



An Impact
That Lasts

Join the health campaign "From Person to Person."

We are looking for 500 people in Switzerland who will help, through an annual contribution, to build a functioning healthcare network in Lumbini (Nepal) over the course of three years. And to enable the people there to take a step toward a life free from unnecessary suffering and poverty.

Save lives
With an annual contribution of **100 francs**, you can, for example, enable **5 women** to have safe births and save lives.

Train people
With an annual donation of **500 francs**, you can, for example, help train **30 healthcare workers**.

Enable healing
With an annual contribution of **250 francs**, you can, for example, provide treatment for **5 people** suffering from a neglected tropical disease.

Information and registration:
www.fairmed.ch/von-mensch-zu-mensch



Stable Despite Headwinds

Dear Readers

The past year has been particularly challenging for FAIRMED. It was a year that demanded a great deal from us as an organization and, at the same time, impressively demonstrated what FAIRMED stands for.

The global cuts in development cooperation have not left us unscathed. Programs had to be scaled back, and we had to begin phasing out our operations in India. In Bern, too, the office was downsized, and vacant positions were deliberately left unfilled. These steps were painful. Yet they were not taken abruptly; rather, they were carefully planned, responsibly implemented, and carried out with a clear vision of the future.

Despite these uncertainties, our work has continued unabated: projects have been adapted, new solutions found, and opportunities seized. In countries such as Nepal and the Central African Republic, we continue to reach hundreds of thousands of people with health services, strengthen local structures, and promote inclusion – often under the most challenging conditions. This continuity is not a given, but a testament to the strength of our teams and partnerships.

The lasting impact of our work is particularly evident right now. Expertise built up over years, strengthened health systems, and self-confident communities continue to make a difference, even in places where we are gradually withdrawing. The impact of FAIRMED does not end with the completion of a project. It lives on in people, institutions, and structures.

At the same time, we developed new perspectives early on, strengthened partnerships, and secured financial stability. This allowed us to retain committed funds and use them dynamically for other programs. This is an important contribution to stability in an increasingly challenging environment.

FAIRMED acts from a clear sense of responsibility: We focus on and strengthen what works and position the organization so that it can continue to make a reliable contribution to improving the health of the poorest in the future. We owe our success to the extraordinary commitment of our employees worldwide – and to your trust.

FAIRMED is well-positioned and looks ahead with a clear focus, realistically and confidently.

Thank you very much for joining us on this journey.

Susanna Hausmann Muela
Chair of the FAIRMED Board

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Legal Notice

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Cover photo: In Lumbini, Nepal, FAIRMED provides 65'000 people living in poverty with access to healthcare.

Maintaining impact, taking responsibility, sharpening focus



From the very beginning, my work in development cooperation has been guided by a clear focus: the impact of our projects. I come from a background in program work, and for me, the focus has always been on what our work on the ground achieves – for people who often have little access to basic health-care. Seeing how projects take hold, how diseases are prevented or treated, and how local ownership is strengthened gives me a sense of purpose and motivation. It confirms that we, as an organization, are doing the right thing.

For a long time, funding this work was the means to an end. Funds from institutional donors, private donors, foundations, governments, or competitive grants enabled us to implement high-quality programs and build long-term partnerships. The focus was on the quality of the work and its impact.

Over the past 18 months, the landscape of international cooperation has changed fundamentally. I had to adapt my goals and my role. In addition to my responsibility for program content, I had to shift my focus to the business management of the organization. Expenditures had to be scrutinized more critically, and we had to make difficult decisions: in Bern as well as in our project countries.

This trend is not an isolated case, but rather a reflection of a profound shift in international development cooperation. Today, FAIRMED is facing declining revenues, significantly fiercer competition for institutional funding, and cuts in government contributions, particularly from Switzerland. At the same time, we are witnessing an international environment in which the U.S. and numerous European governments have sharply reduced or realigned their development budgets. This combination poses significant challenges for many organizations – including FAIRMED.

“FAIRMED focuses on providing aid where the need is greatest and where there are no government or private alternatives.”

Against this backdrop, we have consciously realigned ourselves as an organization. With more limited resources, it becomes all the more important to concentrate our efforts where we can demonstrably make a significant impact and reach many people. FAIRMED therefore focuses on those countries where, thanks to our many years of experience, strong local teams, and reliable partnerships, we achieve a particularly high impact: Nepal, Cameroon, and the Central African Republic. In these contexts, we provide neglected populations with access to healthcare and specifically combat neglected tropical diseases – where the need is greatest and government or private alternatives are lacking.

At the same time, we have decided to wind down our activities in India in an orderly manner, step by step, over an extended period of time. This withdrawal is being carried out in a carefully planned and transparent manner, with great respect for our staff, partner organizations, and the affected communities. This is not about an abrupt withdrawal, but rather about responsible transitions, proper program closures, and – where possible – the handover of responsibility to local actors.

This focus on content goes hand in hand with greater organizational clarity. In recent years, FAIRMED has further professionalized its internal processes, improved financial planning, and refined the management of income and expenditures. With better decision-making foundations, we can react sooner, plan realistically, and deploy our resources in a targeted manner. At the same time, we continue to invest in partnerships, fundraising, and new sources of funding to secure our work in the long term.

“Our long-standing presence enables us to work effectively even under difficult conditions. This is precisely where our strength lies.”

While the international debate increasingly focuses on impact investing and sustainable investments, we are simultaneously observing a troubling trend: these new forms of financing are flowing predominantly into emerging economies. The least developed countries – where government systems are weak, poverty is widespread, and neglected diseases affect a particularly large number of people – are once again being left behind. But we remain committed to working where financing remains difficult – out of conviction and a sense of responsibility. Our long-standing presence, strong local teams, and sustainable partnerships enable us to work effectively even under difficult conditions. This is precisely where our strength lies – and our mission. Our goal is to remain effective even under challenging conditions: focused, well-organized, and guided by clear values. In this way, we can live up to our vision that no one should suffer or die from a curable disease.



Lorenz Indermühle,
Director of FAIRMED, Bern, Switzerland

Severe budget cuts for the Central African Republic – a first-hand look on the ground

FAIRMED was not spared from the global cuts in development cooperation. In 2025, we had to make cuts to all our health programs in Asia and Africa, including in the Central African Republic. Layoffs and project closures pushed our colleagues in the country to their absolute limits. We ask ourselves: Have we managed to implement the cuts in a way that does not abandon the people who are suffering the most and the organizations we work with?



"The budget cuts in development cooperation have also led to reductions in public funding for FAIRMED, thereby affecting our projects in Asia and Africa," says Vanessa Konaté, program officer for FAIRMED in the Central African Republic and Cameroon. "As a result, the entire FAIRMED team faced the challenge of figuring out how to absorb this shock: should we review our operational strategy, reduce the scope of our interventions, scale back the volume of some activities, or close certain health projects?"

"Our discussions, decisions, and efforts were bold and difficult."

"We asked ourselves whether we should lay off staff or even shut down programs in entire countries in Asia and Africa," said Vanessa Konaté. "In line with our motto, 'Leave no one behind,' we decided to adjust our strategy so that we could focus even more strongly on the most remote and neglected communities. We have focused our efforts on the areas and projects that have the greatest impact on people's health and dignity and that contribute most to strengthening communities and health systems," Vanessa Konaté continues.

"That is why closing the program in the Central African Republic entirely was out of the question for us. Our discussions, decisions, and efforts were bold and difficult. But thanks to our commitment to our vision and the restructuring we implemented, we have succeeded in maintaining a program that remains effective despite fewer resources."

33 employees laid off, two local offices closed

"We were faced with the task of cutting 223'000 Swiss francs last year," explains Dr. Severin Ndepete, Program Officer for the FAIRMED program in the Central African Republic. "We reduced our team from 56 colleagues to 23, revised and scaled back our medical kits, and handed over some very resource-intensive tasks – such as raising awareness among communities in remote regions – to the public health system and partner organizations." As Dr. Severin Ndepete further explains, the goal remains to reach as many people as possible while becoming more efficient: "I am grateful and proud that we have succeeded in fulfilling our core mission: to provide fair healthcare for all."



Pay cuts dampen motivation

"The personal price we paid to implement these cuts was high and painful," Dr. Severin Ndepete continues. "Closing two offices and laying off 33 employees was extremely hard for me – even though we did everything we could to help our laid-off colleagues find new jobs!"



Despite progress and political will: The situation remains unstable

The Central African Republic (CAR) ranks 191st out of 193 countries, third from the bottom on the Human Development Index (HDI); Switzerland ranks second. Life expectancy at birth in the CAR averages 54.5 years, compared to 86 for women and 82 for men in Switzerland. Adults in the CAR have completed an average of 4 years of schooling, and the gross national income per capita is 869 US dollars per year, while in Switzerland it is 76'000 francs. While Switzerland has 180 doctors per 45'000 inhabitants, the CAR has only one doctor. The maternal mortality rate is 692 deaths per 100'000 births; in Switzerland, it is 5 to 6 deaths. The under-5 child mortality rate in the CAR is 92 deaths per 1'000 births; in Switzerland, it is 3 to 4 deaths per 1'000 births.

And that's not all: All FAIRMED staff in the Central African Republic accepted a 20 percent pay cut for ten months; otherwise, we would have had to lay off even more people." The year 2025 demanded a great deal from Severin Ndepete, he continues: "I felt caught between a rock and a hard place, this year was the toughest one yet – it was basically my baptism by fire." For Severin Ndepete, the challenge was to hone his management skills and learn how to handle emotions in times of crisis: «Yes, it was tough, I struggled, but it was worth it. With the exception of two colleagues, all of the laid-off FAIRMED employees found new jobs with our support. The remaining colleagues are motivated again, and thanks to our efforts, we were able to maintain our strong network of partners; the crisis has subsided, and we have once again achieved a productive and motivated work atmosphere within the team."

Vanessa Konaté, who recently visited the FAIRMED program in the Central African Republic, has also noticed an improvement in the work environment: "In Bangui as well as in Mbaïki, I encountered a stronger team spirit and a positive atmosphere. I conveyed my appreciation and congratulations to the team in the Central African Republic for weathering the turbulent year of 2025, which turned everything upside down. Roles have been assigned, and everyone is working with motivation!" Vanessa Konaté also met with representatives from local partner organizations and national health authorities:

"We did everything we could to support our colleagues in their search for new jobs."

"They are fully aware of the challenges, are grateful to have our expertise at their side, and are ready to work with us to implement clear and concrete measures to continue ensuring a sustainable and functioning health system for the people of the Central African Republic."

FAIRMED in the Central African Republic ...

... is one of the few development organizations active in the country's healthcare sector. For decades, and even during the civil war, FAIRMED has been working alongside its partners and local communities with highly skilled teams. Today, as the country moves toward stabilization, FAIRMED has established an intensive care unit and a blood donation center, trains healthcare workers in the recognition and treatment of neglected tropical diseases, sets up simple emergency transport systems using bicycles for people living in remote areas, and also involves the indigenous Aka people in its health projects.

FAIRMED Projects 2025 in Numbers



737 017

People supported directly and informed about health issues through personal interaction.



381 749

People treated for neglected tropical diseases such as leprosy, Buruli, or yaws.



2478

Local healthcare workers and health assistants trained by FAIRMED.



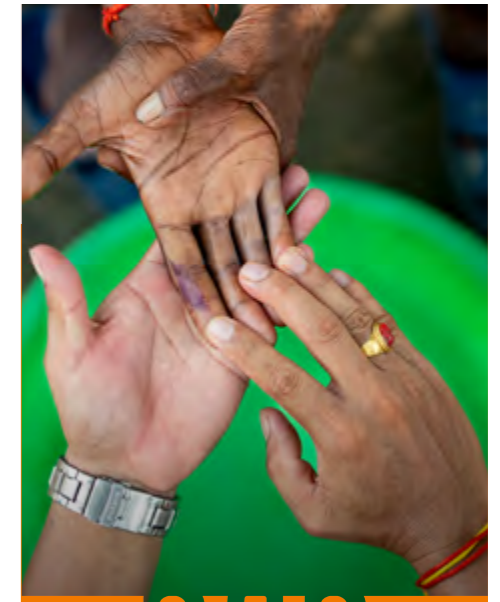
40 824

Safe births facilitated in FAIRMED projects



12 427

People supported in emergency situations such as natural disasters.



252

FAIRMED collaborations with local partner organizations

Bern Office, as of December 31, 2025

- Lorenz Indermühle, Director
- David Maurer, Head of Marketing and Fundraising
- Nicole Affolter, Head of Finance and Human Resources
- Fabio Molinari, Head of Programme Unit

Members of the volunteer Board, as of December 31, 2025

- Dr. Susanna Hausmann-Muela, President
- Georg Volz, Vice President
- Rolf Lehmann
- Beat Ritschard
- Prof. Dr. Dr. h.c. Marcel Tanner
- Brigitte Crottaz
- Dr. Peter Steinmann
- Marco Dolfini

Balance Sheet

(in CHF)	31.12.2025	%	31.12.2024	%
Assets				
Cash	1'151		1'667	
PostFinance	985'908		564'451	
Banks	742'936		739'213	
Cash and cash equivalents	1'729'995	40.8	1'305'331	38.4
Receivables				
• Other current receivables	113'493		162'887	
Prepaid expenses and deferred charges	441'365		125'041	
Receivables and prepaid expenses	554'858	13.1	287'928	8.5
Current assets	2'284'853	53.9	1'593'260	46.8
Property, plant, and equipment	6	0.0	428	0.0
Financial assets	1'958'085	46.1	1'807'419	53.1
Fixed assets	1'958'091	46.1	1'807'847	53.2
Total assets	4'242'944	100.0	3'401'107	100.0
Liabilities				
Liabilities				
• Trade payables	256'449		282'938	
Other current liabilities	9'284		3'489	
Accrued expenses	116'090		143'846	
Current liabilities and deferred income	381'823	9.0	430'273	12.7
Restricted funds				
• Sindhu Nepal	20'000		40'000	
• Aagaaz Project Fund	0		2'038	
Sambodhan Nepal Fund	41'000		0	
ANESVAD Surveillance Cameroon Fund	162'616		0	
MAPE Fund – Bankim Cameroon	40'000		0	
Fund capital	263'616	6.2	42'038	1.2
Liabilities and fund capital	645'439	15.2	472'311	13.9
Endowment capital	500'000		500'000	
Corporate fund (unrestricted capital)	2'739'505		2'099'796	
Market fluctuation fund	358'000		329'000	
Organizational capital	3'597'505	84.8	2'928'796	86.1
Total Liabilities	4'242'944	100.0	3'401'107	100.0

Income Statement

(in CHF)	2025	%	2024	%
Grants received and other income				
Earmarked project contributions				
• General	1'782'151		1'414'053	
• Cantons and municipalities	470'450		580'050	
• Emmaus Switzerland Leprosy Relief	27'500		25'000	
• SDC program contributions (Contract 81083847)	2'819'000		3'150'000	
Total earmarked project contributions	5'099'101		5'169'103	
Discretionary grants				
• Donations	2'995'060		3'037'306	
• Bequests and inheritances / Condolences	192'730		539'989	
Total unrestricted donations	3'187'790		3'577'295	
Operating revenue	8'286'890	100.0	8'746'398	100.0
Project expenses				
Project expenses	4'552'580	54.9	5'875'684	67.2
Project support costs	1'063'542	12.8	873'520	10.0
Fundraising and general advertising expenses	1'165'017	14.1	1'359'988	15.5
Administrative expenses	787'208	9.5	1'072'736	12.3
Operating expenses	7'568'346	91.3	9'181'928	105.0
Operating income	718'544	8.7	- 435'529	- 5.0
Financial income	184'047	2.2	212'218	2.4
Financial expenses	- 12'305	- 0.1	- 65'722	- 0.8
Net financial income	171'742	2.1	146'496	1.7
Income before changes to the fund	890'286	10.7	- 289'033	- 3.3
Use / Withdrawal from Fund	22'038	0.3	215'531	2.5
Allocation / Contribution to funds	- 243'616	- 2.9	- 42'038	- 0.5
Fund result	- 221'578	- 2.7	173'493	2.0
Net income before allocation to organizational capital	668'708	8.1	- 115'540	- 1.3
Adjustment to the market value fluctuation reserve	- 29'000	- 0.3	2'000	0.0
Allocation (-) / Withdrawal (+) from corporate fund	- 639'708	- 7.7	113'540	1.3
Total allocations (-) / withdrawals (+) from funds	- 668'708	- 8.1	115'540	1.3
	0	0.0	0	0.0

We publish the detailed annual financial statements on our website at:
www.fairmed.ch/medien-downloads



Overcoming Challenges, Securing the Future

The year 2025 presented FAIRMED with major challenges and marked a turning point, characterized by changes and a strategic realignment for the future. We had to implement demanding and difficult cost-cutting measures to secure FAIRMED's long-term survival. The cuts in project expenditures, which we had to reduce by a total of CHF 1.1 million, were particularly difficult for us.

These cost-cutting measures were necessitated, among other things, by a decline in donations, particularly from the Swiss Agency for Development and Cooperation (SDC). The 10.5 percent reduction compared to the previous year was significant and could only be offset by extensive cost-cutting measures. We also received fewer bequests and inheritances in 2025. On a positive note, however, individual and institutional donations remain stable. We are grateful for the great trust that many individuals and institutions place in us.

Our goal for 2025 was to improve the ratio between project expenditures, fundraising, and administration in favor of the projects. We succeeded in this despite all the difficulties: The share of expenditures for fundraising and administration stood at 25.8 percent at the end of 2025, 0.7 percent below the previous year's figure. We achieved these improvements, among other things, by optimizing internal processes and not filling vacant positions.

Thanks to cost-saving measures and a strong year on the stock market, we ultimately succeeded in closing the 2025 fiscal year with a surplus despite all the challenges. We are very pleased with this reserve, as it gives us the opportunity to invest additional funds in our projects in the coming years.



Nicole Affolter
Head of Finance & Human Resources

We are grateful for the great trust that many individuals and institutions place in us.

Fair Medicine Worldwide

True to the motto “Help the poorest first!”, FAIRMED – formerly known as Leprahilfe Emmaus Schweiz – has, since its founding in 1959, always worked in areas where particularly neglected people have the poorest access to medical care.

Cameroon

In four of the country’s ten regions, FAIRMED works to ensure that vulnerable and neglected population groups, including indigenous communities and people with disabilities, have access to healthcare. Our main strategy is to support local communities as well as local knowledge and capacity as key levers in the fight against neglected tropical diseases and for the right to health for all. To this end, FAIRMED works closely with communities, municipal and regional authorities, and the government.



Central African Republic

In the Central African Republic, FAIRMED operates in the Lobaye and Sangha Mbaéré regions. Our local staff work closely with communities and government ministries to combat neglected tropical diseases and improve access to high-quality health services in the communities. Our initiatives ensure that everyone in our projects has access to health services, particularly the most stigmatized indigenous Aka and nomadic Fulbe communities.



Nepal

In Nepal, FAIRMED works with the population and local government in remote regions of the south as well as in hilly to mountainous communities to provide them with better healthcare. The focus is on neglected tropical diseases and maternal and child health. Through an integrated approach, we can address these two issues together and thus reach even more people.

India

In India, FAIRMED supported a referral hospital specializing in the treatment and rehabilitation of leprosy patients. Additionally, FAIRMED improved conditions in the Durg district of the state Chhattisgarh is working to improve the health of people affected by leprosy, for example by developing a handbook on topics such as the proper treatment of the disease and mental health.



Sri Lanka

FAIRMED is working together with the Sri Lankan government to improve healthcare. The focus is on people with disabilities resulting from illness or war, as well as those affected by neglected tropical diseases, single mothers, and children. In Polonnaruwa, where FAIRMED has been active for many decades, FAIRMED handed over its activities to the government in 2025 as planned.

Thank you for your support

We couldn't do it without you! We thank you for your donations and your trust in our work. Working side by side, we bring healthcare to the poorest – only together can we succeed in our mission to provide healthcare that includes everyone.



A heartfelt thank you to all individual donors.

You support us with contributions both large and small. We also extend our gratitude to all those who have bequeathed a legacy to FAIRMED.

A big thank you goes out to all our partners¹ in the public sector, municipalities, and foundations. These include the Swiss Agency for Development and Cooperation (SDC), the City of Zurich, the Municipality of Riehen, the Lottery Fund of the Canton of Bern, as well as the Fondation Follereau Luxembourg, Secours aux Lépreux Canada, Symphysis Foundation, Stanley Thomas Johnson Foundation, the PORISTES Foundation, the Peter and Cornelia Hostettler Foundation, the Gebauer Foundation, the Fondation Philanthropique de la Famille Sandoz, and the Däster Schild Foundation.

In Switzerland and internationally, we are networked with the following organizations, among others: SDC Health Network, Swiss Disability and Development Consortium (SDDC), NGO Platform of Swiss Development Organizations, Swiss Alliance against Neglected

Tropical Diseases (SANTD), Medicus Mundi Switzerland (MMS), the "Leave No One Behind" Alliance of CBM and FAIRMED, the Neglected Tropical Disease NGO Network (NNN), the Global Partnership for Zero Leprosy (GPZL), the International Federation of Anti-Leprosy Associations (ILEP), the International Disability and Development Consortium (IDDC), The Partnership for Maternal, Newborn & Child Health, World Health Organization (WHO).

We would like to thank all those who are not named here. Because every bit of support counts.

Thank you for supporting our vision that no one should suffer or die from a curable disease.

¹ Our list includes funding institutions that have contributed CHF 50'000 or more and do not wish to remain anonymous.