



ifa

INTERNATIONAL
FERTILIZER ASSOCIATION

Helping to feed the world sustainably

IFA Annual Report 2025





"The sector is entering a period where efficiency alone is no longer sufficient. Resilience, adaptability, and credibility will define success."

Alzbeta Klein, CEO/Director General

IFA Annual Report 2025

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The International Fertilizer Association (IFA) was founded in 1927 and is the only global fertilizer association, with around 500 members from more than 80 countries and a mission to promote the efficient and responsible production, distribution and use of plant nutrients. This mission plays a critical role in helping to feed the world sustainably. IFA represents providers of plant nutrition solutions. Members include fertilizer producers, traders and distributors, as well as their associations, service providers to the industry, research organizations, startups and non-governmental organizations.



From the CEO/Director General



Alzbeta Klein

2025 marked a pivotal year for the global fertilizer sector. Geopolitical fragmentation, energy market volatility, and intensifying pressure on food systems have fundamentally reshaped the operating environment. These forces are not temporary disruptions—they are structural shifts that will define the future of agriculture and food security.

In this context, IFA strengthened its role as a global platform connecting industry, policymakers, and stakeholders to address these systemic challenges. The Association's work increasingly focuses not only on supporting its members, but on shaping the broader conditions in which the sector operates.

A central priority in 2025 was deepening stakeholder understanding through rigorous, independent analysis. IFA's Market Intelligence Service expanded its capabilities to provide analysis based on aggregated, historical data, designed to support general market understanding and inform public policy discussions. In a fragmented and fast-moving environment, this function supports informed public debate on the sector and its contribution to food security.

At the same time, IFA deepened its engagement at the global policy level. Through targeted convening at Climate Week in New York and London, as well as COP30, the Association facilitated high-level discussions on food systems, trade, climate, and investment. These engagements were designed not as standalone events, but as part of a broader effort to influence how fertilizers are positioned within global food system transformation.

Science remains the foundation of IFA's credibility and impact. In 2025, the partnership with Proba advanced a

"Innovation is now a defining pillar of IFA's strategy. The launch of the Innovation Hub represents a shift from discussion to implementation"

practical framework for quantifying emissions reductions linked to enhanced-efficiency fertilizers—an important step toward more consistent and credible climate action across the value chain. At the same time, research on potassium deficiency and novel fertilizers continued to address emerging agronomic and sustainability challenges.

Innovation is now a defining pillar of IFA's strategy. The launch of the Innovation Hub represents a shift from discussion to implementation—providing a neutral environment to facilitate awareness of emerging technologies and independent bilateral engagement between participants, without involvement in or visibility over any commercial discussions or decisions to accelerate the adoption of scalable solutions. This reflects a broader recognition: the sector's ability to innovate will impact its long-term position and resilience.

Equally important is the need to anchor sustainability in economic reality. Progress will depend on solutions that can be deployed at scale, across diverse geographies, and under real-world constraints. IFA's work increasingly reflects this pragmatic approach—bridging ambition with feasibility.

Looking ahead, three priorities will shape IFA's agenda: supporting stakeholder understanding of factors influencing supply chain resilience in a fragmented world, scaling innovation that delivers measurable outcomes, and reinforcing the role of fertilizers within integrated food system strategies.

The sector is entering a period where efficiency alone is no longer sufficient. Resilience, adaptability, and credibility will define success. IFA's role is to help ensure that the industry not only responds to these pressures but helps shape the solutions. These efforts will allow us all to continue our mission to feed the crops that feed the world. That is how we ensure global food security and build stability. And how we give billions of people around the world the chance at a better life.

A handwritten signature in black ink that reads "Alzbeta Klein". The signature is fluid and cursive, with a prominent flourish at the end.

From the Chair



Ken Seitz, President and CEO, Nutrien

It is a privilege to present the International Fertilizer Association's Annual Report for 2025.

In May, I was honored to be voted in as the new Chair of IFA, a venerable institution on the cusp of celebrating its centenary year. As the only global fertilizer association focused on helping to feed the world sustainably, I am proud to help our around 500 members promote the efficient and responsible production, distribution, and use of plant nutrients.

Feeding the world safely and sustainably is one of the most pressing challenges of our time. For generations, farmers have humbly risen to the occasion. But time is running out. With a population of eight billion—and another two billion on the way by 2050—our world is fast approaching a tipping point, and we face an urgent need to feed more people, more sustainably, than ever before. As a third-generation dairy farm kid from Saskatchewan, Canada, this challenge could not be more personal. Agriculture is in my blood. I know intimately the dynamics of our global industry and the need to adapt to changing conditions and competition. In these uncertain times, confronted by the persistent realities of geopolitical impacts on trade flows, climate change, and population growth, our operations need to be more flexible than ever.

Our industry is resilient and we will adjust. With the combined ingenuity, innovation, and commitment of IFA's members, leadership, and expert staff, we can meet these challenges head on.

But how? I believe we need more investments in advanced technology, cutting-edge startups, talent, and capital allocation to enhance agricultural productivity and sustainability. It means a commitment to long-term

"Our industry is resilient and we will adjust. With the combined ingenuity, innovation, and commitment of IFA's members, leadership, and expert staff, we can meet these challenges head on."

thinking and collaboration with farmers, in every part of the world, to improve outcomes while maintaining sustainability. We must embrace a more pragmatic and realistic version of sustainability, one that balances environmental protection with economic viability. And continue to forge new partnerships with leading international stakeholders, using our place at the top policymaking tables to reinforce the essential role that our industry plays in food security and the energy transition.

Throughout my career, from the farm to the boardroom, I have tried to embody the best of Saskatchewan values, in particular, humility, hard work, and an embrace of community. From my many interactions with the IFA family this year, I see these values in abundance. Those qualities will help us reach our shared mission to lead the world into the next era of sustainable agriculture.

On behalf of IFA's Board and leadership team, I want to thank each of you for your contributions to IFA's achievements in 2025 and for coming together in support of our global farmers who produce the essentials of life. As I often remind my Nutrien colleagues, "Nobody knows farming better than farmers. Nobody knows farmers better than us."

Together, with IFA's guidance, we are committed to support for global agricultural production and sustainability — and together we will stay dedicated to that path.

A handwritten signature in blue ink, appearing to read 'Ken Seitz', written in a cursive style.



Financial Overview – 2025

Operating income

In 2025, total operating income rose by 8.4% to €13.29 million, from €12.26 million in 2024. The increase was driven primarily by subscription income, which grew by 7.4% to €7.54 million, reflecting the 5% inflation adjustment to membership fees, higher production-volume declarations from producers, and the contributions of 39 new members admitted during the year.

Revenue from conferences and meetings increased by 6.7% to €4.97 million. This was supported by a record sponsorship commitment of €1.05 million at the Annual Conference in Monaco (against €0.72 million in Singapore the prior year) and by the strong performance of the Crossroads Asia-Pacific Conference in Bangkok, which generated €0.91 million. Total sponsorship across all events reached a record €1.5 million, equivalent to 30% of total conference revenue. Other revenues, comprising special projects and the Sustainable Fertilizer Academy, contributed €0.78 million.

Subscriptions represented 57% of total operating income, conferences and meetings 37%, and other sources the remaining 6%.

Operating expenditure

Total operating expenditure increased by 7.5% to €13.16 million, from €12.24 million in 2024. The largest movements were in staff costs and external consultancy fees. Staff costs rose by 10.1% to €4.71 million, reflecting the planned salary adjustment and a one-off cost related to a voluntary disclosure to the UK tax authorities. External consultancy fees increased to €1.24 million, mainly due to five member-funded special projects and the implementation of a new Association Management Software system.

Conference-related organizational costs were broadly stable at €4.33 million (2024: €4.14 million). Rent, utilities and insurance fell by 36% to €0.37 million, mainly reflecting a full year in the Company's smaller Paris premises, occupied since the October 2024 relocation. Expenditure on the science program amounted to €1.09 million (2024: €1.05 million). Of this, 20% was financed through the IPNI reserve fund, compared with 30% in 2024. The fund, recorded under "other reserves", stood at €0.90 million at year-end and will continue to support the Scientific Panel until fully depleted.

Financial result

Financial activities generated a surplus of €0.22 million, compared with €0.66 million in 2024. The decline was driven principally by lower short-term interest rate environment, less favourable financial market conditions, and the significant depreciation of the US dollar against the euro.

Surplus and comprehensive income

The year ended with a surplus of €0.33 million, compared with €0.59 million in 2024. After the allocation of 20% of science-program expenses to "other reserves", comprehensive income for the year amounted to €0.57 million, compared with €0.86 million in 2024.

Taxation

No corporate tax is payable in France for 2025. The taxable result for the year was offset in full by tax losses of €0.32 million carried forward from prior years in France.

Further details on the Association's financial position in 2025 are provided in the audited accounts at 31 December 2025, attached to the Annual Report.

Deputy Director General Office



"This new initiative represents our commitment to inspiring and rewarding those who bring plant nutrition science and innovation to life and supports initiatives that have the potential to make large-scale positive change possible."

*Alzbeta Klein,
IFA CEO/Director General*

Moving from Innovation Dialogue to Implementation

In 2025, IFA accelerated its shift from promoting innovation to actively enabling its deployment across the fertilizer value chain. This reflects a broader recognition that the sector's future will depend not only on technological advancement, but on the ability to scale solutions under real-world conditions.

The launch of the IFA Innovation Hub marked a structural step in this direction. Designed as a platform rather than a program, the Hub brings together startups, established companies, investors, and researchers to address a persistent gap between innovation and implementation.

Its three core components—the Cultivate Challenge, the Innovation Directory, and targeted engagement platforms—are intended to support visibility of innovation at different stages of development. The strong global response to the Cultivate Challenge, including participation from startups across multiple regions, highlights both the level of interest and the need for structured pathways to scale.

The Hub was launched on April 1 in Barcelona at the Cultivating Tomorrow Conference, and brought together more than 180 innovation and sustainability professionals who shared expertise on topics ranging from AI, safety innovation, the circular economy, and novel fertilizers.

The Hub also includes the Cultivate Challenge, a 12-month-long startup competition to identify and accelerate entrepreneurial talent worldwide, focusing on high-priority topics for the global fertilizer industry. To support visibility of emerging innovations, the Hub also incorporates an online Innovation Directory featuring a bespoke database of more than 50 startups active in plant nutrition and fertilizer solutions. This directory enables startups to present their expertise, solutions, and areas of focus to a broad audience. Any engagement between individual companies and startups takes place on a purely bilateral and independent basis, without IFA involvement in or visibility over any commercial discussions, terms, or decisions.

Through these three pillars, IFA aims to bridge groundbreaking ideas and practical implementation, supporting the exchange of knowledge and visibility of emerging solutions across the sector. Already, the Innovation Hub is exceeding expectations. By year's end, the Cultivate Challenge received over 150 applications across 40 countries. From a shortlist of 30 semifinalists, 13 finalist startups were selected for their innovative and scalable solutions across themes that include energy efficiency of ammonia and nitrogen fertilizer production, enhanced phosphorus use efficiency, nutrient use efficiency



tracking along the agri-food chain, and a wildcard category. Following the Barcelona conference, IFA held several regional showcase events in London, Bangkok, Santa Clara, and Rabat, allowing finalists a chance to strengthen their engagement with the fertilizer industry. The winners will be chosen following a showcase of each finalist innovation at the grand finale at the Cultivating Tomorrow Conference in Budapest in June 2026.

Complementary initiatives, such as the Science Innovation Award and targeted work on microbial plant biostimulants, further strengthen the link between research, innovation, and practical application. IFA's new Science Innovation Award recognizes impactful scientific contributions. The inaugural award was presented to Mr. Satish Iyer of Sulvaris for a micronized sulfur technology which provides a solution to both sulfur deficits and losses in agricultural systems.

While the Innovation Hub invigorates networking opportunities for the industry, throughout 2025 IFA continued to expand its footprint within the global startup ecosystem. In 2025 alone, the number of startup members has doubled, reaching a total of 24.



Images: Opposite: Patrick Heffer at the Thrive Global Impact Summit in California, USA Above, Top: Jack Keeys at the IFA Cultivating Tomorrow Conference 2025 in Barcelona, Spain. Above, Bottom: Patrick Heffer at the IFA Crossroads Asia-Pacific Conference in Bangkok, Thailand.

Preparing the Industry for the Microbial Plant Biostimulants Market

Microbial plant biostimulants are growing in popularity across the fertilizer industry, based, among other factors, on their potential to enhance nutrient uptake and improve nutrient use efficiency. In 2025, IFA established a dedicated task force to evaluate their role within the evolving plant nutrition landscape. Structured across four dimensions—science, innovation, policy and regulation, and outreach—the task force aims to facilitate exchange of non-commercial, technical, and scientific information related to both the opportunities and the practical constraints associated with scaling these solutions.



Strengthening the Fertilizer Value Chain across Africa

The evolving geopolitical landscape—and its impact on the fertilizer value chain—became particularly evident across Africa in 2025, following a decline in foreign aid. In response, IFA established a dedicated task force to support implementation of the Nairobi Action Plan.

The task force met five times during the year to support industry engagement in key regional fora and to contribute general, high-level input to public policy discussions, reflecting a range of perspectives and without aligning or coordinating individual company positions or commercial strategies. The task force's work was directed exclusively at informing public policy discussions.

In parallel, a separate initiative led to the creation of the Africa Fertilizer Industry Development Association (AFIDA), a new pan-African industry body. IFA maintains an independent and collaborative dialogue with AFIDA, providing technical input upon request without involvement in operational or commercial decision-making.



Market Intelligence Service

Navigating Supply, Demand, and Strategic Trends in the Fertilizer Industry

In 2025, the role of market intelligence within the fertilizer sector continued to evolve. In an environment characterized by volatility, fragmentation, and policy uncertainty, access to data is no longer sufficient—what is required is the ability to translate data into actionable insight.

IFA's Market Intelligence Service has increasingly focused on providing analytical services to support stakeholders' independent assessments of global market conditions. This includes the provision of aggregated supply and demand data, as well as analytical approaches that support policy research and independent stakeholder understanding.

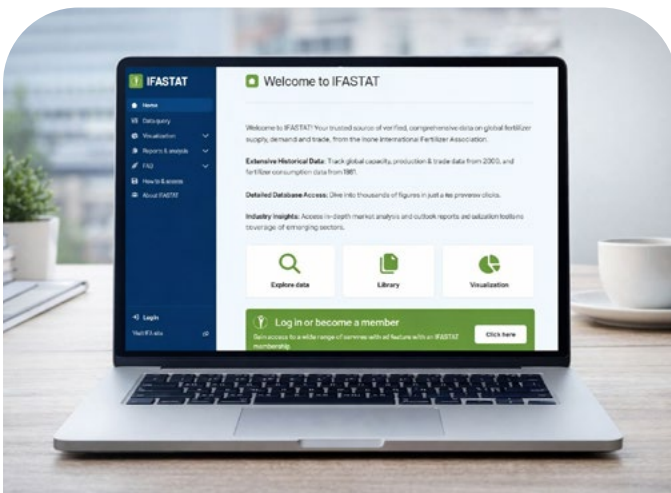
A key focus throughout 2025 was the redesign and rebuild of the IFASTAT website to better meet the needs of members with the latest technology and best practices.

Launched in Q1 2026, the new site provides a clear, intuitive and secure platform for members and also provides a basis for selected information for non-members to improve market transparency and promote IFA's Market Intelligence work to external stakeholders. Throughout the year, the team prepared all market intelligence content for migration to an enhanced document library with a clear folder architecture and prepared its database to provide an accessible data query tool for members and non-members.

Thanks to the more efficient, secure database and revamped surveying tours, IFA continues to develop and expand its quarterly product, the Fertilizer Market Update report. The report draws on aggregated and historical data, providing sector-level context to support stakeholders' independent understanding of broad market conditions.

[Images: Below: IFA Global Markets 2025](#)





In May, against the backdrop of evolving geopolitical dynamics, IFA published the [Medium-Term Fertilizer Outlook 2025–2029](#) in both English and Chinese. Key supply trends featured in the five-year forecast include the rising significance of blue ammonia projects, increasing phosphate demand for electric vehicle batteries, and a heightened strategic emphasis on potash by governments. All Market Intelligence reports are available to members at www.IFASTAT.org.



In July, the Market Intelligence Service hosted the annual IFA Global Markets Conference in London. Over two days, 130 participants attended sessions covering global market developments, regulatory frameworks, and long-term structural trends, led by independent expert speakers.

In 2025, IFA's Market Intelligence Service conducted two field missions to Argentina and Türkiye to deepen its understanding of key agricultural markets and strengthen engagement with local stakeholders.

In Argentina, meetings with national stakeholders were complemented by visits to soybean and corn fields in the Pampas, providing direct insight into one of the world's most important agricultural regions. In Türkiye, with the support of IFA member Toros Tarım, the team undertook a five-day visit across key agricultural areas, including farms, production sites, and food manufacturers.

While analytical and desk-based research remains central to the Service's work, these field visits play an important role in grounding analysis in operational realities and identifying emerging challenges and opportunities.

Images: Top Right: Laura Cross presents at the IFA Global Markets Conference in London Bottom: IFA Market Intelligence team members Laura Cross and Étienne Achard visit IFA member Toros Tarım during a field visit in Türkiye.



Science Program

Enabling Credible, Science-Based Pathways for the Sector

Throughout 2025, IFA's Science Program continued to provide world-class science-based knowledge and guidance to members, and other stakeholders, on responsible plant nutrition. This year, we reached a major milestone in our partnership with Proba, a supply chain decarbonization startup, to reduce greenhouse gas (GHG) emissions within the fertilizer industry by incentivizing the adoption of enhanced-efficiency fertilizers.

In July, following a year of intense collaboration and public consultation, Proba published a greenhouse gas (GHG) quantification methodology for nitrogen stabilizers. The first in a growing toolbox of methodologies for fertilizer-

related interventions, this groundbreaking standard helps quantify the emission reductions achieved by using urease and nitrification inhibitors. IFA and Proba intend for all stakeholders across global agricultural supply chains to use this tool to engage in credible, scalable, and impactful climate action.

To help guide stakeholders, a general guidebook for the tool has been developed, in addition to a scientific database to underpin the calculation of emission reduction factors for company reporting of Scope 3 emissions and carbon credit claims. IFA is grateful for the continuing sponsorship of this pioneering project by 14 IFA members.



Evidence-Based Solutions to Address Potassium Deficiency

Potassium (K) is a critical nutrient for plant growth, but in recent years, potassium deficiencies have been observed in soils and crops around the world. To better understand and address these potassium-related challenges, two years ago IFA joined forces with the University of Nebraska-Lincoln, thanks to the sponsorship of seven IFA members.

Collaborating researchers assembled a large database that allowed assessing the potassium status and likelihood of yield losses in major cropping systems worldwide. The new analysis concluded that closing yield gaps and avoiding unsustainable soil K depletion will require a substantial increase in global K fertilizer use, along with improved K

management in most cropping systems. The study also identified priority regions where potassium inputs need to increase to sustain higher yields, such as South Asia, Southeast Asia, and Sub-Saharan Africa. Knowing the crop's K requirements is an important component of sustainable management of this nutrient. To that end, the researchers published a unique paper on Quantifying potassium requirement and removal across crop species.

Major findings from the project were presented and discussed in a lively webinar alongside our University Nebraska-Lincoln colleagues.

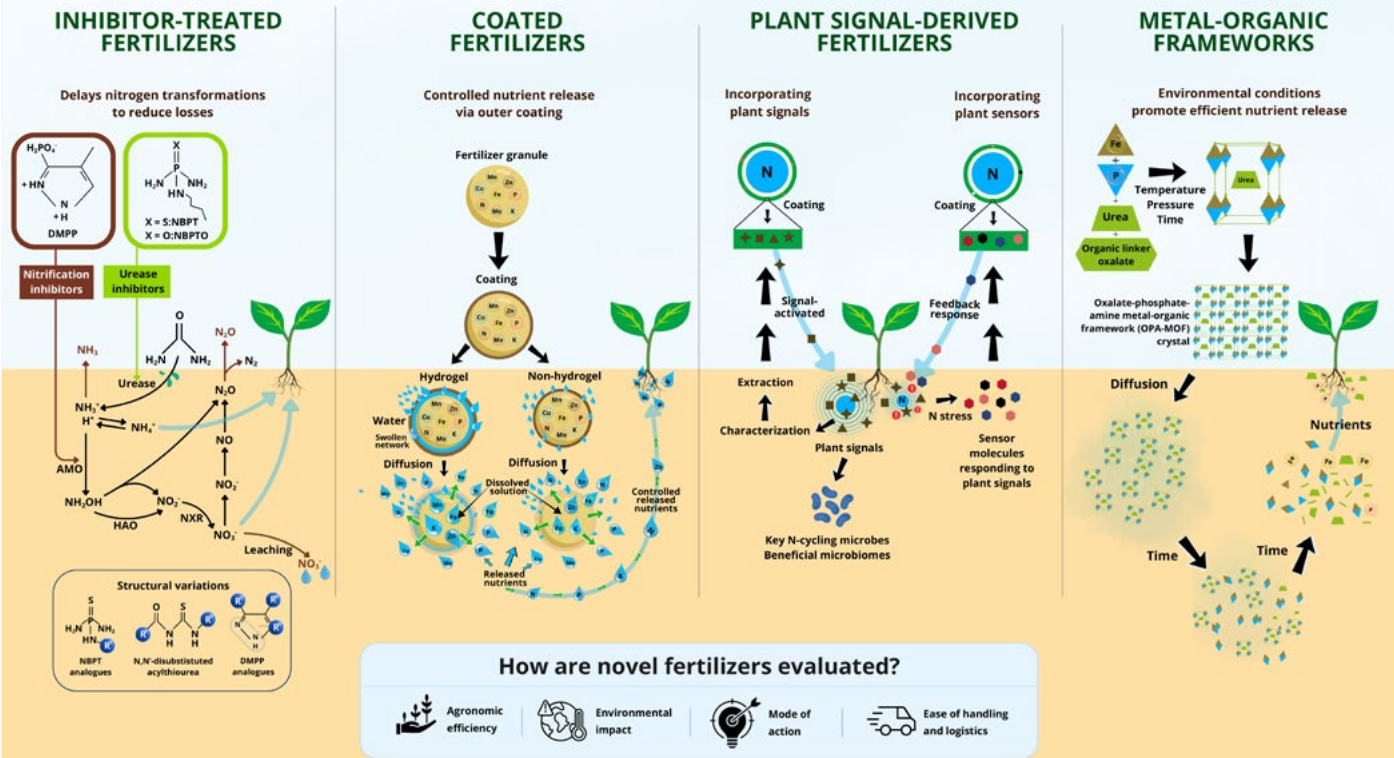
Images: Above: The plants shown include key agricultural crops: rice, soybean, maize and oil palm.



NOVEL FERTILIZERS AND THEIR MODES OF ACTION



Traditional fertilizers often suffer from low nutrient recovery, losing valuable elements through leaching, volatilization, or soil fixation. Novel fertilizers are designed to overcome these losses through precision release, biological compatibility, and reduced environmental footprint.



Scientific Panel Tackles Novel Fertilizers

As the world looks for ways to grow more food with less environmental impact, novel fertilizers are emerging as a transformative and sustainable solution. This year, IFA’s Chief Scientist, Achim Dobermann, contributed to a review of research and innovation on novel fertilizers for crop nutrition. Likewise, the Scientific Panel on Responsible Plant Nutrition (SPRPN), published a new scientific brief on novel fertilizer technologies, which explains how slow-release, coated and microbe-enhanced fertilizers help plants absorb nutrients more effectively, improve crop yields and reduce waste.

While adoption of novel fertilizers remains limited due to high costs, scalability, and regulatory hurdles, the brief examines ways to make these innovations more widely available, from more equitable policies to better testing and farmer support.

In April, Achim, alongside Mike McLaughlin, lead author of the SPRPN brief, participated in an IFA podcast about the future of novel fertilizers.

In Rabat, IFA Celebrates Scientific Excellence

This year, IFA was honored to present the 2025 IFA Norman Borlaug Award for excellence in crop nutrition research to Dr. Keith Shepherd, Chief Scientist at iSDA.

Dr. Shepherd was recognized for his pioneering work in soil diagnostics and digital agriculture. Across decades, he has advanced the use of infrared spectroscopy to deliver rapid, low-cost soil analysis and helped build soil information systems across Africa. Dr. Shepherd also led the development of Virtual Agronomist, an AI-driven crop advisory platform that delivers tailored guidance to improve yields and crop resiliency.

The prestigious award, presented at IFA's Strategic Forum in Rabat in November, recognizes exceptional contributions to plant nutrition science and sustainable agriculture.

"I hope this recognition helps draw greater attention to the importance of sustained investment in balanced soil and crop nutrition as a foundation for food security, farm profitability and climate resilience," Dr. Shepherd, a long-time champion of global farmers, said.

For more insight into Dr. Shepherd's pioneering work, please watch this interview with IFA CEO/Director General Alzbeta Klein.

IFA's 2025 Emerging Scholar Award, recognizing early-career researchers whose innovative work shows strong potential for future impact, was awarded to Dr. Gonzalo Rizzo of the University of the Republic (Uruguay).



Dr. Keith Shepherd
Innovative Solutions for Decision Agriculture (iSDA)
2025 IFA Norman Borlaug Award

"I hope this recognition helps draw greater attention to the importance of sustained investment in balanced soil and crop nutrition as a foundation for food security, farm profitability and climate resilience"
Dr. Keith Shepherd

Dr. Rizzo, who received his doctorate in agronomy from the University of Nebraska-Lincoln, received the award for his data-driven research on sustainable intensification and nutrient management. This includes the identification of widespread potassium deficiency as a major barrier in Southeast Asian rice and maize systems, and how certain agronomic improvements have driven recent maize yield gains in the United States.

"This recognition reinforces my commitment to collaborate with farmers, scientists, the private sector and policymakers to develop evidence-based solutions that boost productivity while safeguarding natural resources," Dr. Rizzo said.



Dr. Gonzalo Rizzo
University of the Republic (Uruguay)
2025 Emerging Scholar Award

Public Affairs Service

Positioning the Industry Within Global Food System Transformation

In 2025, the fertilizer sector operated within an increasingly complex and fragmented global environment, shaped by geopolitical tensions, shifting trade patterns, and rising expectations around climate and sustainability. In this context, IFA strengthened its role as a neutral platform for exchanging perspectives with broader food system stakeholders.

Rather than focusing solely on representation, IFA's Public Affairs work increasingly centered on contributing to discussions on how fertilizers are considered within global policy and investment contexts. This included targeted engagement at Climate Week in London and New York, COP30 in Brazil, and the UN Environment Assembly in Nairobi, where the Association convened senior stakeholders across industry, government, and finance.

Translating Emerging Trends into Solutions

In 2025, a central focus was identifying how sustainability and climate action can move from commitment to financially viable and bankable solutions. At London Climate Week in June, IFA convened a high-level roundtable with leaders from the shipping, trade, agri-food, finance, and policy sectors to address "Strategic Re-prioritization for Food, Trade, Climate, and Nature."

Participants expressed a range of perspectives, with several common themes identified, including that sustainability, food security, and nature can no longer be managed as static programs. Instead, companies must continuously reassess their commitments against economic realities. The discussion produced a set of considerations for stakeholders to draw on in their own decision-making, later formalized into a white paper and launched at New York Climate Week in September 2025.

This white paper then informed a second IFA roundtable in New York, co-hosted with APCO—"Bridging Divides in a Fragmented World"—which focused on navigating a more challenging global trading and policy environment. Participants emphasized the need for new models of cross-sector dialogue and knowledge exchange. The discussion surfaced a range of independent perspectives on how market-based approaches and financing mechanisms might evolve, which participants noted they would consider separately in the context of their own business environments. The discussion also reinforced the concept of soil as a strategic asset linking food systems, climate action, and biodiversity, and highlighted the importance of platforms that can break silos and support informed, independent decision-making across sectors.



Images: Top: IFA and APCO strategic roundtable at New York Climate Week, featuring Alzbeta Klein, Yvonne Harz-Pitre, Margery Kraus, Judit Arenas, Rohitesh Dhawan, Hanna Opsahl-Ben Ammar, Dean Banks, Gijsbert Appels, Wagner Albuquerque de Almeida, Tom Cumberledge, Faustine Delasalle, Anastasia Panina, Frederik Bjoerndal, Janelle Meyers, Carl Ganter, Luiza Bruscatto, Louise Kantrow, Meriem El Asraoui, and Glenn Denning.

Top right: IFA strategic roundtable at London Climate Week 2025, featuring Jaïne Chisholm Caunt OBE, Mathilde Mesnard, Gianpiero Nacci, Faustine Delasalle, Stuart Neil, Sabine Hoefnagel, Louise Heffernan, Mike Garnett, Lieke Verhofstad, and Artemis Kostareli, alongside Alzbeta Klein and Yvonne Harz-Pitre.





Feeding the Future Sustainably

In 2025, IFA sharpened its focus on Sustainable Intensification (SI) as a central pillar of resilient and secure food systems. As the sector navigates increasing complexity, the Association played a convening role in shaping how SI is understood—not as an abstract concept, but as a practical framework for balancing productivity, resource constraints, and climate pressures.

At New York Climate Week, IFA brought together senior representatives from multilateral institutions and NGOs—including Kip Tom, former Ambassador to the FAO and the Rome-based UN agencies—to identify new pathways for investment and increasing impact. Through the roundtable, *Sustainable Intensification: Feeding the Future Without Consuming the Planet*, participants examined the economic case for SI and its role in safeguarding natural resources while maintaining food security.

The discussion highlighted SI as a pragmatic response to converging pressures: geopolitical instability that can transform food insecurity into conflict and displacement, structural limits on land and water, accelerating climate targets, and the concentration of knowledge, capital, and innovation within the private sector.

In the lead-up to COP30, IFA translated these insights into targeted engagement. In São Paulo, just ahead of

the conference, the Association convened two high-level events focused on the dual challenge of increasing productivity while delivering measurable nature and climate outcomes, with particular attention to Brazil and the Global South.

The first roundtable examined how Brazil's experience with sustainable intensification can inform a more integrated global climate and food systems agenda. This work led into the development of a white paper and an actionable blueprint for policymakers.

In parallel, an investment-focused roundtable, *Making Nature and Climate Outcomes Financially Viable*, underscored the need to move beyond commitments toward investable solutions that align environmental outcomes with economic incentives.

Taken together, these engagements reinforce IFA's broader objective: to position plant nutrition within global food systems transformation and to advance integrated, financially credible pathways toward a nature-positive and climate-smart agri-food system.

Bottom right: IFA at COP 30 in Belém, Brazil, with Eduardo de Souza Monteiro, Alzbeta Klein, Marcos Jank, Jose Carlos Polidoro, André Guimarães, Mirela Sandrini, Guilherme Soria Bastos Filho, Marcio Santos, Marcelo Altieri, Mario Ferreira, Laura Antoniazzi, and Antonio Josino Meirelles



Positioning the Industry as a Water Steward

In May, IFA's Board of Directors approved the Fertilizer Industry Water Strategy, establishing an evidence-based framework that captures the industry's approach to water management. To reinforce this positioning, IFA launched a dedicated website during World Water Week showcasing six member-led initiatives. These examples—spanning water recycling, diversification of water sources, and innovation—highlight the industry's proactive efforts to strengthen resource efficiency and contribute to ecosystem protection.

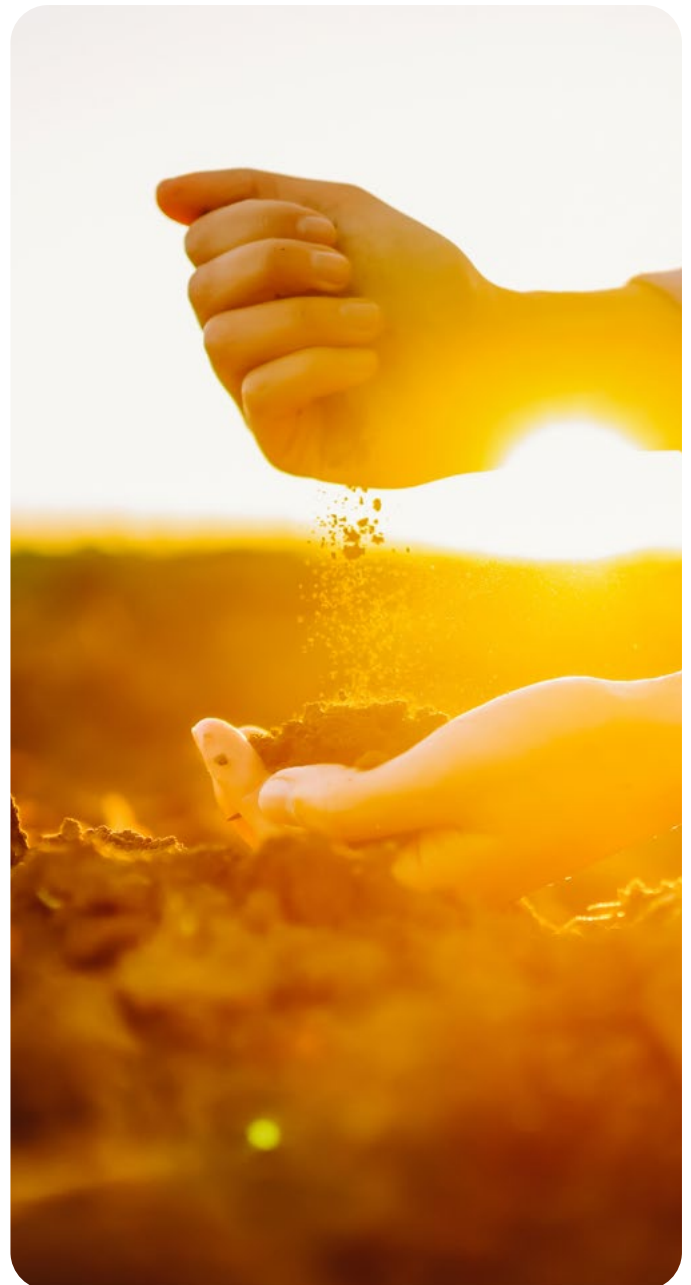
Together, these actions support a broader objective: contributing to discussions on how the fertilizer sector is understood—as an active steward of water resources within increasingly constrained environmental systems.

Feeding our Soil through Innovation and Policy

Soil health remained a central focus of IFA's public affairs agenda throughout 2025. New policy commitments, emerging soil and water initiatives, and innovations from farmers, businesses and financiers demonstrated that progress is already underway.

In early December, on the margins of UNEA-7 in Nairobi, Kenya, IFA convened a thought-leadership roundtable with a select group of leaders to examine how current political and economic realities are reshaping ambition. The discussion focused on identifying concrete strategies and partnerships to embed soil and water stewardship at the core of resilient, nature-positive food systems and economies.

In addition, IFA responded in 2025 to the UN Framework Convention on Climate Change's call for guidance on the future agriculture agenda. This submission provided an opportunity for the Association to promote improvements in Nutrient Use Efficiency as a key practice for mitigating greenhouse gas emissions in agriculture.



Supporting Demand for Low-Carbon Fertilizers

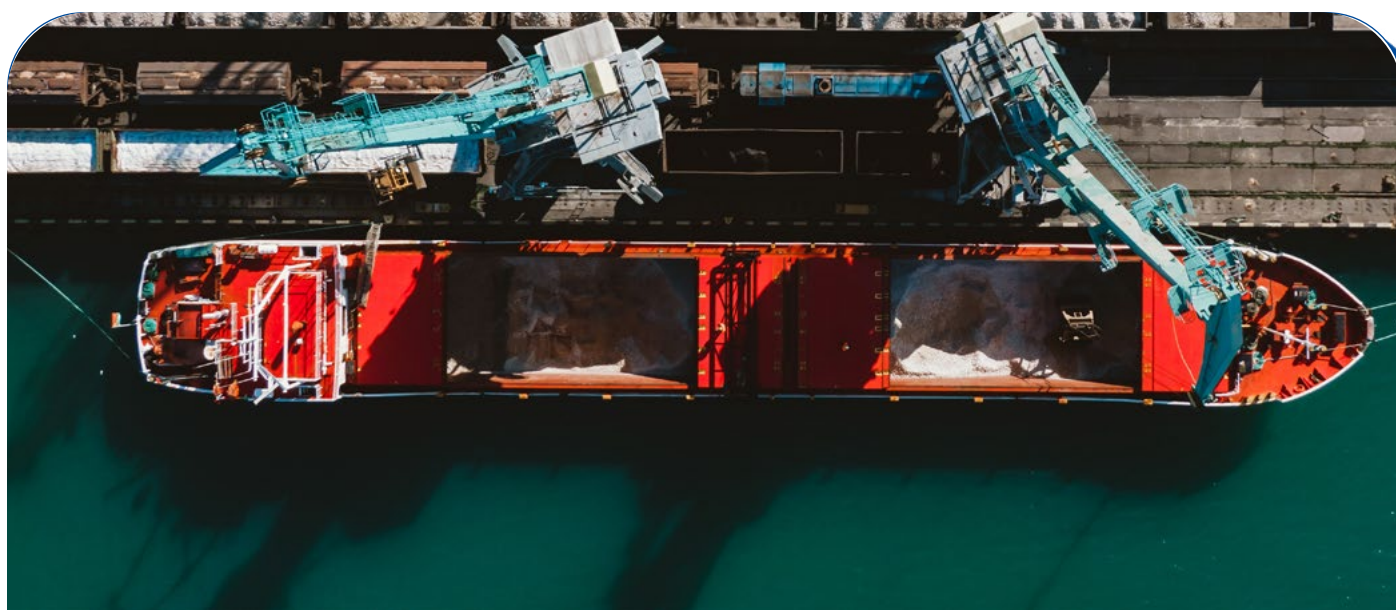
In 2025, IFA intensified its efforts to support greater understanding of factors influencing the adoption of low-carbon fertilizers, recognizing that scaling production will depend not only on supply-side innovation but also on clear market signals. This included continued participation in multi-stakeholder initiatives across the agri-food value chain, notably through the IFA CEO/Director General's role on the Steering Committee of the Industrial Transition Accelerator.

At COP30 in November, IFA joined a coalition of first-mover governments, international organizations, and industry leaders to launch the Low-Emission Ammonia Fertilizer (LEAF) Initiative. Led by the Hydrogen Council and its partners, the initiative aims to accelerate the adoption of low-emission ammonia-based fertilizers at scale, supporting both decarbonization of production and broader food security objectives.

In parallel, IFA supported the launch of the UK–Brazil Plan to Accelerate Fertilizer Solutions, which targets reductions

in global greenhouse gas emissions and improvements in Nutrient Use Efficiency (NUE) by 2035. By linking fertilizer value chains with waste management, soil health, and food security, the plan reflects a more integrated approach to agricultural sustainability.

The accompanying Belém Declaration on Fertilizers further reinforces this direction, reaffirming the essential role of fertilizers in food security while committing to improved nutrient use efficiency.



Promoting Sustainable Shipping

Following its official accreditation with the International Maritime Organization (IMO), IFA expanded its role in maritime decarbonization discussions, with a particular focus on ammonia as a viable alternative fuel.

The Association actively tracked and contributed to key IMO workstreams addressing the safe deployment of green ammonia in shipping, including the development of safety frameworks and operational

guidance. As part of this effort, IFA's Public Affairs Service submitted targeted proposals on harmonized crew training and ammonia hazard awareness.

This engagement reflects a broader strategic positioning: by contributing expertise on safety, handling, and production, IFA is helping establish the fertilizer industry as an essential partner in enabling the large-scale adoption of green ammonia within the global shipping sector.

Sustainability Service

From Commitments to Scalable, Credible Solutions

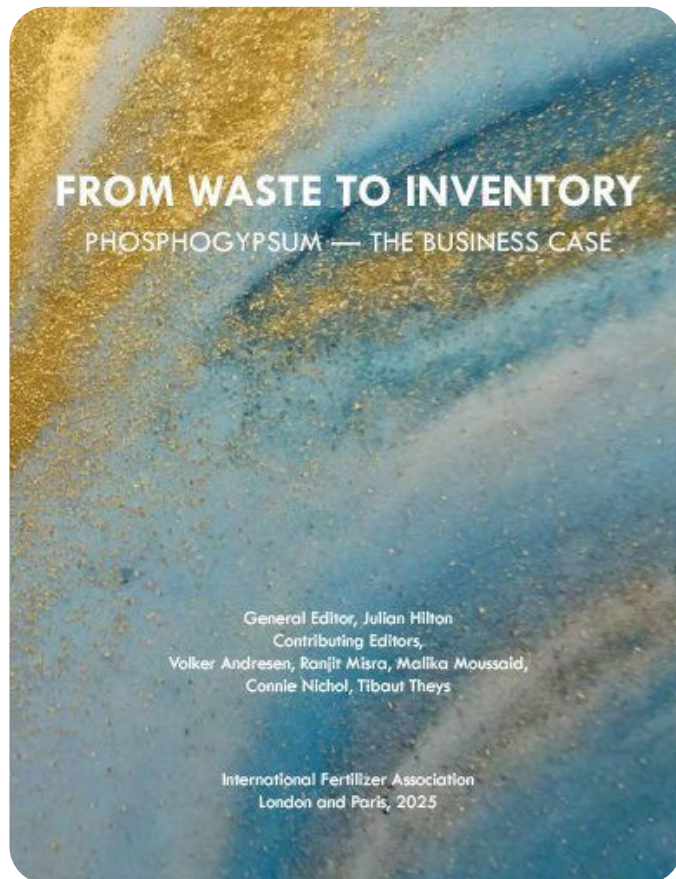
In 2025, IFA's sustainability agenda continued to mature, shifting from commitment-setting to enabling implementation at scale. As the fertilizer sector navigates increasing scrutiny and complexity, the focus is increasingly on solutions that are not only technically viable, but economically and operationally deployable across various regions.

Reframing Waste as Resource: The PG3 Report

IFA's third phosphogypsum (PG) report, *From Waste to Inventory – The Business Case (PG3)*, represents a significant contribution to the circular economy debate. The report provides a comprehensive, evidence-based assessment of PG utilization pathways.

The analysis demonstrates that full utilization of phosphogypsum is achievable, including in major producing countries such as China by 2036, while also highlighting emerging market shifts, such as the mining of legacy stacks in Brazil. However, it also makes clear that progress will depend on regulatory alignment, investment frameworks, and engagement across multiple sectors.

IFA supported the report with a global awareness campaign and strengthened international engagement through cooperation with the IAEA, positioning PG3 as both a technical reference and a strategic roadmap.





Decarbonization: From Frameworks to Implementation

IFA recognizes the importance of developing affordable, proven technologies that enable companies of all sizes to advance their decarbonization efforts. In 2025, the Decarbonization Working Group (DWG) remained active, meeting quarterly and expanding to over 90 technical experts from 45 companies. The DWG focuses exclusively on the exchange of non-commercial, technical, and scientific information related to decarbonization methodologies, regulatory frameworks, and publicly available industry data.

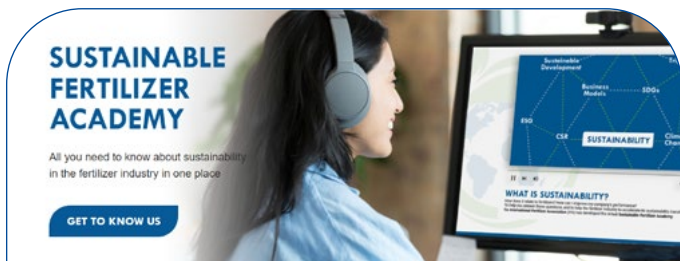
DWG meetings regularly include expert guest speakers from organizations that are not IFA members, including universities, think-tanks, consultancies, other trade associations, and non-governmental organizations related to decarbonization.

IFA's Fertilizer Industry Decarbonization Initiative (FIDI) marks a significant step forward. By streamlining and strengthening the communication of the DWG's work, FIDI signals a new phase in how the industry demonstrates leadership and advances long-term sustainability.

In its first year, FIDI delivered a strong portfolio of project development. Building on the momentum of the Ammonia Technology Roadmap, IFA renewed its partnership with

the European Bank for Reconstruction and Development (EBRD) to support fertilizer producers in implementing practical and effective decarbonization strategies. In September, this collaboration resulted in the launch of the Low-Carbon Roadmap for the Global Phosphate and Potash Fertilizer Industry—an ambitious initiative financed by EBRD and led by ERM, with support from Systemiq. The final roadmap will be presented at IFA's Cultivating Tomorrow Conference in June 2026, following a series of hybrid and in-person workshops with IFA members and key stakeholders. To guide this work, IFA established an open task force of phosphate and potash producers to share non-commercial expertise, technical case studies, and to support broader stakeholder engagement.

In parallel, FIDI explored the development of a global pathway to address nitrous oxide (N₂O) emissions from fertilizer use—recognized as the sector's largest climate impact. Members of the DWG expressed interest in receiving science-based guidance on the mitigation potential of various N₂O reduction strategies, particularly those that do not compromise crop yields or food security. In response, IFA launched a request for proposals. When implemented, this work will help producers identify feasible mitigation options.



Scaling Knowledge: The Sustainable Fertilizer Academy

The Sustainable Fertilizer Academy continues to expand its role from a digital platform to a global capacity-building initiative. In 2025, enhancements to its digital infrastructure improved accessibility, while regional partnerships extended its reach into key markets.

A major milestone was the launch of a fully redesigned website, offering improved navigation, an expanded glossary, and a new microlearning section to support mobile-friendly and time-efficient learning formats. These enhancements aim to increase accessibility for agronomists, industry professionals, and farming communities worldwide.

SFA’s regional collaborations continue to generate strong impact. With over 1.32 million views in China and 1,600 participants trained in Brazil, the Academy demonstrates growing impact. Its expansion into Africa, through collaboration with the Africa Fertilizer Industry Development Association (AFIDA), further strengthens its global reach.



Strengthening Engagement with IFA’s Chinese Members

With approximately one-quarter of global production and consumption, China remains central to the fertilizer sector’s future. IFA’s long-standing engagement through the China Initiative continues to deepen.

Since launching the China Initiative in 2004, IFA has built a platform for cooperation with its Chinese membership. Today, the Association has around 60 Chinese members and has close engagement with national institutions and other industry partners.

In 2025, outreach to Chinese members remained a priority. IFA continued its cooperation on market intelligence, providing aggregated, historical, and non-company-specific supply and demand statistics, subject to IFA’s



Images: Above: Volker Andresen presents IFA’s PG3 Report to Li Yunpeng, President of CPCIF, in Beijing, China. Right: Volker Andresen with He Guangliang, also known as Gordon, Chairman of GPC, Guizhou Phosphate Chemical Group, and IFA Board of Directors member, holding a shopping bag made from PG in Guizhou, China.

standard data governance protocols. Sustainability featured prominently, with exchanges focusing on decarbonization, safety and environmental performance, and improved nutrient use efficiency.

Chinese companies further strengthened their participation in IFA's working groups, contributing expertise to initiatives on plant nutrition, nitrogen management, and responsible production. This growing engagement reinforces China's role in shaping the global fertilizer sustainability agenda.

The annual China Consultative Group (CCG) meeting, held in Kunming in September 2025, brought together companies, academia, and other stakeholders. Throughout the year, IFA leadership visits to Beijing, Kunming and Guiyang deepened relationships with member companies and key partners. Attention was given to phosphogypsum transformation, where Chinese producers are pursuing the ambitious objective of achieving full reuse within the next decade—a compelling example of circular economy principles in action.



IFA CTC 2025: Exploring the Sustainable Future of Fertilizers

At IFA's new Cultivating Tomorrow Conference (CTC), some 180 attendees from industry, academia, and other stakeholder groups took a deep dive into important sustainability and innovation topics.

The Climate Change session explored innovative technologies and practices for decarbonizing the fertilizer industry. Discussions emphasized technology roadmaps, agricultural emissions, and strategies for both upstream and downstream decarbonization. In the

Artificial Intelligence (AI) session, the transformative potential of AI in the fertilizer sector was highlighted, with industry leaders discussing resource challenges and opportunities, showcasing how AI drives efficiency, sustainability, and growth. Finally, the Safety Innovation session focused on safety across the value chain, covering safe practices in the factories and on farms, responsible fertilizer use, and advancements in occupational and process safety.

Conference Service

Fostering Human Connection and Strategic Growth in a Shifting Global Landscape



In 2025, IFA's Conference Service delivered five flagship events that served as platforms for knowledge exchange, professional dialogue, and the sharing of perspectives across the fertilizer value chain. These gatherings enabled members to better understand emerging trends, explore a range of approaches, and strengthen their ability to respond independently to a rapidly evolving geopolitical and market environment.

From the inaugural Cultivating Tomorrow Conference in Barcelona to the Annual Conference in Monaco, IFA's events provided a neutral forum for discussing innovation, sustainability, and market developments. In an increasingly complex global context, these in-person engagements play an important role in fostering understanding, building professional networks, and supporting informed, independent decision-making.

Cultivating Tomorrow Conference, Barcelona

In April 2025, IFA's events calendar opened with the inaugural Cultivating Tomorrow Conference, held in Barcelona, Spain. Bringing together sustainability and innovation under one platform, the conference gathered 180 professionals from across the innovation and sustainability landscape.

Participants engaged with industry leaders, explored emerging technologies, and took part in IFA committee meetings. A key highlight was the launch of the IFA Innovation Hub, a strategic initiative designed to foster innovation within the plant nutrition sector and accelerate the transition from ideas to implementation.



IFA Annual Conference, Monaco

In May, Monaco provided the backdrop for IFA's 2025 Annual Conference. From the outset, the event generated strong momentum, with #IFA2025 trending across social media.

More than 1,230 participants, representing 489 companies from 73 countries, engaged in discussions covering a broad range of industry topics. The conference theme, Investing in the Future of Food, was reflected in exchanges on innovation, sustainability, and financing approaches across the fertilizer value chain.

Structured sessions provided opportunities for participants to hear independent expert perspectives on the development of next-generation fertilizers, low-carbon ammonia, and long-term investment considerations—enabling participants to form their own independent views on evolving industry dynamics.

The Innovation Hub attracted significant attention, while breakout sessions explored topics including next-generation fertilizers, low-carbon ammonia, and financing mechanisms.



Images: **Left:** Stephen Bell speaking at the Cultivating Tomorrow Conference. **Middle:** Alzbeta Klein at the IFA Annual Conference in Monaco. **Right:** Étienne Achard speaking at the IFA Global Markets Conference in London, UK.

Global Markets Conference, London

In early July, IFA's annual Global Markets Conference was held in London, England, addressing the complexities of the global fertilizer market in a context shaped by agriculture, energy markets, and geopolitical developments. Over two days, 130 participants from more than 75 companies and 32 countries attended sessions covering macroeconomic trends, trade policy developments, and long-term structural factors. More than 30 independent experts in geopolitics, shipping, and supply chain shared publicly available perspectives on global fragmentation, trade disruption, and political instability as they relate to fertilizer markets.

Delegates highlighted the value of independent expert perspectives on publicly available macroeconomic and geopolitical developments as context for their own separate and independent business analyses.



Images: **Top left:** Alzbeta Klein at the IFA Crossroads Asia-Pacific Conference 2025. **Bottom left:** Jessica de Lafargue, Kate Ashby, Stéphane Leleu, and Alzbeta Klein at the IFA Crossroads Asia-Pacific Conference 2025 in Bangkok, Thailand. **Above:** Gareth Lane (ERM), Carlos Chalico (EY Canada), and Volker Andresen during the AI session at the IFA Strategic Forum in Rabat, Morocco.

Crossroads Asia-Pacific, Bangkok

Held in October in Bangkok, the 2025 Crossroads Asia-Pacific Conference brought together more than 450 stakeholders from across the fertilizer value chain in one of the world's most dynamic agricultural regions.

Sessions focused on regional food security—particularly rice systems—broad structural trends across South and Southeast Asia, and practical approaches to productivity, resilience, and knowledge exchange between industry and research. Delegates explored the interconnected themes of “rice, fertilizer, and finance,” examining how investment and innovation can support regional food security.

Building on the launch of the Innovation Hub earlier in the year, the conference also featured the second regional startup showcase of the IFA Cultivate Challenge 2025, further strengthening links between innovation and industry application.

IFA Strategic Forum, Rabat

In mid-November, the IFA Strategic Forum took place in Rabat, Morocco, bringing together senior representatives from across the global fertilizer sector for a high-level program of independent expert presentations on the future of agriculture.

Against a backdrop of geopolitical uncertainty, the forum provided a platform for independent expert presentations and forward-looking discussion on publicly available industry trends. Under the theme Reshaping Global Agriculture: Innovation, Partnerships, Impact, the opening session presented independent expert perspectives on how resilience and innovation are shaping the long-term trajectory of agriculture.

More than 170 participants heard presentations covering broad sector trends in technology and innovation across the fertilizer value chain. Discussions focused on nutrient efficiency, climate-smart agriculture, and pathways to support food security in a rapidly evolving environment.

Communications & Marketing Service

Your Stories, Our Mission: A Year of Fertilizer Industry Impact

In 2025, IFA's Communications & Marketing Service continued to support the visibility and understanding of the fertilizer industry through targeted campaigns and high-quality content. These efforts focused on providing clear, accessible information to a broad range of stakeholders, including policymakers, partners, and the public.



Fertilizer 101

The interactive Fertilizer 101 micro-website saw increased visitor traffic and engagement over the year, supported by a social media campaign featuring a series of short animations. This campaign illustrated how fertilizers contribute to food security, human health, sustainability, and innovation. Beyond increasing engagement, it contributed to improving general understanding of the sector and addressing common misconceptions about fertilizers.



Leading with Purpose: Attracting Tomorrow's Fertilizer Talent

As the global workforce continues to evolve, the fertilizer sector offers a distinctive combination of purpose, progress, and real-world impact. From data science and artificial intelligence to engineering and sustainability, the industry provides diverse career opportunities for professionals seeking to contribute to one of the world's most pressing challenges: feeding a growing population while protecting the planet.



Global Fertilizer Day

On Global Fertilizer Day in 2025, IFA launched a dedicated campaign to attract and retain talent, with a focus on engaging young and early- to mid-career professionals. The initiative featured videos of IFA staff and members sharing insights into their roles, the technologies they use, and their advice to those considering a career in the sector. The campaign highlighted the diversity of career opportunities across the sector, helping raise awareness of the industry among prospective talent and supporting efforts to attract a new generation of professionals.



IFA LinkedIn Community Reaches 50,000

In 2025, IFA's social media presence continued to grow, supported by its events, thought leadership, and advocacy activities. A key milestone was reached as the IFA LinkedIn account surpassed 50,000 followers. This milestone reflects growing interest in IFA's work and increased engagement with its content across global networks, supporting broader awareness of industry-related topics.

Sponsors

IFA extends its sincere appreciation to all our sponsors for their continued support and commitment throughout 2025. Their contributions are essential to the success of our events, initiatives, and global engagement. We are proud to recognize our sponsors across several categories.

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Host sponsor: Quest Group DMCC

Elite sponsor: Indorama Group

Platinum sponsors:

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Ma'aden (Saudi Arabian Mining Company)

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Gold sponsors:

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Trammo Inc.

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Badge Lanyards sponsor: Matix Fertilisers

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IFA Crossroads Asia-Pacific 2025

Host sponsor: Ma'aden (Saudi Arabian Mining Company)

Elite sponsors:

Henan Xinlianxin Chemicals Group Co., Ltd

Sabic Agri-Nutrients

Gold sponsor: Trammo Inc.

IFA Cultivating Tomorrow 2025

Host sponsor: Arab Potash Co. PLC

Platinum sponsors:

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ICL Fertilizers

IFA Global Markets Conference 2025

Platinum sponsor: GPIC - Gulf Petrochemical Industries Co.

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Argus Media

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ITAFOS

IFA Strategic Forum 2025

Platinum sponsor: Quest Group DMCC

Gold Sponsor: ITAFOS

IFA Cultivate Challenge 2025–2026

Platinum partners:

Arab Potash Co. PLC

Koch Fertilizer, LLC

Ma'aden (Saudi Arabian Mining Company)

Nutrien

OCP Nutricrops S.A.

Sabic Agri-Nutrients

Gold partners:

Coromandel International Ltd

Fauji Fertilizer Company Ltd

Haifa Group

Indorama Group

International Raw Materials Ltd

ICL Fertilizers

Pivot Bio, Inc.

IFA Sustainable Fertilizer Academy (May 2023 – May 2025)

Founding sponsors:

Anglo American Crop Nutrients

CF Industries, Inc.

GPIC - Gulf Petrochemical Industries Co.

ICL Fertilizers

Ma'aden (Saudi Arabian Mining Company)

The Mosaic Company

OCP Group

OCI Global

QAFCO - Qatar Fertiliser Company S.A.Q.

Yara International ASA

*IFA Potassium project
(1 July 2023 – 30 June 2025)*

Sponsors:

Anglo American Crop Nutrients
Arab Potash Co. PLC
BHP
K+S Aktiengesellschaft
ICL Fertilizers
The Mosaic Company
Nutrien

*IFA Inhibitor project
(1 September 2024 – 30 August 2026)*

Tier 1 level sponsors:

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Fertiglobe PLC
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Sabic Agri-Nutrients
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Tier 2 level sponsors:

AGRA GROUP a.s.
International Raw Materials Ltd
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*IFA Sulphur project
(1 August 2025 – 31 July 2027)*

Sponsors:

Anglo American Crop Nutrients
Engro Fertilizers Ltd
ICL Fertilizers
IFFCO - Indian Farmers Fertiliser Cooperative Ltd
Ma'aden (Saudi Arabian Mining Company)
Nutrien
Sulvaris Inc.
Yara International ASA

*IFA NextGen Safety project
(1 November 2025 – 31 January 2027)*

Platinum partners:

CF Industries, Inc.
Nutrien

Gold partners:

Fertiglobe PLC
GPIC - Gulf Petrochemical Industries Co.
Indorama Group
International Raw Materials Ltd
ICL Fertilizers
IFFCO - Indian Farmers Fertiliser Cooperative Ltd
ITAFOS
The Mosaic Company
SQM
Yara International ASA

Membership

At the end of 2025, the number of members of the Association reached 499 covering 83 countries. The various categories of membership were represented as follows:

- 166 Ordinary members
- 205 Associate members
- 95 Affiliate members
- 33 Correspondent members

New members

During 2025, 39 new members were elected as follows:

Ordinary Members

- ACF Baquedano S.A. (Chile)
- Agrizience Bio Technology (Thailand) Co. Limited (Thailand)
- P.T. Sigma Karya Buana (Indonesia)
- Sultech Global Innovation Corporation (Canada)

Associate Members

- Agritrade for Export and Trading Agencies (Egypt)
- Airovation Technologies (Israel)
- Autem Trade Company (Brazil)
- Benchmark Mineral Intelligence Limited (United Kingdom)
- Bestwin Trade (HK) Limited (China)
- Clean Hydrogen Works (United States of America)
- Cybele Agrocare SAS (France)
- Dnext Intelligence SA (Switzerland)
- EnBW AG (Germany)
- Ernst & Young LLP (Canada)
- Fertibalboa Pte. Limited (Singapore)
- Fertipaq B.V. (The Netherlands)
- GrowWell S.A.R.L. (Luxembourg)
- Jera Co., Inc. (Japan)
- Kpler SAS (France)
- Nodral AG (Switzerland)
- NitroVolt ApS (Denmark)
- OQ Trading Limited (United Arab Emirates)
- Pampa Energia S.A. (Argentina)
- Premium Petroleum Private Limited (Pakistan)
- Sea6 Energy Pte. Limited (India)
- SK Leaveo Co. Limited (Republic of Korea)
- South Pacific Fertilizers Pte. Limited (Fiji)

- Syensqo (France)
- Syntex GmbH (Germany)
- Telf B&T AG (Switzerland)
- Topic International Trading (Egypt)
- VB Ventures Pte Limited (Singapore)
- Waypoint Commodities Limited (United Kingdom)
- Woodside Energy (United States of America)
- XTS Commodities LLC (United States of America)

Affiliate Members

- DEFRA – Department of Environment, Food and Rural Affairs – British Government (United Kingdom)
- Asociacion Colombiana de Hidrogeno – H2 Colombia (Colombia)
- Kiev School of Economics Institute (Ukraine)

Correspondent Members

- Mr. Patrice Annequin (Ivory Coast)

Resignations

There were 25 resignations during the year:

Ordinary Members

- Campo Forte/JBS (Brazil)
- Crosschem SIA (Latvia)
- GoudenKorrel S.A. (Poland)
- Hebei Monband Water Soluble Fertilizer (China)
- OCI NV (Netherlands)
- Petronas Chemicals Group (Malaysia)
- Qafco – Qatar Fertiliser Company SAQ (Qatar)
- Weifang Kangmei Biotechnology (China)
- Yinong Magfert (China)

Associate Members

- Adani New Industries Ltd (India)
- Advaita Trade DMCC (United Arab Emirates)
- Agrimin Ltd (Australia)
- Atlas Agro (Switzerland)
- CFI Holding (Singapore)
- Chemag Agrarchemikalien GmbH (Germany)
- Cinis Fertilizer AB (Sweden)
- Copeval (Chile)
- Eren LLC (United Arab Emirates)
- Fertcom LLC FZ (United Arab Emirates)
- Geoalcali Highfield Resources (Spain)
- Intertrade (Sao Paulo) Comercio Internacional Ltda (Brazil)
- Javelin Global Commodities (United Kingdom)
- QatarEnergy Marketing/Ex-Muntajat (Qatar)
- Sky Fusion Shipping Pte Ltd (Singapore)
- Vertiqal AG (Switzerland)

Name Changes

Ordinary Members

- Fauji Fertiliser Company Limited becomes Fauji Fertilizer Company Limited – Port Qasim (FFC-PQ).
- Incitec Pivot Limited becomes Dyno Nobel Limited.
- Kavala Nova Fert Limited becomes Kavala Solutions Limited.
- Qinghai Salt Lake Industry becomes Qinghai Yanhu Industry Co. Limited.
- Sinofert Syngenta Group China becomes Sinochem Fertilizer Co. Limited.

Associate Members

- Norge Mining Limited becomes Norge Mineraler AS.
- S.A. International becomes S. International.
- SDIC Mining Investment Co., Ltd. becomes China SDIC Industries Holdings Co., Ltd.
- Unifert Group S.A. becomes Interore Group.

Other Changes

Ordinary Members

- Asmidal Groupe Industriel Engrais et Produits Phytosanitaires fully acquired Fertial SPA (Algeria). Its membership category is transferred from Associate Member to Ordinary Member.
- Fauji Fertiliser Company Limited (FFC – Pakistan) has fully integrated Fauji Fertiliser Bin Qasim Limited (FFBL – Pakistan) in its entire business operation.
- PPC Adob Sp. Z.o.o. membership is transferred to Nouryon.

Membership Termination

Ordinary Members

- Brahmaputra Valley Fertilizer (India)
- Brimstone Kimya Sanayi Ticaret Anonim (Turkey)
- Cheng Du Wintrue Holding (China)
- Madras Fertilizers (India)

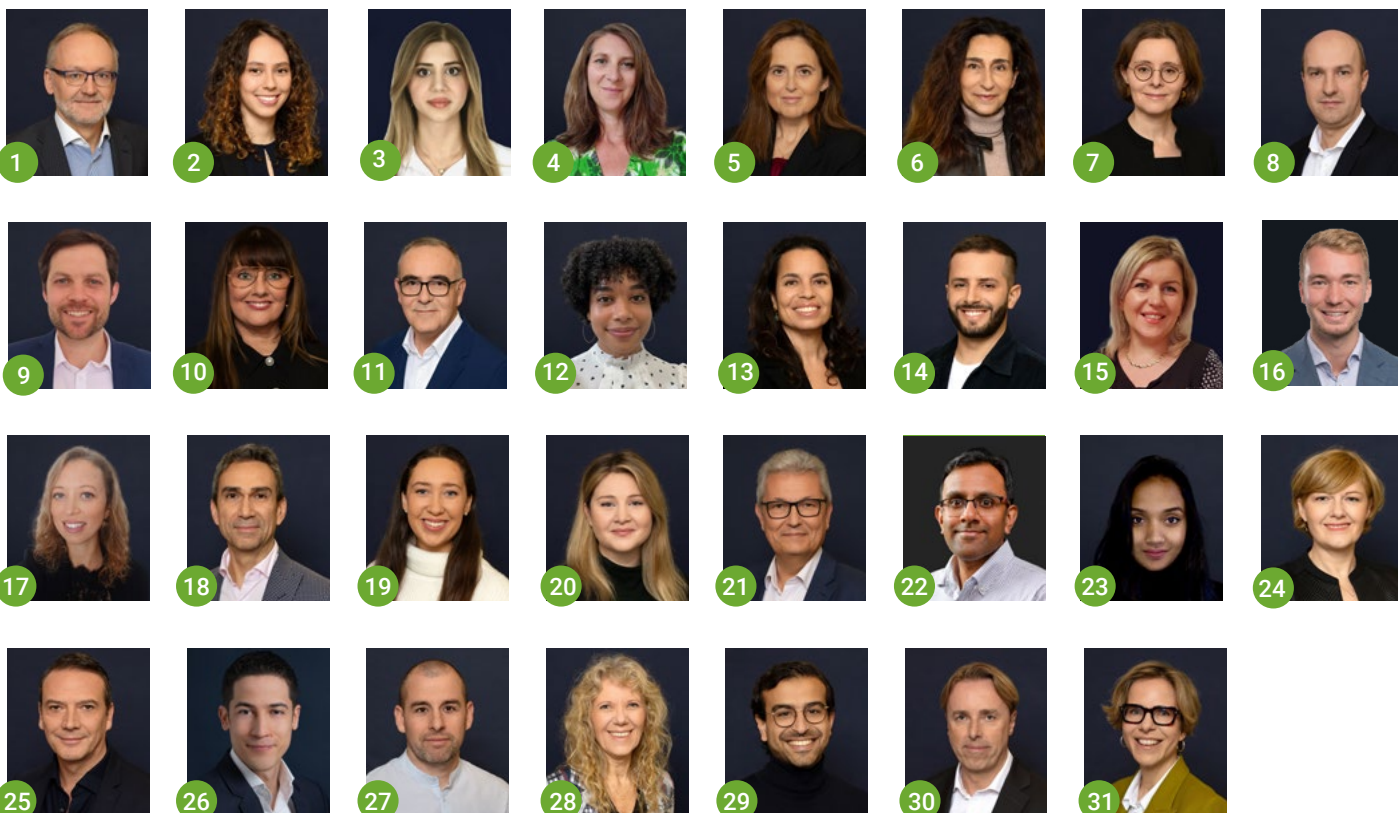
Associate Members

- SBN Shipping (Marshall Islands)
- Umex S.A. (Romania)

Correspondent Members

- Mr. Mario A. Barbosa Neto (Brazil)
- Mr. Michael Mew (France)

IFA Secretariat*



1	Achim Dobermann	Chief Scientist	17	Jessica de Lafargue	Event Planning Manager
2	Alexandra Dorison	Sustainability Education Coordinator	18	José de Souza	Program Manager – Supply
3	Aleyna Kocagoz	Senior Communications & Innovation Intern	19	Kate Ashby	Conference Planner
4	Aline Bortot	Webmaster	20	Laura Cross	Director, Market Intelligence
5	Alzbeta Klein	CEO/Director General	21	Patrick Heffer	Deputy Director General
6	Annie Cohen	Membership Manager	22	Rajiv Kumar Ram	Fertilizer Demand Analyst
7	Armelle Gruère	Program Manager – Demand	23	Sally Ekanayaka	Communications Manager
8	Aurélien Palaric	Chief Financial Officer	24	Sandie Bouttemy	Event Planning Manager
9	Cameron Ludemann	Data Scientist	25	Stéphane Leleu	Director, Events
10	Dana Taylor	Executive Assistant to the DG	26	Stephen Bell	Sustainability Analyst
11	David François	Director, IT	27	Sylvain Riviere	Senior Accountant
12	Déborah Ragal	Junior Accountant	28	Sylvie Monnier	Project Coordinator
13	Elif Oguz	Lead Designer	29	Taha Abdelmoula	Data Engineer
14	Étienne Achard	Fertilizer Market Analyst	30	Volker Andresen	Director, Sustainability and China Initiative Leader
15	Hanna Chtioui	Phosphate and Potash Market Analyst	31	Yvonne Harz-Pitre	Director, Public Affairs
16	Jack Keeyes	International Program Manager for Innovation & Startups			

*As of 31 December 2025

Competition and Antitrust Compliance

IFA is committed to full compliance with applicable competition and antitrust laws in all jurisdictions in which it operates. As a global industry association, IFA provides a neutral platform for dialogue and collaboration and does not facilitate, endorse, or engage in discussions or exchanges of information on pricing, production levels, market allocation, or other competitively sensitive matters. All participants remain fully independent and solely responsible for their own business decisions.

IFA's market intelligence activities are conducted under strict governance protocols. All outputs are based on aggregated, historical data, with appropriate thresholds and time lags, and do not include current or forward-looking commercially sensitive information.

IFA's working groups, events, and public affairs activities focus on shared technical and policy challenges. These forums support knowledge exchange and do not involve coordination of commercial strategies or operational decisions.



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