

Incitec Pivot Limited

Office of the Company Secretary

ABN 42 004 080 264

Registered Office:
Level 8, 28 Freshwater Place
Southbank Victoria 3006

Tel: (61 3) 8695 4400
Fax: (61 3) 8695 4419

www.incitecpivot.com.au

20 December 2011

The Manager
Company Announcements Office
Australian Securities Exchange
Level 45, South Tower
Rialto
525 Collins Street
MELBOURNE VIC 3000

Dear Sir or Madam

Electronic Lodgement

Chairman's Address to Shareholders at 2011 AGM

In accordance with the listing rules, I attach a copy of the Chairman's Address to Shareholders for release to the market.

Yours faithfully



Kerry Gleeson
Company Secretary

Attach.

For personal use only

Incitec Pivot Limited

INCITEC PIVOT LIMITED – ANNUAL GENERAL MEETING 20 DECEMBER 2011

SPEECH BY THE CHAIRMAN, JOHN WATSON, AM

Ladies and Gentlemen.

I am pleased to report a successful year for Incitec Pivot Limited, a performance which was driven by our strategy and delivered by our people. Today I will take you through those three elements: a successful result, the right strategy and the contribution of our people at all levels in the organisation from the Board and management to the factory floor, the farm field, mine site and office.

First to the 2011 Result. Incitec Pivot achieved underlying growth in Net Profit After Tax, before individually material items, IMIs, of 20 percent to \$530.1 million. Earnings Per Share, before IMIs, rose 19 percent to 32.5 cents per share. This Result – on top of our performance over recent years - demonstrates that Incitec Pivot is a company which delivers through the cycle and has built a solid foundation for growth and continuing shareholder returns. While full details of the 2011 Result are contained in the Annual Report, I feel it is important to highlight the full year dividend of 11.5 cents per share which is a 47% increase on the 2010 dividend. The higher dividend reflects the financial strength of the Company and the Board's on-going desire to reward shareholders.

The Board seeks to maintain a strong relationship with our shareholders. In that context, I'm pleased to see so many shareholders cast their votes. It was gratifying to receive shareholder endorsement through the overwhelming support for the resolutions today. Thank you.

In my opening remarks, I also want to briefly highlight the performance of Dyno Nobel. This was a mammoth acquisition for Incitec Pivot – an acquisition which more than doubled the size of the Company. It is a truism that acquisitions are not about the deal, but about the delivery. Dyno Nobel this year delivered a record profit, at a time when confronted with a challenging economic environment in the US and adverse weather conditions in Australia. By comparison, Dyno Nobel's previous record was in 2007 at the height of global economic activity.

If you have been a long-time follower of Incitec Pivot, you will know that our strategy is to leverage the industrialisation cycle in Asia, in particular, China. We do this by positioning ourselves on the input side of the value chain for both hard and soft commodities. We access hard commodities through our explosives business and soft commodities through fertilisers. We are a key supplier to Australia's two great export industries – resources and agriculture – and are deliberately on the input side because, in both the agriculture and resources industries, input side returns are typically higher and less volatile.

While we describe Incitec Pivot as a global company because we have operations (including Joint Ventures) on five continents, in reality our approach is not global but multi-regional. This approach better reflects our commitment to operations and projects which respond to customer needs and generate shareholder value. For example, in Indonesia, our Dyno Nobel Asia Pacific team has employed a nimble and customer responsive approach which is, as we describe it, capital light. We operate small explosives operations on remote mine sites leveraging our expertise to drive value. This contrasts, for example, with our approach in Australia, where we have invested in major explosives and fertiliser plants to meet customer demand. Both approaches meet our strategy.

A good strategy is essential but of more importance is the team to deliver and execute on the strategy. I am equally satisfied that we have the leadership and the skills throughout the organisation. It is not sufficient to attract and retain good people through remuneration and reward but also to ensure that our people are achieving their highest professional and personal goals. James and I share the view that our people provide our greatest competitive advantage. It is possible for any of our competitors to match our assets on the ground but they cannot match our people. I am pleased that James has maintained his commitment to Organisational Development and the advancement of leadership skills through all levels of management and supervision in Incitec Pivot. It is clear from workplace research that there is a direct link between effective leadership and a fully-engaged workforce ... employees who go that extra yard, who put in discretionary effort. A quality workforce, fully engaged, is an outstanding organisation. That is the standard required to produce shareholder value in this challenging international economic environment.

Good management of a business requires a committed focus on the risks presented by the business and its operations. A good example is the Group's financial risk management which follows principles established under the Group's comprehensive capital management strategy. The key principle is a commitment to an investment grade credit profile, including a requirement for diversification of funding sources and a spread of debt maturities. The implementation of this strategy has resulted in an enviable outcome, including an average interest rate paid on our debt of 5.7%.

In the past year, risk mitigation has also been evidenced by the steps taken to actively manage the volatility in the unprecedented Australia/United States currency exchange rates. Incitec Pivot's hedging program delivered a benefit of \$95 million. We continue to actively manage currency risk and we have significant cover in place for 2012 and a foundation level of cover for the 2013 financial year.

A challenge for us in the future, and it is one we share with companies and organisations throughout the world, is how we can continually improve productivity that is sustainable. We are embarking on a new way of doing business which we believe will be our productivity lever. The essence is to focus our energies on those parts of the business where value is created. In Incitec Pivot, that means providing focus for our people to ensure that value is created in all areas. When we become more productive, we become more competitive which underpins the future of the company. It is an exciting initiative that we call BEx, which stands for Business Excellence. In his presentation, James Fazzino, will provide more information about this drive to continuous improvement.

In line with our strategy, the past year has seen a focus on developments in Dyno Nobel Asia Pacific such as the continued progress on the Moranbah Project, the start on the development of the Port Hedland emulsion plant, the commencement of a feasibility study into an ammonium nitrate plant to service the Hunter Valley and de-bottlenecking at our biggest plant, Phosphate Hill.

The Moranbah project continues on track for production in the middle of next calendar year. The project is almost 90% complete and within forecast budget and schedule. Production has already been fully sold. The plant will produce 330,000 tonnes of ammonium nitrate a year. It is situated in the heart of the Bowen Basin coal mining province of Queensland. When Moranbah is fully operational, it will contribute a step change in the earnings of the Asia Pacific Explosives business and have a significant impact on Group results from 2012. Earlier this year, the Board visited Moranbah. It was pleasing to see the plant under construction and our involvement in the Moranbah township, where we have built over 70 houses, which means our people are part of the local community.

We have started development of an emulsion plant at Port Hedland in the North West of Western Australia to service our customers in the Pilbara iron ore region. I am pleased to advise that we were chosen as the preferred supplier for BHP Billiton Iron Ore in the Pilbara. The BHP Billiton supplier arrangement underpins production from our Port Hedland plant which is slated for commercial production this time next year.

We have also commenced a feasibility study into the development of an ammonium nitrate plant at Newcastle which would service the growing demand from the coal mines in the Hunter Valley. If we decide to proceed, the world-scale plant would produce some 300,000 tonnes a year and incorporate modern technology to ensure high environmental and safety standards as well as an efficient operation. A decision on the development will be made in about 12 months and will be based upon customer support, meeting our strict financial criteria, achieving Government regulatory approval and also the support of the community.

At our Phosphate Hill fertiliser plant, we are starting the development of a third phosphoric acid filter train, at a cost of \$50 million, which will allow the processing of more varied rock feedstock and increase phosphoric acid production.

The growth in our trading businesses, Southern Cross International and Quantum, also reflects our strategy. Quantum, which is headquartered in Hong Kong, now has offices in India, North America and Europe as well as in Australia. An example of the success of this business is that we are now trading more fertiliser internationally than into and out of Australia. The Trading business provides further value by sourcing products for our manufacturing plants and for our explosives, fertilisers and chemicals businesses.

We continue to look for development opportunities in other parts of our business. We are disciplined in our approach to strategic opportunities. They must meet our financial hurdles and add to shareholder value.

A strategic focus on assets is important. But even more important is to ensure that our people are focused on what is important. Our people are the key to our safety performance which is the priority for the organisation. We see our goal of Zero Harm as, not aspirational, but achievable. We know it is achievable because the vast majority of our sites are injury-free and most have been so for many years.

I continue to lead visits of Board members to sites with the aim of reinforcing the Zero Harm commitment to our employees and to talk with communities and other stakeholders about their expectations of our operations. This year, we made visits to our sites and customer operations in Australia, the US and in Canada. We met with employees, customers and community representatives. An example of community involvement which gave us great pride this year was the efforts of our employees to assist their colleagues in times of loss and heartbreak during the floods and cyclone on the East Coast of Australia and the tornados in the United States. The work in their communities of our people at Gibson Island and Phosphate Hill; Dyno Nobel in Central Queensland and in the US; and the fertilisers' team along the Coast, was a fine example of living our Value of "Care for the Community.

I am also pleased about the initial response to the Incitec Pivot Fertilisers' Help A Mate practical support program. This program was created in response to the situation in regional Australia following the devastating floods and cyclone last year. It is our way of showing up and helping out in the communities in which we operate by providing practical support. Help A Mate currently uses our Farmer Community website to connect rural people with a trained psychologist and provides information in a user-friendly format. Although Help A Mate started only a couple of months ago, we have received a lot of feedback and thanks from those helped by the information, which is very gratifying.

Our visits over recent years to various parts of the Incitec Pivot Group have demonstrated the diversity of cultures and background of our people. As a Board, we aim to continue to foster increased diversity in gender, in culture and in ethnicity. If, as I said earlier, our people are our competitive advantage, then diversity will encourage a broader range of talent in the Incitec Pivot Group, reflecting the communities in which we operate. For example, earlier this year, Incitec Pivot became a signatory to the Australian Employment Covenant, a national incentive addressing indigenous employment opportunities, particularly relevant given our operations in Western Australia and Queensland.

Earlier in the year, I was pleased to announce that Rebecca McGrath had been appointed to the Board as a non-executive director and she joins us today at her first Annual General Meeting as a director of Incitec Pivot. You will hear from her later in relation to her re-election to the Board for which she has the strong endorsement of her fellow directors. Rebecca's appointment was made on merit following an extensive process. The process began with a review of the spread of the experience and expertise among our existing directors. We then identified those skills which we needed to complement the composition of our Board. We interviewed a number of high quality applicants and I am delighted that Rebecca accepted our invitation. Rebecca has had a long term career with BP, with experience in operational, marketing and commercial roles. Her appointment also adds to diversity because she is the first female director to sit on the Board since 2005.

I would like to take this opportunity to thank my fellow directors. The Incitec Pivot Board comprises directors with significant commercial, business, operational and financial experience across a range of industries including agriculture and explosives. They make an outstanding contribution to the Company through a strategic framework which is providing success now and, more importantly, into the future. Also, I want to pay tribute to our Managing Director & CEO, James, and the Executive Team, for their leadership and dedication, as well as our 5,000 people who each contributed this year to the success of the Group. The quality of our people is often recognised externally. Examples this year include the Corporate Treasury Team of the Year award at the 2011 CFO Dealbook Awards and the 2011 In-House Legal Team of the Year award from the Australian Corporate Lawyers Association. The Board recognises that the performance of the Company is a direct outcome of the quality of our people and their ability to execute on the strategy through their skills, dedication and commitment to our Culture and Values.

The essential ingredients of the right strategy, a skilled team and a strong Culture give me confidence that the successful performance of 2011 will be repeated year-on-year into the future and the Incitec Pivot Group will grow even stronger, more diverse and more successful.

Thank you.

John Watson, AM
Chairman