

# ANNUAL REPORT 2011



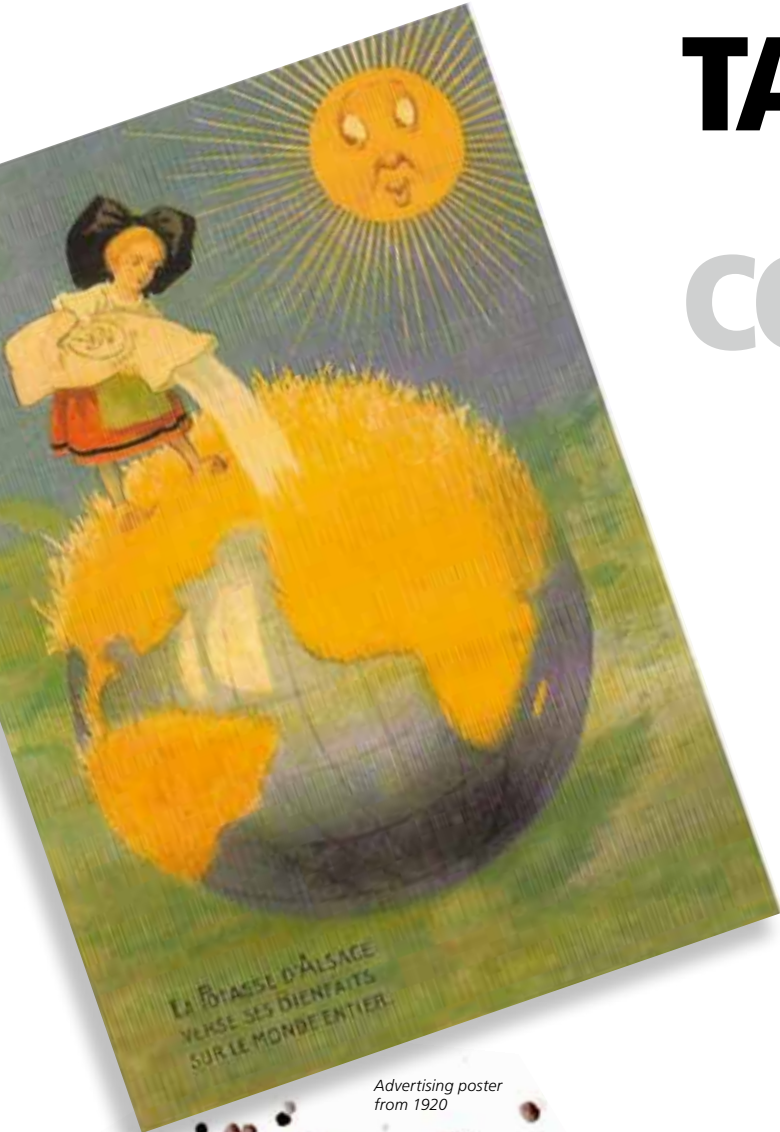
*Honouring  
our Workforce*



International  
Fertilizer Industry  
Association



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Advertising poster  
from 1920



Report of  
the Council  
of the 84<sup>th</sup> year  
to be presented  
to the Annual  
General Meeting  
on 21 May 2012

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Superphosphate production  
in France began at the end  
of the 19<sup>th</sup> century



# FROM THE PRESIDENT



The science behind the fertilizer industry goes back several hundred years, from the study of plant growth to the identification of the main elements responsible for this growth and the role of fertilization. The 19<sup>th</sup> century was marked by the work of Justus von Liebig and the first shipments of Chilean guano and sodium nitrate. The industry changed dramatically in the 20<sup>th</sup> century with the discovery of the ammonia synthesis. This was a scientific breakthrough that earned two Nobel prizes in chemistry for Fritz Haber and Carl Bosch and changed the agricultural sector dramatically. The first nitrate plant was established in 1912 in Germany, producing one ton a day. A decade later, the fertilizer industry organized itself when the International Superphosphate Manufacturers Association (ISMA), IFA's previous name, was established in 1927 in London.

It is important to remember the history of our industry. Not only does it show what a long way we have come. It is also testimony to the long-standing role of our Association, of all the members, and most of all, the women and men who make up what the industry is today.

To honour our past and present, this annual report presents current and old photographs, as well as illustrations that have been shared by our members. I would like to personally thank them for this contribution. We wanted to highlight the changes that have been taking place from the early 20<sup>th</sup> century up until now, but also to pay tribute to all of the great employees of our industry who have made these changes possible.

It is my deep belief that our people are the industry's highest priority. This is why I have made safety the prime focus of my work, not only in my own company but also in my leadership in the Association. As the photographs show, our workforce brings many skills and encompasses many jobs and careers in fields, mines, factories and offices. But it takes our concerted efforts to protect everyone and keep them safe so they may pursue the noble cause of helping to feed a hungry world.

honouring  
our  
workforce  
past and  
present

**William J. Doyle**  
President of IFA



Sacks of sodium nitrate  
leaving Chile for Europe

# FROM THE DIRECTOR GENERAL



IFA undertook a strategic review in 2010, first internally and this year externally. The purpose of this review has been to guide the Secretariat in aligning IFA's mission and activities with members' needs. We hope it will provide valuable information to help us adapt to the industry's changing environment, as well as diversify our activities to best serve you. I would like to personally thank our members who took the time to share their experiences working with us and to provide excellent feedback on our services.

IFA has been actively involved since the food crisis in the food security debate, advocating the importance of investing in agriculture and focusing on farmers. This engagement led us to organize a roadshow at United Nations Headquarters in New York with members of the Executive Committee, in order to meet with permanent delegations from a number of countries and explain the role of the industry in the context of sustainable agriculture. In addition, IFA has taken up the chairmanship of the International Agri-Food Network (IAFN), as well as representation of the private sector at the United Nations Committee on World Food Security in Rome. IFA led the first private sector delegation to the committee's annual session in October, where it raised the profile of corporations and associations. IFA also maintains strong relationships with other United Nations specialized agencies, such as the UN Environment Programme (UNEP), and with the Organisation for Economic Co-operation and Development (OECD), and the International Energy Agency (IEA).

In parallel, IFA has pursued the continuous improvement of its key services, such as the provision of statistical information, product stewardship considerations, safety, health and environment indicators, and energy efficiency benchmarks, as well as the production of scientific publications. It is only through your involvement in our three committees and the specialized working groups and task forces that we will make sure our work best fits your purpose.

Our membership has continued to flourish, as shown by the good attendance at the ten events we organized this year around the world (in Asia, Europe and North America). Some 1410 participants from 72 countries participated in the 79<sup>th</sup> IFA Annual Conference in Montreal. IFA's regional initiatives have been critical for providing exposure to the Association in growing regions. In September, the Association organized a specialized seminar in China to enhance the value of IFA membership to our current members.

I would also like to mention the excellent relationship IFA enjoys with its member associations and research institutes. New partnerships have emerged this year that highlight again the importance of developing innovative models bringing together many stakeholders, in particular the research community, with strong ties at the national and regional level.

**Luc M. Maene**  
Director General

the voice  
of the  
world's  
fertilizer  
industry



# MEMBERSHIP

**At the end of 2011, the Association had 542 members in 86 countries. They belonged to the following membership categories:**

- 200 Ordinary members
- 101 Affiliate members
- 201 Associate members
- 40 Correspondent members

**During 2011, 42 new members were elected:**

## **ORDINARY MEMBERS**

- First Quantum Minerals Ltd (Canada)
- Hubei Dongsheng Chemicals Group Co. Ltd (China P.R.)
- Hubei New Yangfeng Fertilizer Co. Ltd (China P.R.)
- Stanley Fertilizer Co. Ltd (China P.R.)
- Zhanhua Co. Ltd (China P.R.)
- Indo Gulf Fertilisers (a unit of Adity Birla Nuvo Limited) (India)
- Jubilant Industries Limited (India)
- Kynoch Fertilizer (South Africa)
- Japan Vietnam Fertilizer Company (Vietnam)

## **AFFILIATE MEMBERS**

- Department of Agriculture, Fisheries and Forestry - Australian Bureau of Agricultural and Resource Economics and Sciences (Australia)
- South Boulder Mines Ltd (Australia)
- Urea Corp. of Australia (Australia)
- Allana Potash Corp. (Canada)
- China Agricultural University (CAU) (China P.R.)

- Kazakhstan Industry Development Institute JSC (Kazakhstan)
- Namibian Marine Phosphate (Pty) Ltd (Namibia)
- Olam International Ltd (Singapore)

## **ASSOCIATE MEMBERS**

- Sirius Minerals Pty Ltd (Australia)
- DNV Certification BV Belgium Branch (Belgium)
- Fednav International Ltd (Canada)
- Rogitex Inc. (Canada)
- Wealthfert Co. Ltd (China P.R.)
- Maersk Line (Denmark)
- Delcorp S.A. (Ecuador)
- Agritel (France)
- Heliopotasse S.A. (France)
- Neelam Aqua & Speciality Chem (P) Ltd (India)
- Toyota Tsusho Corporation (Japan)
- Alphawax BV (The Netherlands)
- Local Line LLC (Oman)
- Aries International Trading Private Limited (Singapore)
- Erksan Kimya Sanayi Ve Ticaret Limited Sirketi (Turkey)
- Negmar Denizcilik Yatirim A.S. (Turkey)
- Raintrade Petrokimya Ve Dis Ticaret Anonim Sirketi (Turkey)
- Transglobe DMCC (UAE)
- Citigroup Global Markets Ltd (United Kingdom)
- Rotex Europe Ltd (United Kingdom)
- Cargill (United States)
- Dasco Incorporated (United States)
- Medifer Group (United States)
- Nachurs Alpine Solutions (United States)







Superphosphate production in France peaked between 1923 and 1929

#### CORRESPONDENT MEMBER

- Arthur J. Roth (United States)

**There were 16 resignations during the year:**

#### ORDINARY MEMBER

- Yoorin Fertilizantes Industria e Comercio Ltda (Brazil)

#### ASSOCIATE MEMBERS

- Elders Limited (Australia)
- Polyfer Handels GmbH (Austria)
- Elizabeth Chagas Consultoria e Assessoria em Comercio Internacional Ltda (Brazil)
- Imbrasa Comercio e Representações Ltda (Brazil)
- Ferro Duo GmbH (Germany)
- RHEWUM GmbH (Germany)
- Gac Shipping Ltd (Greece)
- Medmar Lines Inc. (Greece)
- Neochimiki s.a. (Greece)
- Cerealtoscana SpA (Italy)
- Seatrade Ltd (Pakistan)

#### CORRESPONDENT MEMBERS

- B. Bechon (France)
- I. Kotlarevsky (France)
- V. Moore (South Africa)
- J. Davies (United Kingdom)

#### NAME CHANGES

##### ORDINARY MEMBERS

- NBC Industria e Comercio de Fertilizantes S.A. (Brazil) has become Noble Fertilizantes SA.
- Dawood Hercules Chemicals Ltd (Pakistan) has become DH Fertilizers Ltd.

##### ASSOCIATE MEMBERS

- Eitzen Bulk Shipping A/S (Denmark) has become U-SEA Bulk Shipping A/S.
- Bangkok Seeds Industry Co. Ltd (Thailand) has become Charoen Pokphand Produce Co. Ltd.
- Mitsui & Co. U.K. (United Kingdom) has become Mitsui & Co Europe PLC.

#### OTHER CHANGES

##### ORDINARY MEMBERS

- SCPA SIVEX International (France) has been acquired by Louis Dreyfus Commodities Suisse S.A, already a member of IFA.
- The membership of Engro Corporation Limited (Pakistan) has been transferred to Engro Fertilizers Limited.
- The membership of Fertesa Patrimonio, S.L. (Spain) has been transferred to Fertinagro Nutrientes, S.L.

##### AFFILIATE MEMBERS

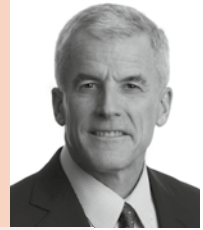
- Potash Atlantico (Brazil) has been acquired by Agua - Newport Resources Ltd, also an Affiliate member.
- Athabasca Potash Inc. (Canada) has been acquired by BHP Billiton Canada Inc, already a member of IFA.
- Potash One Inc. (Canada) has been acquired by K+S AG (Germany).
- The membership of Indian Potash Ltd (India) has been shifted to the Associate member category.
- Fatima Fertilizer Company (Pakistan) has entered the production phase of its project and its membership has been shifted to the Ordinary member category.
- Ma'aden (Saudi Arabia) has had its membership shifted to the Ordinary member category.
- The UN Fertilizer Advisory, Development and Information Network for Asia and the Pacific (FADINAP) (Thailand) is no longer operational.
- The membership of the International Zinc Association (United States) has been shifted to the Associate member category.

##### ASSOCIATE MEMBERS

- Interfert Australia Pty Ltd is in liquidation.
- The membership of OSTCHEM International GmbH (Austria) has been transferred to NF Trading AG (Switzerland).
- The membership of Solvadis GmbH (Germany) has been transferred to Solvadis Commodity Chemicals GmbH.
- FMB Consultants Ltd (United Kingdom) has been acquired and is now a wholly owned subsidiary of Argus Media Ltd., an energy price reporting agency.
- Agrotain International (United States) has been acquired by Koch Agronomic Services, a subsidiary of Koch Fertilizer LLC, already a member of IFA.
- The membership of SRI Consulting (United States) has been transferred to IHS.

# EXECUTIVE MANAGEMENT GROUP

**PRESIDENT**  
**William J. Doyle**  
PotashCorp  
Canada



**IMMEDIATE  
PAST PRESIDENT**  
**Ajay S. Shriram**  
DCM Shriram  
Consolidated, Ltd  
India



**SENIOR  
VICE PRESIDENT**  
**Eugenio Ponce**  
SQM  
Chile



**VICE PRESIDENT SUSTAINABLE  
DEVELOPMENT**  
**Esin Mete**  
Toros Agri Industry  
and Trade Co. Inc.  
Turkey



**VICE PRESIDENT MEMBER  
OF THE EMG**  
**Mostafa Terrab**  
OCP  
Morocco



**CHAIRMAN  
FINANCE COMMITTEE**  
**Abdul Rahman Jawahery**  
Gulf Petrochemical Industries  
Co. (GPIC)  
Bahrain



**MEMBER OF THE EMG  
(EX OFFICIO)**  
**Luc M. Maene**  
IFA



## CHAIRMEN GENERAL STANDING COMMITTEES

**AGRICULTURE COMMITTEE**  
**Akiva Mozes**  
ICL Fertilizers  
Israel



**PRODUCTION &  
INTERNATIONAL  
TRADE COMMITTEE**  
**A.G. Lomakin**  
JSC International Potash Company  
Russia



**TECHNICAL  
COMMITTEE**  
**Khalifa Abdullah  
Al-Sowaidi**  
Qatar Fertiliser Company  
S.A.Q. (QAFCO)  
Qatar



# EXECUTIVE COMMITTEE

June 2011  
May 2012

## REGIONAL VICE PRESIDENTS

### BRAZIL

**M. Barbosa Neto**  
Vale Fertilizantes  
Brazil



### AFRICA

**Kaïs Daly**  
Groupe Chimique Tunisien  
Tunisia



### HISPANO-AMERICA

**Fabio M. Covarrubias Piffer**  
Grupo Fertinal S.A. de C.V.  
Mexico



### EASTERN EUROPE AND CENTRAL ASIA

**Dmitry A. Mazepin**  
Uralchem OJSC  
Russia



**WEST ASIA**  
**F. Al-Sheaibi**  
SABIC  
Saudi Arabia



### OCEANIA

**James Fazzino**  
Incitec Pivot Ltd  
Australia



### SOUTH ASIA

**P.S. Gahlaut**  
Indian Potash Ltd  
India



### EAST ASIA

**R. Ilustre**  
Atlas Fertilizer  
Corporation  
The Philippines



### CHINA

**Feng Zhibin**  
Sinofert  
Holdings Ltd  
China



### NORTH AMERICA

**J. Prokopanko**  
The Mosaic Company  
USA



### WESTERN AND CENTRAL EUROPE

**F. Raatz**  
GPN  
France



## INNOVATION AND RESEARCH

**Jorgen Ole Haslestad**  
Yara International ASA  
Norway





Fig. 3 Lavers' Works, Deptford—1843.

# PRODUCTION & INTERNATIONAL TRADE COMMITTEE

The main activities of the PIT Committee are covered under two functions: the knowledge function, which mostly relates to the PIT statistics programme; and the issue management function, under which supply-related issues are addressed by the PIT Service and the members of the PIT Committee.

## Knowledge

The priorities of the PIT Committee in 2011 were to sustain the quality and coverage of the PIT statistics programme; address issues related to raw materials supply, including resources scarcity; contribute to the improvement of fertilizer market transparency in Africa; and increase the profile of IFA as the most reliable source of information on supply-driven aspects of the fertilizer industry.

One of the key tasks of the PIT Committee is the preparation of comprehensive statistics on supply and capacity under the PIT statistics programme. In 2011, 55 reports on 17 products and online statistics were prepared, with more than 26,000 copies distributed to IFA members. Several upgrades of the statistical programme were realized in 2011: inclusion of a few key producing and exporting countries in the quarterly reports, and the addition of several new suppliers in the annual statistical reports, resulted in greater coverage. The PIT Service has implemented a process to ensure that all new members promptly receive our reports and are invited to participate in the activities of the PIT Committee.

Several new initiatives were pursued in 2011/12. These include an update of the world capacity reports on potassium, sulphur and potassium nitrate; implementation of an important upgrade of the current PIT database management system; and establishment of two task forces on the coverage of NPK fertilizers and on new potash greenfield capacity, respectively.

## Issue management

For the exclusive benefit of IFA members, the PIT Committee organizes an annual conference to inform members about key developments affecting fertilizer supply, transportation and future projects. In 2011, the PIT Conference was held in Madrid in early October.

One of the key issues that required significant attention in 2011 was the question of the resource scarcity of fertilizer raw materials, notably natural gas and phosphate rock. The PIT Committee, through its Secretariat, was invited to participate in key stakeholder meetings at the European Commission and under the GTRaPs initiative of ETH. In addition, two short notes were prepared by the PIT Service to address public perceptions concerning phosphate rock production and trade.

sustain  
the quality  
and coverage  
of the PIT  
statistics  
programme



**Chairman**  
**A.G. Lomakin**  
JSC International  
Potash Company  
Russia



**Vice Chairman**  
**Javier Goñi  
Del Cacho**  
Fertiberia S.A.  
Spain



**Convenor of the Nitrogen  
Working Party**  
**Yousef Al-Kuwari**  
QAFCO - Qatar  
Fertiliser Company S.A.Q.  
Qatar



**Convenor  
of the Phosphates  
Working Party**  
**Mike Rahm**  
The Mosaic Company  
USA



**Convenor of the Potash  
Working Party**  
**Jafar Salem**  
Arab Potash Company Ltd  
Jordan



**Convenor  
of the Sulphur  
Working Party**  
**Terry Draycott**  
Prism Sulphur Corporation  
Canada

# STATISTICS

# TECHNICAL COMMITTEE

**Chairman**  
**Khalifa Abdullah Al-Sowaidi**

QAFCO - Qatar  
Fertiliser Company S.A.Q.  
Qatar



## Protect & Sustain Initiative

The member-driven product stewardship initiative gained momentum over the year, as a number of “pioneer” companies paved the way for the rest of the membership by completing the certification process. Qafco, Dead Sea Works, Rotem, and Yara Mexico completed the management system evaluation process and became recognized as IFA Product Stewards in 2011. Through the certification process, these early adopters were able to showcase their innovative stewardship management, which includes such practices as providing agronomic advisory services to farmers using new technology, or finding innovative means to leverage the collective imagination of employees to solve production safety issues.

**Vice Chairman & Convener** of the Production Technology Working Group  
**Brent Heimann**  
PotashCorp  
USA



**Convener** of the Working Group on Conferences and Training  
**Fadhel Al-Ansari**  
Gulf Petrochemical Industries Co. (GPIC)  
Bahrain



Looking ahead to the coming year, participation in the IFA SHE (“Green Leaf”) Award will be closely tied to participation in Protect & Sustain. Thus, the Association expects participation in its product stewardship initiative to increase in 2012. All relevant documents and background information on the Green Leaf Award and fertilizer product stewardship are available on [www.protectandsustain.org](http://www.protectandsustain.org).

**Convener** of the Working Group on Method Harmonization  
**Jan Chys**  
Yara S.A.  
Belgium



## Global Benchmarking

The IFA Technical Committee regularly surveys its membership to promote the importance of safety, health and environmental management in order to develop global performance indicators. Since 2001, the Association has conducted its safety performance surveys yearly to develop lost-time injury rate (LTIR) benchmarks. The best-in-class performers typically generate an LTIR of below three for both employees and contractors. This benchmark remains a useful indicator of what can be achieved in the fertilizer industry. In 2012, the metric will be expanded to include Total Recordable Injuries (TRI).

**Convener** of the Task Force on Product Stewardship  
**Ms Soili Ylisuutari**  
Yara Suomi  
Finland



**Convener** of the NORM Expert Panel  
**Brian Birky**  
Florida Industrial and Phosphate Research Institute  
USA



By surveying members worldwide and encouraging the adoption of efficient technologies and industrial practices, IFA aims to promote the importance of environmental stewardship as a core aspect of fertilizer operations. The biennial IFA Environmental Report showcases industry averages for 30 emission areas across the major nutrient and product categories. Recent benchmarking results, combined with data from previous surveys, indicate a sustained trend towards lower emissions across the different production areas and greater adherence to best available production techniques globally.

# SAFETY

The association also surveys progress in energy efficiency in ammonia production. This provides member companies with improved knowledge of global plant performance and assists with the identification of areas for incremental improvement. The next survey will take place in 2012, based on the previous two data years.

## Method Harmonization Working Group

This expert working group meets regularly to review the sampling and quality analysis methods most commonly





product  
excellence  
& stewardship

used in global fertilizer trade. The recommended “best practice” methods emerging from this process help to promote shared understanding, both within and outside the Association’s membership, regarding the most accurate, consistent and effective methods for use in international fertilizer commerce. All guidelines and publications can be accessed on the IFA web site. They are available to the general public and to all trading parties.

### **Training tomorrow’s production leaders**

The Technical Committee teams up with IFDC, a leading international organization in the fertilizer sector, to develop training events for production engineers from around the globe. These events leverage the technical knowledge of both organizations in order to address key issues impacting fertilizer operations across the major nutrient areas. The 2011 workshops included a phosphate production technology workshop in Berlin, Germany in June and a nitrogen production technology workshop in Sevilla, Spain in October.



*After the Second World War, fertilizer doses increased and farmers turned to more concentrated products*





# AGRICULTURE COMMITTEE

## Focus on agronomic biofortification

Fertilizer best management practices can improve agricultural productivity and farming profitability, and preserve the environment. There is also increasing interest in their potential to improve health through the supply of all nutrients essential to humans. This is particularly relevant in the case of deficiencies of micronutrients (e.g. iron, zinc, iodine), which impact the health of more than two billion people worldwide. The various options available to mitigate these deficiencies include agronomic biofortification practices, i.e. the application of micronutrient containing fertilizers. Agronomic biofortification practices have been demonstrated to be very effective in alleviating zinc and selenium deficiencies – two major causes of health risks in developing countries. Positive results have also been obtained with iodine fertilization.

## PRODUCTIVITY

In order to address this challenge and related opportunities, the Agriculture Committee, together with the International Plant Nutrition Institute (IPNI), has solicited leading scientists to provide an update on scientific knowledge in this field.

In this connection, IFA, IPNI, the International Zinc Association (IZA) and some member companies are also sponsoring the HarvestZinc project ([www.harvestzinc.org](http://www.harvestzinc.org)), which was developed under the umbrella of the HarvestPlus programme. The project explores and tests fertilizer use to enhance the zinc concentration of various staple food crops, particularly wheat and rice. The first phase of the project started in 2008 and ended in May 2011. Experiments showed a consistent impact of zinc fertilization on grain zinc concentration. Grain zinc concentration was significantly increased by foliar zinc application, while soil zinc application was less effective. Wheat and rice have been found to be the most promising cereal crops for increasing zinc in grains through foliar zinc fertilization. On the basis of these positive results, a second phase of the project was launched in 2011. This second phase is aimed at fine-tuning fertilization practices to enhance grain zinc concentration, and at transferring knowledge to farmers.

Improve agricultural productivity and farming profitability, and preserve the environment

To share scientific knowledge on the benefits of zinc fertilization for crop productivity and human health, IFA partnered with IZA, the Fertiliser Association of India (FAI) and HarvestPlus in the organization of the 3<sup>rd</sup> International Zinc Symposium, held from 10 to 14 October 2011 in Hyderabad, India. The symposium was attended by almost 200 delegates. The abstracts of all the papers and posters presented in Hyderabad and a summary of the main findings of the workshop are available online at [www.zinc crops2011.org](http://www.zinc crops2011.org). In view of the success of this event, it was agreed to schedule a zinc symposium every three years. The 4<sup>th</sup> symposium will be held in 2014 in Brazil.

The Hyderabad symposium generated a budget surplus. Part of this surplus (US\$ 10,000) has been allocated to the creation of an award recognizing the best PhD thesis on zinc fertilization. Awards will be granted in 2012 for the Asia/Pacific region, in 2013 for Africa, and in 2014 for Latin America. The best of the three awardees will be invited to participate in the 4<sup>th</sup> International Zinc Symposium in 2014 in Brazil.



**CHAIRMAN**  
**Akiva Mozes**  
ICL Fertilizers  
Israel



**VICE CHAIRMAN**  
**Rajiv Sinha**  
DCM Shriram  
Consolidated Ltd  
India



**Convenor** of the Working Group on Fertilizer Demand Forecasts  
**Al Mulhall**  
PotashCorp  
Canada



**Convenor** of the Task Force on Fertilizer Use and Human Health  
**Kevin Moran**  
Yara  
United Kingdom



**Convenor** of the Task Force on Long-Term Fertilizer Demand Forecasting  
**Mike Rahm**  
The Mosaic Company  
USA



**Convenor** of the Working Group on Special Products  
**Giuseppe Natale**  
Valagro  
Italy



**Member at large**  
**Misheck Kachere**  
Chemplex Corporation Ltd  
Zimbabwe



**Member at large**  
**Douglas Hoadley**  
CF Industries  
USA



**Member at large**  
**Felipe Klemperer**  
Vale Fertilizantes S.A.  
Brazil



SCPA truck exhibition.  
Potash gradually conquered  
French farmers



# INFORMATION AND COMMUNICATION

## Message maps

IFA's communicators' network was established in 2009 and has become more active over the years. There are currently 183 participants from 37 countries, half from emerging economies. In 2011, the network coordinated the production of IFA's message maps on food security, climate change, environmental degradation, organic farming and peak phosphate. These messages are an important tool that members can use to communicate with the media, policymakers or the public at large on key global issues. Having pre-approved and consensual messages on some of the most common topics also helps the industry to speak with one voice. The messages have been used in communication materials across the Association and through the membership. They will be used in 2012 for an international communications campaign, also coordinated by the network.

## Food security

2011 was an important year for the international food and agricultural policy sectors, marked in particular by the first meeting of G20 Agricultural Ministers, which focused on agricultural commodity prices. This meeting led to the development of the G20 Action Plan on Food Price Volatility and Agriculture. The Action Plan includes a series of global initiatives, ranging from the Agricultural Market Information System (AMIS) to support for the development of a proposal for a targeted emergency humanitarian food reserves system, to complement existing regional and national food reserves. In addition, in April 2011 IFA took over the chairmanship of the International Agri-Food Network and the representation of the private sector at the United Nations Committee on World Food Security in Rome. The Association led the first private sector delegation to the committee in October 2011 with 38 delegates. The highlight of that event was a high-level luncheon bringing together CEOs, ambassadors and UN Rome-based agency executives. This role has given us access to a new audience for our global public affairs activities, with more direct interaction between IFA and many member countries of the FAO, the International Fund for Agricultural Development (IFAD) and the World Food Program. The Committee on World Food Security is a new opportunity for IFA to demonstrate the role of fertilizers in providing solutions to food security and to re-engage with many agencies which, over the years, have tended to shy away from interaction with business and industry. In

addition, IFA pursued its public advocacy activities in 2011 through the Farming First coalition, with a series of strategic partnerships through the Agriculture and Rural Development Day on 3 December (during the 17<sup>th</sup> meeting of the Conference of the Parties to the United Nations Framework Convention on Climate Change in Durban, South Africa), at Food Security 2011: Transforming the Food Production System, 14-15 December, organized by Chatham House in London, and around the G8 and G20 agendas.



# SUSTAINABILITY

food security,  
climate  
change,  
sustainable  
agriculture

International  
Agri-Food Network



# IFA EVENTS



facilitating  
global  
networking  
within the  
industry

IFA events offer year round valuable opportunities for the fertilizer industry to share information on the driving forces influencing the industry's operating environment and highlight opportunities for industry action. Serving as a platform for the presentation of committee activities, the IFA conference programme brings together industry specialists and decision

makers, facilitating global networking within the industry and widening members' knowledge of technologies and markets for fertilizers, their intermediates and raw materials.

## Leadership in contact

The two statutory meetings of the Association are important milestones for the industry leadership.

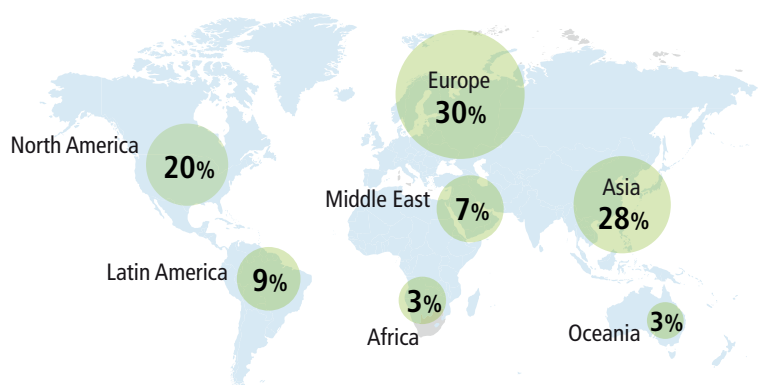
The 79<sup>th</sup> Annual Conference held in Montréal, Canada in May attracted 1410 participants from 72 countries for three days of intensive business exchanges punctuated by informative outlook presentations and extensive networking opportunities. Convened in Mayakoba, Riviera Maya, Mexico from 29 November to 1 December for CEOs and senior executives, the 37<sup>th</sup> Enlarged Council Meeting featured a keynote address on safety and a panel discussion on world food security.

# LEADERSHIP



79<sup>th</sup> Annual Conference  
23 - 25 May 2011

## Participation by Region



## Specialist platform

Held from 5 to 7 April in Bruges, Belgium, the IFA SHE Roundtable provided a platform for the three top finishers in the IFA Green Leaf Award to share their best practices in safety, health and environmental management with the IFA membership.

The IFA Production and International Trade Conference, highly rated as a knowledge-exchange gathering, was held in Madrid, Spain from 3 to 5 October. This conference provided IFA delegates with the most relevant and topical information on fertilizer supply, trade and market issues. In 2011, prominence was given in the programme to fertilizer markets in Europe and Asia and to emerging supply. Several presentations focused on key fertilizer markets, major P and K projects, sulphur outlook and recovery from fuel oil, natural gas and shale gas, and peak phosphate.

The 2011 IFA Crossroads Asia-Pacific Conference took place in Sanya, P.R. China from 2 to 4 November. With informative presentations on the outlook for agriculture and the fertilizer market in China, Indonesia, the Philippines, Myanmar, Cambodia and Laos, the outlook for the potash market in Asia and the fertilizer subsidy policy in India, this event provided an important networking opportunity for 155 participating companies from the IFA membership or interested in joining the Association. An agronomic workshop also addressed reactive nitrogen management, magnesium fertilization and 'nutrient intelligence'.

The kind support of the following member companies and associations was key to the successful implementation of the 2011 IFA events programme.

# NETWORKING

COUNTRY	SPONSORS
<b>Bahrain</b>	GPIC - Gulf Petrochemical Industries Co
<b>Canada</b>	Agrium Inc. BMO Capital Markets Canadian Fertilizer Institute PotashCorp PRISM Sulphur Corporation Shell Sulphur Solutions Viterra Inc.
<b>China PR</b>	China BlueChemical Ltd Sinofert Holdings Ltd
<b>Germany</b>	K+S KALI GMBH
<b>Israel</b>	ICL Fertilizers
<b>Mexico</b>	Grupo Fertinal S.A. de C.V.
<b>Norway</b>	Yara International ASA
<b>Qatar</b>	QAFCO - Qatar Fertiliser Company (S.A.Q.)
<b>Russia</b>	Sibur Fertilizers
<b>Spain</b>	Fertiberia S.A.
<b>USA</b>	International Raw Materials Ltd Yara North America CF Industries ICEC Koch Fertilizer LLC The Mosaic Company

# MARKET INFORMATION

2011 Attendance at IFA Conferences	Total number of delegates and accompanying persons	Countries
<b>IFA Safety, Health and Environment Roundtable</b> 5-7 April 2011 - Bruges, Belgium	92	32
<b>79<sup>th</sup> IFA Annual Conference</b> 23-25 May 2011 - Montréal, Canada	1 410	72
<b>IFA Production and International Trade Conference</b> 3-5 October 2011 - Madrid, Spain	153	34
<b>IFA 2011 Crossroads Asia-Pacific</b> 2-4 November 2011 - Sanya, P.R. China	323	37
<b>37<sup>th</sup> IFA Enlarged Council Meeting</b> 29 November - 1 December 2011 - Mayakoba, Riviera Maya, Mexico	80	21



# IFA SECRETARIAT



## DIRECTOR GENERAL'S OFFICE

**Luc M. Maene**, Director General (20)

**Claire Boutaric**, Executive Assistant to the Director General (11)

**David François**, IT Manager (6)

**Aline Bortot**, IT Assistant (7)



## AGRICULTURE COMMITTEE

**Patrick Heffer**, Director - Agriculture Service (1)

**Angela B. Olegario**, Senior Agronomist (18)

**Olivier Rousseau**, Fertilizer Demand Market Analyst (17)

**Sophie Palmié**, Assistant (19)

## PRODUCTION AND INTERNATIONAL TRADE COMMITTEE

**Michel Prud'homme**, Director - Production and International Trade Service (10)

**José de Sousa**, Nitrogen Products Market Analyst (5)

**Virginie Couturier**, Phosphate Products Market Analyst (15)

**Frédéric Le**, Potash & Sulphur Products Market Analyst (14)

**Sylvie Marcel-Monnier**, Assistant (27)

## TECHNICAL COMMITTEE

**Ben Muirheid**, Director - Technical Service (9)

**Sophie Palmié**, Assistant (19)

## INFORMATION & COMMUNICATIONS SERVICE

**Morgane Danielou**, Director - Information and Communications Service (12)

**Claudine Aholou-Pütz**, Communications Specialist (4)

**Hélène Ginet**, Communications Specialist (13)

**Sophie Legrandgérard**, Assistant (21)

## CONFERENCE SERVICE

**Diana A. Sandalian**, Director - Conference Service (25)

**Valérie Corformat**, Senior Assistant (2)

**Sandie Bouttemy**, Assistant (16)

**Laura Amriou**, Assistant (26)

*replaced by*

**Jessica de Lafargue**, Assistant (24)

## ADMINISTRATIVE SERVICE

**Florence Lambert**, Director - Administrative Service (22)

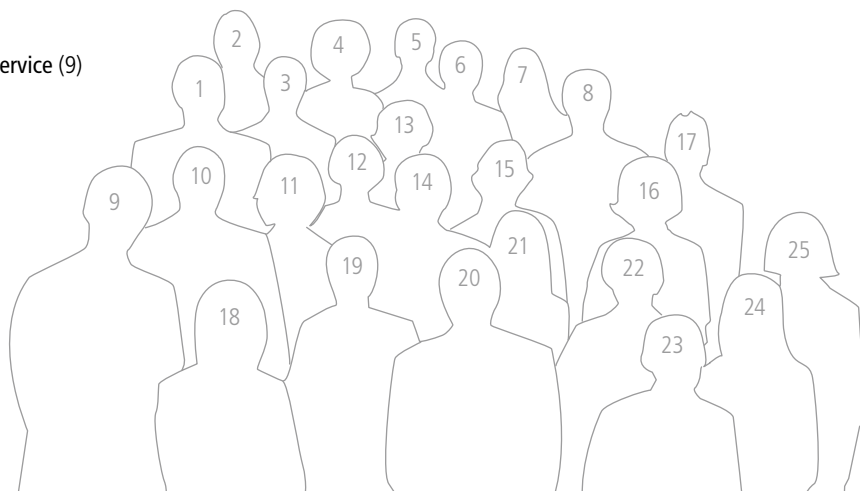
**Aurélien Palaric**, Accountant (3)

**Sotthi Lam**, Accountant (8)

**Christophe Andriam**, Clerk (23)

26

27



# FINANCE COMMITTEE

The year 2011 ended with a surplus of about € 205,700, against some € 486,600 in 2010. This difference was mostly due to exceptional operating expenditure registered in 2011. However, thanks to an increase in operating income, combined with a surplus in financial activity and a tax credit of about € 80,700, the year ended with a positive result.

In regard to operating income, the total of € 7.73 million was higher than in 2010 (€ 7.32 million), representing an increase of 5.6 per cent. Additional revenue from subscriptions was due to new companies which applied for membership, and to higher production by ordinary member companies. Revenue from conferences and meetings was also higher than in 2010. This was mainly due to better attendance at the Annual Conference in Montreal compared to Paris in 2010.

Operating expenditure amounted to € 7.72 million, against € 6.86 million in 2010. Several budgets were increased to comply with IFA's activities. The main increases concerned expenditure for external consultancies, which included the cost of a strategic planning exercise on the services provided to IFA's members. In addition, a new statistical database management system was implemented for the Production and International Trade Service. Furthermore, the services of an external consultant were required to revamp the Conference Service software. The budget for recruitment fees was also substantially raised. This situation resulted from an executive search to identify suitable candidates to replace the present Director General. Total

expenditure on conferences and meetings was higher than in 2010, as was the budget for computer services and software. Finally, the provision for unpaid subscriptions and bad debt was significantly raised compared to the previous year, representing about 3 per cent of the invoices issued.

Contrasting with these increases, savings were made in several budgets. The most important reduction resulted from the budget for travel, accommodation and hospitality, which was reduced by about 25 per cent compared to the previous year.

Referring to financial activity, the surplus was almost at the level of 2010 despite an estimated loss due to the change in fair value of investments at the end of the year, which amounted to about € 73,800 against some € 20,500 in 2010. This negative result was in line with the downturn of the financial markets, which had an impact on IFA's investments. Nevertheless, income from investments registered during the year allowed the offsetting of this negative performance. Consequently, the surplus in financial activity reached some € 119,000 against € 101,500 in 2010.

Finally, taxation calculated in compliance with UK accounting standards resulted in a tax credit of € 80,733, contrasting with a tax of € 74,060 registered in 2010.

Details of the Association's financial situation in 2011 are provided in the "Audited Accounts at 31 December 2011" attached to the Annual Report.

## BUDGET

# AWARD

## 2011 IFA Norman Borlaug Award

The laureate of the 2011 IFA Norman Borlaug Award for excellence in crop nutrition research was Dr Roland Buresh of the International Rice Research Institute (IRRI) in the Philippines. Dr Buresh is Principal Scientist at IRRI where he leads the Institute's work on site-specific nutrient management (SSNM). He has been working on nutrient and crop management for the past 30 years. Through his involvement with the Integrated Rice Research Consortium (IRRC) – a partnership between IRRI, national research centres in 11 Asian countries and the private sector, Dr Buresh initiated the development of innovative knowledge transfer tools targeting specifically small-scale farmers in Asia and potentially in many more regions. These tools include:

- computer-based decision support software available to extension workers, crop advisors and farmers through the internet and mobile phones;
- videos for farmers; and
- quick guides for fertilizer best management.

His most recent and recognized accomplishment is 'Nutrient Manager', an IT-based decision-making tool that provides extension workers, farmers and researchers field-specific nutrient management practices for rice. 'Nutrient Manager for Rice' has been tested and implemented successfully in the Philippines and in Indonesia by rice growers using local languages, SMS and interactive voice response (IVR). Through an innovative public-private partnership, involving the Department of Agriculture from the Philippines and two national mobile phone service providers, Dr Buresh led the development of 'Nutrient Manager for Rice Mobile' providing toll-free numbers to facilitate the use of the service by small-scale farmers. It is expected to be adopted by many more countries. In Bangladesh, China, India, Vietnam and West Africa, it is under development.

Prior to joining IRRI, Dr Buresh was Principal Soil Scientist at the International Centre for Research in Agroforestry (ICRAF) in Nairobi, Kenya and Soil Scientist at the International Fertilizer Development Center (IFDC), where he led a collaborative project between IFDC and IRRI in the Philippines.



## INNOVATION







# IFA REGIONAL INITIATIVES

## Africa Forum

In 2007, the IFA Executive Committee established the IFA Africa Forum. The Forum provides a platform for members with a long-term interest in developing fertilizer use to improve soil fertility, agricultural production and human nutrition, and to alleviate poverty in Africa. The Forum met on 26 May 2011 in Montreal, Canada. It was informed about new fertilizer projects in Sub-Saharan Africa, and about initiatives developed by partners to increase fertilizer use in the region.

IFA agreed in 2011 to partner with two new projects:

- AfricaFertilizer.org: This global internet forum, created and hosted by IFDC, aims to disseminate and exchange information on various aspects of fertilizer, soil fertility and related agricultural issues that impact Africa. IFA partners with IFDC, the Food and Agriculture Organization of the United Nations (FAO), the Alliance for a Green Revolution in Africa (AGRA) and the New Partnership for Africa's Development (NEPAD) in the development of its statistics module. Improved African fertilizer statistics are expected to result in better informed decisions by all stakeholders active in the region.
- The African Fertilizer and Agribusiness Partnership, Inc. (AFAP): This project, launched in 2011, is aimed at facilitating fertilizer business in Sub-Saharan Africa. It has an initial three-year budget of US\$ 25 million. In order to strengthen synergies with the fertilizer industry, IFA has been invited to be represented on AFAP's Board of Trustees.

The members of the IFA Africa Forum will be regularly updated on these initiatives and on new partnership opportunities.

## Eastern Europe and Central Asia Initiative

The Association continued its outreach activities for members and potential members in this region, in particular by providing members with key IFA publications in Russian. The Secretariat participated in a major regional conference to provide an overview of challenges and opportunities facing the global industry.

## China Initiative

IFA recognized the emergence of China as a major international player in early 2000. It launched the IFA China Initiative in 2004, as a coordinated approach to offer the opportunity of bringing new Chinese members within IFA and facilitate flows of information on China's fertilizer market. IFA's medium-term and short-term outlook reports prepared in 2011, and the PIT online data covering 1999 to 2010, have been translated into Chinese and are now available on our web site through the Chinese portal.

# SYNERGIES

In 2011, the major activities of IFA in China included the IFA Crossroads Asia-Pacific Conference in Sanya in November and the first IFA China Seminar. The seminar, specially designed for IFA members in China, was held in Beijing in early September. It was organized on behalf of IFA by Sinofert, under the leadership of Mr Feng Zhibin, IFA Vice President for China. About 100 senior executives from 29 IFA member companies in China attended. IFA's Director General made a presentation on the Association and its activities, in order to encourage Chinese members to further engage in IFA's programme of work and fully benefit from IFA's services. The Secretariat also made four presentations on world market outlooks for the main nutrients. Representatives of several Chinese member companies have since indicated their interest in participating in the various activities of IFA's Committees and Services.

Promote the association in emerging economies



# ELECTIONS IN 2011

On the occasion of the 79<sup>th</sup> Annual Conference, the Annual General Meeting on 25 May elected the following officers to their respective posts:

**President of IFA**

**William J. DOYLE**

President and CEO, PotashCorp, Canada

**Immediate Past President**

**Ajay S. SHRIRAM**

Chairman & Senior Managing Director, DCM Shriram Consolidated Ltd, India

**Senior Vice President**

**Eugenio PONCE**

Senior Commercial Vice President, SQM, Chile

**Vice President, Sustainable Development**

**Esin METE**

Chairwoman, Toros Agri Industry and Trade Co. Inc., Turkey

**Vice President, Member of the Executive Management Group**

**Mostafa TERRAB**

CEO, OCP S.A., Morocco

**Vice President for Africa**

**Kaïs DALY**

Président Directeur Général, Groupe Chimique Tunisien, Tunisia

**Vice President for Western and Central Europe**

**Francis RAATZ**

Directeur Général, GPN, France

**Vice President for Brazil**

**Mario A. BARBOSA NETO**

Executive Director Fertilizers, Vale Fertilizantes, Brazil

**Vice President for East Asia**

**Raymund P. ILUSTRE**

President & Chief Operating Officer of Atlas Fertilizer Corporation, Philippines

**Vice President for China**

**FENG Zhibin**

CEO, Sinofert Holdings Ltd, P.R. China

The following officer was appointed by the Council :

**Chairman of the Finance Committee**

**Abdulrahman JAWAHERY**

President, GPIC - Gulf Petrochemical Industries Co., Bahrain



## PAST PRESIDENTS

A.S. Shriram	2009-11	G. Artaud	1979-81
T. Enger	2007-09	P. Latteur	1977-79
S. Wu	2005-07	W.J. Turbeville, Jr.	1975-77
J.M. Van Brunt	2003-05	A. Robinson	1973-75
W. Puggina	2001-03	R. Mathieu	1971-73
E. Tirkkonen	1999-2001	J.D. Waller	1969-71
U.S. Awasthi	1997-99	G.M. Mason	1965-69
C.E. Childers	1995-97	J. Capelo Portabella	1962-65
E. Öner	1993-95	H. Stevenius-Nielsen	1959-62
B.B. Turner	1991-93	R. Grandgeorge	1956-59
W. Klaassen	1989-91	D.J. Bird	1953-56
G.P. Giusti	1987-89	R. Standaert	1949-53
A.B. Al-Nouri	1985-87	A. Waller	1946-49
K.H. Tillmann	1983-85	E. Berr	1937-39
J. Miro Chavarria	1981-83	E.G. Martens	1927-37



## Past IFA Annual Conferences

2011	Montreal	1971	Amsterdam
2010	Paris	1970	Athens
2009	Shanghai	1969	Burgenstock / Lucerne
2008	Vienna	1968	Berlin
2007	Istanbul	1967	Monte Carlo
2006	Cape Town	1966	Miami Beach
2005	Kuala Lumpur	1965	Lisbon
2004	Marrakech	1964	m/v Cabo San Roque
2003	Philadelphia	1963	Lausanne
2002	Lisbon	1962	Vienna
2001	Sydney	1961	Casablanca
2000	Oslo	1960	Venice
1999	Manila	1959	Biarritz
1998	Toronto	1958	Copenhagen
1997	Beijing	1957	Scheveningen
1996	Berlin	1956	London
1995	Singapore	1955	Hamburg
1994	Istanbul	1954	Lisbon
1993	New Orleans	1953	Stockholm
1992	Seoul	1952	Cannes
1991	London	1951	Lucerne
1990	Vancouver	1950	Madrid
1989	Budapest	1949	Copenhagen
1988	Monte Carlo	1948	Brussels
1987	Orlando	1947	Eastbourne
1986	Bangkok	1946	Paris
1985	Munich	1940 to 1945:	no conferences
1984	Mexico City	1939	The Hague
1983	Vienna	1938	Rome
1982	Palma de Mallorca	1937	Paris
1981	Singapore	1936	Budapest
1980	Monte Carlo	1935	Gleneagles
1979	Rio de Janeiro	1934	Lisbon
1978	Cannes	1933	Paris
1977	Copenhagen	1932	Copenhagen
1976	London	1931	Baden-Baden
1975	San Francisco	1930	Interlaken
1974	Tenerife	1929	Vienna
1973	Rome	1928	Stockholm
1972	Deauville	1927	Hamburg

*In the 19<sup>th</sup> century guano from Peru was an important source of nitrogen and phosphorus for European farmers*



## Audited Accounts

### Photo Credits

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The Mosaic Company

**P 2** PotashCorp

**P 4** OCI Nitrogen BV

**P 6** YARA International ASA

**P 10** PotashCorp

**P 13** YARA International ASA

**P 14** OCI Nitrogen BV

**P 16** Rotem Amfert Negev Ltd

**P 18** Rotem Amfert Negev Ltd

**P 22** YARA International ASA

**P 24** Dead Sea Works Ltd

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# Honouring our Workforce



Soil analysis developed  
along with fertilization