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Financial statements and management report

for the financial year

from 01 January 2025 to

31 December 2025

of

CARE Deutschland e. V.

Bonn

CARE Deutschland e. V., Bonn
Balance sheet as of 31 December 2025

Assets	31.12.2025 EUR	31.12.2024 EUR
A. Fixed assets		
I. Intangible Assets		
Concessions, industrial property rights and similar rights, including licenses to such rights and values acquired with cash	15.00	15.00
II. Tangible Assets		
1. Land, leasehold right and buildings, including buildings on non-owned land	5,985.98	8,951.98
2. Technical equipment, factory and office equipment	218,714.47	246,762.44
	224,700.45	255,714.42
III. Financial Assets		
Investments	65,000.00	65,000.00
Other loans	80,960.64	80,960.64
	145,960.64	145,960.64
	370,676.09	401,690.06
B. Current Assets		
I. Receivables and other assets		
1. Project advances	11,107,786.11	10,010,619.72
2. Receivables from public donors	812,547.08	2,094,479.78
3. Receivables from affiliated organizations	751,016.83	789,554.04
4. Miscellaneous assets	346,998.33	608,525.56
	13,018,348.35	13,503,179.10
II. Cash on hand and credit balances with banks	26,732,817.98	36,349,648.14
	39,751,166.33	49,852,827.24
C. Prepaid Expenses	95,700.26	92,789.03
	40,217,542.68	50,347,306.33

Liabilities	31.12.2025 EUR	31.12.2024 EUR
A. Equity capital		
Reserves	2,300,000.00	2,300,000.00
B. Project-specific, purpose-bound and not allocated funds	7,011,460.13	16,248,786.24
C. Provisions		
Other provisions	1,374,071.57	2,723,720.97
D. Liabilities		
1. Accounts payable from goods and services	1,059,433.45	1,042,272.01
2. Liabilities from earmarked funds not yet used	27,802,296.92	26,017,376.00
3. Liabilities to affiliated organizations	315,524.36	1,270,428.49
4. Liabilities to project donors	79,066.74	148,113.54
5. Miscellaneous liabilities	275,689.51	596,609.08
- thereof from taxes: 31.12.2025: EUR 45,397.06 31.12.2024: EUR 100,338.40		
- thereof in context of social security: 31.12.2025: EUR 230,291.46 31.12.2024: EUR 496,270.68		
	29,532,010.98	29,074,799.12
	40,217,542.68	50,347,306.33

CARE Deutschland e. V., Bonn
Profit and Loss Statement for the financial year 2025

	2025		2024
	EUR	EUR	EUR
1. Collected donations, membership dues, and public contributions	95,254,395.99		110,691,748.95
2. Other income	989,765.89		1,023,679.30
- thereof income from currency translation		96,244,161.88	111,715,428.25
2025: EUR 746,423.40			
2024: EUR 402,609.23			
3. Expenses from projects and other measures		-81,886,179.01	-97,435,664.51
- thereof expenses from currency translation			
2025: EUR -91,590.26			
2024: EUR -175,865.59			
4. Public relations		-9,501,199.73	-6,925,659.84
5. Personnel expenses			
a) Wages and salaries	-7,662,320.95		-6,890,886.81
b) Social security expenses and expenses for retirement and support	-1,700,831.74		-1,518,412.20
- thereof retirement benefits			
2025: EUR -126,756.95			
2024: EUR -118,387.15		-9,363,152.69	-8,409,299.01
6. Depreciation of tangible and intangible fixed assets		-112,201.63	-104,509.10
7. Expenses related to CARE International		-899,187.47	-969,215.72
8. Other operating expenses		-3,758,036.88	-2,429,449.62
- thereof expenses from currency translation			
2025: EUR -1,633,065.60			
2024: EUR -153,473.12			
Intermediate result		-9,275,795.53	-4,558,369.55
9. Interest and similar income	54,102.80		154,634.94
10. Interest an similar expenses	-15,633.38		-19,711.59
11. Financial result		38,469.42	134,923.35
Intermediate result		-9,237,326.11	-4,423,446.20
12. Expenses from additions to project-related earmarked and uncommitted funds		0.00	0.00
13. Income from the release of project-related earmarked and uncommitted funds		9,237,326.11	4,423,446.20
14. Annual profit		0.00	0.00
15. Allocation to reserves		0.00	0.00
16. Retained earnings		**0.00**	**0.00**

Annexure for the financial year 2025

The annual financial statements as of December 31, 2025 of CARE Deutschland e. V., Bonn, have been prepared with the provisions of the German Commercial Code (Handelsgesetzbuch - HGB) applicable to medium-sized corporations, without the association being obliged to do so.

The structure of the balance sheet and profit and loss statement is based on the commercial classification schemes of § 266 and/or § 275 HGB under commercial law with adaptions and/or amendments according to § 265 HGB for the consideration of peculiarities resulting from the specific definition and structure of the association as a fundraising association.

The Profit and Loss Statement is prepared according to the total cost method (§ 275 (2) HGB).

The preparation of the annual financial statements occurs under the assumption of the business continuation (§ 252 (1) no. 2 HGB.

Assets and liabilities are in principle evaluated separately as per the reporting date.

As far as the association is not entitled to the deduction of VAT, VAT is included in the acquisition costs of the fixed assets and expenditures.

Accounting- and assessments methods

Accounting and valuation were carried out in accordance with the principles of proper accounting. The accounting policies applied to the previous year's balance sheet were continued unchanged.

Intangible and tangible Assets are capitalized with the acquisition costs at the time of the transfer of commercial and/or legal property and are depreciated throughout the expected usage period and, if applicable, unscheduled. The extent of the acquisition costs corresponds to § 255 Abs. 1 HGB. The depreciation of fixed assets is according to the linear method of depreciation over 3 to 13 years. Fixed assets with acquisition costs up to EUR 250.00 (excluding VAT) are fully depreciated in the year of acquisition. For fixed assets with acquisition costs of EUR 250.00 to EUR 1,000.00 (excluding VAT), a compound item is formed, which is depreciated over five years.

The Financial assets are applied with the procurement costs at the time of transfer of commercial and/or legal property and evaluated at the lower fair value at the reporting date in case of expected ongoing impairment.

Receivables and other assets, cash on hand and credit balances with banks and deferred expenses are stated at nominal value.

Project advances are those amounts forwarded to project partners/country offices and not yet settled.

Receivables from public donors are based on pre-financing of projects sponsored by public funds.

Receivables from affiliated organizations capture the receivables originating from project accounting with other CARE organizations.

No default risks are seen for receivables, so that no value allowances have been recognized.

Deferred expenses, in accordance with Section 250 (1) HGB, expenses incurred prior to the balance sheet date that represent expenses for a certain period after that date are deferred.

Project-specific, purpose-bound and not allocated funds declare the not yet used, project-related funds. Due to a self-commitment of the Executive Board, this item also declares the not allocated funds, which are to be spent for statutory, non-profit purposes within the following two financial years.

Provisions are formed for all uncertain obligations and pending losses from suspended transactions. The assessment is careful and considers all recognizable risks. The provisions are applied at the settlement amount necessary according to reasonable commercial judgement. Future price and cost increases are considered, where necessary, when determining the settlement amount (in the amount of the general inflation rate). Provisions with a residual term of more than one year are discounted to the reporting date as necessary in accordance with § 253 (2) HGB.

Liabilities are recognized at settlement amount.

Liabilities from unspent restricted funds for projects that have not yet been used for their intended purpose as of the balance sheet date are shown in the balance sheet as liabilities from unused earmarked funds.

Liabilities to affiliated organizations record liabilities to other CARE organizations.

Assets and liabilities denominated in foreign currencies are translated at the spot exchange rate on the balance sheet date.

Interest for external capital is not capitalized on any fixed asset item.

Explanation to the balance sheet

The development of the individual items of the Fixed Asset as well as the depreciation during the financial year is evident from the Asset history sheet attached in the notes. In the Asset history sheet, the amounts of the association are presented in full, in the profit and loss account the amounts of the country offices are included in the project expenses.

As in the previous year, the receivables all have a remaining term of up to one year.

Miscellaneous assets are mainly personnel cost reimbursements and bonds.

Reserves are in accordance with commercial code exclusively other reserves.

Of the other provisions amounting to EUR 1,374k (previous year: EUR 2,724k) EUR 919k relate to personnel costs (previous year: EUR 810k), thereof EUR 346k (previous year: EUR 301k) for holiday, EUR 267k (previous year: EUR 250k) for additional work, EUR 265k (previous year: EUR 220k) for sabbaticals and EUR 41k (previous year: EUR 39k) for overtime hours. Since all projects were settled exactly as of the reporting date during the fiscal year, the provisions for project advances could be reversed (previous year: EUR 1,186k).

As in the previous year, all liabilities have a remaining term of up to one year and are not secured by mortgages or similar rights.

Explanation to the Profit and Loss statement

The project activities are financed by private and public grants as well as by subsidies from cooperation partners.

The business cooperation with Beiersdorf had ended by 2025.

Expenditure for projects and other measures declare the expenses for the statutory activities to overcome hardship, poverty, and disadvantage.

In addition to currency translation differences, other expenses include, among other things, costs for IT, for administration offices, and travel expenses.

Other information

During the financial year 2025, the association employed an average of 152.75 employees (previous year: 123.5), of those 144 (previous year: 117.75) in Köln and Bonn as well as 8.75 (previous year: 5.75) in the country offices. Converted to full-time equivalents, this amounted to 133.47 (previous year: 105.82), of which 125.31 (previous year: 100.36) were in Bonn and Berlin, and 8.16 (previous year: 5.46) were in the country offices. The figures differ from those for the 2024 reporting period, as that period included domestic staff at the country offices.

The total amount of other financial obligations amounts to EUR 1,162k (previous year: EUR 1,601k) and consists of rental and leasing contracts as well as maintenance contracts. This decline can be attributed to the fact that the remaining terms of the office leases in Bonn and Berlin have shortened.

Contingent liabilities in terms of § 251 HGB did not exist on the balance sheet date.

Board

- Karl-Otto Zentel, Rheinbach, M.A., Secretary General
- Stefan Ewers, Bonn, Deputy Secretary General

Representative authority: joint representation authority

Administrative board

Executive Committee:

President:

- Prof. Dr. Claudia Warning, Lohmar, Honorary Professor at the International Centre for Sustainable Development at Bonn-Rhein-Sieg University of Applied Sciences

Vicepresidents:

- Dr. Wolfgang Jamann, Berlin, Executive Director of the International Civil Society Centre
- Dr. Stefani Klos, Kelkheim, Consultant Development policies

- Chairmen of the Finance commission:
  Georg Schlachtenberger, Erftstadt, administrative scientist

Other members:

- Judith Aßländer, Würzburg, Education Officer Interculturality, Social Work in the Field of Flight and Migration
- Dr. Claudia Lücking-Michel, Bonn, Managing Director AGIAMONDO e. V. (since 07.10.23)
- Massieh Zare, Berlin, CEO of the Agency for Political Communication (since 07.10.23)

The members of the Board of Directors are working on an honorary capacity and do not receive any remuneration for their activities from the association.

The total remuneration of the Management Board (incl. employer contributions) amounted to EUR 302k in the fiscal year 2025 (previous year: EUR 291k).

Information on shareholdings

Name:	CARE Paket GmbH
Registered office:	Bonn
Amount of the share in capital:	100 %
Equity capital:	EUR 65,000.00
Result of the last financial year for which annual financial statements are available:	Net profit 2025: 79,478.11

Bonn, 7 September 2026

Karl-Otto Zentel Stefan Ewers

Asset history sheet for the fiscal year 2025

CARE Deutschland e. V., Bonn incl. country offices

	Development of acquisition costs					Development of amortisation/depreciation						Residual book values	
	Status 01.01.2025 €	Addition (+) €	Reclassification (+/-) €	Disposals (-) €	Status 31.12.2025 €	Status 01.01.2025 €	Addition (+) €	Reclassification (+/-) €	Write-up (+) €	Disposals (-) €	Status 31.12.2025 €	31.12.2025 €	31.12.2024 €
I. Intangible assets													
1. Concessions, industrial property rights and similar rights, including licenses to such rights and values acquired with cash	31,223.05	0.00	0.00	21,426.15	9,796.90	31,208.05	0.00	0.00	0.00	21,426.15	9,781.90	15.00	15.00
	31,223.05	**0.00**	**0.00**	**21,426.15**	**9,796.90**	**31,208.05**	**0.00**	**0.00**	**0.00**	**21,426.15**	**9,781.90**	**15.00**	**15.00**
II. Tangible assets													
1. Land, leasehold right and buildings, including buildings on non-owned land	32,002.70	0.00	0.00	0.00	32,002.70	23,050.72	2,966.00	0.00	0.00	0.00	26,016.72	5,985.98	8,951.98
2. Technical equipment, factory and office equipment	1,169,509.13	82,939.85	0.00	0.00	1,252,448.98	922,746.69	110,987.82	0.00	0.00	0.00	1,033,734.51	218,714.47	246,762.44
	1,201,511.83	**82,939.85**	**0.00**	**0.00**	**1,284,451.68**	**945,797.41**	**113,953.82**	**0.00**	**0.00**	**0.00**	**1,059,751.23**	**224,700.45**	**255,714.42**
III. Financial assets													
1. Investments in Affiliates	65,000.00	0.00	0.00	0.00	65,000.00	0.00	0.00	0.00	0.00	0.00	0.00	65,000.00	65,000.00
Other loans	80,960.64	0.00	0.00	0.00	80,960.64	0.00	0.00	0.00	0.00	0.00	0.00	80,960.64	80,960.64
	145,960.64	**0.00**	**0.00**	**0.00**	**145,960.64**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**145,960.64**	**145,960.64**
Total assets	**1,378,695.52**	**82,939.85**	**0.00**	**21,426.15**	**1,440,209.22**	**977,005.46**	**113,953.82**	**0.00**	**0.00**	**21,426.15**	**1,069,533.13**	**370,676.09**	**401,690.06**

The expense for depreciation of the country offices is allocated to project expenses in the income statement. The statement of changes in fixed assets shows the consolidated fixed asset portfolio in order to illustrate the complete history of fixed assets and the correct net book value.
This results in a difference of EUR 1,752.19 between the depreciation and amortization amounts reported in the income statement and those in the fixed assets statement.

Management Report for the financial year 2025

1. Business and framework conditions

The association CARE Deutschland e. V. is a registered association based in Bonn. The purpose of the association is the implementation of or participation in aid and development programs for the worldwide alleviation of hunger, disease and poverty and the promotion of peaceful and dignified coexistence of people as well as the support and promotion of measures and suitable activities in the mentioned areas. The association is involved in domestic development policy work as well as in global and intercultural learning and is intended to provide information in support of its purposes and the programmes it supports.

CARE Deutschland is a member of CARE International, a network of 20 national CARE organizations active in over 100 countries. A General Secretariat in Geneva coordinates worldwide aid. CARE operates politically, religiously, and ethnically independently and has consultative status with the United Nations. CARE Deutschland is a member of VENRO, the German Donation Council and the Initiative Transparente Zivilgesellschaft.

1.1. Development in the non-profit sector

Developments in the nonprofit sector continued to be marked by major challenges in 2025. While humanitarian needs continued to rise worldwide, humanitarian aid and development cooperation organizations faced increasing financial pressure and found themselves in an intensifying crisis of public acceptance. Debates over cuts to public funding and the prioritization of national and security-related expenditures influenced the sector's policy framework. At the same time, the principles and structures of the international humanitarian system came under increasing scrutiny: humanitarian access to affected populations was restricted in many crisis contexts, international humanitarian law was repeatedly violated, and the work of humanitarian organizations became increasingly difficult. In Germany, too, the role of civil society organizations became a growing focus of political discussions. Strategic delegitimization campaigns increased noticeably, and conservative media outlets reported increasingly negatively on the impact of development cooperation and humanitarian aid. Against this backdrop, CARE, together with other stakeholders, advocated for the protection of civil society's scope for action, reliable funding for humanitarian aid, the strengthening of a needs-based, independent international aid system, and transparent and informative public communication.

CARE Germany has stepped up its efforts in political communication in particular to be recognized as a strong voice of civil society on its priority issues. In this regard, our domestic work—beyond our direct operations—also serves as a voice for a strong and open society. A so-called "anti-NGO narrative," which is being increasingly reinforced in conservative media and channels, is becoming a challenge for civil society organizations. In response, the BMZ sought closer cooperation with the organizations affiliated with VENRO.

1.2. CARE: General business development

CARE Germany has shown positive development over many years in both the area of grant funding and private fundraising. Steady growth has been observed in both areas over the years. This was primarily due to high-quality project work both in Germany and abroad, as well as consistent investments in generating donation revenue (see also section 2.1, "Earnings Situation").

The 2025 annual financial statements now reveal new trends, particularly with regard to public and institutional funding sources. Revenue—and especially new funding commitments—in this area are declining; major funding sources (e.g., BMZ, AA, and ECHO) have significantly reduced their funding for new projects. The overall decline in 2025 was cushioned by projects that had been approved earlier and were still ongoing—but is expected to continue in 2026 and 2027. Once again, our country offices (the Balkans, Iraq, Libya) required special attention, particularly the country office in Ukraine, which has been in operation since April 2022.

While we were able to increase total revenue (including financial results) from EUR 58.5 million in 2019 to EUR 96.3 million by 2025, we have not yet reached the peaks seen in 2023 and 2024. During the same period, donation revenue (including ADH) rose from EUR 11.1 million to EUR 31.1 million—and even more importantly, we were able to increase unrestricted donations to over EUR 14.6 million through targeted investments.

The number of people who made at least one recurring donation during the reporting period rose significantly by 13% to 59,650. Revenue from philanthropy and partnerships (i.e., major gifts, corporate donations, foundation grants, and bequests) increased by a substantial 56% to EUR 10.1 million in 2025, while "regular" one-time donations generated EUR 4 million in revenue. The most successful mailing of 2025 was the Christmas mailing in November, which generated nearly EUR 212k in donations.

The number of our regular donors continues to rise steadily and has recently increased significantly—a result of our ongoing investments in face-to-face marketing over the past few years.

1.3. Informing the public

As part of our outreach efforts, we regularly post updates on our website about the humanitarian aid and development cooperation projects we've carried out, our political advocacy, our domestic work, and our educational initiatives. To better communicate all areas of our work to the public, we have made adjustments to improve access to information about CARE's educational initiatives and updated the navigation for greater clarity. AI-driven online searches have evolved rapidly, so we have responded by making content and technical adjustments. Political and humanitarian developments are also part of our external communications across all online and offline channels. The public is kept informed through press releases, as well as radio and video reports, photo galleries, and social media channels. In 2025, CARE reached a cumulative audience of approximately 740 million contacts with 2,368 news stories. With 1,580 articles (67 percent of all reports) and a reach of 445 million, online media ranked first among all publications; 435 reports were broadcast on the radio, 74 on television, and 267 articles appeared in print (plus 12 news agency reports). Communication on CARE Germany's own social media channels has continued to develop very positively. Across all channels, the number of followers and interactions has steadily increased. TikTok, LinkedIn, and Instagram have performed particularly well: Although website page views have decreased significantly compared to the previous year (-37%), the average time spent on the site has remained the same. The adjustments to the website initiated in 2025 are also intended to increase traffic.

1.4. Advocacy for humanitarian aid

CARE proactively reaches out to policymakers in Germany to influence the framework conditions for humanitarian aid as well as funding and political engagement for crises. The aim here is to give the people in our projects a voice where decisions of great significance for their lives are made. In 2025,

our work focused in particular on the crises and conflicts in Sudan, Syria, Gaza, and Ukraine, as well as the growing global funding gap in humanitarian aid. A particular focus was on monitoring the federal elections and the subsequent formation of a government. In this context, we advocated to policymakers and government officials for strong humanitarian aid, reliable development cooperation, and the consistent implementation of feminist approaches in development and foreign policy. In addition, we followed the debates surrounding the renewed cuts to the 2025 federal budget and their impact on people in crisis situations worldwide. We exert our influence in a variety of ways: through background discussions, position papers, expert events, public statements, and by connecting political decision-makers with local experts and partner organizations. Furthermore, we advocated for the greater involvement of women's rights organizations and women-led organizations in humanitarian decision-making and funding processes, and we incorporated the findings of our advocacy work into national and international political debates.

1.5. Strategy CARE Germany 2030

In 2025, the revision and update of the strategy were completed, and work began on its implementation. To this end, indicators were developed, implementation teams were formed, and responsibilities were defined. The goal is to create strategic clarity in an increasingly dynamic, volatile, and challenging environment—both in terms of fiscal policy and civil society—with regard to our focus on impact, our organizational role, and our organizational development.

The strategy takes into account the changes of recent years—both in the external environment and within the CARE Confederation. However, these developments are not yet complete; rather, they are continuing at a rapid pace. We address the resulting demands on our program management, funding logic, partnerships, leadership models, and system accountability by developing action plans as part of an annual adjustment of resources and implementation, which is integrated into CARE's overall annual planning.

Within this framework, several strategic initiatives have been described and justified for each strategic pillar, all of which make strategic contributions. Reporting takes place on a quarterly basis using defined indicators and established target values. The necessary financial and personnel requirements are also identified and taken into account as part of the budget planning process. All reports are continuously recorded in a dashboard, which thus provides an overview and allows for monitoring of the implementation status of the individual initiatives, pillars, and the overall strategy at any time.

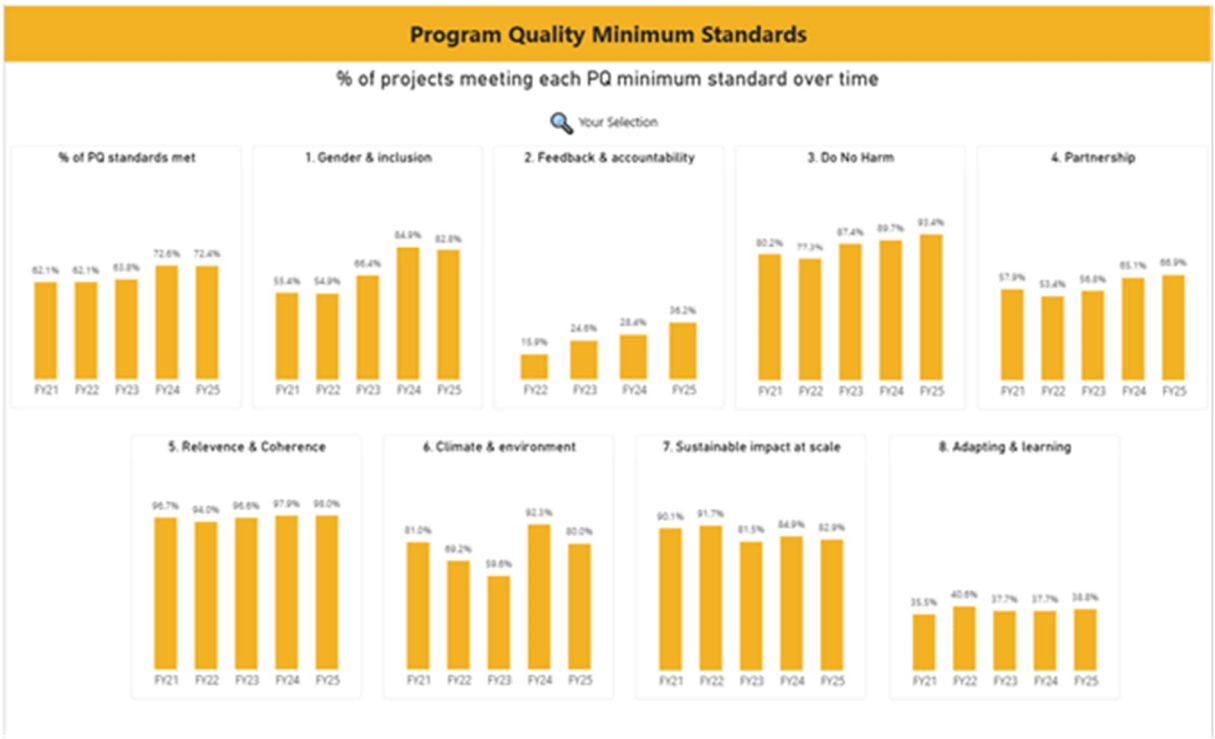
This provides us with the necessary management and accountability mechanisms to ensure that implementation occurs on schedule and remains consistently aligned with the strategic intent.

1.6. Quality assurance and impact measurement

In general, CARE Germany's programs and projects adhere to the quality standards of CARE International as well as various international cross-organizational standards.

Since 2024, the International Programs Department has stepped up its efforts to a) improve quality management capacities and processes in the country programs managed by CARE Germany and b) continue to ensure quality during the design and implementation of the projects we support in other country offices. Overall, program quality has continued to improve despite reduced capacity in the

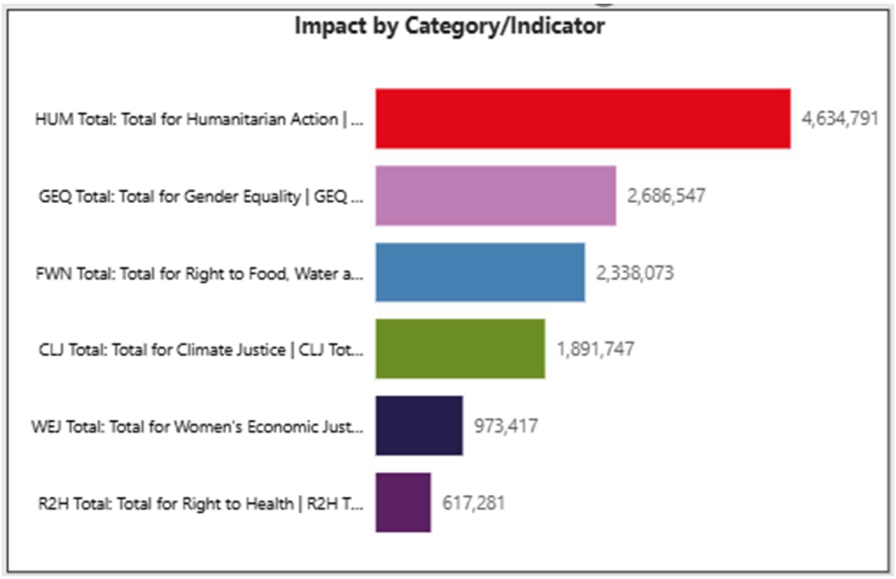
country offices, even though the goals set within the Confederation have not yet been achieved in some areas.



Improvements have also been achieved through focused collaboration with colleagues within the Confederation. Currently, particular emphasis is being placed on maintaining our quality standards regarding gender equality, inclusion, and diversity—both within the Confederation and, more broadly, in the discourse on development policy in Germany and Europe. Only if our funding partners and our internal structures demand and support the implementation of these standards can we maintain the necessary capacities and processes. For domestic operations, there is a MEAL framework (Monitoring, Evaluation, Adjustment, Learning) that establishes quality standards. Each project has a monitoring plan. Evaluations are conducted regularly by independent, external experts. To involve the target groups in domestic work, for example, plans were developed to establish a student advisory board and a teacher advisory board, which are scheduled to be implemented starting in 2026.

In general, quality standards are reviewed during the various phases of the project cycle by team members in the departments, through regular reporting by country offices and project teams, and through corresponding joint analyses at the country level and within the departments. The new digital system designed to streamline project management processes (COMPASS) will define existing responsibilities and workflows and provide the necessary tools for quality management.

When measuring impact, both CARE International's global indicators and additional context-specific indicators are used, along with the corresponding methodological guidelines. Since 2021, 133 projects supported by CARE Germany in 38 countries have provided verified and validated evidence that they have contributed significantly to one or more sustainable positive changes in the lives of over 6.5 million people.



Project managers verify whether the aid is reaching the population as planned and whether the expected outcomes have been achieved by analyzing the data collected regularly and comprehensively. Results are evaluated together with the project teams, and the strategies and models used are also discussed during regular monitoring meetings and workshops. In addition, CARE has external experts review the quality and impact of selected projects each year. Their recommendations, along with the collected data, are incorporated into future project design, including the development of new concepts. To improve specific, frequently used program concepts, so-called impact evaluations are planned for the coming years, in which the results from various projects using similar models will be compiled, reviewed, and analyzed. The results of these evaluations can also be used to promote successful approaches in project proposals and in the solicitation of private donations.

Our standards for the safety of our employees and partners are of particular importance. In increasingly dangerous operational areas, their safety is a precious asset, but it also represents a high standard for CARE.

1.7. Investments in intangible and tangible assets

CARE Deutschland only has software licenses and operating and office equipment. The financial assets relate to the investment in CARE Paket GmbH, Bonn, and the share in the CARE International Revolving Fund.

Investments (+) and divestments (-) totalled EUR113,953.82 in the year under review.

Total fixed assets decreased in 2025 from EUR 401,690.06 to EUR 370,676.09.

2. Presentation of business development and financial results

2.1. Income

Revenue in 2025, totalling EUR 96,244k (previous year: EUR 111,715k), consists of private donations, bequests, fines, public grants, contributions from cooperation partners, and other income. This represents a decrease of EUR 15.47 million (13.85%) and is attributable to the fact that fewer public funds are being made available worldwide for emergency aid and development assistance. A decline in funding from donors is also expected in the coming years.

					budget	
Income-situation	31.12.2024		31.12.2025		Plan 31.12.2026	
	TEUR	%	TEUR	%	TEUR	%
Unrestricted donations	12,447	11.14%	14,615	15.19%	14,814	18.59%
Restricted donations	13,047	11.68%	16,490	17.13%	19,453	24.41%
Institutional donors	52,524	47.02%	48,344	50.23%	30,020	37.67%
Cooperation partners	32,675	29.25%	15,805	16.42%	14,454	18.14%
Other income	1,024	0.91%	990	1.03%	948	1.19%
Total funds raised	111,715	100.00%	96,244	100.00%	79,690	100.00%
Projekt expenses	97,436	83.80%	81,886	77.60%	56,946	71.46%
Public relations work	6,926	5.96%	9,501	9.00%	8,828	11.08%
(thereof Public relations)	*114*	*0.10*	*158*	*0.15*	*190*	*0.24*
Payroll expenses	8,409	7.23%	9,363	8.87%	10,335	12.97%
Depreciations	105	0.09%	112	0.11%	121	0.15%
Expenses Care International	969	0.83%	899	0.85%	905	1.14%
Other expenses	2,429	2.09%	3,758	3.56%	2,553	3.20%
Total appropriation of funds	116,274	100.00%	105,519	100.00%	79,690	100.00%
Operating result	-4,558		-9,275		0	
Financial result	135		38		0	
Annual result	-4,423		-9,237		0	

As part of the total expenditure of EUR 105,519k (previous year: EUR 116,274k), the amount allocated to project expenses decreased to EUR 81,886k (previous year: EUR 97,436k), in line with project-related revenue. At the same time, significantly more funds were drawn from the project reserve during the reporting year than were newly received, in order to cushion the decline in public funding for relief efforts.

Staffing levels remain within the staffing plan approved by the Board of Directors. Actual personnel costs (EUR 9,363k) in fiscal year 2025 were 6.6% below the budgeted figures (EUR 10,021k). Of this amount, approximately EUR 1,855k was directly covered by donor funds.

Employees with contracts with CARE Germany are broken down as follows:

	31.12.2024		31.12.2025	
	number of employees	FTE	number of employees	FTE
total	123.5	105.82	152.75	133.47
thereof Bonn & Berlin	117.75	100.36	144	125.31
Country Offices	5.75	5.46	8.75	8.16

The figures differ from those for the 2024 reporting period, as that period included the local staff at the country offices.

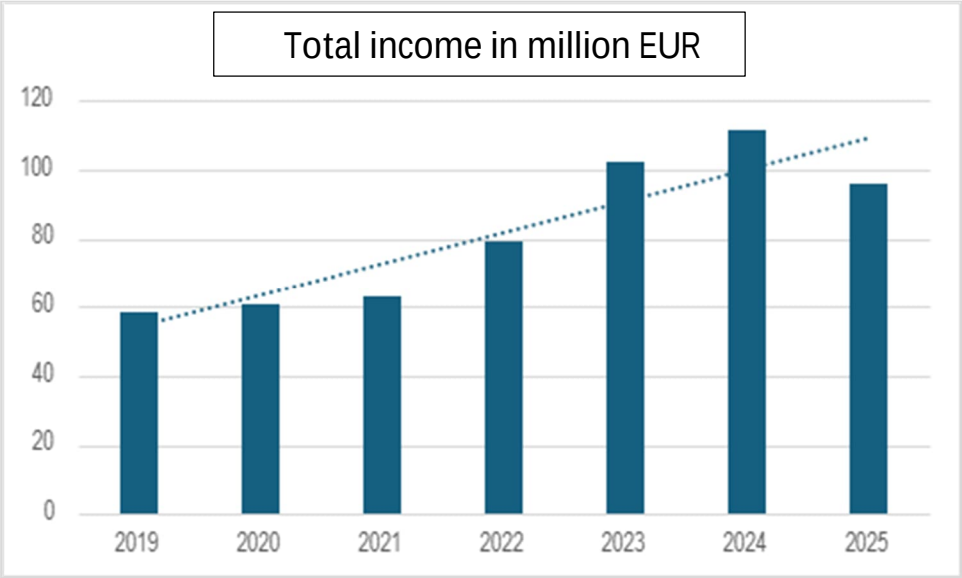
2025 was a very successful year for CARE Germany in terms of donations. We were right on track and, compared to the challenging year of 2024, saw a significant 22% increase from EUR25.5 million to EUR 31.1 million (including ADH funds). This brings us back in line with the boom years of 2022 and 2023, though without the contribution of a high-profile emergency that garnered significant media attention. Unrestricted revenue grew significantly from EUR 12.4 million to EUR 14.6 million (18%). The number of our regular donors has also shown a very encouraging trend, reaching a record high of 51,073 people at the turn of the year. This is not only a source of predictable unrestricted revenue but also reflects our increasingly deep-rooted presence in society.

A significant portion of our efforts during the reporting year was devoted to preparing for the implementation of new fundraising software. This software will be used to manage and organize contact and donation data, as well as to coordinate our fundraising activities and generate detailed analyses of their results. The transition from the old system to the new Salesforce-based system has now been successfully completed.

Due to increasingly challenging financial conditions, the Board of Directors decided in June of the reporting year to increase investments in fundraising by an additional EUR 1 million. By expanding our efforts to attract recurring (face-to-face) and one-time donors (mailings) and by stepping up our promotion of bequests, we aim to lay the groundwork early on for further growth in the coming years. We were also able to implement the additional measures as planned.

The positive results we saw in donation revenue in 2025 also demonstrate that the public understands the importance of our work and that a significant portion of the population remains willing to donate—even in light of the upheavals in the U.S. and some concerning developments in Europe. People who donate out of conviction will continue to do so. However, we expect increased competition for this segment of the population, as most organizations will attempt to offset their revenue losses on the institutional side through growth in donations.

At just under 85,500, the total number of donors is higher than ever before, surpassing even the previous record set in 2022. Over the past 10 years, we have more than doubled the number of CARE supporters.



2.2. Financial situation

Bank balances totalling EUR 26.7 million (previous year: EUR 36.3 million) decreased by EUR 9.6 million. Many multi-year projects were implemented last year; in this context, more donated funds were spent than were received. This explains the significant decline in bank balances.

The majority of cash and cash equivalents are held in checking accounts at banks with bank-specific deposit insurance systems, and some are invested as time deposits. Risky investment options (stocks, equity funds) continue to be excluded.

2.3. Assets

Net asset	31.12.2024		31.12.2025		changes	
	TEUR	%	TEUR	%	TEUR	%
Assets						
Fixed assets	402	0.80%	371	0.92%	-31	-7.71%
Current receivables	13,503	26.82%	13,018	32.37%	-485	-3.59%
Cash and cash equivalents	36,350	72.20%	26,732	66.47%	-9,618	-26.46%
Prepaid expenses	93	0.18%	96	0.24%	3	3.23%
Total	50,347	100.00%	40,217	100.00%	-10,130	100,00%
Capital						
Reserves	2,300	4.57%	2,300	5.72%	0	0.00%
Unappropriated funds	16,249	32.27%	7,011	17.43%	-9,238	-56.85%
Provisions	2,724	5.41%	1,374	3.42%	-1,350	-49.56%
Current liabilities	29,075	57.75%	29,532	73.43%	457	1.57%
Total	50,347	100.00%	40,217	100.00%	-10,130	100.00%

The income statement shows a net loss of EUR 9.237 million. This amount is drawn from the reserve for project-related, restricted, and unrestricted funds. The decrease in the reserve on the liabilities side is of the same magnitude as the decrease in bank balances on the assets side.

3. Chances

Compared to other CARE members, as well as NGOs in Germany, CARE D has established a very broad base and has access to many different resources. We have made good progress in diversifying our donor base in recent years. This applies to both the international component of our programs and our domestic program work. Here, further diversification of our donor base is possible and planned through investments. Conducting programmatic project work simultaneously in both the international and domestic contexts offers opportunities in this regard. Furthermore, our domestic work has the potential to expand to the European level (projects in multiple EU countries or candidate countries).

CARE Germany holds prominent positions in Germany and within the Confederation. Examples include: the ADH Board, the VENRO Board, leadership of three VENRO working groups, chair of the EU CARE Group, vice presidency at CARE International, and membership on the Executive Committee of CARE International. These “external representations” consume resources but at the same time offer opportunities to influence developments.

Thanks to our established internal and external structures, CARE Germany is also able to take on additional tasks for the Confederation and is prepared to do so.

Significant future opportunities lie in clearly focusing our work on strategic goals as part of the strategy review (see the CARE 2030 strategy above).

The ongoing digitization of all processes as part of our strategy will also receive special support and impetus from the IT department, which will be newly established in 2025. In this way, we aim to gain a competitive edge in the future—not only in the grant and donation markets but also in the competition for talent.

4. Risks

4.1. Donations

The charitable giving market in Germany saw a significant decline during the reporting year. According to the "Bilanz des Helfens" report by the German Donations Council, overall donation revenue was 9% lower than in the previous year. This makes our strong growth—which we have evidently achieved despite the market trend—all the more important. The trend, evident for many years now, of fewer and fewer people donating (though those who do donate larger amounts) does not make recruiting new donors any easier for us either. This makes our focus on regular donors and on building long-term relationships all the more important.

Given the public's perception of ongoing crises, so-called emergency situations—that is, disasters that receive intense emotional coverage in the German media and trigger a strong surge in donations—are finding it increasingly difficult to gain traction in media coverage. We are feeling the effects of this as well, since these emergency situations have historically been key opportunities for donor recruitment—opportunities that we are now missing. This makes our long-term investments in attracting regular donors all the more important and rewarding. CARE Germany thus took an important and successful step early on to become less dependent on emergency situations.

4.2. Public funds

The significant cuts in public funding are also having an impact on the donation market. Many organizations have stepped up their fundraising efforts in an attempt to at least narrow the resulting revenue gap. This is leading to increased competition for donors. It is important that we hold our own through investments and market-driven strategies.

The German federal government's 2025 budget already shows a 53% cut in funding for humanitarian aid, even as crises persist—for example, in Ukraine—and continue to escalate in Sudan and Gaza. Given the security and financial situation, an increase in this budget in the future seems highly unlikely; in fact, a further reduction appears possible. For CARE Germany, this means it will become more difficult to achieve humanitarian goals—both in terms of quality and quantity—to the same extent as in the past, given a worsening revenue situation.

The fundraising efforts, which have been very successful in the past, will be continued and expanded. In particular, it is important to continue investing significantly in attracting regular donors.

In addition to sound finances, CARE also needs dedicated and highly qualified employees to achieve sustainable success. There is a risk that we will not be able to find enough top performers to fill open

positions or that we will lose competent employees—even though this risk appears lower in the current labor market situation than it did two or three years ago. To mitigate this risk, we have established plans and measures outlined in our annual risk report, which is reviewed and discussed by our General Assembly. In this report, we also address other risks. For example, last year we already addressed the risk of being unable to access important projects for security reasons.

However, special and far-reaching measures may need to be planned and implemented in light of project delays and schedule extensions, as these could increase even further than usual in the current situation.

5. Forecast and outlook

5.1. Financial planning

Due to high expenditures on projects in accordance with the bylaws and the organization's mission, the "Project-Related, Earmarked, and Unearmarked Funds" reserve will still amount to just over EUR 7 million of December 31, 2025. This limits the scope for further investments in the 2027 budget, which will also depend significantly on the 2026 annual results. Therefore, we may need to plan for stagnation or consolidation in the area of donations, while the program budget will continue to decline due to the situation with institutional funding sources. However, we are planning for positive results starting in 2027 in order to increase our financial flexibility again.

5.2. Comparison of previous year´s forecast with current development

	Actual figures 2025	Target figures 2025	Deviation
	T€	T€	T€
Unrestricted donations (incl.ADH)	14,615	13,283	1,332
Restricted donations (incl. ADH)	16,490	18,182	-1,692
Institutional donors	48,344	42,444	5,900
Cooperation partners	15,805	18,415	-2,610
Other income	990	1,532	-542
Total funds raised	96,244	93,856	2,388
Projekt expenses	81,886	72,206	9,680
Fundraising (incl. Public relations)	9,501	8,708	793
Payroll expenses	9,363	10,021	-658
Depreciations	112	133	-21
Expenses Care International	899	806	93
Other operational expenses & public relations work	3,758	1,982	1,176
Total expenses	105,519	93,856	11,663
Operational result	-9,275	0	-9,275
Financial result	38	0	38

Revenue from private donations (including ADH) totalled EUR 31.1 million, which was nearly in line with the budgeted figure of EUR 31.5 million. The organization raised EUR 1.3 million more in unrestricted funds and EUR 1.7 million less in restricted funds than planned. Revenue from funding sources and cooperation partners was EUR 3.3 million higher than planned, although this was also due to the final settlement of old projects and the recognition of prior-year revenue.

Project expenses totalling EUR 81.9 million were significantly higher than planned; this is attributable, on the one hand, to the fact that more funds than planned were raised and spent during the reporting year, and, on the other hand, to the disbursement of funds from reserves for projects that had been received as donations in the previous year (and prior years). Personnel expenses were EUR 658k below the planned amount. In response to this trend—funding from grantors is expected

to continue to dwindle in the future—spending on fundraising from private donations was increased, which is reflected in the higher expenditures for this area, approved in a supplementary budget for 2025 (+EUR 793k). Administrative expenses exceeded the budget by EUR 1,779k. This can be explained, on the one hand, by exchange rate differences, particularly in the conversion of USD to EUR. On the other hand, more funds than planned were spent on IT to make the organization more digital and efficient.

5.3. Forecast and outlook to the year ahead

Many of the changes outlined in previous status reports have materialized, some even in a much more drastic and abrupt form (e.g., funding cuts in the US and the "stop to work order" on January 25, 2025). The funds available for humanitarian aid and development cooperation in Germany have fallen back to 2018 levels. As things stand at present, this situation is set to continue in 2026 and beyond.

Due to the multiannual budget, the European Commission's available funds will remain at the same level through the end of 2027. In 2026, negotiations will begin on the new multiannual financial framework starting in 2028. There is reason to fear that, starting in 2028, the European Commission will also reallocate funds and reduce spending on humanitarian aid and development cooperation.

Given the simultaneous rise in global needs, these are extremely alarming developments.

As the second-largest member of a global confederation, we are also aware of the increasingly difficult environment for civil society organizations in many countries. Issues such as gender equality, inclusion, and climate change, in particular, are being viewed with growing scepticism by governments. An extreme example is the working conditions faced by our colleagues in the United States, as well as in Georgia and the Czech Republic. The right-wing political spectrum will continue to attempt to roll back international solidarity and pluralism. As part of our work in Germany, we would be well advised to prepare ourselves and address this issue.

Bonn, 2 September 2026

Karl-Otto Zentel Stefan Ewers