

Annual Report of the Secretary- General

2025-2026



Dear Fellow IFA Members and IFA Friends,

2025-2026 was a landmark year for our Association: it saw the delivery of the first Annual IFA Congress organised by Global IFA in close collaboration with IFA Portugal, the 77th Annual IFA Congress in Lisbon, Portugal, bringing together almost 2,300 professionals from across all constituencies and geographies. The IFA 2025 Lisbon Congress received exceptional reviews on the quality of its scientific programme, highlighted the Portuguese culture, and facilitated the establishment of meaningful connections across our community. The role of IFA Portugal in achieving this success has been pivotal and I wish to thank them once more for the excellent and constructive collaboration.

The months following the IFA 2025 Lisbon Congress were no less significant: the Global IFA Travelling Lectureship Programme (TLP) reached all five IFA Regions for a third consecutive year, bringing Global IFA closer to the IFA Branches, Regions and members, as it debated one of the most topical subjects, "The international dimension of withholding taxes (tax treaties and beyond)"; the second edition of the IFA Tax Directors Webinar Series, together with the establishment of the Global IFA Tax Directors Group, underscored IFA's inclusive and relevant character as a platform for every tax constituency; the joint webinar with the International VAT Association (IVA) further strengthened institutional collaborations and contributed to our Association's scientific development in the field of indirect taxation; and the publication of the book on "Tax Treaty Interpretation under the Vienna Convention on the Law of Treaties", a core topic for international tax experts, reinforced IFA's leading scientific role that continues to define IFA as the place where the international tax community meets, debates and advances its thinking.

A significant part of the year's vitality came from the community itself. The IFA Branches and the IFA Regions brought their members together through a wide range of successful events, while the IFA Mentoring Platform, having proven itself in Poland for a second year, extended to other IFA Branches, such as Malta, Uruguay and Denmark, and connected a new cohort of mentors and mentees. The IFA Regional Conferences once again convened colleagues across the IFA Regions in Madrid (Spain), La Antigua (Guatemala) and Tokyo (Japan). The Young IFA Network (YIN) and the Women of IFA Network (WIN) engaged an ever-wider circle of members in a growing range of activities, including the release of the YIN Case Law Observatory, an initiative that contributes directly to IFA's objectives and strengthens its ties with the younger generation of tax professionals.

In the first half of 2026, IFA welcomed the establishment of IFA Saudi Arabia and IFA Romania, two new IFA Branches in countries with highly skilled and relevant tax communities. Both IFA Branches have launched an inspiring cycle of activities and I encourage you to actively engage with them.

The establishment of new IFA Branches and the strengthening of the operations of existing IFA Branches in key jurisdictions around the world continue to be a core focus area, extending and solidifying the reach of the IFA community. To enhance the ties with all IFA Branch Officers as well as to facilitate a platform for connection and dialogue, the IFA General Secretariat established, as of the start of 2026, quarterly update calls with IFA Branch Officers, which comprise, on the one hand, the exchange of updates and feedback on the IFA activities, plans and initiatives, and, on the other hand, a Branch Officers Forum, which gives the floor to IFA Branch Officers to introduce themselves and their Branch and speak about the governance, activities, challenges and successes experienced.

Since the appointment of the current Executive Board at the General Assembly at the IFA 2025 Lisbon Congress, a lot of emphasis has been placed on the development and adoption of a forward thinking and inclusive Strategy Plan for the years 2025-2029, which builds on the solid foundations laid by the previous leadership, respects the core values and essence of IFA, and embraces a long-term growth perspective that considers trends and developments within and outside the organisation. The Executive Board is grateful to the Supervisory Board for their guidance and support in this process, the Chairs of the IFA Regions and the IFA Branch Officers for the continuous dialogue, ideation and contribution that have helped in the shaping of the Strategy Plan, and the Permanent Scientific Committee (PSC), YIN and WIN for their thought leadership and constructive engagement.

The Strategy Plan for 2025-2029 aims to position IFA as the go-to global platform for technical discussions and professional relationship building in the international tax community. The Plan is centered around three strategic priorities: growing local globally; technical and thought leadership; and strengthening IFA's role as a global platform, with increased visibility and long-term partnerships. Growing local globally entails empowering and supporting IFA Branches and IFA Regions as relevant and diverse hubs of international tax expertise; enhancing the IFA membership experience; investing in the younger generation of tax professionals; and ensuring that IFA's governance and operations are fit for a global, digital and diverse future. On the technical and thought leadership front, the focus is placed on positioning IFA as the most trusted global source for top-quality international tax knowledge through its annual calendar of onsite and online events, publications, research and collaborations; bringing IFA to the world (digitally); and safeguarding neutrality as license to operate and with a focus on further alignment of global scientific and research agenda with emerging tax developments and challenges, taking also into account local and regional perspectives. Finally, the third priority includes efforts to make IFA the go-to global platform for connection, dialogue, and collaboration; increase IFA's global visibility and relevance while preserving neutrality and independence; and build long-term partnerships. Various initiatives are continued, enhanced or developed under the umbrella of these three priorities.

Indeed, as part of the implementation of the Strategy Plan for 2025-2029, the past year was also one of governance and organisational modernisation, as Global IFA took deliberate steps to ensure that its structures keep pace with its ambitions. Among these, there is a proposed revision of the Articles of Association, designed to modernise the Association's governance and more appropriately reflect core institutional and organisational elements; the preparation of proposed guidelines on IFA membership, setting out clear and consistent criteria for admission; the strengthening of its data protection policies and framework across the organisation; and the introduction of a conflict of interest policy applicable to the members of all Global IFA Bodies and Committees.

Allow me to close by expressing my deepest appreciation to my colleagues at the IFA General Secretariat: their dedication, hard work, collegiality, service-oriented mindset, quality of output and respect for our Association and its core values have been and continue to be unmatched and genuinely inspiring. While the team continues to grow and navigate change, including the relocation of our offices from Rotterdam to Amsterdam, the welcoming of two new colleagues, the introduction of new processes and an ambitious plan to embrace innovation and technological advancements in the way we operate and serve our community, I have full confidence that it is best placed to implement and unlock the value of the Strategy Plan for 2025-2029, support our organisation and facilitate growth; and do all that with a smile.

It is my great pleasure to welcome everyone to the 78th Annual IFA Congress in Melbourne, Australia on 18-22 October 2026. IFA Australia, the PSC and the IFA General Secretariat team have worked tirelessly to put together an unforgettable event with thought provoking and high-quality seminars and unique moments to showcase the best that the city and Australia's culture have to offer and enable opportunities for connection, knowledge exchange and networking. Organising a Congress at the geopolitical times we are currently navigating has not been easy and this is precisely the reason why the constructive and very pleasant cooperation with IFA Australia has mattered even more this year; and also, why continuing to find ways to come together as a community is more important than ever.

This annual report gives a brief overview of the IFA activities and the most important events in 2025-2026.

Alexia Kardachaki

Secretary-General

International Fiscal Association

Annual IFA Congress

IFA 2025 Lisbon Congress – one of the most memorable Annual IFA Congresses!

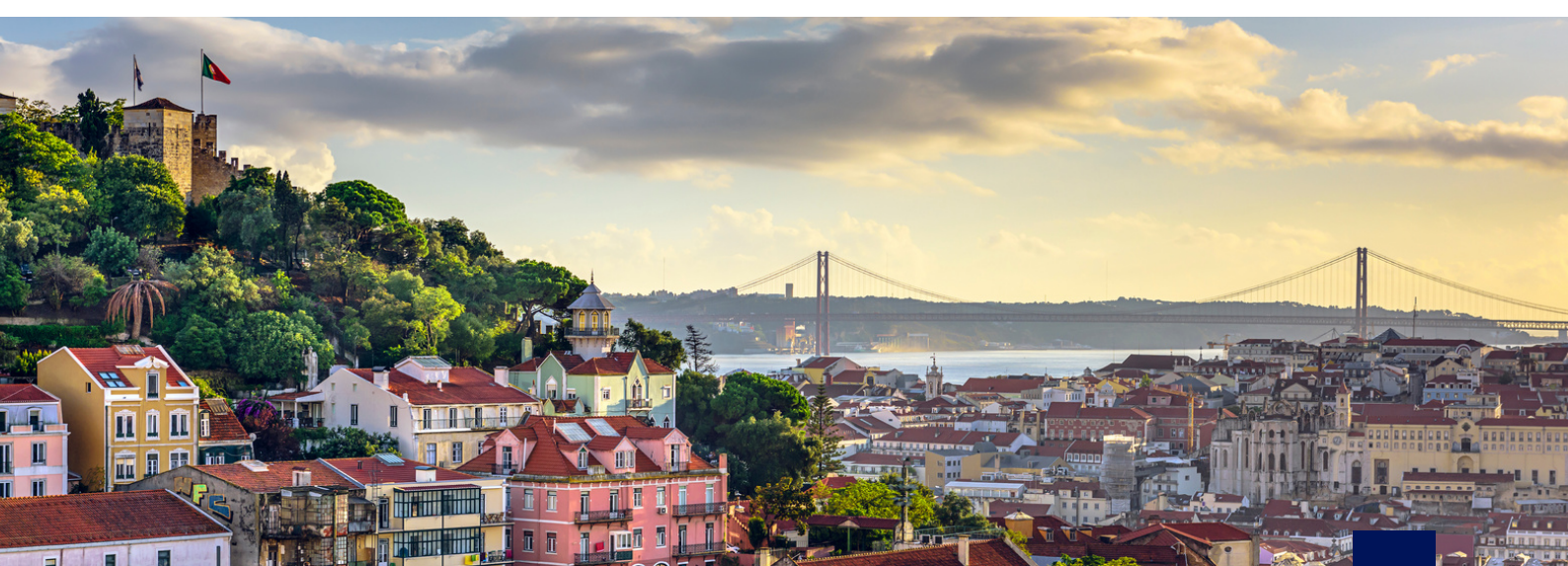


On 5-9 October 2025, IFA Portugal hosted the 77th Annual IFA Congress in Lisbon, almost 60 years after the first Annual IFA Congress was held in Portugal. The IFA 2025 Lisbon Congress brought together almost 2,300 professionals from all constituencies and geographies and addressed two Main Subjects – “Residence of legal entities for corporate income tax purposes” and “Improper use of tax treaties from the source state perspective”.

Next to the IFA signature sessions (i.e., the IFA/OECD, the IFA/EU, and the Recent developments in international taxation seminars) and a rich programme of seminars with diverse panels and perspectives, three Lunch Dialogues were organised, including the concluding dialogue of the second edition of the TLP and the Tax Directors Lunch Dialogue. Summary reports for all the seminars have been made publicly available on the Global IFA website; while the seminar recordings and materials can be accessed by IFA members through the secured section of the Global IFA website.

Participants enjoyed the culinary and cultural treasures of Lisbon and Portugal, with a Fado performance being one of the undisputable highlights of the event. The IFA 2025 Lisbon Congress attracted a record number of sponsors and exhibitors and featured the first-ever Tax Technology Hub in the exhibition area.

The IFA 2025 Lisbon Congress marked the start of the new organisational model of the Annual IFA Congress, with Global IFA leading the organisation, while working closely with the hosting IFA Branch for local guidance and support. Global IFA thanks IFA Portugal for the warm hospitality and its excellent and seamless collaboration, as well as all speakers, sponsors and exhibitors and everyone else that contributed to this successful event.



Annual IFA Congress

IFA 2026 Melbourne Congress – Welcome to Australia!



It is with great pleasure that we welcome everyone to the 78th Annual IFA Congress, which will take place in Melbourne, Australia, from 18 to 22 October 2026 at the Melbourne Convention and Exhibition Centre (MCEC), on the banks of the Yarra River. The IFA 2026 Melbourne Congress will present two Main Subjects:

- Main Subject 1: Taxation of royalties for the use of, and gains from the sale of, intellectual property/intangibles – general reporters: Mr. Paul W. Oosterhuis and Prof. Dr. Wolfgang Schön (Chair: Dr. Niv Tadmor; Secretary: Alice Robertson);
- Main Subject 2: Tax and the energy transition – general reporters: Prof. Miranda Stewart and Prof. Edoardo Traversa (Chair: Prof. Marta Villar Ezcurra; Secretary: Prof. Carmen Cámara).

The IFA 2026 Melbourne Congress will welcome back its three signature seminars: the IFA/OECD seminar, chaired by Prof. Guglielmo Maisto; the IFA/EU seminar with a focus on the relationship of EU law with third countries, chaired by Prof. Dr. Ana Paula Dourado; and the Recent developments in international taxation seminar with a focus on the most relevant international tax law jurisprudence, chaired by Prof. Dr. Xaver Ditz. A plethora of key themes for international tax professionals will be addressed by the other seminars, including the YIN and WIN seminars. The IFA 2026 Melbourne Congress will continue featuring the Lunch Dialogue Series: the Tax Directors Lunch Dialogue in conversation with tax administrations on trust, compliance and managing complexity (Monday 19 October), the concluding TLP 2026 Lunch Dialogue on the topic of international dimension of withholding taxes (Tuesday 20 October) and the IFA/ICC Lunch Dialogue: A conversation with international organisations: OECD, UN, IMF and CIAT (Wednesday 21 October). Finally, the PSC welcomes all IFA 2026 Melbourne Congress participants to the seminar marking the launch of the book “Tax Treaty Interpretation under the Vienna Convention on the Law of Treaties”, which will take place on Sunday 18 October 2026.

IFA Australia looks forward to hosting all IFA members and friends in a city renowned for its cultural diversity, vibrant arts scene and food and coffee culture, complemented by a specially curated social programme.



Annual IFA Congress

IFA 2027 Stockholm Congress – Save the Date



Looking beyond Melbourne, the 79th Annual IFA Congress will take place in Stockholm, Sweden, from 19 to 23 September 2027 at the centrally located Stockholm Waterfront Congress Center. This will be the third time that Stockholm hosts an Annual IFA Congress, following the Congresses held there in 1967 and 1990, and more than two thousand participants from across the world are expected. The IFA 2027 Stockholm Congress will present two Main Subjects:

- Main Subject 1: The taxation of services in the digital era – general reporter: Prof. Jérôme Monsenego;
- Main Subject 2: Tax incentives in the post-BEPS era – general reporter: Prof. Itai Grinberg.

The scientific programme will be complemented by a broad selection of seminars covering topical issues such as multilateral tax treaties, the use of artificial intelligence in tax compliance, the interaction between constitutional law and tax law, and transfer pricing and customs, alongside the signature as well as the YIN and WIN seminars. A rich social programme will showcase the best of Swedish culture, from the Vasa Museum to the Congress dinner at Stockholm City Hall. Further information is available at www.ifa2027stockholm.com.



Future Annual IFA Congresses



19-23 September 2027
IFA 2027 Stockholm Congress



24-28 September 2028
IFA 2028 Montreal Congress



9-13 September 2029
IFA 2029 Singapore Congress



29 September - 3 October 2030
IFA 2030 Milan Congress



21-25 September 2031
IFA 2031 Lima Congress



5-9 September 2032
IFA 2032 Paris Congress



Global IFA Events & Activities

Travelling Lectureship Programme

From March to June 2026, the third edition of Global IFA's TLP brought IFA's activities directly to members across all five IFA Regions. Over the course of the programme, Global IFA visited 11 locations and focused on the theme "The international dimension of withholding taxes (tax treaties and beyond)", creating a substantive bridge to the IFA 2026 Melbourne Congress and the TLP's concluding Lunch Dialogue. With more than 1,100 registrations worldwide, the programme once again demonstrated its value as a platform for technical exchange, regional engagement and visibility for IFA, its members and its activities, including the Annual IFA Congress. It brought together academics, in-house experts, tax practitioners, government officials and policy makers and global, regional and local perspectives, while strengthening the connection between Global IFA, the IFA Branches and individual members. Global IFA warmly thanks the hosting IFA Branches, lecturers and speakers for their commitment and contributions. The materials for this event are available for IFA members at the secured section of the Global IFA website. The fourth edition of the TLP is planned for 2027.

IFA/International VAT Association Webinar

In February 2026, IFA and IVA jointly organised a webinar on "Transfer pricing adjustments and VAT: Bridging the gap between direct and indirect taxes". Chaired by Prof. Dr. Adolfo Martín Jiménez, Chair of the IFA PSC, the webinar brought together VAT, transfer pricing and business perspectives to explore the VAT implications of transfer pricing adjustments and their interaction with direct tax and customs considerations. The discussion highlighted the importance of contracts, transfer pricing documentation and coordinated governance across direct and indirect tax functions, as transfer pricing adjustments may have practical consequences for VAT treatment, customs valuation, cash flow and compliance. A summary report for the webinar is publicly available on the Global IFA website; while the seminar recording and materials can be accessed by IFA members through the secured section of the Global IFA website.

Global IFA Events & Activities

Tax Directors Webinar Series & Global IFA Tax Directors Group

The Tax Directors Webinar Series continued in April 2026 with a second edition dedicated to issues of particular relevance to in-house tax professionals in multinational enterprises. The webinar provided a focused forum for exchange across industries and helped shape the agenda for the Tax Directors Lunch Dialogue at the IFA 2026 Melbourne Congress, where selected themes including on trust, compliance and managing complexity will be taken forward and discussed among tax directors and tax administrations. The seminar recording and materials can be accessed by IFA members through the secured section of the Global IFA website.

2025-2026 also saw the establishment of the Global IFA Tax Directors Group as a consultative body of senior in-house tax leaders from multinational enterprises. Through its initial meetings, the Group has begun to strengthen tax director engagement within IFA, bring practical business perspectives into IFA's technical discussions and provide a trusted platform for knowledge exchange, networking and dialogue, while respecting IFA's neutrality, independence and scientific integrity.

Collaboration with International and Regional Organisations

Global IFA's engagement with international and regional organisations deepened considerably over the year, as IFA moved to create more structured channels for dialogue with the bodies that shape and implement the international tax agenda. Two initiatives in particular gave this ambition concrete form: the launch of the Sounding Board sessions between international organisations and the PSC and the Lunch Dialogue during the Annual IFA Congress dedicated to international organisations.

The first Sounding Board session was held with the OECD under the auspices of the PSC in the spring of 2026. Additional sessions are expected to take place with the OECD and the UN on selected international tax topics.

The second initiative will debut at the IFA 2026 Melbourne Congress as part of its official scientific programme. The IFA/ICC Lunch Dialogue: A conversation with international organisations: OECD, UN, IMF and CIAT will bring together within a single forum the perspectives of the organisations that contribute both to the formulation of international tax policy and to its practical implementation and administration. By bringing these perspectives into dialogue, rather than presenting them in isolation, the session will give Congress participants a distinctive perspective on the institutional landscape of international taxation and bring to the Congress stage the spirit of structured exchange that lies at the heart of IFA.

Global IFA Events & Activities

IFA Mentoring Platform

The IFA Mentoring Platform continued to develop during 2025-2026 as a practical framework for connecting experienced IFA members with younger tax professionals seeking professional guidance and exchange. Originally initiated in Poland by IFA and YIN Poland under the auspices of Global IFA, IFA Mentoring Platform offers a structured mentoring process across five development paths: academic study of tax law, administrative/tax courts, in-house taxes, tax administration and tax advisory. Following the successful completion of two editions in Poland, Global IFA supported the expansion of the initiative to Malta, Uruguay and Denmark, with other IFA Branches preparing its launch or considering and reviewing implementation. In this context, Global IFA prepared supporting materials and a structured process to help interested IFA Branches adapt and introduce the programme in their respective countries.



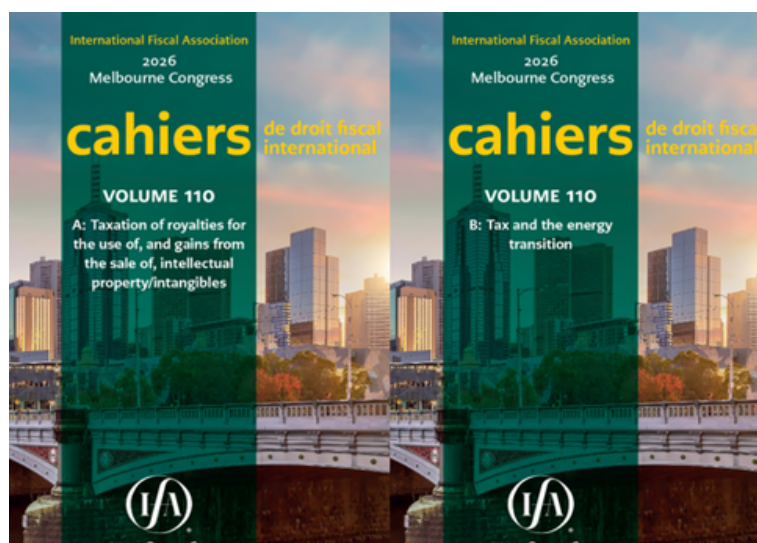
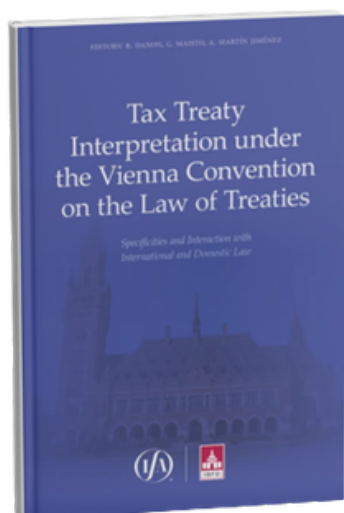
IFA
Mentoring
Platform



Global IFA Publications

Tax Treaty Interpretation Book

In June 2026, Global IFA published, in collaboration with the IBFD, the book “Tax Treaty Interpretation under the Vienna Convention on the Law of Treaties”, further contributing to the discussion on tax certainty and consistency in the international tax framework. The book examines how the principles of treaty interpretation apply in the tax treaty context and seeks to support a more coherent and reliable application of the Vienna Convention on the Law of Treaties in tax practice. It will be presented during the IFA 2026 Melbourne Congress at a dedicated session, featuring an introduction to the publication and a discussion with the editors and authors under the guidance of the PSC. Global IFA is grateful to all editors and authors whose expertise and commitment made this publication possible. Hard copies of the book are available for purchase directly from the IBFD, and the content of the book will be digitally accessible to IFA members through the secured section of the Global IFA website.



IFA Cahiers – 2026 edition

The 2026 Cahiers were published on the IFA website in August 2026 and cover the two Main Subjects to be discussed at the IFA 2026 Melbourne Congress:

- “Taxation of royalties for the use of, and gains from the sale of, intellectual property/intangibles”, with general reports by Mr. Paul W. Oosterhuis and Prof. Dr. Wolfgang Schön; and
- “Tax and the energy transition”, with general reports by Prof. Miranda Stewart and Prof. Edoardo Traversa.

The 2026 Cahiers brought together 171 contributors from 49 countries, reflecting the truly international scope of the project.

In addition to the general and national reports, the IFA Cahiers on the “Taxation of royalties for the use of, and gains from the sale of, intellectual property/intangibles” also feature three special reports:

- Special report on the history and policy behind the royalties article in double tax conventions - From the League of Nations to the United Nations and the European Union, by Philipp G. Riehm (Germany);
- EU report, by Felix Janousek; and
- US Non-Tax IP Law report, by Resa Schlossberg and Mana Ghaemmaghani.

The Cahiers on “Tax and the energy transition” feature four special reports:

- OECD report, by Kurt Van Dender, Luisa Dressler, Clara Gascon and Anasuya Raj;
- Special report on tax and climate, by Tatiana Falcão (Brazil);
- UN report, by María Amparo Grau Ruiz; and
- EU report, by Marina Bisogno.

The full content of the IFA Cahiers is accessible to IFA members through the secured section of the Global IFA website. IFA members can also find there the IFA Cahiers from 1980 onwards through a user-friendly, searchable database. For more information on purchasing a hard copy of the 2026 or prior editions of the IFA Cahiers, reference is made to the relevant page of the Global IFA website: [IFA Cahiers](#) | [IFA - International Fiscal Association](#).



Global IFA Research & Awards

Revised IFA Award Programme

Global IFA's dedication to scientific excellence is reflected not only in its own publications but also in the recognition it extends to outstanding research across the international tax community. 2025-2026 was the first year that the revised IFA Award Programme was implemented with the revisions aiming to encourage original, high-quality work in international and comparative tax law and to connect the next generation of scholars and practitioners with the Association. The revised IFA Award Programme received a record number of applications for each of its three awards, and the winners will be celebrated at the IFA 2026 Melbourne Congress. The Executive Board and the PSC extend their gratitude to the Award Juries for their dedication and contribution to the IFA Award Programme and academic excellence.

IFA Congress Award

The IFA Congress Award recognises scientific work of the highest quality that contributes to the study and advancement of international and comparative direct or indirect tax law in relation to the Main Subjects of the Annual IFA Congress held in the same year. The 2026 IFA Congress Award was awarded to Jonathan Seebach and Philipp Riehm for their article "From Germany with Love: Comparative Law Thoughts on the 40th Anniversary of Boulez v. Commissioner". Marking the fortieth anniversary of the 1984 Boulez v. Commissioner case, the article examines the distinction between royalty and service income in a German-American cross-border context from a German comparative law perspective and proposes legislative solutions that account for the role of domestic intellectual property law in attributing the source of income. Its central insight – that the resolution of international double taxation may require looking beyond tax law to the underlying intellectual property law – resonates closely with the IFA 2026 Melbourne Congress Main Subject on Taxation of royalties for the use of, and gains from the sale of, intellectual property/intangibles.

Global IFA Research & Awards

The Mitchell B. Carroll Award

The Mitchell B. Carroll Award encourages young and highly skilled tax scholars and professionals – no older than 40 – to build a lasting relationship with IFA through original, unpublished work in international or comparative tax or fiscal law, including international indirect taxation.

The 2026 Mitchell B. Carroll Award was awarded to Vincent Doix for his work “Customs Duties and Indirect Taxation”. The work analyses the fiscal nature of customs duties and their legal regime, highlighting the divergence between the frameworks governing customs duties and those governing taxes and the resulting incoherence in areas such as customs valuation and transfer pricing. Arguing that customs duties have progressively become detached from tax policy, the author calls for greater harmonisation of the two legal regimes and closer alignment between fiscal and customs policy. An article connected to the winning work will be published in the special Annual IFA Congress issue of the IBFD Bulletin for International Taxation and will also be made publicly available through the Global IFA website.

Poster Programme

Established in 1993 and following its revision in 2025, the Poster Programme introduces LLM and PhD candidates in international taxation to the IFA network and gives emerging researchers the opportunity to present their work to the global tax community. The selected participants attend the Annual IFA Congress, present their posters, receive one year of IFA membership, and have their posters published on the IFA website. For the IFA 2026 Melbourne Congress, twelve participants were selected – ten in the PhD category and two in the LLM category – with research spanning topics such as carbon taxing rights, the taxation of the digital economy, transfer pricing under the arm’s length principle, the EU Carbon Border Adjustment Mechanism and the taxation of artificial-intelligence-driven business models. More details about the posters are available on the Global IFA website.



Young IFA Network

IFA's young community continues to thrive, as an increasing number of IFA Branches take an active interest in YIN. Almost all IFA Branches now have YIN Representatives who promote and coordinate YIN activities in their countries and facilitate cross-border initiatives and knowledge exchange.

The Global YIN Committee is chaired by Ignacio Gepp (Chile) and one of its notable achievements in 2025-2026 was the launch of the first ever YIN Case Law Observatory. The YIN Committee enjoys the full support of Global IFA in its actions to make IFA even stronger in the future.

More information on the activities of YIN can be found in the YIN annual report that is available to all IFA members.



Women of IFA Network

The female membership of IFA has continued to grow across the globe – a clear sign that IFA is a truly diverse and inclusive platform. WIN is fully embedded in many of the IFA Branches and IFA Regions as well as Global IFA.

The Global WIN Committee is chaired by Ana Claudia Akie Utumi (Brazil).

More information on the activities of WIN can be found in the WIN annual report that is available to all IFA members.



IFA Branches and Regions

IFA currently has 72 IFA Branches and, as of 9 September 2026, counted 13,454 members worldwide. In 2026, 1,149 tax professionals were admitted into the IFA membership. In the period of 2025-2026, IFA celebrated the establishment of IFA Saudi Arabia and IFA Romania; and at the time of writing this report, new IFA Branches are being established in El Salvador, Ivory Coast, the Philippines and Nepal. Interest in the establishment of new IFA Branches has been expressed in other countries as well.

Since the start of 2026, the IFA General Secretariat introduced quarterly calls with the IFA Branch Officers, which facilitate a more frequent communication line between Global IFA and the IFA Branches and allow IFA Branches early access to all initiatives and activities planned at the level of Global IFA, as well as the possibility to share their feedback, guidance and propose new ideas and initiatives for development or further expansion. In addition, the calls feature a Branch Officers Forum section, where each time an IFA Branch is invited to present through its Officers its history, governance, activities and membership; as well as to share best practices, challenges and own experience with their own peers. Two calls have so far taken place, one in February and one in June 2026, with IFA Australia and IFA France facilitating the Branch Officers Forum section, respectively. Both calls were very well attended and will be continued after the on-site Branch Officers meeting that will take place at the IFA 2026 Melbourne Congress.

During 2025-2026, the IFA Regions organised successful regional conferences, bringing together tax professionals from across the regions and beyond to discuss developments of regional and global significance. Upcoming regional events already scheduled include the 17th IFA Latin American Region Conference in Punta del Este, Uruguay, from 9 to 11 March 2027; the 7th IFA European Region Conference in Antwerp, Belgium, from 17 to 19 March 2027; and the 10th IFA Asia Pacific Region Conference in Jakarta, Indonesia, from 12 to 13 May 2027. In addition, the IFA North American Region will have its annual networking meeting at the IFA 2026 Melbourne Congress.

An overview of the activities organised by the IFA Branches and IFA Regions throughout the year is available at [IFA Calendar](#) | [IFA - International Fiscal Association](#).



Communication

What is IFA? – Digital Campaign

During 2025-2026, the IFA General Secretariat developed and released a digital campaign under the title “What is IFA?”, which comprised a set of videos with interviews of IFA members articulating the essence of IFA and its activities, what it means to be an IFA member and what are the roles, responsibilities and plans of Global IFA’s Bodies and Committees. The videos were praised for their creativity, connectivity and delivery of key messages in a simple yet effective manner. They are available for use by all IFA Branch Officers.

New IFA Brand Guidelines

At the start of 2026, IFA completed the roll-out of its new IFA Brand Guidelines and Supporting Materials. The project, which started in 2024 with the revamp of the YIN and WIN visual assets, focused on the development of new brand guidelines and tools that, while respecting the IFA history and traditions, bring forward a refreshed approach

that complements IFA’s current standing and strategic vision. The new identity is centered around the IFA curve, the synonym of growth, and the blue and tangerine colours, which represent the essence of IFA: high scientific quality and the development of a community, respectively. This initiative strengthens the IFA brand and ensures recognisable presence inside and outside the organisation.



The IFA Brand Guidelines and Supporting Materials have been made available to all IFA Branches and IFA Regions to aid their communication and marketing efforts and to support consistency and efficient collaboration. In addition, the IFA General Secretariat has supported several IFA Branches with requests to embed the new brand identity in their (digital) communications and onsite events.

IFA in the Digital Space & Social Media

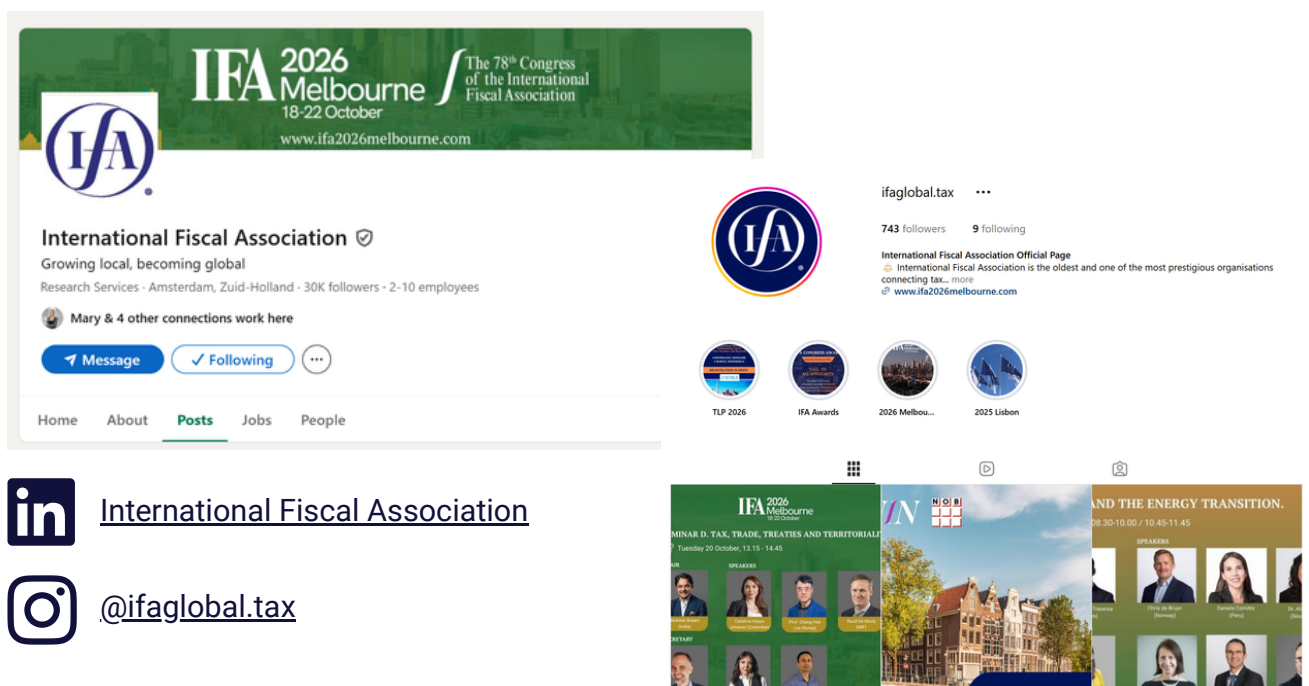
The IFA website remains a major source of information about IFA, its activities and the IFA Branches and Regions. The IFA General Secretariat is updating and modernising the website into a more user-friendly and fully brand-aligned platform that showcases IFA's history, activities and research authority and serves as an online hub for knowledge exchange and building connections within the global community of international tax professionals.

The IFA Congress App has become a familiar and highly appreciated feature of the Annual IFA Congresses, offering, among other features, live captions, simultaneous audio translation and the possibility to directly connect and interact with other participants.

Members are regularly kept informed through the IFA newsletters and, since 2026, a specific section has been introduced that is dedicated to the promotion of IFA Branch and IFA Region events.

The IFA LinkedIn community has continued to grow and has become an intrinsic part of IFA, reaching almost 30,000 followers at the time of writing of this report. In addition, on the occasion of the IFA 2025 Lisbon Congress, the IFA General Secretariat set up a Global IFA Instagram account, which has grown organically to having more than 700 followers. Both accounts are a valuable source of information on events and activities of Global IFA as well as the IFA Branches, IFA Regions, YIN and WIN.

Follow IFA on social media to stay up to date!





Global IFA General Secretariat

A strong strategy calls for a strong team. Under the leadership of Alexia Kardachaki, Secretary-General and Head of Secretariat, the General Secretariat was further strengthened during 2025-2026 to realise the ambitions of the 2025-2029 Strategy Plan and to serve the ever-growing IFA community.

By order of appearance (left to right):

- **Olena Skachkova**, PR, Communication & Marketing Officer
- **Anita Burggraaf**, Finance and Membership Administration Coordinator
- **Ezgi Arik**, Scientific Researcher
- **Maja Lešković**, Junior Communications & Marketing Specialist
- **Alexia Kardachaki**, Secretary-General & Head of Secretariat
- **Mary Darbyshire**, Administrative Assistant
- **Lina Spiliotopoulou**, Project Coordinator
- **Tamara Kerrebijn**, Assistant Head of Secretariat

At the end of 2025, the offices of the IFA General Secretariat moved from Rotterdam to Amsterdam (Johan Huizingalaan 400, 1066 JS Amsterdam). The move reflects the international nature of IFA and makes the offices more accessible to international visitors and members. The IFA General Secretariat can be contacted via the general email address info@ifanl.nl.

Closing Remarks

2025-2026 was a year of consolidation and forward momentum for Global IFA – a year in which the first Annual IFA Congress under the new organisational model was successfully delivered, the strategic priorities of the Executive Board took firmer shape, and the Association modernised its governance and organisational foundations. Throughout, IFA remained true to its essence: connectivity, neutrality and solid technical focus, while embracing the future through technology, mobility and innovation.

In a continuously evolving world, IFA has stayed true to its mission to provide a space for inclusive, solid and innovative exchange and to promote unity, collaboration and creativity. The IFA Branches and IFA Regions play a pivotal role in this respect and are the backbone of our Association; and YIN and WIN are key contributors. We are most grateful for the dedication and enthusiasm of the many members who devote part of their valuable time to contribute to IFA: they are what make and keep IFA the unique, neutral and independent platform for the study, research and dialogue on international taxation.

As the global landscape shifts, geopolitical challenges increase, and new trends and players emerge, international taxation does not stand still either. Traditional tax notions are being challenged, the limits of existing concepts are being tested, and new initiatives are being proposed and explored at local, regional and global levels. These developments will provide IFA with ample opportunity in the years ahead to become the go-to, leading global network for technical discussions and professional relationship building in the international tax community. Global IFA looks forward to continuing navigating this ever-changing landscape.

To close on a personal note, I am humbled by the opportunity to continue engaging and supporting our inspiring members, stakeholders and partners. Thank you for all our interactions and I hope to see you in person in Melbourne from 18 to 22 October 2026 or during one of many IFA events.

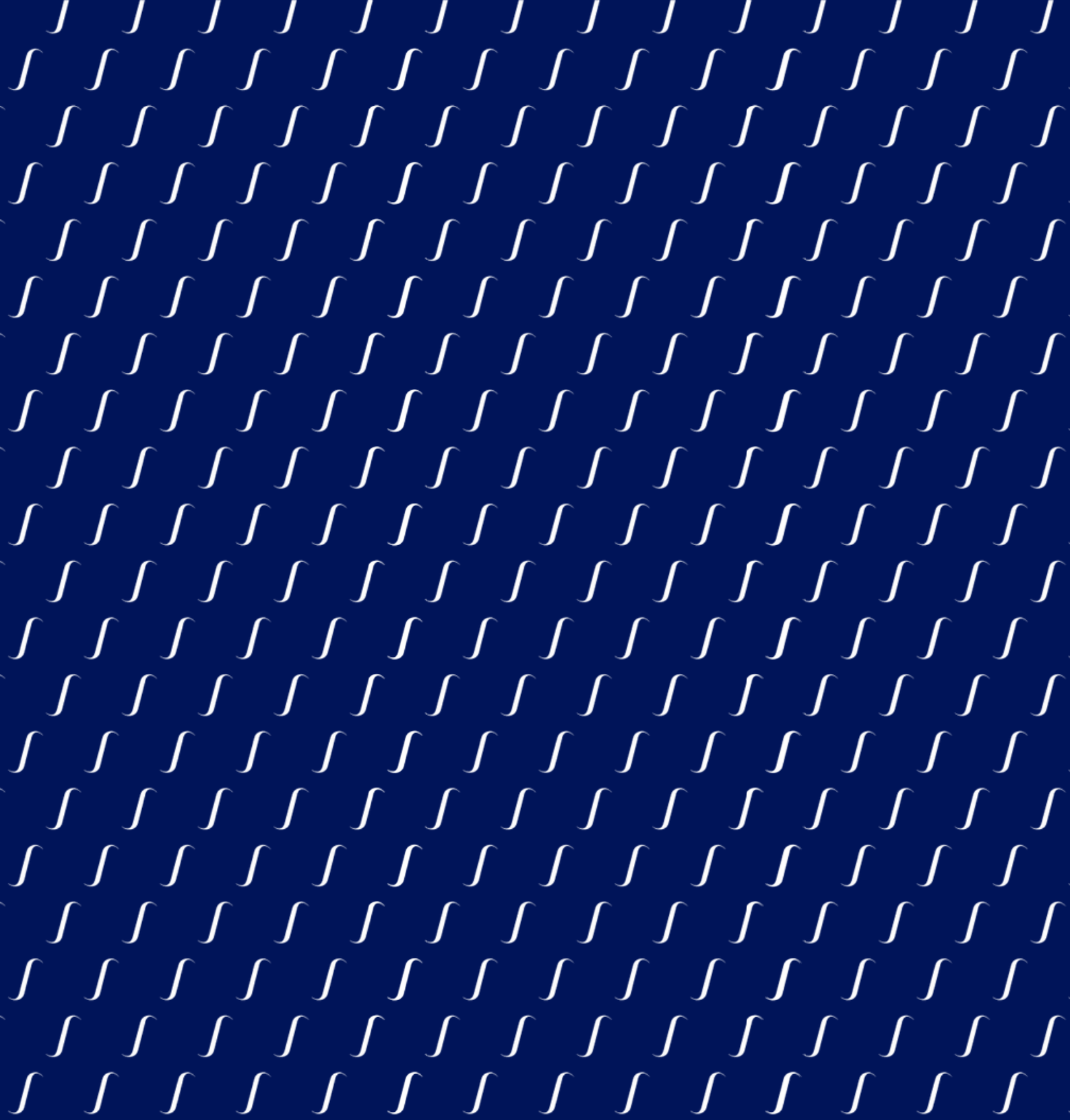
September 2026

Alexia Kardachaki

Secretary-General

International Fiscal Association





International Fiscal Association