## 2007 Annual Results

14 November 2007



## 2007 Result

NPAT (excl. individually material items)	\$202.5m	<b>↑145%</b>
EBIT	\$312.5m	<b>148%</b>
Revenue	\$1,373m	<b>↑24%</b>
EBIT Margin	22.8%	<b>↑100%</b>
EPS (cents)	402	<b>↑175%</b>
DPS (cents)	300	<b>↑191%</b>

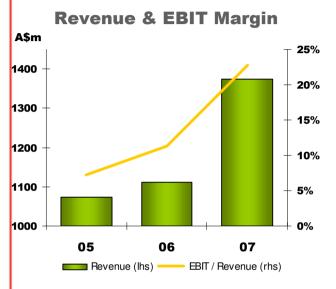
**Total Shareholder Return** 242%

57%

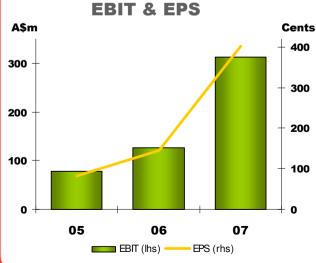
**ROSF** 

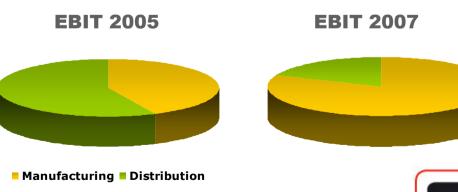


### **IPL Transformed**



- Reduction in cost base
- Acquisition of Southern Cross Fertilisers
- Access to diverse markets increase in traded volumes
- Supply chain step change in working capital







## **Strategy Scorecard 2007**

#### **Lowest Cost Base**

- ✓ Tardis business
  efficiency program
  benefits \$73.6m EBIT
  benefit v promise of
  \$25.5m<sup>(1)</sup>
- ✓ 20.5% RONA in base business<sup>(2)</sup> in drought year



#### **Supply Chain**

✓ Reduction in trade working capital >\$150m in base business since 2005

#### **Own the Product**

- **✓** Southern Cross
  - successfully integrated
  - \$200.9m EBIT contribution
- ✓ Gibson Island Reset '07
- Gibson Island Sept outage
- ✓ Aceh feasibility
- √ Strategic investment DXL

#### **Trade**

- ✓ Southern Cross International established
- √ 972kt fertiliser traded
- ✓ Weather volatility offset for SCF and GI (albeit lower margin)

Incitec Piv

- 1. Target set in November 2006 of \$8m Tardis I and \$15-\$20m Tardis II
- 2. Excludes Southern Cross

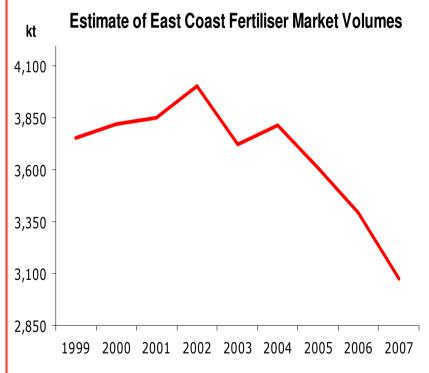
### **Drivers of Financial Result**

- Own.Breakout.Deliver culture program
- Strong operational performance and full year contribution from Southern Cross
- Benefits from Tardis efficiency program
- Continued strength in global fertiliser prices, partially offset by strengthening AUD
- Challenging seasonal conditions



## **Challenging Seasonal Conditions**

### Total IPL sales volumes ↑16% - full year SCF contribution



- Domestic volumes √338kt, or 15%
   Volumes in all market segments
   except sugar declined due to
   continuing drought conditions
- Trade volumes ↑736kt, or 312%
   Southern Cross and new markets for urea, SSP
- Industrial volumes ↑27kt or 9%
   Ammonia sales diverted to industrial customers due to drought

Source: IPL estimates

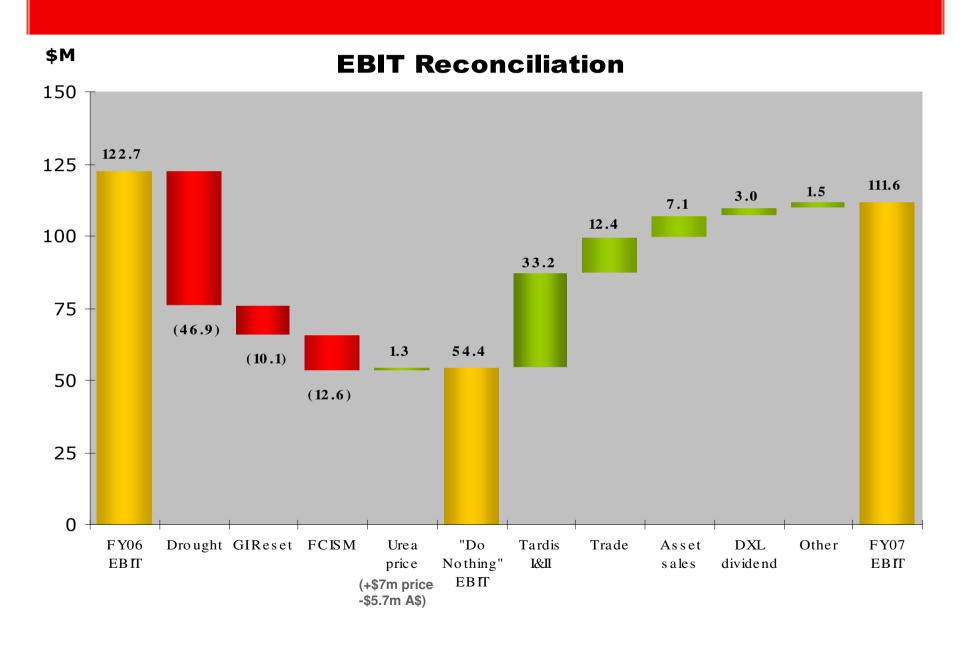


## **James Fazzino**

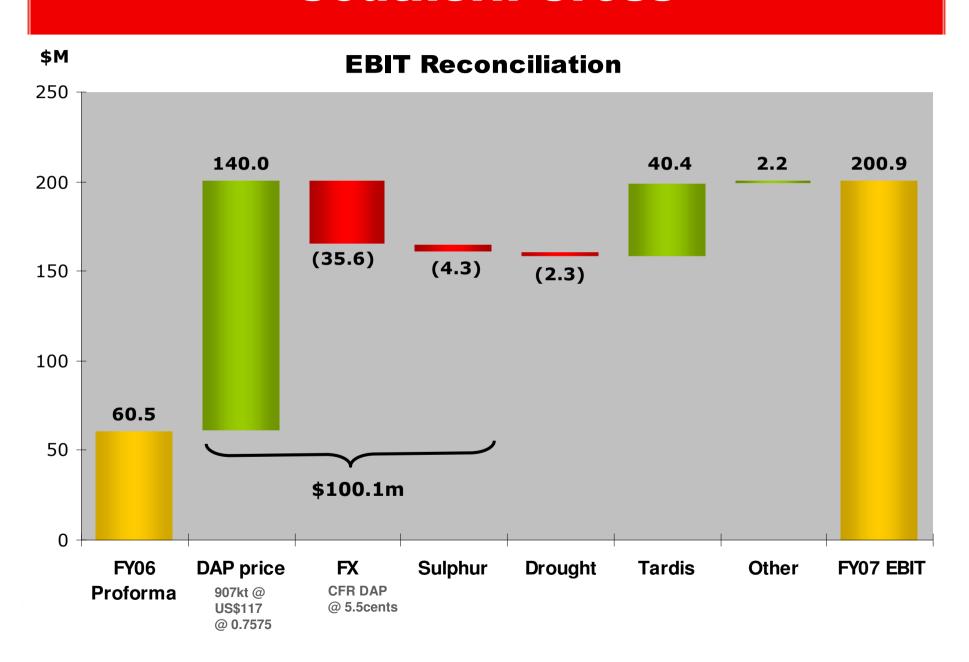
Finance Director & Chief Financial Officer



## **Base Business**



### **Southern Cross**



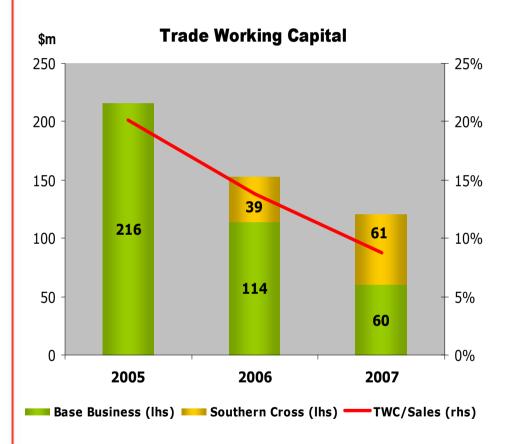
## **Tardis Efficiency**

\$M	FY07	<b>EBIT</b>	FY07 E	Y07 Exit Rate	
Tardis II*	May 2007 Target	Delivered	May 2007 Target	Delivered	
<b>Southern Cross</b>	29.6	40.4	35.5	44.6	
Manufacturing Efficiency	8.5	11.4	14.2	16.1	
Gibson Island Gas	-	1.8	15.0	15.0	
<b>Supply Chain</b>	6.9	12.0	9.0	18.1	
TOTAL	45.0	65.6	73.7	93.8	
Tardis I	8.0	8.0	38.0	38.0	
<b>2007 TOTAL</b>		73.6		131.8	
Program to date		103.7		131.8	

<sup>\*</sup> November 2006 Target for 2007 was \$15m - \$20m



## Disciplined Capital Management



- Reduction in base business
   TWC > \$150M since 2005
- Underlying net debt reduced by \$120M v 2006
- Underlying net debt /
   EBITDA = 0.45 times
- Significant balance sheet capacity for growth and returns to shareholders



## **Capital Spending 2007**

Asset sales (\$28.7m)

**Capital** 

Gibson Island Reset 07 \$42.1m

Southern Cross gypsum cell \$9.0m

Gibson Island water recycling \$4.3m

Tardis and Orica exit \$5.5m

Sustenance \$30.7m

Total Capital \$91.6m

Net \$62.9m



## **Delivering on Promises**

### What we promised

### What we delivered

Tardis I & II efficiency savings \$25m EBIT 2007<sup>(1)</sup>

Gibson Island Reset '07

Southern Cross Fertiliser integration and reliability

Trading model

Supply chain engine – reduction in working capital

Competitive returns to shareholders

2007 EBIT benefits \$73.6m

On time and on budget

Record production – 978kt

EBIT \$200.9m

972kt traded

Reduction in trade working capital >\$150m over last two years

Normal dividend 260cps, ↑152%

Special dividend 40cps

100% franking credits paid out

Total dividend 300cps, ↑191%

**TSR 242%** 



1. \$8m from Tardis I, \$15-\$20m Tardis II

## Julian Segal

Managing Director & Chief Executive Officer

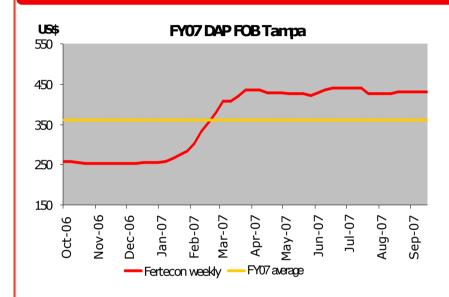


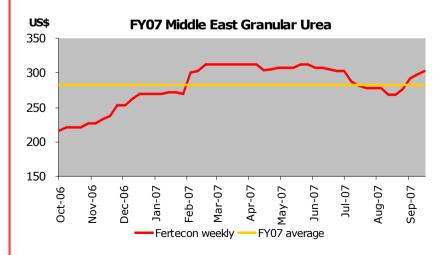
### Outlook 2008

- Positive outlook for global fertiliser prices
- Continued strength in Australian dollar
- Difficult conditions in domestic distribution business



# Continued Strength in Global Fertiliser Prices





- Current strength in global fertiliser prices is demand driven
- Traditional drivers of Food, Feed and Fibre remain strong
- Low grain inventories
- Limited medium term supply response
- Prices have continued to firm into new financial year



### **Domestic Conditions**

- Cautious outlook
- Even with an improvement in weather conditions, it will take time to rebuild volumes
  - Water allocations
  - Reduced livestock numbers
  - Farmer confidence
  - Farmer cash flow



## **Growth Opportunities**

#### **Lowest Cost Base**

Tardis business efficiency program embedded in business model and culture. \$28m benefit in 2008.

Cost Base Supply Own the Product Trade

#### **Own the Product**

### **Brownfield Opportunities**

- Debottlenecking
- Larger projects

#### Aceh

- MOU signed
- feasibility complete 1HCY08

### **Dyno Nobel**

- IPL will maintain financial discipline

### **Supply Chain**

MRP in place

Progress efficiency opportunities

#### **Trade**

Build off 2007 base



## Summary

- Strong 2007 result
- Positive outlook for global fertiliser industry
- Continued strength in Australian dollar
- Challenging conditions for domestic distribution business
- Good base for growth and opportunity to grow



Q & A



## **Capital Spending 2008**

	\$M	
<b>Sustenance Capital</b>	40	Consistent with replacement value of plants
Shutdown		
SCF - Mount Isa	12	Catalyst screening every 18 months
SCF – Phosphate Hill	2	\$30M every 3 years. Next shut 2009
SCF - Gypsum Cell	7	\$25M every 5 years. Next due 2012
Gibson Island	-	\$30M over 4 years. Next due 2011.
Other		
Orica separation	4	Separation from Orica IT effective 1 July 2007
Tardis supply chain	5	Plus \$15M in 2009
TOTAL	70	PLUS GROWTH



### **Sensitivities**

- +/- US\$10 DAP price = A\$11.9m EBIT
- +/- US\$10 Urea price = A\$5.5m EBIT
- +/- AUD/USD 1c ~ A\$8m

### **Assumptions:**

- 970kt DAP sales at base price US\$364/t @ 81.30
- 460kt urea/urea equivalent sales at base price US\$264/t @ 81.30
- AUD/USD base price 81.3 cents



### Sales Volumes



Sugar

↑4% - higher 2006 cotton prices



**Summer crop** 



**Pasture** 

**▶**12% - significant de-stocking



Winter crop

**▶**20% - poor follow-up rainfall

