INTERNATIONAL HYDROGEN FUEL CELL ASSOCIATION

International Hydrogen Fuel Cell Association 2025 – 2026 Annual Work Report

June 10, 2026

Current Status of the Global Hydrogen Industry

In 2025–2026, the global hydrogen industry is at a critical stage of transition from demonstration and validation toward industrialization and large-scale development. The International Energy Agency (IEA) and the United Nations Industrial Development Organization (UNIDO) broadly recognize hydrogen as an important enabler of energy transition, deep industrial decarbonization and enhanced energy security. Overall, the global hydrogen industry is showing a development trend characterized by accelerated low-carbon transition, growing project investment, deepened value-chain coordination and expanding application scenarios.

On the supply side, global hydrogen demand has approached 100 million tonnes per year, with the vast majority still produced from fossil fuels. Low-emissions hydrogen, including hydrogen produced from renewable energy and low-carbon hydrogen produced with carbon capture, still accounts for less than 1% of total supply, but its growth is accelerating noticeably. According to official datas, by 2025, more than 1,500 low-emissions hydrogen projects had been announced globally, of which around 500 had entered operation, construction or the final investment decision stage, with cumulative committed investment exceeding USD 110 billion. Water electrolysis for hydrogen production has become a key area of industrial growth, and China has become the world's largest producer and deployment market for electrolyzer equipment. As wind power, solar PV and hydrogen production coupling projects accelerate, the Middle East, Australia, North America, China and Europe have become the most active regions for green hydrogen project development.

In terms of storage, transportation and infrastructure, diversified transport systems are being built at an accelerated pace. High-pressure gaseous hydrogen storage and transportation remain the mainstream approach, while liquid hydrogen, ammonia, methanol and liquid organic hydrogen carriers (LOHC) are developing in parallel. Liquid hydrogen technology has attracted broad attention in aerospace, heavy-duty transportation and international trade, with Japan, the Republic of Korea, the United States and the European Union continuing to advance liquid hydrogen supply-chain development. Meanwhile, many countries have begun planning cross-regional hydrogen pipelines and port-based hydrogen fuel networks, and a hydrogen trade system is beginning to take shape. By the end of 2025, approximately 1,200 hydrogen refueling stations had been built worldwide. China, Japan, the Republic of Korea and Europe are leading in hydrogen refueling station development. China has built more than 500 hydrogen refueling stations in total, initially forming regional network layouts in areas such as Beijing–Tianjin–Hebei, the Yangtze River Delta and the Guangdong–Hong Kong–Macao Greater Bay Area.

In downstream applications, transportation and industry remain the core directions for hydrogen commercialization. In the transportation sector, fuel cell heavy-duty trucks, buses, port transport vehicles and cold-chain logistics vehicles have become key breakthrough scenarios. In the industrial sector, future demand growth for low-emissions hydrogen will be supported by applications including refining and petrochemicals, ammonia synthesis, methanol, green steel and high-temperature industrial heat. In the steel industry in particular, Europe, the Middle East and China are advancing hydrogen-based direct reduced iron (DRI) demonstration projects. Hydrogen power generation, long-duration energy storage and hydrogen blending in natural gas are also expanding as energy application scenarios, offering new pathways for renewable energy integration and utilization.

In terms of policy and market mechanisms, more than 60 countries and regions worldwide have released national hydrogen strategies or roadmaps. The European Union continues to advance the development of its Renewable Hydrogen Certification Framework. The Inflation Reduction Act (IRA) in the United States has significantly increased investment enthusiasm for low-carbon hydrogen projects, while China has incorporated hydrogen into the key development directions for future industries and energy system development. Although global investment momentum continues to rise, the industry still faces challenges including high costs, insufficient infrastructure, slow cultivation of end-use demand and the lack of unified international certification standards. At present, green hydrogen costs in most regions remain higher than those of conventional grey hydrogen, and project financing and business models still require further maturity.

Looking ahead to 2026–2027, with declining renewable energy costs, advances in electrolyzer technology and deepening international cooperation, the global hydrogen industry is expected to enter an important stage of large-scale expansion. Demonstration applications in key sectors such as transportation, steel, shipping and chemicals will further expand, and international standards, certification and trade rules are expected to take shape at a faster pace, helping hydrogen gradually become an important component of the global low-carbon energy system.

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Work Achievements

The global energy transition has entered a stage of deeper implementation. As a key energy carrier for achieving carbon neutrality, hydrogen continues to demonstrate its strategic value in transport decarbonization, industrial emissions reduction and energy system restructuring. The period from June 2025 to May 2026 was a critical year for the International Hydrogen Fuel Cell Association (IHFCA) to deepen its participation in global governance, promote the large-scale implementation of the industry and build a diversified cooperation ecosystem. During the reporting period, guided by its core mission of “promoting the high-quality development of the global hydrogen industry and supporting the achievement of carbon neutrality,” IHFCA focused on four core priorities: enhancing its voice and influence in international standards, expanding its global cooperation network, strengthening high-level think tank capabilities and implementing demonstration projects. Working with governments, international organizations, research institutions, industrial enterprises and stakeholders across the entire value chain, IHFCA achieved systematic and milestone progress in improving internal governance systems, deepening international exchanges and cooperation, supporting industry research and policy development, implementing international projects and building a global membership network.

During the reporting period, IHFCA achieved significant growth in its core development indicators. Its membership expanded to 110 members across 24 countries and regions. The international composition of its decision-making body continued to improve, with many office holders at ministerial or CEO level, bringing diverse perspectives to global governance decision-making. Participation in international standards governance increased significantly: one expert became a registered expert of ISO/TC 197 WG 15, and one expert became a registered expert of IEC/TC 105 WG 110. Two standards were approved for development, namely “Safety Technical Requirements for Green Hydrogen Production Plants for Large-scale Electrolysis of Water” and “Cylinder skid container for compressed hydrogen transportation.” One standard, “Evaluation Method for the Activation Degree of Proton Exchange Membrane Fuel Cell Stack,” was officially published. The level of cooperation with international organizations was significantly enhanced. IHFCA formally obtained consultative status with UNIDO, becoming an important international organization in the global hydrogen sector with formal consultative status within the United Nations system. IHFCA’s international project portfolio achieved multi-regional coverage, with projects including China Green Hydrogen: from Production to Hard-to-Abate End Uses and the Morocco low-carbon steel and green hydrogen application project, covering Asia and Africa. High-level international exchange activities also delivered strong results. IHFCA hosted major international events including FCVC 2025, the HydrogenSphere 2025 Conference in France and COP30 related activities, attracting experts and peers from more than 30 countries and regions worldwide, with online outreach exceeding 5 million.

At the same time, IHFCA closely addressed the key bottlenecks of industry development. Focusing on core issues such as breakthroughs in hydrogen storage and transportation technologies, large-scale green hydrogen application, AI-enabled hydrogen value chains and the commercialization of fuel cell vehicles, IHFCA carried out multi-dimensional industry research, released several flagship reports and policy recommendations, and promoted coordination between technological innovation and policy development. During the reporting period, IHFCA released the flagship report “Research on the Application of AI Technology in the Hydrogen Energy Industry,” along with other reports and policy recommendations. It advanced work on the Hydrogen Energy Storage Technology Guidelines and the New Energy Vehicle Technology Guidelines, deepened strategic cooperation with UNIDO, the Global Hydrogen Industrial Association Alliance (GHIAA), the World Bank, the Hydrogen Council, Green Hydrogen India and the Common Market for Eastern and Southern Africa (COMESA), and built a hydrogen development ecosystem characterized by global linkage, regional coordination and industrial integration.

This report systematically reviews IHFCA’s core work achievements and experience from June 2025 to May 2026, and, in light of global hydrogen industry trends, sets out the work plan for the next year, providing IHFCA solutions and contributing IHFCA’s strength to the large-scale development of the global hydrogen industry.

Highlights

Obtained consultative status with UNIDO and delivered a keynote statement on promoting the development of the global hydrogen industry during the General Debate of the Twenty-First Session of the UNIDO General Conference (GC 21).

Expanded membership to 110 members across 24 countries and regions.

Established 32 international partners, with new partners including Green Hydrogen India, the Common Market for Eastern and Southern Africa (COMESA), the Natural Resources Defense Council (NRDC) and other organizations.

Advanced 4 international projects: launched the China Green Hydrogen: from Production to Hard-to-Abate End Uses international project; delivered the Morocco low-carbon steel and green hydrogen application project; cooperated with UNIDO on the Hydrogen Energy Storage Technology Guidelines project; and jointly advanced the New Energy Vehicle Technology Guidelines project with UNIDO.

Organized 18 high-level meetings and events, including FCVC 2025, the HydrogenSphere 2025 Conference in France and COP30 related activities.

Recommended 2 experts to ISO and IEC:
one expert became a registered expert of ISO/TC 197 WG 15, and one expert became a registered expert of IEC/TC 105 WG 110.

Advanced 2 standards for development:
"Safety Technical Requirements for Green Hydrogen Production Plants for Large-scale Electrolysis of Water" and "Cylinder skid container for compressed hydrogen transportation."

Officially published 1 standard:
"Evaluation Method for the Activation Degree of Proton Exchange Membrane Fuel Cell Stack."

Released 4 policy and research reports:
"Research on the Application of AI Technology in the Hydrogen Energy Industry," "Hydrogen Storage, Transportation and Utilization: Development Status, Key Challenges and Strategic Opportunities," "China's Medium & Long-Term Path of Hydrogen Transportation and Global Trade," and "Vision for Science, Technology and Industry Development during the 15th Five-Year Plan Period — Promoting High-Quality Hydrogen Industry Development to Secure a Strategic Advantage in Future Competition."

Provided more than 100 member services, including more than 60 member visits, more than 30 international member matchmaking activities, more than 30 industrial visits and more than 10 online and offline member seminars, with the aim of addressing members' needsand providing policy recommendations.


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I. Improving the Organizational System, Upgrading Governance Capacity and Strengthening the Foundation for Global Development

Internal governance is the core guarantee for the sustainable development of an international organization. During the reporting period, IHFCA pursued governance upgrading through **institutionalization, standardization, internationalization and digitalization.** IHFCA improved its organizational structure, strengthened compliance management, optimized operating mechanisms and enhanced the professional capacity of the Secretariat. These efforts helped build a modern governance system aligned with the development of the global hydrogen industry, strengthening the institutional foundation for IHFCA's deep participation in global hydrogen governance and its promotion of high quality industry development.

1.1 Organizational Structure Optimization and Efficient Operation of Specialized Branches

Continuous improvement of the Executive Board decision-making mechanism: On June 18, 2025, IHFCA convened the Fifth Session of the First Executive Board Meeting of IHFCA. In strict accordance with IHFCA's Constitution, the meeting reviewed the 2024–2025 Annual Work Report, considered changes and additions to Vice Chair positions, and discussed key work priorities for 2025–2026. The meeting fully leveraged the decision-making role of the Executive Board and ensured that IHFCA's development strategy is evidence-based and forward looking. The meeting approved the addition of Mr. Li Yonglin, Member of the CPC Leadership Group and Deputy General Manager of China Petrochemical Corporation and Senior Vice President of Sinopec Corp.; Mr. Zu Sijie, Vice President and Chief Engineer of SAIC Motor; Mr. Yuda Shuji , Senior Technical Executive of Toyota Motor (China) Investment Co., Ltd. (Japanese); Mr. Lee Hyukjoon, President of Hyundai Motor (China) Investment Co., Ltd. (Korean); and Mr. Hilton Ingram, Executive Head of PGM Marketing at Anglo American (British), as Vice Chairmen. It also approved the change of Mr. Yves Dumoulin, Global Senior Vice President of FORVIA Hydrogen Solutions (French), to Vice Chairman. The approval of these agenda items further enhanced the international composition of the Executive Board and provided diverse perspectives and a global vision for the formulation of IHFCA's global development strategy.

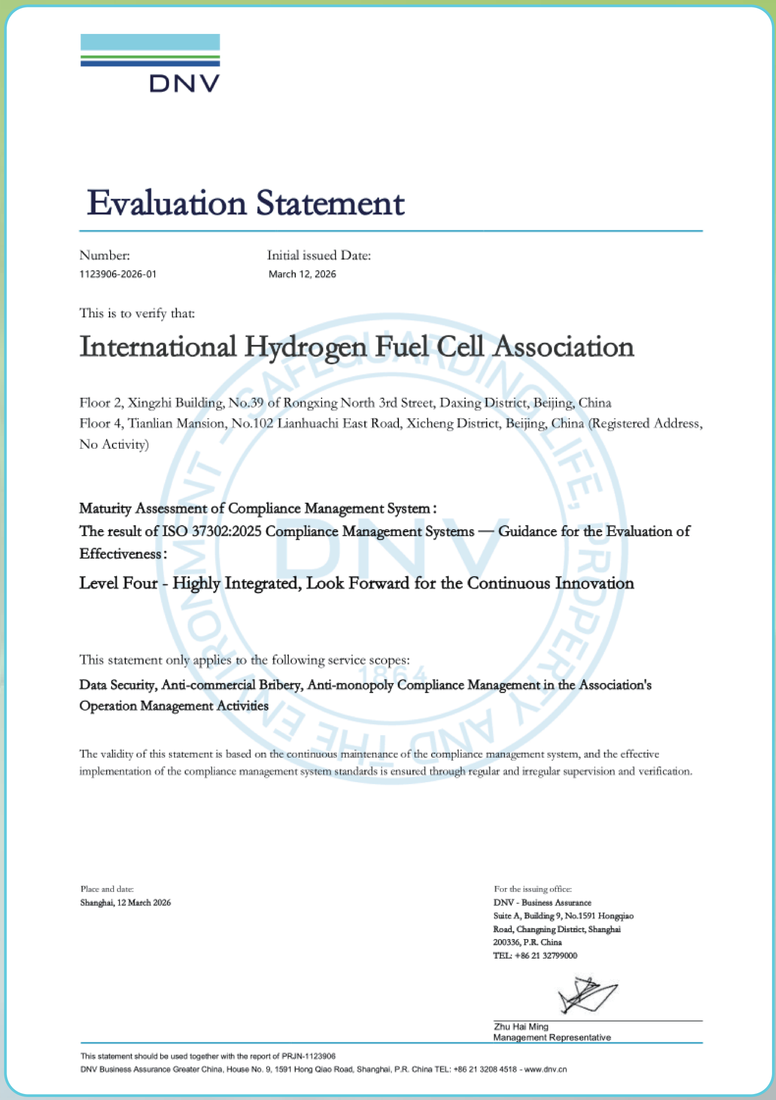
Further strengthening the functions of the Standardization Working Committee: On June 18, 2025, IHFCA convened the Second Meeting of the Standardization Working Committee. In light of global hydrogen standardization trends and practical industry needs, the meeting reviewed priority standard project requirements and identified hydrogen storage and transportation, evaluation of fuel cell activation performance, and hydrogen energy storage as key directions for standardization work. During the reporting period, IHFCA organized member participation in international standards discussions twice, nominated one expert who became a registered expert of ISO/TC 197 WG 15 and one expert who became a registered expert of IEC/TC 105 WG 110, and established an international standards information exchange mechanism. Relying on IHFCA's Standardization Working Committee, IHFCA provided member organizations with full-process guidance on standard project initiation, development and submission, and supported member organizations in proposing standard projects. A number of member organizations led the development of IHFCA standards. Among them, two standard proposals, "Safety Technical Requirements for Green Hydrogen Production Plants for Large-scale Electrolysis of Water" and "Cylinder skid container for compressed hydrogen transportation," were successfully included in the IHFCA standard development agenda. In April 2026, the standard "Evaluation Method for the Activation Degree of Proton Exchange Membrane Fuel Cell Stack," organized under the leadership of IHFCA and developed by Tongji University and Dongfeng Motor, was officially published, becoming the first formally released IHFCA standard since the establishment of the IHFCA Standardization Working Committee.

Official launch and operation of the Hydrogen Safety and Equipment Branch: On June 19, 2025, the First Meeting of the Hydrogen Safety and Equipment Branch was held in Shanghai. The meeting brought together experts, scholars and enterprise representatives from the fields of hydrogen safety and equipment manufacturing worldwide, and conducted in-depth discussions on core issues such as the development of hydrogen equipment standards systems and safety technology innovation. It clarified the Branch's work direction and priority tasks. After its establishment, the Branch led research on hydrogen equipment safety assessment systems and the mapping of key technical standards for hydrogen fuel cell equipment, providing professional support for the safe, efficient and large-scale application of hydrogen equipment.

1.2 Strengthening Compliance Management and Aligning the Governance System with International Standards

As an international organization with global influence, IHFCA has always regarded compliance management as a core component of internal governance. It has continuously improved its compliance management framework, promoted the alignment of its governance system with high international standards, and safeguarded the standardization and legality of its operations.

Continued implementation of ISO 37301:2021 Compliance Management Systems requirements: During the reporting period, IHFCA further improved its Compliance Risk Register. Through continuous improvement measures, it brought 28 compliance risk points under control and developed targeted prevention and control measures. It optimized internal compliance workflows, incorporated compliance review as a required step in IHFCA's work, and achieved full coverage of compliance management. IHFCA organized four compliance management training sessions for Secretariat staff, improving their compliance awareness and professional capabilities. In addition to passing the annual review, **IHFCA also received a Level Four rating in the compliance management system effectiveness evaluation under ISO 37302:2025.** This effectiveness assessment evaluates the maturity and effectiveness of compliance management. It demonstrates not only that IHFCA has implemented compliance management, but also that it has implemented it well.


DNV

Evaluation Statement

Number: 1123906-2026-01

Initial issued Date: March 12, 2026

This is to verify that:

International Hydrogen Fuel Cell Association

Floor 2, Xingzhi Building, No.39 of Rongxing North 3rd Street, Daxing District, Beijing, China
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Maturity Assessment of Compliance Management System:
The result of ISO 37302:2025 Compliance Management Systems — Guidance for the Evaluation of Effectiveness:

Level Four - Highly Integrated, Look Forward for the Continuous Innovation

This statement only applies to the following service scopes:
Data Security, Anti-commercial Bribery, Anti-monopoly Compliance Management in the Association's Operation Management Activities

The validity of this statement is based on the continuous maintenance of the compliance management system, and the effective implementation of the compliance management system standards is ensured through regular and irregular supervision and verification.

Place and date:
Shanghai, 12 March 2026

For the issuing office:
DNV - Business Assurance
Suite A, Building 9, No.1591 Hongqiao Road, Changning District, Shanghai
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Zhu Hai Ming
Management Representative

This statement should be used together with the report of PRJN-1123906
DNV Business Assurance Greater China, House No. 9, 1591 Hong Qiao Road, Shanghai, P.R. China TEL: +86 21 3208 4518 - www.dnv.cn

Continuous improvement of the institutional document system: In line with IHFCA's development needs and the operating requirements of international organizations, the Secretariat developed the "Guidelines on Language and Written Communication Use of the Secretariat of the International Hydrogen Fuel Cell Association (Trial)," the "Brand Management Policy of the Secretariat of the International Hydrogen Fuel Cell Association (Trial)" and the "Administrative Measures for Information Disclosure of the Secretariat of the International Hydrogen Fuel Cell Association (Trial)." The Standing Executive Board reviewed and approved the "Remuneration Management Measures of the International Hydrogen Fuel Cell Association," the "Performance Appraisal Management Measures of the International Hydrogen Fuel Cell Association" and the "Decision-Making Mechanism for Major Matters and Large-Amount Funds of the International Hydrogen Fuel Cell Association." Based on these policies and detailed rules, the Secretariat further optimized online processes and the corresponding digital development of human resources, administrative, financial and business workflows, and carried out related training and learning activities.

1.3 Enhancing Secretariat Capacity and Advancing Digitalization and Professionalization

The Secretariat is the core executive body for IHFCA's daily operations. During the reporting period, IHFCA focused on **enhancing professional capabilities, optimizing digital infrastructure and developing its talent team**, promoting the Secretariat's upgrading toward greater internationalization, professionalization and efficiency, and providing strong execution support for the implementation of IHFCA's work.

Upgrade of digital infrastructure: IHFCA completed a comprehensive upgrade of its official website, optimized functional modules based on data security and personal privacy requirements, and improved the website's interactivity and service capabilities. It also continued to optimize the functions of the IHFCA Standard Portal, using digital tools to support efficient participation by global industry stakeholders in standard development and putting into practice the hydrogen standards philosophy of "co-creation, co-research and sharing."

Professional talent development: In line with IHFCA's business development needs, a talent training and development mechanism was established. IHFCA organized Secretariat staff to participate in four professional training sessions provided by UNIDO and other international organizations, specialized professionals and industry experts, and conducted six exchange and study visits to leading hydrogen industry countries and regions worldwide, enhancing staff members' global vision and professional competence. IHFCA also improved its performance appraisal and incentive mechanisms by linking work achievements with performance evaluation, thereby fully mobilizing staff enthusiasm and initiative.

Continuous improvement of operational efficiency: IHFCA optimized internal workflows within the Secretariat, clarified the responsibilities and boundaries of each department, established a cross-departmental collaboration mechanism, and improved work efficiency. It implemented a project accountability mechanism for major international events, international projects and industry research, specifying project leaders and work milestones to ensure that all tasks are completed on time and to a high standard. It also established an implementation-tracking mechanism to regularly monitor the implementation of Executive Board resolutions and the annual work plan, identify and resolve problems in a timely manner, and ensure that all work is effectively implemented.

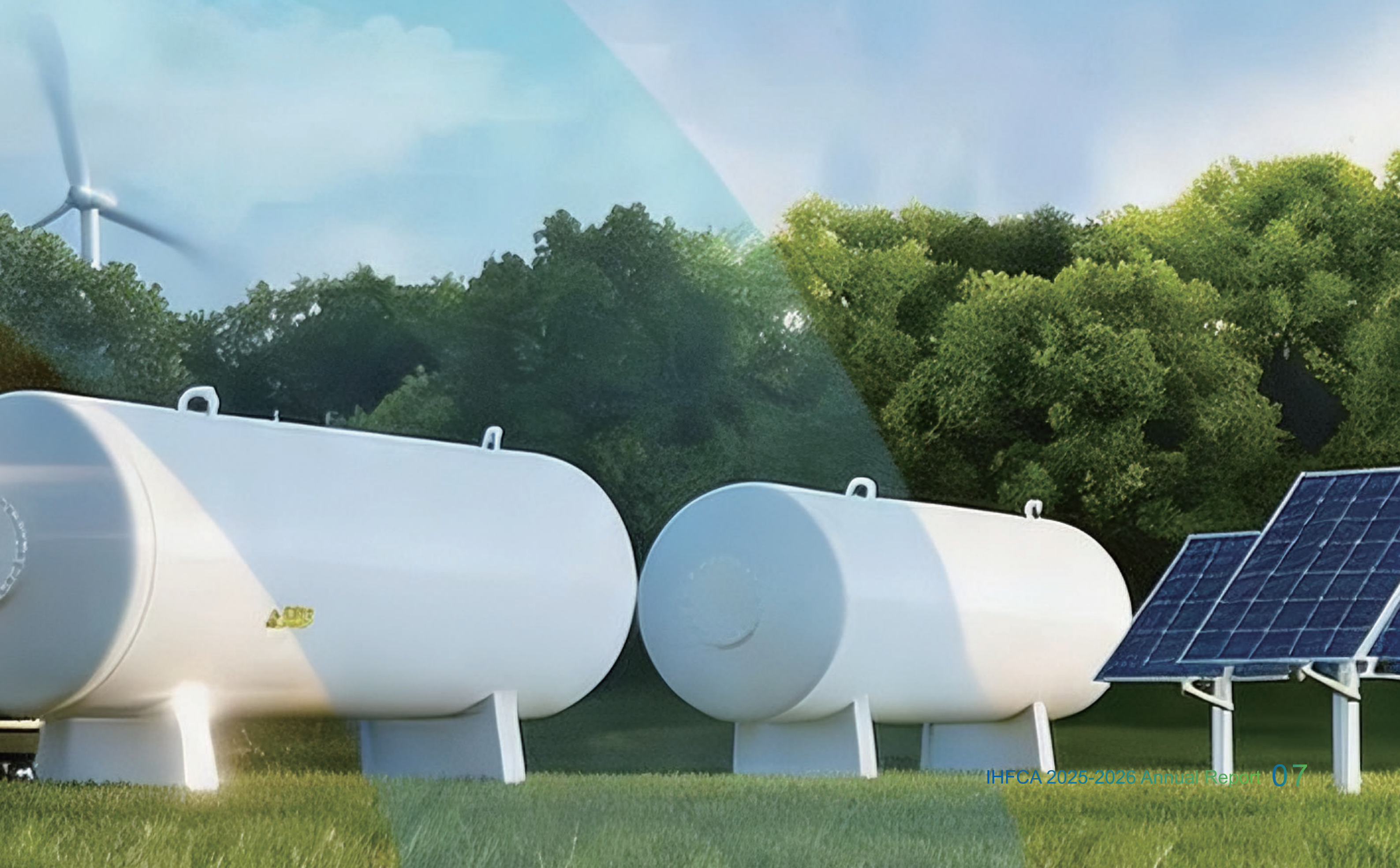
1.4 Governance Innovation and Exploration of a New Model for the Sustainable Development of International Organizations

During the reporting period, in light of the characteristics of hydrogen industry development and the operating principles of international organizations, IHFCA explored governance innovation and promoted its transformation from a “platform-based organization” to an “ecosystem-based organization,” achieving deeper integration between its own sustainable development and the development of the global hydrogen industry.

Establishing a governance model of “member participation and shared outcomes”: IHFCA encouraged member organizations to participate deeply in its various areas of work and to fully leverage their technical strengths, resource advantages and market capabilities in standard development, industry research, international projects and international exchanges. It established an outcome-sharing mechanism to make IHFCA’s industry research outputs, standard development outcomes and international project resources available to member organizations, supporting their development and enabling synergistic development and mutual benefit between IHFCA and its members.

Promoting the deep integration of governance mechanisms and industry development: IHFCA used the development needs of the hydrogen industry as an important basis for improving its governance system. Focusing on key issues in the scale-up, commercialization and internationalization of the hydrogen industry, it optimized its organizational structure, working mechanisms and service content, enabling its governance system to better respond to industry development needs and provide more targeted and efficient services. At the same time, during Executive Board meetings, IHFCA organized representatives to engage in full discussions, provide recommendations for IHFCA’s development, and incorporate these recommendations into daily work to promote industry development.

Exploring a diversified funding model: In addition to membership fees, IHFCA actively sought diversified funding support from government project funding, cooperative funding from international organizations and enterprise service procurement, providing financial safeguards for the implementation of its work. It explored a funding model based on “industry services + market-oriented operations,” providing customized consulting, technical services and project matchmaking to member organizations and the broader industry through market-based services, thereby creating a self-sustaining funding cycle and ensuring IHFCA’s sustainable development.

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II. Focusing on Member Services and Empowering Member Institutions through Multiple Forms

Member services have always been at the core of IHFCA's work. IHFCA actively identifies member needs and industry challenges, integrates international resources to support the joint development of the global hydrogen industry, and builds bridges for international industrial cooperation. During the reporting period, IHFCA organized more than 60 member visits, more than 30 international matchmaking activities for members, more than 30 industry visits, and more than 10 online and offline member seminars. Through diversified service approaches, IHFCA empowered members in international exchanges and supported the development of an international hydrogen supply-chain ecosystem.

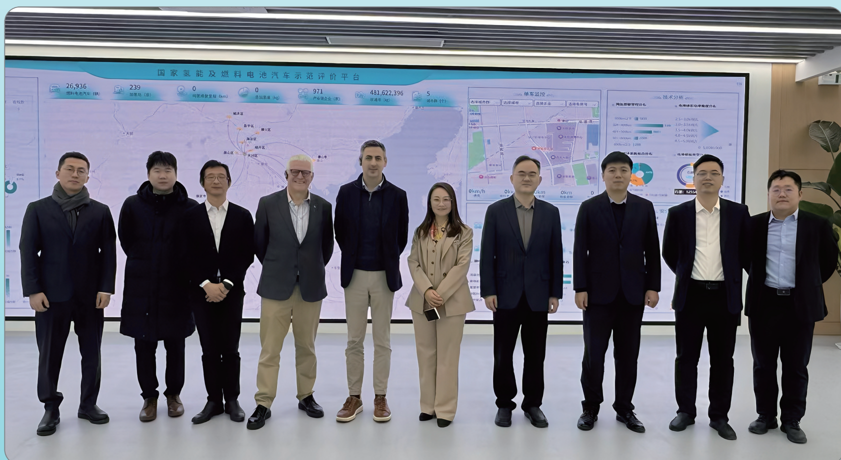
2.1 Consolidating Member Needs, Integrating Policy Recommendations and Submitting Them to Government Ministries

On July 17, 2025, IHFCA, together with the China Society of Automotive Engineers (China SAE), held a member seminar in Beijing to conduct in-depth discussions on the revised content of the "Policy Recommendations for the Next Stage of Development of the Hydrogen and Fuel Cell Vehicle Industry." Representatives from member organizations including Valterra Platinum, Hyundai Motor (China), Hyundai Hydrogen Fuel Cell System (Guangzhou), SinoHytec, Shanghai Hydrogen Propulsion Technology Co., Ltd. (SHPT), China Automotive Strategy and Policy Research Center, and Garrett participated in the discussion and provided recommendations. IHFCA fully listened to members' views, collected industry opinions, improved the policy recommendations, and submitted them to relevant national ministries, thereby empowering both member development and industry development.

On November 7, 2025, IHFCA organized an industrial development dialogue between Standing Executive Board Member Institution Saudi Aramco and expert representatives from member organizations including Tsinghua University, Sinopec, North China Electric Power University and the Daxing International Hydrogen Energy Demonstration Zone. IHFCA also convened the kick-off meeting for the research project on China's Medium & Long-Term Path of Hydrogen Transportation and Global Trade. Based on China's domestic energy layout and the current status of infrastructure development, the outcomes of this meeting helped plan a medium- and long-term transportation pathway suited to China's national conditions, with the aim of reducing transportation costs, improving transportation efficiency and promoting the broader application of hydrogen in China's hard-to-abate industries such as chemical manufacturing, steel and heavy-duty transportation.

2.2 Strengthening Member Linkages, Expanding International Markets and Empowering the Global Value Chain

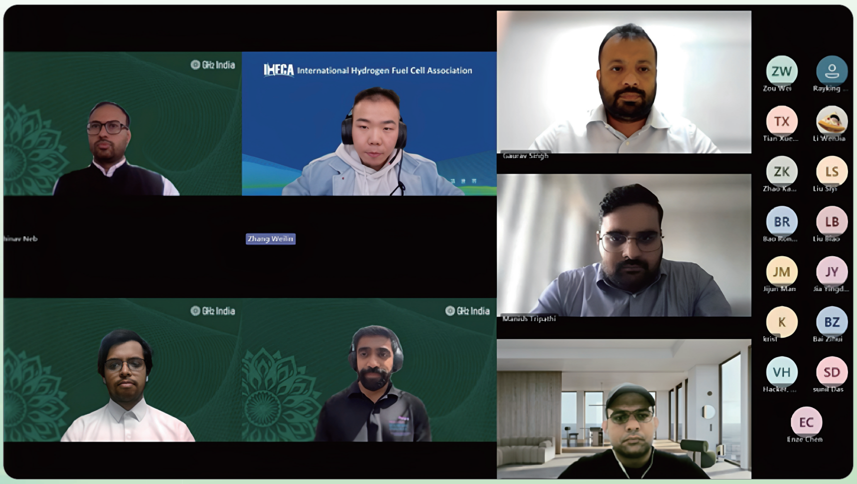
On January 25, 2026, IHFCA received at its Beijing headquarters a senior delegation from Valterra Platinum, one of IHFCA's Vice-Chair member institutions, led by Mr. Hilton Ingram, Executive Head of Global Markets and Vice Chairman of IHFCA. The two sides held in-depth exchanges on the development and prospects of the hydrogen and fuel cell vehicle industry. The meeting laid a foundation for the two sides to further integrate resources and promote industrial implementation, while also injecting new momentum into coordinated development across the upstream and downstream hydrogen value chain. During the same period, IHFCA organized visits by the Valterra Platinum delegation to CATARC in Tianjin, Rockcheck Group and Changan Automobile in Chongqing, where participants exchanged views on industrial development and technical challenges and jointly explored future development directions.



On March 30, 2026, IHFCA and its Korean member institution, the Korea Hydrogen Alliance (H2KOREA), held the China–Korea Hydrogen Industry Cooperation Exchange Meeting. Representatives from IHFCA members including Sinopec, Hyundai Motor (China), SinoHytec, the Daxing International Hydrogen Energy Demonstration Zone, Foton Motor and HydoTech held industrial exchanges and in-depth discussions with representatives from leading Korean enterprises including SK E&S, Air Liquide and POSCO. This matchmaking activity helped IHFCA members better understand the Korean industrial market and laid a solid foundation for member organizations to enter the Korean market.

On March 31 and April 10, 2026, IHFCA and its Indian member institution, the Green Hydrogen Association (GH2 India), jointly held two online seminars. The meetings invited three member organizations, REFIRE, SHPT and HydoTech, to provide a comprehensive introduction to China's hydrogen market, technological development and policy landscape, and to jointly explore potential opportunities for future international cooperation. At the same time, Indian hydrogen stakeholders exchanged views on India's green hydrogen policy framework, key project layout and opportunities for hydrogen value-chain cooperation, helping IHFCA member organizations gain a more comprehensive and practical understanding of the current status and future prospects of India's green hydrogen industry.

The two online seminars attracted more than 30 member organizations to participate online and facilitated contacts between two member organizations and an Indian hydrogen drone manufacturer to explore cooperation opportunities.



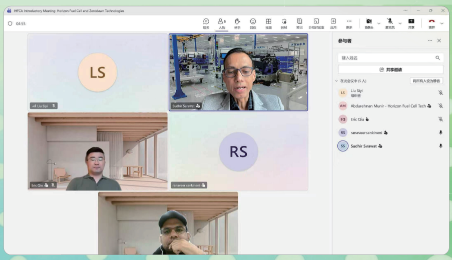
On April 22, 2026, the delegation led by Sunfire's CEO from Germany visited IHFCA and held discussions with Association representatives on topics including global hydrogen industry development, electrolyzer technology iteration, and the prospects and pathways for hydrogen development in China. This exchange laid the foundation for future cooperation between the two sides in international exchanges and cooperation, industry research and international projects.

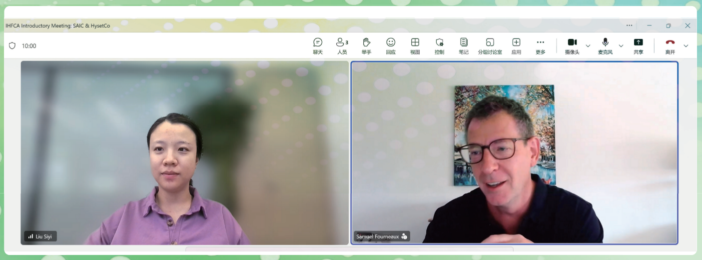
From May 18 to 20, 2026, IHFCA representatives visited key members in Shanghai, including FORVIA, Valterra Platinum, SHPT, Saudi Aramco and Tongji University. These visits focused on the policy positioning, industrial impact and commercialization breakthrough pathways of the Shanghai City Cluster Hydrogen Demonstration. The exchanges covered international hydrogen industry policy orientation and project landscape, core contradictions and industrial impact, key pathways for economic viability breakthroughs, and industry recommendations and promotion directions, further consolidating members' shared understanding and assessment of policy risks, industrial bottlenecks and strategic breakthrough points.

2.3 Continuously Improving the Member Service System and Achieving Coordinated Development between Members and IHFCA

With value creation for members as its core objective, IHFCA continued to improve its member service system and provide members with comprehensive and professional services, including high-level international exchanges, global hydrogen demonstration project matchmaking, standards participation and customized consulting. These efforts promoted coordinated development and mutual benefit between IHFCA and its members.

High-level international exchange services: IHFCA provided members with opportunities to participate in leading global hydrogen conferences and exchange activities, including FCVC, the HydrogenSphere, COP and the UNIDO General Conference. During the reporting period, IHFCA organized more than 30 instances of member participation in international exchange activities. It built international exchange platforms for members and organized more than 30 bilateral and multilateral exchange activities between members and leading global hydrogen enterprises, international organizations and government departments. IHFCA also promoted members' international cooperation and market expansion by organizing nearly 20 international procurement demand matchmaking activities for member organizations, with international resources covering France, the United Kingdom, Norway, Ethiopia, India and other countries. Taking the opportunity of FCVC 2026, IHFCA also organized a dedicated international procurement matchmaking session to help members implement cooperation needs and expand overseas markets.





Global demonstration project matchmaking services: IHFCA established a member project matchmaking mechanism and opened to members the international projects led by IHFCA, including China Green Hydrogen: from Production to Hard-to-Abate End Uses and the Morocco low-carbon steel and green hydrogen application project, providing members with opportunities for project participation, technology application and market expansion. A number of member organizations participated in various international demonstration projects of IHFCA, covering hydrogen production equipment manufacturing, fuel cell research and development, hydrogen storage and transportation, and hydrogen refueling station construction, thereby promoting the implementation and industrial application of members' technological achievements. At the same time, IHFCA provided members with global hydrogen project information services, integrating information on global hydrogen demonstration projects and investment projects and regularly sharing it with members to support their overseas deployment and project investment decisions.

Priority services for standards participation: IHFCA provided member organizations with priority channels to participate in international and domestic hydrogen standardization work. It organized members to participate in the formulation and revision of standards under international standardization organizations such as ISO/TC 197 and IEC/TC 105. During the reporting period, IHFCA organized member participation in international standards discussions twice and nominated two member experts who became ISO/IEC registered experts. Relying on its Standardization Working Committee, IHFCA provided member organizations with full process guidance on standard project initiation, development and submission, and supported members in proposing standards. During the reporting period, a total of 10 member organizations led or participated in IHFCA standard development projects, among which two standards were successfully included in the IHFCA standard development agenda.

Customized consulting services: IHFCA formed an advisory team composed of global hydrogen experts to provide member organizations with customized technical, policy and market consulting services. In response to members' needs in technology R&D, project development, market expansion and policy application, IHFCA provided professional solutions and recommendations. At the same time, IHFCA provided member organizations with industry research reports, statistical analysis and other information services, offering data support for members' strategic decision-making.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III. Connecting Global Resources, Leveraging Platform Strengths and Building Bridges for Global Cooperation

International exchange is an important link for promoting the integrated development of the global hydrogen industry. With the goals of **building high-end international exchange platforms, promoting the sharing of global hydrogen technologies and experience, and building global consensus on hydrogen development,** IHFCA hosted, organized and participated in a series of high-profile and high-level international hydrogen exchange activities during the reporting period. These activities covered major global regions including Asia, Europe, Africa and South America, and built a global hydrogen cooperation bridge connecting governments, international organizations, research institutions and industrial enterprises. They also continued to enhance IHFCA's international influence and voice in the global hydrogen sector.

3.1 Hosting Flagship International Events and Building a Core Platform for Global Hydrogen Industry Exchange

IHFCA fully leveraged its platform advantages and resource integration capacity to host flagship international events with global influence, including FCVC 2025, the HydrogenSphere Conference and the World Science and Technology Development Forum. These events brought together leaders, experts, scholars and enterprise representatives from the global hydrogen industry, creating core platforms for global hydrogen technology exchange, achievement display and cooperation matchmaking.

FCVC 2025 (International Hydrogen and Fuel Cell Vehicle Congress & Exhibition): From June 18 to 20, 2025, IHFCA successfully hosted FCVC 2025 in Shanghai. With the theme "Building Consensus, Tackling Challenges and Advancing the Scale-up of the Hydrogen Industry," the event attracted 266 enterprises and brands from 30 countries and regions, with an exhibition area of 25,000 square meters, more than 12,000 offline professional visitors and more than 2.6 million online views. The event included an opening ceremony, two plenary sessions, six thematic summits and multiple industry exchange activities, and invited more than 100 guests, including academicians of the Chinese Academy of Engineering, experts from the International Energy Agency (IEA) and senior executives from leading global hydrogen enterprises, to deliver keynote speeches.

FCVC has become one of the largest, highest-level and most influential industry events worldwide in the field of hydrogen and fuel cell vehicles. The event included new product launches, hydrogen application product experience activities and project cooperation signing ceremonies. FCVC 2025 further consolidated IHFCA's industrial advantages in the global hydrogen industry, provided an important platform for member organizations to showcase technological development and products to the world, and became an important engine for promoting the scale-up of the global hydrogen industry.

HydrogenSphere 2025 Conference (Paris): On September 28, 2025, IHFCA successfully hosted the HydrogenSphere 2025 Conference in Paris, France. As IHFCA's international flagship brand conference, the event was themed "Connecting the Global Hydrogen Ecosystem and Promoting the Large-Scale Deployment of Green Hydrogen." It attracted representatives from the global hydrogen sector across 17 countries and regions on five continents. Speakers came from leading global hydrogen institutions and enterprises including the International Energy Agency (IEA), the Organisation for Economic Co-operation and Development (OECD), Air Products, the International Organization for Standardization (ISO), Sinopec, FORVIA and Bureau Veritas. The hydrogen projects carried out by the participating institutions and enterprises cover more than 40 countries. Representatives from participating institutions and enterprises shared international practices and, in connection with China's progress in fuel cell vehicle demonstration, hydrogen refueling infrastructure development and green hydrogen applications, promoted mutual learning between Chinese and international industrial experience.

During the conference, IHFCA signed MoU with Green Hydrogen India to deepen cooperation in hydrogen project implementation, technical exchanges and standards alignment. Mincatec Energy received its IHFCA membership certificate and further integrated into IHFCA's global membership network. The Global Hydrogen and Fuel Cell Innovation Awards were also presented during the conference, recognizing institutions and enterprises that have made outstanding contributions to hydrogen technology innovation, industrial application and international cooperation. A total of 20 award-winning organizations were selected, covering the entire hydrogen value chain of production, storage, transportation and utilization.

Through this conference, IHFCA established a branded exchange platform in Europe for the global hydrogen value chain, promoted China–Europe and multilateral hydrogen resource matching, and formed a foundation for cooperation in policy coordination, mutual recognition of standards, project financing and member technology showcasing. It provided concrete channels for member organizations to participate in international exchanges, expand overseas cooperation and enter the global hydrogen ecosystem. The successful convening of the HydrogenSphere Conference further enhanced IHFCA's international visibility and influence in the global hydrogen sector and made it an important bridge connecting the global hydrogen ecosystem.


MOU & Signing Ceremony

Hydrogen Parallel Forum of the World Science and Technology Development Forum: On October 28, 2025, the parallel forum “Promoting Green Hydrogen Applications as an Ideal Pathway for Deep Decarbonization in Modern Production and Daily Life,” jointly hosted by IHFCA and the China SAE, was successfully held at the China Hall of Science and Technology during the 2025 World Science and Technology Development Forum. More than 100 enterprise representatives, experts and scholars from the hydrogen sector in China and abroad gathered to discuss innovative pathways and practical solutions for green hydrogen in the global energy transition and deep decarbonization. The parallel forum was livestreamed online, attracting more than 4,000 online views. The forum provided a practical exchange platform for hydrogen to empower energy transition and decarbonization applications, while also offering Chinese experience and demonstration cases.

H_2-Eco International Hydrogen Ecosystem Annual Conference: From October 28 to 30, 2025, IHFCA and the Daxing International Hydrogen Energy Demonstration Zone successfully hosted the 5th H_2-Eco International Hydrogen Ecosystem Annual Conference in Beijing. With the theme "Building a Global Hydrogen Ecosystem and Promoting Coordinated Development of the Hydrogen Industry," the annual conference brought together hydrogen experts, scholars, enterprise representatives, government officials and international organization representatives from 22 countries and regions. The conference produced a number of outcomes: the Daxing International Hydrogen Energy Demonstration Zone, the Belt and Road Economic and Development Committee, and Cabo Negro Industrial Park in Chile jointly established and unveiled a Green Hydrogen Trade and Industrial Synergy Innovation Base; the National Hydrogen Fuel Cell Vehicle Quality Inspection and Testing Center launched China's first national-level, full-value-chain, one-stop inspection and testing service platform; and multiple enterprises completed cooperation signings and new product launches. The annual conference effectively promoted high-level exchanges, high-quality outcomes and highly efficient coordination across the entire hydrogen value chain.

High-Level Hydrogen Industry Conference: On December 18, 2025, IHFCA and the China SAE jointly held the High-Level Hydrogen Industry Conference in Dalian. Mr. Guo Shougang, Deputy Director-General and Level-I Inspector of the Department of Equipment Industry I of the Ministry of Industry and Information Technology; Mr. Zhang Jinhua, Member of the Standing Committee of the China Association for Science and Technology, Standing Executive Vice Chairman of the International Hydrogen Fuel Cell Association, and Chairman of the China Society of Automotive Engineers; Mr. Gunther Beger, Managing Director of UNIDO's Directorate for SDG Innovation and Economic Transformation; and Mr. Qiu Baolin, Member of the Standing Committee of the Dalian Municipal Party Committee and Vice Mayor of Dalian, delivered remarks at the forum and offered valuable insights and recommendations on advancing the development of the hydrogen industry.

The High-Level Hydrogen Industry Conference comprehensively showcased the latest breakthroughs and application prospects of hydrogen technologies in transportation, energy and industry. It brought together industry experts and enterprise representatives from China and abroad to conduct in-depth discussions on key issues and solutions for hydrogen industry development. The conference not only built an important platform for collaborative exchange among industry, academia, research and application stakeholders, but also provided valuable experience and recommendations for promoting the commercial application of hydrogen technologies.




Vienna Thematic Session on "China Green Hydrogen Project: from Demonstration to Replication": On April 9, 2026, IHFCA and UNIDO jointly held in Vienna, Austria, the thematic session "China Green Hydrogen Project: from Production to Hard-to-Abate End Uses — A Practical Pathway from Demonstration to Replication." As an important thematic component of the UNIDO Global Clean Hydrogen Programme (GCHP) working group meeting, the session focused on mutual learning and coordinated cooperation between China's large-scale integrated green hydrogen demonstration project and GCHP subprojects in other countries. It addressed key issues including policy frameworks, technology readiness, demonstration projects, financing mechanisms and knowledge sharing. Representatives from international institutions including the World Bank, OECD, ISO and the UNEP Copenhagen Climate Centre, as well as government departments, project implementing agencies and industry representatives from GCHP-related countries including Algeria, Egypt, Ecuador, Malaysia, Namibia, Nigeria, the Philippines and South Africa, attended the meeting.

At the meeting, IHFCA presented the progress of the GEF-supported project China Green Hydrogen: from Production to Hard-to-Abate End Uses, shared China's practical experience in fuel cell vehicle demonstration, green hydrogen production, storage, transportation and utilization systems, multi-scenario application expansion, and policy and standards support, and held in-depth exchanges with representatives from relevant countries on project design, technical solutions, equipment application, capacity building and follow-up cooperation. Through this meeting, IHFCA promoted an institutional linkage between China's green hydrogen demonstration experience and UNIDO's Global Clean Hydrogen Programme, established direct contacts with relevant institutions in countries including Egypt, Namibia and Ecuador, expanded cooperation leads for green hydrogen projects in developing countries, and, based on the needs of different countries in industrial decarbonization, transportation applications, hydrogen production equipment, storage and transportation infrastructure and standards development, communicated project information and collected cooperation intentions from member organizations. These efforts built practical channels for members to participate in international organization projects, explore emerging markets and export China's hydrogen industry experience. The meeting further demonstrated IHFCA's bridging role bridge role as an official consultative body of UNIDO and implementing partner of the China Green Hydrogen Project, and laid a cooperation foundation for the international replication and promotion of China Green Hydrogen Project outcomes.

3.2 Participating in Top Global International Conferences and Making IHFCA's Voice Heard on the Global Stage

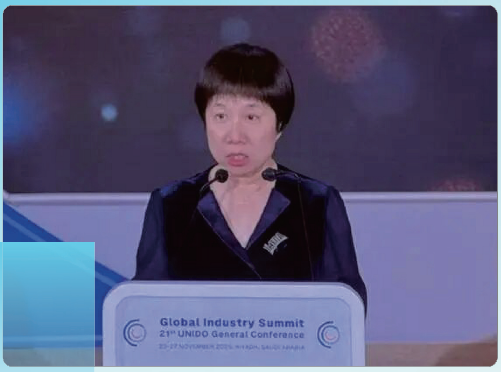
IHFCA actively participated in leading global international conferences, including COP30, the Twenty-First Session of the UNIDO General Conference, UNIDO's annual hydrogen conference, the World Bank Hydrogen for Development (H4D) annual meeting and the General Assembly of the Global Hydrogen Industrial Association Alliance (GHIAA). By deeply integrating into the global hydrogen governance system, making IHFCA's voice heard on the global stage and presenting IHFCA solutions, IHFCA further strengthened its network with global stakeholders, connected member organizations with international project needs, and continued to enhance its voice and influence in the global hydrogen sector.

COP30, the 30th Conference of the Parties to the United Nations Framework Convention on Climate Change: From November 13 to 15, 2025, IHFCA successfully hosted the side event "Low-Carbon Technology Innovation and Industrial Practice" at the COP30 China Pavilion in Belém, Brazil. This was the third consecutive year that IHFCA held a hydrogen-themed side event at COP, and also participated in a number of international exchange activities together with UNIDO, an important international partner of IHFCA.

The side event presented to the international community typical Chinese experience in low-carbon technology innovation and industrial practice. It played an important role in strengthening the international communication of China's solutions for global climate governance and in telling China's story in addressing climate change. During the side event, IHFCA, together with KPMG, jointly released the English version of the report "Research on the Application of AI Technology in the Hydrogen Energy Industry," providing a reference for the intelligent development of the global hydrogen industry.

The Twenty-First Session of the UNIDO General Conference (GC.21): In November 2025, IHFCA was invited to Riyadh, Saudi Arabia, to attend the Twenty-First Session of the UNIDO General Conference (GC.21) and the Global Industry Summit. As an official consultative body of UNIDO and a long-term strategic partner, IHFCA deeply participated in agendas related to clean hydrogen and low-carbon industrial transformation. It delivered a keynote statement during the General Debate, putting forward recommendations on how green hydrogen can support inclusive and sustainable industrial development, advance the implementation of SDG 9 and promote decarbonization in hard-to-abate sectors. IHFCA introduced the GEF-supported project China Green Hydrogen: from Production to Hard-to-Abate End Uses, implemented in cooperation with UNIDO, and shared replicable experience from fuel cell vehicle demonstration applications in Ningdong, Dalian and Shenyang, as well as experience in policy frameworks, capacity building and knowledge sharing.

IHFCA also introduced, at the thematic session "Unlocking the Potential of Clean Hydrogen Via Investment & Innovation," the coordination mechanism between the China Green Hydrogen Project and UNIDO's Global Clean Hydrogen Programme (GCHP). It proposed supporting developing countries in clean hydrogen project design, technology validation and capacity building through operational blueprints, policy toolkits, demonstration city exchanges and project twinning. During the conference, IHFCA hosted an IHFCA–GCHP networking dinner and exchanged views with representatives from UNIDO, GCHP participating countries and international institutions on demonstration project replication, policy and standards, capacity building and multilateral cooperation. It also established contacts with organizations including Saudi Arabia's KAPSARC, Germany's GIZ and the Moroccan Ministry of Industry and Trade, and explored follow-up cooperation on hydrogen certification standards, policy systems and green hydrogen project development. Through this conference, IHFCA further consolidated its cooperation with UNIDO and parties under the GCHP framework, expanded project resources in the Middle East, North Africa and developing countries, and connected relevant cooperation needs with member organizations, creating new channels for members to participate in international organization projects and overseas market cooperation.



The 8th GHIAA General Assembly: On December 5, 2025, the 8th General Assembly of the Global Hydrogen Industrial Association Alliance (GHIAA) was successfully held in Seoul, Republic of Korea. IHFCA continued to deeply participate in global multilateral hydrogen governance and industry coordination and actively fulfilled its responsibilities as a core member of GHIAA. The General Assembly adopted a hybrid international meeting format and brought together authoritative hydrogen institutions, industry organizations and value-chain stakeholders from dozens of countries and regions across five continents. Focusing on core international issues including global hydrogen standardization coordination, large-scale green hydrogen development, cross-border trade system development, global value-chain security and the joint development of emerging markets, the meeting conducted in-depth multilateral discussions and consultations and built global consensus on industry development.

As an international hydrogen organization, IHFCA actively played a multilateral bridge role at the GHIAA General Assembly, deeply participating in core work including discussions on international industry rules and the development of global industrial cooperation mechanisms. It actively connected industry resources across countries and aligned with international industry development trends. The convening of the General Assembly effectively strengthened the foundation for global multilateral hydrogen cooperation, helped break down barriers to international industrial coordination and accelerated the integrated development of the global hydrogen industry. It also further demonstrated IHFCA's important participation, cohesion and influence in global hydrogen industry governance and international industrial coordination, providing strong support for advancing the global hydrogen energy transition in a coordinated manner and building a new pattern of international hydrogen industry cooperation.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UNIDO International Conference on Hydrogen in Industry: On April 8, 2026, the International Conference on Hydrogen in Industry, hosted by the UNIDO, was held in Vienna. With the theme "Clean Hydrogen: Shaping Sustainable Industry's Future," the conference was an important flagship event organized by UNIDO for the application of clean hydrogen in industry. It brought together more than 350 representatives from government departments, international organizations, industry and social organizations across 70 countries, focusing on topics including the application of clean hydrogen in hard-to-abate sectors such as steel and fertilizer, project financing, standards systems, technology readiness and green product market development. As the entity with the consultative status of UNIDO and one of the international partners of the conference, IHFCA participated in the conference exchanges and promoted industrial dialogue.

Ms. Wang Ju, Secretary General of IHFCA, was invited to participate in the roundtable discussion "Building Resilient Hydrogen Supply Chains for Industrial Transformation." Drawing on China's fuel cell vehicle demonstration and green hydrogen application practices, she noted that the large-scale deployment of fuel cell vehicles cannot rely only on breakthroughs in individual technologies; the key lies in forming a stable and accessible hydrogen supply system, sustainable application scenarios, a continuous and clear policy environment and a coordinated and efficient industrial ecosystem. During the conference, IHFCA engaged with relevant government departments, project implementing agencies and industry representatives from countries including South Africa, Egypt, Namibia and Ecuador around UNIDO's Global Clean Hydrogen Programme (GCHP) and the needs of green hydrogen projects in developing countries. IHFCA established cooperation mechanisms in areas including policy consulting, standards development, project design and demonstration replication.


UNIDO's International Conference on Hydrogen in Industry
SHAPING
SUSTAINABLE INDUSTRY'S
FUTURE
26
From Vision To Reality

World Bank Hydrogen for Development Partnership Meeting and World Hydrogen Summit-related Activities: From May 20 to 22, 2026, as a partner member of the World Bank's Hydrogen for Development (H4D) initiative, IHFCA representatives traveled to the Netherlands to attend World Hydrogen Summit & Exhibition 2026 in Rotterdam. It also participated in the H4D Stakeholders Forum thematic session "Financing and Deploying Electrolyzers in Developing Countries," organized by the World Bank during the same period, as well as the fifth in-person H4D Partnership Meeting held at the Netherlands Enterprise Agency (RVO) in The Hague. The meetings focused on clean hydrogen technologies, infrastructure and system integration in developing countries, with key discussions on localized electrolyzer manufacturing, technology transfer, project bankability, coordination between green hydrogen and renewable energy systems, water resource constraints and project implementation conditions.

IHFCA, drawing on China's practices in large-scale electrolyzer manufacturing, fuel cell vehicle demonstration, integrated green hydrogen applications and standards system development, shared an experience pathway in which demonstration projects are driven by real demand, system costs are reduced through value-chain coordination, and project replicability is improved through standards and policies. During the meetings, IHFCA established contacts with institutions including the Netherlands Enterprise Agency (RVO), the Asian Infrastructure Investment Bank (AIIB) and the Japan External Trade Organization (JETRO), and communicated on clean hydrogen project financing, international value-chain cooperation, and technology and standards exchanges. It also actively promoted more direct commercial matchmaking and cooperation exchanges between international enterprises and Chinese enterprises around technologies, projects and market needs. Through these activities, IHFCA further integrated into the World Bank H4D cooperation network, expanded cooperation channels with international financial institutions and developing country markets, and provided support for member organizations to participate in international clean hydrogen projects, understand overseas project financing logic and expand cross-border cooperation resources.

3.3 Hosting Thematic Academic Forums to Address Industry Bottlenecks and Promote Technological Innovation and Exchange

IHFCA closely focused on the bottlenecks and difficulties in the development of the global hydrogen industry and hosted a series of thematic international academic forums. These forums focused on core areas including clean hydrogen production, hydrogen swapping for fuel cell vehicles and solid-state hydrogen storage, brought together leading global experts and scholars, and carried out in-depth technical exchanges and discussions to provide technical solutions and ideas for industry development.

Workshop on Clean Low-Carbon Hydrogen Production and Large-Scale Storage and Transfer: On August 27, 2025, IHFCA successfully held a workshop on clean low-carbon hydrogen production and large-scale storage and transfer in Beijing. Nearly 30 experts and scholars from universities, research institutes and enterprises conducted in-depth exchanges on core issues including clean low-carbon hydrogen production technologies, large-scale storage and transfer technologies, cost control and policy support. Based on China's energy resource endowment and the actual development of the hydrogen industry, participating experts proposed technical pathways and development strategies for clean low-carbon hydrogen production and large-scale storage and transfer suited to China's national conditions. These discussions provided technical support for the scale-up of China's green hydrogen industry, resulted in a technical research report and policy recommendation report on clean low-carbon hydrogen production and large-scale storage and transfer, and were submitted to the China Association for Science and Technology.

Workshop on Hydrogen Tank Swapping for Fuel Cell Vehicles: On August 28, 2025, IHFCA successfully hosted a workshop on hydrogen tank swapping for fuel cell vehicles in Beijing. The meeting conducted in-depth exchanges and discussions on core topics including the application of hydrogen tank swapping technologies, the current status of industry development and existing industry pain points. Participants fully exchanged views and built industry consensus. After the meeting, a special research report on hydrogen tank swapping was prepared, and relevant policy recommendations on the development of hydrogen swapping for fuel cell vehicles were submitted to the China Association for Science and Technology (CAST).

2025 Solid-State Hydrogen Storage Technology Forum: On November 28, 2025, IHFCA successfully hosted the 2025 Solid-State Hydrogen Storage Technology Forum in Beijing. The forum focused on the innovative development and industrial application of solid-state hydrogen storage technology, invited more than 20 international experts and scholars in the field of solid-state hydrogen storage for in-depth discussions, and attracted nearly 8,000 online views. The successful convening of the forum promoted exchange and cooperation in solid-state hydrogen storage technology and helped accelerate the industrialization process of solid-state hydrogen storage technologies.

3.4 Promoting Hydrogen Science Popularization and Youth Innovation, and Cultivating New Momentum for Hydrogen Industry Development

IHFCA attaches great importance to hydrogen science popularization and the cultivation of young talent, regarding them as an important foundation for the sustainable development of the hydrogen industry. It hosted hydrogen science popularization and youth innovation activities such as the Baja Nanxun Event, promoted the integration of hydrogen technology and education, advocated green and sustainable values, and cultivated reserve talent for the development of the hydrogen industry.

Hosting the Baja Nanxun Event: On August 20, 2025, IHFCA hosted the Baja Nanxun Event in Huzhou, Zhejiang. A total of 115 teams participated in the competition, including 12 hydrogen Baja teams, up from three in the previous edition, marking the largest participation scale to date for the hydrogen Baja racing category. Since the introduction of the hydrogen Baja racing category, it has received broad attention and active participation from universities across China and has become an important platform for integrating hydrogen technology with automotive engineering education. Through the design, manufacturing and racing of hydrogen Baja vehicles, the event cultivated university students' innovation capacity in hydrogen technology and engineering practice capabilities, promoted the popularization and dissemination of hydrogen technology, and fostered young innovative talent for the development of the hydrogen industry.


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IV. Policy and Research Empowerment, Leveraging the Think Tank Role and Guiding Industry Development

High-level think tank capacity is an important reflection of IHFCA's core competitiveness. With the goal of **building a world-class hydrogen think tank**, IHFCA closely followed global hydrogen industry trends and the realities of hydrogen industry development in China, focused on key issues in the scale-up, commercialization and internationalization of the hydrogen industry, and carried out multi-dimensional and in-depth industry and policy research. It released a series of flagship reports and policy recommendations, providing intellectual support and decision-making reference for government policymaking, corporate development planning and industry-wide collaborative innovation, while guiding the development direction of the global hydrogen industry.

4.1 Leveraging the Think Tank and Advisory Role and Deeply Participating in Global Hydrogen Governance and Policymaking

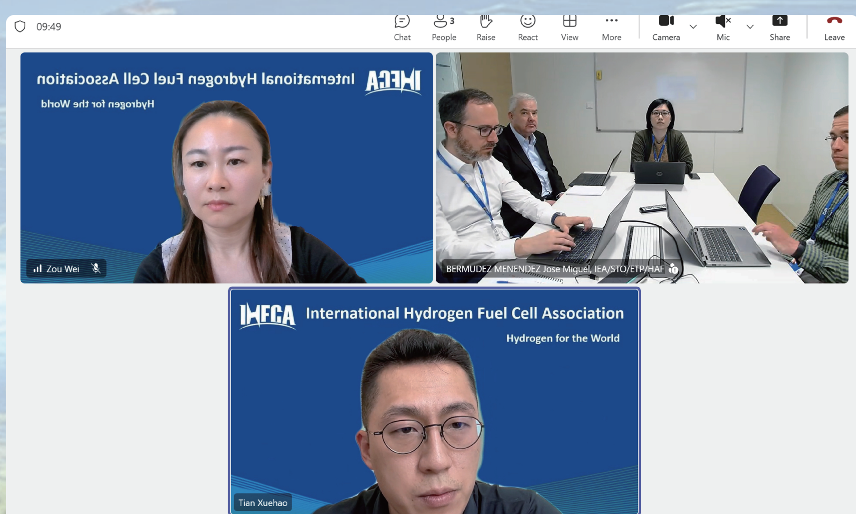
As an international organization with consultative status with UNIDO, IHFCA fully leveraged its think tank and advisory role and deeply participated in global hydrogen governance and policymaking. It provided strategic advisory recommendations on hydrogen industry development to international organizations including UNIDO, the World Bank, the Hydrogen Council, the IEA and ISO, as well as to governments of various countries, and promoted global hydrogen policy coordination and mutual recognition of standards.

Providing strategic advisory support on the hydrogen industry to UNIDO: As an official consultative body of the United Nations Industrial Development Organization (UNIDO) and a long-term strategic partner, IHFCA continued to provide strategic advisory support and industrial practice support for UNIDO's global clean hydrogen cooperation agenda, focusing on clean hydrogen industrialization, low-carbon industrial transformation, project implementation in developing countries and international standards coordination. During the reporting period, relying on multilateral platforms including the Twenty-First Session of the UNIDO General Conference (GC.21), the International Conference on Hydrogen in Industry and the Global Clean Hydrogen Programme (GCHP) working group meeting, IHFCA systematically introduced the progress of the GEF-supported project China Green Hydrogen: from Production to Hard-to-Abate End Uses. It shared China's practical experience in fuel cell vehicle demonstration, green hydrogen production, storage, transportation and utilization systems, policy frameworks, capacity building and knowledge sharing, and proposed supporting GCHP-related countries in improving their capacity for clean hydrogen project design, technology validation and implementation through operational blueprints, policy toolkits and demonstration city exchanges.

IHFCA also provided professional recommendations on topics including the scale-up of fuel cell vehicles, the development of resilient hydrogen supply chains, hydrogen applications in hard-to-abate sectors, and coordination between standards and regulatory systems, promoting institutional linkage between China's project experience and UNIDO's global project system. At the same time, IHFCA cooperated with UNIDO on the Technical Guidelines for the Development of Hydrogen Energy Storage and the Technical Guidelines for the Development of New Energy Vehicles, promoting the transformation of China's hydrogen industry experience into technical documents and capacity-building outcomes that can serve as references for international cooperation. Through the above work, IHFCA further consolidated its cooperation with UNIDO and relevant countries and institutions under the GCHP framework. It established communication links with relevant institutions in Egypt, Namibia and Ecuador, as well as with Saudi Arabia's KAPSARC, Germany's GIZ and the Moroccan Ministry of Industry and Trade, and explored cooperation in areas such as green hydrogen project development, policy consulting, standards development, equipment application and capacity building. It also continued to communicate relevant project needs with member organizations, sort out potential technical solutions and cooperation intentions, and provide new cooperation channels for members to participate in international organization projects and expand into developing countries and emerging markets such as the Middle East, North Africa and Southeast Asia.

Launching cooperation with COMESA regional energy institutions: In February 2026, IHFCA signed a memorandum of understanding with the Regional Association of Energy Regulators for Eastern and Southern Africa (RAERESA), an energy regulatory cooperation platform under the Common Market for Eastern and Southern Africa (COMESA), and the International Center on Small Hydro Power. Focusing on the green hydrogen development needs of the 22 COMESA member states, the parties established a cooperation mechanism covering policy exchange, capacity building, research on standards and market mechanisms, and project resource matchmaking. This cooperation further expanded IHFCA's international cooperation network in Africa and laid a foundation for IHFCA to participate in green hydrogen policy framework development, industrial ecosystem building and project cooperation in Africa.

Participating in the preparation of the IEA Global Hydrogen Review 2026: IHFCA held several thematic meetings with the IEA hydrogen and alternative fuels team and the China cooperation team to discuss in depth the current status of China's hydrogen industry and assess industry trends. At the same time, the parties established a regular communication and working mechanism in core areas including data sharing, research review and industry trend analysis. Relying on the cooperation, the two sides continued to conduct in-depth exchanges on key topics including global hydrogen development trends, China's hydrogen industry progress, fuel cell vehicle market performance and electrolyzer manufacturing capacity. At the invitation of the IEA, IHFCA participated throughout the peer review of the Global Hydrogen Review 2026 and provided professional opinions based on China's hydrogen policy orientation, market data, industrial development practices and actual market applications, while steadily advancing subsequent coordination work.



4.2 Preparing Policy Recommendation Reports to Provide Decision-Making Reference for Government Policymaking

Based on global hydrogen industry trends and the actual development of China's hydrogen industry, IHFCA prepared a series of policy recommendation reports around core topics including green hydrogen production, green hydrogen procurement and use, and green hydrogen applications in hard-to-abate sectors. These reports systematically reviewed advanced international experience, analyzed China's existing policies, and proposed policy optimization pathways and recommendations suited to China's national conditions, providing decision-making reference for the formulation of hydrogen industry policies by government authorities.

Recommendations on Supporting the Development of Clean Low-Carbon Hydrogen Production and Large-Scale Storage and Transfer: Based on the challenges facing China's hydrogen industry as it transitions from demonstration to large-scale development, IHFCA took clean low-carbon hydrogen production and large-scale storage and transportation as the starting point. It systematically identified key bottlenecks in China's hydrogen industry, covering technological breakthroughs, scenario implementation, regional coordination, commercially viable business models, and standards and regulation. It also put forward comprehensive recommendations that can promote project implementation, industrial cluster formation, investment confidence and the improvement of policy systems, providing an important basis for future policies supporting the high-quality development of the clean low-carbon hydrogen industry.

Accelerating the Cultivation of Hydrogen as a Future Industry and Building a New Engine for Economic and Social Development: IHFCA and the China SAE led the preparation of this study, with participation from experts from nearly 20 member organizations including Tsinghua University, Sinopec and CNPC. The study systematically proposed a three-dimensional strategic positioning for hydrogen industry development during the 15th Five-Year Plan period and diagnosed five core contradictions. It accurately identified key bottlenecks including an underdeveloped supply system, limited application scenarios and insufficient cross-regional coordination. It also proposed systematic safeguard measures in five areas: top-level design, demonstration-led development, overall coordination, scientific and technological breakthroughs, and the enabling environment. Its recommendations, including building cross-regional hydrogen corridors / hydrogen highways, promoting hydrogen applications around key scenarios and continuing to implement a new round of demonstration applications, were systematically adopted in policy documents. These recommendations strongly promoted the introduction and implementation of integrated hydrogen demonstration policies, laying a solid policy foundation for building a unified national hydrogen market and accelerating the scale-up of the hydrogen industry.

4.3 Releasing Flagship Research Reports and Systematically Analyzing Global Hydrogen Industry Trends

IHFCA closely followed the core issues of global hydrogen industry development and released a series of flagship research reports. From a global perspective, these reports systematically analyzed the current status, trends, challenges and opportunities of hydrogen industry development, providing comprehensive, in-depth and professional intellectual support for the development of the global hydrogen industry.

Research on the Application of AI Technology in the Hydrogen Energy Industry: Released during COP30, this report is the world's first research report to systematically examine the integrated development of AI technology and the hydrogen industry. It systematically demonstrates the "multiplier effect" generated by the deep integration of two disruptive technologies: artificial intelligence and hydrogen. The report clearly identifies AI as a core enabling technology for reducing costs, improving efficiency and accelerating commercialization across the entire hydrogen value chain, and proposes a technology roadmap and policy recommendations for AI + hydrogen industry development. Based on the realities of global hydrogen industry development, the report selected typical cases of AI applications in the hydrogen field for in-depth analysis, providing references for enterprises to carry out AI + hydrogen technology R&D and industrial application. The report development process was deeply integrated and closely coordinated with the business practices of member organizations and the entire hydrogen value chain, and received support from institutions including the University of Science and Technology Beijing, Tsinghua University, Tongji University and SHPT. The release of the report addressed an important gap in global AI + hydrogen industry research and helped guide the intelligent development of the global hydrogen industry.

Hydrogen Storage, Transportation and Utilization: Research on Development Status, Key Challenges and Strategic Opportunities: Taking hydrogen storage, transportation and end-use utilization as the main thread, this report systematically revealed the key bottlenecks facing China's hydrogen industry as it moves from resource advantages toward large-scale application. It proposed policy pathways including local consumption of green hydrogen, value-chain integration, multi-scenario demonstrations, cost reduction in storage and transportation, safety and climate risk management, and coordination between standards and regulation. The report provided important policy support for promoting hydrogen from demonstration projects to commercially viable business models, from regional silos to system-level coordination, and from single transportation applications to deep industrial decarbonization.

China's Medium & Long-Term Path of Hydrogen Transportation and Global Trade: Taking China's transition from hydrogen as an industrial feedstock to hydrogen as an energy carrier for deep decarbonization as the main thread, this study systematically answered three key questions: how China's hydrogen supply-demand structure can shift from grey hydrogen dominance to green hydrogen dominance; at what scale and distance domestic long-distance hydrogen transportation becomes economically viable; and how low-cost overseas green ammonia and green methanol can complement China's coastal ports and industrial demand. As the share of green hydrogen in the hydrogen supply structure increases, the spatial mismatch between hydrogen supply and demand will further intensify, making low-cost, large-scale green hydrogen storage and transportation technologies essential. The research findings can provide ideas for the coordinated planning of upstream renewable hydrogen production and downstream hydrogen end-use applications at the early stage of industrial development. They also provide quantitative basis and scenario-based support for domestic green hydrogen base layout, cross-regional hydrogen transportation network development, hydrogen derivative import planning, port supporting infrastructure development and the establishment of low-carbon certification systems. At the same time, the study supports the shift in hydrogen industry support policies from subsidies for individual hydrogen production projects toward coordinated supply-demand layout, coordinated infrastructure development and the coordinated development of international hydrogen trade rules, thereby providing systematic theoretical and practical support for policymaking related to green hydrogen consumption, long-distance storage and transportation, industrial cluster cultivation and cross-border hydrogen trade.

Vision for Science, Technology and Industry Development during the 15th Five-Year Plan Period — Promoting High-Quality Hydrogen Industry Development to Secure a Strategic Advantage in Future Competition: Focusing on hydrogen industry development during the 15th Five-Year Plan period, this report systematically assessed China's development foundation in policy systems, technology accumulation, value-chain development and market cultivation, and accurately identified shortcomings in key technologies, infrastructure, application scenarios, regional coordination, regulations and standards, and talent support. The report innovatively proposed a three-dimensional development objective system of "technology–industry–ecosystem," established an integrated application ecosystem framework for coordinated development across multiple fields, and clarified the key technological development priorities and objectives across all segments of the value chain. The research findings provide decision-making reference for the high-quality and secure development of China's hydrogen industry during the 15th Five-Year Plan period, helping the hydrogen industry cross the threshold from demonstration and validation and accelerate onto the fast track of large-scale development.

V. Leveraging International Demonstration Projects to Promote Large-Scale Industrial Application

International projects are an important vehicle for promoting the industrialization and large-scale application of hydrogen technologies. They are also a key instrument for IHFCA to deepen international cooperation and advance the development of the global hydrogen industry. During the reporting period, guided by the principles of demonstration-led development, technology implementation, international cooperation and industrial coordination, IHFCA focused on core areas including the large-scale application of green hydrogen, hydrogen-enabled industrial emissions reduction and hydrogen energy storage technology development. It implemented a number of international hydrogen projects with global influence across Asia and Africa, promoting the application of hydrogen technologies in real-world scenarios and providing demonstrations and references for the large-scale development of the global hydrogen industry.

5.1 China Green Hydrogen: from Production to Hard-to-Abate End Uses — Building a Global Benchmark for Green Hydrogen Demonstration

In October 2025, the China green hydrogen large-scale integrated demonstration application project, implemented by IHFCA in cooperation with UNIDO, was officially launched in Ningdong, Dalian and Shenyang. With a five-year project cycle covering policy, standards and demonstration applications, the project is one of China's largest, broadest and most comprehensive integrated green hydrogen demonstration projects in terms of value-chain coverage. It has received strong support from China's Ministry of Industry and Information Technology and Ministry of Finance.

Project objectives: The project's core objective is to promote the large-scale and commercial development of China's green hydrogen industry. Leveraging the abundant renewable energy resources and industrial foundations of Ningdong, Dalian and Shenyang, the project aims to build a full value chain demonstration application system for green hydrogen production, storage, transportation and utilization; explore large-scale application models for green hydrogen in transportation, industry and energy; develop policy and standards systems for the green hydrogen industry; provide demonstration and reference for the scale up of China's green hydrogen industry; and offer China's experience to support green hydrogen development in developing countries worldwide.

Project scope: The project carries out demonstration applications across the full value chain of green hydrogen production, storage, transportation and utilization. It includes the construction of large-scale renewable energy-based electrolytic hydrogen production projects to establish green hydrogen production demonstration bases; the improvement of green hydrogen storage and transportation infrastructure, including high-pressure gaseous hydrogen pipelines and hydrogen refueling stations, to build a green hydrogen storage and transportation network; the promotion of green hydrogen applications in transportation, industry and energy, including the deployment of fuel cell vehicles in transportation, the application of green hydrogen in industries such as steel and chemicals, and hydrogen energy storage demonstration applications in the energy sector; research on green hydrogen industry policies and standards, including the formulation of standards and specifications for green hydrogen production, storage, transportation and application, and the establishment of a policy support system for green hydrogen industry development; and the strengthening of green hydrogen talent development and technical exchange to promote technological innovation and industrialization.

International coordination: The China Green Hydrogen Project has formed close linkages with UNIDO's Global Clean Hydrogen Programme (GCHP). GCHP supports the implementation of clean hydrogen projects in developing countries by focusing on policy frameworks, technology readiness, pilot projects, financing mechanisms and knowledge management. The China Green Hydrogen Project, relying on demonstrations in Ningdong, Dalian and Shenyang, provides GCHP-related countries with referenceable project design experience, operational blueprints, policy toolkits, standards and technical references, demonstration city exchange mechanisms and project twinning cooperation pathways. During the reporting period, relying on the Twenty-First Session of the UNIDO General Conference, IHFCA–GCHP exchanges and the GCHP working group meeting in Vienna, IHFCA introduced the overall design, demonstration layout and interim progress of the China Green Hydrogen Project to GCHP-related countries and international partner institutions. It also conducted exchanges on demonstration project replication, policy and standards development, capacity building, knowledge sharing and multilateral cooperation mechanisms, supporting UNIDO in advancing the design and implementation preparation of clean hydrogen projects in other developing countries.

Participating organizations: IHFCA fully leveraged its international platform and membership network to bring together China SAE, BMW Group, Sinopec, CNPC, Tsinghua University, REFIRE Group and other value-chain enterprises and research institutions to participate in the project, promoting coordination among industry, academia, research and application. Through this project, IHFCA is helping domestic demonstration cities and enterprises improve their green hydrogen project implementation capacity. At the same time, it is transforming China's practical experience in fuel cell vehicle demonstrations, coordinated green hydrogen production, storage, transportation and utilization, standards system development, policy support and industrial organization into knowledge outputs that can be shared internationally. This provides a China-based model for UNIDO's global clean hydrogen cooperation, while creating new opportunities for member institutions to participate in international organization projects, connect with developing-country markets and expand overseas cooperation.

Interim achievements: The project completed preliminary research and planning work, and identified the demonstration project layout and implementation pathways for the three locations. The renewable energy-based electrolytic hydrogen production project in Ningdong completed construction; the hydrogen storage and transportation demonstration base and hydrogen refueling station network project in Dalian completed preliminary preparations; and the green hydrogen production base in Shenyang entered initial operation. The project team also carried out research on the green hydrogen standards system and completed the drafting of several standards.

Project significance: This project is an important instrument for IHFCA to enhance its international project implementation capacity, strengthen the credibility of an industry organization and build full-value-chain service capabilities across green hydrogen and fuel cells. By undertaking project execution and coordination, IHFCA will further strengthen its platform role in policy research, standards system development, value-chain coordination, international exchanges, demonstration and promotion, and knowledge dissemination. At the same time, the project will provide important opportunities to participate in national-level integrated green hydrogen demonstrations, technology validation, standards development, policy communication, international cooperation and innovative funding support. It will help member enterprises expand markets, enhance technological influence and develop replicable business models in areas including green hydrogen production, storage and transportation, hydrogen refueling, fuel cell systems, heavy-duty vehicles, testing and certification, and industrial applications. Through the systematic pathway of "policy and standards + industrial demonstration + technological innovation + talent development + international communication," the project will address key gaps in the green hydrogen value chain in areas such as cost, technology, standards, financing, data and application scenarios. It will promote the transition of green hydrogen from pilot demonstration to scale-up, commercialization and internationalization, while providing replicable practical experience for low-carbon transformation in hard-to-abate sectors in China and globally.

5.2 Morocco Low-Carbon Steel and Green Hydrogen Application Project: Promoting Industrial Hydrogen Applications in Africa

IHFCA actively promoted international hydrogen cooperation, expanded its presence in the African hydrogen market and implemented the Morocco low-carbon steel and green hydrogen application project. Focusing on the deep decarbonization needs of Morocco's steel and other high-emission industrial sectors, the project advances research on policies, standards and technical pathways for applying green hydrogen in industry, and supports the development of Africa's hydrogen industry and China–Africa hydrogen cooperation.

Project background: Morocco is an important country in Africa's hydrogen industry development and has abundant renewable energy resources. The steel industry is one of Morocco's pillar industries and a key source of carbon emissions. Promoting the low-carbon transformation of the steel industry is therefore critical for Morocco to achieve its carbon neutrality objectives. Leveraging its technical strengths and resource integration capabilities, IHFCA cooperated with Moroccan government departments and enterprises to implement this project and promote the application of green hydrogen in Morocco's steel industry.

Project objectives: The project aims to promote low-carbon decarbonization in Morocco's steel industry and support the development of Africa's hydrogen industry. It systematically studies Morocco's green hydrogen resource endowment, industrial hydrogen demand potential and the feasibility of replacing fossil fuels with green hydrogen. It provides guidance for policymaking, standards development and technical pathway planning for applying green hydrogen in Morocco's steel industry. It also assesses Morocco's readiness in green hydrogen and low-carbon steel certification, standards and EU CBAM market access. The project promotes green hydrogen demonstration applications in Morocco's steel industry, provides demonstration and reference for industrial green hydrogen applications in other African countries, and deepens China–Africa hydrogen cooperation.

Project scope: The project systematically carries out assessments of Morocco's renewable energy resources, the development status and carbon emissions of its steel industry, and the current status and development potential of green hydrogen production, storage, transportation and utilization technologies. It reviews key issues and development directions in Morocco's low-carbon steel, industrial hydrogen standards systems, market mechanisms and international cooperation. It also organizes international and local experts to participate in specialized research and develop a technology roadmap and policy recommendations for applying green hydrogen in Morocco's steel industry.

Project significance: The project will promote the construction of green hydrogen demonstration projects in Morocco's steel industry, enhance the compliance capacity and competitiveness of Morocco's low-carbon industrial products in entering the EU and global markets, and support localized R&D and application of key technologies for green hydrogen production, storage, transportation and utilization. It will also strengthen China–Africa hydrogen technology exchange and talent development, and promote cooperation and development in the China–Africa hydrogen industry.

Project partners: The project is carried out in close cooperation with Moroccan government departments and industry organizations including Morocco's Ministry of Industry, UNIDO, and Trade and the Moroccan Steel Association.

5.3 Technical Guidelines for the Development of Hydrogen Energy Storage:

With support from the Ministry of Commerce of the People's Republic of China, IHFCA and the UNIDO plan to jointly carry out the Hydrogen Energy Storage Technology Development Guidelines Project. On December 23, 2025, IHFCA hosted the project launch meeting in Beijing, officially launching the project. A number of member institutions submitted proposals and expressed their intention to participate in the Technical Guidelines for the Development of Hydrogen Energy Storage, with the aim of promoting the development of a hydrogen energy storage standards system, stimulating investment opportunities in the hydrogen energy storage industry and promoting the large-scale development of hydrogen energy storage technologies.

Project objectives: The core objective of this project is to develop a set of technical guidelines for global promotion, covering key links in hydrogen energy storage and providing developing countries and transition countries with safe, economical and operable tools for hydrogen energy storage system design and application. Specifically, the project will formulate technical guidelines for three key links: hydrogen production systems, hydrogen storage systems and power generation systems using stored hydrogen. It will address challenges in the hydrogen energy storage field, including long technology chains, complex system coupling, high interdisciplinary requirements and major differences in application conditions across regions, ensuring that all regions can use hydrogen safely, at high quality and in an economically viable manner.

Project scope: The project will carry out research on hydrogen energy storage demonstration projects and standards systems globally and in China. It will systematically review hydrogen energy storage policies, standards, typical projects and development plans issued by major international hydrogen organizations and key countries, and comprehensively assess global hydrogen energy storage technology pathways and standardization progress. It will focus on key links across the entire hydrogen energy storage chain, with emphasis on hydrogen production systems, hydrogen storage systems and hydrogen-to-power generation systems. Relying on UNIDO's hydrogen framework projects, the project will establish a communication mechanism between Chinese standardization organizations and the ISO/TC 197 Secretariat. Through multilateral collaboration, it will lay the foundation for the subsequent joint submission of international standard proposals to ISO/TC 197 and accelerate the transformation of China's hydrogen energy storage technical guidelines into international standards. Based on the guideline outcomes and China's practical experience in hydrogen energy storage, the project will organize thematic seminars, technical training, enterprise matchmaking and standards exchange activities. It will invite participation from national standards bodies, industry authorities, embassy commercial offices, relevant Chinese ministries and leading hydrogen enterprises from developing countries to exchange views on hydrogen technology development and standards system development. For countries with urgent needs for hydrogen technology development, the project will help build the "soft infrastructure" for hydrogen applications through technical training and enterprise matchmaking.

Project significance: The project will provide developing countries with basic tools for hydrogen energy storage system design, project development, technical training and standards system development, thereby promoting the application of clean energy technologies and the integration and utilization of renewable energy. At the same time, it will support the internationalization of China's hydrogen equipment, engineering experience and standards systems, serving South-South Cooperation, the global green transition and the achievement of the Sustainable Development Goals.

The implementation of the Technical Guidelines for the Development of Hydrogen Energy Storage will address an important gap in the global technical standards system for hydrogen energy storage. It will provide unified technical specifications and standards references for the R&D, production and application of hydrogen energy storage technologies, and promote the internationalization and large-scale development of hydrogen energy storage technologies. The project will also stimulate investment opportunities in the global hydrogen energy storage industry, promote the development of local enterprises in regions with potential for hydrogen energy storage technology development, and support the widespread application of hydrogen energy storage technologies in global energy systems, providing important support for the global energy transition and carbon neutrality goals.

5.4 Technical Guidelines for the Development of New Energy Vehicles:

IHFCA and UNIDO plan to jointly carry out the Technical Guidelines for the Development of New Energy Vehicles and Training Project. The project aims to promote the standardization and sustainable development of the global new energy vehicle industry by developing and promoting technical guidelines for new energy vehicles, including battery electric vehicles and fuel cell vehicles.

Project objectives: The project will formulate technical guidelines covering key technologies for battery electric vehicles and hydrogen fuel cell vehicles. Relevant areas may include, but are not limited to, power battery cells and key materials, fuel cell engines, and key components of proton exchange membrane fuel cells, thereby supporting global technology standardization. Through training programs, the project will promote technical exchange and cooperation between China and developing countries in Southeast Asia in the field of new energy vehicles. It will also promote the transformation of technical guideline outcomes into international standards, including ISO standards.

Project scope: The project will establish an expert working group, collect existing technical guides and best practices, organize workshops to further consolidate international consensus and develop technical training plans. It will develop technical guides for battery electric vehicles and fuel cell vehicles, and ensure their scientific rigor and international applicability through international peer review. It will carry out two technical training activities covering core new energy vehicle technologies, policy analysis and standards research, and will promote the technical guides through multiple channels.

Project significance: The project will serve as a strategic anchor for IHFCA to enhance its global influence, deepen its participation in industry practice and engage in rule-making. On the one hand, through technical standardization and training, it can directly provide scientific and neutral technical references for countries to formulate new energy vehicle industry policies, technology roadmaps and safety regulations, improve the technical capabilities of the new energy vehicle industries in developing countries, and promote regional economic cooperation and technological innovation. On the other hand, the project will help reduce global carbon emissions, optimize the energy structure, promote green and low-carbon development, and make an important contribution to global new energy vehicle standardization and the achievement of sustainable development goals.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VI. Responding to Industry Needs, Strengthening the Standards Foundation and Advancing Global Cooperation

The IHFCA Standardization Committee closely focused on the core standardization needs of the hydrogen and fuel cell industries. It steadily advanced standards development, system optimization, international coordination and digital support, and achieved important interim results in association standards development, roadmap improvement, global cooperation and platform upgrading. These efforts have strengthened the standards foundation for high-quality industry development.

6.1 Efficient Advancement of Standards Development and Effective Implementation of Key Projects

Official release of a standard project: The standard project "Evaluation Method for the Activation Degree of Proton Exchange Membrane Fuel Cell Stack," proposed by Tongji University, was officially released in April 2026 after multiple rounds of revision and improvement, as well as internal review by the IHFCA Standardization Committee. The standard provides a unified technical basis for the evaluation of fuel cell stack activation.

Standard proposals included in the development plan: Two standard proposals led by Sinopec and FORVIA successfully passed the preliminary review under the IHFCA Standardization Directives, internal review by the IHFCA Standardization Committee and voting procedures. They were formally included in the annual standard development plan, and standards development work has begun in an orderly manner.

Successful completion of standards needs solicitation: A new round of standards needs solicitation was completed among global industry stakeholders. A number of well-known domestic and international organizations, including Toyota, SinoHytec and TÜV Rheinland, submitted annual standard proposals to the Secretariat of the IHFCA Standardization Committee. These proposals cover key areas including hydrogen storage and transportation, core fuel cell components and safety specifications, enriching the standards pipeline.

6.2 Deepening Industry Discussions and Completing the Collection of Recommendations for Revising the Standardization Roadmap

IHFCA successfully convened a workshop on hydrogen and fuel cell association standards development. Focusing on industry standardization pain points, emerging scenario needs and technology iteration directions, the workshop broadly gathered insights from global industry experts and completed the collection of recommendations for revising the IHFCA Standardization Framework and Roadmap.

Seminar on the Development of Group Standards for Hydrogen Energy and Fuel Cells Held in Beijing

The Workshop on Hydrogen and Fuel Cell Association Standards Development was held in Beijing. The meeting clarified the need to optimize the scope of standards coverage, add emerging application scenarios, improve the technical standards layout, optimize the standards structure for hydrogen production, and coordinate standards needs related to green transition areas such as green hydrogen derivatives and carbon footprints. It also identified future priority directions for standardization research, providing clear guidance for the subsequent upgrading of the standards system.

6.3 Deepening International Coordination and Promoting Global Hydrogen Standards Governance

IHFCA continued to fulfill its responsibilities as a Category A liaison organization to IEC/TC 105 and ISO/TC 197. It deepened exchanges and cooperation with international standardization bodies, research institutions and enterprises, promoted alignment between key domestic standards projects and international standardization work, and actively participated in the formulation of global rules for hydrogen and fuel cell standards. IHFCA participated in the 34th Plenary Meeting of ISO/TC 197 and the IEC/TC 105 annual meeting, and delivered a keynote report at the IEC/TC 105 annual meeting. It was invited to submit information on IHFCA's published and ongoing fuel cell standards to support IEC standardization work, strengthening IHFCA's institutional capacity to participate in international standards governance. IHFCA nominated one expert who became a registered expert of ISO/TC 197 WG 15 and one expert who became a registered expert of IEC/TC 105 WG 110, and established an international standards information exchange mechanism.

IHFCA also participated in ISO/TC 197 and IEC/TC 105 annual meetings, and shared published IHFCA standards documents with relevant technical committees during the meetings, providing technical input to accelerate the development of international standards.

6.4 Strengthening Collaborative Work and Improving Standards Services for Member Institutions

IHFCA continued to improve the functions and services of the IHFCA Standard Portal, steadily expanding the expert database. As of April 2026, registered experts on the platform covered the full value chain, including materials, stacks, systems, hydrogen storage, testing and certification, initially forming a cross-disciplinary and high-level standards intelligence support network. By optimizing expert classification management and project matching mechanisms, IHFCA improved the quality and responsiveness of professional input integration during the standards development process.

IHFCA also optimized the institutional processes for member participation in standardization work and built an online full-cycle collaboration module covering "proposal–drafting–review–release–application." A new "Published Standards" section was added to encourage member institutions to access and adopt IHFCA standards.


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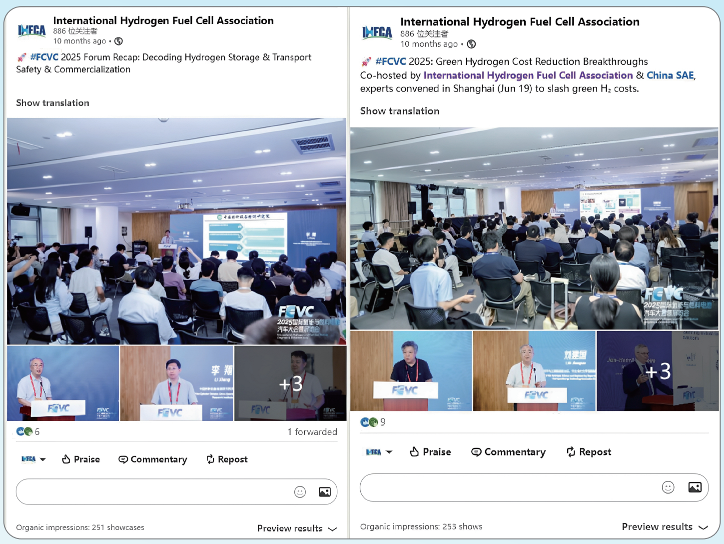
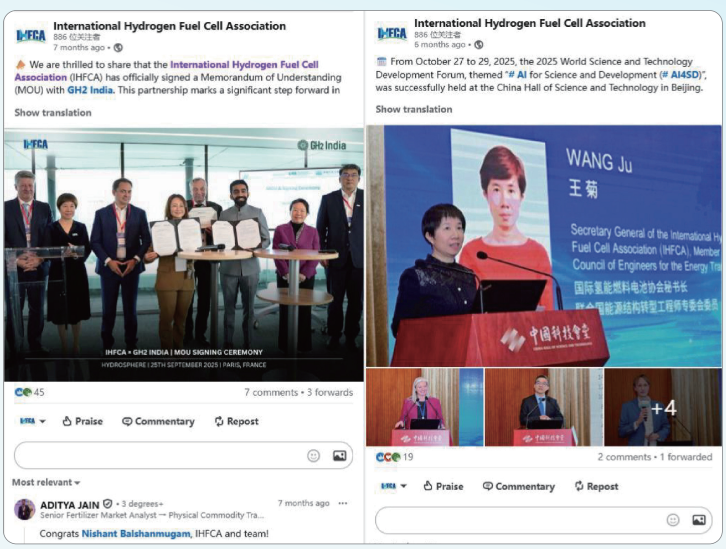
VII. Strengthening Public Communication, Enhancing Visibility and Building the IHFCA Brand

IHFCA continued to strengthen new media communication and established a multi-platform communication system centered on its WeChat Official Account, LinkedIn, X, and official website, promoting the broad and effective dissemination of industry information.

According to statistics, as of May 2026, IHFCA's WeChat Official Account had reached 13,345 followers, published 728 articles in total and recorded more than 32,000 views. The LinkedIn account had published 173 posts, with total views exceeding 30,000. The X account had published 10 posts, with total views exceeding 5,000. IHFCA's official website had published 362 news articles, and the WeChat Channels account had released 874 pieces of content, initially forming the communication matrix covering domestic and international industry audiences.

Through sustained professional and international new media communication, IHFCA further improved the efficiency of industry information dissemination and its external communication capacity. It strengthened its credibility and influence within the industry, provided strong support for exchange and cooperation, technology promotion and resource matching in the hydrogen and fuel cell industries globally, and played a positive role in increasing public awareness of the hydrogen and fuel cell industries and serving high-quality industry development.





VIII. Expanding the Cooperation Network, Building the Industrial Ecosystem and Pooling Global Strength for Hydrogen Development

An international cooperation network is an important foundation for IHFCA to promote the development of the global hydrogen industry. Guided by globalization, diversification and deeper engagement, IHFCA continued to expand its global membership network, deepen strategic cooperation with international organizations, and strengthen exchanges and matchmaking with hydrogen institutions in various countries. It built an international hydrogen cooperation network characterized by global coverage, multi-party linkage and mutual benefit, pooling global strength for hydrogen development and promoting coordinated development of the global hydrogen industry.

8.1 Continued Expansion of the Membership Network and Significant Improvement in Internationalization

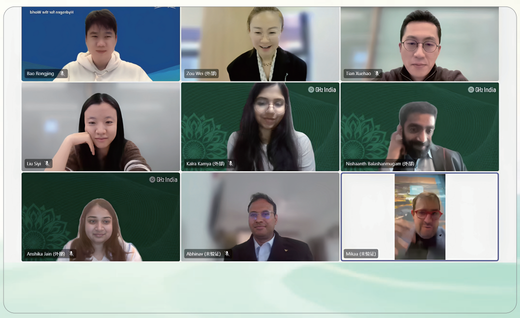
IHFCA has always regarded membership network development as one of its core tasks. It continued to optimize member services, expand membership scale and improve membership quality. During the reporting period, membership grew steadily, the level of internationalization improved significantly, and a membership network was formed covering 24 countries and regions worldwide and spanning the full value chain of hydrogen production, storage, transportation and utilization.

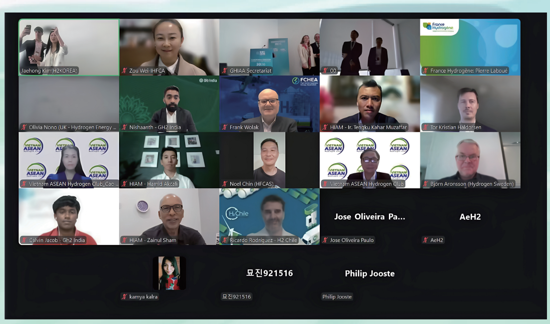
Steady growth in membership: As of May 2026, IHFCA's membership had expanded to 110 members. New members included leading international hydrogen enterprises, research institutions and industry organizations, covering the full value chain of hydrogen production, storage, transportation and utilization. This further improved IHFCA's membership structure and enhanced its industry coverage capacity.

Diversified and balanced membership development: International members reached 47, accounting for 43.1% of the total membership, an increase of five percentage points compared with the previous reporting period. Members cover 24 countries and regions, including Saudi Arabia, the United States, Germany, Japan, France, Morocco, Ethiopia and South Africa, spanning major global regions including Asia, Europe, Africa, North America and South America. This further improved the internationalization of IHFCA's membership network.

Continuous improvement in membership quality: New members were mainly leading enterprises and well-known institutions in the global hydrogen sector, including international hydrogen testing institutions, green hydrogen production enterprises and manufacturers of core fuel cell components. This further improved the overall quality and technical strength of IHFCA's membership, providing stronger technical support and resource safeguards for IHFCA's work in industry research, standards development and international projects.

Continued optimization of the membership structure: IHFCA's members cover the full value chain of hydrogen production, storage, transportation and utilization, including hydrogen production enterprises, storage and transportation enterprises, hydrogen refueling station construction and operation enterprises, fuel cell manufacturers, fuel cell vehicle manufacturers, research institutions and industry organizations. This has formed a complete hydrogen industry member ecosystem and enabled coordinated development and resource integration across all links of the value chain.





8.2 Deepening Cooperation with International Organizations and Building a Diversified Collaborative Cooperation System

IHFCA continued to deepen strategic cooperation with the United Nations system, international financial institutions, global hydrogen industry organizations and other international organizations. It established multi-level and comprehensive cooperation mechanisms and built an international organization cooperation system characterized by complementary strengths, resource sharing and coordinated development, jointly promoting the development of the global hydrogen industry.

Deepening cooperation with organizations of the United Nations system: IHFCA formally obtained consultative status with UNIDO. As the long-term strategic partner, IHFCA deeply participated in UNIDO's global clean hydrogen cooperation agenda and jointly carried out work including green hydrogen demonstration projects, hydrogen standards development and hydrogen talent training. During the reporting period, IHFCA jointly implemented two international projects with UNIDO, including the China Green Hydrogen: from Production to Hard-to-Abate End Uses project and the Technical Guidelines for the Development of Hydrogen Energy Storage, and jointly held three international hydrogen industry seminars. For three consecutive years, IHFCA hosted hydrogen-themed side events at COP, promoting hydrogen as an important solution for global climate action and providing policy recommendations for global hydrogen industry development.

Strengthening cooperation with international financial institutions: IHFCA deepened cooperation with international financial institutions including the World Bank and the Asian Infrastructure Investment Bank (AIIB), and became a core partner of the World Bank's Hydrogen for Development (H4D) initiative.

Expanding cooperation with global hydrogen industry organizations: IHFCA established and maintained communication and cooperation with major global hydrogen industry organizations, including the International Energy Agency (IEA), the Hydrogen Council, the International Association for Hydrogen Energy (IAHE), Hydrogen Europe, the African Hydrogen Partnership (AHP) and the Australian Hydrogen Council.

Establishing regular cooperation with international standardization organizations: As a Category A liaison organization to IEC/TC 105 and ISO/TC 197/SC 1, IHFCA established regular exchange and cooperation mechanisms with IEC and ISO. It stayed informed about the latest developments in international hydrogen standardization, deeply participated in the formulation and revision of international hydrogen standards, and actively participated in IEC and ISO annual meetings, promoting alignment between IHFCA standards and international standards.

Carrying out regional cooperation and implementation: Taking the Africa Green and Natural Hydrogen Conference as an opportunity, IHFCA strengthened hydrogen cooperation with African countries including Ethiopia, South Africa, Morocco and Egypt. Based on Africa's abundant renewable energy resources and hydrogen development needs, it promoted the implementation and application of China's green hydrogen production, storage, transportation and utilization technologies, as well as fuel cell technologies, in Africa. IHFCA also implemented the Morocco low-carbon steel and green hydrogen application project, providing China's solutions for Africa's low-carbon industrial transformation and supporting the independent development of Africa's hydrogen industry.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International Hydrogen Fuel Cell Association 2025 Financial Report

In accordance with the requirements of the Ministry of Civil Affairs of the People's Republic of China, the International Hydrogen Fuel Cell Association (IHFCA) underwent a financial audit by Beijing Shenzhou Certified Public Accountants Co., Ltd. in March 2026. The audit scope included the financial statements, namely the balance sheet as of December 31, 2025, and the statement of activities and cash flow statement for fiscal year 2025. The audit report expressed an unmodified opinion, with report number Shenhui Audit [2026] No. 149. The following is a summary of IHFCA's financial position and operating performance submitted to the Executive Board for review:

Financial Position

As of December 31, 2025, IHFCA had total assets of RMB 15.81 million, total liabilities of RMB 170,000 and net assets of RMB 15.64 million.

Income and Expenditure

For fiscal year 2025, IHFCA had total revenue of RMB 14.78 million, total expenditure of RMB 12.13 million and an increase in net assets of RMB 2.65 million.

Audit Opinion

The audit opinion issued by Beijing Shenzhou Certified Public Accountants Co., Ltd. states that the financial statements of the International Hydrogen Fuel Cell Association were prepared in accordance with the Regulations on the Registration and Administration of Social Organizations and the Accounting System for Private Non-Profit Organizations, and fairly present, in all material respects, the financial position of the International Hydrogen Fuel Cell Association as of December 31, 2025, as well as its operating activities and cash flows for the year then ended.


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International Hydrogen Fuel Cell Association 2026–2027 Work Plan

In the second half of 2026, the global hydrogen industry will enter a critical stage of large-scale development, commercial implementation and international coordination. Building on its previous work achievements and closely following global hydrogen industry trends, IHFCA will focus on the core objectives of promoting the scale-up of the hydrogen industry, deepening global hydrogen cooperation, enhancing its voice and influence in global hydrogen governance, and building a world-class hydrogen think tank. It will carry out work in six core areas: academic exchange, industry research, policy recommendations, standards development, international projects and member services, contributing IHFCA's strength to global hydrogen industry development.

I. Building a High-Level Academic Exchange Platform and Building Global Consensus on Hydrogen Development

Guided by professionalism, internationalization and brand development, IHFCA will host, undertake and participate in a series of high-profile and high-level hydrogen academic exchange activities. It will build a core platform for global hydrogen industry exchange, cooperation and innovation, consolidate global consensus on hydrogen development, and promote global hydrogen technology exchange and industrial integration.

1. Hosting FCVC 2026 International Hydrogen and Fuel Cell Vehicle Congress & Exhibition: From June 10 to 12, 2026, IHFCA will host the 10th International Hydrogen and Fuel Cell Vehicle Congress & Exhibition in Kunshan, Jiangsu. With the theme "Building Consensus, Tackling Challenges and Advancing the Scale-up of the Hydrogen Industry," the event will aim to become the most influential industry event in the global hydrogen and fuel cell vehicle sector. The Congress will include a main forum, multiple thematic summits and industry exchange sessions. A three-day professional technology and equipment exhibition will be held concurrently, covering technical visits, new product launches, project signings and other activities. The event is expected to attract more than 300 enterprises from 35 countries and regions, more than 15,000 offline professional visitors and more than 3 million online views. Through the Congress, IHFCA will build a platform for global hydrogen industry resource integration and cooperation matchmaking, and promote technological innovation and commercial implementation in hydrogen and fuel cell vehicles.

2. Hosting the HydrogenSphere 2026 Conference in Madrid, Spain: On June 25, 2026, IHFCA will host the HydrogenSphere 2026 Conference in Madrid, Spain. As IHFCA's international flagship brand conference, the event will focus on the core theme of "large-scale green hydrogen deployment and global hydrogen trade." It will invite government officials, international organization representatives, corporate executives, experts and scholars from the global hydrogen sector to conduct in-depth discussions on green hydrogen production, storage, transportation and utilization technology innovation, the development of the global hydrogen trade system, hydrogen policy coordination and mutual recognition of standards. The Global Hydrogen Trade Development Report will be released, supporting the large-scale deployment of global green hydrogen and cross-border hydrogen trade.

3. Undertaking the hydrogen side event of the World Science and Technology Development Forum: On October 28, 2026, IHFCA will undertake the hydrogen side event of the 2026 World Science and Technology Development Forum in Chongqing. Focusing on the theme of "hydrogen technology innovation and energy system integration," the event will invite leading scientists, entrepreneurs and policymakers from the global hydrogen sector to share hydrogen technology innovation outcomes, discuss the role of hydrogen in energy system integration, and promote deeper integration of hydrogen with power, transportation, industry and other sectors.

4. Participating in COP31, the 31st Conference of the Parties to the United Nations Framework Convention on Climate Change: From November 9 to 20, 2026, IHFCA will participate in COP31 in Antalya, Türkiye, and host a hydrogen-themed side event. Focusing on the theme of "Hydrogen for Climate Action and Global Net-Zero Emissions," IHFCA will release its latest research outcomes, promote hydrogen as an important solution for global climate action, strengthen exchanges and cooperation with countries around the world in the hydrogen sector, and build global consensus on hydrogen-enabled climate action.

5. Organizing a series of specialized industry and technology forums: In response to global hydrogen industry pain points and member needs, IHFCA will organize six specialized industry and technology forums covering electrolyzers, solid-state hydrogen storage technology, hydrogen energy storage technology, hydrogen swapping models for fuel cell vehicles and green hydrogen industrial applications. It will invite leading global experts and scholars to conduct in-depth technical exchanges and provide technical solutions and ideas for industry development. At the same time, IHFCA will continue to hold quarterly member exchange activities, providing members with a regular platform for communication and interaction.

II. Deepening Industry Research and Policy Recommendations and Building a World-Class Hydrogen Think Tank

Closely focusing on global hydrogen industry trends and core pain points, IHFCA will carry out multi-dimensional and in-depth industry and policy research, release a series of flagship reports and industry reports, and prepare targeted policy recommendations. It will build itself into an internationally first-class hydrogen think tank, providing intellectual support for government policymaking, corporate development planning and industry-wide collaborative innovation.

1. Releasing the 2026 annual flagship report: IHFCA will release one annual flagship report, Global FCV Outlook. The report will systematically review the development progress of the global fuel cell vehicle industry, forecast market size in 2030, 2035 and 2040, and propose policy and industry pathways for commercial implementation.

2. Releasing a series of industry research reports: IHFCA will release two industry research reports: China Hydrogen Industry Development Report 2026 and Study on Medium- and Long-Term Pathways for Hydrogen Transportation and Global Trade. The China Hydrogen Industry Development Report 2026 will review the current status of China's hydrogen industry, analyze development challenges, and propose response pathways and development outlooks through 2030. The Study on Medium- and Long-Term Pathways for Hydrogen Transportation and Global Trade will examine China's hydrogen transportation and global trade pathways, providing practical insights for policymakers and investors.

3. Preparing a series of policy recommendation reports: IHFCA will prepare three policy recommendation reports: Policy Recommendations on Incentives for Green Hydrogen Production in China, Policy Recommendations on Incentives for Green Hydrogen Procurement and Use in China, and Policy Recommendations on Promoting Green Hydrogen Applications in Hard-to-Abate Sectors. These reports will systematically review advanced international experience, propose policy optimization pathways, build a green hydrogen incentive policy system, and unlock the application potential of green hydrogen in hard-to-abate sectors.

4. Continuing specialized research: IHFCA will carry out four specialized studies in core areas including the global hydrogen value chain, cross-border green hydrogen trade, breakthroughs in hydrogen storage and transportation technologies, and the development of hydrogen energy storage standards systems. These studies will result in special research reports and provide technical and policy support for industry development.

III. Accelerating Standards Development and International Alignment to Enhance Global Hydrogen Standards Governance

Guided by independent standards development, international alignment, mutual recognition and interoperability, IHFCA will accelerate hydrogen standards development, deepen cooperation with international standardization organizations, and promote alignment and mutual recognition between IHFCA standards and international standards, providing standards support for the large-scale development of the global hydrogen industry.

1. Accelerating IHFCA standards development: IHFCA will broadly solicit IHFCA standards project needs and initiate no fewer than two IHFCA standards development projects, focusing on areas including hydrogen energy storage, green hydrogen testing, hydrogen swapping for fuel cell vehicles and hydrogen pipeline transportation. Relying on the Technical Guidelines for the Development of Hydrogen Energy Storage, it will develop relevant IHFCA standards or technical documents and release no fewer than one IHFCA technical document. IHFCA will continue to improve the IHFCA technical expert pool for standards, adding 20 standardization experts to provide technical support for standards development. It will also revise the IHFCA standards roadmap and clarify the key directions and implementation pathways for IHFCA standardization work over the next three to five years.

2. Deepening cooperation with international standardization organizations: IHFCA will fully leverage its role as a Category A liaison organization to IEC/TC 105 and ISO/TC 197/SC 1, actively submit IHFCA technical documents to ISO/TC 197 and IEC/TC 105, and promote alignment between IHFCA standards and international standards. It will organize member institutions to participate in the formulation and revision of international standards, with participation in no fewer than 15 international standards discussions. It will nominate no fewer than 10 qualified experts from among its members to become ISO/IEC registered experts and participate in international standardization work. IHFCA will also establish and improve international standardization service capabilities, providing full-process guidance and services for member institutions to participate in international standardization work.

3. Promoting regional mutual recognition of hydrogen standards: IHFCA will strengthen cooperation with hydrogen standardization institutions in Europe, Asia, Africa and other regions; conduct research on China–Europe and China–Africa hydrogen standards mutual recognition; and promote alignment and mutual recognition of hydrogen standards among regions. It will work with the African Hydrogen Partnership (AHP) and hydrogen institutions in Southeast Asian countries to jointly develop basic hydrogen standards, providing standards support for regional hydrogen industry development. It will also organize two international hydrogen standards seminars, inviting global hydrogen standardization experts to exchange views and promote coordinated development of global hydrogen standards.

4. Strengthening standards communication and promotion: IHFCA will carry out four communication and training activities on IHFCA standards and international standards, popularizing hydrogen standards knowledge among member institutions and the broader industry and promoting the implementation and application of standards. It will prepare hydrogen standards application guides to provide practical guidance for enterprises in implementing standards. It will also establish a mechanism for evaluating standards implementation, track and assess the implementation effects of published standards, and revise and improve standards in a timely manner based on assessment results.

IV. Advancing the Implementation of International Projects and Leveraging Demonstration Leadership

Guided by demonstration-led development, technology implementation, international cooperation and industrial coordination, IHFCA will accelerate the implementation of existing international projects, actively expand new international cooperation projects, and promote the application of hydrogen technologies in real-world scenarios, providing demonstrations and references for the large-scale development of the global hydrogen industry.

1. Accelerating the implementation of existing international projects: IHFCA will advance the implementation of the Global Environment Facility project China Green Hydrogen: from Production to Hard-to-Abate End Uses, carrying out annual work around key tasks including project management, demonstration applications, policy research, standards systems, knowledge products, replication and scale-up, and capacity building. It will improve project management and fund management mechanisms, and advance key deliverables as required, including the inception report, the First Annual Project Implementation Report (PIR) and the annual progress report. It will promote, according to plan, work related to fuel cell vehicle demonstration, hydrogen refueling infrastructure construction and operation, and multi-scenario green hydrogen applications. It will carry out specialized research on green hydrogen value-chain incentive policies, hydrogen safety regulation, and green hydrogen carbon footprint accounting and certification. It will promote the preparation of standards systems and standardization roadmaps, and organize standard project initiation and launch. It will develop knowledge outputs including a global green hydrogen development review, economic development of green hydrogen across multiple application scenarios, and demonstration city industry mapping and interim assessment. It will also advance the development of domestic replication and scale-up plans, a green hydrogen talent platform, training courses and international project communication materials, laying the foundation for standardized project execution, summarization of demonstration outcomes and subsequent scale-up.

2. Actively expanding new international cooperation projects: IHFCA will actively conduct cooperation discussions with international organizations including the World Bank, UNIDO and the Hydrogen Council, as well as hydrogen institutions in various countries, around areas including cross-border green hydrogen trade, hydrogen infrastructure development, internationalization of fuel cell vehicles and industrial hydrogen applications.

3. Accelerating the development of Technical Guidelines for the Development of Hydrogen Energy Storage: Around the three key links of hydrogen production systems, hydrogen storage systems and power generation systems using stored hydrogen, IHFCA will develop a set of hydrogen energy storage technical guidelines for application in developing countries and transition countries. The project has an implementation cycle of 2.5 years and was officially launched in December 2025. In the initial stage, UNIDO, IHFCA, the China National Institute of Standardization and relevant government coordination bodies will jointly establish the project governance structure and expert working group, and systematically review global hydrogen energy storage policies, standards and demonstration project experience. This stage is expected to be completed by the end of 2026. In the middle stage, around the three key links planned under the project, IHFCA will convene member institutions and leading Chinese enterprises to develop hydrogen energy storage technical guidelines, and improve their scientific rigor and applicability through international and domestic peer review and validation in typical scenarios. Development of the key technical guidelines is expected to be completed in 2027. In the later stage, relying on UNIDO's international platform, the project will carry out training, seminars and enterprise matchmaking, promote the application of the guidelines in developing countries, and further support the transformation of guideline outcomes into ISO international standards.

4. Launching and implementing the Technical Guidelines for the Development of New Energy Vehicles: With a two-year implementation cycle, the project will develop technical guidelines for new energy vehicles, including battery electric vehicles and fuel cell vehicles, carry out international training, and work with member institutions to advance international implementation of the project. It will continue to enhance the project's international influence and support the standardization and green development of the global new energy vehicle industry. The project plans to hold its launch meeting in late October 2026, invite international stakeholders including ISO to establish an expert working group and technical advisory committee, and complete review of the technical guide development plan and preparation of the training work plan. The project will develop technical guidelines more suited to the international community, based on China's advanced technologies and relevant standards in the new energy vehicle sector, covering key technologies for battery electric vehicles and hydrogen fuel cell vehicles. It will also organize two international training sessions to improve regional industrial capacity in Southeast Asian countries. IHFCA will actively play its platform role, broadly unite member institutions to participate deeply in guideline preparation, technical review, training organization and outcome promotion, consolidate the strengths of industry, academia, research and application, ensure high-quality project implementation, promote the transformation of technical guidelines into international standards, and contribute to carbon neutrality and global sustainable development goals.

V. Improving the Member Service System and Continuing to Expand the Global Membership Network

With serving members, empowering members and developing members as its core priorities, IHFCA will continue to improve its member service system and enhance service quality. At the same time, it will actively expand its global membership network, optimize its membership structure and enhance the internationalization of its members, achieving coordinated development and mutual benefit between IHFCA and its members.

1. Continuing to expand the global membership network: IHFCA will focus on leading enterprises, research institutions and industry organizations in the global hydrogen sector, with priority placed on expanding membership in Europe, Africa, the Middle East and North Africa, Asia-Pacific and other regions.

It will optimize the membership structure by focusing on member institutions in areas including core equipment manufacturing for hydrogen production, storage, transportation and utilization, green hydrogen production, hydrogen testing and hydrogen trade, further improving the hydrogen industry member ecosystem.

2. Improving member service quality: IHFCA will continue to optimize four core services: high-level international exchanges, global demonstration project matchmaking, standardization participation and customized consulting. It will provide members with more precise, professional and efficient services. It will organize members to participate in international exchange activities including FCVC 2026, the HydrogenSphere Conference and COP31; provide members with opportunities to participate in international projects; organize members to take part in international standardization work; and provide customized consulting services for members.

3. Improving the member communication mechanism: IHFCA will establish a regular communication mechanism among the Executive Board, the Secretariat and member institutions. It will hold regular member seminars and online exchange meetings to listen to member needs and recommendations, and adjust IHFCA's work direction and service content in a timely manner. It will improve member feedback channels through IHFCA's official website, WeChat Official Account, member-only platform and other channels, ensuring that every item receives a response and every matter is followed through. It will regularly release Association work updates, industry information and project information to member institutions, enabling members to stay informed about IHFCA's work and global hydrogen industry trends.

Closing Remarks

From June 2025 to May 2026, at a critical stage in the development of the global hydrogen industry, the International Hydrogen Fuel Cell Association undertook its mission with determination and advanced with initiative. With strong support from member institutions, industry experts and partners, IHFCA achieved a series of milestone results in internal governance, platform empowerment, high-level think tank development, international projects, international cooperation networks and brand building, laying a solid foundation for the large-scale development of the global hydrogen industry.

In the second half of 2026, the global hydrogen industry will face new opportunities and challenges. Taking this Executive Board meeting as an opportunity, IHFCA will review experience and plan for the future. With the core mission of promoting the high-quality development of the global hydrogen industry and supporting the achievement of carbon neutrality, IHFCA will focus on core areas including academic exchange, industry research, policy recommendations, standards development, international projects and member services. It will continue to deepen global hydrogen cooperation, enhance global hydrogen governance capacity, build a world-class hydrogen think tank, promote hydrogen technology innovation and industrial application, and pool global strength for hydrogen development.

IHFCA firmly believes that, with the joint efforts of all member institutions and the global hydrogen industry, hydrogen will become an important pillar of the global clean and low-carbon energy transition, and will make an important contribution to achieving global net-zero emissions and building a community with a shared future for humanity. IHFCA will continue to uphold the principles of openness, cooperation, innovation and mutual benefit, working hand in hand with the global hydrogen industry to write a new chapter in global hydrogen industry development.

International Hydrogen Fuel Cell Association (IHFCA)


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