



FOR THE YEAR ENDED 30TH JUNE 2025

Annual Report

MERCY CORPS NETHERLANDS

INFORMATION

REGISTERED OFFICE AND PRINCIPAL OPERATING ADDRESS

Mercy Corps Netherlands

Fluwelen Burgwal 58
2511 CJ Den Haag
The Netherlands

COMPANY INFORMATION

Mercy Corps Netherlands
RSIN: 858269235

Registered charity number:
Chamber of Commerce
(KVK) 70333564

June 2025, Gok Jengjor, Ethiopia. Sara*, 45, stands among her maize plants. She is a refugee from South Sudan, having walked for three months to the safety of Fenyodo Refugee Camp in 2010, escaping poverty and conflict. She has 6 children, aged 10-20.

*Name has been changed

PRINCIPAL PROFESSIONAL ADVISORS

AUDITOR

Grant Thornton

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1101 AX Amsterdam
The Netherlands

LAWYERS

Day One

Laan van Nieuw Oost-Indië 133
2593 BM Den Haag
The Netherlands

BANKERS

RaboBank

Bezuidenhoutseweg 5
2594 AB Den Haag

Wells Fargo Bank, N.A.

London Branch, 8th Floor, 33 King
William Street, London, EC4R 9AT,
United Kingdom

ABN AMRO

Gustav Mahlerlaan 10
1082 PP Amsterdam
The Netherlands

EXECUTIVE LEADERSHIP TEAM

Tjada D'Oyen McKenna
Chief Executive Officer

Harpinder Collacott
Executive Director - MCE
Until October 2024

Jennifer Sime
Chief Operating Officer

Chad Snelgar
Chief Financial &
Administrative Officer

Alexandra Angulo
Vice President
Strategy Realization &
UK Legal Representative

Kim Keating
Chief People Officer
Until Jan 2025

MCNL EXECUTIVE LEADERSHIP

Robbert van den Berg
Managing Director of Mercy
Corps Netherlands

Clare Condillac
Interim Chief People Officer
From Jan 2025

Alexa Holmes
General Counsel

Kate Phillips-Barrasso
Vice President Policy
& Advocacy

Mary Stata
Chief Development
Officer

Steve Linick
Chief Ethics &
Compliance Officer

Pete Lewis
Chief Marketing &
Communications Officer
Until July 2025

TRUSTEES

MCNL MANAGEMENT BOARD OF DIRECTORS

Ludovic Subran
Chair

Pepijn van Dijk
Treasurer

Kito de Boer
Resigned October 2024

Carin Beumer

MCNL MEMBERS AND JOINT BOARD EXECUTIVE COMMITTEE (JBEC)

**Melanie Thomas
Armstrong**

Kito de Boer
Resigned October 2024

Tjada D'Oyen McKenna

Vijaya Gadde
Term beginning 1 July 2024

Alan Hartley

Vijaya Gadde
Term beginning July 1, 2024

Linda McAvan
Term beginning July 1, 2024

Thierry Tanoh

Cecily Joseph

Emmanuel Lulin

Lesley Ndlovu

Ludovic Subran

Rebecca van Dyck
Appointed December 2024

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March 2023, Degehabur, Ethiopia. Kawsar Muhumed Yusuf, 30, drives a van at the training center where she learned how to drive. She is the mother of 4 children, a licensed driver, and is now working towards her mechanics certification.



Dear Friends, Supporters, and Partners,

As we present this Annual Report & Accounts, we do so against the backdrop of an extraordinary year – one marked by uncertainty, crisis, and the reverberations of seismic changes in our operating landscape. The abrupt and significant funding cuts resulting from the termination of US Government foreign assistance programmes forced our Leadership to make difficult yet essential decisions: closing country offices and reducing our global workforce. These decisions were not taken lightly, but swiftly and compassionately, to ensure the survival and future stability of Mercy Corps.

The impact of these changes was globally profound. At a time when more than 305 million people worldwide are in need of humanitarian assistance, the withdrawal of support could not be more acutely felt. Conflict, climate disasters, and economic instability continue to displace millions, driving food insecurity to crisis levels. Our mission—to alleviate suffering, poverty, and oppression by helping foster secure, productive, and just communities—has never been more urgent.

Despite these formidable challenges, our commitment remains resolute. Our teams have worked tirelessly to aim to ensure that the communities we serve do not bear the brunt of shifting political tides. While some government

funding has diminished, our long-standing partnerships with European donors have enabled us to maintain both life-saving and longer-term support to communities across the globe. Through adversity, Mercy Corps reached over 36 million people this past year, across 251 programmes in 38 countries. This impact was possible thanks to the steadfast support and intervention of European partners, whose generosity enabled us to achieve meaningful progress in the hardest-hit regions. This impact was possible thanks to the steadfast support and interventions of ECHO and the Dutch government, primarily through its embassies in East Africa. It has enabled Mercy Corps to deliver lifesaving assistance in crisis contexts in East & Central Africa and the Middle East, providing emergency cash, food, and water, sanitation and hygiene (WASH) services to vulnerable families. In addition, support from the Dutch Embassy in Uganda to the SUSTAINED programme and from the Dutch Embassy in Jordan to Hortifuture helped Mercy Corps strengthen climate resilience and food security, enabling smallholder farmers and agribusinesses to improve livelihoods and adapt to changing conditions. Likewise, our collaboration with ECHO has supported our response in challenging contexts such as DRC and Sudan. These partnerships remain critical to our ability to help communities withstand shocks, recover from crises, and build a foundation for lasting resilience.

Mercy Corps reached over 36 million people this past year, across 251 programmes in 38 countries.



July 2025, Shareek Elneel, Sudan. Three young members of a neighborhood committee are seen passing a box of food supplies to each other. The supplies are being offloaded for a community kitchen initiative serving residents in Sharq Elneel locality.

Looking ahead, Mercy Corps is taking deliberate steps to prepare for future challenges and opportunities. Over the past year, we have seen a continuation of a trend of increased revenue from European donor governments – for which we are deeply grateful. Our ongoing partnership with the European Union has contributed to growth in our funding during the past three fiscal years. Additionally, this year we experienced an increase in financial support from the Dutch government.

However, there are significant headwinds on the horizon for FY26 and beyond, with announcements of a planned reduction in aid spending and shifting priorities from key European governments – including The Netherlands.

As we re-orient ourselves to meet the moment and prepare to pivot as needed in the future, we know we need to pursue key strategic pathways that both enable us to deliver on our mission today, and adapt for long-term sustainability and growth. We have identified three interconnected, mission-critical Organisational Priorities for FY26: to define our programmatic identity and value-add, to re-envision our operating model and cost structure, and to actively pursue new and innovative revenue

streams. Much of the work reflected in these priorities is already underway across teams and regions, and these priorities will guide our evolution and strengthen our ability to deliver on our mission.

In recognition of the importance of leadership in times of uncertainty, the Leadership Team of Mercy Corps has set a Leadership Intention for the coming fiscal year. We are committed to nurturing a unified and engaged Mercy Corps, capable of moving forward with clarity and purpose. Our leaders understand that, above all, how we care for and support our people in times of change is paramount.

No matter how daunting the future may appear, we must hold firm to our belief in what we can accomplish together through bold and collective action. I am confident in Mercy Corps' enduring ability to have a significant impact, having witnessed firsthand the remarkable dedication of our teams during my time on the Board. Their commitment and resilience—often demonstrated in the face of personal hardship, displacement, and insecurity—are the driving force behind our lifesaving work. The courage of our staff continues to inspire us all, enabling Mercy Corps to deliver vital support amid unprecedented adversity.

I wish to extend our deepest gratitude to our European donors and supporters for your unwavering dedication over the past year. Your trust and generosity have been instrumental in allowing us to deliver tangible impact in the communities we serve. Thank you for believing in Mercy Corps and for standing by our side every step of the way.

It is only through the collective commitment and resolve of our global teams, partners, and donors that we have been able to achieve the impact we have seen over the past year. Where conflict has uprooted lives, we have provided shelter, food, and livelihood support. We have helped communities build resilience to recurring disasters, such as flooding and drought, preparing for recovery and future threats. We have connected people to clean water, nutritious food, new opportunities, and a path to peace. None of this would have been possible without your unwavering support.

With deep thanks and appreciation,



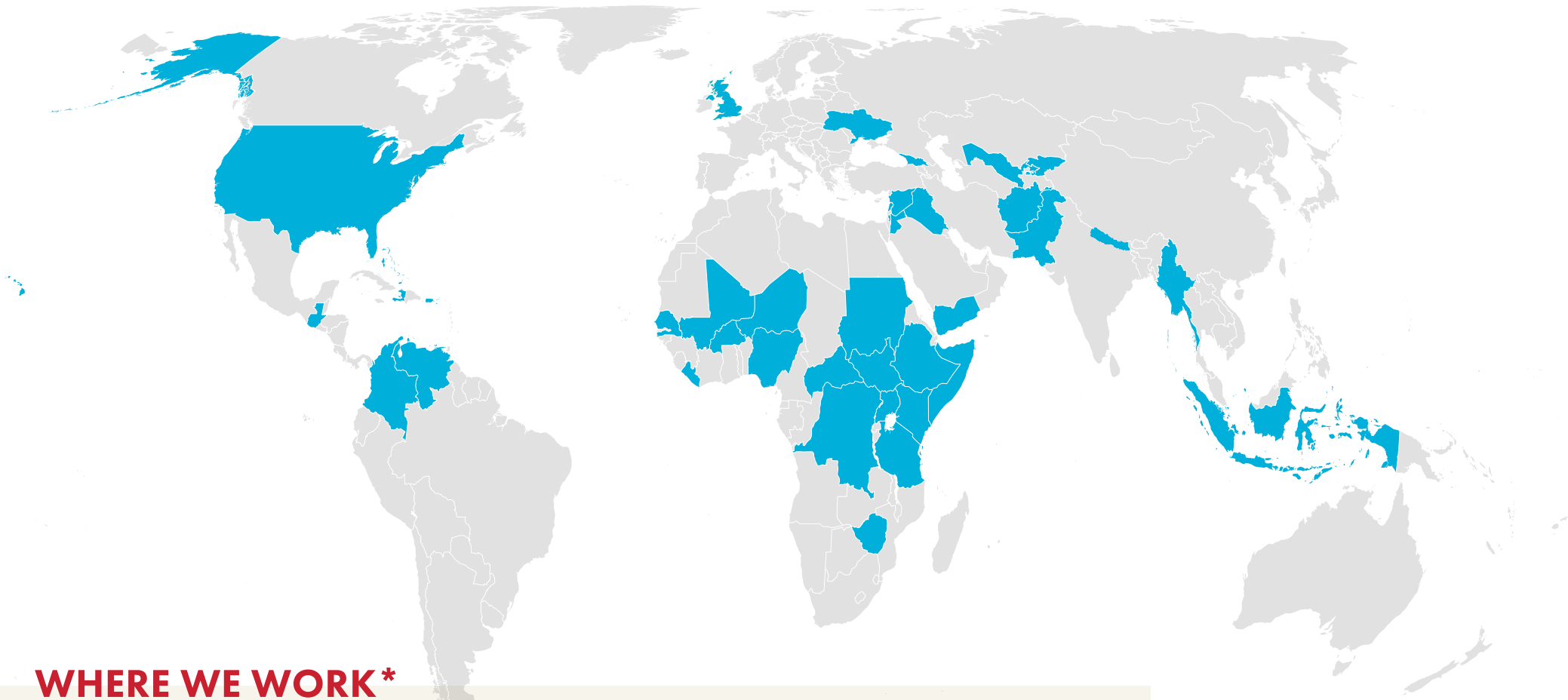
A handwritten signature in dark ink, reading "Ludovic Subran". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

Ludovic Subran
Board Chair

A photograph of a woman and her young son sitting on a woven mat in a room with brick walls and a window with a patterned curtain. The woman is wearing a light blue patterned shirt and a grey scarf, and the child is wearing a white shirt and blue pants. They are both looking at each other and smiling. The room is dimly lit, with light coming from the window. The text 'Trustees' and Strategic Report' is overlaid on the right side of the image in white font on a blue background.

Trustees' and Strategic Report

MERCY CORPS NETHERLANDS



WHERE WE WORK*

AFGHANISTAN	DR CONGO	JORDAN	NEPAL	SOUTH SUDAN	USA / PUERTO RICO
BURKINA FASO	ETHIOPIA	KENYA	NIGER	SUDAN	UZBEKISTAN
CENTRAL AFRICAN REPUBLIC	GEORGIA	KYRGYZSTAN	NIGERIA	SYRIA	VENEZUELA
COLOMBIA	GUATEMALA	LEBANON	PAKISTAN	TANZANIA	YEMEN
CRI / SAINT LUCIA	HAITI	LIBERIA	PALESTINE	TIMOR-LESTE	ZIMBABWE
	INDONESIA	MALI	SENEGAL	UGANDA	
	IRAQ	MYANMAR	SOMALIA	UKRAINE	

*as of 30 June 2025

TRUSTEES' AND STRATEGIC REPORT

The trustees present their statutory report together with the financial statements of Mercy Corps Netherlands (MCNL) for the year ended 30th June 2025 (Financial Year '25).

In this report, we use 'Mercy Corps Netherlands' when referring to the Netherlands-based organisation, 'Mercy Corps Europe' when referring to the UK-based organisation, 'Mercy Corps in Europe' to reflect our global support operations across Europe, and 'Mercy Corps' to refer to the global organisation.

Mercy Corps Netherlands was established in December 2017 as a separate legal entity with its own constitution, operating as a part of the global organisation. Mercy Corps Netherlands (MCNL) exists to ensure effective stewardship and management of resources from the Netherlands and the European Union, raise income, build influence and demonstrate impact to contribute to the mission of the global organisation.

Mercy Corps Netherlands shares the global organisation's mission, vision, core values, and charitable objectives, as well as operational resources for the implementation of programme activities. Mercy Corps Netherlands maintains an

independent governance structure and decision-making in relation to those programmes for which it is directly responsible.

The Objectives of Mercy Corps Netherlands are:

- › The relief of poverty;
- › The advancement of health;
- › The advancement of community development;
- › The saving of lives;
- › The advancement of human rights, conflict resolution or reconciliation; and
- › The advancement of environmental protection.

October 2024, Wajir, Kenya. Florine Jepkoech Kaino (27, red shirt) Geospatial Advisor for Mercy Corps' ASAL Adapts, works with Halima Abdi Abdullahi (black abaya), Land Surveyor for Wajir County.



Mercy Corps Netherlands (MCNL) is part of a unified global organisation, Mercy Corps.

Mercy corps consists of:

- **Mercy Corps Global (MCG)**, a US entity registered in Washington State and its field operations, including branches and local organisations located in 38 countries;
- **Mercy Corps Europe (MCE)**, a UK entity registered in Scotland with offices in Edinburgh and London;
- **Mercy Corps Netherlands (MCNL)** a Dutch entity registered in the Netherlands with an office in The Hague and Brussels; and
- Other affiliated entities of the global organisation¹.

¹ Consolidated affiliates include but are not limited to: Kompanion Bank Closed Stock Corporation, MC Sudan, MC Nigeria LTD/ GTE (Nigeria) LLC, Mercy Corps Development Holdings LLC, Yayasan Mercy Corps Indonesia, Humenergi Uganda Limited, Humanitarian Energy PLC, Energy 4 Impact (Dissolved 28 August 2025). Affiliates in process of dissolution include: MC India, MC Egypt, Mercy Corps International Jordan, MiCRO Insurance Catastrophe Risk Organisation SCC (MiCRO)

OUR STRATEGY

Mercy Corps' **Mission** – the reason we exist – is to **alleviate suffering, poverty and oppression by helping people build secure, productive, and just communities**. Lasting solutions to the complex and dynamic challenges posed by conflict and climate change require action on multiple fronts. That's why we are a multi-mandate organisation that provides access to humanitarian aid, development, and peace assistance in places affected by fragility and crisis. We partner with and support those who are systemically marginalised because of their gender, age, ethnic, religious, or other identities, those living in or at risk of extreme poverty, and those most affected by conflict and climate change. Mercy Corps' 10-year strategy, Pathway to Possibility, reflects our ambitions to not only meet the basic needs of communities affected by conflict and climate change, but to achieve widespread, transformational change that has lasting impact.

Our **Vision** is to **support communities – and the most marginalised within them – to emerge from crisis and build towards a more inclusive, resilient future**. No matter the context, we believe in the power of human potential and the ability of communities to grow stronger and more resilient. **Resilience** means that people and systems can improve and protect their wellbeing in the face of shocks and stresses such as political upheaval, recession, violence, failed rains, or drought. Often, these shocks occur simultaneously, repeatedly, or continuously – overwhelming the abilities of communities

April 2024, Leutelo, Timor-Leste. Farmers dig terraces on a demonstration plots, and mix grass, green tree leaves, and manure to make compost. The work is part of Mercy Corps's M-RED programme, which supports climate-sensitive agriculture design.



November 2024, Kassalla State, Sudan. Woman from a local initiative stands among bags of essential supplies, including oil, flour, and kitchen utensils, funded by the CCS GCTs programme and implemented by local partners in Kassala State.



to sustain progress, putting them at risk of further backsliding, and negatively impacting their ability to prosper. This is why enhancing resilience is at the heart of what Mercy Corps does and how we work. We make it easier for affected communities to access resources, services, and opportunities that support them to cope, adapt, and ultimately thrive. We foster inclusive and resilient communities that positively impact and protect the physical, social, and economic wellbeing of all their members – even in the face of adversity. Mercy Corps' programmes, partnerships, and influence focus on strengthening sources of resilience, enhancing the capacities of people, markets, and institutions to handle shocks, reduce risk, build more equitable and responsive systems, and improve wellbeing.

Humanitarian Response

Approach: Driven by a humanitarian imperative, Mercy Corps responds rapidly to meet the immediate needs of those most impacted by conflict and climate change. We prioritise the delivery of lifesaving humanitarian assistance during times of acute need – even as we look for ways to help communities prevent, mitigate, or adapt to future shocks and stresses. We are agile and nimble, with the operational readiness and the adaptive management capacities, skills, and structures to pivot our approaches as the context requires. We partner with communities to anticipate and respond to urgent needs as they arise – enhancing resilience even in the most extreme humanitarian contexts.

Our Outcomes

Through our programmes, partnerships and influence, Mercy Corps works towards four connected and reinforcing outcomes that determine people's wellbeing: greater economic opportunities, food security, peace and good governance, and water security. Within each outcome area, Mercy Corps has defined distinctive areas of focus that we believe lead to the greatest impact for the resilient, inclusive communities we work with. They articulate what people can expect of Mercy Corps and set the programming standards to which we hold ourselves accountable.



Economic Opportunities: People grow and sustain their assets and income.



Food Security: People are well-nourished at all times, with access to sustainably produced, safe, and nutritious food.



Peace and Good Governance: People experience less violence, build more cohesive and peaceful communities, and participate meaningfully in inclusive, responsive governance systems.



Water Security: People have equitable and sustained access to clean and safe water to meet their everyday needs.

Within each outcome area, Mercy Corps has defined distinctive areas of focus that we believe lead to the greatest impact for the resilient, inclusive communities we work with.

Our Commitments

For Mercy Corps, five reinforcing practices are foundational to driving greater and more sustained impact for and with those affected by crisis. These five commitments underpin all that we do – regardless of programming interventions or context – and challenge us to be more accountable and to continuously push the boundaries of what is possible:



Climate Smart: We take bold action to meet the urgency of the climate crisis.



Evidence Driven: We use data, evidence, and analytics to drive impact, scale what works, and influence others.



Innovative and Creative: We innovate and work with change-makers to test, co-create, and scale more effective solutions.



Locally Led: We are intentional about sharing and ceding power, building meaningful partnerships, and centring communities' voices in all we do.



Safe, Diverse, and Inclusive: We help create a culture of inclusion for all people that protects, enables, and elevates diverse community members and groups.

During this reporting year, Mercy Corps Netherlands developed a Strategic Policy Plan covering the period of FY25 – FY27, which was approved by the MCNL Board in November 2024. This document is guided by the strategic ambitions and priorities of the organisation's global Pathway to Possibility strategy, ensuring a cohesive approach to global challenges. The Plan focuses on using innovation and strategic partnerships to address the challenges impacting communities around the world as a result of conflict and climate change. Key priorities for Mercy Corps Netherlands outlined in the Strategic Policy Plan include strengthening resilience in communities, focusing on building food security, water security, economic opportunities, and inclusive governance – while also adapting to a shifting funding landscape and diversifying revenue streams.

To achieve the above, MCNL has set itself the following three strategic objectives:

- **Revenue and Fundraising:** By the end of June 2027, MCNL's funding base in the Netherlands and Brussels will have strengthened and diversified
- **Influencing and Advocacy:** By the end of June 2027, MCNL's role as a key influencer in Dutch and European humanitarian, development and climate policy will have expanded with MCNL being a trusted thought leadership partner
- **Communications and Visibility:** by the end of June 2027, MCNL's profile in the Netherlands and in Brussels will have been raised and our visibility and influence enhanced.

The MCNL Board of Directors confirm that they have considered public benefit when reviewing Mercy Corps goals, objectives and activities and in planning future activities.

June 2023, Al Zubaireya, Jordan. Mahmoud Al Hababbeh, 77, picks peaches from a tree on his farm.

In March 2023 he became a participant in LEAD, Mercy Corps' Livelihoods and Environmental Actions for Development project, which offers grants to climate-affected farmers and supports them in developing recovery responses and gaining technical training to improve their livelihoods.



OUR GLOBAL IMPACT

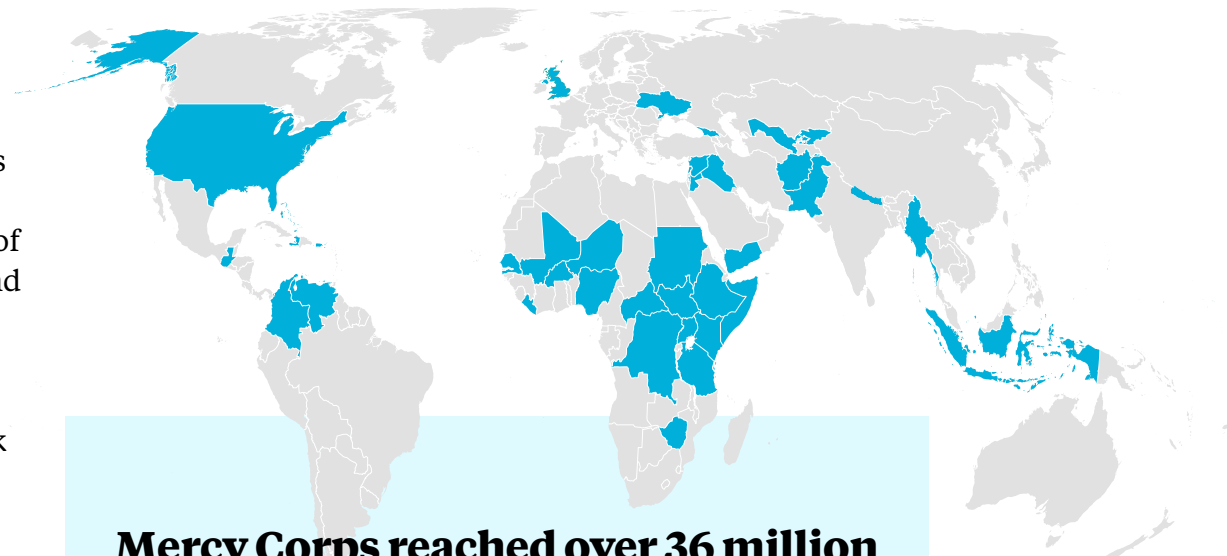
Conflict, climate shocks, and economic fragility have converged to create unprecedented humanitarian needs, with currently over 305 million people in over 70 countries around the world in need of humanitarian assistance. In this context, Mercy Corps has remained steadfast in its mission to support vulnerable communities on their journey from crisis to resilience. Over the past year, Mercy Corps continued to deliver transformative change across 38 countries, reaching 36 million people through programmes designed to meet urgent needs and build long-term resilience.

Responding amid emergencies

As conflict and extreme weather upended communities across the globe, our team responded with supplies and support to help people survive in emergencies. Violence forced millions of people from their homes and wreaked havoc on livelihoods and communities, and our teams and partners in Gaza, Ukraine, and Sudan delivered relief to those who are surviving day-to-day. In addition to providing food, shelter supplies, and cash assistance so people can meet their immediate needs, we work to support communities recover and reclaim their hopes for the future.

Building lasting resilience

Instability and disaster weaken critical infrastructure, threaten lives and livelihoods, and force millions of people to leave their homes in search of safety and better opportunities. That's why Mercy Corps partners with communities to innovate and implement long-term solutions and prepare for extreme weather emergencies.



Mercy Corps reached over 36 million people this past year, across 251 programmes in 38 countries.



September 2024, Mykolaiv, Ukraine. Hanna* (6, pink shirt) and her mother Yulia* (36, right) attend an art therapy session during a blackout, in the basement of Mercy Corps' partner organisation, Prospektyva. Yulia and her two youngest daughters recently began attending classes at Prospektyva's community center. The children feel safe and happy while participating in the art therapy programme, a respite from the fear they experience at home due to air raid sirens and explosions. *Name has been changed

SPOTLIGHT ON UKRAINE

Ukraine is now in its fourth year of full-scale war, and the humanitarian situation remains dire and unpredictable. Waves of indiscriminate attacks and vast aerial assaults, marked by a persistent pattern of civilian death and destruction, have defined the last three years, creating significant humanitarian needs across Ukraine. Over 14.6 million people, including 3.3 million in front-line communities and 3.6 million internally displaced people across the country, require humanitarian assistance.

In front-line communities, the humanitarian situation is reaching severe and catastrophic levels. Access to water, food, adequate shelter, fuel to heat their homes and cook, health, protection, and other essential services and supplies, as well as employment and livelihoods is extremely limited, forcing people to depend on humanitarian aid to meet their needs.

Since 2022, Mercy Corps has supported more than **1 million people** affected by the conflict in Ukraine and neighbouring countries. To meet the specific needs of those whose lives have been upended, Mercy Corps partners with local organisations most familiar with these communities to provide urgent aid

to those in active conflict zones, while also offering more long-term support to those building toward self-sufficiency.

Mercy Corps helps to provide shelter for internally displaced people through a multipurpose cash assistance programme, which allows families to prioritise what they need most, whether it is food, medicine, clothing, basic household items, or housing expenses. To help communities affected by the conflict, Mercy Corps supports entrepreneurs, business owners, and farmers to rebuild economic resiliency through grant programmes. By growing their businesses and earning stable incomes, grant recipients are able to decrease their reliance on aid while also supporting the recovery of their larger communities.

Through partnerships with local organisations, Mercy Corps fills the gaps in aid for the most vulnerable communities across Ukraine. Tapping into the local knowledge of on-the-ground organisations deeply informs our work – ensuring that humanitarian aid is tailored to the specific needs of those most affected by the conflict. By directly supporting both urgent needs and long-term self-sufficiency for

individuals and communities, Mercy Corps is helping Ukrainians regain autonomy. As they wait for an end to the conflict, continued international assistance is crucial for Ukrainian families and small businesses who are working hard to stay safe, sheltered, and financially secure while adapting to new surroundings and circumstances. Together, we are implementing and scaling the solutions that war affected communities need to rebuild toward a peaceful and more resilient future.



+1 million

people affected by the conflict in Ukraine have been supported by Mercy Corps.

**September 2024,
Mykolaiv, Ukraine.**
Children participate in an art therapy session during a blackout, in the basement of Mercy Corps' partner organisation, Prospektyva.

SPOTLIGHT ON GAZA

Mercy Corps has operated in Gaza since 1986, supporting Palestinians access critical services and improve their economic resilience. Deliberate restrictions on aid delivery into Gaza, along with the destruction of Gaza's food, health, and water systems through relentless military bombardment has resulted in catastrophic shortages for the people of Gaza.

Military offensives have endangered civilians and restricted the limited humanitarian access and aid infrastructure that remains. The economy has collapsed under the blockade, leaving families unable to afford or access food. They face unimaginable hardship as the deepening conflict-driven hunger crisis tightens its grip, worsened by ongoing displacement, a collapsed health system, and unrelenting violence. We are on the precipice of widespread starvation and death. People in Gaza need an immediate end to hostilities, meaningful humanitarian access, and a clear pathway to rebuilding their lives in safety and dignity.

Since the onset of the crisis, Mercy Corps, alongside our local partners, has reached nearly 400,000 with critical aid and support including hygiene materials, and food kits. We have



June 2025. Mercy Corps is working with a local partner organisation, Palestine Environmental Friends, to provide WASH services to communities in Gaza. Clean water is delivered via truck, from which families can fill their personal containers.

also provided psychosocial support to 8,600 youth, parents, and caretakers.

The emergency food kits (including items such as canned beans, olive oil, tuna, rice, lentils), provide households with nutritional, ready-to-eat food. Inside Gaza, the fear of starvation and desperate need for food remains high, and a recent World Food Programme (WFP) assessment finds that nearly one in three people is not eating for days, 470,000 people are facing catastrophic hunger (IPC Phase 5), and the entire population is experiencing acute food insecurity.

Working with our local partners, Mercy Corps has delivered more than 3,100 shelter kits, reaching nearly 18,000 people. Current shelter needs in Gaza are staggering; an estimated 1.3 million people lack emergency shelter items and household essentials.

Since the onset of the crisis in October 2023, Mercy Corps has reached over 74,000 individuals with emergency hygiene materials such as soap, shampoo, detergent, nappies, and feminine hygiene products. Providing these materials plays an important role in curbing the spread

of disease and helps maintain a sense of normalcy and human dignity.

Mercy Corps has been advocating at the highest levels with key governments to ensure that essential and lifesaving assistance can get into Gaza. Despite having critical supplies ready, including 73 truckloads of food, hygiene, and emergency shelter kits, Mercy Corps has not received the necessary clearances from Israeli authorities to distribute these supplies in Gaza.

Mercy Corps remains deeply committed to upholding a principled response and ensuring assistance reaches those most in need, safely and without discrimination. At the centre of our work is the vision of a resilient Gaza where lives are saved, basic needs are met, human dignity is upheld, and communities are empowered to recover, rebuild, and thrive amidst crises.

400,000

› Gazans assisted by Mercy Corps and partners since the beginning of the crisis.

470,000

› Gazans currently face catastrophic hunger, the entire population is experiencing food insecurity.

18,000

› Gazans provided with 3,100 emergency shelter kits.



April 2025, Tungoli, Sudan. Residents of Al-Hilu IDP camp work together to dig a trench from nearby Tungoli town to the camp to lay a water pipe so people no longer need to walk all the way to the town for water where 12,000 people displaced by the war in Sudan now live in Tungoli on April 23, 2025.

SPOTLIGHT ON SUDAN

Sudan is one of the worst hunger crises of the 21st century. Over 25 million people in Sudan are now going hungry—three times more than in 2021. That’s more than half the country—and it’s only getting worse. Two years of intense and unrelenting conflict in Sudan have pushed over 30 million people, two-thirds of the population, into dire need of humanitarian assistance. Famine conditions have been confirmed in multiple regions and are spreading. Rising levels of severe malnutrition are expected to increase hunger-related deaths in the coming months.

Since conflict erupted in Sudan in April 2023, more than 12 million people have been forced to flee their homes—half of them children—making this the world’s largest displacement crisis. Among those displaced are people who were already internally displaced or refugees who had previously sought safety in Sudan. Over 4 million have fled to neighbouring countries, often arriving traumatized, malnourished, and with nothing but clothes on their backs. One in three Sudanese are now displaced, and even if the fighting slows, millions will remain in limbo—without homes, security, or a clear path forward.

Mercy Corps has provided life-saving humanitarian assistance to almost **1.5 million people** across 14 of Sudan's 18 states since the start of the conflict, supporting civilians facing violence, displacement, and economic collapse. We are providing emergency cash and voucher assistance for nearly 100,000 people so that they can buy essentials like food, water, medicine, and hygiene supplies. Additionally, we are supporting over 76,000 smallholder farmers impacted by conflict by providing high-quality seeds and cash across eight states to ensure farmers can plant in time for the planting season. In Central and South Darfur, Mercy Corps is working in partnership with Sudan's Ministry of Health to prevent malnutrition among young children. Our teams operate nutrition sites, screen children under five for malnutrition, provide essential nutritional supplements, refer severe cases for treatment, and train caregivers on healthy infant and young child feeding practices. So far, we have directly supported approximately 5,700 children under five,

pregnant women, and nursing mothers with these life-saving services. In North and South Kordofan, Mercy Corps is actively responding to urgent needs by providing cash assistance, distributing quality seeds, training farmers in climate-smart practices, supporting small businesses through grants and mobile finance, and operating village hubs to strengthen local markets. As lead agency of the Cash Consortium of Sudan, we work with 20 partner organisations to provide coordinated cash assistance and recovery support.

Our programmes help people meet urgent needs while restoring food security, rebuilding local markets, and expanding long-term economic opportunities. Mercy Corps has worked in Sudan since 2004, and we are committed to supporting the people of Sudan through this crisis.

100,000

› People in crisis provided with emergency cash and voucher assistance.

1.5M

› People in 14 states provided life-saving humanitarian assistance

76,000

› Smallholder farmers provided with high-quality seeds and cash in time for planting season.

OUR PROGRAMMES AND THEIR ACHIEVEMENTS

MIDDLE EAST, NORTH AFRICA, AND EUROPE REGION (MENA/E)



JORDAN

Jordan HortiFuture (JHF) was funded by the Dutch Ministry of Foreign Affairs and implemented by Mercy Corps Netherlands in partnership with Wageningen University & Research and Advance Consulting, with support from Agriterra. The programme ran from January 2021 to February 2025 in Ajloun, Balqa and Irbid, with a budget of €7.4 million. Its objective was to increase smallholder farmers' income and resilience by strengthening the horticulture value chain and promoting climate-smart production.

Between July 2024 and the project's conclusion in February 2025, JHF focused on consolidating results and embedding systems for sustainability. In collaboration with the Ministry of Agriculture (MoA), 74 extension officers were trained and equipped to deliver farm-level advisory services to 150 farmers. Good Agricultural Practices training continued through the trainer-of-trainers model, reaching a wide base of farmers with practical skills. The Agricultural Credit Corporation (ACC) advanced two zero-interest loan products, supported by a digital loan management system, enabling 324 farmers to access nearly Jordanian Dinar (JOD) 2 million in financing for improved technologies.

Pilots addressing post-harvest management and climate resilience were rolled out, including CoolBot™ cold storage units in both the Jordan Valley and Highlands, which demonstrated potential to reduce losses and improve marketability. The Innovation Fund also launched four initiatives, including pomegranate processing, women-led crop rotations with value addition, potato seed storage, and date drying lines, all of which became operational during 2024.

These activities strengthened value chain competitiveness and created tangible opportunities for women and youth.

Although the programme has ended, several outcomes have



June 2023, Zarqa, Jordan. Hayat Hindi, 48, accesses the MakanE e-commerce platform on her phone inside her new greenhouse.

been embedded to ensure continuity. The MoA has adopted the Jordan Pesticide Guide, the Nature Inclusive Agriculture (NIA) Working Group and demonstration plots will continue under Holland Horti Support 2, ACC is considering mainstreaming the loan products piloted under JHF, and the National Agricultural Research Center has taken steps to adopt the NIA demonstration site. Together, these measures provide a solid foundation for sustaining JHF's impact beyond the life of the project.



PALESTINE

Mercy Corps' **Gaza Sky Geeks programme** creates sustainable and inclusive development in Palestine (Gaza and the West Bank). The programme, established in 2011, focuses on tech entrepreneurship training and startup acceleration. It equips individuals with skills to sell their services online as freelancers and remote employees, generating employment opportunities and increasing income for programme participants. The programme enhances the specialisations of the individuals trained and helps local Palestinian tech-services companies to compete successfully in the supply to the overseas market. In early 2024, our programme began implementation in the West Bank, complementing local efforts and expanding upon cross-Palestinian activities. In 2024, it trained 2,558 individuals with employability and technical skills. 1,588 individuals attended awareness and foundational

training; 861 graduated intermediate and advanced training. Through support from the Dutch Ministry for Foreign Affairs and Sida, the programme supported 23 companies in Gaza and the West Bank.



2020, Gaza, Palestine. Since 2011, the Gaza Sky Geeks (GSG) programme has offered professional programmes to help highly-skilled, forward-thinking Palestinians, like Eman, generate wealth online and seek opportunities otherwise inaccessible. As the COVID-19 pandemic has taken hold of economies and shut down physical workplaces, GSG participants have been able to tap into previously developed digital skills and networks to maintain some resilience in the face of the crisis.

AFRICA



KENYA

The Resilient Approaches in Natural ranGeland Ecosystems (RANGE) programme is funded by the Embassy of the Kingdom of the Netherlands (EKN) in Kenya and runs for five years from January 2024 to December 2028. Its goal is to strengthen the resilience of the Arid and Semi-Arid Land (ASAL) communities that contribute to sustainable economic and social development in a well-managed landscape. Mercy Corps Netherlands is joined in the RANGE consortium by Frontier Counties Development Council (FCDC) and the Faculty of Geo-Information Science and Earth Observation (ITC) of the University of Twente.

Over the past year, the project reached a total of 4,656 participants, strengthening livelihoods, governance, and resilience across agriculture, climate adaptation, finance, and peacebuilding sectors. These interventions directly benefited 48% women and 52% men, reflecting an inclusive approach that prioritized equitable participation of both women and men. Sectoral Achievements include:

- **Agriculture:** 14% of participants were engaged in improved production systems, fodder development, and sustainable agricultural practices that enhance food security and market access.
- **Climate Adaptation:** 12% of participants (including women and youth) were supported to adopt climate-smart agriculture, good agricultural practices, and water-efficient technologies, strengthening household and community resilience to climate shocks.
- **Finance and Livelihoods:** 18% of participants accessed training, services, and inputs that improved herd management, market linkages, and financial literacy, contributing to diversified income sources and increased competitiveness.



March 2022, Ngilai, Kenya. Nareu Letwamba, 23, carries a heavy jerrycan full of water from a muddy well. Every morning before it gets too hot, she walks 8 kilometers to fetch water for her family.

- **Peace, Governance, and Partnership:** The project's most extensive reach was through this pillar, where 62% of participants engaged in ward-level planning, policy dialogue, and peacebuilding forums. These platforms strengthened inclusive governance, supported participatory decision-making, and enhanced community-led conflict resolution mechanisms

The programme is currently negotiating a partnership contract with Genco to scale up livestock aggregation and access to markets, and in coming months plans to use RANGE convened power to mobilize for rangeland rehabilitation and sustainably institutionalizing this with Ward Development Committees, which will scale up resilience designs. By the end of the year, 5 PhD students and 6 MSc students will be conducting research that will inform ward livelihood zoning and inform private sector investments. The programme is also negotiating partnership with Holland Agritech Kenya for support to zones that have agricultural potential. By the end of the programme, RANGE targets to reach an approximate total of 507,467 participants, including small scale pastoralists and agro-pastoralists, both male and female. Through producer associations, private sector actors and development partners, during the five years using a Market System Development (MSD) approach.



UGANDA

The Supporting Stronger Access to INnovative Energy Solutions in Displacement Settings (SUSTAINED) programme is funded by the Embassy of the Kingdom of the Netherlands (EKN) in Uganda and runs for 12 months from October 2024 to September 2025. Its goal is for 5,000 refugees and vulnerable host communities in Uganda, especially women and youth, to have increased access and utilisation of clean, reliable, and affordable energy products and services, thus sustainably increasing their overall standard of living, health, and livelihoods. Mercy Corps Netherlands is joined in the SUSTAINED consortium by CARE and Oxfam, as well as other partners in the energy ecosystem such as the Energy Service Companies (ESCOs) (PESITHO, Tulima Solar, and D.Light) Financial Service Providers (FSPs) like Vision Fund, and Refugee-Led Organisations (ICAN South Sudan and CECI).



June 2021, Namatwae, Karamoja, Uganda.
Akol Maria, 25, cooks traditional porridge for her children.

Over the past year, the project has achieved the following outcomes:

- **Access to Clean Energy:** The percentage of women reporting inclusive access to clean energy rose from a baseline of 22.63% to 82.91%, exceeding the programme's target of 70%.
- **Financial Inclusion:** Post-training access to financial products surged from 0% to 27%, surpassing the 20% target. Similarly, adoption of financial literacy practices reached 99.78%, exceeding the target of 80%.
- **Clean Cooking and Indoor Air Quality:** Households reported improved indoor air quality from 34% to 42% just slightly below the programme duration target of 45%.
- **Knowledge Gains:** Knowledge of renewable energy products improved from 64% to 82.18% (close to the 84% target), and awareness of safe e-waste disposal rose from 5% to 60.36%, surpassing the 20% goal.
- **Safeguarding and Accountability:** Comfort in reporting safeguarding issues improved significantly from 72.82% to 99.64%, exceeding the 74% target. However, satisfaction with feedback mechanisms only modestly improved from 51.5% to 56.36%, still well below the 74% target.
- **Trainings:** 137 Groups (3,425 individuals) trained in knowledge and usage of clean cooking and PUE technologies, financial & digital literacy. Target was 57 Groups (1,425)

The SUSTAINED consortium is looking to secure further funding to continue the programme for a further 12 months. This will look to strengthen the foundational work led in Bidi-Bidi, and expand it to Rhino Camp – continuing adopting a Market Systems Development (MSD) and ecosystem approach, while deepening its gender integration and policy influence work.



DEMOCRATIC REPUBLIC OF CONGO (DRC)

Since **September 2019**, the **SAFER Consortium**, led by Mercy Corps and in partnership with ACTED, Concern Worldwide, the Norwegian Refugee Council (NRC) and Solidarités International (SI), has been implementing rapid emergency interventions in the Democratic Republic of Congo. The Consortium has benefited from the sustained support of the European Commission's Civil Protection and Humanitarian Aid Operations department (**DG ECHO**) and the UK Government's Foreign, Commonwealth and Development Office (**FCDO**), with additional contributions in the past from partners such as the **Bureau for Humanitarian Assistance (BHA)** in the US and the **Swiss Agency for Development and Cooperation (SDC)**.

SAFER interventions are primarily directed towards displaced and returnee populations, identified through displacement alerts. Support may also extend to vulnerable host families impacted by conflict and displacement dynamics, based on pre-defined vulnerability criteria. Since the escalation of the

“M23 crisis” in January 2025, the Consortium has launched multiple emergency responses to address the immediate needs of newly displaced and returning households.

Since July 2024, under the current DG ECHO contract the Consortium has carried out **13 emergency interventions**, reaching a total of 55,104 households (305,385 persons). Among them, 15,328 households (84,304 persons) have accessed safe water, sanitation and hygiene (WASH) services, while 39,777 households (221,081 persons) have received multi-purpose cash or in-kind assistance (MCPA). These interventions have enabled families to cover their most urgent needs while maintaining access to essential services in crisis-affected areas.

Looking ahead, the SAFER Consortium will continue to strengthen its rapid response capacity, ensuring timely and coordinated assistance in the face of new shocks and displacements. As humanitarian needs continue to grow across the DRC, the Consortium is currently reviewing its strategy for the coming year to ensure its interventions remain adapted, responsive, and impactful in an increasingly complex context. The project will also maintain a strong focus on accountability to affected communities, improving targeting to reach the most vulnerable households, and deepening collaboration among partners to maximise humanitarian impact across the country.



Jan 2020 - Northeastern DRC. Motorcyclist on the road, passing a village where cash assistance will be distributed to displaced people.

ASIA

**MYANMAR**

The EU-funded Nurturing Green Aquaculture in Myanmar (NGA-Myanmar) programme, led by Mercy Corps Netherlands in partnership with Village Link and Daung Capital, is a transformative effort to revolutionize Myanmar's aquaculture sector through sustainable innovation. Focusing on micro, small, and medium enterprises (MSMEs), the programme works to enhance resource efficiency, reduce environmental impact, and strengthen economic returns for local producers.

At its core, NGA-Myanmar encourages MSMEs to embrace greener production practices, with support designed to facilitate access to green loans and improve skills in production, waste management, and site stewardship. Through targeted training, awareness raising, and careful monitoring of environmental data, the programme guides aquaculture enterprises in adopting adaptive, climate-conscious management that improves water quality and reduces harmful emissions.

The programme's achievements were far-reaching. 85% of champion MSMEs succeeded in reducing their feed conversion ratio by at least 0.2 points, a change that translated

into a 57% increase in income for those who adopted these green practices. In terms of environmental progress, nearly all champion MSMEs took steps to improve effluent parameters, and 99% actively pursued measures to lessen water pollution. Socially, NGA-Myanmar has empowered 395 female entrepreneurs to establish or strengthen their own green aquaculture businesses, fostering gender inclusion and economic opportunity. Furthermore, the programme's climate benefits have been tangible, with a 42% reduction in estimated CO2 emissions from aquaculture operations among participating MSMEs. Financial support has also been broadened, enabling 1,595 MSMEs to access credit through newly developed, customized loan products tailored to the needs of the sector.

Together, these milestones underscore the programme's commitment to fostering sustainable aquaculture practices in Myanmar, improving livelihoods, supporting female entrepreneurship, and mitigating negative environmental impacts across the industry.

LATIN AMERICA AND THE CARIBBEAN (LAC)

**VENEZUELA**

The DG ECHO-funded project, *Saving Lives from the Beginning: Health as a Space for Protection*, has made significant strides in strengthening maternal health and promoting sexual and reproductive rights in Venezuela. The project aimed to provide a multisectoral humanitarian response and to strengthen local capacities and community resilience regarding Sexual and Reproductive Health (SRH) services. Its focus was on preventing and protecting against maternal and neonatal morbidity and mortality among vulnerable populations, particularly pregnant women and newborns. In this regard, Mercy Corps Venezuela partnered with two local partners — Cáritas Cumaná and Superatec — and a network of public health centers in at-risk communities to enhance access to sexual and reproductive health services.

The initiative surpassed its initial target by reaching 8,724 unique participants, which represents 123% of the original goal of 7,072 people. The interventions were conducted in line with international standards of quality, equity, and dignity, employing a differentiated approach based on gender and age.

In terms of direct patient care, 633 women received prenatal consultations, which contributed to safer pregnancies

and deliveries. Additionally, a total of 2,775 specialized consultations on sexual and reproductive health (SRH) were provided through a community-based approach in collaboration with local centers, fostering informed decisions in safe and confidential settings. Furthermore, 3,560 complementary tests were conducted, enabling early detection of risks and more accurate clinical decisions. The National Maternal Health Program screened 1,256 pregnant women and newborns, focusing on nutritional status and providing adequate treatment for 50 women at risk of malnutrition.

Moreover, Mercy Corps Venezuela enhanced five health centres with waste management protocols, essential medical supplies, and infrastructure improvements, including water supply, air conditioning, electricity, and designated waste disposal areas.

This project has delivered substantial improvements in maternal health and sexual and reproductive rights in Venezuela. By exceeding its participant target, enhancing direct patient care, supporting early risk detection, and strengthening local health infrastructure, the initiative has made a meaningful impact on vulnerable women and newborns, promoting safer pregnancies and better health outcomes in at-risk communities.

CORPORATE SOCIAL RESPONSIBILITY

As part of our Global Strategy 'Pathway to Possibility', as detailed in "Our Strategy" section of this report, five commitments underpin all that we do – regardless of programming interventions or context – and challenge us to be more accountable and to continuously push the boundaries of what is possible.

Our strong integrity, safeguarding, diversity and inclusion policies and practices, as well as the operational policy frameworks for the effective stewardship of the financial resources entrusted to us ensure that these commitments are embedded in our operations in the Netherlands and the countries where we implement programmes.

Our environmental sustainability policy sets out measures to reduce the impact of our operations on the environment and engage with team members, partners, funders and suppliers to ensure sustainable practices are ingrained in our work. Mercy Corps Netherlands has an Environmental Policy which sets out our commitment to limiting the environmental impact of our work. At the global level, we have set Paris-aligned targets to report on and reduce our carbon footprint, and our efforts are in line with the Science-Based Targets Initiative (SBTi).

In FY25 Mercy Corps released our third Sustainability 'Greening Mercy Corps' Report which represents an important step to bring transparency to our sustainability

journey and a critical moment for our commitment to be climate-smart. Available here: <https://www.mercycorps.org/sites/default/files/2025-05/mercy-corps-sustainability-report-2024.pdf> At the programme level Mercy Corps has a set of environmental compliance and safeguarding tools to inform design and implementation.

MONITORING AND EVALUATION

Mercy Corps believes that strong monitoring, evaluation, and learning (MEL) contributes to improved programme quality, performance, results and impact; advances Mercy Corps' mission; and increases accountability to programme stakeholders. Mercy Corps' global MEL Policy outlines Mercy Corps' fundamental expectations regarding MEL practices in all stages of the programme management cycle. The Minimum Standards outlined in the MEL Policy are consistent with Programme Management Policy Minimum Standards and are integrated within the Programme Management Policy. The MEL Policy outlines the elements (referred to as "Minimum Standards" below) necessary to promote a culture of learning and innovation within the scope of every programme and across the organisation, based on credible evidence derived from programme implementation. With adherence to the MEL Policy, our programmes are better positioned to define and measure success, identify challenges for improvement and learning, generate higher quality programmatic evidence, and use that evidence to drive greater lasting impact in the world.

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As part of good programme management, the MEL Minimum Standards help all programmes to:

- Ensure that strong MEL is adequately planned and resourced;
- Establish an effective MEL system to monitor and evaluate programme implementation;
- Generate credible evidence to understand and substantiate impact;
- Use evidence generated through programme monitoring and evaluation to learn about and improve current and future programming;
- Leverage technology for data quality and timely decision making;
- Support accountability, meet donor expectations, and mitigate data quality risks, including passing data quality assessments (DQAs); and
- Improve and maintain Mercy Corps' reputation as a thought leader internally and externally through reporting programme results to stakeholders.

Mercy Corps ensures effective monitoring and oversight of programmes through a structured, multi-level system that combines these global standards and headquarters oversight and support, regional coordination, and country-level implementation practices.

IN FY25, MERCY CORPS REACHED CLOSE TO

36m	+251	38
People through	Programmes in	Countries

Programmes supported by funding raised by Mercy Corps Netherlands reached **over 3 million people** during this period through.

NUMBER OF PARTICIPANTS BENEFITTED



At the country level, our MEL team helps Mercy Corps programme teams to make data-driven decisions and ensures that teams have the ability to capture data, effectively measure change, and learn from programme outcomes. Our wealth of tools include the Outcome Area Hub (indicator guide), MEL Wiki, Tola Data (indicator tracking) and programme examples in the digital library. Our Evidence and Learning Unit, globally and with dedicated team members regionally and in country, supports and enables strong evidence generation, championing an evidence-based practice to strengthen programme performance, and leading multi-departmental processes to improve programme management and quality across the agency. Regional and HQ-based team members support with monitoring and oversight of programme implementation, including through consistent communication through award kick-off and close-out meetings, monthly (or regular) progress reporting and check-ins, Budget vs Actual (BvA) analysis, and scheduled virtual meetings. Where possible and the context (and budget) allows, monitoring, oversight and support is provided through project visits.

COMMUNICATIONS WITH STAKEHOLDERS AND OTHER INTERESTED PARTIES

Over the years, Mercy Corps Netherlands has built up positive relationships with a multitude of stakeholders, including donors, government and other institutional agencies, NGOs,

SUPPORT FOR OUR WORK

Current Donors and Partners

Mercy Corps Netherlands' fundraising was mainly focused on institutional donors and foundations. Programmes in FY25 have been supported by and implemented in partnership with these organisations:

- European Commission (EC)
- European Humanitarian Aid and Civil Protection (ECHO)
- Dutch Ministry of Foreign Affairs, through various Netherlands embassies
- Hivos
- Danish Refugee Council (DRC)
- Norwegian Refugee Council (NRC)
- Shell International
- SNV
- Bayer Foundation
- International Rescue Committee - Germany
- Italian Agency for Development Cooperation (AICS)
- Cooperazione Internazionale (COOPI)
- East West Tea Company
- Carbon Trust
- IDH – Sustainable Trade Initiative
- Swiss Development Cooperation (SDC) through a consortium managed by Wageningen Center for Development Innovation (WCDI)
- The Netherlands' Enterprise Agency (RVO)
- The IKEA Foundation
- People In Need

networks and other agencies. Through our connections and participation in networks, Mercy Corps has become more embedded in Dutch society and our visibility has significantly increased during the past year. We were invited by the Ministry of Foreign Affairs to provide input during consultations on humanitarian contexts such as Sudan, Syria, Ukraine, for instance, and we engaged in several key meetings and consultations at the Ministry. In the past year Mercy Corps Netherlands has broadened its focus on building partnerships and connections to increasingly cover non-institutional partners, including corporates, foundations and others. Deliberate efforts are being made to raise the profile of Mercy Corps Netherlands in the Netherlands and Brussels, for instance to continue to actively engage in networks such as Partos, and Brussels-based networks such as VOICE, EPLO (European Peacebuilding Liaison Office) and Philea, and through contributing to a public support campaign ('Draagvlakcampagne'), an initiative of approximately 20 organisations aimed at changing the current negative and politicised narrative around development cooperation in the Netherlands.

At the ImpactFair, MCNL facilitated conversations about the importance of our work and shared impact stories of Mercy Corps projects. At another external event – ImpactFest – MCNL hosted a meet-up on climate-smart strategies, clean energy and environmental sustainability in humanitarian settings, together with Mercy Corps' local partner in Kenya, Rights Organisation for Advocacy and Development (ROAD).

Additionally, in the past year MCNL became an active member of the Netherlands Water Partnership (NWP) and the Dutch

gender platform WO=Men, whilst we also engaged with the Netherlands Food Partnership (NFP). These engagements help establish new partnership connections in particularly also in the private sector. Together with the largest national branch organisation for the private sector in the Netherlands, VNO-NCW, MCNL helped establish a new 'Dutch Diamond' alliance to strengthen the collaboration between the Dutch private sector, knowledge institutes and civil society actors, leading to a high-level event for executives in July 2025. This will be continued in the coming year.



March 2025 – Mali To offer dignified alternative to migration and recruitment by armed groups, JASS supported vulnerable groups to develop viable, non-resource-dependent businesses, with participants receiving targeted support to launch enterprises in areas such as beauty, dairy, climate innovation, and non-timber forest products. As a result, 91% of youth involved in JASS reported improved life prospects.

Visits by Mercy Corps' country leadership, including from Sudan and Palestine, provided opportunities for us to highlight our work to Dutch Parliament members, RVO and other key actors in the sector, whilst in person engagements with the IKEA Foundation, the National Postcode Lottery, the Dutch Relief Alliance, Giro555 helped strengthen our relationship with non-institutional actors.



February 2022, Baidoa, Somalia. Dhagan Aclan Aalan holds one of her last surviving goats, in front of her family's temporary shelter.

Two external events in particular helped raise the profile of Mercy Corps in the Netherlands. In Amsterdam last November, we officially launched our global Climate:Possible campaign. This “Local Power, Global Impact: Advancing Climate Resilience Event” focused on highlighting locally-led climate resilience. During the panel discussion, speakers representing local partners – the Rights Organisation for Advocacy and Development (ROAD, Kenya), the Netherlands Food Partnership and the IKEA Foundation all emphasized the critical role community-led initiatives, shared lessons from effective global – local partnerships and explored how global support can amplify local knowledge to ensure that climate action can be sustained.

On the topic of peace and security, and in collaboration with the Brussels-based network EPLO and the Dutch peace organisation PAX we organized a well-attended roundtable and high level panel discussion in the Hague where representatives of the European Parliament, the Dutch Ministry of Foreign Affairs and civil society reflected on the possibilities to foster peace in the changing landscape of Dutch and EU policies.

With its specific technical expertise and influencing capacity on climate adaptation, Mercy Corps served as NGO representative of the Internationale Klimaatcoalitie (IKC) in the Netherlands, a network of civil society organisations working on international climate policy. Several statements were produced, including letters to Cabinet ministers. We also coordinated the creation of the IKC position paper with recommendations to the Dutch government for COP29 and presented this in the Dutch Parliament and to relevant government officials. In our role of NGO representative, we facilitated meetings between

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civil society organisations and Dutch negotiators at COP29, including a meeting with the Dutch Minister for Climate whilst also at the COP29, we co-facilitated a roundtable discussion on climate finance, organised by the Dutch Climate ministry, in September 2024. Our visible role on climate adaptation also included various appearances in Dutch media, including in national newspapers.

Mercy Corps Netherlands monitors and fulfils its contractual reporting obligations to all donors based on well-established programme and award management procedures applied throughout its operations. Relationships with donors and other stakeholders are managed collaboratively by Mercy Corps Netherlands together with colleagues from other support offices and the country programme teams. Effective systems are in place for regular reporting on activities for all donor funded activities.

Information about our activities is shared through our website, social media, and through organisation of and participation in thematic events, contributing to public awareness of our activities and impact. Our past annual reports and financial statements, integrity policies, strategy and governance information are available on our website. The website includes links to our integrity hotline (for reports of any ethics complaints) as well as general contact information for suggestions, remarks or complaints.

Our information is also available on the designated CBF page, in line with Mercy Corps Netherlands compliance with the CBF Recognition Scheme standards, and through links on the websites of membership organisations such as Partos, VOICE and EPLO. Mercy Corps Netherlands' team in the Netherlands engages with peer agencies and other stakeholders by participating in and hosting targeted events showcasing our programme activities, research and analysis.



July 2025, Harbanoush, Syria. Ali*, 22, prepares pastries at the bakery where he has worked for six months.

*Name has been changed



Governance, Structure and Management

MERCY CORPS NETHERLANDS

November. 2023, Safiya, Syria.
Abdullah*, 42, slides manaqeesh
into the oven at his bakery. He has
been a baker since 2017.

The economic crisis has made
it difficult for him to operate his
business. Escalating prices has
reduced his ability to acquire the
equipment he needs, while surging
fuel prices pose a considerable
hurdle. *Name has been changed

MERCY CORPS NETHERLANDS – OUR STRUCTURE

Mercy Corps Netherlands is registered in The Hague, Netherlands as an Association under the Dutch Trade number 70333564 and came into operation on 19 December 2017. The relationship between Mercy Corps Netherlands, Mercy Corps Europe and Mercy Corps Global is governed by a Governance Agreement (GA), Memorandum of Understanding (MOU) and Treasury Agreement (TA). These agreements cover matters relating to the intercompany coordination on governance, policies, programmes, funding, cost-sharing and other legal matters. The GA, MOU and TA provide the legal framework for the organisation's legal and operational structure. For accounting purposes, the relationship between Mercy Corps Global and Mercy Corps Europe is treated as a parent subsidiary relationship.

Mercy Corps Netherlands has a Management Board of Directors responsible for the oversight of Mercy Corps Netherlands' overall performance, internal risk management and control systems to ensure effective management of financial resources and continued furtherance of its charitable mission. Management of the entity is delegated to officers of the company and, through the Scheme of Delegation, to senior leaders and the MCNL Managing Director who is the legal representative of the entity.

The Management Board of Directors meets independently twice per year to review Mercy Corps Netherlands' overall performance, risk reports, and financial position.

Board of Directors and General Meeting

Mercy Corps Netherlands, Mercy Corps Europe, and Mercy Corps Global function as an integrated global organisation with a unified governance structure. The three headquarter entities have the same strategy and charitable objectives and operationally share managerial and support services, financial resources, functions, and common policies across the organisation's global operations, memorialised through its intercompany agreements. Mercy Corps Netherlands Management Board of Directors meets separately as well as convenes four times a year as a

'Joint Board' together with Board Directors of the other two entities. The Joint Board delegates Board responsibilities to Joint Board Committees.

Board Committees

There are seven standing Joint Board Committees made up of Board Directors of Mercy Corps Netherlands, Mercy Corps Europe and Mercy Corps Global and other independent individuals with relevant experience, under specific charters approved by the Board. Each Committee reports to the Boards of Mercy Corps Netherlands, Mercy Corps Europe and Mercy Corps Global at the quarterly Joint Board meetings.

Joint Board Executive Committee (JBEC): The JBEC serves in an advisory role to the senior management and facilitates deliberation and Board-level decision-making between Board meetings or in urgent or crisis circumstances.

Joint Audit and Risk Committee (JARC): The JARC provides assistance to the management and to the Boards in fulfilling their oversight responsibility to donors, potential donors, the NGO community and other stakeholders regarding Mercy Corps' financial statements and the financial reporting process. It assists with ensuring the integrity of the Mercy Corps consolidated annual statements, the selection, engagement and dismissal of

Mercy Corps' independent auditors and the performance of the Mercy Corps internal audit function. The JARC has oversight of Mercy Corps' enterprise risk and entity-specific risk management frameworks. The JARC has a dedicated working group comprised of Directors from the MCNL Management Board that reviews the audited financial statements of the entity.

Joint Finance Committee (JFC): The JFC provides assistance to the management and to the Boards in fulfilling their oversight responsibility with respect to the financial stability, financial strategy and the long-term economic health of Mercy Corps. It reviews the financial condition, policies, and practices of Mercy Corps and provides reports and recommendations with respect to these to the JBEC and as appropriate to the Boards.

The Joint Ethics and Safeguarding Committee (JESC): The Joint Ethics and Safeguarding Committee (JESC) is chartered to oversee the management and advise the Boards on all ethics matters. The Committee will oversee ethics-related policies, including safeguarding, and management's implementation of ethics systems (reporting, investigation, training, accountability, case resolution and annual ethics reporting to the board). The Committee will also consider specific topic areas that may arise, such as safeguarding; diversity and inclusion; philanthropy ethics; ethics of technology; ethics in human resources; and ethical challenges in crisis management.

Each new Board Director participates in an onboarding process which includes the following:

- Administrative setup and signposting to key strategic, financial, and operational documentation, including access to Board and Committee meeting minutes
- A series of onboarding meetings with key stakeholders
- Mandatory trainings

Joint Nominating and Governance Committee (JNGC):

The JNGC is responsible for making recommendations for membership, as well as providing advice and recommendations regarding corporate governance practices to the respective Boards of Directors of Mercy Corps.

Joint Development Committee (JDC): The JDC provides assistance to the Boards to fulfil their responsibility for the organisation's financial health by ensuring Mercy Corps has an effective private resource development programme. The JDC Charter was approved and adopted on the 29 June 2023.

Joint Compensation Committee (JCC): The JCC provides advice and recommendations regarding human resources, oversees the CEO evaluation and reviews compensation for Mercy Corps executives.

The Joint Committees are delegated responsibility to review and advise on the subjects and matters under their purview to assist the Mercy Corps Netherlands Board in fulfilling its oversight responsibilities on the various matters under each Committees' remit.

The balance and diversity of Board Directors is closely reviewed by the Boards and the Joint Nominating and Governance Committee (JNGC), with an emphasis on ensuring that Board Directors provide the specific mix of skills that have been identified as important to

the charity's objectives and activities. All new Directors receive briefings, including on governance and conflicts of interest, as part of their onboarding process.

Training sessions occur on a regular basis and are developed in consultation with the Joint Board Chair, Joint Nominating and Governance Committee, CEO and internal and external experts. Board Directors are required to participate in an annual self-evaluation.

When the opportunity arises, new Board Directors are encouraged to participate in a programme visit to meet with Mercy Corps teams, partners, and programme participants in one of our countries of operation.

Governance and oversight of funding and country office operations

The Mercy Corps Netherlands Board of Directors fulfils its governance and oversight responsibilities of Mercy Corps country office operations and implementation of programme funding through internal controls, governance and reporting arrangements, including through the Board and Committees structure outlined above. Mercy Corps' Joint Board receives briefings on active programmes, as well as business development strategy and future funding opportunities.

Mercy Corps Netherlands delegates implementation of the programme activities under its awards to country and regional offices through Mercy Corps intercompany arrangements and appropriate instruments. The intercompany governance agreements between Mercy Corps Netherlands, Mercy Corps Europe and Mercy Corps Global ensures continued global support.

Mercy Corps Netherlands provides programmatic and financial monitoring, support and oversight for implementation and is responsible for donor engagement and award management,

including the review and submission of all reports to donors and the implementation of high-quality programmes. The financial and management systems for Mercy Corps Netherlands are subject to external review by auditors acting on behalf of funding partners/donors, and internal audits conducted by the Mercy Corps Internal Audit team. Internal audit reports are shared with management and the Joint Audit and Risk Committee, along with a report on significant external audit reports. The Mercy Corps Ethics and Compliance Department reports to the Joint Audit and Risk Committee at least three times per year.

Remuneration and pay philosophy

Mercy Corps Netherlands promotes a workplace that emphasises employee wellbeing, holistically supported through a comprehensive benefit package that helps team members care for themselves and their families.

Our compensation package – competitive pay and comprehensive benefits – is designed to both attract and retain high-calibre, diverse, high-performing individuals at all levels. Mercy Corps Netherlands evaluates external market data and internal organisational context on a regular basis to ensure that our compensation packages are competitive, equitable and represent responsible stewardship of organisational resources. Mercy Corps Netherlands maintains a banded pay structure that has been established with input by third-party compensation consultants, which reflects differences in the employment markets of our office locations and respects the level of responsibility for each team member. A compensation review takes place every two years to maintain our competitiveness with the external market. Mercy Corps Netherlands follows Dutch labour law and the guidelines for Directors' Remuneration of the Dutch association for fundraising organisations Goede Doelen Nederland.

Our people and culture

Our people are our greatest assets. We endeavour to create a safe and secure environment for them to work and support their wellbeing and professional development through our People function. Mercy Corps is a values driven organisation prioritising its values and behaviours in how we work internally as well as with our partners.

Mercy Corps Netherlands activities in the Netherlands and Brussels are managed by Robbert van den Berg, Mercy Corps Netherlands Managing Director. Robbert van den Berg was appointed by the Mercy Corps Netherlands Board in February 2024. The Managing Director serves as the legal representative of the organisation in the Netherlands and to the EU.

Mercy Corps has twelve ethics policies which apply globally to the Board, management, all team members, and partners. The policies are available to all staff in Arabic, English, French and Spanish through our Mercy Corps' digital library. Mercy Corps' Ethics policies include a Code of Ethics which outlines our core ethical principles and our commitment to global standards, applicable law and the humanitarian principles. Mercy Corps' approach to Ethics and Ethics policies are also publicly available on our website: <https://netherlands.mercycorps.org/who-we-are/ethics-policies>

The Ethics policies clearly identify the types of prohibited conduct and state that staff must refrain from any acts of misconduct and include the consequences of engaging in conduct that breaches the Ethics policies. Mercy Corps has a zero-tolerance approach for abuse, harassment or exploitation and is committed to ensuring physical and psychological safety within our teams and our programmes. Mercy Corps Netherlands' internal documents contain commitments to ensure equal treatment and non-discrimination based on race, gender, age, religion, sexuality, culture, or disability.

Commitment to Safety, Diversity and Inclusion

Our Code of Ethics and efforts to strengthen our organisational culture are key parts of Mercy Corps' commitment to Safety, Diversity, and Inclusion (SDI) in our operations and programmes. Ensuring safety, diversity, and inclusion across Mercy Corps' global operations and programmes is critical for contributing to resilient and inclusive communities. Mercy Corps believes that it is essential that we model the change we want to see in communities worldwide, and that each Mercy Corps team member plays a role in upholding Mercy Corps' commitment to SDI.

Mercy Corps' SDI commitment affects all our global team members and all aspects of our organisation and work. Our Safeguarding, Safety and Security, People, Engagement and Effectiveness, Social Inclusion, Community Accountability, and Localisation teams are responsible for equipping our global team members with the knowledge, standards, and practices to be safer, more diverse, and inclusive in our operations and programmes. These teams also help the organisation track progress towards this commitment. Leaders across Mercy Corps are accountable for prioritising and modelling SDI. All team members are responsible for embracing SDI knowledge, practices, and behaviours to bring this commitment to life.

Statement on safeguarding

As a global humanitarian organisation working with some of the world's most vulnerable communities, we have an immense responsibility to our programme participants, donors and team members across the 38 countries in which we work. At Mercy Corps, we strive to create an inclusive and safe work environment, where everyone is treated with dignity and respect, free of exploitation, harassment and bias. Central to this commitment is our emphasis on protecting our programme participants, community members, and team members from all forms of harm, including any physical,

emotional or sexual abuse or exploitation. We take this responsibility seriously and we continue to invest in and strengthen our approach to safeguarding. Mercy Corps Netherlands aligns with Mercy Corps' global safeguarding approach and code of ethics policies.

The Chief Ethics and Compliance Officer (CECO) leads the Ethics and Compliance Department (ECD) that supports Mercy Corps' global operations. Regarding Safeguarding, the ECD includes the Intake and Investigations Team which is responsible for overseeing all investigations relating to safeguarding allegations and the Safeguarding Prevention Team which supports safeguarding prevention efforts across all locations where Mercy Corps operates.

In January 2024, Mercy Corps launched the Safeguarding Core Standards Policy available here: <https://dldocs.mercycorps.org/SafeguardingCoreStandardsPolicy.pdf>. The Core Standards Policy pulls all our safeguarding commitments – at programme and operational levels - into one global framework. Our goal is to more fully operationalise our safeguarding commitments, clarify responsibilities and ensure every team member at Mercy Corps understands their role and is empowered to prevent and respond to exploitation, abuse, trafficking and harassment, leading to a more safe, diverse and inclusive Mercy Corps. There are ten core standards, which outline specific minimum requirements. Each standard is accompanied by field-tested tools and guidance to support their implementation. We are continuing to sensitise country teams on the implementation of the Core Standards Policy and aim to monitor progress via a Core Standards Implementation Dashboard. The Dashboard allows us to identify gaps and areas for ongoing support by the global and regional safeguarding teams where possible.

Mercy Corps' policies related to safeguarding can be found at: <https://netherlands.mercycorps.org/who-we-are/ethics-policies>

Mercy Corps' annual Global Safeguarding Report can be found at: <https://dldocs.mercycorps.org/MCGlobalSafeguardingReportFY24.pdf>

Risk management and principal risks and uncertainties

Mercy Corps operates as a jointly integrated global organisation with shared exposure to financial, operational, reputational and external risks. Mercy Corps Netherlands therefore works closely with both global support and country and regional teams to identify, mitigate and manage risks across our challenging operating environments in accordance with our global enterprise risk management approach.

Mercy Corps Netherlands maintains a European Corporate Risk Register (together with Mercy Corps Europe) which sets out key business, operational and financial risks facing Mercy Corps Netherlands, their potential impacts and accompanying risk management strategies (some of which overlap or interconnect with risks applicable for Mercy Corps globally). The European Corporate Risk Register is reviewed regularly by senior leaders in Europe and global functional leads and discussions take place as part of the global Enterprise Risk Management Committee (ERMC), risk working groups and through focused sessions on the European Risk Register.

The Board of Directors of Mercy Corps Netherlands oversees risk management of the Dutch entity. The Board reviews the European Corporate Risk Register through the Joint Audit and Risk Committee and at Mercy Corps Netherlands Board meetings.

At the end of FY25, the significant risks and key mitigating actions noted by the Mercy Corps Netherlands Board are assessed to be the following:

- The **external political environment** in Europe impacting financial stability of the organisation: we are building new private and institutional business development strategies to strengthen the diversity of funding sources. In FY25, we continued to monitor the cuts to development funding in

countries across Europe, including in the Netherlands. This risk was heightened in FY25 as a result of cuts in United States foreign assistance funding affecting the organisation and broadly the humanitarian and development aid sector.

- **Safeguarding** risk (including physical or sexual exploitation, abuse or harassment of participants or community members, sexual harassment or assault in the workplace): despite resource constraints, we continue to maintain mitigation measures including in relation to safeguarding awareness, prevention, reporting, response and investigation when issues arise, as well as supporting country and regional resource and capacity to the extent possible. Safeguarding risks, including prevention programmes and investigation trends, are reported and overseen by the Board's Joint Ethics and Safeguarding Committee. Further mitigation measures include policy developments. In FY25, the Prevention of Sexual Exploitation, and Abuse and Harassment of Program and Participants and Community Members (PSEAH) Policy and Sexual Misconduct in the Workplace Policy were updated. The Safeguarding Core Standards Policy is in effect globally. See the Safeguarding section of this report for further details.
- **People related risks, including team members are placed at risk of harm**, including related to mental health and wellbeing, team member turnover and reduction in staff capacity: in FY25, the Global Safety and Security Policy and Mercy Corps Netherlands Health and Safety Policy were updated. Our global and regional security advisors provide technical support. Hostile Environment Awareness Training (HEAT) training is available for team members who travel to high-risk locations. The Mercy Corps in Europe People team is fully staffed as part of global People team. Organisational initiatives currently include mental health first aider training and a global employee assistance programme. Hiring Principles in place to mitigate compliance risk of recruiting team members

across multiple European locations. People related risk management strategies will be looked at holistically in FY26.

- **Fraudulent activity** impacting the financial stability and reputation of the organisation: we have a suite of global policies in relation to anti-fraud and corruption and accompanying procedures and internal controls in place, monitored through internal audit. We have online mandatory training for all team members. We have mechanisms in place for reporting allegations, including an integrity hotline and our Community Accountability and Reporting Mechanisms (CARM) systems in the countries where we work and our Global Ethics and Compliance department runs investigations. We report incidents to donors and regulators in line with global Donor Notification SOPs.
- **Data Protection and cyber-security related risks**: we have data protection policies and procedures in place, which are compliant with GDPR. Mercy Corps hosts a Data Oversight Group which meets regularly. We have mandatory global responsible data training and in addition we provide specific training on GDPR to Europe-based staff as part of onboarding and refreshers thereafter. We maintain a data schedule for each department and our European Data Protection lead carries out a quarterly review to monitor compliance and support actions. We are constantly updating and strengthening Information Technology and Information Security policies and cyber security mitigation measures.
- **Unexpected disruption of our programme activities** in country or an event materially impacting Mercy Corps Netherlands programmes: measures are in place to closely monitor this risk, including close monitoring of security risks, contingency plans for high-risk contexts, crisis management planning. We have in place a global working group focused on Business and Administrative Impediments in relation to our countries of operation.

Financial Review and Independent Auditor's Report

MERCY CORPS NETHERLANDS

March 2022, Ngilai, Kenya. After almost a year without rain, pastoralist men have migrated hundreds of kilometers away from their families to find water for their camels.



FINANCIAL REVIEW

Full results for the year to 30 June 2025 are set out in the financial statements on pages 45-48. The annual accounts have been prepared primarily in accordance with the Guideline RJ650 in combination with other applicable accounting standards for providing the required insight, which applies to Dutch charitable organisations. The applicable accounting policies are set out on pages 50-52.

Mercy Corps Netherlands' funding portfolio is primarily made up from EC funding (direct and in partnerships with peer agencies), corporates, foundations and trusts, the Dutch government, and other INGOs.

INCOME

Total income for the year was €55.2m, an increase of €19.7m (FY 2024: €35.5m), the majority of this revenue was restricted entirely for international programmes. Progress was made during the year to further diversify Mercy Corps Netherlands' donor base, through new partnerships with peer agencies, corporates, trusts and foundations, as well as a launch of new Dutch government funded projects. The increase in income was largely generated through activities funded by the EC/ECHO. Other income primarily consisted of interest from bank accounts of €0.3m (FY 2024 to €0.1m) and a €1.1m donation from Mercy Corps Europe (2024: nil).

CHARITABLE EXPENDITURE

The overall expenditure was €55.1m (FY 2024: €37.0m) and total expenditure relating to projects in the year were €52.7m (FY 2024: €35.6m). Our programmes continued to reach

communities in the world's most fragile and challenging places, delivering critical assistance in countries such as Ukraine, Syria, Sudan, Yemen, and DRC. Our growing partnerships with the EC resulted in increased support for programmes in these countries. We continued to expand our network of partners and supporters from the private sector, peer organisations, local communities and community-based organisations, mobilising support and resources needed to deliver our programmes across key sectors addressing the challenges driven by conflict and climate change.

Total management and administration costs for the Mercy Corps Netherlands office in the Netherlands was €2.3m (FY 2024: €1.3m) with this increase consisting of staffing cost increases, inter-agency cross charges from related entities of €0.7m (FY 24: Nil), and general cost increases further grow our operational capacity. More information is available in the personnel note.

NET INCOME

Mercy Corps Netherlands' financial activity resulted in net gain of €0.1m (FY 2024: loss of -€1.6m). Whilst Mercy Corps Netherlands recorded significant revenue growth in the period, it also incurred newly enacted agency cross charges as well as larger grants with lower ICR due to international partners. The main drivers for the net income is due to the non-recurring donation from Mercy Corps Europe as well as the FX gain compared to the FX loss experienced in the prior year.

FINANCIAL RISK AND CASH

Financial risk is managed by continuously monitoring the cash flow sensitivity resulting from timely delivery of international programmes and timely recognition of unrestricted income. We monitor our global risks closely with oversight by the Enterprise Risk Management Committee and Board oversight.

Mercy Corps Netherlands holds cash in current and deposit accounts with Rabobank, Wells Fargo and ABN AMRO. Cash is held in donor currencies and the equivalent EUR holdings stand at €45.6m (FY 2024: €39.8 m). The increase in programme funding has increased cash advances by EU donors which constitutes the majority of the cash in the bank.

Mercy Corps Global advances cash to the country operations for Mercy Corps Netherlands donor funded programmes and is subsequently reimbursed by Mercy Corps Netherlands after field teams spend and reconcile the advances. There is also an

intercompany payable due to Mercy Corps Europe for advances and for expenditures relating to HQ and payroll costs. The net intercompany payable balance to related parties is €5.8m (FY 2024: €13.3m).

RESERVES RESERVES POLICY AND GOING CONCERN

Further cash flow risk mitigation is provided by the annual review of the reserve policy and the setting of our working capital level. The general and continuity reserves provide comfort that the entity will be able to meet its obligations in case of a significant reduction to sources of funding.

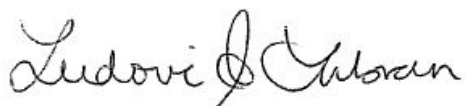
The charity has best practices in place to manage its reserves and aims to hold reserves against the risk of unexpected losses and to help ensure the ongoing concern of the organisation and any other unanticipated financial risks. The total reserves stand at €2.3m (FY 2024: €2.2m). The decrease in restricted reserves is due to the Ukraine Emergency Response programme income being recognised in FY22 but programme activities taking place during FY23, FY24, and FY25.

Unrestricted reserves increased to €2.0m (FY 2024: €1.4m). The designated portion of this is €0.5m of Continuity Reserve, the remainder are General reserves. The increase is driven in part due to favourable foreign exchange gains as the USD weakened against the Euro offset by higher non-charitable expenditure than amounts recovered through internal cost recovery. Our funding is primarily in Euros while expenditures are in US

dollars, which is managed by holding restricted donor funds in that currency until settled.

The aim of the continuity reserves is to provide sufficient funds to protect Mercy Corps Netherlands against unexpected loss from the above. The Board of Directors are mindful of the shifting landscape and changing donor environment impacted by economic challenges on a global scale. Consequently, they wish to adopt a prudent approach to reserves. The liquidity policy updated in FY 2025, reviews the continuity reserve along with the general reserve to determine if sufficient liquidity, deemed six months of operating costs. On that basis, a donation of €1.1m was provided to Mercy Corps Netherlands by Mercy Corps Europe. On the basis that liquidity will be monitored using both the continuity reserve and the general reserve, the Management Board has maintained a €500k continuity reserve minimum requirement.

The Strategic Report and Accounts was approved by the Board of Directors on 7th November 2025 and signed on their behalf by:



Ludovic Subran

Board Chair, Mercy Corps Netherlands

June 2025, Addis
Ababa, Ethiopia.

Embet Gizzy takes care
of children at a daycare
center supported by
Mercy Corps' Livelihoods
Improvement for Women
and Youth (LIWAY)
program.

Financial Statements

MERCY CORPS NETHERLANDS



BALANCE SHEET AS AT 30 JUNE 2025

(after proposed appropriation of result)

	Note	30 June 2025 €000	30 June 2024 €000
Receivables	1	8,971	7,019
Cash and cash equivalents	2	45,648	39,777
Total Assets		54,619	46,796
Reserves			
General Reserve	3	1,524	935
Designated Reserve	3	323	775
Continuity Reserve	3	500	500
Short-term liabilities	4	52,272	44,586
Total liabilities		54,619	46,796

STATEMENT OF INCOME AND EXPENSES FOR THE YEAR

	Note	2025 Budget €000	30 June 2025 €000	30 June 2024 €000
INCOME				
Corporate Foundations & Trusts	5	5,756	4,996	6,477
Government grants	6	40,823	48,781	28,949
Other income	7		1,392	121
Total fundraising income			55,169	35,547
Sum of income			55,169	35,547
Objectives Expenses	8			
Project Activities				
Civil Society		14,888	17,424	7,335
Economic Development		7,666	8,971	5,980
Public Healthy, Water and Environment		3,354	3,926	7,129
Disaster Management		18,287	21,402	14,373
Policy and Advocacy		176	190	131
Strategy and programmes		779	834	636
Sum of expenses on objectives			52,747	35,584
Fundraising Expenses		96	82	63
Management and administration expenses	9	1430	2,318	1,323
Sum of expenses	10		55,147	36,970
Sum before financial gain/(loss)			22	(1,423)
Financial gain/(loss)			115	(167)
Net income/(loss)	11		137	(1,590)

The charity has no recognised gains and losses other than the results for the year as set out above. All of the activities of the charity are classed as continuing. The notes on pages 43 to 66 form part of these financial statements.

STATEMENT OF CASHFLOW FOR THE YEAR 2025

	30 June 2025 €000	30 June 2024 €000
Cashflow from operating activities		
Net loss	137	(1,590)
(Increase)/decrease in debtors	(1,952)	2,148
Increase in creditors	7,686	19,800
Cash provided by operating activities	5,871	20,358
Increase in cash and cash equivalents at the end of the year	5,871	20,358
Cash and cash equivalents at the beginning of the year	39,777	19,419
Total cash and cash equivalents at the end of the year	45,648	39,777
Cash and cash equivalents comprise:		
Bank Accounts	45,648	39,777

Appropriation of the result for the year 2025

	30 June 2025 €000	30 June 2024 €000
Addition to/(withdrawal from)		
General reserve	589	(348)
Designated Reserve	(452)	(1,242)
Continuity reserve	-	-
Total change in reserves and funds	137	(1,590)

The notes to the balance sheet provide further information about the composition of reserves and funds.

NOTES TO THE 2025 ANNUAL ACCOUNTS

General

These are the annual accounts of Mercy Corps Netherlands. Mercy Corps Netherlands is registered in The Hague, Netherlands as an Association under the Dutch Trade number 70333564 and came into operation on 19 December 2017. Mercy Corps Netherlands is registered in The Netherlands and recognised as an ANBI (Algemeen Nut Beogende Instelling) by the Dutch tax authorities. Mercy Corps Netherlands is located in The Hague at The Humanity Hub, Fluwelen Burgwal 58, 2511 CJ The Hague.

Mercy Corps Netherlands was established as an independent, non-profit association and operates in collaboration with its affiliate organisations, Mercy Corps Europe and Mercy Corps Global as one global organisation. All three entities share the same mission, vision, core values and charitable objectives.

The relationship between Mercy Corps Netherlands and Mercy Corps Europe is governed by a Governance Agreement, Treasury Agreement and Memorandum of Understanding and Memorandum of Understanding that also includes Mercy Corps Global and which covers matters relating to programmes, funding, governance, intellectual property and other legal affairs. Mercy Corps Netherlands is an affiliated entity and is consolidated into Mercy Corps Europe.

The activities of Mercy Corps Netherlands consist mainly of providing humanitarian aid, economic opportunities, food security and peacebuilding and conflict mitigation support to communities

affected by conflict and climate change. Mercy Corps Netherlands delivers this through local country offices operating projects and programmes in country. Mercy Corps Netherlands believes that secure, productive and just communities emerge and endure when the private, public and civil society sectors interact with accountability, inclusive participation and mechanisms for peaceful change.

Basis of Preparation

The annual accounts 2025 are dated 30 June, 2025. The annual accounts have been prepared primarily, as much as possible, in accordance with the Guideline RJ650 in combination with other applicable RJ for providing the required insight, which applies to Dutch fundraising organisations. The accounting policies have been consistently applied to all the years presented.

The valuation of assets and liabilities and of income and expenses is based on historical cost, unless otherwise stated in the further accounting principles. The assumption of continuity was applied for the preparation of the annual accounts.

The financial statements of Mercy Corps Netherlands have been prepared on the basis of the going concern assumption.

All amounts in the financial statements have been rounded to the nearest €1,000.

Budget

The budget forecasting process identifies relevant costs for the financial year ahead and is approved at Board level. The process takes into account current operations and any expected increase or decrease in activity, expected successful proposal developments for new grants, impact of changes in existing grants and expected HQ resource requirements. The budget is reported and compared to actuals on a monthly basis.

There continues to be difference between the budget to actual performance. This is due to the continued growth phase of the organisation, unpredictable nature of securing projects, timing of project expenditure and ability to engage resource in a timely manner.

Financial Reporting Period

Mercy Corps Netherlands financial year runs from 1 July 2024 to 30 June 2025.

ACCOUNTING POLICIES FOR THE MEASUREMENT OF ASSETS AND LIABILITIES AND THE DETERMINATION OF THE RESULT

General

Unless stated otherwise, assets and liabilities are shown at historical costs.

An asset is recognised in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably. Assets that are not recognised in the balance sheet are considered as off-balance sheet assets. A liability is recognised in the balance sheet when it is expected to result in an outflow from the entity of resources embodying economic benefits and the amount of the obligation can be measured with sufficient reliability. Liabilities that are not recognised in the balance sheet are considered as off-balance sheet liabilities.

Income is recognised in the statement of income and expenses when an increase in future economic potential related to an increase in an asset or a decrease of a liability has arisen, the size of which can be measured reliably. Expenses are recognised when a decrease in the economic potential related to a decrease in an asset or an increase of a liability has arisen, the size of which can be measured with sufficient reliability.

An asset or liability that is recognised in the balance sheet, remains recognised on the balance sheet if a transaction (with respect to the asset or liability) does not lead to a major change in the economic reality with respect to the asset or liability. Such transactions will not result in the recognition of results. When assessing whether there is a significant change in the economic circumstances, the economic benefits and risks that are likely to occur in practice are taken into account. The benefits and risks that are not reasonably expected to occur, are not taken into account in this assessment.

An asset or liability is no longer recognised in the balance sheet, and thus derecognised, when a transaction results in all or

substantially all rights to economic benefits and all or substantially all of the risks related to the asset or liability are transferred to a third party. In such cases, the results of the transaction are directly recognised in the statement of income and expenses, taking into account any provisions related to the transaction.

If assets are recognised of which Mercy Corps Netherlands does not have the legal ownership, this fact is being disclosed. Income and expenses are allocated to the respective period to which they relate.

Functional and Presentation Currency

The financial statements of the legal entity are presented in euros, which is the functional and presentation currency of Mercy Corps Netherlands.

Transactions in Foreign Currencies

At initial recognition, transactions denominated in a foreign currency are translated into euros, the functional currency of Mercy Corps Netherlands, at the exchange rates at the date of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated at the balance sheet date into euros at the exchange rate of that date. Exchange differences resulting from the settlement of monetary items or resulting from the translation of monetary items denominated in foreign currency, are recognised in the statement of income and expenses in the period in which the exchange difference arises.

Non-monetary assets and liabilities denominated in foreign currency that are measured based on historical cost, are translated into euros at the exchange rates at the date of the transactions.

Cash and Cash Equivalents

Cash and cash equivalents include cash-in-hand and bank balances. Cash and cash equivalents are stated at nominal value. If cash and cash equivalents are not readily available, this fact is taken into account in the measurement.

Cash and cash equivalents denominated in foreign currencies are translated at the balance sheet date in euros at the exchange rate ruling at that date. Reference is made to the accounting policies for foreign currencies.

Reserves and Funds

The additions to and the withdrawals from the reserves and funds take place from the appropriation of results. The general fund is an unrestricted fund which is available for use, at the discretion of the directors, in furtherance of the general objectives of the charity and which has not been designated for other purposes.

Designated reserve

The designated reserve is a reserve to ringfence funds which are to be used for a specific purpose or nature, for example for expenditure relating to a restricted donation for a specific purpose, where there is a timing delay between receipt of income and spend on the cause.

Continuity reserve

The continuity reserve is a reserve to which the Board of directors of the organisation have made a more limited spending option than would exist on the basis of the Articles of Association. The continuity reserve covers risks that are not addressed in any other designated reserve. The continuity reserve should, for example, create a sufficiently large buffer to enable Mercy Corps Netherlands to complete or terminate ongoing programmes appropriately and meet its legal and moral obligations in case of a significant shortfall of key sources of funding.

Financial Instruments

Mercy Corps Netherlands do not have an investment policy at this time as all incoming funds are intended for the use on programme objectives and do not hold sufficient reserves to invest in other financial instruments.

These financial statements contain the following financial instruments: other receivables, cash items, trade payables and other amounts payable. Financial assets and liabilities are recognised in the balance sheet at the moment that the contractual risks or rewards with respect to that financial instrument originate.

Financial instruments are derecognised if a transaction results in a considerable part of the contractual risks or rewards with respect to that financial instrument being transferred to a third party.

Financial instruments are initially measured at fair value, including discount or premium and directly attributable transaction costs.

After initial recognition, financial instruments are valued in the manner described below.

Non-current and current liabilities and other financial commitments

Non-current and current liabilities and other financial commitments are measured after their initial recognition at amortised cost on the

basis of the effective interest rate method. The effective interest is directly recorded in the statement of income and expenses.

Redemption payments regarding non-current liabilities that are due next year, are presented under current liabilities.

Income Recognition

Income

Income is recognised in the period in which there is legal entitlement, any performance conditions attached to the income have been met, the amount can be quantified with reasonable accuracy and there is probability of receipt.

Income is shown within two main categories in the Statement of Income and Expenses: corporate foundations & trusts and government grants.

All incoming funds are intended for the use on programme.

Revenue donations

Unrestricted donations are accounted for as income in the earliest reporting period that they were received or committed to.

Income from companies or government grants

This comprises grants and contracts which are recognised using the performance model. Funds are recognised as income from charitable activities once there is entitlement, reasonable probability of receipt and the amount can be measured with sufficient reliability. Many projects are funded on the basis of claims made for actual expenditure incurred and are subject to post-project operational and financial reports. There remains the possibility that certain expenditure may be disallowed, and all income may not be spent.

Where grant funding is received in advance of Mercy Corps Netherlands meeting any performance-related conditions, receipts

are credited to deferred income until such times as those conditions have been met. The donors have the right to repayment of disallowed expenditure and/or unused funds. Consequently, such income remains deferred until used or repaid, rather than being treated as unspent funds.

Interest Income

Interest income is recognised in the statement of income and expenses on an accrual basis, using the effective interest rate method.

Expenses

Wherever possible, expenses are attributed to the expenditure on management and administration or to the objective directly. Where this is not possible, staff costs are apportioned among the functions to which they relate on the basis of estimated time allocation, and other indirect costs are allocated based on the FTE.

Leasing

Mercy Corps Netherlands may enter into finance and operating leases. A lease agreement under which the risks and rewards of ownership of the leased object are carried entirely or almost entirely by the lessee are classified as finance leases. All other leases are classified as operating leases. For the lease classification, the economic substance of the transaction is conclusive rather than the legal form.

At inception of an arrangement, Mercy Corps Netherlands assesses whether the lease classifies as a finance or operating lease.

Operating leases

If Mercy Corps Netherlands acts as lessee in an operating lease, the leased property is not capitalised. Benefits received as an incentive to enter into an agreement are recognised as a reduction of rental expense over the lease term. Lease payments and benefits

regarding operating leases are recognised to the statement of income and expenses on a straight-line basis over the lease term, unless another systematic basis is more representative of the time pattern of the benefits from the use of the leased asset.

Employee Benefits

Salaries, wages, social security contributions and pension contributions are taken to the statement of income and expenses based on the terms of employment, when they are due to employees or providers.

Determination of Fair Value

The fair value of a financial instrument is the amount for which an asset can be sold or a liability settled, involving parties who are well informed regarding the matter, willing to enter into a transaction and are independent from each other.

Related Parties

Mercy Corps Netherlands, Mercy Corps Europe and Mercy Corps Global work closely together under a Memorandum of Understanding, a Governance Agreement and a Treasury Agreement. In some instances, organisations will pool administrative and technical resources for the benefit of their respective projects. In such cases a re-charge of the actual costs incurred will be made between Mercy Corps Netherlands, Mercy Corps Europe and Mercy Corps Global.

Related party transactions include any income or expenditure made or received by Mercy Corps Netherlands on behalf of Mercy Corps Global or Mercy Corps Europe, largely relating to personnel and team member expenses incurred.

Mercy Corps Global own and operate all global field offices from which Mercy Corps Netherlands projects are delivered, including employing field staff. Mercy Corps Global advance operating funds to the field offices to allow them to finance their project delivery. This expenditure information is reported from the field office to Mercy Corps Netherlands, and a liability is created to Mercy Corps Global for reimbursement of the advance to the amount of expenditure incurred in USD. This liability is confirmed and settled up to the amount of donor funds available at the time, through a monthly reconciliation process.

Direct expenditure by field offices and / or Mercy Corps Global on Mercy Corps Netherlands programmatic activity is not treated as related party expenditure.

Fixed Assets

Tangible fixed assets are recognised in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the Company and the cost of that asset can be measured reliably. Mercy Corps Netherlands currently do not hold any fixed assets. Donated fixed assets are included at fair market value having regard to the age and condition of the assets concerned. All assets financed by donor funding for specific projects are written off at the time of purchase through the statement of financial activities because in the majority of cases the projects are of limited duration and at the end of which the assets can be donated to the ongoing project. Therefore, such assets have not been incorporated in the balance sheet.

Main Financial Trends

Mercy Corps Netherlands continues to build on their project activity through an increase in the number of grants entered into, and project expenditure incurred to deliver these grants. This is reflected in the increase in income to €55.2m in FY25 (2024 €35.6m). Project expenditure increased to €51.7m (2024 €34.8m).

NOTES TO THE BALANCE SHEET AS OF 30 JUNE 2025

1. Receivables

	30 June 2025 €000	30 June 2024 €000
Receivable from donors	8,212	6,594
Other receivables	684	99
Receivables from Related Parties	75	326
Receivables	8,971	7,019

All receivables are expected to be received within one year and relate to our day to day operations.

A provision for doubtful receivables is deemed unnecessary and therefore no provision is recognised for this year (2024: EUR 0).

Receivable from donors relates to funds due from donors for projects in which expenses have already been paid by Mercy Corps Netherlands as of 30 June 2025.

Other receivables include, for example, prepayments and advances to employees.

Receivables from Related Parties include recharged employees and other expenses paid on behalf of Mercy Corps Europe and Mercy Corps Global, and partner project advance managed through Mercy Corps Global.

The carrying values of the recognised receivables approximate their respective fair values, given the short maturities of the positions and the fact that allowances for doubtful debts have been recognised, if necessary.

2. Cash and Cash Equivalents

	30 June 2025 €000	30 June 2024 €000
Cash and cash equivalents in the Netherlands	45,648	39,777
Total	45,648	39,777

3. Reserves

	1 July 2024 €000	Additions €000	Withdrawals €000	30 June 2025 €000
General reserve	935	4,014	(3,425)	1,524
Designated reserve	775	51,270	(51,722)	323
Continuity reserve	500	-	-	500
Total reserves	2,210	55,284	(55,147)	2,347

The capital consists of a general reserve, a designated and a continuity reserve. The general reserve gives a clear picture of the surpluses / deficits from regular activities. The designated reserve was created to ringfence funds which have been donated to the organisation for use

for specific purpose or defined areas of need. The continuity reserve was formed to maintain the association and cover related expenses.

4. Short Term Liabilities

	30 June 2025 €000	30 June 2024 €000
Grants received in advance	39,859	27,497
Payables to related parties	5,841	13,608
Payables to personnel – employee expenses	8	7
Audit fee	80	80
Other liabilities	6,343	3,296
Employee holiday allowance accrual	141	98
Short-term liabilities	52,272	44,586

All short-term liabilities are due within one year.

Grants received in advance relates to project income received in advance, or the balance of income held for projects, where performance related conditions have not yet been met.

Payables to related parties with Mercy Corps Netherlands are the intercompany balance representing funds owed by the Charity to Mercy Corps Europe and Mercy Corps Global for funding advances to the charity's projects and in respect of the settlement of expenditure.

Other liabilities include year-end payroll liabilities not yet paid and trade creditors.

The carrying values of the recognised liabilities approximate their respective fair values, given the short maturities of the positions.

Financial risks and financial instruments

During its normal operations, Mercy Corps Netherlands is exposed to currency, interest, cash flow, credit and liquidity risks. To control these risks, Mercy Corps Netherlands has instituted policies and procedures that are intended to limit the risks of unpredictable adverse developments in the financial markets and thus for the ability of Mercy Corps Netherlands to fulfil its objectives.

Mercy Corps Netherlands does not apply nor trade in financial derivatives, such as interest rate swaps, forward exchange contracts or options to control its risks. Its main risk mitigation measures are described below. Any risk relating to liquidity is mitigated through strong project budgeting and cash flow monitoring.

The charity only has financial assets and financial liabilities of a kind that qualify as basic

financial instruments.

Credit risk

The probability and impact of financial loss to Mercy Corps Netherlands due to a bank going bankrupt is mitigated by strict bank assessment procedures when opening a bank account.

The probability and impact of financial loss to Mercy Corps Netherlands due to the amount of outstanding receivables and concentrations of credit risk is considered low due to the status and reputation of the debtors the organisation engages with and their ability to honour any debts.

Foreign exchange rate risk

Mercy Corps Netherlands is exposed to currency risk on project obligations that are denominated in a currency other than the contractual currency of the grant contract that relates to such a project. The currencies in which these project obligations primarily are denominated are EUR and USD. The currencies in which Mercy Corps Netherlands donor grant contracts are denominated are primarily EUR and USD. Mercy Corps Netherlands policy is to denominate its contractual obligations as often as possible in the same currency as the donor's currency and to hold bank balances in the donor currency, so that the real exchange rate is closest to the reporting exchange rate. Mercy Corps Global often meet project expenditure on behalf of Mercy Corps Netherlands resulting in an intercompany balance. FX balances often result due to the nature of underlying project expenditure in local currency, reporting in donor currency and intercompany repayment in USD. Mercy Corps Netherlands does not hedge with any derivative instruments its estimated foreign currency exposure in respect of forecasted purchases over a future period.

Off-balance sheet obligations and rights

Mercy Corps Netherlands off-balance sheet obligations and rights are as follows and are further explained in the text below the table.

	Total €000	Due in 1 year €000	Due in 1-5 years €000	Due after 5 years €000
Office facility rental	37	37	-	-
Off-balance sheet obligations	37	37	-	-

These obligations are the lease terms that cover rented office space.

NOTES TO THE STATEMENT OF INCOME AND EXPENSES AS OF 30 JUNE 2025

5. Income from Corporates, Foundations and Trusts

Restricted income from corporates, foundations and trusts.

	2025 Budget €000	2025 €000	2024 €000
Other companies - grant income	5,756	4,996	6,477
Total income businesses		4,996	6,477

Grant income is of a restricted nature and received for the purpose of delivering grant and project activities in line with Mercy Corps Netherlands' objectives. Income is recognised in compliance with grant conditions using the performance model and on the basis of claims made for actual expenditure incurred.

6. Income from Government Grants

Income from governments includes income from individual governments, as well as from governmental bodies and from organisations that receive the vast majority of their funding from governments. All Mercy Corps Netherlands income from governments is incidental, although part of the income is related to multiyear grants. All grants have an end date and are recognised in the period to which they are entitled.

	2025 Budget €000	2025 €000	2024 €000
Dutch Government	7,406	5,153	1,158
Other Government Grants	33,417	43,628	27,791
Total income from Government Grants		48,781	28,949

7. Other Income

Income received from bank interest during the year is recognised upon receipt. The income received from the related entity, represents a unrestricted donation from Mercy Corps Europe of €1,130,000 (FY 2024: nil).

	2025 €000	2024 €000
Bank interest	259	94
Related Party donation	1,130	-
Voluntary income	3	27
Total interest income	1,392	121

8. Expenses on Objectives

Expenses towards project, policy and advocacy and strategy and programmes are costs related to the implementation of Mercy Corps Netherlands programmatic activities. Mercy Corps Netherlands implements its projects itself as well as by partner organisations. Costs of project activities include expenses such as cash distributions, staff costs, materials purchased, location rent, transport costs and office expenses. Costs of policy and advocacy and strategy and programmes include costs of office and personnel.

Total Expenses on Objectives represents 95.6% of the total annual expenditure of Mercy Corps Netherlands.

	Budget 2025 €000	2025 €000	2024 €000
Project activity expenses			
Civil Society	14,888	17,424	7,335
Economic Development	7,666	8,971	5,980
Public Health, Water and Environment	3,354	3,926	7,129
Disaster Management	18,287	21,402	14,373
Policy and advocacy	176	190	131
Strategy and programmes	779	834	636
Total expenses on objectives	45,150	52,747	35,584

9. Expenses on Fundraising

Expenses on fundraising includes costs of personnel, office and travel spent on fundraising activities and represents approximately 0.2% of the total annual expenditure. Mercy Corps Netherlands do not currently fundraise from individuals thus this % is low.

	Budget 2025 €000	2025 €000	2024 €000
Expenses on fundraising	96	82	63
Total expenses on fundraising	96	82	63

10. Management and Administration

	Budget 2025 €000	2025 €000	2024 €000
Management and administration	1,430	2,318	1,323
Total management and administration	1,430	2,318	1,323

Management and administration includes the costs of office, audit fees, legal fees and personnel and represents 4.2% of the total annual expenditure.

11. Financial Gain/(Loss)

	2025 €000	2024 €000
Exchange rate differences	115	(167)
Financial gain/(loss)	115	(167)

Personnel Costs

Mercy Corps Netherlands total personnel expenses are specified below.

Average number of FTE 41 (2024: 36).

	2025 €000	2024 €000
Gross wages and salaries	2,056	1,293
Pensions	87	70
Social Security & benefits	362	254
Other payroll benefits	230	-
Total Personnel expenses	2,735	1,617

Attribution of Expenses

	Project Activities €000	Policy and Advocacy €000	Strategy and Programmes €000	Expenses for Fundraising €000	Management and Admin €000	Total Expenses €000
Procurement	4,752	-	-	-	10	4,762
Outsourcing	19,632	-	-	-	-	19,632
Staff	8,573	171	770	81	1,710	11,305
Travel expenses	886	2	22	1	56	967
Housing	407	-	-	-	-	407
Office Costs	796	-	1	-	119	916
General costs	16,677	17	41	-	423	17,158
Total	51,723	190	834	82	2,318	55,147

The above clarification of the attribution of expenses towards expense categories is in accordance with Annex 3 of the accounting guideline RJ650. All costs associated with delivering grant programmes are allocated to project activities. All office support costs are presented under Management & Admin. All fundraising expenses are presented under Expenses on fundraising. Project expenditure costs include cash transfers to beneficiaries on humanitarian programmes. Procurement costs include the cost of materials and supplies on capacity building programmes. Outsourcing costs relate to the cost of contracted services for

external consultants and legal fees. Staff costs include salary, social security, pension and other benefits associated to personnel. Housing costs include contributions to accommodation for staff working on field programmes and office rent. Office costs include utilities, printing, postage and stationery. General costs include vehicle rent & repairs, storage costs, memberships and bank charges. Personnel costs are allocated based on employee time spent relating to each activity and classification. Other costs are allocated based on employee time split unless attributable to a specific activity.

APPROPRIATION OF THE RESULT

On 7 November 2025, the Board of Mercy Corps Netherlands discussed the annual report and the financial statements 2025. The Board adopted the annual report and the annual accounts of Mercy Corps Netherlands, including the proposed appropriation of the loss.

The members of the Board as of 7 November 2025 are:

Ludovic Subran – Board Chair	Thierry Tanoh
Carin Beumer	Linda McAvan
Pepijn van Dijk	Vijaya Gadde

EVENTS AFTER THE BALANCE SHEET DATE

No events have occurred between the balance sheet date and the date on which the Board adopted the annual accounts, which would affect the 2025 annual accounts or the condition of Mercy Corps Netherlands at the end of the financial year or thereafter. No subsequent events occurred between balance sheet date and the date that the statements were adopted that did not affect Mercy Corps Netherlands’ figures as of year-end but need to be disclosed due to their significance/nature.

(Withdrawal from):	€000
General reserve	589
Designated reserve	(452)
Continuity reserve	-
Total change in reserves and funds	137

REMUNERATION OF DIRECTORS

The total remuneration of the Managing Director of Mercy Corps Netherlands during FY25 was €112,000 which is below the maximum of €129,292 as set by the guideline for Directors' Remuneration of the Dutch association for fundraising organisations Goede Doelen Nederland (GDN), based on a BSD score (BasisScore Directiefunctie) for Mercy Corps Nederland of 379 points.

The annualised remuneration of the Managing Director, together with all taxable allowances and all employer's charges, pension compensation and other remuneration for the FY25 was €139,000.

€000

Robbert van den Berg: Director
Period of employment: 01.07.2024—30.06.2025
Hours/week: 40

Annual income	
Gross salary	104
Holiday allowance	8
Total director remuneration	112
Taxable allowances	2
Pension	8
Social Security	17
Total remuneration and benefits 2025	139
Total remuneration and benefits 2024	54

Harpinder Collacott: Executive Director
Period of employment: 01.07.2024-04.10.2025
Hours/week: 3

Annual income	
Gross salary	-
Holiday allowance	-
Total director remuneration	-
Taxable allowances	-
Social Security	-

Total remuneration and benefits 2025	-
Total remuneration and benefits 2024	-

Harpinder Collacott was Executive Director for Mercy Corps Europe and Mercy Corps Netherlands in FY25 and their salary is fully paid for by Mercy Corps Europe and not recharged to Mercy Corps Netherlands. No loans, advances or guarantees were given to Mercy Corps Netherlands Directors. The equivalent of approximately €14,000 of the Executive Director salary was contributed in kind to Mercy Corps Netherlands by Mercy Corps Europe (FY24 €18,000).

REMUNERATION OF BOARD MEMBERS

No remuneration is offered to Board members and no loans, advances or guarantees existed in 2025. In 2025 no expenses were incurred for Board members.

ADOPTION OF FINANCIAL STATEMENTS

The Financial Statements are prepared by the management of MCNL. The Financial Statements were unanimously adopted by the Board of MCNL in its meeting of 7 November 2025, held online.



Ludovic Subran
Board Chair, Mercy Corps Netherlands

Signed and attached: Auditors Report



July 2025, Umm Qubaiba, Syria.

Noor*, 35, works in a nursery to support her two young children. They have lived in Umm Qubaiba IDP camp since fleeing their home outside of Homs. In January 2025 Noor started participating in Mercy Corps' MOFA-supported program, which helps to pay salaries for displaced Syrians as they intern at businesses, enabling them to support their families and learn a trade.

*Name has been changed



**MERCY
CORPS**

About Mercy Corps

Mercy Corps supports communities – and the most marginalized within them – to emerge from crisis and build towards a more inclusive, resilient future.

mercycorps.org

To: the general meeting of Mercy Corps Netherlands registered at 's-Gravenhage

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INDEPENDENT AUDITOR'S REPORT

A. Report on the Audit of the Financial Statements

Our opinion

We have audited the financial statements 2024-2025 of Mercy Corps Netherlands, based in 's-Gravenhage.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Mercy Corps Netherlands as at June 30, 2025 and of its result for year 2024-2025 in accordance with the Guideline for annual reporting 650 'Fundraising Institutions' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. The balance sheet as at June 30, 2025;
2. The statement of income and expense for the year 2024-2025;
3. The cash flow statement for the year 2024-2025;
4. The notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the "Our responsibilities for the audit of the financial statements" section of our report.

We are independent of Mercy Corps Netherlands in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

B. Report on the other information included in the annual report

The annual report contains other information. This includes all information in the annual report in addition to the financial statements and our auditor's report thereon.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.



We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirement of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

C. Description of responsibilities regarding the financial statements

Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'Fundraising Institutions' of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting, unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included e.g:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's

ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern.

- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures.
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Rotterdam, 7 November 2025

Grant Thornton Audit en Assurance B.V.

ValidSigned door W.A. van Es RA
op 07-11-2025

Digitally signed W.A. van Es RA