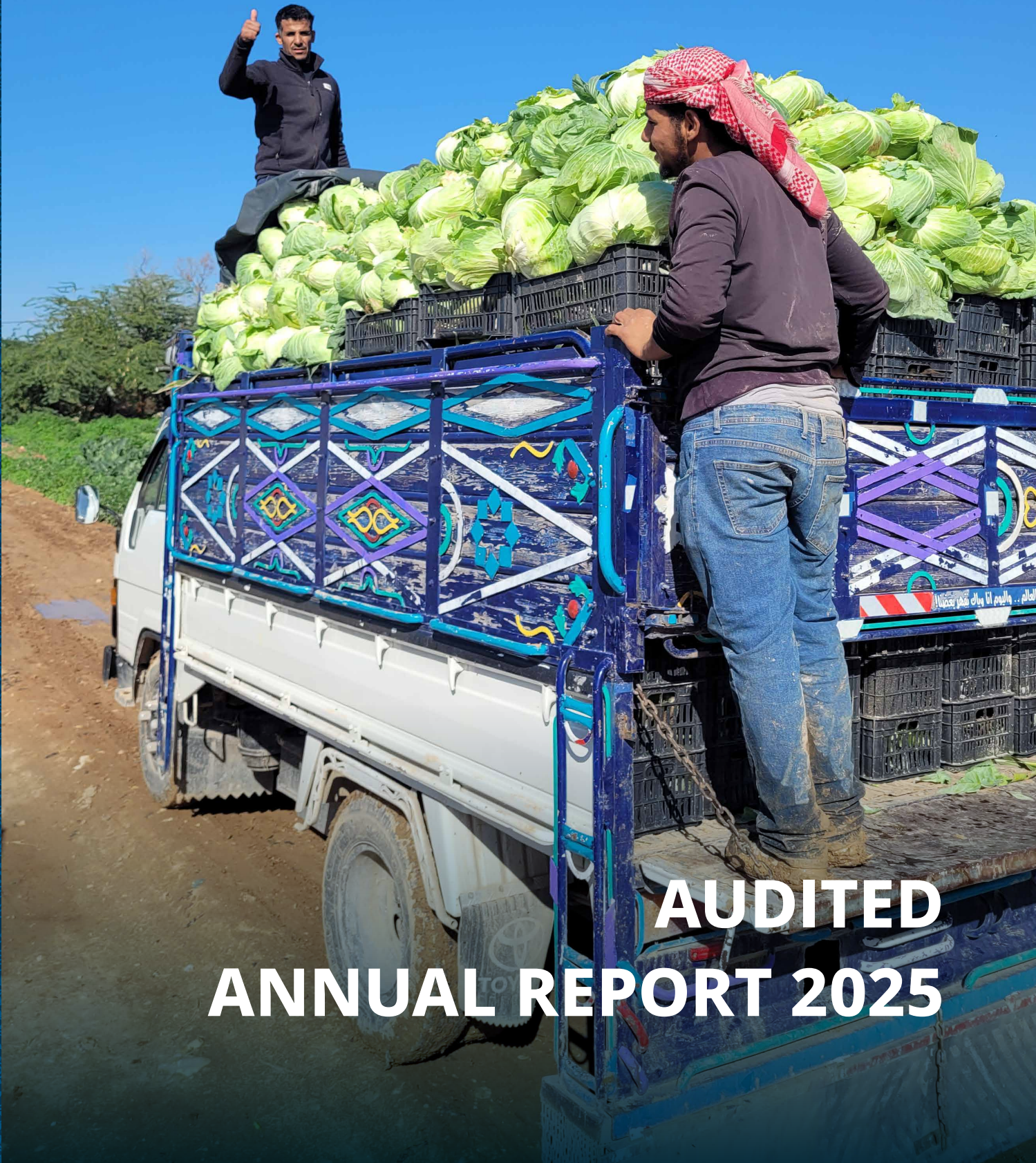


OPERATION MERCY



**AUDITED
ANNUAL REPORT 2025**






AUDITED ANNUAL REPORT 2025

The Board of Directors and the International Director of Operation Mercy (organisation number 826001-5279) hereby present the Annual Report for the fiscal year 2025.

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Board Chairperson, Selma Fahmi, and International Director, Andrea Vogt, look back on Operation Mercy's activities in 2025. The international aid and development sector, combined with the geopolitical regions our work focuses on, is becoming ever more complex.

Planting Hope in Times of Change



Looking back at 2025 we are extremely thankful for our **COMMUNITY** that faithfully stands with us in times of trouble. The struggles of the past year remind us of the **HOPE** we have, which goes beyond ourselves, governments, or funding agreements. We have hope in the goodness and righteousness of God. It also helps us to know that our strength and **CAPACITY** lie primarily in people, and in the talents and dreams they carry.

While 2025 exposed risks in the sector, we remained proactive and true to our organisational culture and values by once more adapting to these challenges. With disciplined structural and financial decisions, we kept leadership development and partner engagement a priority in 2025.

We are more aware than ever that we can only restore hope if we continue to carry hope within us – and that we do not want to be overcome by the hopelessness the world around us portrays.

We are aware that we can only build capacity in systems and organisations where people's capacity has been affirmed and they are empowered to look beyond the here and now, to dream dreams.

And we are aware that we can only promote community because we are community with all of **YOU** – our supporters, our friends, co-workers, within our teams, and as Operation Mercy International.

We have seen once more that our organisational culture of community and hope is our greatest asset. It is this hope, in times of struggle, we want to share with all of you.

Thank you for your support and encouragement this past year!

Thank you for being **COMMUNITY** for and with us, for contributing to our **CAPACITY**, and sharing **HOPE** with people without hope in Central Asia, the Middle East, and many other communities.

April 2026

Selma Fahmi,
Board Chairperson,
Operation Mercy

Andrea Vogt,
International Director,
Operation Mercy





MANAGEMENT REPORT

GENERAL INFORMATION

ABOUT OPERATION MERCY

Operation Mercy is an international relief and development organisation headquartered in Sweden.

Our vision is to work in partnership with others to restore hope, grow capacity, and promote community through relief and development initiatives that help transform lives, including our own.

Our organisation represents men and women, young and old, from diverse languages, ethnicities, and faith backgrounds. Even though we are different, we are united in our desire to see people raised up in and through community, because we share a hope that enables us to look beyond the pain and suffering we encounter every day.

Operation Mercy has a 90-account, which is controlled by Svensk Insamlingskontroll (the Swedish Foundation for fundraising control). This ensures quality control in the management of donations for Swedish-based charities.



WHERE WE WORK

GEOGRAPHICAL FOCUS:

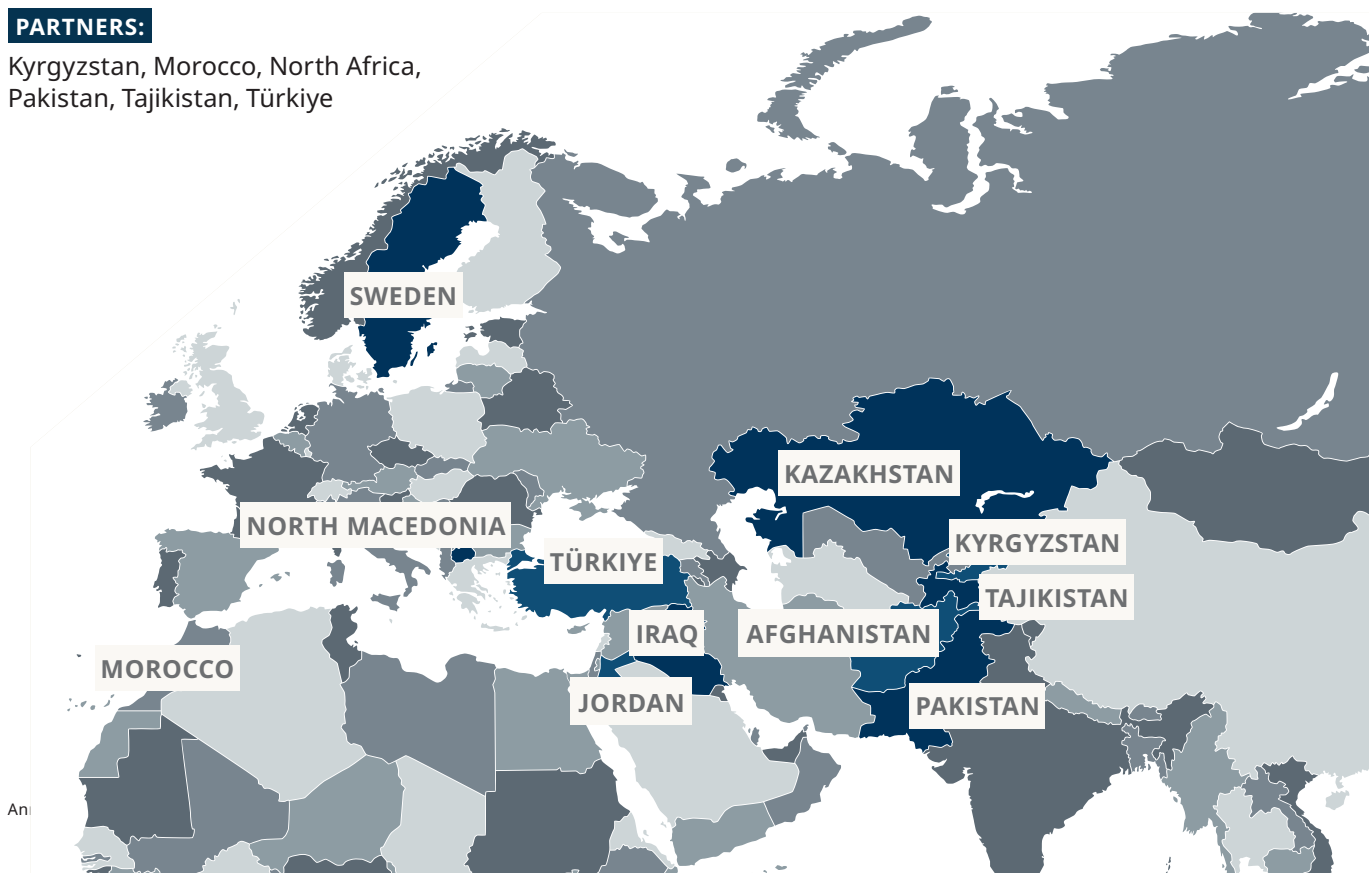
We work primarily in Central Asia, the Middle East and North Africa. We aim to be bridgebuilders and peacemakers, approaching individuals with hearts of faith and trust, along with an attitude of learning. This mindset, together with our long-term strategies and focus on cultural and language acquisition, has made us an organisation that is respected and successful in community development, even in these often-neglected regions and their complex settings.

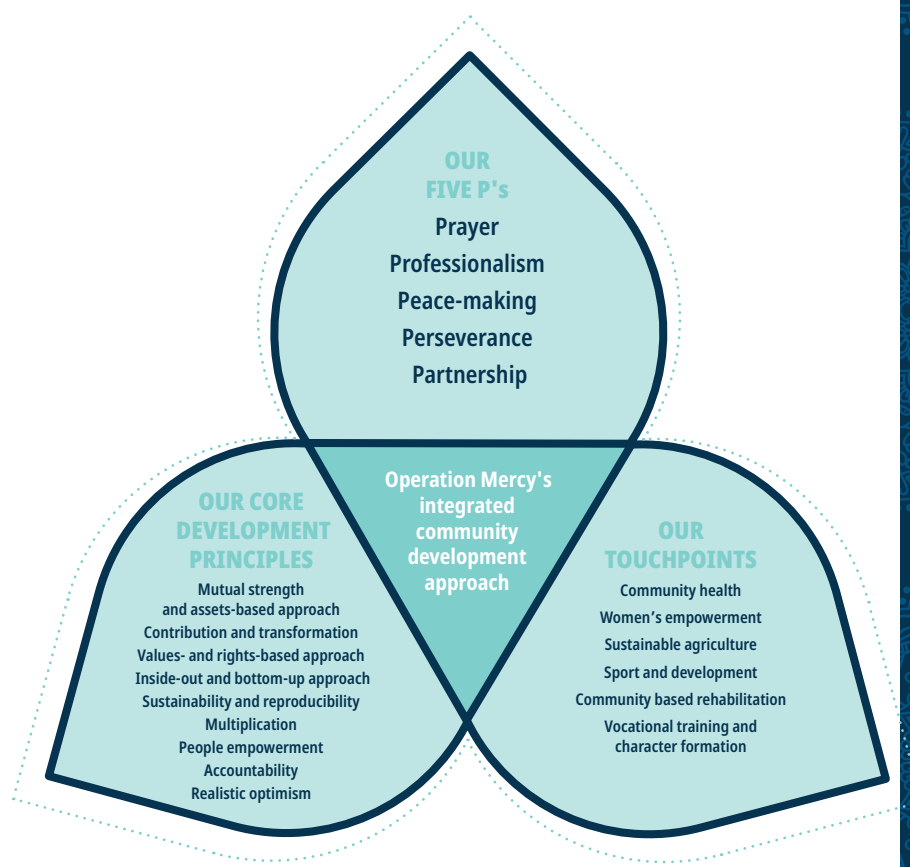
OFFICES:

Afghanistan, Iraq, Jordan, Kazakhstan, North Macedonia, Sweden (International Headquarters)

PARTNERS:

Kyrgyzstan, Morocco, North Africa, Pakistan, Tajikistan, Türkiye





MISSION AND PURPOSE OF OPERATION MERCY AND OUR CHANGE PROCESSES

Operation Mercy is an international relief and development organisation with over 30 years of experience. The purpose of the organisation, as stated in the Charter, is to carry out relief and development work, primarily in North Africa, the Middle East, the Caucasus and Central Asia. We are a community of professionals who serve the poor and marginalised through an array of community development and humanitarian aid projects.

We do this by working in partnership with others to restore hope, grow capacity, and promote community through relief and development initiatives that help transform lives, including our own.

To build a change process that we believe will bring lasting hope and strong flourishing communities, understanding their own capacity and how to grow it, we keep the following principles, priorities and areas of engagement in mind.

TOUCHPOINTS

Through the years, Operation Mercy has gained special expertise in six areas of development, which we call our 'Touchpoints':

- Community health
- Community based rehabilitation
- Women's empowerment
- Vocational training and character formation
- Sustainable agriculture
- Sport and development

These are the areas where we have an opportunity to touch a community.

CORE DEVELOPMENT PRINCIPLES

We engage the community through:

- mutual strength and assets-based approach
- contribution and transformation
- inside-out and bottom-up approach
- people empowerment
- sustainability and reproducibility
- multiplication
- accountability
- values-based and rights-based approaches
- realistic optimism

FIVE KEY PRIORITIES

The final side of our change processes are our key priorities — the five P's of Prayer, Professionalism, Peace-making, Perseverance, and Partnership.

Together, these three areas form the basis of Operation Mercy's integrated community development approach, aiming to achieve lasting, sustainable transformational development.

RELIEF INTERVENTIONS

Relief interventions need a swift response. Even here we engage the community in a rapid form of our core development principles and keep our touchpoints and key priorities in mind for potential longer term development in an area affected by disaster.



Before we take a deeper look into our touchpoints and the change generated in each of these areas, we want to examine our overall indicators and the level of engagement (frequency and depth) needed to bring about lasting change that restores hope, builds capacity, and promotes community.

DEPTH OF ENGAGEMENT

Operation Mercy’s approach to community development prioritises meaningful contact with participants while stewarding resources responsibly. We often describe this as a high-touch, low-cost model that pursues relational proximity and sustained engagement without relying on high-expense interventions.

With our projects engaged across varied contexts and activity types, it became increasingly important to distinguish not only how many people were reached, but how they were engaged. Participant totals alone cannot adequately reflect differences between public awareness events, structured training environments, mentoring relationships, or long-term relational investment.

To bring clarity and consistency in quantifying engagement across programmes, we developed the following “**Depth of Engagement**” rubric. This framework allows us to communicate interactions according to observable characteristics such as continuity, relational intensity, skill transfer, and duration.

DEPTH OF ENGAGEMENT FRAMEWORK

Interactions build awareness by allowing people to observe, listen, or receive information without requiring a response or follow up.

Interactions serve as early access points or exploratory engagements.

Engagement is consistent, with an emphasis on instruction, information, or event based content rather than individualized relationships.

This level supports steady learning, routine participation, and ongoing exposure to program themes.

LEVEL 1: PASSIVE

Single exposure with no meaningful two-way engagement or follow-up mechanism.

Attending a public event, receiving a leaflet, listening to a broadcast message

LEVEL 2: OCCASIONAL

Infrequent or irregular contact with minimal continuity or relational development.

Occasional drop-in attendance, one-off consultation, lecture, sporadic visit

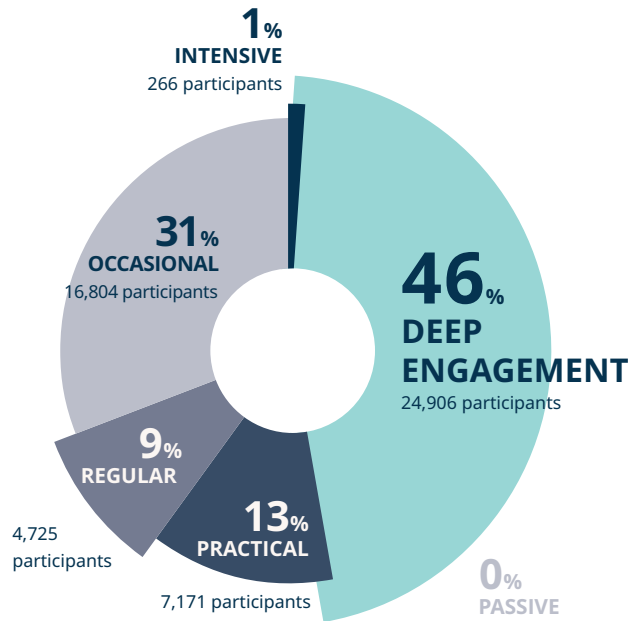
LEVEL 3: REGULAR

Repeated contact primarily characterized by structured delivery rather than personal interaction.

Lecture-style sessions, classroom teaching, seminar attendance

53,872
participants and
605,900
interactions in 2025

Depth of engagement with participants across all our projects →



Programme participants takes part in recurring activities focused on applied learning and skill development.

LEVEL 4: PRACTICAL

Recurring engagement involving active skill transfer or applied learning.

Vocational training, workshops, technical instruction, coaching sessions.

LEVEL 5: DEEP

Sustained relational or mentoring-oriented engagement involving identifiable participants and follow-up.

Case management, small groups, ongoing personal mentoring.

Interactions include dialogue, mentoring, or personalised support, creating familiarity and developmental progression.

This level represents meaningful, sustained engagement that strengthens learning and behavioural follow through.

LEVEL 6: INTENSIVE

High-commitment, high-continuity engagement involving life integration, long-term mentorship, or household-level accompaniment.

Household accompaniment, long-term mentorship, embedded community presence.

Interaction extends beyond program sessions into broader life contexts through long-term accompaniment or mentorship.

This level represents the most sustained and integrated form of engagement, typical of complex or long term development pathways.



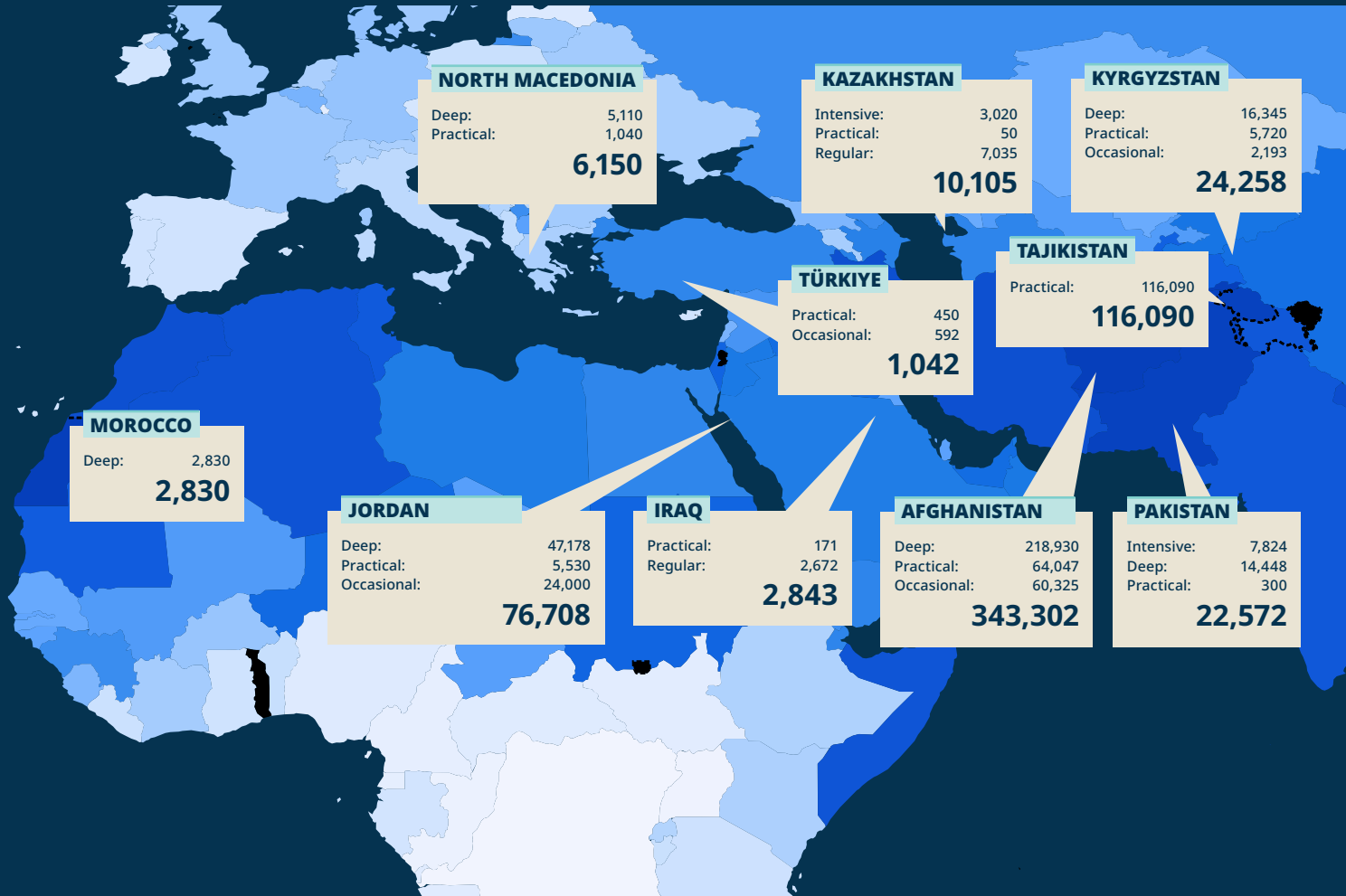
» We interact

15 times

or more with the majority of participants through repeated, relationship-centered engagement «



605,900 INTERACTIONS across 10 countries in 2025





**RESULTS AND IMPACT
BY TOUCHPOINT**





1

TOUCHPOINT

COMMUNITY HEALTH

Community Health programmes deliver a combination of **health education, maternal and child healthcare, clinical services, and psychosocial support** across multiple countries.

Countries

Afghanistan, Iraq, Jordan, Kazakhstan, Kyrgyzstan, North Macedonia, Türkiye

Project figures

Countries	7
Number of projects	11
Direct participants	43,321
Women & children (%)	95%

Participants/country

Afghanistan	37,211
Iraq	37
Jordan	1,525
Kazakhstan	3,994
Kyrgyzstan	286
North Macedonia	260
Türkiye	8
Total	43,321

Depth of Engagement: Community Health

	Participants	Interactions	Avg. interactions per participant
Level 6	–	–	–
Level 5	23,413	264,680	11
Level 4	3,804	70,807	19
Level 3	4,031	6,065	2
Level 2	12,073	60,917	5
Level 1	–	–	–
Total	43,321	402,469	

♥ Highlights of Key outputs from specific projects:

KYRGYZSTAN: ONE HEALTH

Health education reaching families and caregivers, with **60% reporting measurable improvements** in health practices

AFGHANISTAN: MOTHER AND CHILD NUTRITIONAL

Maternal and child health services, including **6,772 antenatal visits, 1,764 postnatal checks**, and treatment for **1,270 malnourished children**

JORDAN: REFUGEE HEALTH

Clinical care for **985 patients**, with the majority reporting improved health and lifestyle choices

NORTH MACEDONIA: HEALTH & HOPE

Community-based interventions improving physical and psychosocial wellbeing, with up to **98% showing physical improvement** and **95% psychosocial improvement**

These outputs contribute to outcomes of:

- ➡ Increased **health literacy and behaviour change**
- ➡ Improved **maternal and child health practices**
- ➡ Greater **access to essential healthcare services**
- ➡ Strengthened **mental, emotional, and social wellbeing**

Together, these programs support communities to make better health decisions, access care earlier, and sustain healthier lives.



2

TOUCHPOINT

COMMUNITY BASED REHABILITATION

In some societies, children and people with disabilities are among the most marginalised, often hidden due to stigma or lack of awareness.

Community Based Rehabilitation (CBR) programmes work to address this by improving access to rehabilitation, strengthening families, and enabling participation in community life.



Countries

Iraq, Jordan , Kazakhstan, Kyrgyzstan, Tajikistan

Project figures

Countries	5
Number of projects	8
Direct participants	4,639
Women & children (%)	84%

Participants/country

Iraq	57
Jordan	68
Kazakhstan	261
Kyrgyzstan	1,198
Tajikistan	3,055
Total	4,639

Depth of Engagement: Community Based Rehabilitation

	Participants	Interactions	Avg. interactions per participant
Level 6	–	–	–
Level 5	535	17,773	33
Level 4	3,112	116,261	37
Level 3	261	1,044	4
Level 2	731	2,193	3
Level 1	–	–	–
Total	4,639	137,271	

♥ Highlights of Key outputs from specific projects:

KYRGYZSTAN ADAPTIVE EQUIPMENT

Locally produced adaptive equipment increased access to rehabilitation (e.g. 85 children received therapy chairs), while families received ongoing home-based support through approximately 100 visits

KYRGYZSTAN CHILDREN AT RISK (CAR)

66 children with disabilities showed improved mobility, independence, and increased social interaction, with 46 accessing education

KAZAKHSTAN CBR

80% of participants showed progress in at least one rehabilitation goal; 124 participants trained in life-saving first aid skills

IRAQ CBR

63% of rehabilitation goals were achieved across 47 participants, indicating improved physical wellbeing

JORDAN CBR

70% of children showed progress in skills, confidence, and identity; families demonstrated improved care and advocacy

TAJKISTAN GROWING CIRCLES

372 children accessed continuous rehabilitation services with measurable improvements; 126 children enrolled in education, and inclusive education strengthened through teacher and school training

These outputs contribute to outcomes of:

- ➔ Improved **mobility, independence, and functional ability** for children and people with disabilities
- ➔ Increased **access to education and inclusive environments**
- ➔ Strengthened **family capacity to care for and advocate for children with disabilities**
- ➔ Improved **social participation, communication, and confidence**
- ➔ Expanded **local rehabilitation capacity** through trained health and social workers

Together, these programmes support children and people with disabilities to participate more fully in family, education, and community life, with improved physical, social, and developmental outcomes.



3

TOUCHPOINT

WOMEN'S EMPOWERMENT

"These programmes aim to increase women's economic participation, decision-making power, and resilience within their households and communities."

In many of the communities where these programmes operate, women face limited opportunities to be heard or to influence decisions affecting their lives. These initiatives seek to address this by supporting women to realise their potential and contribute more fully within their families and communities.

Countries

Kazakhstan, Pakistan, Türkiye

Project figures

Countries	3
Number of projects	4
Direct participants	143
Women & children (%)	97%

Participants/country

Kazakhstan	103
Pakistan	25
Türkiye	15
Total	143

Depth of Engagement: Women's Empowerment

	Participants	Interactions	Avg. interactions per participant
Level 6	103	3,020	29
Level 5	-	-	-
Level 4	40	750	19
Level 3	-	-	-
Level 2	-	-	-
Level 1	-	-	-
Total	143	3,770	

♥ Highlights of Key outputs from specific projects:

KAZAKHSTAN WOMEN'S EMPOWERMENT PROJECT

55 women participated in empowerment groups, creating spaces for sharing personal challenges. Among those assessed, participants reported positive changes in living circumstances, emotional health, and family relationships.

PAKISTAN EDUCATION (WOMEN'S LITERACY)

25 rural women participated in adult literacy classes, with 95% meeting proficiency requirements to graduate

These outputs contribute to outcomes of:

- ➡ Increased **confidence, voice, and participation** of women within their communities
- ➡ Improved **literacy and access to education**, particularly for women and girls
- ➡ Strengthened **family relationships and household wellbeing**
- ➡ Greater **resilience and ability to influence personal and community decisions**

Together, these programmes support women to engage more actively in their communities, improve their living conditions, and contribute to more inclusive and resilient households and societies.



4

TOUCHPOINT

VOCATIONAL TRAINING & CHARACTER FORMATION

These programmes support young people’s transition into employment or self-reliance while strengthening personal agency and social responsibility.

Operation Mercy works with individuals experiencing poverty, unemployment, and the effects of trauma related to conflict and displacement, equipping them with practical skills, life skills, and personal development to improve their livelihoods and wellbeing.



Countries

Iraq, Jordan, North Macedonia, Pakistan

Project figures

Countries	4
Number of projects	5
Direct participants	1,294
Women & children (%)	81%

Participants/country

Iraq	433
Jordan	58
North Macedonia	73
Pakistan	765
Total	1,294

Depth of Engagement: Vocational Training

	Participants	Interactions	Avg. interactions per participant
Level 6	163	7,824	48
Level 5	640	17,108	27
Level 4	58	2,320	40
Level 3	433	2,598	6
Level 2	-	-	-
Level 1	-	-	-
Total	1,294	29,850	

♥ Highlights of Key outputs from specific projects:

NORTH MACEDONIA STEP PROGRAMME

23 out of 60 participants (38%) entered employment within two years of completing training; 46 youth improved school performance through skills-based activities

KAZAKHSTAN LIFE SKILLS

3,874 students received life skills education; 20% demonstrated positive behavioural change, 10% actively sought counselling or mentoring, and 51% reported changed perspectives on people living with HIV

IRAQ CHARACTER DEVELOPMENT

45% of 391 participants (Part A) and 85% of 79 participants (Part B) reported improved emotional wellbeing; 85% of assessed participants applied learning, and 30% reported improved relationships

These outputs contribute to outcomes of:

- ➡ Increased **access to employment and livelihood opportunities**
- ➡ Improved **life skills, decision-making, and personal responsibility**
- ➡ Strengthened **emotional wellbeing and resilience**
- ➡ **Reduced stigma and improved social awareness** around key societal issues
- ➡ Greater **confidence and ability to contribute to family and community life**

Together, these programmes equip participants with the skills, confidence, and support needed to move toward financial independence and improved quality of life.



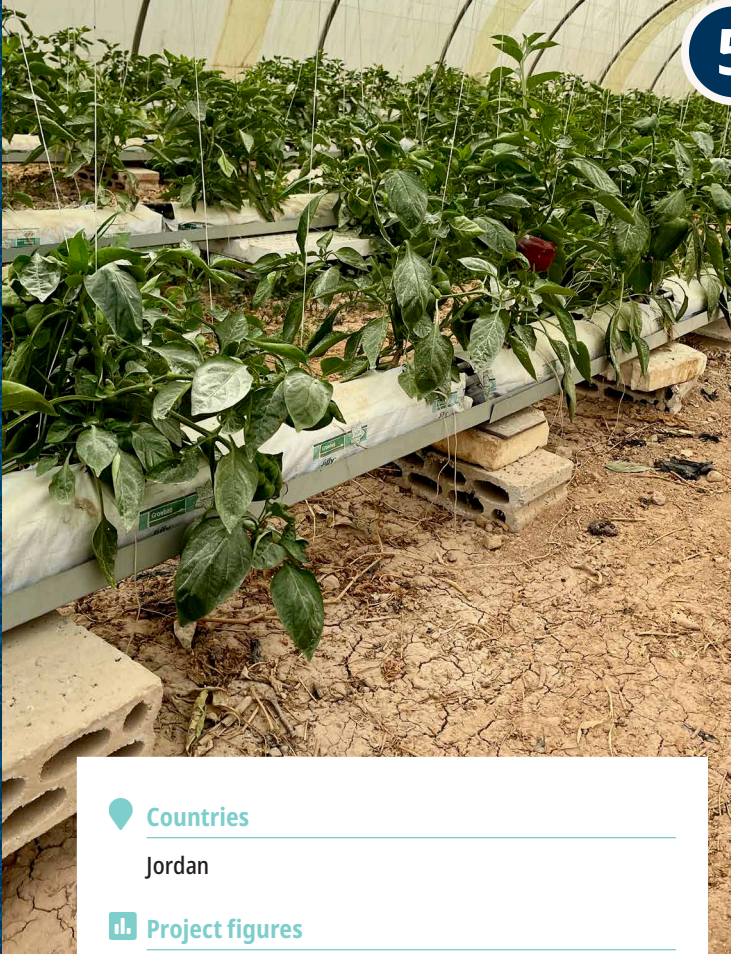
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TOUCHPOINT

SUSTAINABLE AGRICULTURE

The biggest challenges facing agriculture today include climate change, soil degradation, water scarcity, and the need to ensure food security.

Since 2014, the Agricultural Cooperation for Development (AC4D) programme in the Jordan Valley has supported farmers with practical techniques and accessible technologies to address these challenges, helping them produce sustainable crops and strengthen their livelihoods.



Countries

Jordan

Project figures

Countries	1
Number of projects	1
Direct participants	4,000
Women & children (%)	80%

Participants/country

Jordan	4,000
Total	4,000

Depth of Engagement: Sustainable Agriculture

	Participants	Interactions	Avg. interactions per participant
Level 6	-	-	-
Level 5	-	-	-
Level 4	-	-	-
Level 3	-	-	-
Level 2	4,000	24,000	6
Level 1	-	-	-
Total	4,000	24,000	

♥ Highlights of Key outputs from specific projects:

JORDAN AC4D PROGRAMME

55 soil tests conducted, enabling farmers to make decisions based on data rather than tradition

Farmers received **individual consultations** to improve soil and water management practices

60–100 tons of vegetables produced from trials and distributed to refugee communities

These outputs contribute to outcomes of:

- ➡ Improved **soil and water management practices**
- ➡ Increased **data-informed decision making among farmers**
- ➡ Strengthened **food production and availability** for vulnerable communities
- ➡ Improved **household food security and income stability**

Households participating in agricultural programmes reported improved food availability and income stability during the reporting period.



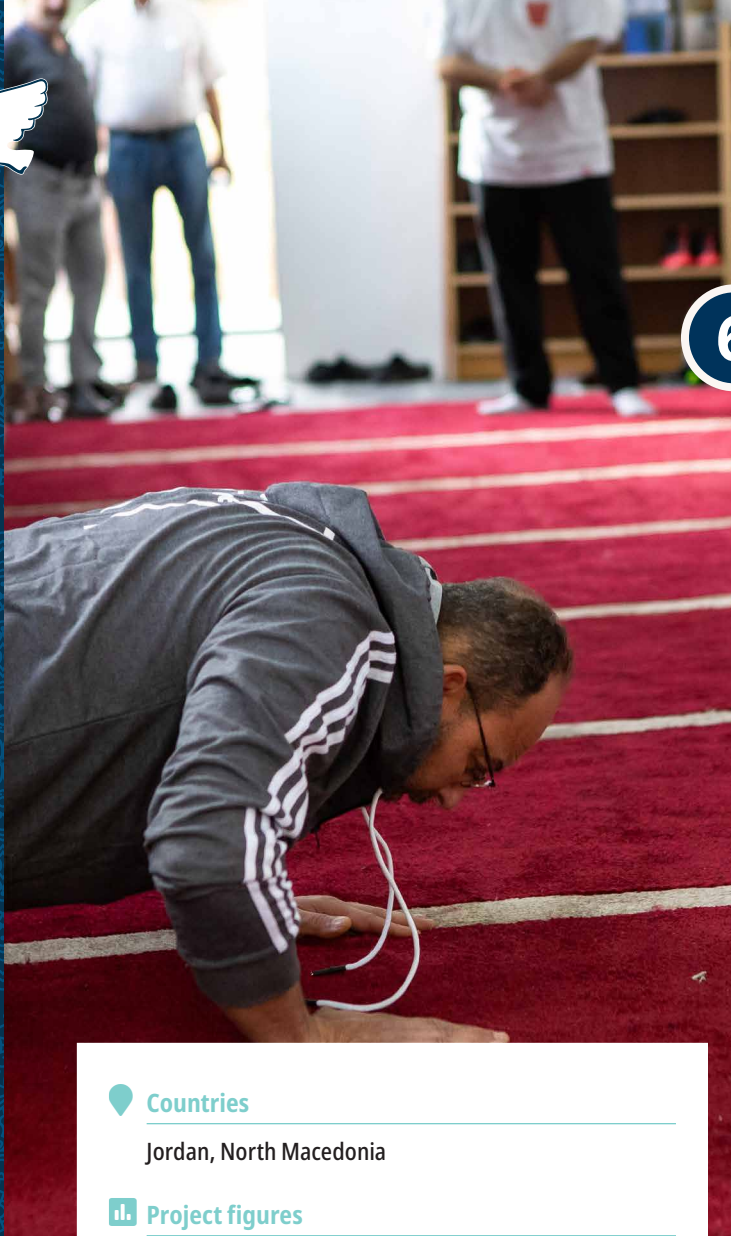
6

TOUCHPOINT

SPORT AND DEVELOPMENT

Operation Mercy develops sport programmes that support inclusion, improve wellbeing, and build life skills among vulnerable groups.

These programmes particularly support people with disabilities and male refugees in managing behaviour, strengthening family relationships, and improving physical and mental health. They also help young people build confidence and motivation to pursue vocational training or further education.



Countries

Jordan, North Macedonia

Project figures

Countries	2
Number of projects	2
Direct participants	142
Women & children (%)	25%

Participants/country

Jordan	107
North Macedonia	35
Total	142

Depth of Engagement: Sport and Development

	Participants	Interactions	Avg. interactions per participant
Level 6	-	-	-
Level 5	35	2,450	70
Level 4	107	3,210	30
Level 3	-	-	-
Level 2	-	-	-
Level 1	-	-	-
Total	142	5,660	

♥ Highlights of Key outputs from specific projects:

JORDAN KEYSTONE PROGRAMME

106 men affected by war and displacement reported **improvements in physical, social, and psychological health**, including weight loss, reduced smoking, and better sleep

Participants demonstrated **improved WHO wellbeing scores** and reduced symptoms of depression

These outputs contribute to outcomes of:

- ➡ Improved **physical health and lifestyle behaviours**
- ➡ Strengthened **mental health and emotional wellbeing**
- ➡ Increased **social connection and support networks**
- ➡ Greater **confidence and readiness to pursue education or employment pathways**

Together, these programmes support participants to improve their wellbeing, strengthen relationships, and build a foundation for future personal and economic development.



7

RELIEF INTERVENTIONS

Operation Mercy has continued to respond to crises following the 2023 Morocco earthquake and the 2024 floods in north-west Kazakhstan.

These interventions address immediate needs while also contributing to longer-term recovery and future development work in affected communities.



Countries

Morocco, Kazakhstan

Project figures

Countries	2
Number of projects	2
Direct participants	333
Women & children (%)	65%

Participants/country

Morocco	283
Kazakhstan	50
Total	333

Depth of Engagement: Relief Interventions

	Participants	Interactions	Avg. interactions per participant
Level 6	-	-	-
Level 5	283	2,830	10
Level 4	50	50	1
Level 3	-	-	-
Level 2	-	-	-
Level 1	-	-	-
Total	333	2,880	

♥ Highlights of Key outputs from specific projects:

MOROCCO EARTHQUAKE RESPONSE

Emergency support provided to affected households, addressing immediate needs following the 2023 earthquake

KAZAKHSTAN FLOOD RESPONSE

Targeted assistance delivered to communities impacted by flooding in 2024

These outputs contribute to outcomes of:

- ➡ Immediate **stabilisation of vulnerable households** following crisis events
- ➡ Improved **access to essential relief support**
- ➡ Early steps toward **community recovery and rebuilding**
- ➡ Strengthened **foundation for longer-term development interventions**

These relief interventions were designed not only to meet immediate survival needs, but also to lay foundations for longer-term recovery and community rebuilding.



STRATEGICALLY IMPORTANT DECISIONS

The need to close two high-impact projects in North Macedonia was difficult, but we are grateful that, despite this, we can look back and say that we were able to continue to restore hope, build capacity and promote community in the countries where we work.

2025 also saw us finishing our last SMC/Sida contract. We have worked with SMC/Sida for thirteen years, implementing projects across Central Asia. It has been very encouraging to see the growth in our partners. Their capacity has increased over the years and they are well equipped to implement future projects at a high standard.

SIGNIFICANT COLLABORATIONS

Dozens of organisations and hundreds of individuals partner with Operation Mercy each year. Besides funds, our partners provide expertise, material good and free or discounted services.

GOVERNMENT AND MULTINATIONAL PARTNERS:

World Food Programme

FUNDING PARTNERS:

ORGANISATIONAL PARTNERS

Allegro Organizational Solutions

Deichmann Stiftung

Ev. Landeskirche in Württemberg

Freedom Challenge USA

GSS Australia

Global Giving

Hungry Hearts International

InterAct Sweden

Kindernothilfe Germany

Merckle Stiftung

OM

Stiftung Humanitarian Kooperation International

Svenska Alliansmissionen

Swedish Mission Council

Tearfund Australia

Tearfund Netherlands

Trustbridge Global

ZOA Netherlands

SYSTEMATIC LEARNING AND CAPACITY BUILDING

In 2025, Operation Mercy began implementing a three-year project cycle format. This was developed with input from in-country stakeholders and our international partners over the previous two years.

Over the past two years, we have focused on learning and capacity building with our project managers and partners, in the areas of monitoring our project results and impacts. We are now at a place where we want to see more multiyear project plans.

The increased capacity in Monitoring, Evaluation and Learning (MEAL) gives us a better understanding of our project's baselines and capacity for change so that effective and realistic planning over a three-year period is possible.

Our international office programme team are working together with each project manager to devise clear outcomes and SMART indicators. We then work together to determine the tool(s) best suited to measure those Indicators.

To help our project managers to monitor well, we have created monitoring toolkits to monitor both activities and outcomes/ indicators. Managers may choose tools from these toolkits, or another tool we all feel will produce the data needed. Project managers are required to show proof in their annual reports, that they have used the tool(s) to collect data that allows them to report accurately on each indicator. This can be with photos, sample surveys etc.

The programme department is now engaged with in-depth mentoring and coaching with the managers and partners to see all projects move to the new project cycle by the end of 2028. To further strengthen and prepare country leaders, project managers and project partners for this change, we conducted a project management cycle course to train 26 people relating to 11 projects, and representing 13 countries, in high quality tools for community engagement, participatory project planning, monitoring and evaluation, and overall project management.

Leadership development continues to be a high priority. This is done through one-on-one calls between the international director and country directors and leaders of partner organisations, as well as through visits to the various locations where we have projects. There is also a monthly peer learning call with all leaders.

In 2025 we also started having a monthly meeting of all staff involved in the international support structure of the projects. This encourages communication and learning, enabling departments to better understand and support each other.



SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

The political events and related socio-economic challenges in 2025 made funding development projects difficult. This is a sector-wide issue. In 2025 this was compounded by large currency fluctuations, which meant that we booked large losses due to our base currency being the Swedish Krona. A number of our projects were significantly short of funding, leading to the use of reserves to continue operating or needing to cut back on activities. The direct knock-on effect of insufficient project funding is that we struggle to fund the operational budget.

SIGNIFICANT EVENTS AFTER THE END OF FINANCIAL YEAR

Nothing to report on.

RESULTS AND STANDINGS:

METHODS OF FUNDRAISING

Operation Mercy is thankful for our diverse donor community.

We have begun using online and social media fundraising more frequently to better engage baseline donors for our core funding needs. An initial campaign in December 2025 was successful. The amount of funds received was encouraging, but we can certainly improve in terms of the number of people engaging. For this we added another social media feature to our portfolio in January 2026.

Our main funding partners continue to be our faith-based networks around the world. We engage directly with them and are very grateful for their partnership with us.

EXPLANATION OF THE CHANGE IN INCOME AND EXPENSES

Our 2025 income was down from 2024 because of a combination of factors:

- ➡ Projects ending naturally or being closed by the donor
- ➡ Projects needing to be closed because of an ongoing lack of funding
- ➡ A general decrease in funding for smaller partner projects we support

In line with decreased income, we have had to reduce our expenses.

USE OF FINANCIAL INSTRUMENTS

Operation Mercy has one interest bearing loan with Furuz in Tajikistan. As a precaution we only signed the contract for 12-months ending in September 2026, instead of the usual 36-month renewal.

MEMBERS AND VOLUNTEERS

We have a steady membership of around 45 regular members and 63 volunteers who contribute their skills and services.

In 2025 we sent out a calendar and two newsletters to our community. We also have an active Facebook and Instagram presence, in addition to our website.

Employees in the international office and other countries, excluding partners

	International Office	Afghanistan	Jordan	Kazakhstan	Iraq	North Macedonia	Türkiye
Employed Staff	3	82	32	7	8	6	0
Volunteer Staff	8	3	30	8	8	2	4
Percentage of Volunteers¹ (%)	73%	4%	48%	53%	50%	25%	100%

1) Distribution between employees and people who perform voluntary work

SUSTAINABILITY INFORMATION

- Limiting international travel where in-person meetings can be productively replaced with online meetings helps to reduce our carbon footprint.
- We actively seek to combine different tasks/meetings when planning a trip
- As an organisation we do our best to use digital documentation, thus reducing our reliance on paper. We are trying to move to electronic newsletters, instead of printed ones.
- We aim to use our electronic devices for as long as they are functioning well and still supported with regular updates.
- We support regular training and skills developments via TalentLMS, our online training platform, as well as hosting in-person training sessions such as ENGAGE. International and local teams also provide role specific training as needed.
- Operation Mercy has a Security Officer who oversees the protocols for safety and security in the countries where we work. Each country has their own location-specific protocols and a security focal point.



EXPECTED FUTURE DEVELOPMENTS, INCLUDING MATERIAL RISKS AND UNCERTAINTIES

The world has become a more uncertain place, with greater threats and increasing needs for development and aid. The first weeks of 2026 indicate that this trend will continue. This is especially true for Operation Mercy's core geographical areas of Central Asia, the Middle East, and North Africa, including the Sahel region.

Our approach to future developments is two pronged: firstly, to stabilise current operations and continued impact through diligent security and crisis management; secondly, a strong duty of care for our staff and volunteers, while continuing to serve the communities impacted by conflict, injustice and poverty. To achieve this, we need to continue strengthening our core team activities and increase our core funding in 2026.

At the same time, requests for new operations are increasing as needs grow across our areas of focus. To remain true to our vision and mission, we cannot ignore these communities.

Careful discussions and assessments are ongoing with partners in Syria, former partners in Mauritania, and other countries in the Sahel. Any new partnership or branch office registration will be carefully considered by the board, leadership, and other stakeholders.

The growing instability in the world is also affecting financial markets. In 2025, we saw a significant reduction in development aid funding. As the current conflicts increasingly impact the private sector and the cost of living in Europe and our project countries, we can also expect an affect on private giving.

The anticipated decrease in funding, combined with increasing development and humanitarian needs, places the entire sector under enormous strain, calling for careful governance and strong leadership discernment in 2026.

MANAGEMENT

BOARD AND GOVERNANCE

The board consists of six ordinary members and two substitute members.

There are two women and six men on the board. In addition, there are two non-voting partner members and the international director as an ex-officio member. It continues to be diverse in age, and nationality. The board members each have different skills, which contribute meaningfully to their oversight of Operation Mercy.

The board met five times online, including the constitutional board meeting after the annual general meeting and had one hybrid meeting at the end of 2025. The Board Meetings were well attended throughout the year.

The board finance committee scheduled adhoc meetings as needed.

The Annual Report is prepared in Swedish Krona (SEK). Unless otherwise stated, all amounts are reported in whole Krona (SEK). For the English presentation copy we convert the SEK to Euros.

Our books are audited by Leif Göransson from Högländets revisionsbyrå AB, who has been our auditor since the 2023 audit.



FINANCIAL REPORTING

FINANCIAL OVERVIEW

Multi-year Overview

€ in thousands	2025	2024	2023	2022	2021
Gifts	601	1,370	1,394	678	621
Remaining balance brought forward	-92	27	17	40	8
Financial Status					
Restricted Funds	693	783	679	821	674
Surplus brought forward	95	176	154	137	106
Solvency %	71%	63%	49%	53%	39%

Equity

€	Restricted Funds	Profit/Loss b/fwd	Total Equity
Opening balance	826,128	186,283	1,012,411
Change in Restricted Funds	-132,657	-	-132,657
Profit/Loss for the Year	-	-91,608	-91,608
Closing Balance	693,471	94,675	788,146

Our donors consciously choose which of our projects they want to support. Each project has a separate cost centre. Each cost centre has its own equity balance. All the equity balances for all the projects are classified as Restricted Equity.

Our Management Restricted Equity is classified under the profit and loss for the year (Unrestricted Equity)

PROFIT AND LOSS STATEMENT

€	Notes	2025	2024
Revenues	1		
Donations	2,3	476,622	707,016
Grants	4	1,094,604	1,438,648
Other income		76,340	79,375
Total revenues		1,647,566	2,225,039
Costs	3		
Operational costs for the projects		-1,666,219	-1,905,948
Fundraising and Marketing costs		-9,432	-6,169
Administration costs	6,7,8	-223,286	-208,203
Total costs		-1,898,938	-2,120,320
Net profit/loss of operations		-251,372	104,719
Income from financial investments			
Income from interest and similar profit/loss items		27,106	45,458
Total income from financial investments		27,106	45,458
Net profit/loss for the year		-224,266	150,177
Change in Restricted Funds			
Profit/loss for the year according to the profit/loss statement		-224,266	150,177
Change in restricted funds		132,657	-123,207
Unrestricted Funds balance brought forward		-91,608	26,971



BALANCE SHEET

Assets

€	Notes	2025-12-31	2024-12-31
Fixed Assets			
Equipment, Vehicles and Property	9	34,970	8,352
Total of Fixed Assets		34,970	8,352
Financial Assets			
Long-term Loans Receivable	10	138,107	156,451
Total of Financial Assets		138,107	156,451
Current Assets			
Prepaid expenses and accrued income		21,971	2,924
ICH Balance		109,867	146,141
Cash and Bank Balances		802,338	1,200,310
Total of Current Assets		934,176	1,349,375
Total of all Assets		1,107,253	1,514,178
Equity and Liabilities			
Equity			
Restricted Funds		693,471	782,830
Surplus brought forward		186,283	149,549
Profit/loss for the year		-91,608	26,971
Total Equity		788,146	959,350
Current Liabilities			
Liabilities of grants not used	5	125,097	299,147
Other liabilities		1,664	1,481
Accrued Expenses and Deferred income		192,345	254,201
Total of Current Liabilities		319,107	554,828
Total of all Equity and Liabilities		1,107,253	1,514,178

NOTES

Note 1: Accounting and valuation principles

The annual report has been prepared in accordance with the Swedish Annual Accounts Act (1995:1554) and the Swedish Accounting Standards Board's (BFN) rule BFNAR 2012:1 Annual report (K3).

The accounting principles remain unchanged when compared to the previous year.

Statement of financial activities

Programme service revenue

Only the inflow of economic benefits that the organisation has received or will receive on its own account are recognised as revenue. Unless otherwise indicated below, revenue is measured at the fair value of what has been received or will be received.

Donations and grants

Any transaction through which the organisation receives an asset or a service that has a value and does not provide corresponding value in return is a donation or a grant received. If the asset or service is received because the organisation has fulfilled or will fulfill certain conditions and if the organisation has an obligation to repay the counterparty if the conditions are not fulfilled, it is considered a grant received. If it is not a grant, it is a donation.

Donations

Donations are, as a main principle, recognised as revenue when received. A donation recognised as revenue is accounted for as an asset or a cost, depending on whether the donation is used directly or not. Other donations are recognised as current assets. Donations are, as a main principle, recognised at fair value.

Grants

Grants are recognised as revenue when the conditions for receiving the grant have been fulfilled. Grants received are recognised as liabilities until the conditions for receiving the grant have been fulfilled. Grants received to cover certain costs (for example, for administration) are recognised in the same fiscal year as the cost the grant is intended to cover.

Leasing

All the organisation's leases are accounted for as operating leases, that is, the leasing charge (including the first increased rent) is accounted for on a straight-line basis over the term of the lease.



Income tax

The organisation is released from income tax in its non-profit activities because it fulfils the conditions of being a benefit to society according to the Swedish tax legislation.

Balance Sheet

Assets, liabilities and provisions are measured at acquisition value, unless otherwise indicated below.

Property, plant and equipment and intangible non-current assets

Property, plant and equipment and intangible non-current assets are measured at acquisition cost less depreciation according to the register. Depreciation is applied on a straight-line basis over the estimated useful life of the particular asset. The following periods of depreciation are applied:

<i>Computers</i>	<i>3 years</i>
<i>Other Equipment</i>	<i>5 years</i>

Receivables

Receivables are measured individually at the amount that is expected to be received.

Foreign currencies

Receivables and liabilities in foreign currencies are measured at the rates on the balance sheet date.

Restricted funds

The heading 'Restricted Funds' in equity includes donations not yet spent and other Restricted funds. See also the Equity note.

Note 2: Donations

Donations according to the Profit and Loss Statement

€	2025	2024
Unrestricted donations	70,720	111,737
Donations to restricted funds	405,902	595,279
Total of Donations Received	476,622	707,016

Note 3: Volunteers

The international volunteers have contributed 53,030 work hours during 2025.

Note 4: Grants

Public Grants

€	2025	2024
Grants from SMC	211,700	190,687
Läkarmissionen	-	13,087
Interact Evangelical Free Church	54,168	12,214
Swedish Alliance Mission	-	4,006
Foreign Grants	828,737	1,218,654
Total of all Public Grants	1,094,604	1,438,648

Breakdown of Foreign Grants

€	2025	2024
Deichmann Stiftung	51,587	100,552
EO Metterdaad	53,510	
KindernotHilfe (KNH)	38,849	
Merckle Stiftung	-	149,300
SRG	192,346	124,579
Stiftung HKI	36,162	12,585
TEAR AU	78,693	120,424
Tearfund NL	-	9,487
The Cawood Foundation	101,800	-
Trustbridge	87,279	113,843
ZOA	-	296,157
Other Foreign Grants (incl 3300)	188,510	291,726
Total of Foreign Grants	828,737	1,218,654



Note 5: Liabilities of grants not used

Liabilities of Grants not used

€	2025	2024
Opening Balance	315,693	566,977
Received during the year	908,059	1,556,241
Used during the year	-1,098,654	-1,824,071
Closing balance of Grants not used	125,097	299,147

Breakdown of the Closing Balance

€	2025	2024
Grants from SMC	16,911	81,857
Grants from SRG	78,174	30,484
Grants from Stiftung KNH	-	36,813
Grants from Trustbridge	30,012	53,528
Grant from the Cawood Foundation	-	96,465
Total of Closing Balance	125,097	299,147

Breakdown of SIDA Grants by Project Number

€	Opening Balance	Total Received or Refunded	Closing Balance	Total Spent
Project Number 21:011	5,917	-5,917	0	0
Project Number 24:009	-	138,609	16,025	122,584
Exchange gains/losses				-11,620
Total	5,917	132,692	16,025	110,964

Note 6: Administration Costs

Breakdown of Administration Costs

€	2025	2024
Administration Costs	84,072	68,294
Personnel Costs	73,083	85,422
Business Travel Costs	16,870	15,783
Other Costs	49,261	38,705
Total	223,286	208,203

Note 7: Employees

At the end of 2025 the organisation had two direct employees in Sweden.

Note 8 : Operational Lease Agreements

Future minimum lease payments to be paid in respect of non-terminable leases:

€	2025	2024
Within 1 year	3,453	3,272
1-5 Years	-	-
Lease cost during the year	3,453	3,272

The organisation rents office space. The agreement runs for 3 years at a time and currently extends until 2026-12-31.

The notice period is 9 months.

Note 9 : Fixed Assets

€	2025	2024
Equipment and Vehicles		
Opening Acquisition Value	123,923	195,459
Purchases for the year	36,845	-
Sales or Disposals/ Scrapping for the year	-8,439	-71,536
Closing accumulated acquisition value	152,329	123,923
Opening Depreciation	-115,571	-143,124
Depreciation for the year	-10,228	-6,255
Sales or Disposals/ Scrapping for the year	8,439	33,808
Closing accumulated depreciation	-117,360	-115,571
Closing Carrying amount	34,969	8,352

Note 10: Financial assets

Long term loans receivable

The organisation has a loan to a Micro Enterprise Development programme (FURUZ) in Tajikistan. The loan period is from September 2025 to September 2026.



SIGNATURES

The annual report was approved by the board on
19th May 2026

Örebro


Andrea Vogt
International Director



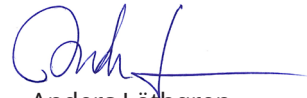
Selma Fahmi
Chairperson


Johannes Dynberg

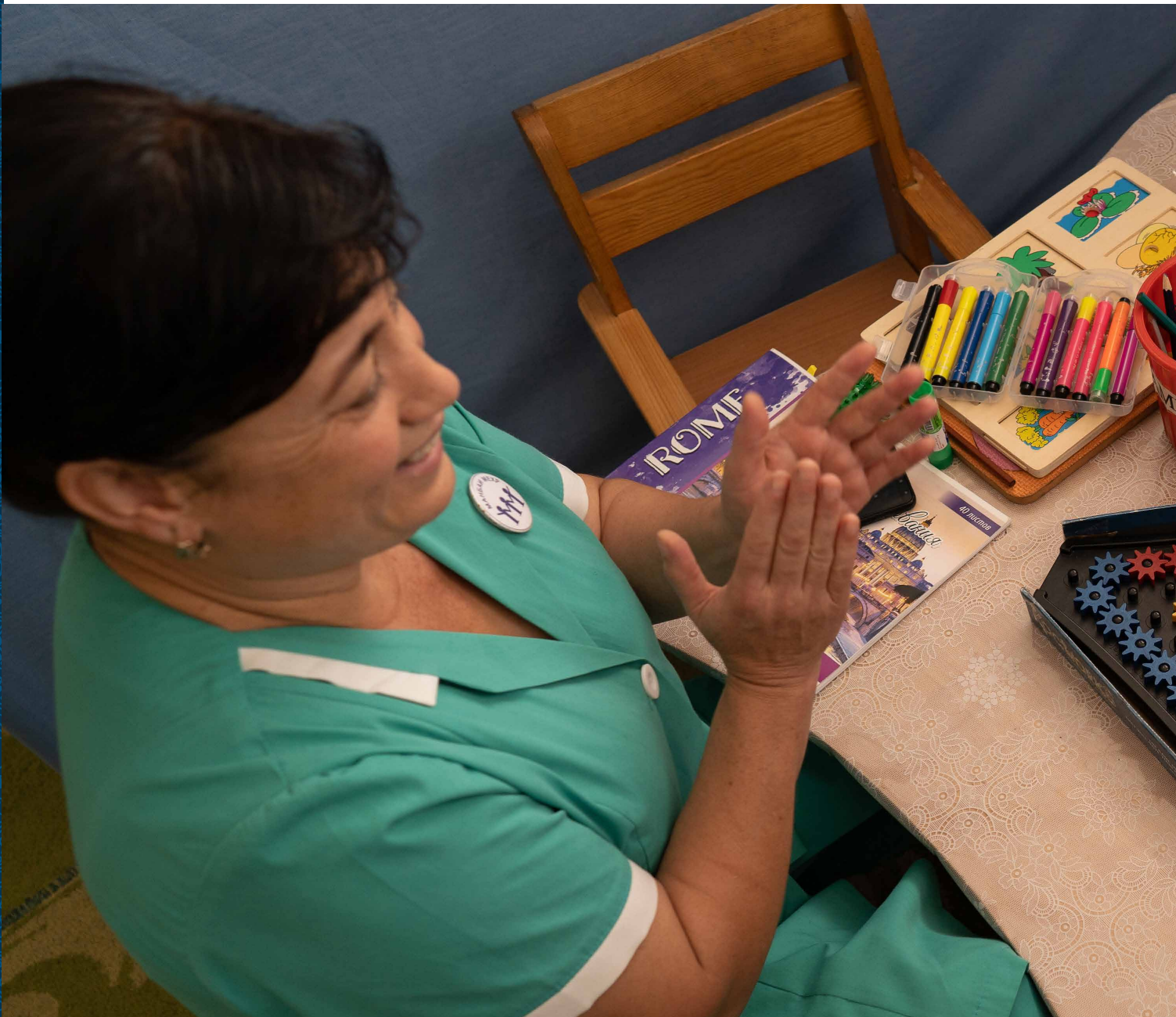


Mark Galpin


Martin Hall


Anders Löthgren

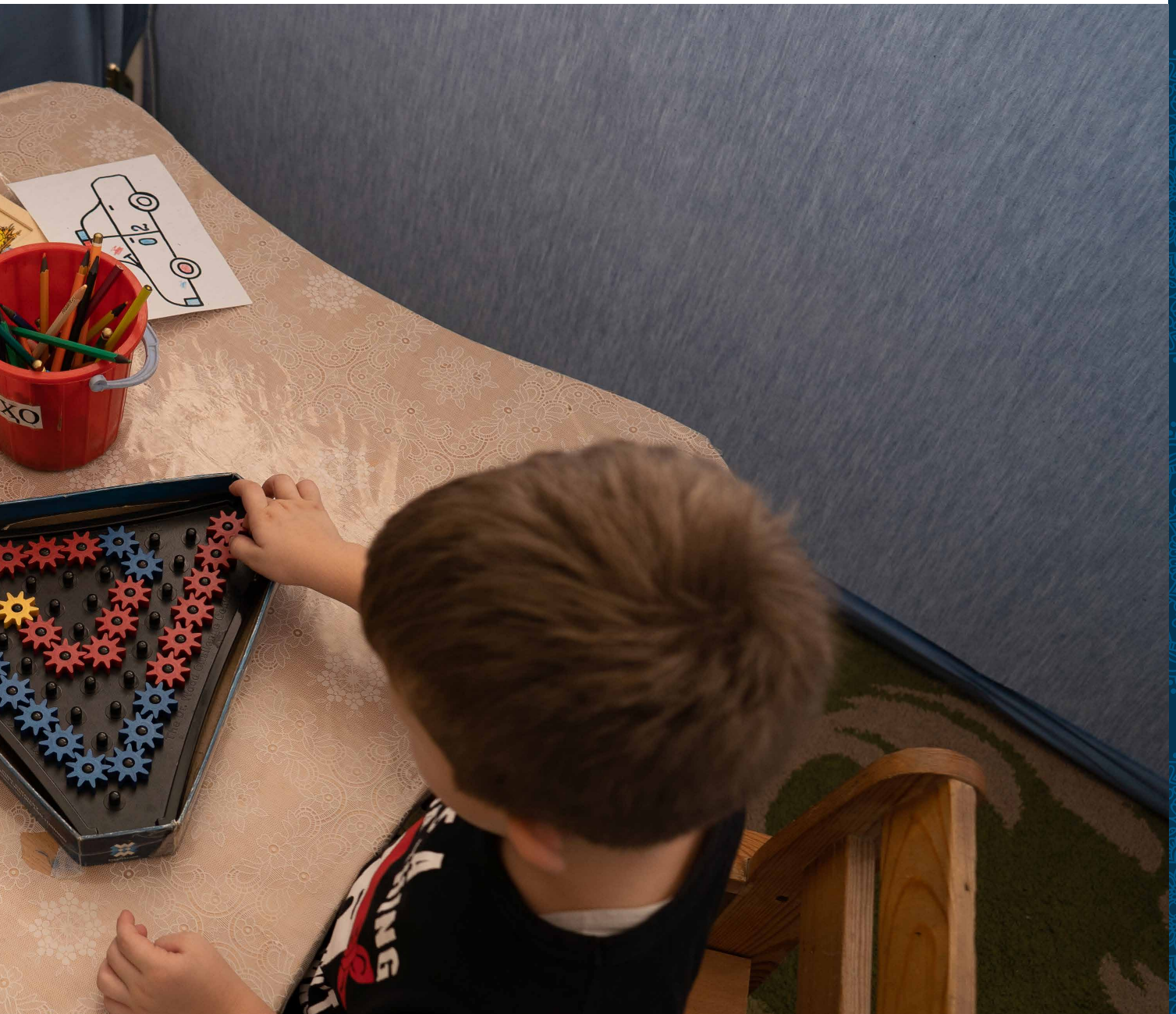

Isak Nilsson



*My audit report was presented on
May 12th, 2026*



Leif Göransson
Chartered Accountant





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