

ANNUAL REPORT 2023



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Colophon

With thanks to

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All other i+ staff who contributed

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ANNUAL REPORT CEO

i+solutions' activities have grown in 2023, both in procurement and in-country logistics. The Procurement and Supply Services (PSS) unit successfully onboarded a large new client, the Global Drug Facility (GDF). GDF is a joint activity of StopTB Partnership and UNOPS for the procurement and delivery of TB medicines to over 120 countries. With this new pooled procurement project, i+solutions has become one of the largest Procurement Service Agents (PSA) for global donors.

In 2023, i+solutions developed its own digital business to business procurement platform, called XS2Meds, to facilitate pooled procurement in the private sector and for faith based organisations. Sellers and buyers of medicines and other health commodities in low- and middle income countries (LMICs) currently lack access to affordable quality products. XS2Meds received a development contribution of Invest International, a financing facility of the Dutch Government.

The health system strengthening projects in Mali, DRC, Ethiopia and Burundi, managed by the Digital and Optimization (DOS) unit, continued to improve the supply chain in the Last Mile.

With all these projects, we create more impact for patients who are in need of life saving medicines as well as more value for customers. Altogether, i+solutions is well positioned to cater for the needs of current and future stakeholders.



Achievements 2023

In 2023, our Procurement and Supply Services unit (PSS) performed well. The Pooled Procurement Mechanism (PPM) program of The Global Fund showed a stable strong performance and this was well received in the annual review meeting. The procurement of turn-key oxygen plants started slower than expected in 2022, but picked up well in 2023. i+solutions has procured a total of 176 plants for 30 countries, meaning many regional hospitals will become self-supporting on oxygen and provide oxygen to nearby clinics.

A significant result was the onboarding of the Global Drug Facility (GDF) contract with UNOPS/StopTB Partnership. In five months, the entire transition from the incumbent PSA to i+solutions was executed and the first orders were processed. This 3-year contract, with a possible extension of another three years, represents a procurement value of \$200 million per year in TB medicines.

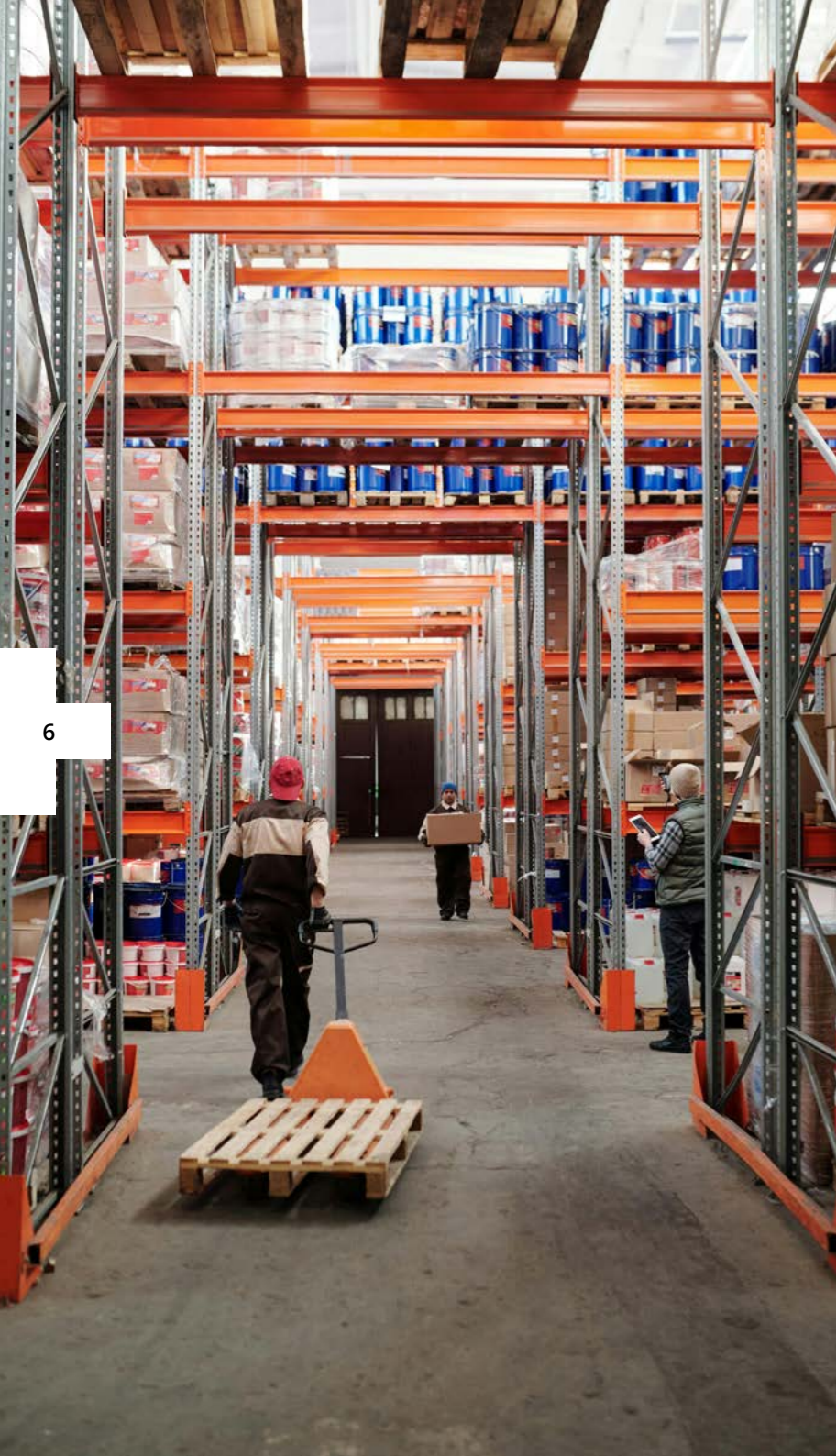
The existing in-country projects in Mali, DRC, Burundi and Ethiopia, focused on strengthening health systems with innovative solutions, showed good results. These projects are man-

aged by the Digital and Optimization Solutions (DOS) unit. eLMIS Medexis is an important digital solution to ensure data visibility across the various actors in the health supply chain. The efforts in Burundi have been rewarded with the countrywide roll out and implementation of Medexis at all 1100 health facilities. This project, funded by the Dutch Ministry of Foreign Affairs and governed by the Ministry of Health in Burundi, is a significant step forward in creating end-to-end visibility in Burundi's medical supply chain. In Burundi, we also tested a new logistical concept, called Just Drive, to solve the problem of stockouts of health products by sharing data between health facilities, motorcycle drivers and the district warehouse in a mobile app.

“

i+solutions has procured a total of 176 plants for 30 countries, meaning many regional hospitals will become self-supporting on oxygen and provide oxygen to nearby clinics.

impact by innovation



Changing supply chain landscape

Health supply chains are changing in low- and middle-income countries. The private health sector becomes ever more important due to several reasons. An important change is the increased occurrence of Non Communicable Diseases (NCDs), like for example cardiovascular diseases, cancer, diabetes and chronic respiratory diseases, for which there are no vertical global donor programs. Other relevant trends are the uptake of digital solutions in health care (telehealth), the use of digital money and the rise of digital startups in health supply chains. The private sector supply chain, however, is not without challenges: it is fragmented and there are issues around mark-ups, product availability and product quality, leading to poor access to medicines for patients. At the same time, we see the desire of countries to become more self-reliant and global donors who focus on strengthening the capacity of countries to procure and distribute medicines themselves.

Strategy

The i+ strategy 2023-2026 is focused on addressing the above challenges in the changing landscape with the best use of our expertise and core capabilities. It involves a combination of continuously improving our procurement practices as well as introducing innovative solu-

tions to create breakthroughs in health supply chains. The introduction of a private sector focused digital marketplace, called XS2Meds, is the most important example for this. XS2Meds is a digital business to business procurement platform for low- and middle-income countries where buyers and sellers of medicines and other health products meet. XS2Meds aims to shorten the health supply chain, delivering from the manufacturer directly to the client, building on i+solutions' procurement experience and leveraging its long relationship with trusted suppliers and experienced logistic service providers. While still small at the moment in terms of processed orders, we expect the platform to

Organisational developments and culture

We are proud that Prashant Yadav joined our Supervisory Board in 2023. With his extensive knowledge of public health and his enthusiasm, we have added a strong new member to our board. Thanks to the development of our activities, our team in the Netherlands has grown from 78 to 88 FTEs. Furthermore, i+solutions has over 30 people working in-country, making the total work force 120 people. With over 30 different countries being represented, i+solutions has a truly multicultural footprint. We continuously invest in our talented staff with individual training and coaching programs, as well as a High Potential program.

grow significantly in the coming years.

In fact, XS2Meds is a new cluster next to our core activities: Procurement and Supply Services (PSS) and Digital and Optimization Solutions (DOS). All three activities are involved in gathering relevant supply chain data and constitute important building blocks for our strategy to create end-to-end visibility across the entire health supply chain, from manufacturer down to the Last Mile.

We aim to achieve this strategy together with our partners, which include Cordaid, Palladium, Abt Global, Globis, FP2030, Reproductive Health Supplies Coalition, The Dutch Ministry of Foreign Affairs and many more.

“

The results of the yearly employee engagement survey show strong commitment to the mission to save and improve lives by creating well-functioning health supply chains.

Financial Results

From 2023 i+ solutions changed the functional and reporting currency from EUROS to USDs. In 2023, i+solutions posted a consolidated result of USD 262.989. The positive result is realised despite substantial investments to implement the XS2Meds digital marketplace business initiative. Revenues have decreased from USD 170.7 million in 2022 to USD 160.3 million in 2023. This is driven by a decrease in revenues for freight services, offset by a growth in commodity revenues driven by the revenues relating to essential medicines and oxygen plants as well as the new product category Tuberculosis medication con-

nected with the GDF contract. The balance sheet increased from USD 74.9 million in 2022 to USD 155.3 million in 2023. This is caused by an increase in our bank balances due to the timing of creditor balances and growth of prefunded contracts. The fixed assets increased due to IT investments in the Medexis software and the development of software for the XS2Meds digital platform. The solvency and liquidity have remained stable, while the customer portfolio is still largely dominated by prefunded contracts.

Environment Social and Governance (ESG)

“
i+solutions
aims to
reduce its
carbon
footprint
and to have
the highest
standards
for ESG
factors.”

i+solutions aims to reduce its carbon footprint and to have the highest standards for ESG factors.

To that end, a carbon footprint methodology was developed in close cooperation with Logistic Service Providers (LSPs), allowing to monitor the carbon footprint. We have assessed that the biggest impact is in the transportation of the procured goods. The policy is to use sea freight shipment as much as possible.

The carbon footprint of business operations is very limited. i+solutions encourages employees to use public transport. The CO2 emission

caused by air travel is compensated through a contract with Climate Neutral Group. For each flight, Climate Neutral Group receives a sum that they invest on behalf of i+ in climate projects as part of the Net-Zero Strategy, allowing reduction of CO2 produced elsewhere which contributes to the Sustainable Development Goals (SDGs).

i+solutions is working on a structural approach to follow the Corporate Sustainability Reporting Directive (CSRD), although as a foundation i+solutions is not in scope for CSRD yet.

Global Health Hub

In 2023, i+solutions signed the Global Health Pact and joined The Dutch Global Health Hub (GHH). The GHH, an initiative by the Dutch Ministry of Health, Welfare and Sport and the Ministry of Foreign Affairs, unites relevant parties, such as knowledge institutes and platforms, academics, NGOs, the private sector, young people and the government in the field of the three priorities of the Dutch global health

strategy. The GHH provides a platform on which parties can exchange knowledge and strengthen and inspire each other, with the aim of jointly arriving at innovative, integral, demand-driven and future-oriented solutions to global health challenges. Following the Hub's launch, several Communities of Practice (CoPs) were formed and the first meetings have taken place. i+solutions is co-leading the Local Production CoP.



“ Risk management

i+ has been successful in attracting sufficient qualified staff to run new projects, like XS2Meds the new digital market platform.

In order to keep good focus on operating risks, i+solutions has implemented a risk management process whereby the Management Team regularly reviews the risk landscape. One of the key identified risks is the occurrence of a cyber-attack and other IT related crime. Unauthorized changes to customer and vendor master data are a key risk, which is mitigated by tight internal control procedures. Now that i+ solutions has changed the functional and reporting currency to USD's, risks associated to fluctuating currencies is limited. Another risk is i+solutions' dependency on a limited number of customers. As a result of a phishing incident, money was transferred to a bank account owned by fraudsters. The money is traced back and it is expected that i+solutions will receive it back in 2024. The expected receivable and a provision for expected legal costs in relation to this case are recorded in the 2023 financial statements.

Compliance

i+solutions complies to all applicable laws and regulations, also through its own Code of Conduct, which is closely aligned with the codes of its customers. Furthermore, i+solutions complies with ISO9001:2015, WHO MQAS and GDP (Pharmaceutical Wholesale and Distribution Authorization) by means of inspection by the

i+ has mitigated the IT risks by organizing information security awareness sessions for all staff and by reinforcing its IT safety protocols. i+solutions employs a CISO officer and is continuously looking to improve its information security processes and measures. The exposure to the EURO risk is closely monitored by the Finance department and where necessary hedged. With its excellent operating metrics, i+solutions demonstrates to be able to attract and implement new big contracts, becoming less dependent on one customer. Furthermore, i+ has been successful in attracting sufficient qualified staff to run new projects, like XS2Meds the new digital market platform. The good retention rates (above 90%) and low sickness rates (below 4%) underpin the effective management on the risk of becoming short of resources.

Inspectorate of the Dutch Ministry of Health. All of the above are continuously monitored by internal audit programs and periodic gap assessments, in order to stay abreast of developments in our international landscape.

Outlook

With two large global procurement contracts in place, i+solutions is well positioned to maintain and strengthen its role as a global player in public health supply chains. With a track record in innovative solutions like XS2Meds and Medexis, i+solutions is able to win new clients in the private sector and other data driven projects. The market for this is growing. In fact, i+solutions' 2023-2026 strategy is aimed at broadening its reach beyond public health. i+ wants to become a significant player also in private sector health supply chains in LMICs, leveraging its extensive experience and procurement capabilities. To this end, i+solutions is not only developing the XS2Meds platform, but has recently also started offering Market Access Services to pharmaceutical companies who want to enter new markets but do not have the expertise to do so on their own. I would like to thank our staff, board members, donors and all our partners for working closely together with us to achieve our mission of improving and saving lives by creating well-functioning health supply chains. Without the dedication to this mission, we would not be able deliver life-saving medicines to the millions of patients relying on it.

Impact by Innovation!



HIGHLIGHTS AND RESULTS 2023



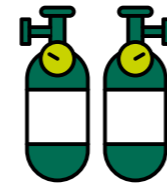
HIV/AIDS products
\$ 385 mln
 per year
61
 countries



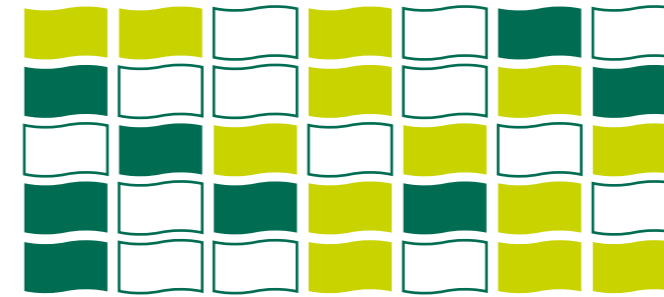
Tuberculosis products
\$ 129 mln
 per year
110
 countries



Malaria products
\$ 104 mln
 per year
35
 countries



Oxygen PSA plants
\$ 55 mln
 per year
30
 countries



35 Nationalities



Essential medicines*
\$ 31 mln
 per year
49
 countries

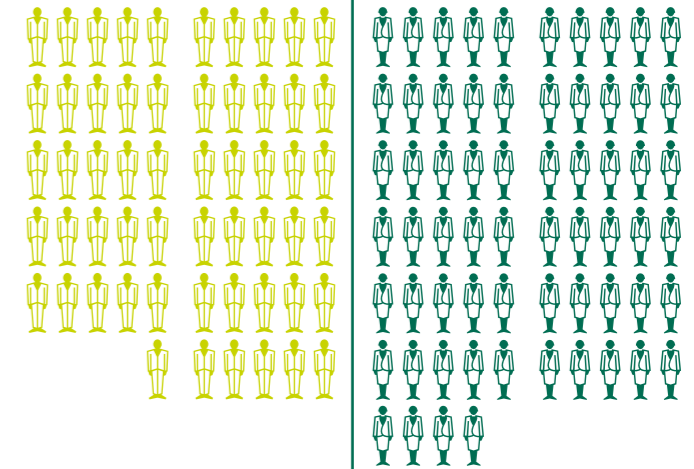
* Antibiotics, pain medicines, vitamins, antifungal medicines, COVID Therapeutics



PPE products
\$ 24 mln
 per year
37
 countries

Employees
120

Male **56** | **64** Female



90%+
 completion rate
 due to efficient educational approach

47
 courses
 in 4 languages
7597
 active users
 from over 152 countries

WHO WE ARE, WHAT WE DO, HOW WE DO IT



Who we are

i+solutions is a Dutch not-for-profit organization providing access to affordable quality health products and supply chain solutions to low- and middle-income countries (LMICs), enhancing health equity, access, and sustainability.

An innovative approach combined with expertise in training, procurement and delivery, consultancy and project management contribute to saving lives every day.

Vision and mission

The vision is a world where no medical need goes unmet. To achieve this vision, we partner with governmental, private sector, public and charitable organizations to develop health

infrastructures to help low- and middle income countries become resilient societies.

The mission is to save and improve lives by creating well-functioning health supply chains.

Core values

INNOVATIVE We believe the big challenges in low- and middle-income countries can be solved with innovative solutions
COMMITTED We are committed to go the

extra mile to achieve the mission
IMPACTFUL Our mission is to save and improve lives by creating well-functioning supply chains

History

i+solutions was founded in 2005 as a training and consultancy department within the International Dispensary Association Foundation (IDA Foundation). Later, we became an independent organization. Over these past 18

years, we have provided services that support the procurement and distribution of essential medicines, supporting governments and organizations in their quest to create sustainable access to medicines and health products.

COMMUNICATION ON ENGAGEMENT

SDGs we contribute to:



i+solutions is pleased to reaffirm its support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. i+solutions has been a part of the UN Global Compact since 2020. Our mission and vision are intrinsically linked to supporting the SDGs, especially SDG 3. Through our efforts, we contribute to reducing the burden of disease and promoting well-being among communities that need it most. This is our 2024 Communication on Engagement, in which we describe the actions taken to support the UN Global Compact and its Principles. We welcome your feedback.

i+solutions is committed to integrating ESG factors through its corporate operations and drive impact by:

- + Enabling communities and individuals in LMICs to have accessible and affordable quality medicines.
- + Empowering employees with fair working conditions and opportunities for development in a diverse and inclusive environment.
- + Holding suppliers accountable through the Code of Conduct (POL 130) and audits which they are expected to comply with in order to engage in business with us.
- + Providing career and other opportunities in communities where we operate through the i+academy platform in collaboration with our partners.
- + Measuring and reducing greenhouse gas (GHG) emissions resulting from outsourced transport operations by using low-emission fuels where possible.
- + Training relevant personnel during onboarding on policies related to topics such as our Code of Conduct (POL624), corruption and bribery, conflicts of interest, among others.
- + Training FTEs and relevant personnel through an Information Security compliance course to ensure the highest quality of cybersecurity awareness among the organisation.

We partner with global donors, countries, and partners to make a difference daily. In 2023, i+solutions joined The Dutch Global Health Hub (GHH), an initiative by the Dutch Ministry of Health, Welfare and Sport and the Ministry of Foreign Affairs. i+solutions is co-leading the Hub's Local Production Community of Practise. Together with local and international partners, we combine big hearts with big data to improve supply chains that secure accessibility and care.

Sincerely yours,
Ed Monchen, CEO

SUSTAINABLE SUPPLY CHAINS FOR HEALTHIER SOCIETIES



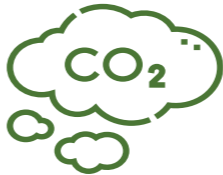
UN Global Compact

i+solutions is part of UN Global compact since 2020. Our mission and vision are intrinsically linked to supporting the SDGs. We partner with stakeholders across the value chain to make this happen.



Quality Assurance

Our Quality Management System is aligned with ISO 9001:2015, and we operate under the Good Distribution Practice license and the WHO's Model Quality Assurance System for Procurement Agencies.



Logistics Emissions

Logistical CO2 footprint is measured through intuitive dashboards. By comparing historical mode of shipment as well as lane-based data points, we can predict trends and heatmaps and take active measures to reduce our footprint.



Reliable Suppliers

Our suppliers are vetted through a broad due diligence process which include ESG factors. Our supplier Code of Conduct includes living wages and diversity, equity and inclusion clauses.



Local Sourcing

Our Category Management approach is to source as local as possible, as international as needed (ALAPAIAN) for all the product categories that we procure.



DEI

Diversity, Equity & Inclusion

We foster a workplace environment that celebrates diversity, ensures equitable opportunities for all employees, and promotes inclusive practices throughout our organization and partnerships.



Shipment Planning

Our shipments are planned to optimize our transport costs and emissions by reducing our volumes procured by air and increasing our volumes procured by ocean.



End-to-End Innovation

Our Impact & Innovation unit co-creates advanced solutions with stakeholders throughout the full value chain, from manufacturer to patients. With our strategic partners, we continuously seek opportunities to make a positive impact on the world.

PROCUREMENT AND SUPPLY SERVICES

As a not-for-profit procurement services agent, i+solutions not only supports donor-funded projects but we also directly assist Ministries of Health, implementors, NGOs and other parties in multiple countries with their procurement of health products and related commodities. i+solutions offers its procurement and logistic services for standard supplies as well as to answer out-of-stock and/or emergency situations. Its diversified outsourced capabilities include market access services, supplier selection, sourcing, negotiating, helping to coordinate freight forwarding of commodities to the final consignee, and ensuring that procurements comply with the applicable rules and regulations. The private sector digital marketplace XS2Meds supports local manufacturing and regional economic growth, and reduces dependency on international supply chains.

Donor funded projects



The Global Fund's Pooled Procurement Mechanism (PPM)

In 2023, i+solutions' moved into the fifth year of its contract with The Global Fund (TGF) for outsourced procurement services, delivering over 385 million USD worth of HIV treatments and over 104 million USD worth of antimalarials. i+solutions maintained its high service level of previous years, delivering in total over 565 million USD worth of health products with an on-time performance of 93%. With the end of the Covid-19 crisis, i+solutions procured and delivered far less personal protective equipment (\$24M) in 2023 than in the previous two years. However, procurement and supply of Oxygen equipment, specifically pressure swing adsorption (PSA) plants continued at great pace in 2023. This

reflects TGF's continued strategy on 'pandemic preparedness'.

Oxygen project

In 2023, i+solutions processed requests for Oxygen plants for a total amount of USD 55 Million. The project not only involves the procurement of Oxygen plants, though. The Global Fund has commissioned i+solutions to also take care of all the supporting activities such as site construction, installation, service and warranty. i+ has procured a total of 176 Oxygen plants for 30 countries; with the highest number of Oxygen plants procured for Nigeria (e.g. total of 63 plants). In 2023, i+ has delivered and installed 6 plants in 3 countries: Indonesia, Papua New Guinea and Syria. The installation of all other plants are pending due to ongoing site construction activities.

Stop TB Partnership's Global Drug Facility (GDF)

In November 2022, i+solutions was very proud to be informed that it had won a contract with the Stop TB Partnership's Global Drug Facility (GDF) to provide procurement services of anti-tuberculosis medicines. GDF, which is hosted by UNOPS, is a procurement and supply mechanism that provides tuberculosis (TB) programmes with strategic procurement of TB products and coordination of market activities, with technical assistance and capacity-building. In late 2022, i+solutions formed a project implementation team - in close collaboration with GDF - to be ready to process GDF orders as quickly as possible. This multidisciplinary team focussed on all the critical elements which were required to start the contract. Broadly speaking, these requirements related to people, processes and systems. Although from a high-level perspective, the processes and requirements are similar for other procurement work i+solutions

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In 2023, i+solutions processed requests for Oxygen plants for a total amount of USD 55 Million.



“ XS2Meds streamlines the supply chain, reducing costs and making quality medicines more accessible to underserved populations. ”

executes, this project has a key, unique requirement: a strategic rotating stockpile of anti-TB medicines. i+solutions sub-contracted a warehouse facility in The Netherlands to perform this function. The warehouse is managed by The Medical Export Group in Vuren, The Netherlands. This service represents a further string to i+solutions’ bow and it can claim warehousing as a new facet to the procurement and supply services it offers to its donors and clients.

From an operational point of view, i+solutions began accepting GDF client requests in early June 2023, roughly 4 months earlier than GDF had originally anticipated. This is testament to the excellent project management/implementation approach i+solutions uses. By the end of 2023, i+solutions had processed requests totalling \$129M and delivered shipments together worth \$5M.

Government funded



HIV Medicines and test kits for Morocco and Georgia

In 2023, i+solutions continued its support to the Ministries of Health in Morocco and Georgia for the purchase and delivery of HIV medicines, Essential Medicines and HIV test kits. For Morocco, i+ procured 260 000 packs of medicines and tests. In total, 126 064 units of medicines were delivered to Georgia.

HIV medicines for Armenia

i+solutions is proud to announce to have concluded a contract with the Ministry of Health in Armenia to support its population with access to HIV medicines. This partnership marks a significant milestone in our commitment to improving access to healthcare in the region.

Partner projects



PATH Oxygen Compressor Spare Parts Kit project

i+solutions’ client PATH has opened a mechanism where NGO’s and governments can apply for free oxygen compressor spare parts kits. i+solutions manages the procurement and delivery of these spare part kits. We have negotiated a contract with RIX Industries, one of the world’s largest manufacturers of oxygen compressors. Because i+solutions manages the pooled procurement, significant discounts have been negotiated, and our client and their recipients are

offered a streamlined logistic service. This project started at the end of 2022, while the majority of the deliveries have taken place in 2023. During 2023, i+solutions has shifted the storage location of the kits to the warehouse of its partner Logenix.

Sanofi project

i+solutions is one of the appointed distributors for Sanofi’s Impact program. In this program, 30 life-saving Sanofi products are made available to 40 countries at access pricing. In 2023, we have managed the supply of Sanofi items to

Kyrgyzstan and Zimbabwe. An increasing number of recipients is finding i+solutions, requesting quotations. In 2024, we expect to deliver Sanofi products also to Zambia, Myanmar and Tajikistan.

IMPAACT4TB GRANT Procurement of Covid Therapeutics

In 2023, i+solutions procured Nirmatrelvir/Ritonavir 150/100 with supplier Hetero Labs Limited under the Unitaid IMPAACT4TB GRANT. The goods were shipped to The Aurum Institute in Ethiopia, and the Elisabeth Glazer foundation in Cameroun.

Private sector

2023 XS2Meds

In 2023, i+solutions set out to extend its products catalogue and to deliver procurement services also to the private sector. A procurement platform, called XS2Meds, aimed at bridging the gap in access to non-communicable disease medicines in Low- and Middle-Income Countries was developed. XS2Meds is a transparent, neutral, competitive, and efficient market platform for the private sector. External funding

for this initiative was secured from impact investor Invest International. In 2023, the online order intake platform was developed, a website (<https://xs2meds.org/>) and LinkedIn account were created. i+solutions closed several agreements with key suppliers like Sanofi, Pfizer, and Novartis, placing orders for buying entities in Rwanda, Zimbabwe and Kyrgyzstan. Orders worth USD 340 thousand, mainly for diabetes medicines, were placed. By connecting

private market players with generic regional and international manufacturers, XS2Meds streamlines the supply chain, reducing costs and making quality medicines more accessible to underserved populations.

More patients served, more diseases treated



OUR PORTS AND CARRIERS IN AFRICA

Carriers & Alliances

2M ALLIANCE

1  MAERSK

2  MSC

THE ALLIANCE

3  Hapag-Lloyd

4  HMM

5  YANG MING

6  ONE
OCEAN NETWORK EXPRESS

OCEAN ALLIANCE

7  CMA CGM

8  COSCO SHIPPING

9  EVERGREEN LINE

10  OOCL

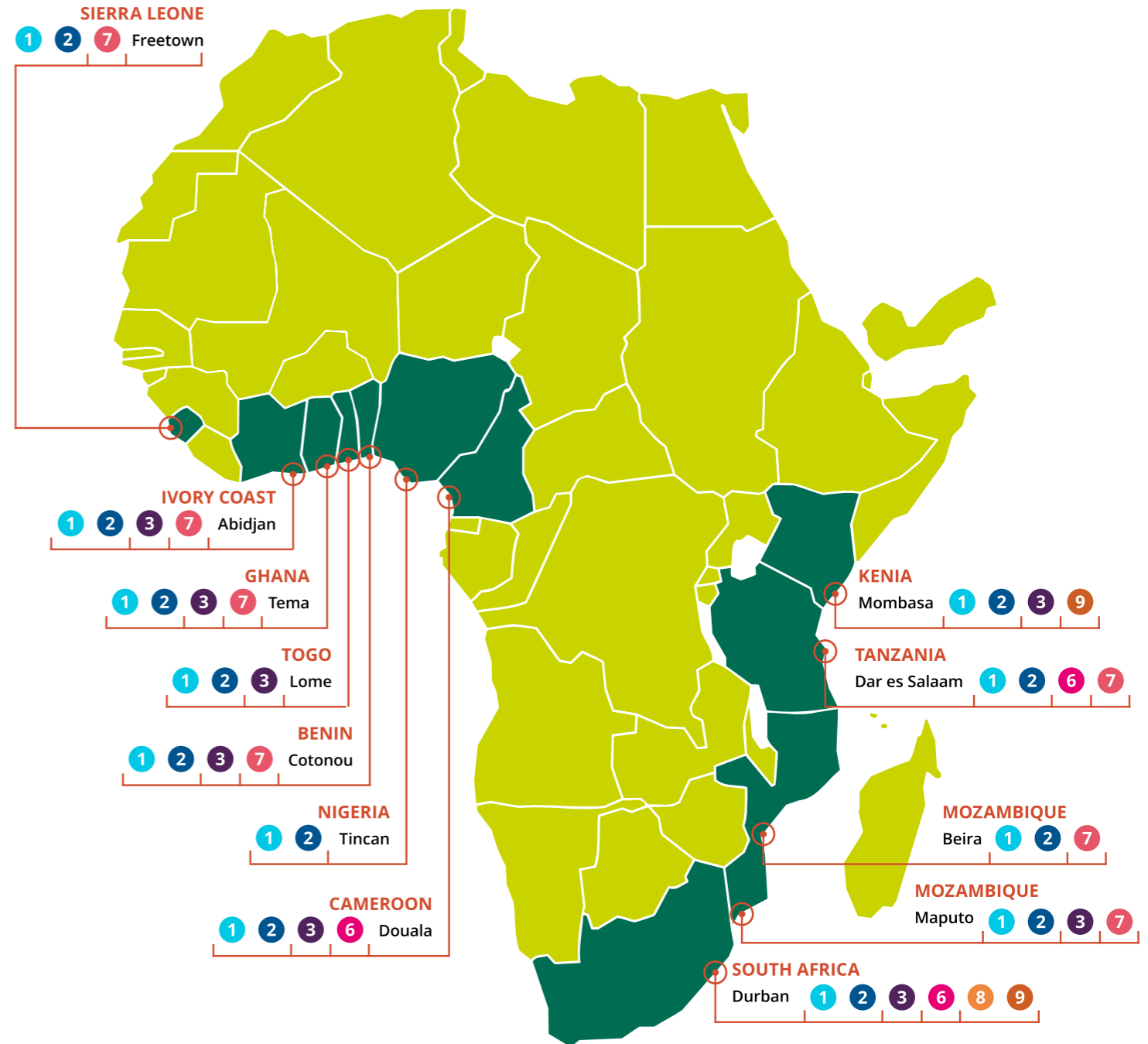
OUR LSPs

Logistic Service Providers

 CEVA
LOGISTICS

 Logenix
International

 MAERSK



DIGITAL AND OPTIMIZATION SERVICES

In alignment with i+solutions' shared vision of a world without unmet medical needs, the DOS (Digitalization and Optimization Services) department is dedicated to improving last-mile access to medicines through enhanced transparency and visibility. The specific mission is to strengthen public health systems in low- and middle-income countries (LMICs) by leveraging optimization, digitalization, change management, and capacity building.

Throughout 2023, i+ has remained steadfast in the commitment to this mission, focusing on four key projects that embody our objectives. These initiatives are designed to reinforce the foundation of public health supply chain, ensuring that vital medicines reach those who need them most efficiently and effectively.

The details of the four key in-country projects in DRC, Mali, Burundi and Ethiopia will be elaborated in the following sections, showcasing i+solutions' efforts and achievements over the past year.



USAID Integrated Health Program (USAID IHP)

Duration: May 2018 – May 2025

Donor: USAID

Country:

Democratic Republic of Congo

Prime contractor: Abt Global

Partner organizations:

i+solutions, Pathfinder International, TRG, MatchBoxology, BleuSquare, Viamo

Objectives and background

The objective of this multiyear project is to strengthen the capacity of Congolese institutions and communities to provide integrated and quality health services to sustainably improve the health of the Congolese population.

i+solutions' role in this project is to increase continuous availability of essential drugs at the last mile, between the health zone (HZ) level, the health facilities (HF) and the community base. This way, we contribute to strengthening the health system, governance and leadership at the targeted provincial, health zone and health facility levels. The program covers 47,101,119 people, approximately 38% of the DRC population, across 9 provinces divided into 179 health zones (HZ), with 3,254 health areas, including 172 HGRs, 6,855

HF, and 3,461 community care sites.

The 9 provinces covered are Haut-Katanga, Haut Lomami, Kasai Central, Kasai Oriental, Lomami, Lualaba, Sankuru, Sud-Kivu, and Tanganyika.

Key activities and results

To ensure drug availability and improve the supply chain, i+solutions supported various activities within the USAID IHP program:

- + Technical and financial support for 168 supply chain coordination meetings across 9 provinces of the Essential Medicines Working Group (GTM), technical logistics units (UTGL), and other logistics commissions related to specialized programs (CTMP, PMI).
- + Facilitated 14 quarterly improvement review meetings, bringing together drug managers from 179 health zones to evaluate supply chain performance, share experiences, and develop quarterly improvement plans.
- + Assisted the Ministry of Health to establish and finalize the setup of the Health Supply Management Academy (AGAPS-RDC), the first government online supply chain

“

The USAID IHP project achieved a significant reduction in stockouts in 2023, decreasing from 56.9% in year 4 to 42.2% in year 5, a net reduction of 14.7% for tracer drugs.

academy in DRC. Trained 33 graduates in the first AGAPS DRC cohort.

- + Supported the quarterly planning and organization of last-mile distribution for 179 health zones, tailored to the complexities of each area.
- + Provided management tools to 179 HZ, covering annual needs in 4,908 health care establishments.

Health Systems Strengthening, Governance and Finance Activity (HSS) in Mali,

Kénéya Sinsi Walé (KSW)

Duration: August 2020 – July 2025

Donor: USAID

Country: Mali

Prime contractor: Palladium

Sub-contractors: i+solutions, FHI 360, Groupe Pivot Santé Population

Objectives and background

The KSW project aims to strengthen health systems in the regions of Mopti, Ségou and Sikasso, which account for approximately half of Mali's population. Despite significant improvements in healthcare in the past two decades in Mali, challenges remain in how to plan, manage, and finance high-quality healthcare at a decentralized level.

i+solutions' role in this project is to provide innovative supply chain solutions to improve the information flow and distribution of essential medicines, vaccines and reproductive health commodities to health facilities. Medexis, i+solutions' electronic Logistic Management Information System (eLMIS) operates behind the DHIS2 interface and supports the ordering and movement of products in 26 districts. This first phase implementation aims to provide real time data and operational efficiencies to the Malian free

donor-funded products' replenishment supply chain between district products dispatching depots (DRC) and health facilities (CSCOMs) in the mentioned regions. The i+solutions team in Mali is composed of 5 staff members: 2 in Bamako and 1 in each of the 3 regions.

Key activities

- + Stock optimization via stock redeployment, coaching/supervision visits for tracers' products (Chlorhexidine 7,1%, Magnesium Sulfate 10% & 50%, essential medicines)
- + Stock redeployment: 7,1% redeployed to avoid expiry and improve stock availability at health facility level in 2023.
- + 237 coaching/supervision visits conducted to improve stock management in 2023
- + Introduced Medexis behind the DHIS2 interface at community level to support the ordering of free donor products and the electronic management of product movement between the DRC and CSCOMs. The DHIS2-Medexis integration focuses on data synchronization and the calculation of stock replenishment.
- + Introduced and implemented in 21 out of 26 districts (81%)
- + System used by 384/530 health facilities (72%).

- + 1512 requisitions validated and 1427 packages delivered
- + Introduced last mile active distribution based on local resources (local transportation jointly supported by the District DRC and ASACO (community health association)).
- + Introduced and implemented in 24 out of 26 districts (92%)
- + Introduced SOPs for last mile distribution adapted to conflict areas.
- + The SOPs allow DRC and partners in the cluster to synergize and apply proposed alternative solutions for last mile distribution in conflict areas.

Results:

- + stockouts of Chlorhexidine 7,1% reduced from 22,26% (base line) to 7,56% in 2023
- + Stockouts of Magnesium Sulfate reduced from 35,33% (base line) to 8,38% in 2023

“Management Information System (eLMIS) operates behind the DHIS2 interface and supports the ordering and movement of products in 26 districts.



eLMIS Medexis Burundi

Duration: Dec. 2022 – Dec. 2024

Country: Burundi

Main Donor:

Embassy of the Kingdom of the Netherlands/UNFPA

Other donors involved:

USAID, The Global Fund, Gavi, Unicef

Key partner:

ABREMA, Ministry of Public Health and the Fight Against AIDS (MSPLS)

logistics management information system (eLMIS) Medexis at all 1100 health facilities in the country.

Approach and solution:

The project deploys the Medexis system across all levels of the health system, including public, faith-based, associative, and community health structures, ready to revolutionize health product management. Medexis manages several critical processes like periodic ordering of health products, order processing, (re)distribution, dispensation, inventory management and reporting.

The rollout involves development of the Medexis tool, followed by extensive training and mentoring of users at all levels. Additionally, health structures are equipped with the necessary IT tools and internet access to ensure seamless integration and real-time data visibility.

Introduction and goals of the project

In Burundi, the availability of health products depends on a comprehensive supply and distribution process from the supranational level to the national and operational levels, including health districts, hospitals, and health centres. Evaluations of the pharmaceutical supply chain have identified challenges such as demand estimation, product storage, and data inconsistencies. The Ministry of Public Health and the Fight Against AIDS (MSPLS) aims to strengthen the information system using information technology.

The overarching goal of the project is to enhance the visibility of logistics data and information at different levels of the supply chain to ensure a consistent availability of pharmaceutical products in health facilities across Burundi. This is realized by implementing the electronic

“
The rollout involves development of the Medexis tool, followed by extensive training and mentoring of users at all levels.”

Approach and Results:

- + Establishment of a robust governance structure, including a Technical Committee and a Steering Committee, to align the development of Medexis with the Ministry of Health’s recommendations.
- + The first phase of Medexis development has been successfully concluded, resulting in a validated eLMIS ready for national deployment.
- + A team of national-level administrators and 20 national trainers have been trained and certified.

Expected Impact:

The next deployment phase starting in 2024 will cover the central level of the Ministry of Health, the intermediary level across 18 provinces, the operational level in 49 districts, and 1100 health facilities, where a total of 2272 users will be trained in the use of Medexis. Health workers will have access to i+academy for training materials and resources on supply chain management. This comprehensive training and support will enhance supply chain management, reduce expiration, overstock, and stockout rates, and ultimately improve healthcare outcomes for the population of Burundi.



The Last Mile Project, Ethiopia

Duration: Jan. 2022 – Dec. 2024

Donor:
Netherlands Ministry of Foreign Affairs

Country: Ethiopia

Partner organization: Cordaid

Introduction and Goals

i+solutions is working together with Cordaid on The Last Mile Project in the Jimma zone in Ethiopia to support the availability of quality medicines in health facilities by introducing Medexis as a stock management software in select health facilities, covering four phases since 2022. The project focuses on three interconnected outcomes:

1. Simplified digital reporting and ordering of medicines by health centres from the Ethiopian Pharmaceuticals Supply Service (EPSS).
2. Increased efficiency and accuracy of the supply chain through real-time visibility and transparency.
3. Strong pharmaceutical supply chain management systems.

Approach and Solution:

In 2023, Phase 3, focusing on the optimization of Medexis functionalities and the expansion to 88 health facilities in the Jimma Zone was concluded and

Phase 4 was launched. Phase 4 supports the further expansion of Medexis to additional health centers and improved robustness of the eLMIS system in the Jimma Zone by:

- + integrating the Ethiopian calendar
- + introducing vaccine management
- + enhancing the analytics capacities through PowerBI
- + integrating annual forecasting and quantification and
- + preparing for the use of sub-units.

Phase 4 also focuses on increasing the capacity of health workers through a Quality Assurance and Supply Chain course and supports the recognition of the system on a national scale through the national registration process. These initiatives reinforce the capacities of Medexis and its users to ensure that the system is operating at optimal ca-

capacity within Ethiopia, creating evidence to support the eventual expansion into additional regions.

Results

The introduction of Medexis in 29 health centres showed significant improvements in key performance indicators: The introduction of Medexis also led to qualitative improvements:

- + Health centre staff spent less time on managing their medical supply chain. Single data entry resulted in minimised errors.
- + Staff at zonal, district and EPSS levels base their decisions on data and real-time analytics.
- + Service delivery to health centres was uninterrupted, even in low-bandwidth settings.
- + Configuration responds to the Ethiopian last mile context.

KPI	Baseline Q2 2022	Q4 2023
% HCs with stock records matching physical Stock count (Inventory Accuracy)	31.00 %	93.00 %
% Orders submitted from HCs within the planned window for ordering	34.50 %	100.00 %
% HCs with 90% Tracer Drugs in stock throughout the month	0.00 %	24.00 %
Wastage of Tracer Orugs per Month	2.40 %	0.82 %
Average % of tracer drugs in stock throughout the month	65.90 %	82.00 %
% HCs who daily register their logistics transactions in Medexis	0.00 %	93.00 %
% HCs who timely submit electronical requisitions far medicines to EPSS	0.00 %	93.00 %

“

The introduction of Medexis in 29 health centres showed significant improvements in the key performance indicators and led to qualitative improvements.



ACADEMY

Capacity building through e-learning platform i+academy

i+academy (www.iplusacademy.org), i+solutions' e-learning platform, was set up to support clients and partners by designing and delivering cost-effective capacity building solutions. Technical assistance and knowledge transfer on the open-source Moodle platform is an important feature of our work. This includes training on facilitation, course development, platform management and customized reporting. i+ also digitizes course content and guidelines and delivers online trainings of the basics of health supply chain management in English, French and Portuguese. The learning environment is optimized for a low-bandwidth environment and its content can be accessed via mobile devices and computers. In 2023, i+academy trained 1350 people through courses and projects.

“

i+academy took a leading role in the creation and digitalization of the user manual, in the training of trainers, and in building the capacity of local administrators.

WHO Kinshasa

The collaboration with the WHO Kinshasa was renewed by creating two new modules for health staff participating in the national vaccination program:

- + Self-evaluating the Quality of your Vaccination Data
- + Organizing monitoring meetings at Health Zones

20.000 nurses and doctors in all provinces of the DRC are invited to follow these self-paced courses and receive the enrolment key. They are rewarded with a certificate after successful completion.

AGAPS DRC

In April 2023, the new AGAPS learning platform (<https://agaps.iplusacademy.org>) owned by the PNAM (National Program of Essential Medicines) of Ministry of Health DRC was ready for a first promotion of students. i+academy assisted the local managers and facilitators during this event that raised a lot of interest, received 286 applications, and lasted six weeks. 56 students were chosen to participate from 12 provinces. 85% of the students completed the first module and 77.5% of them achieved certification after module 10. This is a more than satisfying outcome for an online learning project.

MAUL Uganda

The i+academy team provided technical assistance to upgrade the e-learning platform of MAUL Uganda (<https://e-learning.medical-access.org/>). The learning site was given a new look and various new features were added such as an AI chatbot and two payment plugins for local mobile money providers.

Medexis

With the Medexis eLMIS going into trial and operation in various countries, i+academy took a leading role in the creation and digitalization of the user manual, in the training of trainers, and in building the capacity of local administrators. Each country has put its own accents on the need for accompanying online trainings, with Ethiopia focusing on Quality Assurance in the health supply chain, and Burundi requesting for additional lessons on Basic Computer Skills.

Scholarships

i+solutions extended its commitment to supporting health personnel in low- and middle-income countries who need training but face financial barriers: in 2023, we awarded 12 scholarships to follow online SCM courses in English and French were awarded.

REPORT FROM THE SUPERVISORY BOARD

General Report

In 2023, i+solutions successfully implemented the pooled procurement contract with the Global Drug Facility (GDF) a partnership between UNOPS and StopTB Partnership. In combination with the Pooled Procurement Mechanism (PPM) project of The Global Fund, i+solutions is now one of the leading Procurement Services Agents (PSAs) and involved in the procurement and delivery of a wide range of medicines to over 120 countries globally. The in-country consultancy projects in Burundi, Mali and DRC have performed very well, resulting in the roll-out of our logistic

management information system Medexis across the entire Burundi territory, covering all 1100 health facilities. In Ethiopia, Cordaid selected i+solutions to implement Medexis in three regions.

The organization is growing rapidly due to winning these new projects and additional staff is onboarded on a monthly basis, resulting in a current total head count of 88 people in Woerden and around 30 employees in Africa. Employee motivation is at a high level and illness rates are low.

Meetings

In 2023, the Supervisory Board convened in 4 quarterly meetings, mainly to discuss the changing health supply chain landscape, the future strategy and positioning of the organization. Other topics that were discussed during the meetings were:

- + The budget and financial statements
- + Innovative activities like XS2Meds
- + The main enterprise risks including mitigation and contingency plans
- + Ensuring the Code of Conduct and good governance were followed

The Supervisory Board chair also spoke to the Works Council during two yearly review meetings to keep informed of their views and the interests of staff. Five new Works Council members were elected at the end of 2022. The Supervisory Board looks forward to continuing the pleasant collaboration with the new Works Council.

Committees

The Supervisory Board welcomed a new member, Prashant Yadav. His extensive knowledge of global health supply chains and his broad network are important additions to the supervisory board. The Supervisory Board now consists of five members: Mr. Co Berendsen is Chair and there are the four regular members. The Supervisory Board has two sub-committees: an Audit Committee and a Remuneration Committee. As in 2022, the Audit Committee consists of Ms. Martine Kok and Mr. Michel Jacobs. They gathered in two meetings to discuss:

- + The financial statements and annual report 2022 (with the external accountant)
- + The internal risk and control systems, procedures and IT improvements
- + The internal finance organization
- + The budget 2024

The Remuneration Committee also remained the same, consisting of Mr. Co Berendsen and Mr. Harry van Schooten. Their main activities were:

- + The annual review and remuneration of the CEO
- + The overall remuneration policy

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The Supervisory Board is happy with the progress i+solutions is making, staying true to its mission and wants to thank the team for its hard work and dedication.

Sincerely,

Co Berendsen
Chairman of the Supervisory Board

FINANCIAL STATEMENTS 2023

Stichting
Iplussolutions



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Consolidated Balance Sheet

as at December 31, 2023 (in USD), before appropriation of result

ASSETS ^{note}		2023	2022	2022	
Fixed assets		USD	USD	EUR	
Intangible fixed assets	1	2.239.712	1.748.445	1.637.903	
Tangible fixed assets	2	101.680	52.791	49.453	
Financial fixed asset	3	170.786	163.491	153.155	
Total fixed assets		2.512.178	1.964.727	1.840.511	
Current assets	4				
Work in progress		-	-	-	
Debtors		11.251.011	19.314.646	18.093.515	
Related Parties		-	-	-	
Taxes and social securities		104.754	-	-	
Other receivables and prepaid expenses		19.337.623	4.477.704	4.194.609	
		30.693.388	23.792.350	22.288.124	
Cash at banks and in hand	5	122.077.190	49.122.832	46.017.138	
Total current assets		152.770.578	72.915.182	68.305.263	
Total assets		155.282.756	74.879.909	70.145.774	
EQUITY AND LIABILITIES					
Equity	6				
General reserve		594.186	724.425	678.624	
Legal reserve		342.751	180.002	168.622	
Currency translation difference		463	463		
Result current year		262.989	32.514	30.891	
		1.200.388	937.403	878.137	
Long term liabilities	7				
Subordinated loans		-	-	-	
Guaranteed capital		1.200.388	937.400	878.137	
Provisions	7				
Deferred tax liabilities		-	-	-	
Provision for legal case		100.000	-	-	
Other Provisions		-	-	-	
		100.000	-	-	
Current liabilities	8				
Creditors		148.304.018	59.463.244	55.703.795	
Taxes and social securities liability		207.725	182.136	170.621	
Accruals		1.396.668	678.678	635.770	
Prepayments		4.073.957	13.618.450	12.757.450	
Current account Stichting		-	-	-	
Total current liabilities		153.982.367	73.942.509	69.267.636	
Total equity and liabilities		155.282.756	74.879.909	70.145.774	

Consolidated Profit and Loss

for the year ended December 31, 2023 (in USD)

	note	2023	2022	2022	
		USD	USD	EUR	
Turnover	10	160.300.788	170.702.208	162.184.674	
Changes in work in progress		-	-	-	
Project expenses	11	-150.337.557	-162.315.728	-154.216.655	
Gross Margin		9.963.231	8.386.480	7.968.019	
Expenses					
Personnel expenses	12	7.578.254	5.931.403	5.635.444	
Depreciation		701.564	485.348	461.131	
Other operating expenses	14	1.590.974	1.371.621	1.303.181	
Total operating expenses		9.870.792	7.788.373	7.399.756	
Operating Result		92.439	598.107	568.263	
Financial income and expenses	15	273.045	-619.330	-588.427	
Result before taxation		365.484	-21.223	-20.164	
Corporate income tax	16	-102.495	53.736	51.055	
Net result		262.989	32.514	30.891	

Consolidated statement of comprehensive income

for the year ended December 31, 2023 (in USD)

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	USD	USD	EUR
Result after income taxes	262.989	32.514	30.891
Other Comprehensive income	-	-	-
Total Comprehensive income	<u>262.989</u>	<u>32.514</u>	<u>30.891</u>
Attributable to:			
Owners of the company	262.989	32.514	30.891
Minority interest	-	-	-
Total Comprehensive income	<u>262.989</u>	<u>32.514</u>	<u>30.891</u>

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Consolidated cash flow statement

for the year ended December 31, 2023 (in USD)

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	USD	USD	EUR
Cash flow from operating activities			
(Operating) result	92.439	606.615	568.263
Adjusted for:			
Depreciation	701.564	492.253	461.131
Movement in (corporate) tax	-595.147	-117.593	-110.158
Movements in working capital	<u>73.317.988</u>	<u>-35.597.317</u>	<u>-33.346.745</u>
Cash flow operating result	73.516.844	-34.616.041	-32.427.509
Financial income and expenses	273.045	-628.140	-588.427
	<u>273.045</u>	<u>-628.140</u>	<u>-588.427</u>
Cash flow from operating activities	73.789.889	-35.244.181	-33.015.936
Cash flow used in investment activities			
Investments in fixed assets	-835.534	-756.439	-708.614
Cash flow used in financing activities			
Movement long term liabilities	-	-	-
Movement in cash at banks	<u>72.954.355</u>	<u>-36.000.620</u>	<u>-33.724.550</u>
Cash at banks			
As at January 1	49.122.835	85.123.454	79.741.688
As at Dec 31	<u>122.077.190</u>	<u>49.122.835</u>	<u>46.017.138</u>
Movement in cash at banks	<u>72.954.355</u>	<u>-36.000.620</u>	<u>-33.724.550</u>

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Notes to the financial statements

Entity information

The registered address of Stichting Iplussolutions is Polanerbaan 11, 3447 GN in Woerden. Stichting Iplussolutions (i+solutions) is registered at the Chamber of Commerce 34236288.

Historic background

i+solutions is an independent, international, not-for-profit organization specializing in global health supply chain management for low- and middle-income countries. i+solutions started its activities in 2005 as a spin-off of IDA Foundation.

Accounting principles for balance sheet, profit and loss account and cash flow statement

Basis for preparation

The financial statements are prepared in accordance with Dutch Generally Accepted Accounting Principles, to provide information about the financial performance and changes in the financial position of Stichting Iplussolutions.

General accounting principles of valuation and determination of the result

The financial statements are prepared in conformity with accounting principles generally accepted by the Dutch Accounting Standards Board; (Title 9, Chapter 2, Dutch Civil code). Valuation of assets and liabilities and determination of the result takes place under the historical cost convention. Unless stated otherwise, assets and liabilities are valued according to the cost model. Income and expenses are accounted for on accrual basis. Profit is only included when realized on the balance sheet date. Losses and risks originating before the end of the

financial year are considered if they were known before preparation of the financial statements. All assets are required for operations.

Consolidated financial statements

The consolidated financial statements include the financial data of the company and its group companies at December 31 of the year under review. The accompanying consolidated financial statements include the assets, liabilities and results of operations of all subsidiaries, which the company, either directly or indirectly, controls. Control exists when the company has the power, directly or indirectly, to govern the financial and operational policies of a company to obtain benefits from its activities. Control is assumed when the company owns more than 50% of the voting rights or has the ability to appoint directors. Subsidiaries are consolidated from the date on which control is obtained by the

company and cease to be consolidated from the date on which control is transferred to a person or entity outside of the control of the company. Intercompany balances and transactions have been eliminated in the consolidation.

Use of estimates and judgments

In applying the principles and policies for drawing up the financial statements, the management of Iplussolutions make different estimates and judgments that may be essential to the amounts disclosed in the financial statements. If it is necessary to provide the transparency required under Book 2, article 362, paragraph 1, the nature of these estimates and judgments, including related assumptions, is disclosed in the notes to the relevant financial statement item.

Cash flow statement

The cash flow statement has been prepared using the indirect method. The cash items disclosed in the cash flow statement comprise cash at banks and in hand except for deposits with a maturity longer than three months. Cash flows denominated in foreign currencies have been translated at average estimated exchange rates. Exchange differences affecting cash items are shown separately in the cash flow statement. Interest paid and received, dividends received, and income taxes are included in cash from operating activities. Dividends paid are recognized as cash used in financing activities. The

purchase consideration paid for the acquired group corporation has been recognized as cash used in investing activities where it was settled in cash. Any cash at banks and in hand in the acquired group corporation have been deducted from the purchase consideration. Transactions not resulting in inflow or outflow of cash, including finance leases, are not recognized in the cash flow statement. Payments of finance lease instalments qualify as repayments of borrowings under cash used in financing activities and as interest paid under cash generated from operating activities.

Foreign currency

Assets and liabilities denominated in foreign currency are translated at the exchange rates prevailing on the balance sheet date. Transactions in foreign currency during the financial year are included in the financial statements at transaction rate. Exchange differences are taken to the profit and loss account. The functional and presentation currency has been changed from EURO to USD as per January 1, 2023. The change is the result of increasing revenues denominated in USD's. The change of the presentation currency is a change of an accounting principle. The comparative numbers have been restated to the USD presentation currency by using the before mentioned exchange rates. The difference between the 2022 restated balance sheet and profit & loss account is processed in equity in the line currency translation differences.

Intangible fixed assets

Intangible fixed assets are presented at cost less accumulated amortization and less impairments in value if applicable. Amortization is charged as a fixed percentage of cost. Intangible assets are comprised of external development costs for a general financial administration software package, the costs for the development of an LMIS software system, the costs for the development of an SQL database and for the external development of an end-to-end supply chain system.

The development costs are capitalized upon completion and upon the determination that it is likely from both a technical and commercial perspective that the project will be successful and that the costs can be determined reliably.

The investment in the general financial administration (ICT Software) depreciates, from the date an asset comes into use, over its expected economic lifetime of five years.

The investment in the end-to-end supply chain system (Datawarehouse, Globis, Master data and Process reengineering) is done to facilitate the Pooled Procurement Mechanism project and other projects gained because of this. Since the contract for the Pooled Procurement Mechanism project is for three years, with an extension of another three years based on performance, the expected economic lifetime and amortization for this system is estimated at six years. The investment for the SQL database is esti-

mated to have an economical life expectancy of three years. The investment for the LMIS software is estimated to have an economic life expectancy of three years.

The assets under construction relate mainly to internally developed software to support the marketplace initiative and will be depreciated when the software is ready from a technical perspective, which is estimated to be Q2 2024.

Tangible fixed assets

Tangible fixed assets are presented at cost less accumulated amortization and less impairments in value if applicable. Depreciation is charged as a fixed percentage of cost. Depreciation is provided from the date an asset comes into use and continued for its useful life with a maximum of 5 years.

Financial fixed assets

Financial fixed assets include other receivables at nominal value. A deferred tax asset or liability will be constituted in case of temporary differences between fiscal and economic valuation.

Impairment of assets

At the end of each financial year the organization will review whether its fixed assets are subject to impairment. Impairment losses are deducted from amortized costs and expenses in the profit and loss statement.

Receivables

Upon initial recognition, the receivables are included at fair value and then valued at amortized cost. The fair value and amortized cost equal the face value. Any provision for doubtful accounts deemed necessary is deducted. These provisions are determined by individual assessment of the receivables.

Long term liabilities

Long term debts pertain to debts that can't be reclaimed within 12 months after balance sheet date. Initial recognition is against fair value, after initial recognition the liabilities are measured at amortized cost.

Current liabilities

Current liabilities pertain to debts that can be reclaimed within 12 months after the balance sheet date. Initial recognition is against fair value, after initial recognition the liabilities are measured at amortized cost.

Consolidation

In 2022, two new legal entities were established, IplusSolutions Digital Optimization Services B.V. and XS2Meds B.V. IplusSolutions Digital Optimization Services B.V. includes the activities from consultancy and projects. XS2Meds B.V. includes the activities from the marketplace initiative. Both entities are fully controlled by Stichting Iplussolutions and are consolidated in the financial statements.

The subsidiaries are listed in below table:

Place and country	Name of the Entity	Participation %
Woerden, The Netherlands	IplusSolutions Digital and Optimization Services B.V.	100%
Woerden, The Netherlands	XS2Meds B.V.	100%

Foreign offices

For the implementation of several projects, i+solutions had established offices in Burundi, Democratic Republic of Congo, Nigeria, and South Africa. The costs have been included, at transaction rate, in these annual statements as far as these are invoiced by and paid to i+solutions NL. The remainder of the foreign operations are reported and funded, at cost. The prepaid balance to foreign offices in US Dollar, funded through i+solutions NL, at balance date is included in the report valued against the exchange rate prevailing at balance date. The prepaid balances are included under other receivables and prepaid expenses.

Country	Name of the Entity	Status
Nigeria	Stichting Sustainable Global Health Initiative	Dissolved
Democratic Republic of Congo	DRC i+solutions (NGO)	Active
Burundi	i+solutions Burundi (NGO)	Active
South Africa	iplusSolutions NPC (Not for profit organization)	Dissolved

All the foreign entities are fully controlled by Stichting Iplussolutions. Both Stichting Sustainable Global Health Initiative in Nigeria and iplusSolutions NPC South Africa have been dissolved in 2023.

Net turnover

Net turnover represents the amounts invoiced or to be invoiced to third parties in respect of goods provided, where i+solutions acts as a principal, and services rendered in the financial year net of discounts and turnover taxes. For services rendered as an agent, the corresponding fees are recognized as revenue in the period during which the services were performed.

Project expenses

This pertains to costs that can be directly attributed to the net turnover. This concerns third party expenditures.

Personnel expenses

Personnel expenses are processed based on the mutually agreed labor conditions in the profit and loss account.

Depreciation

Tangible and intangible fixed assets are being depreciated from the start of the usage and will be depreciated during and conform the expected economic lifespan of the asset. In case of impairment the future depreciation will be amended.

Other operating expenses

Other operating expenses are all costs that cannot be attributed to the cost price of the delivered goods or services. This excludes depreciation and any impairments on these assets.

Net financial income

This includes exchange differences, paid, and received interest. Exchange rate differences that occur at the completion or revaluation of monetary items are presented in the profit and loss account, are processed in the period that they occur, unless hedge accounting is applied. Interest income and expenses are realized in the period that they occur.

Corporate tax

Taxation on profits is calculated on the reported pre-tax profit or loss, considering any losses carried forward from previous financial years and tax-exempt items and non-deductible expenses and using current tax rates.

Principles of the cash flow summary

The cash flow statement has been prepared using the indirect method. The funds in the cash flow statement consist of cash at bank and in hand and the current account debt at the bank. Cash flows denominated in foreign currencies have been translated at an estimated average rate. Exchange differences, income and expenditure owing to interest and tax on profits have been included under the cash flow from operating activities.

Financial statements Stichting Iplussolutions (holding company)

We have applied BW2:402 and prepared a simplified profit and loss account in the stand-alone financial statements of Stichting Iplussolutions.

Continuity

Fiscal year 2023 generated a positive consolidated result. In the two years preceding 2023, positive results were generated, lower in 2022 due to once-off investments to set up the XS2Meds platform. The organization has had positive equity since the end of 2020 and for 2024 a positive result is expected. Based on our performance in the past years combined with the positive outlook, we are of the opinion that there is no doubt on business continuity.

In the past, investments were made to optimize the processes and IT systems. This has paid off as in 2022 an important new contract with the Global Drug Facility (GDF) was awarded to purchase Tuberculosis medication. Expected procurement volumes are around USD 200 mln per year. The contract term is 3 years with an extension of 3 years and the first orders started in June 2023. This underlines that the organization has proven to position itself as a solid partner for Procurement Agent Services and can win such significant contracts.

The assumption underlying this annual report and the day-to-day operations is the continuity of the organization. The reason for this is that besides

the 2018-2019 Pooled Procurement Mechanism project, the before mentioned new contract will contribute to secure a stable income stream for the coming years. Furthermore, management expects that the marketplace initiative will contribute to incremental growth soon.

Management prepared a budget for the coming years which should lead to sustainable results and cash flows, which will enable the company to meet its obligations. Therefore, these financial statements have been prepared under the going concern assumption.

Assumptions underlying the annual report

As with any annual report, several estimations and assumptions were made when preparing it. The first assumption relates to the continuity of the organization. Taking the above into consideration, the projections are such that it can be fairly assumed that the organization will be in operation for the near future.

A second important assumption is that the Global Fund will use its option to extend the current contract for another 3 years. Based on that assumption, the outlook for the next five years show positive results, substantial enough to justify both the activation of the Pooled Procurement Mechanism investments and addition to the deferred tax asset. Finally, there is no reason to assume that the current balance of accounts receivable will not be received, and the balance of accounts payable will not be paid within the agreed period.

Specific notes to the balance sheet items

for the year ended December 31, 2023 (in USD)

1. Intangible fixed assets

The movements in intangible fixed assets can be specified as follows.

	ICT Software	Data warehouse	Globis	Masterdata	Process Re- engineering	SQL	Medexis software	Assets under construction	Total
As at January 1, 2023	€	€	€	€	€	€	€	€	€
At cost	285.705	157.097	748.895	171.040	830.558	212.268	431.783	179.713	3.017.059
Accumulated depreciation	20.405	86.786	383.459	97.220	466.821	212.268	112.198	-	1.379.156
Book value as at January 1, 2023	265.300	70.311	365.436	73.820	363.737	-0	319.585	179.713	1.637.903
As at January 1, 2023	\$	\$	\$	\$	\$	\$	\$	\$	\$
At cost	304.988	167.699	799.438	182.583	886.613	226.594	460.924	191.843	3.220.681
Accumulated depreciation	21.782	92.643	409.338	103.781	498.327	226.594	119.770	-	1.472.236
Book value as at January 1, 2023	283.205	75.056	390.099	78.802	388.286	-	341.153	191.843	1.748.445
Capitalized assets from assets under construction								191.843	191.843
Movements									
Additions	188.364	-	-	-	739.170	-	59.411	376.532	1.363.476
Disposals									-
Depreciation	38.362	27.950	133.240	30.431	280.187	-	170.197		680.366
Total	150.002	-27.950	-133.240	-30.431	458.982	-	-110.787		683.110
As at December 31, 2023									
At cost	493.351	167.699	799.438	182.583	1.625.783	226.594	520.334	376.532	4.392.314
Accumulated depreciation	60.144	120.593	542.578	134.212	778.514	226.594	289.968	-	2.152.603
Book value as at December 31, 2023	433.207	47.107	256.860	48.371	847.268	-	230.366	376.532	2.239.712

2. Tangible fixed assets

The movements in intangible fixed assets can be specified as follows.

	Office equipment	ICT	Total
As at January 1, 2023	€	€	€
At cost	308.315	463.483	771.797
Accumulated depreciation	303.103	419.242	722.345
Book value as at January 1, 2023	5.212	44.240	49.453
As at January 1, 2023	\$	\$	\$
At cost	329.123	494.764	823.887
Accumulated depreciation	323.559	447.537	771.096
Book value as at January 1, 2023	5.564	47.227	52.791
Movements			
Additions	23.718	46.374	70.092
Disposals	255.082	151.112	406.194
Depreciation	5.279	15.919	21.198
Total	-236.643	-120.657	-357.300
As at December 31, 2023			
At cost	97.760	390.026	487.785
Accumulated depreciation	73.760	312.345	386.105
Book value as at December 31, 2023	23.999	77.681	101.680

3. Financial fixed assets

The valuation of the deferred tax assets is based on management's judgement that it is likely that the deferred tax assets can be applied to future profits soon.

Financial fixed assets	2023	2022	2022
	\$	\$	€
Deferred tax asset	170.786	163.491	153.155
	170.786	163.491	153.155

4. Current assets

All receivables are due within one year.

Debtors

In 2022, a provision was included to cater for the uncertainty of receiving funds of USD 26,687.

Debtors	2023	2022	2022
	\$	\$	€
Debtors	11.251.011	19.341.334	18.118.515
Doubtful debtors	-	-26.687	-25.000
	11.251.011	19.314.646	18.093.515

The decrease in 2023 is mainly caused by a sharp decrease in outstanding payments related to the Pooled Procurement Mechanism Project.

Other receivables and prepaid expenses

	2023	2022	2022
	\$	\$	€
Value added tax	273.447	64.601	60.516
Sales to be invoiced	17.360.256	3.568.870	3.343.235
Other receivables and prepaid expenses	1.703.920	844.233	790.858
	19.337.623	4.477.704	4.194.609

The increase in other receivables and prepaid expenses is largely due to sales to be invoiced in 2023 for the Pooled Procurement Mechanism Project and relating to the new contract for the Global Drug Facility which will be invoiced in 2024.

5. Cash at bank and in hand

The balance per December 31, 2023, includes an amount of USD 12,272,927 which has been received as prepayment for the Direct Procurement and Pooled Procurement Mechanism activities and expenses. Further, an amount of USD 7,461,782 has been received as a prepayment in relation to the contract with the Global Drug Facility. The cash balances related to these projects are not free disposable to i+solutions.

6. Equity

General reserve	2023	2022	2022
	\$	\$	€
As at January 1	756.935	904.423	847.246
Appropriated profit for the financial year	262.989	32.514	30.891
Currency translation difference	463		
Appropriated to legal reserve	-162.749	-180.002	-168.622
As at December 31	857.637	756.935	709.515

Legal reserve	2023	2022	2022
	\$	\$	€
As at January 1	180.002	-	-
Utilizations	-	-	-
Additions	162.749	180.002	168.622
As at December 31	342.751	180.002	168.622

The legal reserve relates to the internally developed software for XS2Meds.

7. Provisions

Provision for legal case

The group is involved in a legal proceeding. The provision and contingency related to this matter is assessed based on the latest information available, after consultation with and the assistance of the lawyer. The prediction of the outcome and the assessment of a possible loss by management is based on management's judgments and estimates. The actual outcome of a proceeding or claim may differ from the estimated liability.

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
As at January 1	-	-	-
Utilizations	-	-	-
Additions	<u>100.000</u>	<u>-</u>	<u>-</u>
As at December 31	<u><u>100.000</u></u>	<u><u>-</u></u>	<u><u>-</u></u>

8. Current liabilities

Creditors

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
Creditors	<u>148.304.018</u>	<u>59.463.244</u>	<u>55.703.795</u>
	<u><u>148.304.018</u></u>	<u><u>59.463.244</u></u>	<u><u>55.703.795</u></u>

Most of the creditors' balance is related to the Pooled Procurement Mechanism Projects. Supplier invoices are included in Creditors upon receipt, but only paid upon delivery of goods and services. All payables are due within one year.

Taxes and social securities

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
Wages taxes and social security charges	207.725	162.790	152.498
Pension premium	-	2.760	2.586
VAT	-	16.586	15.537
	<u><u>207.725</u></u>	<u><u>182.136</u></u>	<u><u>170.621</u></u>

Accruals

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
Holiday allowance and days	657.710	482.344	451.849
Accrued expenses	<u>738.958</u>	<u>196.334</u>	<u>183.921</u>
	<u><u>1.396.668</u></u>	<u><u>678.678</u></u>	<u><u>635.770</u></u>

Prepayments

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
Prepayment Pooled Procurement Mechanism	4.073.957	13.618.450	12.757.450
Other prepayments	<u>-</u>	<u>-</u>	<u>-</u>
	<u><u>4.073.957</u></u>	<u><u>13.618.450</u></u>	<u><u>12.757.450</u></u>

The prepayments are advance payments received for procurement of health commodities for other parties.

Specific notes to the profit and loss account

9. Contingent liabilities

Office lease

The office lease has been renewed as per December 2022 for an additional 61 months, starting from December 1, 2023, until December 2028 with a notice period of 12 months. Rent expenses in the Netherlands amount to USD 210,596 (2022: USD 165,499, EUR 157,619) excluding VAT per year for 2023.

Car lease

In October 2019 the organization entered into a new contract with a car leasing company for five years for which an amount of USD 12,735 is due within one year.

The remaining periods can be summarized as per the table below:

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
< 1 Year	208.005	218.341	204.537
> 1<5 Years	767.856	859.198	804.876
> 5 Years	-	210.939	197.603
Contingent liabilities	<u><u>975.861</u></u>	<u><u>1.288.478</u></u>	<u><u>1.207.016</u></u>

10. Net turnover

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
Procurement services	8.585.656	8.435.764	8.014.845
Consultancy & projects	3.149.790	2.373.488	2.255.058
Training	17.790	19.701	18.718
Freight revenue	51.914.094	70.876.045	67.339.540
Commodity revenue	96.633.450	88.997.210	84.556.513
Others	8	-	-
	<u><u>160.300.788</u></u>	<u><u>170.702.208</u></u>	<u><u>162.184.674</u></u>

In 2023, the turnover decreased compared to 2022 due to lower revenues for Personal Protective Equipment due to the end of the Covid pandemic and PSA fees and lower revenues for freight and logistic services. In 2023, the delivery of Oxygen installations increased as well as the delivery of Essential Medicines, but also the delivery of Tuberculosis medication resulting from the new contract with GDF caused an increase in revenues.

The Procurement services revenue includes the fees earned for services provided under the Pooled Procurement Mechanism Project. As part of those services, the procured commodities amount to USD 619.6 million as per below.

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
EM	34.235.424	20.413.897	19.395.304
ANTM	104.199.295	116.894.390	111.061.707
ARV	355.070.840	416.828.914	396.030.388
PPE	56.416.687	67.290.147	63.932.569
Oxygen	3.968.765	1.197.710	1.137.948
Freight & Logistics	51.598.533	70.821.376	67.287.599
TB	14.103.260	-	-
	<u><u>619.592.804</u></u>	<u><u>693.446.434</u></u>	<u><u>658.845.515</u></u>

Find below the geographical segmentation of the net revenue:

	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
Africa	7.247.858	3.606.319	3.378.316
Asia	262.965	52.037	48.747
Other Europe	495.064	143.980	134.877
Switzerland	149.475.582	165.745.500	155.266.560
United States	2.819.320	3.582.682	3.356.174
	<u>160.300.788</u>	<u>173.130.518</u>	<u>162.184.674</u>

This geographical revenue segmentation is based on the location of the donors, whereas the commodity goods were actually delivered at ultimate beneficiary premises in Africa, Asia and South America.

11. Project expenses	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
Project expenses	150.337.557	162.315.728	154.216.655
	<u>150.337.557</u>	<u>162.315.728</u>	<u>154.216.655</u>

12. Personnel expenses	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
Salaries and wages	5.482.923	4.209.755	3.999.701
Social security premiums	1.240.572	938.331	891.511
Other personnel expenses	854.759	783.317	744.232
	<u>7.578.254</u>	<u>5.931.403</u>	<u>5.635.444</u>

Included in the social security premiums is USD 370,589 for pension premiums (2022: USD 309,113, EUR 294,394).

Employees

During the year 2023, the Foundation had an average number of employees (FTE) of 74 (2022:78).

13. Remuneration of Directors

The Executive Board of Stichting Iplussolutions consisted of one person in 2023. In accordance with the exemption of Section 383-1, Book 2 of the Dutch Civil Code no disclosure regarding payments to the Executive Board is required.

14. Other operating expenses	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
Housing expenses	238.070	193.291	183.647
Acquisition expenses	127.986	184.714	175.497
Audit costs	118.991	74.097	70.400
Supervisory Board remuneration	36.104	16.087	15.285
Office expenses	1.069.822	903.431	858.352
	<u>1.590.974</u>	<u>1.371.620</u>	<u>1.303.181</u>

Acquisition costs have decreased significantly in 2023 due to lower costs for acquisitions for the Digital Optimization Services business unit and XS2Meds initiative. The XS2Meds initiative has reached the implementation phase in 2023. Office expenses have increased due to higher IT costs and higher legal costs.

With reference to Section 2:382a (1) and (2) of the Dutch Civil Code, the audit costs relate to the fees charged by Baker Tilly for the audit of the financial statements.

15. Financial income and expenses	<u>2023</u>	<u>2022</u>	<u>2022</u>
	\$	\$	€
Exchange differences	25.015	-631.921	-600.390
Interest income and expenses	-298.005	12.485	11.862
Other income - Loan redemption	-	-	-
Asset sales	-54	105	100
Net Financial Income	<u>-273.045</u>	<u>-619.330</u>	<u>-588.427</u>

The exchange differences are mostly due to the revaluation of bank balances, accounts receivable and accounts payable, all held in USD as per year end.

Approval of the annual report

16. Corporate Tax	2023	2022	2022
	\$	\$	€
Corporate tax for the year	119.793	79.366	75.406
Loss compensation previous year	-3.194	-	-
Deferred tax asset	-14.104	-133.103	-126.461
Corporate tax. Gain / (Loss)	102.495	-53.737	-51.056

Appropriation of profit

The result for the year 2023 amounting to USD 262,989 (2022: USD 32,514, EUR 30,891) will be added to the general reserve.

Post Balance Sheet Events

There are no post balance sheet events that impact the presented balance sheet and profit and loss account in these financial statements.

Approved by:

Supervisory Board

C. Berendsen residing in Geldermalsen, the Netherlands (Chair)

M.A. Jacobs residing in Oegstgeest, the Netherlands

M.J. Kok residing in The Hague, the Netherlands

H.E. van Schooten residing in Delft, the Netherlands

P. Yadav, residing in Washington D.C., USA

Adopted by:

Executive Board

E.A. Monchen
Chief Executive Officer

Woerden, July 10TH, 2024

AUDITORS REPORT



Auditors

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To the supervisory board of
Stichting Iplussolutions

INDEPENDENT AUDITOR'S REPORT

A. Report on the audit of the financial statements 2023 included in the annual report

Our opinion

We have audited the financial statements 2023 of Stichting Iplussolutions based in Woerden.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Iplussolutions as at 31 December 2023, and of its result for 2023 in accordance with Part 9 of Book 2 of the Dutch Civil Code.

The financial statements comprise:

- 1 the consolidated and company balance sheet as at 31 December 2023;
- 2 the consolidated and company profit and loss account for 2023; and
- 3 the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Iplussolutions in accordance with the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

B. Information in support of our opinion

We designed our audit procedures in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The following information in support of our opinion was addressed in this context, and we do not provide a separate opinion or conclusion on these matters.

Audit approach fraud risks

We identified and assessed the risks of material misstatements of the financial statements due to fraud. During our audit we obtained an understanding of Stichting Iplussolutions and its environment and the components of the system of internal control, including the risk assessment process and management's process for responding to the risks of fraud and monitoring the system of internal control, as well as the outcomes.

We evaluated the design and relevant aspects of the system of internal control and in particular the fraud risk assessment. We evaluated the design and the implementation and, where considered appropriate, tested the operating effectiveness, of internal controls designed to mitigate fraud risks.

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud. We evaluated whether these factors indicate that a risk of material misstatement due to fraud is present.

We incorporated elements of unpredictability in our audit. We also considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud or non-compliance.

We identified the following fraud risks and performed the following specific procedures:

Management override of controls	
<p><i>Risk:</i> The management board is in a position to commit fraud because it is able to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. This risk is recognized because a bonus scheme is in place on the financial results of the foundation. Another risk of management override is recognized in the risk of the turnover of the PSA projects as stated below.</p>	<p><i>Responses</i> We have evaluated the design and existence of internal control measures in the processes for generating and processing journal entries and making estimates, assuming a risk of disruption of that process. We have assessed the process surrounding the preparation of financial reporting.</p> <p>We also paid specific attention to the access security in the IT system and the possibility of breaking through the segregation of duties. We have analyzed journal entries based on risk criteria, such as journal entries for estimations and revenue. Audit procedures have been performed on this, in which we also paid attention to significant transactions outside the normal course of business. We also obtained an understanding of the business rationale of significant transactions with related parties.</p> <p>We audited the bonus calculation and established that the calculation was in accordance with the company's policies and procedures.</p> <p>We have also read the minutes from shareholders' meetings and MT meetings.</p> <p>Our audit procedures have not resulted to specific indications of fraud or suspicions of fraud with regard to the breach of internal control by the management board.</p>



The risk of inaccurate project expenses (for PSA and DOS projects)	
<p><i>Risk explanation:</i> The foundation's activities are outlined within various projects. The accuracy (correct way) of the project expenses is an possible risk. The lawfulness of project expenses and whether these costs fit within the purpose of the project is an important issue.</p>	<p><i>Responses:</i> We performed substantive procedures and requested the contract, invoice, purchase invoice and proof of delivery. We checked whether the recorded project expenses are in line with the contract of the project.</p> <p>Our audit procedures have not resulted to specific indications of fraud or suspicions of fraud with regard to inaccurate project expenses.</p>

PSA: The risk of incorrect cut-off revenue from PSA activities (management override)	
<p><i>Risk explanation:</i> The revenue from PSA activities consists of the commission income Iplussolutions receives for procuring and distribution of health-products on behalf of external parties. Iplussolutions could have an incentive to recognize in the financial year commission which should be recognized in the next financial year in order to give a certain signal to donors and contracting parties.</p>	<p><i>Responses:</i> We performed a sample on the received PSA purchase orders (this lead to purchases and sales for Iplussolutions) and requested the contract, invoice, purchase invoice and proof of delivery. We checked whether the revenue is in line with the contract of the project. Based on this we established the accuracy and completeness of the turnover.</p> <p>The cut-off of the revenue from PSA activities is tested with a sample based on incoterms and shipping documentation. Furthermore, we received an analysis of invoices with an invoice date in 2024 which we analyzed if the delivery was done in 2023 or 2024.</p> <p>Our audit procedures have not resulted to specific indications of fraud or suspicions of fraud with regard to inaccurate revenue from PSA-activities.</p>

The risk of unauthorized payments due to changes in master data	
<p><i>Risk explanation:</i> Risk of fraudulent payments due to inaccurate changes in creditor master data which result in a payment to a wrong bank account number. The risk remains that unlawful withdrawals of cash can occur.</p>	<p><i>Responses:</i> During our test of controls procedures, we tested the internal controls regarding the changes in master data.</p> <p>Furthermore, we performed an analysis based on all bank mutations in which we performed substantive testing to creditors with more than one bank account number and bank account numbers with separate creditors. We have verified any exceptions based on underlying documentation.</p> <p>Additionally, we tested the changes of bank account numbers in the master data and verified with IBAN/Name software and underlying documentation (like Surepay) that the bank account number is accurate.</p>

	<p>Before we started our audit 2023 procedures, the client informed us that money was transferred to a bank account owned by a fraudster due to incorrect change in a bank account number of a supplier because Iplussolutions received a fake e-mail from the fraudster in name of the supplier regarding a change in the bank account. The money is traced back and the expectation is that Iplussolutions will receive most of the money back in 2024. This expectation is based on documentation from the court. As a result of this incident, Iplussolutions improved their internal procedures regarding the changes of bank account numbers in creditors master data. Based on the received documentation (report from an external researcher engaged by Iplussolutions and correspondence with the lawyer) and the actions Iplussolutions performed we conclude that there are no indications for an inside job. Furthermore, we refer to the Risk Management section in the annual report CEO.</p>
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Our audit procedures did not reveal indications and/or reasonable suspicion of fraud and non-compliance that are considered material for our audit.

Audit approach going concern

The management board has performed a going concern assessment whether the entity is able to continue as a going concern. We refer to the disclosure on continuity as included in the general notes of the financial statements. We have discussed and evaluated the management board's assessment on the ability to continue as a going concern.

Our procedures to evaluate management board's assessment include, amongst others:

- we analyzed the financial position at the end of the current financial year compared to the position at the end of previous financial year to verify whether there are indications that may raise concerns with respect to the going concern;
- we considered whether the management assessment of the going concern assumption includes all relevant information based on our knowledge and understanding obtained through our audit procedures;
- we have read the future outlook paragraph of the annual report from the ceo with respect to the future results of the entity.
- we have reviewed the budget for 2024-2029 and discussed the assumptions made by the management board.
- We have analyzed interim figures for 2024 with respect to the forecasted results for 2024 and compared those with the budget for 2024-2029.
- We have verified the duration of current contracts with funders and compared those the revenues included in the budget for 2024-2029.

Based on our knowledge and understanding obtained from the audit of the financial statements and the financial position of the company as reflected in the financial statements, we believe that the use of the going concern assumption is acceptable. We have included information that is known up to the time of issuing this auditor's report. However, future events or conditions could affect the going concern assumption.

C. Report on the other information included in the annual report

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.

Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements
- contains all the information regarding the annual report from the CEO and the other information as required by Part 9 of Book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the annual report from the CEO in accordance with Part 9 of Book 2 of the Dutch Civil Code and other information as required by Part 9 of Book 2 of the Dutch Civil Code.

Description of responsibilities regarding the financial statements

Responsibilities of management and the supervisory board for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Part 9 of Book 2 of the Dutch Civil Code. Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting, unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Because we are ultimately responsible for the opinion, we are also responsible for directing, supervising and performing the group audit. In this respect we have determined the nature and extent of the audit procedures to be carried out for group entities. Decisive were the size and/or the risk profile of the group entities or operations. On this basis, we selected group entities for which an audit or review had to be carried out on the complete set of financial information or specific items.

We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Rotterdam, 10 July 2024

Baker Tilly (Netherlands) N.V.

Signed by

L. den Boer RA

Baker Tilly (Netherlands) N.V. trading as Baker Tilly is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities.

Baker Tilly (Netherlands) N.V. is a public limited company and is the exclusive contracting party in respect of all commissioned work. The company's general terms and conditions, filed with the registry of the Dutch chamber of commerce under no. 24425560, which include a limitation of liability, are applicable to all work performed and to all legal relationships with third parties.



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