YEAR IN REVIEW 2025

Bridging the Gap in Access to Medicines



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About this document

This is our first Year in Review.
It provides a brief overview of the past year, highlighting key activities, impact, and strategic developments.
Alongside our financial and sustainability reports, it offers a clear summary of our business and strategic performance over the past year.

Our sustainability report can be found on our Sustainability webpage. IDA's 2025 Financial Report is available from the Chamber of Commerce. Alternatively, you can request a copy directly from info@idafoundation.org.

1. INTRODUCTION

In 2025, IDA Foundation continued to fulfil its mission of providing access to quality-assured essential medicines and medical supplies for people in low- and middle-income countries. Despite operating in an increasingly complex and volatile global health landscape, the organisation remained focused on continuity of supply, strong quality assurance and reliable delivery for partners and patients worldwide.

Navigating Uncertainty While Maintaining Continuity

Much of the year was shaped by geopolitical tensions, humanitarian crises, shifting donor priorities and funding uncertainty. Meanwhile, longer-term trends such as regionalisation, the diversification of funding sources and the growing burden of non-communicable diseases (NCDs) became more pronounced. In this context, IDA demonstrated resilience, adaptability and strategic clarity, balancing short-term operational demands with long-term, mission-driven goals.

Funding landscape shift

A dominant theme throughout the first half of 2025 was the USAID Stop Work Order and its aftermath. This affected our Procurement Services and Wholesale departments, leading to paused or cancelled orders, staff redeployment, challenges with excess stock, and general and specific operational uncertainty, particularly regarding the long-term implications for USAID's Global Health Supply Chain – Procurement and Supply Management (GHSC-PSM) programme. IDA supports essential HIV/AIDS programmes within the Chemonics consortium through this programme.

Priorities

The key strategic priorities for 2025 focused on expanding the company's presence in different countries and its distribution networks. These priorities included supporting the gradual strengthening of local health and supply ecosystems, strengthening engagement with donors and non-traditional funders, mitigating funding volatility, and developing bundled disease propositions. For example, by positioning non-communicable diseases as a core pillar of IDA's future impact and growth, and selectively entering new market segments aligned with IDA's mission.



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.

Financial performance
IDA delivered a strong financial performance in 2025, with revenues increasing by 36%, mainly driven by the Global Fund's Vector Control programme. Despite the phase-out of the UNOPS/StopTB/GDF programme the year before (2024), revenues remained stable across other activities, supported by disciplined cost management that offset lower margins.

IDA maintained a robust, loan-free financial position, actively managing liquidity and solvency to navigate volatility, while reinvesting all surpluses to strengthen operations and long-term resilience.

In $* m	Revenue	operating result	Cash	External loans	Equity	Solvency rate	Liquidity rate
2025	**508,6**	**1,4**	**50,4**	**0**	**57,6**	**51%**	**147%**
2024	373,3	1,8	34,7	0	55,8	58%	153%
2023	646,2	3,8	61,8	0	53,6	42%	138%

If you would like detailed information about our structure and organisational finances, please see our 2025 Financial Report which is available from the Chamber of Commerce, or you can request it directly from info@idafoundation.org.

Not-for-profit social enterprise
As a foundation, our goal is to generate a modest annual surplus, which we fully reinvest into the organisation. This approach enables us to continuously improve our services, account for inflation, and manage operational risks.

We are an independent organisation with no shareholders, and do not seek or receive subsidies or external funding.

GLOBAL HEALTH IMPACT HIGHLIGHTS 2025

2,505
shipments delivered



90
countries supplied



169 million
ITNs (Insecticide-Treated Bed Nets) procured



2. MISSION & STRATEGY

IDA's mission is being the vital link that provides access to medicines and medical goods to countries in need. More than five decades after its founding in 1972, this mission remains highly relevant: for millions of people worldwide, access to essential healthcare products is still out of reach for too many people.

Our strategy set-up
To translate our mission to more specific actions and projects, we have defined our long-term goals and strategy in alignment with the UN Sustainable Development Goals (SDGs).

By mapping the SDGs alongside IDA's mission and work, we have identified the below six SDGs where we feel we can best leverage our unique capacity as a global supplier of health products, for a sustainable future.



Strategic focus areas
The SDG topics of global health, equal rights, decent work, responsible consumption and production, climate action and partnerships, and provide a supporting framework which has allowed us to identify three interconnected strategic pillars for IDA Foundation's future:

- **Universal health coverage**: ensuring equitable access to quality-assured health products where they are needed most.
- **Strengthening local capacity**: building resilient local supply systems through partnerships, quality standards and knowledge exchange.
- **Sustainable value chains**: embedding social, environmental and governance responsibility across the health supply chain.

Sustainability strategy
IDA feels a strong responsibility to achieve its mission in a sustainable manner. IDA Foundation's Sustainability Strategy has identified three categories: Purpose, People and Planet. Within these categories (see below) different topics derived from the Sustainable Development Goals are relevant for IDA Foundation.

Sustainability categories

Purpose: all sustainability matters related to IDA Foundation's mission of bridging the gap in access to health products.

People: all social matters relating to IDA staff members, as well as people working across the IDA supply chain.

Planet: all matters relating to the environment, driven by IDA's ISO14001-certified Environmental Management System.

IDA FOUNDATION STRATEGY

The healthcare challenges of tomorrow will require stronger collaboration, more resilient supply chains and new models for improving access.

A Changing Global Health Landscape

The global health sector is undergoing significant change. Traditional donor funding models are evolving, countries are taking greater ownership of healthcare procurement and delivery, and supply chains face growing pressure from geopolitical uncertainty, regulatory requirements and changing funding priorities.

Climate change is also affecting health needs, contributing to changing disease patterns and increasing the impact of climate-related emergencies. At the same time, non-communicable diseases continue to place a growing burden on health systems.

Technology, digitalisation and sustainability are increasingly shaping how healthcare products are sourced, managed and delivered. Sustainable procurement is no longer simply an ambition, but an increasing expectation among customers and partners. For customers, suppliers and partners, this means navigating a more complex, fast-changing and less predictable environment.

Our Strategic Direction

We believe the future of global health supply will depend on three capabilities:

- Strong, agile and resilient supply chains
- Deep local partnerships and market knowledge
- Sustainable access solutions that respond to changing healthcare needs

Our ambition is to strengthen our position as a trusted global health partner, connecting manufacturers, suppliers, donors, governments and healthcare providers to improve access to essential health products where they are needed most.

HOW WE ARE POSITIONING FOR THE FUTURE

Our approach for the coming years is one of greater focus. We will concentrate our expertise, partnerships and resources on areas where we can make a meaningful contribution to sustainable access to healthcare. At the same time, we need to remain agile enough to respond quickly as health needs, funding models and global circumstances change.

Strengthening Local Market Presence

As countries increasingly take ownership of procurement and healthcare delivery, particularlyin response to changing donor funding, strong local partnerships and market knowledge become even more important.

We are investing in stronger partnerships, expanding our network of agents and distributors, and increasing collaboration with local stakeholders. This will help us respond more effectively to local priorities and support increasingly locally driven healthcare systems.

Supporting the Next Generation of Healthcare Needs

While continuing to support access to essential medicines and public health programmes, we are building capabilities in selected health areas where needs are evolving and access gaps remain significant. This includes responding to changing disease patterns, the growing burden of non-communicable diseases and health needs arising from climate-related emergencies, while improving access to a broader range of quality-assured health products.

Building More Agile, Sustainable and Resilient Supply Chains
Geopolitical uncertainty, climate impacts, changing funding flows and other global developments can rapidly affect healthcare supply chains. Resilience therefore requires not only reliability and efficiency, but also the flexibility to adapt quickly when circumstances change.

We continue to strengthen quality assurance, responsible sourcing, operational excellence and supply chain optimisation. Sustainable procurement is becoming an increasingly important requirement for our customers, reinforcing our continued focus on sustainability throughout the value chain.

Using Technology and Digital Innovation
Fast-changing healthcare and supply systems require smarter use of technology and data. We will continue to explore technical and digital solutions that can improve efficiency, visibility and responsiveness across our operations and partnerships.



3. KEY IMPACT HIGHLIGHTS & MILESTONES

Despite operating in a challenging environment, 2025 was marked by several significant highlights and milestones on successful delivery of major contracts, demonstrating emergency response capabilities and advancement of strategic growth initiatives - including social and environmental commitments.

Rapid response in public health emergencies
In 2025, IDA supported Botswana's Ministry of Health during a declared public health emergency by preparing and shipping 82 pallets of essential medicines and medical supplies in close collaboration with logistics partners.

This rapid mobilisation underscored the importance of preparedness, trusted partnerships, and operational agility in crisis situations.

Photo: President Duma Boko (front row, middle) and Director Wholesale IDA Foundation Vanessa Klaassen (front row, right).



Life-saving access for mothers and children
Under Project SENI Plus in the Central African Republic, funded by the World Bank, IDA delivered essential medicines to 15 health zones - providing free, life-saving treatment for pregnant women, breastfeeding mothers, and children under five.

These efforts exemplify IDA's commitment to equitable access for the most vulnerable populations.

Photo: IDA distributor and CAR representative.



Family planning integration
The Ethiopian Government promotes the integration of family planning services into primary healthcare to improve reproductive autonomy and maternal and child health outcomes.

Supporting these efforts, IDA partnered with the Ethiopian Pharmaceutical Supply Service (EPSS) to deliver 26 containers of reproductive health products and related kits through multiple shipments.



Our people and culture

- With 160 colleagues representing more than 25 nationalities, IDA has once again achieved Great Place to Work® certification, reflecting its strong, inclusive and purpose-driven organisational culture.



Sustainability and responsible operations

- Sustainability remained central to how IDA operates. In 2025, the organisation was recertified under ISO 14001 for its environmental management system. We also completed our first Double Materiality Assessment, which identified priority sustainability topics from financial and impact perspectives. These outcomes will inform future strategy, target setting and reporting, aligning with evolving regulatory and stakeholder expectations.



- IDA achieved a Silver rating from EcoVadis, reflecting progress in environmental management, labour and human rights, ethics, and sustainable procurement.



- The organisation continued to collaborate closely with logistics partners on biofuel pilots and initiatives to reduce Scope 3 emissions, thereby reinforcing sustainability as a strategic pillar rather than a standalone activity.



You can read more about IDA's approach to sustainability, as well as our future ambitions and targets, in our sustainability report.

Quality, compliance and systems

- We successfully completed recertification for ISO 9001, 14001 and acquired our ISO 13485 certification - a critical milestone in our commitment to delivering safe, high-quality medical products reinforcing robust governance and patient safety standards.

- ECHO re-accredited IDA as a suitably qualified Humanitarian Procurement Center (HPC) for EU-funded projects. This renewed status reaffirms our commitment to providing critical medical products with the highest standards of quality and compliance.

- IDA obtained a trade licence at Dubai Humanitarian (DH), the world's largest humanitarian hub. Being part of the DH community will further strengthen our collaboration with customers and partners, supporting innovation and the exchange of best practices.

- A major milestone was the launch of myIDA, an end-to-end customer portal which is currently available to the Global Fund and its Principal Recipients under the Pooled Procurement Mechanism (PPM). This supports more streamlined and transparent engagement.



- Internally we have advanced our digital and operational capabilities through key system upgrades, including the implementation of a new electronic Quality Management System (eQMS), wider IT modernisation and improvements to data quality and reporting.

2025 IN NUMBERS

169 million
Insecticide-treated **bednets** delivered



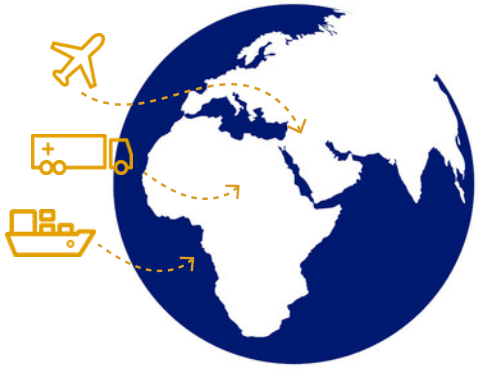
3,799 emergency kits (IEHK)
to support **3,800,000 people**
in emergency situations

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

2,505 shipments to **90** countries



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

162
employees

25
nationalities

Gender balance
Employees
64% female
36% male

Leadership
51% female
49% male

Great Place To Work™ Certified
86% satisfaction score

India
87%

The Netherlands
84%

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

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

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

4. COLLABORATIONS, PARTNERSHIPS & INITIATIVES

IDA's impact is built on collaboration across the global health ecosystem. Throughout 2025, the organisation worked closely with governments, donors, UN agencies, (I)NGOs, suppliers, logistics partners and our agent & distributor network to strengthen supply chains and deliver results.

Key areas of collaboration included:

- **Pooled procurement and donor-funded programmes**, particularly in malaria, reproductive health and emergency response.
- **Sustainability partnerships**, working with freight and logistics partners to pilot lower-emission fuels, reduce Scope 3 emissions, and align shared climate ambitions.
- **Sector engagement and advocacy**, with IDA leaders contributing to international dialogues on public procurement, quality assurance, and local manufacturing.

IDA Agent & Distributor Meeting - Combining global experience with local expertise
We started the year with a successful two-day meeting for agents and distributors in Dubai, UAE. This brought together valued representatives from across Africa, South East Asia and South America. Local agents play an important role in supporting sales, logistics, communications, and other key supply chain and delivery activities. Local distributors keep IDA quality-assured products in stock, enabling faster delivery and making essential healthcare products more readily available to local customers, including smaller clinics.

The event provided an important opportunity to connect face-to-face, exchange insights on quality assurance, and discuss global health market trends and our future strategy. A visit to our kitting and distribution warehouse brought our operations to life. The energy, expertise, and dedication of our partners emphasised the crucial part that local knowledge plays in improving access to medicines.



Sustainability Forum

As a 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.

The forum focused on sharing best practices, strengthening alignment on our sustainability goals, and maintaining momentum on the greenhouse gas 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 and sustainable packaging.

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





Photo: A paediatric oncology patient in the Ayúdame a Vivir hospital in Guatemala.

Global initiative highlight

IDA's NCDconnect initiative joined the Access Cancer Treatment (ACT) for Children, alongside leading global partners including Childhood Cancer International, SIOP, Resonance, Servier and World Child Cancer USA, and in close collaboration with the UICC-led ATOM Coalition.

This partnership aims to address significant inequities in childhood cancer care, where survival rates in low- and middle-income countries remain far below those in high-income settings.

Through NCDconnect, our digital procurement platform, we contribute to improving access to quality-assured cancer medicines, supporting better outcomes for children and their families worldwide.

NCDconnect - Expanding access to chronic care

In response to the growing burden of non-communicable diseases (NCDs), IDA continued to expand NCDconnect, IDA Foundation's initiative, dedicated to addressing the unique challenges of NCDs in underserved regions.

IDA FOUNDATION | NCDconnect Unifying Health Access

Expanding access to chronic care
Recognising the access gap in noncommunicable diseases (NCDs) health products, we introduced NCDconnect in 2023 as an extension of IDA Foundation's mission.
It is designed to serve the specific needs of NCD healthcare systems while leveraging the strengths and experience of IDA.

This dedicated approach enables us to focus on addressing the affordability, quality, and accessibility issues inherent to NCD care, ensuring these efforts align with our broader mission.

Through an innovative country-focused disease approach, healthcare organisations (public & private), ministries of health, and central medical stores can efficiently access a curated selection of NCD medicines, medical supplies, and diagnostics, fostering collaboration across the healthcare ecosystem.





Platform
Offering close to 100 essential NCDs medicines and devices with more than 200 variations to cover conditions such as cancer, diabetes, and cardiovascular disease, hypertension



Key developments 2025
- New insulin agreements
- Oncology access partnerships with pharmaceutical manufacturers
- Global initiatives alignment ACT for Children and the ATOM Coalition



Global thought leadership
Featuring in a peer-reviewed Lancet publication on sustainable approaches to oncology medicine access in LMICs.

5. LOOKING AHEAD

The challenges faced in 2025 underscored the importance of adaptability, strong partnerships and long-term thinking in global health supply.

Despite ongoing uncertainty in the funding landscape, IDA remains committed to working with customers, donors and partners to develop sustainable solutions and continue bridging gaps in access to essential healthcare.

With a solid operational foundation, strengthened sustainability focus and an engaged global team, IDA enters the next phase well positioned to deliver impact where it is needed most.





6. COMPANY PROFILE

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 main partners and customers are non-governmental organisations, large donor organisations, ministries of health, public healthcare institutions, central medical stores, and hospitals in the non-profit sector.

OUR PRODUCT RANGE

- Essential medicines
  - Non-communicable diseases (NCDs, including oncology)
  - Reproductive, maternal, newborn and child health (RMNCH)
  - Neglected tropical diseases (NTDs)
  - Hepatitis
  - HIV/AIDS
  - Tuberculosis
  - Malaria
- Emergency response (IEHK, Cholera kit, PED/SAM kit, Measles kit)
- Custom-made kits
- Epidemic control (including PPE)
- Therapeutic food
- Diagnostic and laboratory supplies
- Medical supplies and equipment
- Long Lasting Insecticide-treated bed Nets (LLINs) and Indoor Residual Spraying (IRS)

QUALITY ASSURRANCE

It all starts with quality. The stringent application of comprehensive quality guidelines is critical to the supply of life-saving pharmaceuticals and health commodities.
We believe that health providers worldwide must have confidence in the quality of the products they give to their patients.

IDA's QA system is based on several factors, including risk assessment of production sites, review of the product dossier, review of packaging and labelling and evaluation of a product's past performance, safety, and efficacy.

Our QA process doesn't stop with the approval of a manufacturing site and a specific product. We continue to review our suppliers through an ongoing verification and monitoring process and independent quality control of procured batches of product (using WHO prequalified testing facilities).

IDA complies with the WHO Model Quality Assurance System (MQAS) for Procurement Agencies and holds the following certifications:

- DUTCH MINISTRY OF HEALTH
- ECHO HUMANITARIAN PROCUREMENT CENTRE (HPC)
- USAID/BHA WHOLESALER "A" STATUS
- LRQA for ISO 9001 ISO 14001 ISO 13485
- UNITED ARAB EMIRATES MINISTRY OF HEALTH AND PREVENTION (MOHAP)



To guarantee our quality, IDA-labelled products (as well as non-labelled products approved by IDA) can only be bought through authorised channels. This means directly from IDA to our customers or through one of our official IDA distributors.

162
employees

25
nationalities

local partners in
over **30** countries



OUR GLOBAL PRESENCE

Headquartered in Amsterdam, we are a global organisation with over 160 employees representing over 25 nationalities. Next to our office in The Netherlands, we have offices in India and Dubai (at Dubai Humanitarian), local representatives in China and Nigeria, a warehouse in Dubai (UAE), and a representative agent and distributor network active in over 30 countries.

Local network
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.

COMPANY STRUCTURE

IDA Foundation has a subsidiary office in Mumbai and a branch office in the United Arab Emirates with a trade licence from the Jebel Ali Free Zone (JAFZA). The UAE branch office is structured as a permanent establishment in Dubai.





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