IDA FOUNDATION

SUSTAINABILITY REPORT 2025

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UN GLOBAL COMPACT PRINCIPLES

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

STATEMENT FROM OUR LEADERSHIP

We are pleased to share our 2025 Communication on Progress, which reaffirms IDA's commitment to the Ten Principles of the UN Global Compact.

The report provides an update on our progress in line with the UNGC principles, the Sustainable Development Goals and our sustainability strategy, centred on Purpose, People and Planet. As we strengthen our social and environmental commitments, we remain dedicated to improving access to medicines and medical supplies.

2025 marked another important milestone in our evolving approach to sustainability, helping us to understand where we can have the greatest impact. Through our double materiality assessment (DMA), we consulted with various stakeholders, including recipients, donors, governments, employees, suppliers, and logistics partners, to identify the most significant sustainability issues. These outcomes will shape our future strategy, priorities, and goals.

We are also proud to have been awarded an EcoVadis Silver Medal in our second assessment, placing IDA among the top 15% of companies assessed globally. This improvement shows that our efforts to strengthen sustainability across the organisation are delivering tangible results.

Reducing the environmental impact of our supply chain remains a key focus. In 2025, we continued working with logistics partners to reduce transport emissions, including by increasing the use of biofuels in sea freight, supporting progress towards a more sustainable and resilient supply chain.

In terms of social responsibility, we continued to build an inclusive and supportive workplace. We maintained our Great Place to Work™ Certification and achieved key Diversity, Equity and Inclusion (DEI) goals. We were also recognised as one of the top 10 Best Workplaces for Women™ in the Netherlands.

While we are encouraged by our progress, we know sustainability is an ongoing journey. As our strategy matures, we are focused on greater depth, stronger accountability and measurable impact, supported by growing awareness and engagement across the organisation.

We thank our customers, partners, suppliers and employees for their continued dedication to our mission and for joining us on our journey towards a more sustainable future.

Wendy Eggen - CEO

Jenno Ipema - CFO

ABOUT
IDA FOUNDATION

IDA Foundation (IDA) is an independent social enterprise providing quality-assured, essential medicines and medical goods to healthcare organisations in low- and middle-income countries (LMICs).

When IDA was founded in 1972 by a group of pharmacy students in Amsterdam, we primarily acted as a wholesaler of essential medicines to health organisations in LMICs.

Over time, our services increased to include comprehensive procurement services, kitting services, and emergency response.

Our product portfolio is largely made up of generic medicines and medical supplies, all of which meet our strict quality standards.

Today, IDA distributes over 3000 different healthcare products to customers in over 130 countries.

OUR PRODUCTS

- Essential medicines
- Diagnostic and laboratory supplies
- Medical supplies and equipment
- Emergency response (IEHK, Cholera kit, PED/SAM kit, Measles kit)
- Custom-made kits
- Epidemic control (including PPE)
- Therapeutic food

PRODUCT GROUPS FOR ESSENTIAL MEDICINES

- HIV/AIDS
- Tuberculosis
- Malaria
- Reproductive, maternal, newborn and child health (RMNCH)
- Non-communicable diseases (NCDs, including oncology)
- Neglected tropical diseases (NTDs)
- Hepatitis

VISION STATEMENT

In today's world, essential medicines and medical goods still remain out of reach for too many people.
IDA bridges these gaps so that health care providers have access to quality products at a fair price.

MISSION STATEMENT

Being the vital link that provides access to medicines and medical goods for countries in need.

OUR GLOBAL PRESENCE

Headquartered in Amsterdam, we are a global organisation with 162 employees representing over 25 nationalities. We have offices in India, China, and Nigeria, a warehouse in Dubai (UAE), and a representative agent and distributor network active in over 30 countries. Our agents assist with sales, logistics, communication, and other key elements of the supply chain and delivery process. Besides agents, IDA Foundation has several local distributors across the globe. Our local distributors keep their own stock of IDA quality-assured products, to shorten lead times for local customers and make them more accessible to smaller health clinics, for example.

OUR SUSTAINABILITY APPROACH

IDA has set three long-term goals in its overall strategy and mission:

UNIVERSAL HEALTH COVERAGE

Our long-term goal of achieving universal health coverage is central in our mission of bridging the gap in access to medicines.

STRENGTHENED LOCAL CAPACITY

IDA's locally based partners (agents and distributors) in low- and middle-income countries are an essential part of strengthening local health systems.

We are also committed to working with quality-assured local manufacturers in destination countries, and we are actively auditing and providing QA guidance to these potential suppliers.

SUSTAINABLE VALUE CHAINS

We aim to minimise negative impacts and maximise positive impacts across our supply chain, incorporating applicable social, economic, and environmental factors.

These goals are also in alignment with the UN Sustainable Development Goals (SDGs) and the UN Global Compact's Ten Principles.

We consider all SDGs to be inter-related and important. However, by focusing on specific SDGs, we believe we can have the greatest impact within our supply chains.
For IDA, these SDGs are:

SUSTAINABILITY REPRESENTATION
At IDA, roles and responsibilities related to sustainability are covered at all levels throughout the organisation.

At Management Team (MT) level, each MT member is assigned to one of the pillars (Purpose, People, Planet) and owner for one of the long-term targets.

The Sustainability Lead drives the sustainability initiatives and is owner of IDA’s Environmental Management System (EMS, ISO 14001 certified), and provides monthly MT reports, which include progress on the sustainability goals and other ongoing initiatives.

Employees from different departments and across our Amsterdam and Mumbai offices actively support our sustainability efforts. Depending on their roles and areas of expertise, colleagues contribute to various initiatives, thereby ensuring that sustainability is embedded throughout the organisation.

OUR SUSTAINABILITY
MATERIAL TOPICS

3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH
17 PARTNERSHIPS FOR THE GOALS

Purpose

1. Access to medicines (Global health impact)
2. Quality Assurance (Local manufacturers)

3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH

People

3. Employee health and wellbeing
4. Ethical business culture (DEI)

3 GOOD HEALTH AND WELL-BEING
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

Planet

5. Responsible and efficient sourcing
6. Responsible supply chain management

TOPIC ASSESSMENTS

Our 2021 materiality assessment identified six material topics across our Purpose, People and Planet pillars. We set 2030 targets for each of our material topics to track our progress along the Purpose, People and Planet pillars, in alignment with relevant SDG goals and sub-targets.
This report discusses the progress made on the 2030 targets relating to these six topics.

In 2024, we initiated a review of our material topics through a double materiality assessment (DMA) in line with the European Sustainability Reporting Standards (ESRS) and the guidelines of the EU Corporate Sustainability Reporting Directive (CSRD).

Although it is not yet a legal requirement for our organisation, we are voluntarily aligning with the CSRD framework wherever possible. The outcome of our DMA was disclosed in 2025 and is summarised on the next page.

DOUBLE MATERIALITY ASSESSMENT

In 2025, IDA completed its DMA, which confirmed the continued relevance of the existing six material topics within the current Purpose, People, Planet framework, while also identifying updated and additional priority areas. The CSRD requires companies to disclose sustainability informationbased on the impact of their operations on people and the environment/planet, as well as on how sustainability matters affect the organisation financially in return.

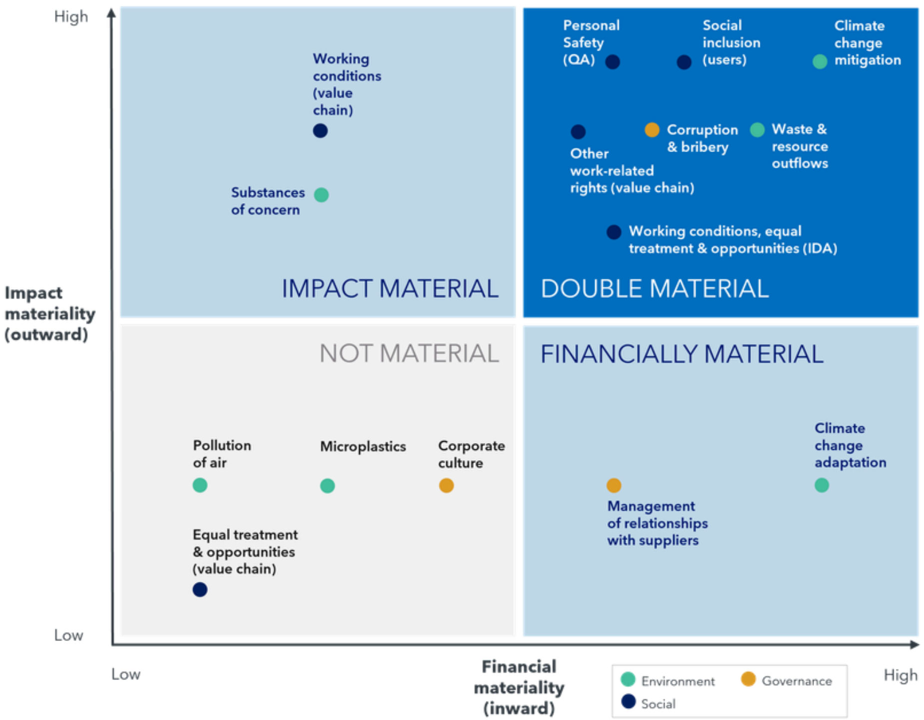


Figure 1 - Double materiality matrix for IDA Foundation 2025.

Put simply: if we want to report on IDA's sustainability performance, we must ensure we focus on an reporting on topics that truly matter, that are material. To us, and to our stakeholders. This is what we aspired to find out in our DMA.

The DMA provides us with a comprehensive view of sustainability issues that are important to IDA's business (financial materiality), as well as to the people and environment impacted by our products and services (impact materiality). The 'double' in the materiality assessment refers to the dual evaluation of our outward impact – how IDA affects the world and its people – and our inward impact – how global developments affect IDA's financial standing.

Using the ESRS framework, we reviewed 37 sustainability sub-topics and short-listed 16 as potentially material to IDA. Eleven topics were identified as material: 7 double material, 2 impact material, and 2 financially material (see Figure 1). These topics reflect areas where we can have the greatest positive impact, and where risks and opportunities are most significant for our business.

As the DMA outcomes have not yet been fully integrated into the 2025 performance data and targets, the reporting for 2025 remains aligned with the current framework and long-term goals. In 2026, we will develop this further by integrating the DMA outcomes into our sustainability reporting and setting long-term goals and targets for the newly identified material topics.

OUR SUSTAINABILITY TARGETS & PERFORMANCE

Our sustainability targets allow us to measure our progress. These contribute to the achievement of our long-term goals: Universal Health Coverage, Strengthened Local Capacity and Sustainable Value Chains. Results of our 2025 DMA will inform an updated sustainability framework in 2026, and subsequent targets.

Purpose

1. Access to medicines (Global health impact)
2. Quality Assurance (Local manufacturers)

- 1. Annual impact figures: aligned with SDG3 targets
- 2. By 2030, 20% of IDA products are locally procured

People

3. Employee health and wellbeing
4. Ethical business culture (DEI)

- 3. By 2030, 90% of IDA employees are overall satisfied in the Great Place To Work (GPTW) survey
- 4a. By 2030, 90% employees recognise IDA being an organisation where they belong and can be themselves
- 4b. Achieve + maintain gender-balanced leadership throughout IDA

Planet

5. Responsible and efficient sourcing
6. Responsible supply chain management

- 5. By 2030, 75% of key suppliers are ISO 14001 certified / or equivalent
- 6. By 2030, IDA is carbon neutral for Scope 1 and Scope 2 and has realised a 35% reduction in CO_2 emissions for Scope 3*

*compared to 2022 baseline

Long-term goals

Universal Health Coverage

Strengthened Local Capacity

Sustainable Value Chains

2025 PROGRESS HIGHLIGHTS

GENERAL HIGHLIGHTS

- EcoVadis Silver Medal awarded in our second sustainability assessment.
- Double Materiality Assessment (DMA) completed.

PURPOSE

1. Access to Medicines - SDG3 Impact

- SDG3.1+3.7: stable carbetocin-oxytocin conversion at 61-39%, with the # of carbetocin packs supplied at +15% compared to the previous year.
  On track towards 80-20% conversion by 2030.
- SDG3.4: NCD supplies x2.4 compared to base year 2023.
  On track towards NCD supplies x10 by 2030.
- Strengthened and expanded NCD partnerships to drive safe and affordable access to innovative products in the NCD portfolio.

2. Quality Assurance - Local Production

- IDA has four approved local producers in its supply base, one of which was approved in 2024: Euromed (Egypt).
  Too early to measure progress towards local procurement of 20% of products by 2030.

PEOPLE

3. Employee Health and wellbeing

- IDA got Great Place to Work™ (GPTW) Certified again, with an overall satisfaction score of 86%; +10pp vs last year's assessment.
  On track towards 90% overall satisfaction by 2030.

4. Ethical Business Culture - Diversity, Equity and Inclusion (DEI):

- +6.5pp score on the eight DEI-related questions in GPTW survey, averaging on a 91% score on recognition and belonging.
  2030 goal achieved.
- Gender-balance achieved at all IDA's leadership levels.
  Goal 100% achieved for 2025.

PLANET

5. Responsible and Efficient Sourcing and Procurement

- 68% of IDA's key suppliers are ISO 14001 certified or equivalent.
  On track towards 75% certified by 2030.

6. Responsible Supply Chain Management

- IDA has no Scope 1 emissions and compensated its full Scope 2 emissions, hence is carbon neutral for its Scope 1 and 2 emissions.
  2030 goal achieved.
- Realised a 14% reduction [-83,692 tCO_2e] in Scope 3 emissions.
  On track towards 35% reduction of Scope3 emission by 2030.
- Continued coordinated biofuel projects lowered IDA's transport emissions with 2.5%.

PURPOSE

1. Annual impact figures: aligned with SDG3 targets
2. By 2030, 20% of IDA products are locally procured

3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH
17 PARTNERSHIPS FOR THE GOALS

The category Purpose relates to IDA's mission bridging the gap in access to medicines and to the achievement of universal health coverage as a long-term goal. We do this by assuring the highest quality, by strengthening local capacity and by creating awareness around topics related to universal health coverage.

We are driven by our belief that access to quality-assured essential medicines and medical supplies is a basic human right. However, this is not a reality in many lower- and middle-income countries (LMICs). This is why IDA has prioritised 'Access to Medicines' and 'Quality Assurance' as two of IDA's material topics. Both topics were also identified as material for IDA in our 2025 DMA, and will thus remain at the heart of our sustainability approach going forward.

MATERIAL TOPIC 1 - ACCESS TO MEDICINES - GLOBAL HEALTH IMPACT

EXPANDING ACCESS TO NONCOMMUNICABLE DISEASE PRODUCTS

In 2023, IDA Foundation launched NCDconnect, a dedicated initiative designed to improve the availability of quality-assured NCD medicines, diagnostics, and medical devices in LMICS.

At the heart of this initiative is an online marketplace and ecosystem approach. As NCDs account for a growing share of morbidity and mortality in LMICs, health systems continue to face significant gaps in the availability and affordability of quality-assured products. Building on IDA's long-standing role in essential medicines supply, NCDconnect brings together buyers, manufacturers, and access partners to reduce fragmentation.

A notable validation of our work came in the form of a 2025 publication in The Lancet Oncology in which NCDconnect was recognised as a procurement solution that enables access to quality-assured NCD medicines at fair and sustainable prices.

In 2025, NCDconnect continued to scale both its reach and impact, achieving:

- 97 ordering buyers, including 43 new customers, reached through NCDconnect-specific channels.
- NCD medicines were delivered to 68 countries through more than 600 shipments, reflecting growing demand for reliable, access-oriented supply solutions.
- Strengthened and expanding supplier and market partnerships across cardiovascular disease (CVD), diabetes, oncology, and respiratory ecosystems, including strengthened collaborations with insulin manufacturers and key access stakeholders to break barriers to care.
- A 100% revenue growth compared to the year prior, underscoring both the relevance of our procurement model and increasing partner confidence (see Figure 2 on the next page).

ACCESS TO INNOVATION

During the year, IDA Foundation also expanded and implemented access partnerships for innovative products, augmenting our portfolio of essential medicines with innovative therapies at access pricing.

Through the ACT4Children program, IDA Foundation partnered with manufacturers, logistics providers, and hospitals to overcome persistent access barriers to paediatric oncology medicines in LMICs. In 2025, this end-to-end collaboration enabled the delivery of quality-assured peg-asparaginase to five countries across Asia and Central America, supporting treatment for more than 1,300 children with acute lymphoblastic leukaemia.

In 2025, IDA also formalised a new partnership with Bristol Myers Squibb (BMS) to bring immune-oncology products to LMICs at non-for-profit prices, with plans to engage 10+ countries in 2026.

These partnerships demonstrate how collaborative procurement models can support countries in addressing complex NCD treatment needs while strengthening sustainability and long-term health system capacity.

BRIDGING GAPS FOR SDG3

At IDA, we continuously seek ways to bridge gaps in access to essential health products, aligning with SDG3: good health and wellbeing. Our NCD initiatives particularly contribute to sub-target 3.4: 'By 2030, reduce by one third premature mortality from noncommunicable diseases through prevention and treatment, and promote mental health and wellbeing'.

With NCD uptake more than doubling compared to our base year of 2023, we are on track to deliver a tenfold increase in NCD product supplies by 2030 (see Figure 2).

Looking ahead, our focus remains on building long-term strategic partnerships with our customers and our NCD supply base.

Thanks to these partnerships, we have been able to successfully identify and mitigate key barriers to NCD care, such as fragmented demand, regulatory challenges, and supplier's high-volume requirements.

Going forward, we will continue action toward closing the access gaps. This includes deliveries of immune-oncology medicines via our partnership with BMS, which has completed over 30 deliveries in three countries in the first half of 2026 alone.

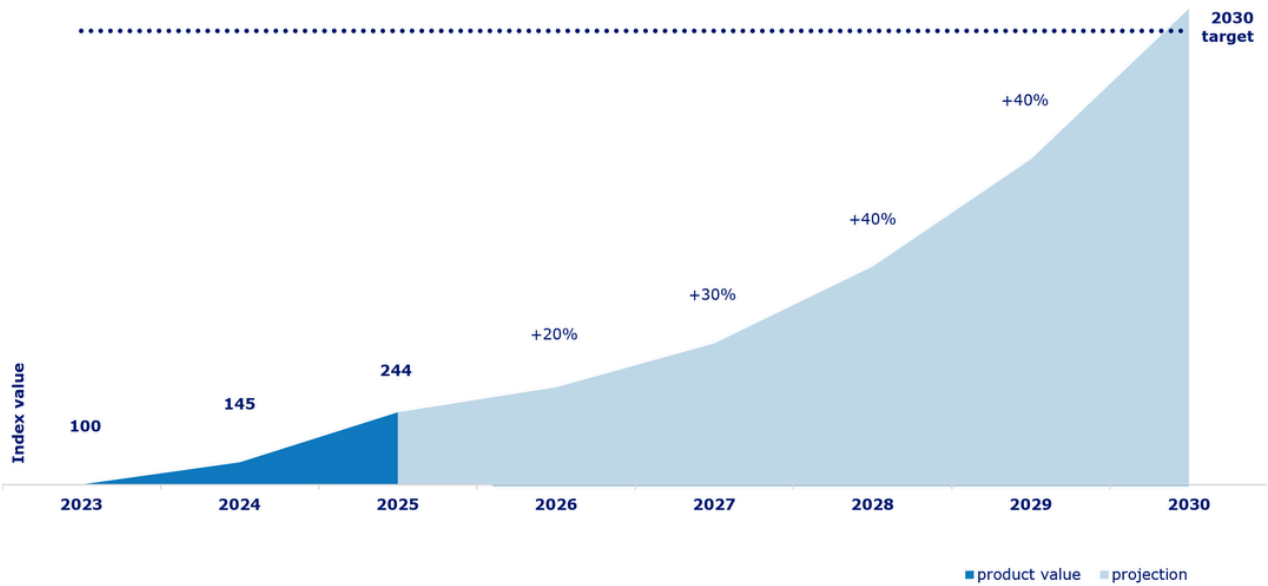


Figure 2 - Total NCD product supply value and projected growth (2023 = base year = 100).

REPRODUCTIVE, MATERNAL, NEWBORN AND CHILD HEALTH

From our position within the field of global health, we recognise opportunities to make a significant impact to improving maternal and child health. In 2025 we decided to approach Reproductive, Maternal, Newborn and Child Health (RMNCH) as a strategic category, with dedicated sourcing and portfolio management.

One of our key goals linked to SDG sub-targets 3.1 and 3.7, is to promote the use of heat-stable carbetocin as a superior alternative to oxytocin for postpartum haemorrhage management in most use cases. This goal also aligns well with our ambition to make a true impact in the RMNCH therapeutic categories. Our target is to achieve an 80:20 carbetocin:oxytocin conversion ratio by 2030, starting from a 100% oxytocin supply in 2021. By 2025, we achieved a distribution ratio of 61% carbetocin and 39% oxytocin, which is very similar to the ratio in 2024.

As the relationship between Ferring (manufacturer/innovator) and IDA (exclusive distributor of heat-stable carbetocin) strengthens further, we are confident that the distribution ratio can shift closer to our target of 80% carbetocin and 20% oxytocin within the next five years. Collaborations with other major RMNCH clients that are currently taking shape are also likely to provide significant impetus towards achieving this goal.

In addition, we are committed to improving the health of newborns and children under the age of five, which is also linked to SDG sub-target 3.2. In recent years, we have focused our efforts on supplying multiple micronutrient supplements (MMS), which are essential for babies' health in their first years. By setting a goal to supply ten times our 2022 baseline by 2030 and establishing a donation-based collaboration with Kirk Humanitarian, we aimed at creating access to market channels for this vital product.

While the initial uptake of MMS supplies through this collaboration was promising, in the subsequent years we observed that the donation-based model alone was insufficient to secure a sustained and structural positioning of MMS within the portfolios of our recipient organisations. This was partly influenced by broader external dynamics, including cuts in global humanitarian funding. In addition, as a supply chain partner, our role is primarily to respond to existing demand and facilitate access rather than to actively generate demand or influence in-country clinical adoption decisions. This means that integrating MMS into national programmes and formularies depends heavily on local policy priorities, funding allocations, and stakeholder advocacy, despite the strong scientific evidence supporting the benefits of MMS, particularly in settings with widespread malnutrition.

In light of these developments, we will reassess this goal in the coming period. We will evaluate where our capabilities and partnerships can deliver the greatest impact in this critical health area, and how we can contribute to improving maternal and child nutrition outcomes going forward.

EMERGENCY RESPONSE DELIVERIES

In the immediate aftermath of an emergency, re-establishing health services is crucial. In 2025, IDA supplied 3.799 emergency kits (IEHK) to support 3.8 million people. The other kits supplied in 2025 (Cholera, Measles and Paediatric Malnutrition kits) can treat over 250.000 people (calculations based on WHO figures). These kits are making a big difference to populations affected by conflict, natural disasters or other emergency situations.

IDA kits were delivered to 23 LMICs including Ethiopia, Chad, Afghanistan, Sudan, South Sudan, DRC, Senegal, Burkina Faso, Ukraine and Syria.

RELEVANCY IN INFECTIOUS DISEAS CATEGORIES

Linked to SDG sub-target 3.3, which aims to end the epidemics of AIDS, tuberculosis (TB) and malaria, our goal is to maintain our impact in these three health categories.

In 2025, we continued to contribute positively to the malaria vector control programme, for which we act as a procurement agent for the Global Fund.

We supplied 169 million long-lasting insecticidal nets (LLINs) and over 220.000 indoor residual spray (IRS) products, both serving as effective malaria prevention methods.

Throughout 2025, we continued to provide procurement services for HIV treatments within the GHSC-PSM consortium. Despite the programme being significantly affected by the dismantling of USAID (the contract holder) and its transition into the US Department of State during this period, we succeeded in keeping our services as continuous and high-quality as possible.

The transition of HIV/AIDS funding from donor-supported programmes to nationally financed healthcare systems has accelerated in several countries following changes in the global funding landscape, including the dismantling of USAID programmes. As a result, we observed a growing demand directly from national governments seeking sustainable access to quality-assured antiretroviral medicines, outside of the larger programmes. A notable example is Botswana, where we successfully concluded a US$9 million agreement with the Botswana Defense Force for a six-month supply of antiretroviral medicines, helping to ensure continuity of treatment for people living with HIV.

3 GOOD HEALTH AND WELL-BEING

SDG3 SUB GOALS
RELEVANT FOR IDA

3.1 'By 2030, reduce the global maternal mortality ratio to less than 70 by 100,000 births'

3.2 'By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births'

3.3 'By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases'

3.4 'By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing'

3.7 'By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes'

3.8 'Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all'

3.9 'By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination'

We have sustained our efforts to enhance the supply of anti-TB medicines through our category management approach, even after our role as a procurement agent in the TB category ended the previous year. Although demand towards IDA for anti-TB products was limited in 2025, we will continue to promote the availability of these products through our agent and distributor network. We will specifically focus on countries that commit to co-funding with large donors such as the Global Fund, and that make independent decisions on procurement.

MATERIAL TOPIC 2 - QUALITY ASSURANCE - LOCAL MANUFACTURING

Within our Purpose pillar, the second of our material topics, is Quality Assurance. Quality is always at the heart of IDA's operations and is reflected in our ISO 9001-certified quality management system.
In 2025, we obtained our new ISO 13485 certification, an internationally recognised standard for quality management systems in the design and manufacture of medical devices, to complement this.

LRQA CERTIFIED ISO 9001 · ISO 14001

LRQA CERTIFIED ISO 13485

LOCALISATION
In line with our goal of strengthened local capacity, we continue to work towards our long-term target of sourcing 20% of goods locally by 2030. Building on over 50 years of expertise in quality assurance and procurement of essential health commodities, IDA's QA, strategic sourcing, sales, and supply chain teams remain actively engaged in identifying, developing, and qualifying manufacturers across the African region.

In 2025, the local procurement initiative achieved a significant milestone with the successful approval and readiness for business of multiple products from regional suppliers. These include three IV fluid products from Abacus (Uganda), Salbutamol oral solution from EIPICO (Egypt), and seven Foley catheter variants from Euromed (Egypt), all of which have now been added to IDA's portfolio of locally sourced products. These approvals reflect sustained collaboration with suppliers and their ability to meet stringent quality and compliance requirements following the supplier development and audit process. In parallel, efforts to expand the supplier base have continued, with several potential manufacturers being explored for future qualification.

Products from Bangladesh were successfully approved and added to the portfolio, including contraceptive injections (both vial and pre-filled formats) from Incepta Pharmaceuticals, Paracetamol oral solution from Square Pharmaceuticals, and Vitamin and Mineral Powder (MNP-15) from Renata PLC.
These additions further diversify the locally sourced product base, strengthen supply resilience, and demonstrate IDA's continued efforts to leverage qualified regional manufacturers beyond Africa where they meet required quality and compliance standards.

Sourcing products closer to the communities we serve supports local economic development in line with SDG 8 ambitions, while also offering benefits such as reduced transport times and lower emissions. However, due to the rigorous processes required to ensure compliance with IDA and global quality standards, expanding the locally sourced portfolio remains a gradual and structured process.

While we are encouraged by the continued progress and increased number of approved products and suppliers in 2025, it is still premature to quantitatively measure advancement toward the 2030 target.

Nonetheless, the growing pipeline and recent approvals demonstrate steady pace and reinforce IDA's commitment to strengthening regional manufacturing capacity.

MARKET CONTEXT AND OUTLOOK

In 2025, the momentum of the local procurement initiative has been impacted by evolving external market conditions. Reduced funding flows from key donors, particularly those historically supported by the US, alongside comparatively higher pricing of Africa-manufactured products, have created short-term constraints on scaling locally sourced procurement. These factors have influenced both demand dynamics and the commercial viability of certain locally produced items within competitive tenders.

While these challenges have slowed the pace of expansion, they are considered cyclical rather than structural. IDA remains committed to the long-term objective of strengthening regional manufacturing capacity and continues to engage with suppliers to improve cost competitiveness, efficiency, and value proposition. Further efforts to align IDA actions to those of other stakeholders in the ecosystem will ultimately shift the balance towards preferential local sourcing of products in health care. The progress made in supplier qualification and product approvals provides a solid foundation to accelerate once market conditions stabilise.

OTHER PURPOSE RELATED EFFORTS SUPPORTING LOCAL COMMUNITY RESPONSE EFFORTS

IDA makes an annual contribution to the India Prime Minister's National Relief Fund (PMNRF). For 2025, this amounted to INR. 1,039,786 (approx. USD 11,580). These funds support emergency response efforts to local communities hit by natural disasters like floods, cyclones and earthquakes, as well as victims of major accidents.

BART VAN OSCH
DIRECTOR QUALITY AFFAIRS AND ETHICS AND COMPLIANCE OFFICER

Reliability in times of stress

"During 2025, most of the governments in the Global North decided to drastically cut down their humanitarian funding. While some of these fund reductions were offset by private donations or by long-term investments rather than one-off gifts, the overall impact on the total available funds for humanitarian healthcare was significant. Many of IDA's customers had to reduce their activities and their staff numbers. Initially, IDA experienced pressure on the order portfolio.

I am personally proud to see that many of the customers under extreme pressure, came to IDA or returned to IDA specifically looking for a reliable partner. Clearly, when the pressure is high, reliability is the most important aspect of IDA's mission.

At IDA, we also sought cost optimisations, but never at the expense of our reputation for reliability. Product quality at IDA is always maintained to international WHO level, we have a proven track record of good delivery performance, high ethical standards, open and timely communication, dedicated customer service, and a strong financial position. It is all these elements of reliability that make IDA the partner of choice, and they show more than ever that there is a gap in reliable supply for healthcare that IDA is best suited to bridge."

PURPOSE
2025 ACCESS TO HEALTH IMPACT

169 MILLION
Insecticide-treated bed nets delivered

3,799 emergency kits (IEHK) to support

3,800,000
people in emergency situations

2,505
shipments to **90** countries

The Cholera, Measles and Child Malnutrition Kits IDA delivered can treat more than **250,000** people.

(Calculations based on WHO figures)

100% increase in the scale of NCD supply operations compared to the previous year

PEOPLE

3. By 2030, 90% of IDA employees are overall satisfied in the Great Place To Work® (GPTW) survey

4a. By 2030, 90% employees recognise IDA being an organisation where they belong and can be themselves

4b. Achieve and maintain gender-balanced leadership throughout IDA

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

We believe that our skilled and diverse team is the driving factor behind our mission. Each member has their own unique talents and background. They form the foundation of everything we do. Therefore, it is vital that we attract the right people and provide them with a fulfilling and optimal working environment. The material topics for our People pillar are 'Employee Health and Wellbeing', and 'Ethical Business Culture', covering SDGs 3, 5 and 8.

MATERIAL TOPIC 3 - EMPLOYEE HEALTH AND WELLBEING

Employee health and wellbeing remains a material topic for IDA, as reflected in our 2025 DMA outcomes. To support this, we offer a broad range of programmes, benefits and structures designed to create a safe, healthy and supportive working environment in which our people can thrive.

EMPLOYEE SATISFACTION

Our Great Place to Work® (GPTW) survey provides valuable insights that help us strengthen the employee experience. Since completing our first survey in 2022, when IDA achieved an overall score of 65% and was recognised as a 'Good Place to Work', we have used the results to inform targeted actions and continuous improvement. These efforts contributed to IDA becoming Great Place to Work™ Certified in 2024, with an overall employee satisfaction score of 76%, representing an improvement of 11 percentage points (pp) on our 2022 baseline.

In 2025, we conducted our third GPTW survey and were awarded the Great Place to Work™ Certification for the second consecutive time. Our overall employee satisfaction score increased to 86%, marking a 21pp improvement on our 2022 baseline and a 10pp increase compared to 2024. This reflects meaningful progress towards our goal of achieving a satisfaction score of 90% by 2030, as well as strong improvement across all GPTW dimensions compared to the previous survey in 2024: Credibility (+12.9 points), Respect (+9.1), Fairness (+8.9), Pride (+9.5), and Camaraderie (+6.4).

We will conduct the next GPTW survey in 2026 and continue to use its insights to strengthen our workplace culture and employee experience. As a tool for assessing organisational health, the survey helps us to listen to our people, learn from their experiences, and take action where it matters most. Our ambition remains to achieve a 90% satisfaction rate by 2030. While this target is not the ultimate goal itself, it indicates a workplace where people feel heard, healthy, engaged, and empowered to thrive.

MENTAL WELLBEING AT WORK

The OpenUp platform continues to improve access to mental health and wellbeing support for employees at IDA. By offering employees a safe and confidential space to seek support, access resources and build resilience, the platform reinforces our commitment to employee wellbeing, an open workplace culture, and continuous improvement informed by employee needs.

Access is available to all employees and can also be shared with up to three family members, recognising that wellbeing extends beyond the workplace. In 2025, 95 accounts were created, with 88 active users - almost double the number in the year of introduction, 2024. During the same period, 40 one-to-one sessions were booked, and 273 self-guided care activities were scheduled, demonstrating strong engagement with the platform and the value of accessible mental health support.

LEARNING & DEVELOPMENTS AT IDA
Building on our commitment to employee growth and the sustainable talent development budget initiative - launched in 2024 - our goal in 2025 was to make learning a more visible and structured part of everyday work at IDA. To this end, we introduced a new learning module within our HR platform and rolled out assigned learning paths and completion tracking, turning development into a continuous, trackable practice rather than a one-off activity.

Looking ahead, we are partnering with an e-learning platform to connect a comprehensive course catalogue to this module, in support of our broader ambition to upskill and reskill our people for the future.

MATERIAL TOPIC 4 - ETHICAL BUSINESS CULTURE

At IDA, integrity and respect shape how we work together. Our team of 162 employees, representing 25 nationalities, brings a wealth of diverse backgrounds and perspectives, with women making up 64% of our workforce. We are committed to cultivating a workplace where diversity is reflected, and all employees feel welcomed, heard, safe and respected.

DIVERSITY, EQUITY AND INCLUSION
We recognise the importance of fostering an inclusive and equitable workplace that values diversity in all its forms and consider this a key priority within our People strategy. Since its establishment in 2023, our Diversity, Equity and Inclusion (DEI) committee has played an active role in shaping and embedding these principles across the organisation.

In 2025, the committee strengthened awareness and engagement further through a range of initiatives, including the Day of Tolerance and a DEI film screening. The Day of Tolerance featured a central session on neurodiversity in the workplace, followed by cultural afternoons showcasing the diverse cultures within IDA through food and festivities. The DEI film screening, in turn,

BEENA SINGH
DIRECTOR HR

"At IDA, we have always believed that taking care of our people is just as important as the work we do in the world. In a year marked by global uncertainty, I was proud to see our teams support one another with openness, care and resilience.

Mental health remained a key priority. While OpenUp was already available to employees and their families, we continued to create opportunities for open conversations about mental wellbeing and encourage use of the platform.

We also renewed our focus on diversity, equity and inclusion. Through a revitalised DEI committee and initiatives such as neurodiversity sessions and Pride Week activities across our offices, we created meaningful opportunities to learn and connect.

Being recognised as one of the top 10 best places to work for women in the Netherlands and even increasing our Great Place to Work score to 86% were proud milestones. More than achievements, they reflect a culture where people feel valued, supported and a true sense of belonging.

2025 reminded me that culture is built not only in good times, but also in challenging moments when we continue to show up for one another. For that, I am deeply grateful to everyone who makes IDA what it is."

created a shared experience that encouraged reflection and open dialogue on diversity and inclusion in a more informal setting.

We continue to track employee sentiment through eight DEI-related questions in the Great Place to Work® (GPTW) survey to monitor our progress. These insights inform our continuous efforts to promote inclusivity and enable us to identify where specific actions can have the greatest impact.

In 2025, the results showed a 6.5pp improvement across the eight DEI-related questions compared with 2024. This improvement meant that we achieved an average score of 91% on 'Recognition and Belonging', exceeding our target of 90% by 2030 ahead of schedule, which reinforces that employees recognise IDA as an organisation where they feel they belong and can be themselves.

The largest increase in the DEI-related questions compared to 2024 was in 'Equal opportunity to get special recognition' (+10 points), reaching 70%. Additionally, the highest-scoring GPTW dimension was 'This is a physically safe place to work', achieving a score of 98%. This reflects the strength of our workplace environment and underlines our commitment to maintaining a safe, inclusive, and respectful culture for all employees.

Having now reached our DEI-goal ahead of time, our focus shifts to sustaining this balance across all organisational levels in the years ahead and embedding it as a constant in how we lead, rather than as a one-time achievement.

UN GLOBAL COMPACT TARGET GENDER EQUALITY

GENDER BALANCE
Strengthening gender balance in leadership and decision-making remains a key focus for the DEI committee. We recognise that balanced representation leads to better decision-making, promotes inclusivity, and encourages more sustainable business practices. Progress is monitored through KPIs at all leadership levels, including the supervisory board, the top leadership team (CEO and CFO), the management team (MT), and the wider management group.

Gender balance is defined as a ratio of 45:55 either way between female and male representation. In 2025, IDA achieved this

threshold across its leadership population, with a 55:45 female-to-male ratio, which we are proud to maintain. Gender-balanced representation was sustained at the supervisory board, top leadership and overall management levels, while the MT achieved a 50:50 balance in 2025.

Next to the Great Place to Work™ Certification, the DEI-goal achievement and the gender-balanced leadership we maintained in 2025, IDA in the Netherlands was awarded a #9 ranking on the Best Workplaces for Women™ list in the Netherlands for organisations with 50-249 employees. This ranking was based on the outcomes of our 2025 GPTW survey.

We are proud of this recognition, which reflects our ongoing commitment to equal opportunities, fair treatment, and an inclusive, safe working environment based on trust, where women can grow and succeed.

SALARY STRUCTURE REVIEW

In 2025, we finalised and introduced a review and reorganisation of our salary scales in the Netherlands. This project was carried out in collaboration with Willis Towers Watson and used an external benchmarking methodology to evaluate our salary structures against the market. This was driven by our commitment to fairness, transparency and alignment with the external market.

The review ensures that our people are rewarded consistently and equitably as they progress their careers at IDA. For our employees, this means greater clarity on how their compensation is structured and confidence that they are being rewarded fairly and relative to the market. It also establishes a stronger foundation of trust as they continue to develop their careers at the organisation.

IDA STATEMENT ON DIVERSITY, EQUITY AND INCLUSION (DEI)

"As people are IDA Foundation's most valuable asset, we celebrate their unique differences.

What unites us all is our drive towards achieving the IDA mission of bridging the gap in access to medicines and medical supplies.

At IDA, everyone should feel they can be themselves, irrespective of ethnicity, beliefs, gender identity, physical and mental abilities, sexual orientation, or any other characteristics that make us unique.

We want to be a reflection of the diverse communities we serve, and we believe it is these unique differences that strengthen our collective ability to achieve our mission."

PEOPLE
2025 IN NUMBERS

Great Place To Work™ Certified
86% satisfaction score

India
87%

The Netherlands
84%

Great Place To Work® Certified
OCT 2025-OCT 2026
INDIA

Great Place To Work® Certified
OKT 2025-OKT 2026
NL

Best Workplaces for Women™ (NL)
Awarded #9 ranking

162
employees

25
nationalities

64%
of our workforce are women

Gender balance in leadership

	Men	Women
Board	50%	50%
Top leadership	50%	50%
MT	50%	50%
Overall management	45%	55%

PLANET

5. By 2030, 75% of key suppliers are ISO 14001 certified / or equivalent

6. By 2030, IDA is carbon neutral for Scope 1 and Scope 2 and has realised a 35% reduction in CO_2 emissions for Scope 3

At IDA, we are committed to operating responsibly and efficiently while fulfilling our mission, and strive to reduce adverse impacts on the environment, as is confirmed by our environmental policy and our ISO 14001-certified Environmental Management System (EMS). We are committed to protecting the environment and feel it is our responsibility to engage with others in our value chain to do the same.

First certified in 2022, we passed our ISO 14001 recertification audit for our EMS in 2025. We have identified our key environmental impacts and are complying with all legal obligations. We are also engaging with all interested parties on environmental issues to ensure continuous improvement in line with the ISO 14001 standard and our own environmental ambitions. These improvements are driven by the targets set by our management for 2030. These are set out in our environmental ('Planet') targets for our two material topics: 'Responsible and Efficient Sourcing' and 'Responsible Supply Chain Management'.

MATERIAL TOPIC 5 - RESPONSIBLE AND EFFICIENT SOURCING

Our emissions calculations consequently show that our Scope 3 emissions make up almost all of IDA's emissions (>99.8%), with the 'Purchased goods and services' category accounting for the largest share: 94-97% (see Figure 6). This category encompasses our warehousing and logistics services in Dubai, and all the medical goods we procure from our suppliers. While these are indirect emissions, we can select the partners who meet our quality as well as our environmental, social and governance standards.

IDA made clear progress in strengthening its approach to responsible and efficient sourcing in 2025. A key achievement was improving our EcoVadis assessment from a Bronze to a Silver Medal, reflecting the steps taken to further embed sustainability considerations into our activities. Specifically on the 'Sustainable Procurement' theme, we scored 65/100 points – an improvement of 5 points on our first EcoVadis assessment. This is the theme that showed both the greatest improvement as well as the greatest potential for growth.

COMPLIANCE IN SOURCING

IDA has maintained strong coverage of our supplier compliance framework. In 2025, 100% of IDA's procurement spend was covered by the third-party Code of Conduct (CoC). This document is an integral part of the supplier onboarding, due diligence and registration update processes. The CoC informs suppliers of IDA's expectations regarding human rights and labour standards, governance, ethical business conduct and environmental responsibility.

IDA has also continued to monitor environmental management maturity within its key supplier base, targeting 75% ISO 14001 certified by 2030. We define our key suppliers as the top 50 suppliers in terms of spend. From this group, we select the top 30 pharmaceutical suppliers and the top 20 medical device (MD) suppliers. By 2025, 68% of our key suppliers – comprising of 67% of our pharmaceutical suppliers and

70% of our MD suppliers – were ISO 14001 certified, putting us well on track to meet our 2030 goal. While the 2025 figures show improvement compared to previous years, progress is slowing. Nevertheless, we have proactively started engaging with our suppliers on environmental management topics, regardless of their ISO 14001 certification status. While we do not yet set any restrictive environmental requirements for suppliers, we do request them for information on their progress with initiatives such as environmental improvement projects, waste reduction programmes, energy efficiency carbon reduction efforts and recycling initiatives. This approach helps us to gain better visibility of our suppliers' sustainability commitments beyond formal (certification) requirements.

SUSTAINABLE SOURCING

Progress in sustainable sourcing remains steady and pragmatic. While quality, availability and price will always be critical considerations in healthcare, IDA recognises an opportunity to collaborate with suppliers and partners to improve sustainability performance across the supply chain. In 2025, the focus was on translating commitments into practical steps that could gradually be incorporated into sourcing, supplier engagement and reporting processes.

In 2025, IDA took further steps to embed sustainability into procurement processes and supplier engagement. Sustainability requirements were incorporated into standard contract templates, supplier engagement reports, and Requests for Proposal. Suppliers were also encouraged to propose more sustainable alternatives and innovative solutions during the sourcing and tender processes. By reviewing the solutions offered by different suppliers, we are working towards a situation in which IDA can offer clients solutions that generate less waste and lower greenhouse gas (GHG) emissions.

In our efforts to reduce our environmental impact, we focus on the largest contributors within our product portfolio. The largest share of our Scope 3 emissions – 90% in 2025 – comes from the mosquito nets that we purchase. More specifically, this comes from the newest type of dual active ingredient (Dual AI) nets (see text box and Figure 7). Given the high potential impact of this product category, it makes sense for us to place focus on this item.

In 2024, IDA reported on a sector-wide initiative, launched by UNICEF and the Alliance for Malaria Prevention in 2021, to transition from individually packaged to bulk-packaged insecticide-treated mosquito

A BALLANCING ACT: MOSQUITO NETS
BETTER HEALTH OUTCOMES WITH ENVIRONMENTAL RESPONSIBILITY.

Dual AI LLIN product characteristics
- Contains two active ingredients (pyrethroid and chlorfenapyr).
- Made from PET.

Health impact
- Targets the rising resistance against nets treated with one insecticide only.
- Provides improved malaria protection and increases health impact per net.

Environmental impact
- Higher emission-intensity per net.
- PET nets are more difficult to recycle.
- Not yet available in PE or recycled materials.

The challenge
Due to higher efficacy, demand of Dual AI nets is rising, indicating the increase impact on public health improvements (malaria control) but also increase negative environmental impact (GHG emissions, waste etc.) creating a balancing act in priorities for IDA and partners in the value chain.

nets. This initiative aims to reduce plastic waste, improve transport efficiency, and lower the environmental footprint of malaria programmes, with progress tracked through UNICEF's online dashboard.

While the transition was already underway, the introduction of Dual AI nets created a new challenge, as these nets were classified as 'dangerous goods' under international transport regulations when shipped in bulk. To address this, a joint industry application was developed through a collaborative effort led by UNICEF. The application was based on the collective action by IDA, the Global Fund, manufacturers, logistics providers and regulators to demonstrate that bulk packaging could be implemented safely. The aim of the application was to seek clarification under key international transport regulations, including the UN Model Regulations, the International Maritime Dangerous Goods (IMDG) Code, the International Air Transport Association (IATA) Dangerous Goods Regulations, and the European ADR agreement governing road transport.

A milestone was reached in October 2025, when the international transport regulators confirmed that Dual AI nets can be packed and transported in bulk without facing any regulatory restrictions. As a result, from November onwards, IDA and the Global Fund began transitioning Dual AI net campaign orders to bulk packaging wherever operationally feasible. This change reduces single-use plastic waste, improves container utilisation and lowers transport-related greenhouse gas emissions, thereby helping to improve the sustainability of malaria programmes worldwide.

For all other large product categories, environmental sustainability is also becoming a more consistent part of supplier relationship management. Supplier performance reviews, annual supplier segmentation exercises and visit reports now provide opportunities to discuss sustainability-related risks and opportunities, as well as any necessary follow-up actions. In collaboration with our QA department, IDA has also started exploring ways of further incorporating sustainability criteria into standard GDP audits across the supplier base. This will help to improve transparency and support continuous improvement.

Looking ahead, IDA aims to transition from a policy-driven approach to a more integrated sustainable procurement model. This will involve embedding sustainability more systematically into sourcing, contracting, supplier management, audits, risk assessments and reporting.

Over 2026 and 2027, IDA intends to further develop procurement reporting and dashboards with the aim of making relevant sustainability procurement information (such as emission profiles) accessible via Power BI. These developments will support greater visibility, stronger supplier dialogue and gradual improvement across the supply chain.

LOW-CARBON LOGISTICS
Besides the goods we purchase, our transport activities are another substantial contributor to the GHG emissions within our value chain. To tackle these emissions, we are working closely with our freight forwarders to promote low-carbon logistics. One of our focus areas remains biofuels, a promising alternative to fossil fuels that can significantly decarbonise our supply chain. We are also engaging with our key customers to explore this solution, despite recognising the challenges posed by higher costs, particularly for humanitarian organisations. We continue to work closely with our logistic service providers to increase the use of biofuels in international shipping for IDA on a project basis. In 2025, this resulted in a reduction in transport emissions by 2.5% (see Figure 8).


Key logistic service providers and IDA representatives at joint Sustainability Forum.

SUSTAINABILITY FORUM
As another collaborative step towards greener, more resilient supply chains we convened a Sustainability Forum with our key logistics partners - GEODIS, Kuehne+Nagel and A.P. Moller–Maersk - in May 2025. Together, these three partners account for almost 85% of IDA's transport-related emissions. The forum focused on sharing best practices, strengthening alignment on our sustainability goals, and maintaining momentum on the GHG emission reduction initiatives launched in 2024. The open dialogue and strong commitment demonstrated that meaningful progress is driven by partnership, with continued focus on solutions such as smarter transport, alternative fuel insetting and sustainable packaging. The positive discussions also illustrated the advantage of partnering with Logistic Service Providers who have themselves committed to ambitious sustainability targets, making the efforts to reduce our carbon footprint a truly collaborative process.

MATERIAL TOPIC 6 - RESPONSIBLE SUPPLY CHAIN MANAGEMENT
In our efforts to become carbon neutral for our Scope 1 and 2 emissions, and to reduce IDA's Scope 3 emissions by 35% by 2030, we follow the GHG Protocol methodology to measure, manage and report our GHG emissions. We have now collected GHG measurements for four consecutive years, with 2022-2024 covered in our 2024 Sustainability Report, and the 2025 data disclosed in the current report.
As the insights into carbon accounting methods are constantly evolving, both in-house and globally, we have made several changes compared to our earlier emission calculations. The following has changed:

- Though most of the emission factors (EFs) used in our GHG emission calculations still come from the Humanitarian Carbon Calculator (HCC), this has changed for purchased mosquito nets (category 1). We updated these using the cradle-to-gate EFs from the life cycle assessments (LCAs) for both PET and PE insecticide-treated net types, published by the Climate Action Accelerator (CAA) in July 2025. These new EFs are 6-7 times higher than the previous one used for mosquito nets (0.462 $kgCO_2e$/unit [HCC UFOLEP, 2019] vs 2.85-3.10 $kgCO_2e$/unit [CAA LCA, 2025]). As the updated EF is considered a more accurate and up-to-date data source, we have decided to use it for all years for the mosquito nets. This means that we have corrected all emissions calculations retrospectively, including those for our base year of 2022. Note that, since mosquito nets are the item that contributes most to our emissions profile, and the new EF is much higher per unit, this correction has a significant impact on our total emissions and progress towards our emissions reduction goal, both retrospectively and in the future. The change resulted in a rise in total net Scope 3 emissions, rising from 199,935 to 617,706 tCO_2e for our base year of 2022.

- We adjusted our Scope 3 emission calculations for upstream and downstream transport (categories 4 and 9) for the years 2022, 2023 and 2024 due to methodological changes. Total transport emissions increased from 23,071 to 33,151 tCO_2e in 2022 (base year), from 19,354 to 21,727 tCO_2e in 2023, and from 16,439 to 19,218 tCO_2e in 2024.
- We corrected a typo in the EF for employee commuting by train in Mumbai (category 7) in the 2023 and 2024 calculations. This reduced the total emissions for this category from 90 tCO_2e in both years, to 51 tCO_2e in 2023 and 44 tCO_2e in 2024.
- In Scope 2, the total electricity demand for the Amsterdam office was adjusted to include the power generated by solar panels. At the same time, avoided emissions from solar panel production were transferred from our net total to our gross total emissions. The totals for gross emissions remained the same, while the total net emissions increased by an average of 13tCO_2e each year. This was corrected for all years including the base year.
- Data on purchased IT services have been included in the Scope 3 category 1 for 2025. This data is not available for the years 2022-2024.

The Table 1 at the end of this chapter, provides a comprehensive overview of our GHG emissions for the years 2022 (base year), 2023, 2024, and 2025. The progress on emission reduction discussed in this report is based on comparisons to the revised numbers, as shown in Table 1. In 2025, our gross emissions totalled 534,209 tCO_2e, representing a 14% reduction in absolute emissions compared to our baseline.

When we group our gross emission totals into Upstream (Scope 2 + Scope 3 categories 1, 4, 5, 6 and 7) and Downstream (Scope 3 category 9) emissions, we note a decline in both Upstream (-12%) and Downstream (-46%) emissions compared to our baseline in 2025. Although not in percentage terms, the decrease of 68,850 tCO_2e in Upstream emissions is the largest contributor to this decline in absolute terms (see Figure 3).

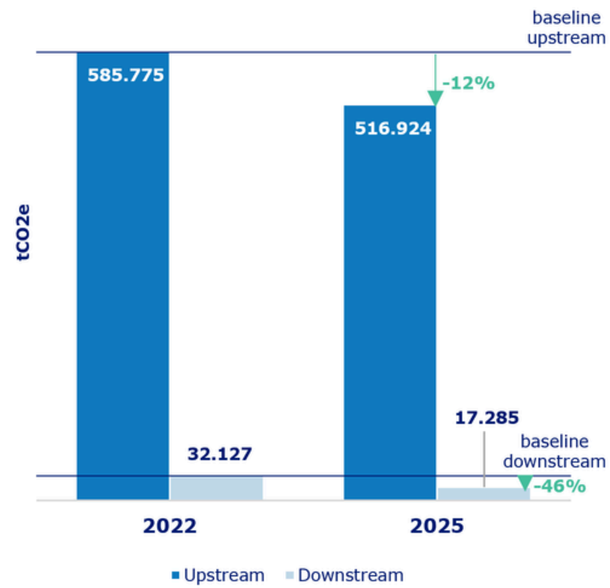


Figure 3 - Total Upstream and Downstream emissions 2025 vs base year.

SCOPE 1 & 2 EMISSIONS

IDA does not have direct emission sources, such as gas for either office, nor any direct emissions from a company-owned fleet. This applies to all reported years since the base year 2022; hence, we report 0 (zero) for our Scope 1 emissions.

ELECTRICITY CONSUMPTION
For Scope 2, we report on electricity consumption data for our offices in Amsterdam (headquarters) and Mumbai, using location-based emission factors (see Figure 3).

We optimise our electricity consumption, with strategies that fit the local context of our offices:

Mumbai: our office space in this location is leased, and energy contracts are assigned to each district by the local authorities. This makes us entirely reliant on the local energy grid, which is dominated by fossil fuels, and limits our ability to source electricity from renewable sources. Therefore, our efforts to reduce our Scope 2 emissions from this location focus on reducing our electricity consumption. No new energy-saving measures were implemented in 2025; consequently, our electricity usage remained almost identical to the previous year: 73,428 kWh (see Figure 4). The office air-conditioning (AC) system represents the largest share of the electricity consumption, but the AC units were ageing and energy inefficient. Although we are lease holders of this office, we budgeted for the full replacement of the AC system ourselves, to be carried out in early 2026. We expect this replacement to result in lower electricity consumption in 2026.

Amsterdam: as the owner of this property and office space, we have more control over the development of this location. In 2025, our total electricity usage was 224,747 kWh, 12% of which was generated by our 73 solar panels (see Figure 4). Electricity usage has remained stable in recent years, and we believe that it is now at the minimum required for the building and its current operational patterns. Our efforts to reduce our Scope 2 emissions from this location focus on increasing the proportion of energy from renewable sources to cover our consumption. This means that we will explore increasing the number of solar panels on our premises and ensuring we purchase certified renewable energy wherever possible. Ultimately, our aim is to use only zero-emission energy sources.

Electricity consumption patterns and strategies to improve them vary per office, as does their contribution to our total Scope 2 emissions. Although our offices in Mumbai and Amsterdam consume electricity in a 25:75 ratio, they contribute equally to our total Scope 2 emissions at 50:50 (see Figure 4).

This is due to significant differences in the proportion of renewable energy sources in the local energy grids: the Netherlands has much more renewable energy available than India, meaning that the same electricity usage results in lower emissions at our Amsterdam premises than at our Mumbai office. This shows that, although we have less control over them, the impact of electricity-saving measures on reducing our emissions is greater in Mumbai than in Amsterdam.

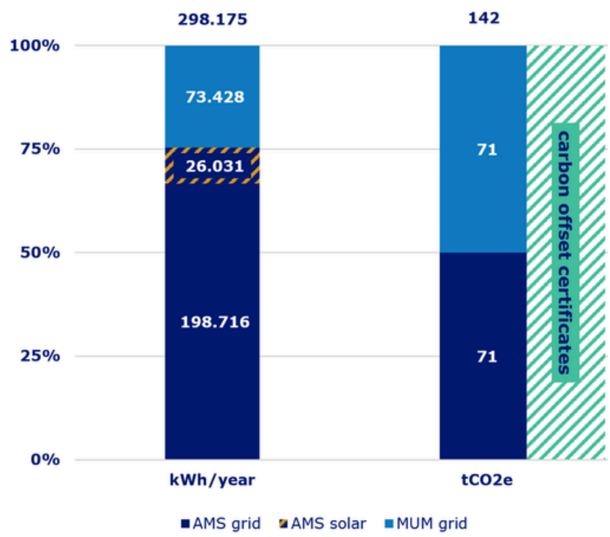


Figure 4 - Scope 2 electricity consumption, emissions and offsetting 2025.

Lastly, while India and the Netherlands have different electricity grids and energy mixes, both countries are transitioning to more renewable sources, albeit at different rates. This means that despite having similar electricity needs and energy-saving measures, we expect our Scope 2 emissions to decrease in the coming years. We have already noticed this in our totals for 2025, reporting 142 tCO_2e for our Scope 2 emissions – about 30 tonnes lower than in 2024 when electricity consumption was similar for both offices.

CARBON NEUTRAL

While we continue to aim to reduce emissions, we also want to take responsibility for our current Scope 2 emissions by retiring Verified Carbon Standard (VCS) carbon credits that are equal to those emissions. Since 2024, we have collaborated with The Green Branch to offset our Scope 2 emissions from 2022, 2023 and 2024 by financing conservation activities in certified forest protection projects. Building on this partnership, we have decided to opt for offsetting of our Scope 2 emissions for 2025 as well. The chosen projects are certified under the Verra VCS with Climate, Community & Biodiversity validation. These projects aim to reduce emissions, protect biodiversity, and support local communities through healthcare, job creation, training and education.

Our focus for 2025 remains on the Katingan Project in Indonesia, which, besides preserving vital ecosystems, places a strong emphasis on local healthcare initiatives. This focus closely aligns with IDA's mission and activities, enabling us to contribute directly to improving health and well-being in underserved communities, while simultaneously supporting climate change mitigation activities beyond our value chain.

With the certified offsetting of our Scope 2 emissions, we have reached our goal to become carbon neutral for Scope 1 and Scope 2 for 2025, as shown in Figure 4.

SCOPE 3 EMISSIONS

As is typical of organisations with a wholesale model, the vast majority of our emissions fall within Scope 3, accounting for over 99.9% of our carbon footprint. These are indirect emissions, mostly outside of our direct control, and reducing them requires close collaboration with all partners across our value chain. Addressing Scope 3 is both our greatest challenge and our most significant opportunity to drive long-term, structural reductions in our climate impact. We are committed to tackling this challenge

alongside our key supply chain partners.

For Scope 3, we achieved a 14% reduction in CO_2 emissions, compared to our 2022 baseline. This reduction in emissions – from 617,706 to 534,067 tCO_2e – is primarily due to a significant decrease in the supply of anti-TB medicines that happened already in 2024. Moreover, when we compare our 2025 numbers to those of the previous year, we note that our Scope 3 emissions have actually increased (see Figure 5).
While the 14% reduction in Scope 3 emissions keeps us on track to meet our 2030 goal, we have yet to establish a consistent decarbonisation pattern.

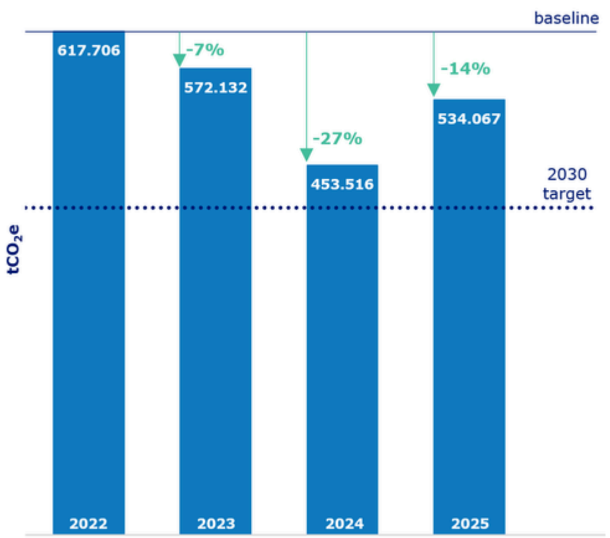
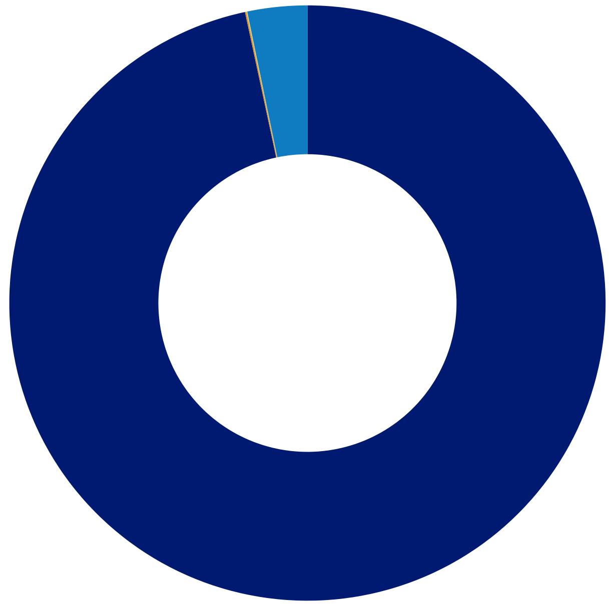


Figure 5 - Scope 3 emissions trend 2022-2025.

Currently, our performance in reducing emissions is strongly influenced by fluctuations in business activities. To mitigate this, alongside our current absolute target, we will start monitoring our GHG emissions per value added (GEVA) and formulate a long-term intensity target.

PURCHASED GOODS AND SERVICES
Six out of the fourteen Scope 3 categories apply to IDA's business operations, and the ratios for each category have remained fairly stable over the past four years. The largest share of our Scope 3 emissions, at 96.6% in 2025, fall into the 'Category 1: Purchased goods and services', as shown in Figure 6.

Further breakdowns of this category show the contribution of each group of purchased goods and services, and their annual emissions contribution. Figure 7 clearly shows that long-lasting insecticidal nets (LLINs) and indoor residual spray (IRS) products, which are both used in malaria vector control, have consistently been the top contributors since we began measuring them. This explains our focus on these categories when exploring decarbonisation initiatives with manufacturers and other key stakeholders in our value chain. With the new EF for LLINs, we can account for the emissions of two types of mosquito net: PE and PET. Nets made from PE and PET differ in carbon intensity, with the newest Dual-AI nets being PET nets, which are more effective and in higher demand, but also have a higher emission intensity per net. In 2025, the total emissions were 422,225 tCO_2e from PET nets, while the PE nets accounted for 60,932 tCO_2e.



- Category 1: Purchased goods & services - 96.6%
- Category 4: Upstream transportation - 0.1%
- Category 5: Waste - 0.01%
- Category 6: Business travels - 0.02%
- Category 7: Commuting & working from home - 0.01%
- Category 9: Downstream transportation - 3.2%

Figure 6 - Scope 3 emissions per category 2025.

Figure 7 also illustrates the reduction in emissions from 'Pharmaceuticals and medical supplies' since 2024, primarily due to a decline in anti-TB medicines during that period. In 2025, the quantity of this group of purchased goods slightly increased again, reaching 15,094 tCO_2e and accounting for 3% of the category 1 emissions.

Finally, the emissions from our purchased warehousing services, IT services and office supplies are categorised under 'Auxiliary activities' and together contribute less than 0.1% to this category, at 319.8, 2.4 and 33.6 tCO_2e, respectively in 2025.

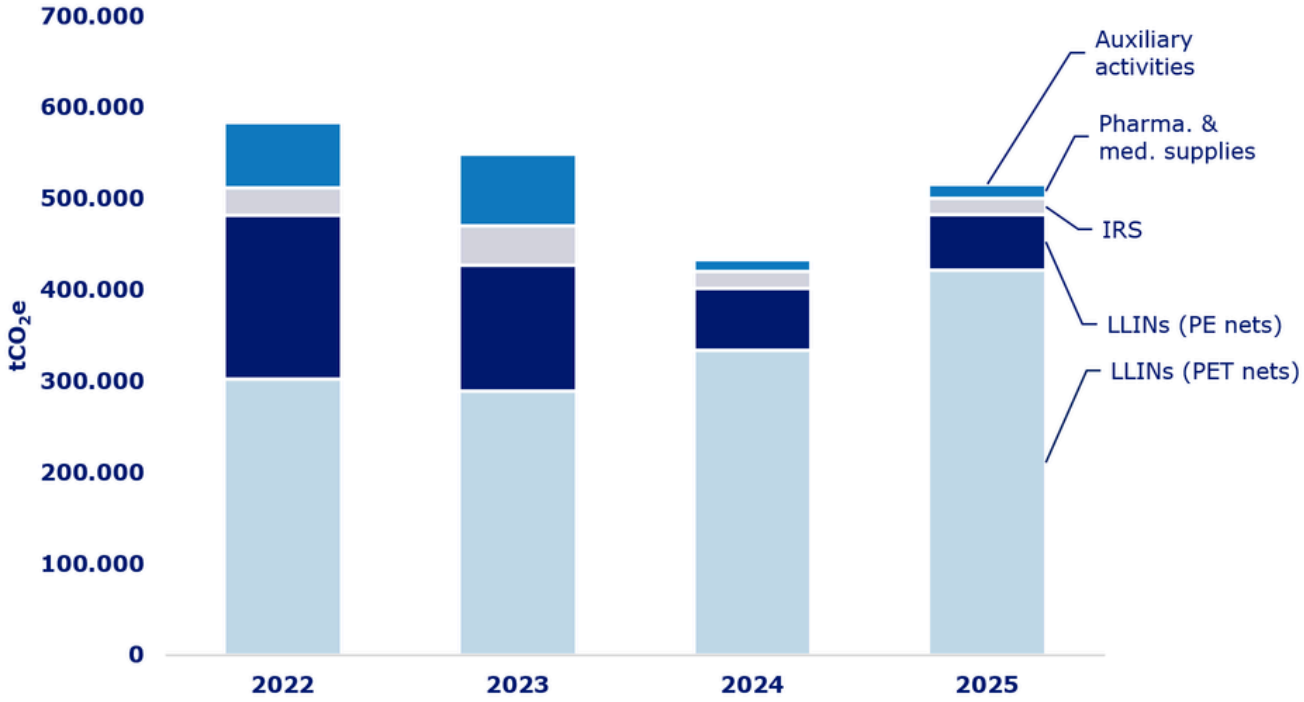


Figure 7 - Category 1: purchased goods & services emissions 2022-2025.

HARM VEERKAMP
DIRECTOR PROCURMENT SERVICES

"In a sector where public health, affordability, and access to medicines and medical supplies are paramount, achieving our Planet ambitions requires solutions that balance affordability with environmental sustainability. Without them, difficult dilemmas and trade-offs remain.
Procurement still often focuses on price, volume, and quality assurance, while sustainable options are perceived as too costly. When health budgets are under pressure, environmental sustainability and the long-term reduction of emissions and waste are rarely prioritised. Yet growing evidence shows that environmental harm has significant long-term consequences for public health.

Delivering on our Planet ambitions requires leadership, innovation, practical solutions, and cross-sector collaboration. In 2025, we saw strong examples of this approach in action, including the continued use of biofuels in mosquito net shipments. Through a cross-sector initiative, we also helped eliminate individual packaging for all mosquito net campaigns we support, reducing both costs and waste.

We continued engaging with manufacturers, logistics providers, and customers to advance sustainability initiatives. Through the UN Global Compact network and other collaborations, we are sharing best practices and working together to support healthier people and a healthier planet."

TRANSPORT (UPSTREAM + DOWNSTREAM)
The second-largest contributors, accounting for 3.3% of our Scope 3 emissions, are the categories 4 and 9 relating to our transport. Over the past four years, we have seen a steady decline in our total transport emissions (see Figure 8). Our analysis of these figures revealed the following:

Trend: historically, sea freight has dominated our transport activities, but we have also successfully increased its share, raising the sea-to-air ratio from 83% in 2022 to 91% in 2025. This is important because the carbon intensity of sea freight is lower than that of air freight. Meaning, similar volumes of goods can be transported to the same destinations while emitting less. As such, the reduction in the share of air freight has contributed to the overall decrease in emissions between 2022 and 2025. Changes in shipment volumes and the total distance travelled per shipment have also influenced the downward emissions trend.

2023: despite the higher share of air freight, emissions decreased by 34%. This was mainly due to shorter sea freight distances and an improvement in the average emissions intensity of both air and sea freight. In other words, similar same volumes were shipped more efficiently and therefore emitted less.

2024: the reduction in emissions (-12%) was limited compared to the sharp decline in shipments (-38%). Lower transport efficiency (e.g. routing, capacity use and aircraft types) led to higher average emissions intensity for both air and sea freight. On a positive note, the project to replace fossil fuels with biofuels on selected sea freight lanes was successfully launched, enabling us to avoid 1.152tCO_2e that year.

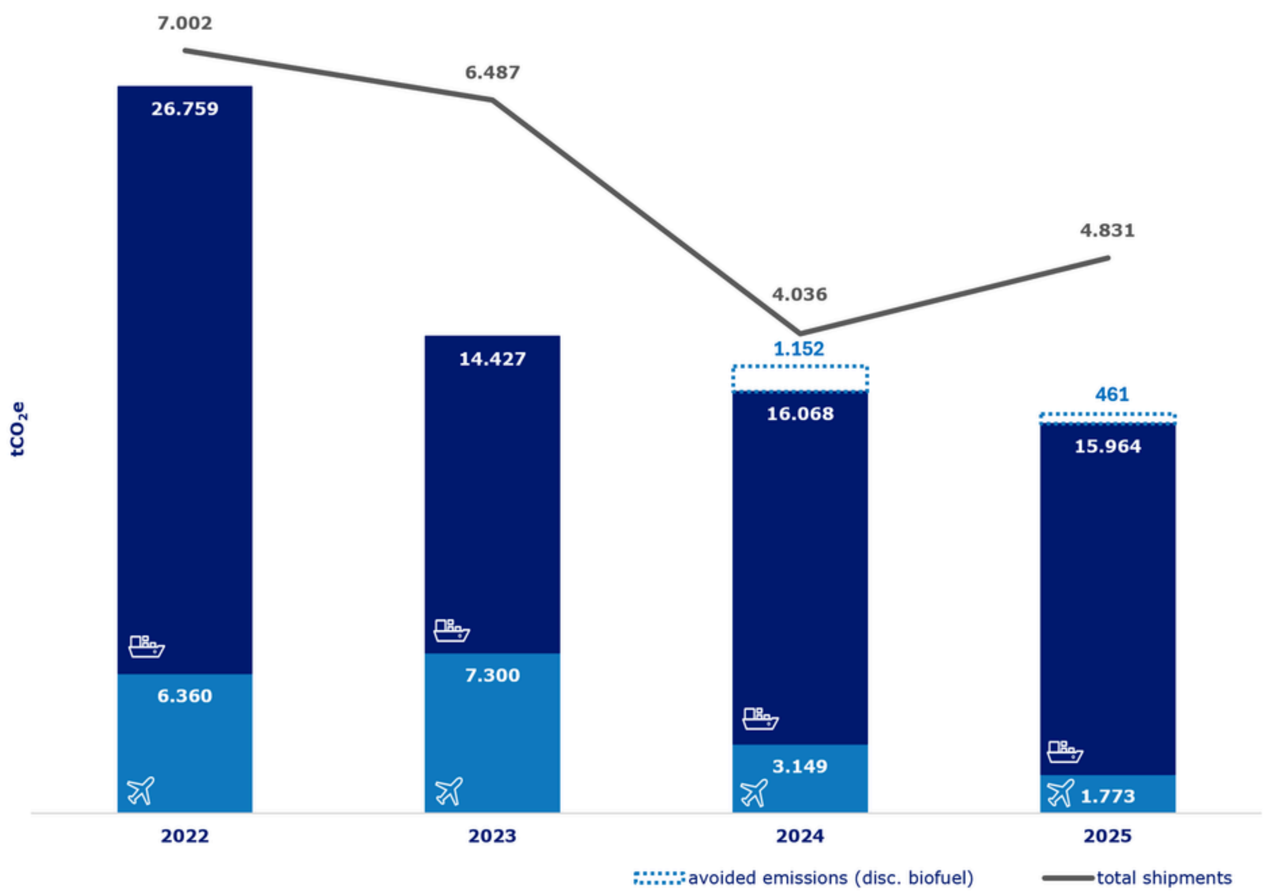


Figure 8 - Total transport emissions 2022-2025 (including avoided emissions from biofuel insetting).

2025: emissions reduced by a further 8%, despite the 20% increase in shipments. This was mainly due to a significant decrease in the number of air shipments. The improved average carbon intensity of sea shipments reduced emissions further.

The biofuels project continued in 2025, enabling us to avoid 461 tCO_2e in total, and reducing our transport emissions by 2.5%. Compared to our 2022 baseline, we have achieved a 46% reduction in total transport emissions this year.

SMALLER CATEGORIES (WASTE, TRAVEL, COMMUTING)

The remaining categories applicable to IDA's business operations together account for less than 0.05% of Scope 3 emissions; a figure which continued to decline in 2025 compared to both the baseline and the previous year (see Figure 9).

While these categories contribute relatively little, they remain important areas of focus as we can influence them more directly than our other Scope 3 emission sources. They are also firmly embedded in our ISO 14001-aligned EMS, ensuring these emission streams are systematically monitored, controlled, and improved as part of our broader sustainability strategy.

OFFICE WASTE (NL) 2025:

- 2175 kg paper & cardboard (90% recycled)
- 285 kg PMD-plastic/metal/drink cartons (65% recycled)
- 2439 kg general waste (95% incinerated with energy generation)
- 5 kg batteries (100% recycled)

Representing a total of
2.34 tCO_2e

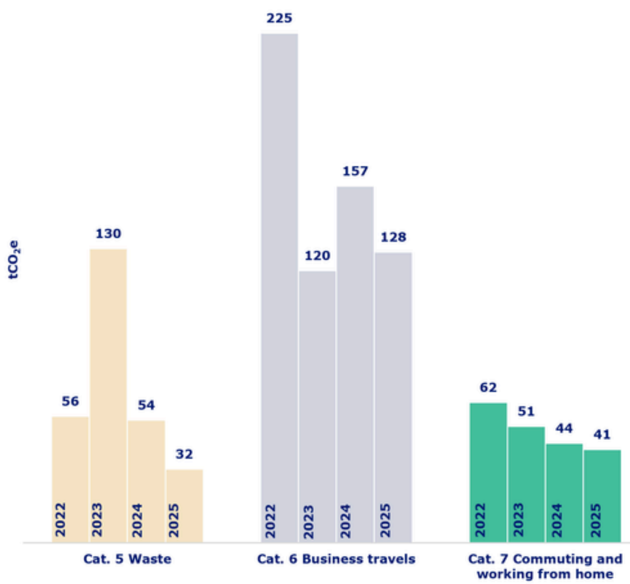


Figure 9 - Scope 3 emissions smaller categories 2025 vs base year.

WASTE

We track data from our office waste streams in Amsterdam, warehouse operations in Dubai, and the destruction of obsolete stock (i.e. damaged/expired products). The total volume of office waste, primarily in the general waste stream, decreased compared to recent years, with a growing proportion being recycled. This has resulted in a slight decrease in total emissions. From 2026 onwards, our report will include separate data on our organic waste stream at our Amsterdam office.

Although office waste decreased in 2025, the main driver of the drop in category 5 emissions compared to the baseline was waste sent to landfill from our warehouse operations (see Figure 9). Our warehousing partner in Dubai has contracted new waste management companies that have improved the recycling of different waste streams, thereby significantly reducing the amount sent to landfill (-85% compared to 2024). Lastly, emissions from the incineration of obsolete stock remained stable at 27.11 tCO_2e in 2025.

BUSINESS TRAVELS

In recent years, the adoption of digital tools and remote collaboration has enabled us to reduce our emissions from flights and hotel stays by a moderate amount. For business travel destinations closer to our office, lower-carbon options such as trains are considered instead of flights. Still, a certain level of travel remains essential to our humanitarian mission, as local presence and direct engagement with our stakeholders are critical to our work. Our approach is therefore to limit travel wherever possible, and for the necessary journeys that remain, we offset emissions through certified carbon credits via our travel agency (see Table 1). This ensures that, even when business travel is indispensable, its environmental impact is managed responsibly.

COMMUTING AND WORKING FROM HOME

Data on employee commuting and working from home data is tracked differently per office. In Amsterdam, commute-related emissions are captured automatically, whereas in Mumbai, they are calculated using annual survey data. This increases the uncertainty of the data. Figure 9 shows lower absolute emissions in this category in 2025 than in the previous year. This reduction is attributed to a slight decrease in the number of employees, as annual commuting emissions per employee remained the same.

IDA colleague choosing the train for business travel.

PLANET
2025 HIGHLIGHTS

Scope 1: N/A
Scope 2: 142 tCO_2e
carbon neutral for Scope 1 and 2
(offsetting Scope 2 emissions)

68% of IDA's key suppliers
ISO 14001
certified/ or equivalent

Scope 3: 534,067 tCO_2e
14% reduction vs baseline

Successful biofuels project
avoided 461 tCO_2e in
transport emissions (2.5%)

	2022 rev (baseline)	2023 rev (- 7%)	2024 rev (-27%)	2025 (-14%)
TOTAL EMISSIONS (tCO2e)	**617,902**	**572,308**	**453,689**	**534,209**
Scope 1 emissions	**0**	**0**	**0**	**0**
Scope 2 emissions	**196**	**176**	**173**	**142**
Scope 3 emissions	**617,706**	**572,132**	**453,516**	**534,067**
Cat. 1: Purchased goods and services	584,212	550,104	434,042	516,128
Cat. 4: Upstream transportation & distribution	1,024	785	518	452
Cat. 5: Waste generated in operations	56	130	54	32
Cat. 6: Business travel	225	120	157	128
Cat. 7: Employee commuting	62	51	44	41
Cat. 9: Downstream transportation & distribution	32,127	20,942	18,700	17,285
TOTAL GROSS EMISSIONS (tCO2e)	**617,902**	**572,308**	**453,689**	**534,209**
Scope 2 carbon offset certificates	-201	-177	-173	-142
Air travel carbon offset certificates	-142	-96	-138	-63
Hedging carbon offset certificates				-1,005
TOTAL NET EMISSIONS (tCO2e)	617,559	572,036	453,378	532,999

Table 1 - Overall emissions 2022-2025.

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GET IN TOUCH WITH OUR TEAM:
We value opinions from internal and external stakeholders to help us improve and progress in our approach to sustainability. Please share your feedback with us by sending an email to sustainability@idafoundation.org

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