subject	2008 Leif Kjaergard-Rasmussen Kemira GrowHow 7+1 study of AN solution plant	Kurt Vance PCS Nitrogen Liquid ammonia carryover prevention in Train 5 Acid
Year Name Company Subject	2009 Francesca Galindo Fertiberia Explosion in a vacuum line in an AN plant	Andre de Smet Yara Incident with leaking flange at the inlet SCR deNO _x
Year Name Company Subject	2010 Rodrigo Dias Goncales Vale Fertilizantes Influence of process parameters on LDAN prill structure	Bruno Dufour Yara Ambes Problems with backflow in nitric plants
Year Name Company Subject	2011 Dan Kilpatrick CF Industries SIL assignment for AN pumps: a tale of two plants	Andre de Smet Yara New concept for a cooler condenser
Year Name Company Subject	2012 Peter fauconnier Yara Simple detection system for AN decomposition in AN Solution storage	David Hind Orica Alarm management - stop the noise!
Year Name Company Subject	2013 Karl Hohenwarter Borealis Eliminating the risk of AN-backflow from the neutralizer to the NH ₃ compression unit	Sam Correnti Dyno Nobel Material of construction changes: improved reliability in concentrated acid production

	AN Part of the Meeting	NA Part of the Meeting
Year	2014	
Name	Steve Helfensteyn	Arvid de Weweire
Company	EuroChem	Yara
Subject	Advanced process control in CAN Production	Capacity increase by water injection in tail gas
Name	Peter Hein	
Company	CSBP	
Subject	CSBP's guide manual for AN pumps - selection and protection	
Year	2015	
Name	Roland Schech	Moiz Alibhai
Company	Agrium	CSBP
Subject	Agrium's Ammonium Nitrate Minimum Trips and Interlocks Standard	Nitrate / Nitrite Clean-up Following Ammonia Slip from DeNOx Reactor

H. Appendix 8

Complete List of ANNA/ANPSG Meetings

Year	Set-up	Location	Country	Host	Chair/co-chairmen	Company	Country
1970	ANPSG	Lawrance	USA	CFCA	Gene Comeau	Coop. Farm Chemicals Assn.	USA
1971	ANPSG	Muscle Shoals	USA	TVA	Gene Comeau	Coop. Farm Chemicals Assn.	USA
1971	ANPSG	Tampa	USA	Nitram	Gene Comeau	Coop. Farm Chemicals Assn.	USA
1972	ANPSG	New Orleans	USA	Monsanto	Comeau, Gene	Coop. Farm Chemicals Assn.	USA
1972	ANPSG	Cheyenne	USA	Wycon Chem.	Fred Lange	Monsanto	USA
1973	ANPSG	San Francisco	USA	Chevron Chem.	Fred Lange	Monsanto	USA
1973	ANPSG	Edmonton	Canada	Esso Chem.	Fred Lange	Monsanto	USA
1974	ANPSG	Beaumont	USA	Mobil Chem.	Ed Epps	Nitram Inc.	USA
1974	ANPSG	Sarnio	Canada	CIL	Bill Unruh	Esso Chemical	Canada
1975	ANPSG	Tucson	USA	Apache Powder	Bill Unruh	Esso Chemical	Canada
1975	ANPSG	?					
1976	ANPSG	?					
1977	ANPSG	?					
1978	ANPSG	?					
1979	ANPSG	?					
1980	ANPSG	?					
1981	ANPSG	?					
1982	ANPSG	?					
1983	ANPSG	?					
1984	ANPSG	Sarnia	Canada	ICI	Bill Stampe		
1985	ANPSG	Williamsburgh	USA	?	Bill Stampe		
1986	ANPSG	Omaha	USA	W.R. Grace	Bill Stampe		
1987	ANPSG	Pensacola	USA	Air products	Bill Stampe		
1988	ANPSG	New Orleans ?	USA	?	Bill Stampe		
1989	ANPSG	?					
1990	ANPSG	Portland	USA	Chevron Chem.	Bill Stampe		
1991	ANPSG	Wilmington	USA	Arcadian Corp.	Bill Stampe &		
1992	ANPSG	Banff	Canada	ICI Explosives	Bill Stampe &		
1993	ANPSG	San Destin	USA	Vigoro Industries	Bill Stampe		
1994	ANPSG	Lake Tahoe	USA	Cominco Fert.	Bill Stampe		
1995	ANPSG	Sarasota	USA	TradeMark	Bill Stampe		
1996	ANPSG	New Orleans	USA	Arcadian	Bill Stampe		
1997	ANPSG	San Destin	USA	IMC Nitrogen	Bill Stampe		
1998	ANPSG	Jackson Hole	USA	Coastal Chem.	Bill Stampe		USA
1999	ANPSG	Vail	USA	Royster-Clark	Bill Stampe		USA
2000	ANPSG	San Destin	USA		Bill Stampe	Royster-Clark	USA
2001	ANPSG	Lake Louise	Canada	Nitrochem	Ricardo Rodriguez David Hind Leif K. Rasmussen	Nitrochem Orica Kemira GrowHow	Canada Canada Denmark
2002	ANNA	Tuscon	USA	Apache Nitrogen	Ricardo Rodriguez David Hind Leif K. Rasmussen Clark Liddon Warren Stroman	Nitrochem Orica Kemira GrowHow MissChem PCS Nitrogen	Canada Canada Denmark USA USA
2003	ANNA	Tunica	USA	MissChem	Ricardo Rodriguez David Hind Leif K. Rasmussen Peter Hein Clark Liddon Warren Stroman	Nitrochem Orica Kemira GrowHow CSBP MissChem PCS Nitrogen	Canada Canada Denmark Australia USA USA
2004	ANNA	St. Louis	USA	Dyno Nobel	Ricardo Rodriguez David Hind Leif K. Rasmussen Peter Hein Clark Liddon Warren Stroman	El Dorado Chemical Orica Kemira GrowHow CSBP MissChem PCS Nitrogen	USA Canada Denmark Australia USA USA
2005	ANNA	Augusta	USA	PCS Nitrogen	Dan Kilpatrick David Hind Leif K. Rasmussen Peter Hein Ricardo Rodriguez Clark Liddon Shawn Rana	Mississippi Chemical Orica Kemira GrowHow CSBP El Dorado Chemical MissChem Apache Nitrogen	USA Canada Denmark Australia USA USA USA

Year	Set-up	Location	Country	Host	Executive	Company	Country
2006	ANNA	London	Canada	Terra Industries	Dan Kilpatrick David Hind Leif K. Rasmussen Peter Hein Ricardo Rodriguez Clark Liddon Shawn Rana Hans Reuvers	Mississippi Chemical Orica Kemira GrowHow CSBP El Dorado Chemical MissChem Apache Nitrogen BASF	USA Canada Denmark Australia USA USA Germany
2007	ANNA	Park City	USA	Geneva Nitrogen	Dan Kilpatrick David Hind Leif K. Rasmussen Peter Hein Ricardo Rodriguez Clark Liddon Shawn Rana Hans Reuvers	Terra Industries Orica Kemira GrowHow CSBP El Dorado Chemical MissChem Apache Nitrogen BASF	USA Canada Denmark Australia USA USA USA Germany
2008	ANNA	Kelowna	Canada	Orica Carseland	Dan Kilpatrick David Hind Leif K. Rasmussen Peter Hein Hans Reuvers Frank Wolf Douglas Chandler	Terra Industries Orica Kemira GrowHow CSBP BASF AN Resources Dyno Nobel	USA Canada Denmark Australia Germany Canada USA
2009	ANNA	Little Rock	USA	El Dorado Chemical	Dan Kilpatrick David Hind Leif K. Rasmussen Peter Hein Hans Reuvers Frank Wolf Douglas Chandler	Terra Industries Orica Kemira GrowHow CSBP BASF AN Resources Dyno Nobel	USA Canada Denmark Australia Germany Canada USA
2010	ANNA	Noordwijkerhout	Netherlands	Yara	Dan Kilpatrick David Hind Leif K. Rasmussen Peter Hein Hans Reuvers Frank Wolf Douglas Chandler	Terra Industries Orica Kemira GrowHow CSBP BASF AN Resources Dyno Nobel	USA Canada Denmark Australia Germany Canada USA
2011	ANNA	Denver	USA	Dyno Nobel	Dan Kilpatrick David Hind Leif K. Rasmussen Peter Hein Hans Reuvers Frank Wolf Douglas Chandler	Terra Industries Orica Kemira GrowHow CSBP BASF AN Resources Dyno Nobel	USA Canada Denmark Australia Germany Canada USA
2012	ANNA	London	Canada	CF Industries	Dan Kilpatrick David Hind Leif K. Rasmussen Peter Hein Hans Reuvers Frank Wolf Douglas Chandler	CF Industries Orica Yara CSBP BASF AN Resources Dyno Nobel	USA Canada Denmark Australia Germany Canada USA
2013	ANNA	Benidorm	Spain	Fertiberia	Dan Kilpatrick David Hind Leif K. Rasmussen Peter Hein Hans Reuvers Frank Wolf Douglas Chandler	CF Industries Orica Yara CSBP BASF AN Resources Dyno Nobel	USA Canada Denmark Australia Germany Canada USA
2014	ANNA	Tucson	USA	Apache Nitrogen	Dan Kilpatrick David Hind Leif K. Rasmussen Peter Hein Hans Reuvers Frank Wolf Don Hays	CF Industries Orica Yara CSBP BASF AN Resources Dyno Nobel	USA Canada Denmark Australia Germany Canada USA
2015	ANNA	Jasper	Canada	Agrium	David Hind Hans Reuvers Dan Kilpatrick Frank Wolf Don Hays Peter fauonnier	Orica BASF CF Industries AN Resources Dyno Nobel Yara International	Canada Germany USA Canada USA Belgium

H. Appendix 9

History of ANPG Meetings 1970-1975

Introduction

The ammonium nitrate fertilizer industry was not alone in the late 60's and early 70's, in facing new social constraints of improvement of environmental impact in operation of its facilities. However, through the foresight of some dedicated people in the industry and the willingness of a large number of companies and people to work together the Ammonium Nitrate Pollution Study Group was started in 1970 and has grown to a respected and efficient organization to promote the solution to technical problems in reducing air and water environmental impacts.

The ANPSG was formulated on a simple yet effective premise. If all people affected by equal or similar environmental regulations ban together and share information in terms of operating characteristics as they pertain to pollution control, performance of experimental facilities, and performance of full scale pollution control operations, the most efficient transfer of information that can take place the solutions required by each affected discharger can be more efficiently and rapidly obtained and implemented, and operated with the greatest reliability and safety.

The ANPSG has some very simple rules for membership to effect the goal as described above. First, each member is required to participate; that is, not only should he learn by hearing the stories of other members but he must also tell his story, give his information and share his secrets to the benefit of the other members. Secondly, the obligation is imposed on all members to retain the information received by others in a confidential manner. The information is not to be relayed to non-group members; i.e., other companies, regulatory agencies, or the public. In addition, the list of members is not a public document. Should anyone want to be known as a member of the ANPSG he is certainly free to do so. However, we ask that members do not release the names of other members of the group.

First Meeting

The original concept of the Ammonium Nitrate Pollution Study Group was developed by two people who also became the first co-chairman of the ANPSG. They were Gene Comeau of Cooperative Farm Chemicals Assn. in Lawrence, Kansas, and Joe Stafford of Farmers Chemicals Association in Harrison, Tennessee. There were 15 companies attending the first meeting in the fall of 1970 at Lawrence, Kansas, and a new concept was successfully started. Each company told his story, told of the problems they were facing in the development of new air and water pollution control regulations, achieving the regulation limits, and the unknown quantity of technology not existing. The primary purpose of the group was, and still is, the solution to the problem of visible particulate emissions from ammonium nitrate prill towers, specifically high density towers. The first meeting concentrated strictly on that problem. It was the problem which was the most difficult and still is the most difficult to solve. Technology was not 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 to that problem.

Second Meeting

The second meeting was held in April of 1971 at Muscle Shoals, Alabama, with TVA as the host with 16 companies represented. The two co-chairmen continued their efforts to direct the meeting and efficiently permit all attendees to participate. The major topic was still the prill tower particulate problem. The efforts and information supplied by the members concentrated on defining the problem. Not only were mass losses from the prill tower discussed but sampling techniques were discussed and developed. These were the early formative stages of developing reliable, analytical and sampling techniques to determine exactly what comes from the tower. A major problem was to define the particle size distribution of the fume from the AN prill tower. As information developed, it was learned that these particles are extremely small, in the submicron range. This confirmed that the solution to the problem would be very difficult.

Following the success of the first and second meetings, it was concluded that there was going to be a large effort required by each affected company to define the problem, find the correct sampling procedures, and develop an approach to solving the problem. It was concluded that the most efficient transfer of information could be handled by having semi-annual ANPSG meetings, preferably hosted by one of the member companies for not only meeting facilities but possibly plant tours to see pollution control

equipment in operation. Additionally, in the early meetings the proceedings were recorded and transcribed so that each attending company might obtain a copy. After the first few meetings, this became excessively cumbersome and it was concluded that the maximum benefit with the minimum problem could be obtained by having official speakers provide copies of presentations and attendees take notes to their own requirements. Those not attending would not have an official transcription of the meeting.

Third Meeting

The third meeting was hosted by Nitram Inc. in November, 1971, at Tampa, Florida. At this meeting, additional information was presented by old and new members on operations of the prill tower and evaporator and neutralizer emissions. It was generally concluded that the group had fairly well established what sampling techniques and plant losses were for various operations. Further work should be developed by presentation of pilot or full scale tests of air scrubbing devices. With the proper direction outlined for air emissions, it was also decided to add to the meetings discussion of water pollution problems and NO_x abatement in nitric acid plants.

The job of co-chairman had grown significantly as the membership and activities of the ANPSG increased rapidly. It was concluded that the most efficient and least time consuming for each individual would be to have election of co-chairman by the membership, each co-chairman to preside for two years with one person being replaced at each summer meeting. Mr. Stafford and Comeau had done an excellent job in creating the original study group format but Mr. Stafford had left the ammonia industry and so was replaced by the membership with a new co-chairman, Fred Lange of Monsanto.

Fourth Meeting

The fourth ANPSG meeting was held in March, 1972, at New Orleans with Monsanto of Luling as the host company. Information presented on AN particulate removal from prill towers centered around pilot plant work with conventional gas scrubbers utilizing steam injection to the air to promote growth of the submicron ammonium nitrate particulates, The nitric acid fume abator problem was discussed by all present. Many reports of operating conditions were handed out. All companies present were certain that it was inevitable that all would be required to achieve total abatement sometime in the future without being specific as to when that time would occur.

Fifth Meeting

The ANPSG met in Cheyenne, Wyoming, in August, 1972, under the auspices of the host company, Wycon Chemical. Information again was presented on NO_x abatement concerning sampling techniques, EPA's development of new source performance standard and application of the new concept of molecular sieve adsorption. The prill tower particulate problem was updated by report of actual pilot plant operation on prill tower fumes. The water pollution problems were highlighted by updated information on the ion exchange system for plant effluent recovery.

During this period of ANPSG existence, the Federal EPA had acquired the power to develop regulations for point source dischargers to interstate waters. The Federal EPA was developing guidelines for implementation of more stringent effluent limitations for fertilizer plants, and industry participation had been obtained through the Fertilizer Institute. Updates of these reports were presented at ANPSG meetings to insure that the technical aspects of these new regulations could be discussed and analyzed.

Gene Comeau, one of the original founders of the ANPSG retired as co-chairman at this meeting and was replaced by Mr. Ed Epps of Nitram Inc.

Sixth Meeting

The host company for the sixth meeting was Chevron Chemical at the sixth meeting in San Francisco in February, 1973. The attendance had risen to a total of 62 people. Not only had the membership grown in representation by US and Canadian nitrate producers, but a significant number of foreign visitors had asked to attend the meetings and had been welcomed. These included Esso Chemie in Holland, Shellstar Ltd. in Great Britain and representatives of ICI from Billingham, England.

The general conclusion was reached concerning prill tower emissions that low energy scrubbers just did not seem to do the job. It was generally concluded that to reach an opacity of 40%, 0.02 grains AN per cubic foot discharge must be achieved and to reach 20% opacity, 0.01 grains per cubic foot must be reached; however, no pilot or full scale scrubbing system has been able to achieve those levels yet.

In analysis of water pollution problems, the main consensus concerns the development of EPA guidelines and the fact that the restrictions being promulgated at this time are excessively stringent and would result in undue hardship. TFI is continuing discussions with EPA to establish more reasonable guidelines.

Seventh Meeting

The next meeting was held in Edmonton, Alberta, in August of 1973 with the host, Esso Chemical. At this meeting, Fred Lange, retired as co-chairman and was replaced by membership approval of Bill Unruh, Esso Chemical, Canada. In addition to summarizing progress on scrubbing of prill tower emissions, there was significant discussion as to alternatives for high density prilling of ammonium nitrate. The alternatives discussed included pan granulation similar to TVA operation, low density prilling, spheridizer operation (C & I/Girdler patented process) and Fison's fluidized bed process.

Discussion was heard on various proposals for NO_x abatement from nitric acid plants. Three basic processes were involved: catalytic reduction using a fuel gas, molecular sieve adsorption/ and extended absorption. Although the molecular sieve process can reduce NO_x to a very low level, it is yet an unproven process and is extremely expensive. Extended absorption has the advantage of converting the NO_x back into nitric acid but requires significant capital investment and results in the final discharge concentration as potentially visible as NO₂.

Eighth Meeting

This ANPSG meeting was held in Beaumont, Texas, in February, 1974, with the host company Mobil Chemical. This meeting emphasized NO_x abatement by various technologies with actual pilot and in plant operation of various adsorption, absorption and catalytic reduction systems,

In addition, emphasis was placed on study of waste water recovery and recycle as well as effluent quality from various fertilizer operations indicating that progress has been made in reducing waste water contamination. However, each case is unique; while some companies have been successful in capturing and recycling losses at the source, others have found that non-point sources within the plant are major contributors. Each company must analyze its own operation to determine where the contaminants are generated, to what degree, and how they can be recovered prior to joining the major effluent stream.

With this meeting, as with the past meetings, the two day session has been generally concluded with a discussion period the afternoon of the second day. This has been an open discussion period where questions are debated back and forth by the total membership. Not only is this an ideal exchange of information to solve individual problems and to discuss items of concern, but has been an ideal time to introduce new members to the group and learn their story as they have learned from other members throughout the meetings themselves.

Ninth Meeting

The August, 1974, meeting was held in Sarnia, Ontario, with the host company, CIL, located in Sarnia. This meeting can be characterized as a meeting to summarize the progress of the group and of the industry as a whole over the last four years of its existence. Reports were prepared by various members of the group to summarize the history of progress made through the study group and others on prill tower emission control, nitrogen removal from waste waters and abatement of nitrogen oxides. These were presented as reports with discussion sessions which gave everyone a chance to express feelings as to the progress, setbacks, discouragements, and apprehensions that the industry has overcome, and still has in applying technology to solving the difficult problems on a continuous and economical basis.

Ed Epps retired as co-chairman and was replaced by Tom Segar, St. Paul Ammonia Products.

Tenth Meeting

The tenth meeting was hosted by Apache Powder in Tucson, Arizona, in February, 1975. Reports on progress of full scale systems for water pollution control, NO_x abatement, and prill tower particulate controls were reported by various members of the group. Reports of successful full-scale operation of abatement systems indicate much progress has been made by the ANPSG and others since the infancy of 1970. However, there are no clearly defined environmental regulations at this time, nor have there been enough successful operations of facilities, especially prill tower abatement facilities, to rest on our laurels of having achieved the abatement required by governmental agencies. We must continue to develop and improve upon the advances made in the last five years.

This concept was furthered with discussions of continued effective operation of facilities, development of improved techniques and analysis of safety concerns as applied to abatement facilities. The first meeting relating to urea facilities was also held in Tucson and was well received by members leading to continuing sessions in the future.
W. Unruh, Thomas W. Segar Co-Chairmen, ANPSG

TECHNICAL HIGHLIGHTS OF ANPSG MEETINGS 1970 - 1975

First Meeting - November, 1970

Attendees described individual AN process details but quantitative data on emissions was lacking. High density prill tower emissions were characterized by the presence of "blue haze," the early indication that the emissions consisted of some content of very small particles. Neutralizer and evaporator emissions were also discussed as problem emission sources for some members. While low density operations were not nearly the problem as were high density operations, in some specific areas, these, also, were under criticism.

Second Meeting - April, 1971

Quantitative emission data was presented by some members. Prill towers were defined as low velocity (6 ft./sec. air rate or less) and high velocity (10 ft./ sec. or higher). Losses during high density operation were:

	<u>Uncontrolled</u>	<u>After Scrubbing</u>
<u>Prill Tower</u>	2-8 Ib. AN/Ton (above 8 Ib. indicated carryover in high velocity towers)	-
<u>Neutralizer</u>	3-6 Ib. AN/Ton	0.2-1.0 Ib./ton w/o CO ₂ present 3-6 Ib./ton (w CO ₂ present)
<u>Evaporator</u>	2-7 Ib. AN/ton 0-1 Ib. NH ₃ /ton	(falling-film, air- swept, high density operation)

Particle size data was being generated by a number of companies to assist in defining the prill tower and potential solutions. Those obtaining sizes greater than 10 micron appeared to be sampling erroneously. In situ sampling with cascade impactors and counters developed data indicating a maximum of 3 micron size with 60-80 wt. % smaller than 1 micron and up to 30% smaller than 0.3 micron.

Prill tower particulate sampling procedures were evaluated on the basis of performance. Small dry filters with short (up to 6 minutes) sampling time were judged inferior to larger wet or dry filters with longer sampling time (1/2 to 2 hours). The latter procedure was recognized in EPA Method 5 for particulates. Representative isokinetic sampling in prill towers proved much more difficult than in neutralizer or evaporator stacks. Prill towers usually had no "stack," requiring fan cross-section sampling in induced-draft towers or sampling of cross section of tower.

Neutralizer emissions were difficult to handle when urea off-gas was used; the CO₂ apparently combined with NH₃ to produce small particulate fume. Producers using NH₃ and HNO₃ only were able to report satisfactory scrubber performance.

Third Meeting - November, 1971

Emission data from more members confirmed particulate losses of same magnitude as reported in second meeting for all three sources. Cooler scrubbers were able to effectively remove coarse particles and no emission problem was evident.

The "blue haze" or AN fume was recognized as generating by evaporation and recondensation of AN from the melt or hot prills. Whether dissociation into NH₃ and HNO₃ takes place cannot be determined but apparently has no bearing on removal problem.

Neutralizer emission control was reported to be efficient using wet low-energy scrubbers of tray or spray type for those not handling urea off-gases. Some members reported total condensation of neutralizer overhead to eliminate visible emissions but, most generally, had significant AN in wastewater.

Pilot plant particulate removal projects were advanced by some members. Experimental programs were proposed with data reported back to members. Those devices to be investigated included:

Low-energy Wet Scrubbers	Sly Impinjet Fluidized Bed Buffalo Forge Gas Scrubber
High-energy Wet Scrubbers	Venturi Scrubbers Venturi-Rod Scrubber
Dry Filter	Baghouse Filter

Fourth Meeting - March, 1972

Prill Tower Emissions

A guest speaker from MIT on small particle technology confirmed that control of prill tower emissions would be a difficult task. The "blue haze" is generally characterized as light refraction from 0.1 to 0.5 micron particles which give the sky its blue color. Although feasible control technology of sub-micron particles in large air volumes does not exist/ he suggested removal of at least 95% of the sub-micron mass emissions would be required to reduce visible impact of exhaust to the 20 to 40% opacity requirements of some state regulations.

Since sub-micron particles could not be effectively removed by conventional low-energy scrubbers, some members were attempting a difficult approach. To produce large particles from small ones, agglomerating techniques were employed in pilot plant tests. Residence time, turbulence, and steam addition were studied as potential improvements. CFCA and FCA reported success with steam addition approaching 90% removal efficiency with steam to gas ratios of 0.2 to 1 and partial condensation.

NO_x Abatement

NO_x abatement in nitric acid plants was discussed. Various members discussed operating data. Conclusion was reached that abatement could not be satisfactorily achieved continuously with catalytic reduction with some exceptions, notably using purge as a fuel gas, however requiring total oxygen reduction.

Wastewater

FCA reported on initial operation of Chem-Septs continuous, counter-current ion exchange for removal of NH₄⁺ and NO₃⁻ from effluent. Problems had developed and the 3 ppm NH₃ in effluent had not been achieved.

Fifth Meeting - August/ 1972

Prill Tower Emissions

Additional pilot testing for prill tower abatement was reported. Monsanto, Luling, tested a Brink HV wetted filter and reported variable performance was obtained. However, steam addition with condensing improved particulate removal from 69 to 90% range to 85 to 90% using direct water injection as condensing medium.

NO_x Abatement

NO_x abatement methods and performance were discussed in detail. A guest from EPA reported on development of "New Source Performance Standards" for nitric acid plants. Three pounds NO_x and NO₂ per ton of acid produced as new plant standard is equivalent to about 200 ppm NO_x in exhaust; existing plant guidelines are 5.5 lb. NO_x/ton equal to about 400 ppm in exhaust.

TVA and other members explained mechanisms of various NO_x abatement processes. Catalytic reduction involves fuel gas combustion with O₂ and NO_x in tail gas to reduce NO₂ to NO {decolorization) and, after O₂ consumption, reducing conditions can reduce NO to elemental N₂. Operating data from members indicated performance all the way from excellent (abatement to less than 200 ppm) to ineffective (even poor decolorization).

Extended absorption attempts to recover NO_x by producing nitric acid by providing additional time, additional water, longer residence time, and/or colder operating temperatures. The usual configuration is addition of another absorber after the original unit with required utilities as noted above. Performance is possible in 400 ppm range but the discharge of NO₂ can create opacity problem.

Urea destruction was described as the reaction of NO_2 and urea to CO_2 and N_2 . Since its only in the development stage, no performance data available.

The use of acid resistant molecular sieves as adsorbing media for NO_x was described as new process being offered by Union Carbide. Full scale operation is expected within the year to test the claims of less than 50 ppm NO_x in tail gas and recovery of NO_x as HNO_3 with satisfactory sieve life and utility consumption.

NO_x wet chemistry and instrumentation procedures were discussed with a guest from EPA. The only official method is oxidation of NO_x to HNO_3 and detection by phenydisulfonic acid, PDS. Draeger tubes provide simple test with $\pm 20\%$ accuracy. Instrumental procedures are developing but limitations of various models leave no clear "best" type.

Wastewater

Water pollution control was discussed by FCA involving an update on ion-exchange process. Satisfactory performance as per guarantee has not been achieved but improvements are expected. A detonation occurred in the unit attributed to AN decomposition in presence of HNO_3 and pond water algae.

CFCA reported on steam stripping of ammonia plant process condensate as an effective addition for wastewater improvement from a nitrogen complex. Up to 98% removal of ammonia can be obtained using one lb. steam per gallon of condensate and reuse of condensate, rather than discharge is a feasible recovery possibility.

A summary of existing and proposed effluent regulations, both liquid and air, were prepared by members and submitted. Excluding the developing EPA guidelines, state regulations range from stringent to relaxed.

Sixth Meeting - February, 1973

NO_x Abatement

Data was presented by members to show the effects of cooling water temperature on NO_x absorption and it was suggested as a method to increase absorption efficiency and an aid to reduce NO_x emission.

Neutralizer Emission

The proprietary design of a new neutralizer developed by MCC was discussed in general terms and it was indicated that air emission problems could be resolved by this design.

Prill Tower Emission

It was reported that CFCA's emission from prill towers via an internal collection system utilizing Buffalo Forge scrubbing equipment gave only mediocre performance and more test work was required for different scrubbing systems.

It was said that the addition of MgO allowed the operation of an AN melt pH of greater than 7 which was expected to reduce sub-micron particulate emission.

EPA Effluent Guidelines

EPA received Wellman-Lord Study (Davy Power Gas) on present industry liquid emissions and a proposal of achievable new limits. EPA did not accept these figures and set up guidelines of 2 mg/l $\text{NH}_3\text{-N}$ in liquid effluent streams on the basis that technology was available using ion exchange. The Fertilizer Institute (TFI), however, insisted that ion exchange was not a proper technology and the TFI was able to have emission guidelines increased to 25 to 50 lbs. per 1000 tons of N_2 product or 10 mg/l $\text{NH}_3\text{-N}$ concentration.

Seventh Meeting - August, 1973

Wastewater Disposal

Detailed data on biological ponds were presented. The two types of ponds proposed were, nitrification or aerobic ponds and the denitrification or anaerobic ponds. Putrid smells are associated with the anaerobic ponds.

Requirements for successful operation of biological ponds were expressed to be:

1. Continuous warm climatic conditions.
2. Extensive retention time (25 to 30 days).
3. Stable pH and temperature and loading conditions. NO_x Abatement

The extended absorption as a means to control NO_x emission was rediscussed. Data now presented indicated that a level of 400 ppm NO_x in the tail gas could be achieved; however, the yellow plume could not be completely eliminated.

The performance of the various catalyst utilized in the industry for NO_x abatement were discussed. Data was qualitative rather than quantitative. Industry continued to be short on quantitative data. The following catalysts were included:

- (a) Mathey Bishop HT3
- (b) Girdler 643
- (c) Engelhard

Performance of catalysts ranged from good to totally unreliable.

Prill Tower

A new concept of total recycle of prill tower effluent was presented and discussed.

Eighth Meeting - February, 1974

NO_x Abatement

Performance data on various NO_x abatement systems were presented. Those reporting successful abatement of catalytic systems used purge gas containing H₂ as fuel and reached levels of 200 ppm NO_x or less when complete O₂ reduction was carried out. No one utilizing methane, natural gas/ as fuel reported total abatement.

The proprietary "Mazar" process was described. The "Mazar" process contains a secondary stage of absorption utilizing a urea scrubbing media. The liquid is used in the manufacture of nitrogen solution. NO_x emission from the Mazar process is less than 150 ppm in comparison with 400 ppm NO_x content of normal secondary absorption systems,

ICI, Billingham, reported 800-3000 ppm NO_x in exhaust flue gases after scrubbing tail gas with caustic. There was a ready market for the NaNO₃ and NaNO₂ salts produced. They commented on instability of NH₄NO₂ as they had experienced explosions in pumps and piping after inadvertently mixing NaNO₂ and NH₄NO₃.

Prill Tower Emissions

SPAP reported it had dropped consideration of the prill tower total air recycle process as not feasible to operate. Air cooling by refrigeration forced interrelationship between neutralization and prilling would result in inoperable conditions.

Wastewater

Wastewater control was discussed in respect to chromium content. Preliminary data from some users suggests that non-chromate cooling water inhibitors can perform satisfactorily. However, long term performance on corrosion rates is lacking. Shellstar and SPAP reported good performance of prill plant water recycle and reuse systems. Again, long term performance in terms of operating and safety characteristics must be obtained.

Ninth Meeting - August, 1974

Prill Tower Emission

Data was presented that confirmed technology was now established to control prill tower emissions, both EPA particulate and opacity guidelines can be met. CFCA has licensed this technology; it is based on a system which collects approximately 80 to 90% of the prill tower particulates and utilizing an HE Brinks scrubbing system, removes the particulate matter. The system demonstrated it can meet EPA guidelines on a continuous basis.

The consideration of Lone Star Steel's Steam-Hydro system for prill tower abatement was abandoned.

In addition, both the pan granulation and spheroidizing processes in the manufacture of AN do not have the magnitude of emission problems as the standard HDAN prill tower process.

NO_x Abatement

Quantitative data was presented analyzing the performance of the abator catalysts. It was evident from the data that the use of purge or hydrogen gas as a fuel increases its efficiency and reliability, however, it was not established if continuous catalytic abatement can be achieved. Extended absorption data presented, continued to confirm that NO_x emission can be maintained at a concentration of 400 ppm NO_x in the tail gas.

Data was presented indicating that the "Mazar" technology which utilizes a urea scrubbing media in the secondary absorption stage can achieve NO_x levels of 150 ppm NO_x in the tail gas. The technology is proprietary and can only be applied in plants which have a UAN solutions outlet.

The installation of selective absorption equipment utilizing a molecular sieve type catalyst was reviewed. NO_x emissions are in the 50 ppm range.

Wastewater

NH₃ and NO₃ removal from effluent was characterized by a diversity of techniques. Good housekeeping plus collection and recycling of spills and overflows is used successfully to reduce losses from prill plant to waste-water systems. Treatment of total effluent, when necessary, involves lagooning, recycle, and Chem-Seps ion exchange. Successful operations result in achievement of EPA guidelines for fertilizer point sources.

Tenth Meeting - August, 1974

Prill Tower Emissions

Update of performance of CFCA operations plus report by Monsanto, El Dorado indicates successful performance of collection system and Brink HE filters. Other companies reported design and construction phases of similar systems.

NO_x Abatement

Additional data on absorber refrigeration and catalytic abatement suggest improvements in operation can be made. Catalytic abatement appears only to be successful with purge gas as fuel with complete oxygen consumption to enable reduction to elemental N₂.

Wastewater

Biological treatment as practiced in Holland was presented and discussed. Emphasis was again placed on control of operating parameters for successful performance. Use of non-chromate inhibitors for successful corrosion control has been demonstrated in a number of plants; this appears to be a satisfactory method for reduction of chromium in effluent. Recycle of prill plant wastewater was reported by another producer utilizing segregation and lagooning.

Urea

The pollution control aspects of urea production were discussed by introduction of members and description of plant operations and problems. Urea prill towers did not evidence the opacity problem of high density AN towers.

However, some members in critical geographic areas were seriously investigating developments in AN technology and application to urea. Vapor pressure data on molten urea will be necessary to compare expected performance. Control of granular urea losses and Japanese (Mitsui) prill tower control were discussed.

Water pollution control in urea facilities were mentioned as recovery of prill area losses/ recovery of dumped material from shut downs and necessity to employ hydrolysis as a cleanup tool.

Thomas W. Segar, W. Unruh, Co-Chairmen, ANPSG

H. Appendix 10

Memorandum of Understanding Template



Memorandum of Understanding regarding Agrium Sponsorship of the 2015 ANNA Conference

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 1st to October 12th, 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.

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

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 Bsg 20, Redwater, Alberta, Canada T0A 2W0	c/o Burke Allen 9010 Aulauga 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 = 780-988-6208	Phone = 440-591-7123	Phone = 403-866-4463
roland.schach@agrium.com	ballen@atlayengineering.com	david.hind@orica.com

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 Meloyk	Burke Allen	David Mind
Plant Manager, Redwater Nitrogen Operations	ANNA Exhibitor Group Chairman	ANNA Executive Chairman
Date: _____	Date: _____	Date: _____