

IMGS Group 2026

Keeping cargo
moving under
pressure

FERTILIZER

logistics
PLAYBOOK™

CHAPTER 1

How does fertilizer reaches the market?

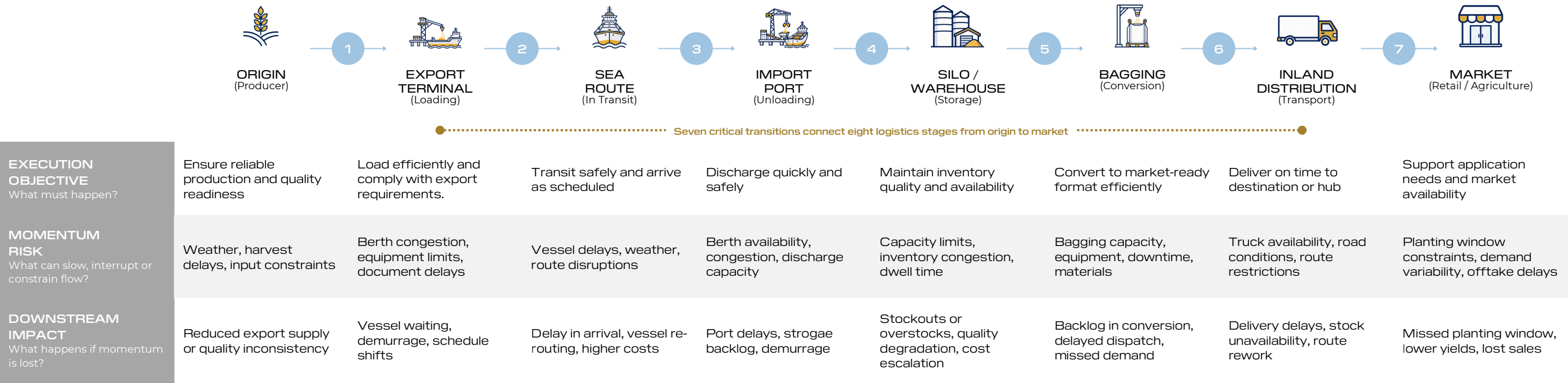
The commercial value of fertilizer is determined not only by production, but by whether the logistics network can deliver it where it is needed, when it is needed and in the required condition.

Fertilizer moves through a sequence of interconnected execution decisions — from origin and export terminal to sea route, import port, storage, bagging and inland distribution

Figure 1

What determines whether fertilizer reaches the market successfully?

IMGS Fertilizer Logistics Momentum Framework™
Identifying where fertilizer flow is prepared, constrained or lost.



Before fertilizer reaches the market, it passes through seven critical handoffs. Each one can preserve flow or introduce delay, congestion and operating risk

The strongest logistics systems therefore focus not only on individual activities, but on how effectively cargo moves between them.

WHERE MOMENTUM IS LOST.

Operational delays rarely occur at a single point. They accumulate across logistics transitions as waiting time, handling constraints and capacity limits compound through the network.

Because fertilizer demand is closely linked to agricultural calendars, delays can narrow the window in which product can be positioned, distributed and applied.

The objective is not simply to transport fertilizer. It is to maintain reliable market access.

Every handoff determines whether momentum is preserved or lost.

CHAPTER 2

Which logistics strategy should I choose?

THE STRATEGY IS IN THE CONFIGURATION

The strongest fertilizer logistics networks do not rely on a single operating model. They configure cargo flow around demand, infrastructure and execution conditions.

Finding the right strategy comes down to four core questions:

- Can the inland network absorb the planned discharge rate?
- Does the cargo require bagging before reaching market delivery?
- Is transport and distribution capacity available when cargo arrives?
- Is market demand aligned with the cargo arrival schedule?

The stages of the fertilizer logistics chain rarely operate at the same pace. These mismatches create dwell, transfer pressure downstream and increase the need for operational buffers.

Resilient fertilizer logistics networks preserve optionality. They can accelerate direct flow when downstream capacity is available, introduce storage when movement slows, reposition bagging closer to demand, or combine multiple execution pathways when conditions are uncertain.

The value of the strategy lies in how effectively the elements are configured to work together.

The best logistics strategy is not simply the fastest. It is the configuration that delivers the greatest certainty of supply.

Figure 2

Which logistics strategy best fits today's operating conditions?

IMGS Fertilizer Logistics Decision Framework™

A structured decision framework for aligning cargo flow, bagging, storage, inland capacity and market timing.

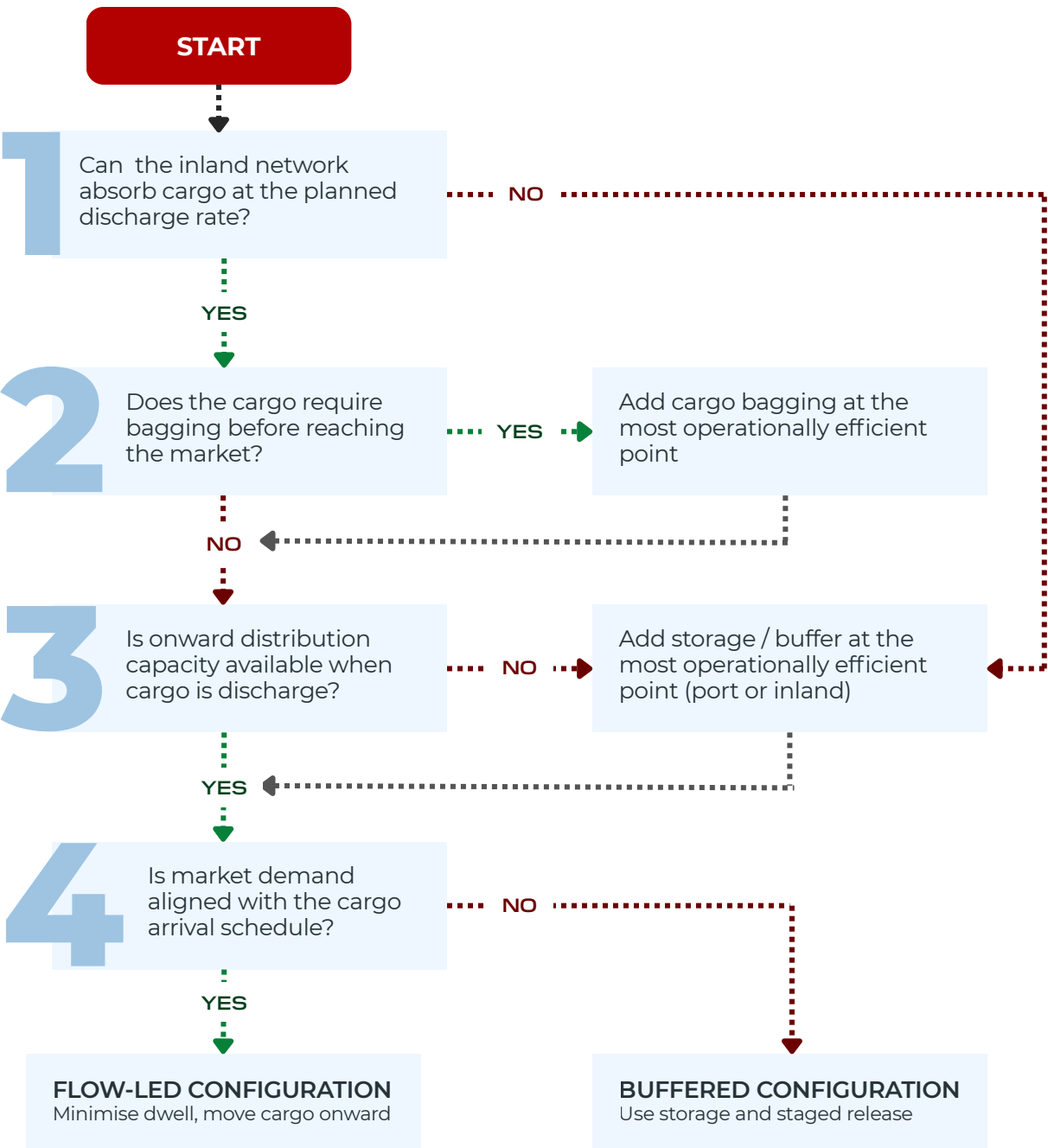
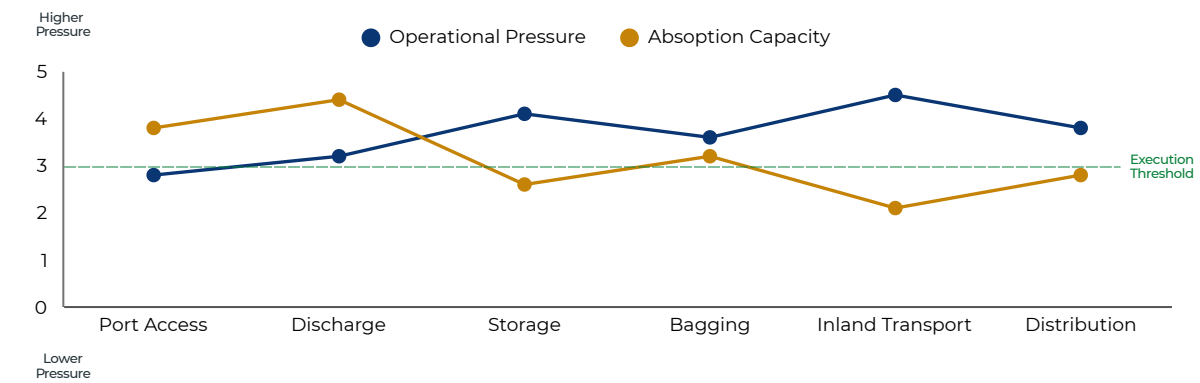


Figure 3

Which logistics strategy best fits today’s operating conditions?

IMGS Fertilizer Logistics Pressure Profile™

Assessing where operational pressure is approaching or exceeding available execution capacity.



Execution Stage	Operational Pressure	Absorption Capacity	Execution Gap	Position	Priority	Why it Matters
Port Access	2.8	3.8	-1.0	Stable		Current capacity remains sufficient
Discharge	3.2	4.4	-1.2	Stable		Current capacity remains sufficient
Storage	4.1	2.6	+1.5	Exposed	2	Insufficient buffer capacity to absorb upstream flow
Bagging	3.6	3.2	+0.4	Watch	4	Limited headroom; monitor closely
Inland Transport	4.5	2.1	+2.4	Critical	1	Largest execution gap; immediate constraint on onward flow
Distribution	3.8	2.8	+1.0	Exposed	3	Downstream market absorption is under pressure

NOTE: Illustrative fertilizer logistics pressure profile only. Values will vary by shipment, port, infrastructure, equipment availability, inland transport conditions, and market requirements. The profile should be recalibrated using current operating conditions before intervention decisions are made

IMGS Execution Gap Decision Guide™

Turns logistics visibility into intervention decisions

EXECUTION GAP	CLASSIFICATION	MANAGEMENT RESPONSE
≤ 0	Stable	Maintain available capacity and operating headroom.
0.1–0.9	Watch	Prepare contingency capacity and monitor the next downstream stage.
1.0–1.9	Exposed	Rebalance flow, introduce a buffer or strengthen downstream capacity.
≥ 2.0	Critical	Intervene before the constraint disrupts market delivery.

CHAPTER 3

Where are my fertilizer logistics risks today?

WHEN PRESSURE BECOMES RISK

A sound logistics strategy can still fail when execution conditions change.

Fertilizer logistics risk is dynamic. Port congestion, storage limits, bagging constraints and inland transport shortages can reduce operating flexibility and the impact rarely stays at one stage.

The critical point comes when operational pressure exceeds the network’s absorption capacity. That difference is the Execution Gap.

As the gap widens, flexibility declines, waiting increases and pressure transfers downstream.

This is why pressure should be assessed against the network’s ability to absorb it not simply against the activity currently under strain.

At each execution stage, two questions matter:

- How much pressure is being placed on the stage?
- How much can that stage realistically absorb?

Pressure moves. Risk compounds

The first question should therefore be: Where will the additional volume go next?

Effective intervention strengthens the weakest connection across the execution chain rather than simply accelerating the activity currently under pressure.

Logistics risk lies not where pressure starts, but where it can no longer be absorbed.

CHAPTER 4

What should logistics leaders need to know?

EXECUTIVE INSIGHTS

Fertilizer moves through a connected execution chain.

A strong discharge rate has limited value if storage, bagging or inland transport cannot absorb the resulting flow.

Execution risk emerges where pressure exceeds absorption capacity.

The most critical constraint is where the network loses the ability to absorb additional volume.

The strongest strategy is rarely a single operating model.

Direct flow, storage, bagging and inland movement should be configured around timing, capacity and market demand.

Resilience comes from operational optionality.

Multiple execution pathways allow operators to respond faster whenever market conditions change.

In cargo movement, faster is not always better.

Accelerating discharge, bagging or truck dispatch can simply transfer congestion downstream if the next stage is not ready.

Market timing remains the ultimate test across any fertilizer movement.

Operation can still underperform if fertilizer reaches the market too late for the required distribution or application window..

RECOMMENDATIONS

Design the full fertilizer logistics pathway before optimizing individual stages.

Map the 7 critical key points for the logistics flow and identify where each stage depends on the next.

Monitor pressure across the full execution chain.

Track pressure against absorption capacity across the execution chain — not throughput alone.

Test downstream absorption before increasing upstream throughput.

Before accelerating discharge, bagging or dispatch, ask: Where will the additional volume go next?

Intervene where the weakest connection constrains flow.

Prioritize the stage that is constraining overall flow, not simply the point where congestion is most visible..

Build buffers where timing and capacity are uncertain.

Use storage, staged bagging and controlled dispatch to bridge vessel arrival, transport capacity and market demand.

Align logistics decisions with market and agricultural demand.

The objective is to maintain product availability in the right format, location and timing for the market.

Treat fertilizer logistics as one integrated execution system from vessel arrival to market delivery.



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