ACTION AGAINST HUNGER

Annual report and financial statements

Action Against Hunger UK

2025

About Action Against Hunger

Action Against Hunger is building a world where no one dies from hunger. Life-threatening hunger is predictable, preventable and treatable, so a world without it is possible. We tackle it where it hits and lead research to stop it, working relentlessly to save lives.

Our vision

Our vision is of a world free from hunger.

Our mission

No one needs to die from hunger. We predict and prevent it. Where it exists, we treat it. We stop life-threatening hunger in its tracks. By training parents and healthcare workers to spot the signs, we get life-saving care to people who need it.

Our research drives forward understanding of how to predict, prevent and treat life-threatening hunger. With unbeatable knowledge and unstoppable determination, we're taking action against hunger.

Our values

Three values encapsulate all that we do:

- We work in partnership
- We are trusted experts
- We are unstoppable changemakers

Our global network

Action Against Hunger UK is part of a global network that operates under the name of Action Against Hunger, with head offices in Canada, France, Germany, India, Italy, Spain, the UK and the USA. Each Action Against Hunger member is legally independent, but all members share a common mandate, values, operating principles, quality standards, and strategy.

The narrative sections of this report refer to those activities for which Action Against Hunger UK has management responsibility, unless otherwise stated.

© Cover image: Kishor Sharma for Action Against Hunger

Welcome from the Chair and Executive Director

There is enough food produced in the world to feed everyone. Yet, while some progress has been made over the last five years, in 2025 the number of people around the world suffering from severe hunger was the same as in 2007.

Action Against Hunger responded to 71 emergencies in 2025, including conflict-related crises in Palestine, Sudan, Haiti and Syria, as well as in chronically fragile settings like Afghanistan, and to disasters like the Myanmar earthquake, drought in Senegal and a cyclone in Madagascar.

We also worked on longer-term solutions in many countries and refined how we could better support communities, especially women, to build resilience and define their own solutions. For example, in Senegal, we scaled up our support to several community and women-led projects.

During this period of exceptionally high humanitarian need, many governments, including the UK, drastically cut aid budgets, often prioritising national interests and defence spending. Increased defence spending may be necessary, but it should not come at the expense of the world's poorest. The consequences of these cuts are not fully known, but there is no doubt they will be catastrophic, with an estimated 9.4 million additional and avoidable deaths by 2030.

Action Against Hunger UK, like many other NGOs, restructured and retooled to prepare for increased challenges ahead. After forced reductions of 8 per cent to our UK team, we launched a strategic review to prioritise activities where we can have the highest impact:

- responding to humanitarian emergencies;
- using our expertise to detect, treat and prevent acute malnutrition; and
- raising our voice to influence those in power.

This informed our new organisational strategy, which will take us to 2030.

We remain committed to supporting communities where the need is greatest, and worked in 54 countries in 2025, including here in the UK, where we continued to support a local charity in southeast London that provides a social supermarket.

While our sector faces significant challenges, it is during major crises that we need to reflect, learn and rethink our approach, to become better and more efficient at serving people and communities.

In the face of a challenging year, we were able to maintain a stable financial position and even increased our work overseas, thanks to the extraordinary and continued support from our corporate partners, especially the food and hospitality industry, our strategic partnerships with trusts and foundations, grants from the FCDO, and our growing generous individual supporters.

Thank you to all our supporters for their kindness and generosity.

Paul Wilson
Chair

Jean-Michel Grand
Executive Director

Contents

Why we do what we do	5
Where we worked in 2025	6
Our global impact	8
A snapshot of our work	10
Trustees' report	12
Our objectives in 2025	14
Structure, governance and management	24
Fundraising statement	29
Financial performance	30
Risk statement	31
Independent auditor's report	37
Financial statements	40
Thank you	62
Ways to get involved	63

© Carmen Abd Ali for Action Against Hunger

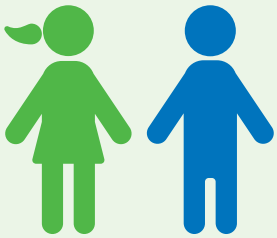
Why we do what we do

There is enough food produced in the world to feed everyone, so why do 1 in 11 people go hungry every day?

There are many complex and interconnecting drivers of hunger, including climate change and conflict, with the most vulnerable paying the biggest price, including women and girls.

These statistics are just a snapshot of why we work tirelessly to stop hunger.

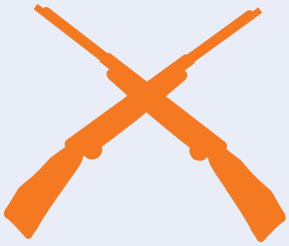
35.5 million



An estimated 35.5 million children were acutely malnourished in 2025, with a further 25.7 million suffering from moderate acute malnutrition

673 million

people in the world are malnourished



147.4 million

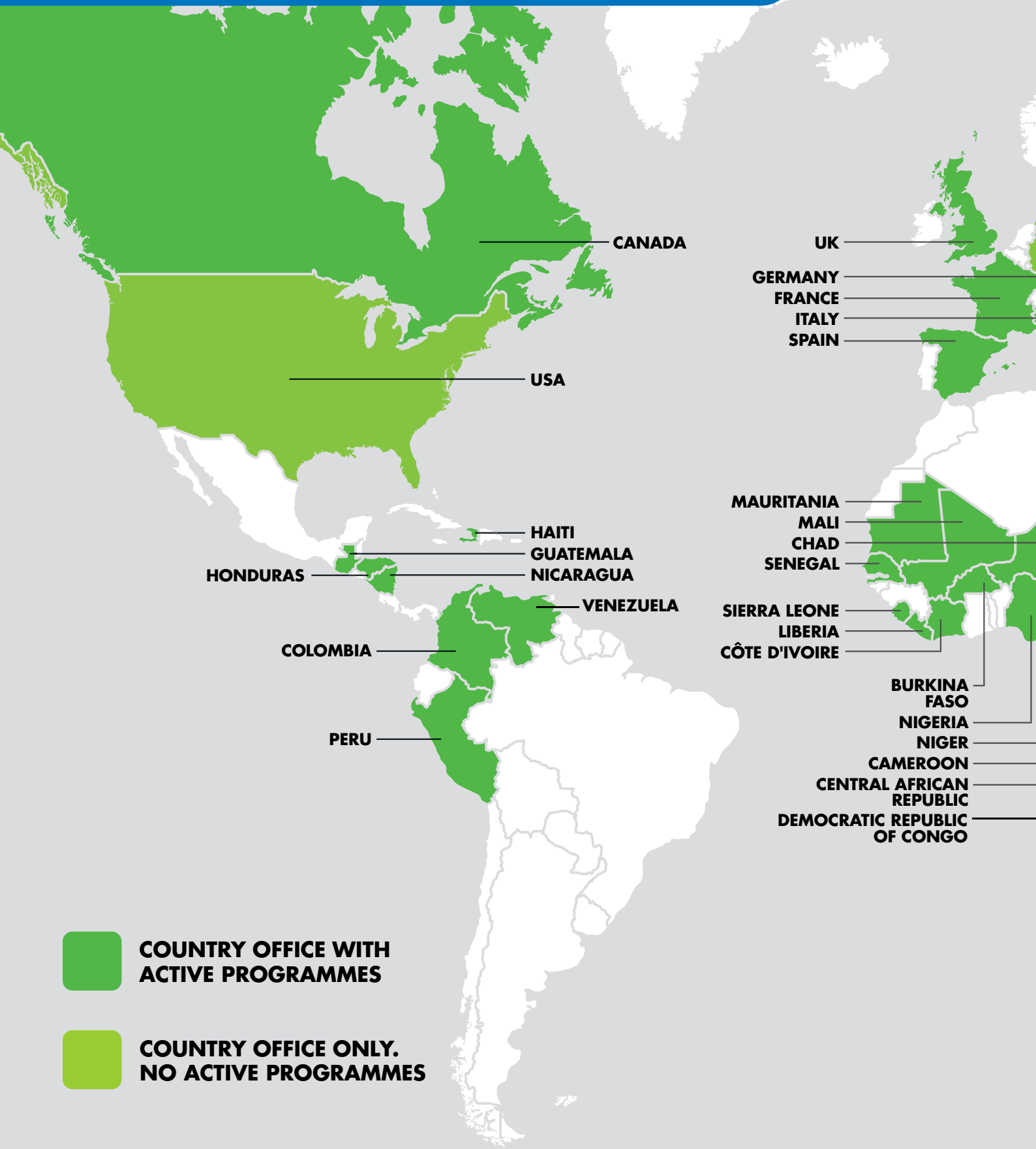
Conflict and insecurity remained the primary driver of hunger in 19 countries and territories, affecting 147.4 million people – more than 50 per cent of all people experiencing crisis levels of hunger

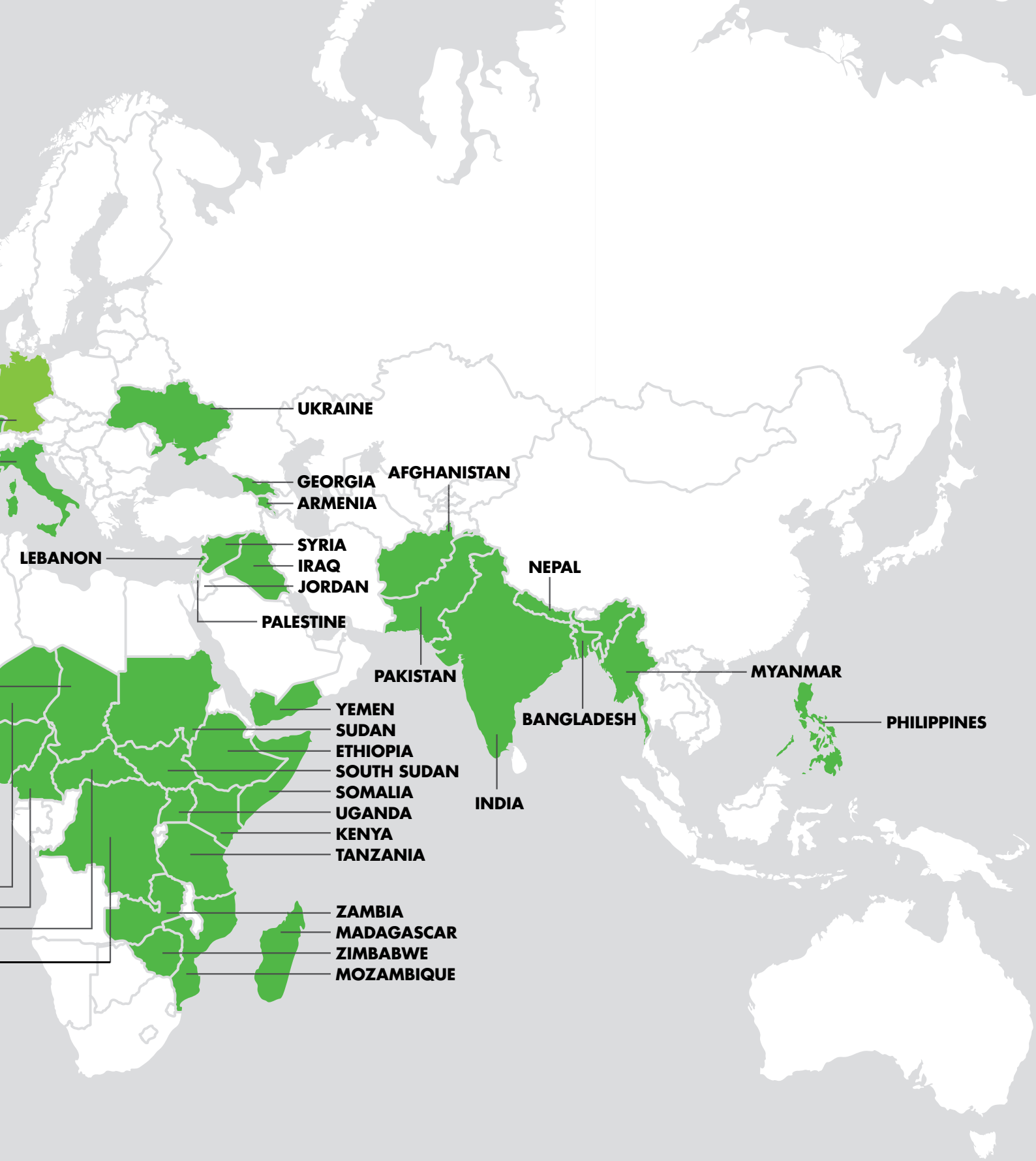
1 in 9

households in the UK experienced food insecurity in 2025

(source: the Food Foundation)

Where we worked in 2025




UKRAINE
GEORGIA
ARMENIA
AFGHANISTAN
SYRIA
LEBANON
IRAQ
JORDAN
PALESTINE
NEPAL
PAKISTAN
MYANMAR
YEMEN
SUDAN
ETHIOPIA
SOUTH SUDAN
SOMALIA
UGANDA
KENYA
TANZANIA
BANGLADESH
PHILIPPINES
INDIA
ZAMBIA
MADAGASCAR
ZIMBABWE
MOZAMBIQUE

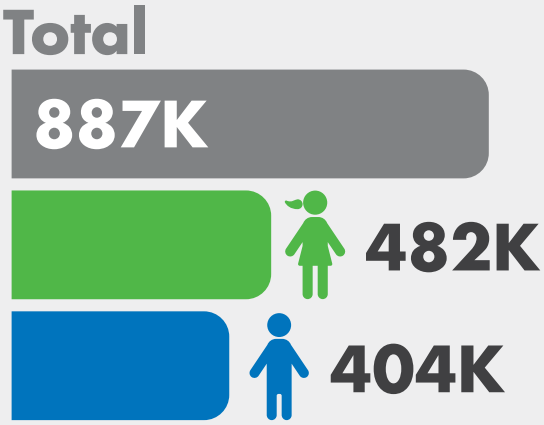
Our global impact

Total income
€589M

all financial information is based on unaudited figures and may be subject to change

21.2M*
people assisted

Admissions for malnutrition (children)

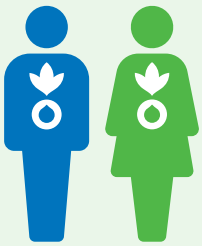


Presence

8

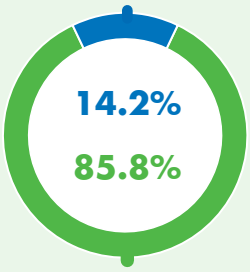
Head offices

7,122



Staff

Staff in head offices



Staff in country offices

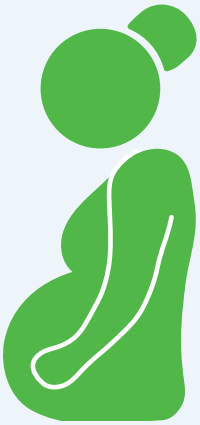
* *total numbers refer to individuals receiving outputs in each sector - not the actual number of people reached*

Action Against Hunger UK is part of a global network.
Together our main achievements and impact were as follows:

programme countries

282,924

Number of women aged 15-49 seen by a healthcare provider at least four times during pregnancy



Expenditure breakdown

8.3% Management, governance and support

8.4% Fundraising and communications

83.3% Programmes

282

Advocacy initiatives led / implemented by Action Against Hunger

65

Policy changes as a result of Action Against Hunger activities

172

Advocacy products produced

Data from UK, France, Spain, US, Canada, Germany and Italy

A snapshot of our work

Sudan
the world's worst humanitarian crisis

Sudan continued to face one of the world's most severe humanitarian crises in 2025, following the outbreak of armed conflict in April 2023. Widespread displacement, economic collapse, and breakdown of basic services across large parts of the country meant that nearly 30.4 million people required humanitarian assistance, and around 13 million people were displaced.

The need:

Food insecurity reached critical levels, with 24.6 million people facing acute hunger, and famine conditions (IPC Phase 5) were confirmed in parts of Darfur and Kordofan. Children were particularly vulnerable, with hundreds of thousands affected by severe acute malnutrition, while approximately 70 per cent of health facilities were out of service.

Action Against Hunger UK raised over £840,000 from public and private funders, including more than £100,000 from the general public.

These vital funds contributed to delivering integrated, life-saving assistance to almost 615,800 people, more than 60 per cent of whom received health and nutrition support such as primary healthcare, maternal and child health services, and treatment of acute malnutrition. Access to safe water, sanitation and hygiene (WASH) services was also improved, reducing disease outbreaks.

Action Against Hunger supported over 22,000 people through cash assistance and livelihood protection initiatives to strengthen household resilience, and almost 8,800 people benefited from protection services, helping reduce vulnerability and strengthen community support mechanisms.

Our programming in 2025 prioritised people worst affected by food insecurity, combining emergency response with early recovery and resilience-building. Working with local authorities, partners, and community structures, we helped maintain essential services, strengthen local capacities, and support crisis-affected populations, including internally displaced people, returnees, and vulnerable host communities.

We continued our advocacy efforts in the UK throughout the year, including organising multiple meetings with the FCDO, Ministers and parliamentarians, and bringing our Sudan Country Director to the Labour Party Conference in Liverpool to meet Labour MPs and participate in roundtables, all helping to maintain UK Government attention on the crisis.

The conflict in Sudan remained underreported in the UK media and we sought to raise awareness of the worsening humanitarian situation. We joined the #KeepEyesOnSudan coalition alongside 13 other leading organisations, securing media coverage in The Telegraph, as well as an interview with our Deputy Country Director for Sudan on the BBC World Service.

© Peter Caton for Action Against Hunger

Trustees' report

Action Contre La Faim (Action Against Hunger in France) and the other members of the Action Against Hunger network have led the fight against hunger around the world since 1979. Action Against Hunger UK was established in 1995 and for three decades we have been saving the lives of malnourished children, ensuring that people in need can access clean water, food, healthcare and treatment, and working to help people improve their lives and livelihoods. The Trustees of Action Against Hunger UK present their annual report and audited accounts for the year ended 31 December 2025.

Public benefit

Action Against Hunger UK's Trustees have a duty to ensure that the Charity provides public benefit and achieves its objectives as set out in its governing document. The Trustees' Annual Report provides a detailed account of the significant activities undertaken by the Charity in line with these objectives, which are: to relieve poverty, deprivation and distress throughout the world and to relieve hunger, whether chronic or temporary, by way of emergency intervention and/or establishing rehabilitation programmes.

The Trustees regularly review the Charity's strategy and plans to ensure these are consistent with its objectives and to consider how its activities contribute to the public benefit. The Trustees have referred to the Charity Commission's guidance on public benefit when reviewing the Charity's aims, objectives and activities, and are confident that they have complied with their duty to have due regard to the guidance when exercising their powers and duties.

Strategic report

Action Against Hunger UK is part of a humanitarian and development network that has been at the forefront of the fight against hunger for 46 years. We are a needs-driven and rights-based organisation with a primary focus on assisting the most at-risk groups in society, wherever they live.

We are focused on reducing and eliminating hunger and malnutrition. Our technical expertise, based on research, mass data analysis and collaboration with scientists and government ministries is internationally recognised and respected.

We create innovative responses to treat life-threatening malnutrition. We protect livelihoods and improve long-term food security. We do this by constantly investing in research and innovative nutrition products and field-testing treatment protocols. These have become international best practices in treating and preventing undernutrition among adolescents, pregnant and breastfeeding women, and newborn and young children.

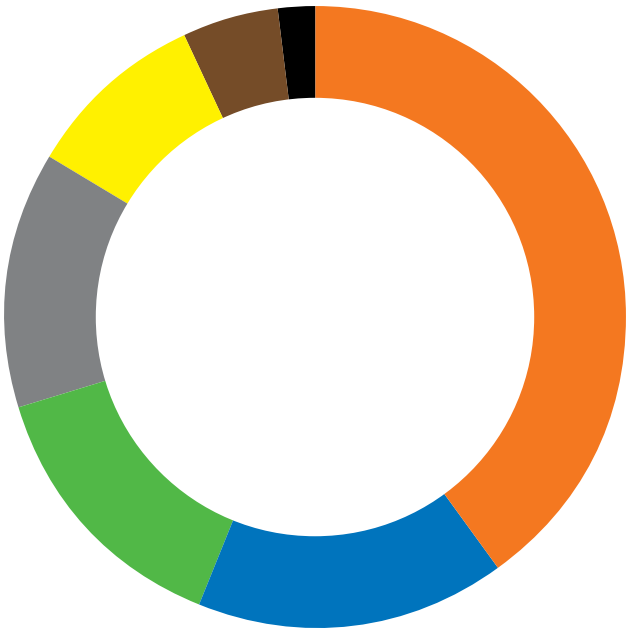
Our priorities

Our core strength is responding to hunger and malnutrition crises; this is where our expertise is grounded. Our strategy is to build from this core strength, continually broadening our technical capabilities on issues central to our mission.

We offer our reliable and expert technical services and often partner with other national and international civil society organisations, scientists, funders and decision-makers to ensure the best outcomes. Our increasing evidence-based knowledge and expertise gives us a powerful voice to engage the public and influence governments to deliver greater action on hunger.

How we raised our money

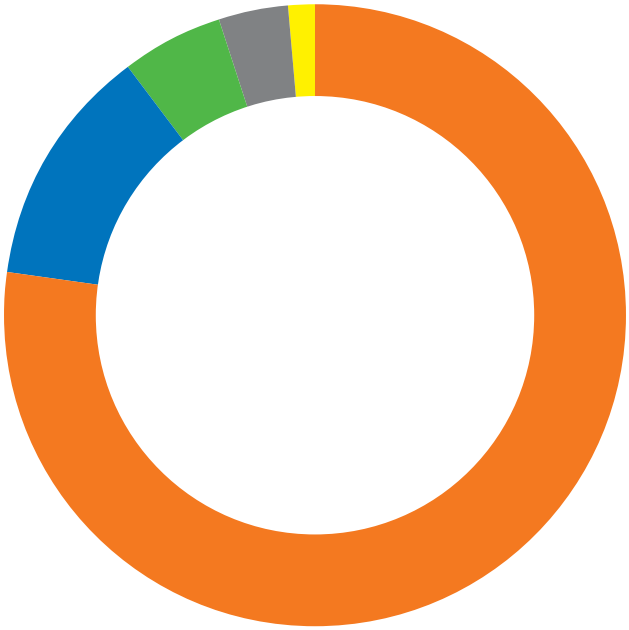
Action Against Hunger received grants and donations from UK individuals, institutional donors, trusts and foundations, and corporate partners.



Institutional	£10,891,197
Action Against Hunger network	£4,362,439
Trusts and foundations	£3,862,662
Corporate	£3,624,965
Individuals	£2,559,366
Other	£1,365,981
Monitoring and evaluation services	£516,435
Total	**£25,882,208**

How we spent our money

The vast majority of our income is spent on emergency relief, disaster risk-reduction work and long-term development projects.



Overseas projects including supply of aid workers	£19,308,907
Fundraising and awareness raising	£3,105,073
Support costs	£1,365,981
Nutrition services	£905,282
Advocacy	£279,636
Total	**£24,964,880**

Our objectives in 2025

Diversify our income and mobilise significant resources

1

© Tiecoura N'Daou for Action Against Hunger

Increase brand awareness and become a trusted activist on hunger and malnutrition

3

© María Cerón for Action Against Hunger

Become a global leader in technical assistance

2

© Hasan Belal for Action Against Hunger

Empower our people and maximise our effectiveness and value

4

© Eden Sparke for Action Against Hunger

1 Diversify and grow our income and mobilise significant resources

£25.9m
raised overall

The FCDO remained our largest donor in 2025, enabling critical programmes that strengthened resilience to El Niño impacts in Somalia, committed to reduced vulnerability across the Sahel, provided emergency assistance in the Central African Republic, advanced inclusive social protection in Nigeria, and improved health outcomes for women and girls in Afghanistan.

We also thank DEFRA for its support to the FISHNET consortium, helping tackle poverty among marginalised fishing communities while protecting marine ecosystems in Bangladesh, and Start Network for funding rapid emergency responses and resilience-building initiatives across Africa and Pakistan, from drought preparedness and cyclone response to nutrition, health, WASH and displacement support. Finally, we are grateful to the DEC – with whom we continue our membership – for supporting people affected by crises, as well as to Power of Nutrition for strengthening community health and nutrition in India.

Our flagship Restaurants Against Hunger campaign continued to thrive, and we also delivered a series of sector-leading events, including Too Many Critics, Fine Wine and Art Dinner and our newest addition, Ride Against Hunger. We would like to thank our dedicated committee members, ambassadors, senior volunteers, chef supporters and the wider hospitality sector, whose commitment and expertise make these events possible.

We were thrilled to launch our three-year partnership with Russell Hobbs this year. Their 'Make a Meal Difference' campaign supports our life-saving work while inspiring consumers, colleagues and young people to take action against global hunger. Alongside fundraising, the partnership includes the 'Plates for Change' Artist Activation and School Campaign, helping primary school pupils explore the importance of nutrition and food security. Together, we are demonstrating how businesses can create meaningful social impact and help build a future where no one dies from hunger.

We are also grateful to our long-standing partners including IHG Hotels & Resorts, KellyDeli, Tenderstem and unearthed, whose continued support is helping us save lives and build resilience around the world.

We also received generous, flexible funding from Postcode Lottery, giving Action Against Hunger UK the freedom to invest strategically in growth, resilience and influence beyond individual projects. At a time of increasing humanitarian need and significant pressure on aid budgets, we were able to strengthen our public engagement, fundraising capacity and advocacy impact, helping build long-term sustainability in our fight against hunger.

This included expanding our Public Engagement programme, investing in face-to-face campaigns, acquisition staff and digital. We gained more than 200,000 new supporters, including over 20,000 financial donors and over 10,000 regular givers, providing essential, predictable and sustainable income from public campaigns.

We were thrilled to begin our partnership with The Children's Investment Fund Foundation (CIFF), with the launch of the Relapse to Acute Malnutrition Prevention (RAMP) Project in South Sudan. The project aims to fill a critical gap in services for children recently recovered from Severe Acute Malnutrition (SAM), and aims to reach more than 90,000 children under 5-years-old, over three years.

© Temur Bartava for Action Against Hunger

Special thanks to our generous donors:

- The Alborada Trust
- The Children's Investment Fund Foundation (CIFF)
- Department for Environment, Food and Rural Affairs (DEFRA)
- Disaster Emergencies Committee (DEC)
- Enhanced Learning and Research for Humanitarian Assistance (ELRHA)
- Foreign Commonwealth and Development Office (FCDO)
- H.E. Sheikh Thani Bin Abdullah Bin Thani Al-Thani
- IHG Hotels & Resorts
- The innocent foundation
- KellyDeli
- Postcode Lottery
- Robin Macleod Charitable Trust
- Russell Hobbs
- Start Network
- unearthed

2 Become a global leader in technical assistance

In 2025, Action Against Hunger UK strengthened its reputation as a trusted expert in nutrition through strategic leadership, innovation, evidence generation and knowledge management. One of our key milestones was the development of Action Against Hunger's Nutrition Strategy 2025-2030, which established a clear vision for our nutrition leadership and technical positioning. We also actively engaged in the development of innovative approaches linking nutrition and digital technologies, and by supporting the organisation of the Research for Nutrition (R4Nut) conference.

In 2025, we successfully completed the first phase of the Boolo Xeex Xibon (BXX) approach in Senegal, an innovative community-led model for preventing malnutrition, funded by Postcode Lottery and the George Society. We also secured additional funding for the second phase, demonstrating confidence in the approach and its positive impacts on social cohesion and women's empowerment.

The project attracted considerable attention and was showcased at major global platforms, including the CHS Alliance, the Global Nutrition Cluster and the Stunting Prevention Conference in Barcelona. The project was also highlighted in a global review on community-led malnutrition prevention conducted in partnership with the Liverpool School of Tropical Medicine, leading to conversations with foundations for the expansion of the project.

Beyond Senegal, Action Against Hunger UK provided technical leadership across a range of research, evaluation and systems-strengthening initiatives. We finalised and disseminated the Rapid Nutrition Determinant Assessment (Rapid NDA) Guidance, delivering orientation sessions and training support across partner networks.

We conducted a Link NCA (Nutrition Causal Analysis) study in Bangladesh, evaluation of a multisectoral project in Yemen, supported revisions Integrated Management of Acute Malnutrition (IMAM) guidelines in the Democratic Republic of Congo and facilitated Standardized Monitoring and Assessment of Relief and Transitions (SMART) surveys in Angola, Nigeria and Syria. We were also contracted to lead an operational pilot of the Wasting Cascade initiative in Indonesia, Kenya and Niger.

In response to a changing funding environment, the team increased its investment in knowledge management and dissemination. We produced multiple peer-reviewed and operational research articles, and led the development of the Knowledge Against Hunger (KAH) platform, which significantly enhances access to evidence, technical guidance and operational learning for practitioners, researchers and policymakers.

Our food security work in the UK

We supported 340 people with our UK programme in 2025, as food poverty in the UK remained critical, with more than 1 in 9 people across the country experienced food insecurity, rising to 1 in 7 for households with children.

Action Against Hunger partnered with two community pantries in South London: grassroots projects where food insecure households can access a variety of fresh foods and pantry essentials for a small fee. We supported the pantries with essential food and critical assistance, and delivered a series of corporate volunteering sessions, raising awareness of food insecurity in the local area, and helping to quality check and prepare surplus fresh produce for distribution in the community.

© Aurélia Rusek for Action Against

3 Increase brand awareness and become a trusted activist on hunger and malnutrition

Become a trusted activist on hunger and malnutrition

In early 2025, Action Against Hunger played a leading role in advocacy ahead of the Nutrition for Growth Summit in Paris, to build support for stronger UK action on nutrition.

Ahead of the Summit, in partnership with the Eleanor Crook Foundation, we delivered a high-profile campaign, with 15 leading chefs and civil society organisations signing an open letter to the Prime Minister. Delivered to Downing Street by cook and award-winning food writer Meera Sodha, the letter generated national media coverage, including in The Independent and The Guardian.

At the Summit, the UK committed to integrating nutrition across its Official Development Assistance (ODA) portfolio, championing the Global Compact for Nutrition Integration, and developing a results target to measure progress. FCDO officials recognised Action Against Hunger's contribution to shaping these commitments.

We provided leadership across key forums, particularly those addressing hunger in conflict settings, including chairing the International Coalition for Advocacy on Nutrition (ICAN) UK and the Global Coalition Against Conflict and Hunger.

Through the Global Coalition Against Conflict and Hunger, we reinforced Action Against Hunger's position as a leading voice on conflict-induced hunger and implementation of UN Security Council Resolution addressing conflict-induced hunger (UNSCR) 2417. The Coalition is now a regular contributor to the UN Secretary-General's annual monitoring report on UNSCR 2417.

In 2025, we provided country specific analysis and launched a toolkit providing guidance for governments, UN agencies and humanitarian organisations on UNSCR 2417. This led to invites to contribute to influential policy discussions, including Welthungerhilfe's food security policy roundtable.

We continued to lead UK-focused advocacy on accountability for starvation crimes, including efforts to advance ratification of the Rome Statute amendment criminalising starvation in non-international armed conflicts.

Parliamentary engagement remained a core strength throughout 2025. We held 36 meetings with MPs and Peers, mobilised 120 signatories across major advocacy letters, and delivered 140 parliamentary briefings. This contributed to more than 20 parliamentary interventions, including over a dozen Parliamentary Questions and six references to Action Against Hunger in parliamentary debates.

Increasing brand awareness

In 2025, we increased digital reach, supporter mobilisation and media visibility, strengthening Action Against Hunger UK's profile, creating more opportunities for people to understand, engage with and act on hunger and humanitarian crises.

We almost doubled our email list, with over 130,000 supporters taking at least one advocacy action, including urging the UK government to call for ceasefires in Gaza and Sudan, and reversing cuts to Official Development Assistance.

We strengthened our digital presence through improved search engine optimisation, increasing website sessions by 18 per cent compared with 2024, and grew our social media audience to

187,000 followers. This allowed us to raise significant public awareness; for example, posts about the famine in Sudan collectively received more than 550,000 views.

We drew attention to global aid cuts following the US administration's freeze on foreign assistance and dismantling of USAID, securing an interview with our Executive Director, Jean-Michel Grand for The Observer and The Guardian, alongside coverage in AP, Reuters, The Independent, Daily Mail and The Telegraph.

© Elisa Bernal for Action Against Hunger

4 Empower our people and maximise our effectiveness and value

2025 marked the last year of the existing strategic period for Action Against Hunger UK, and in January, we launched the development of the strategy for 2026-2030. We are grateful to the invaluable pro-bono support we received from Bain and Company for this process. The new strategy will guide us through an exceptionally challenging funding and operating environment while striving towards our vision of a world without hunger.

In 2025, we continued to invest in our systems, appointing a new HR system provider following a competitive tender process and progressing plans for a new grants management system. These investments will strengthen our operational foundations, enhance staff experience and improve organisational efficiency.

Our 2025 staff survey achieved an 84 per cent response rate, highlighting a strong sense of engagement and alignment with our culture, with 98 per cent of staff reporting that they understand the organisation's values - a 5 per cent increase on 2024. Additionally, 94 per cent said they receive support from their manager, enjoy a good work-life balance, understand the requirements of their role, and would recommend the organisation as a good place to work.

We addressed several areas in response to the survey, including the development of an Internal Communications Strategy, a review of our benefits package resulting in enhanced maternity and paternity leave and pay, and initiatives to improve knowledge-sharing across departments.

In 2025, we began implementing our first organisational equity, diversity and inclusion (EDI) action plan. This included regular all staff training on the principles of EDI, celebration of diversity and developing guidance to enable all staff to have dedicated EDI objectives for their work in 2026. We also provided advice and guidance for all major organisational projects on how to embed EDI principles in their approach.

Staff survey, 2025

94%

of staff know the values of our organisation

94%

would recommend Action Against Hunger UK as a place to work

© Kishor Sharma for Action Against Hunger

Structure, governance and management

Action Against Hunger UK is a company limited by guarantee (company number 3069468) and a registered charity in England and Wales (1047501) and in Scotland (SC048317). The Charity's objects and powers are set out in its governing document being its Articles of Association.

The Charity's objects and powers are set out in its governing document being its Articles of Association.

Trustees during the financial year and up to the approval of the financial statements

- **Paul Wilson** (Chair)
- **Frances Pasteur** (resigned 2 December 2025)
- **Nicolas Sarkis** (resigned 2 December 2025)
- **Sanjay Dhiri**
- **Hewete Haileselassie**
- **Milton Fernandes**
- **Sylvia Lowe**
- **Annabel Venner**
- **Laure Beaufils** (appointed 1 September 2025)
- **Tanya Khara** (appointed 13 April 2026)

Board Committees

Audit, Risk and Compliance Committee

- **Milton Fernandes** (Chair)
- **Paul Wilson**
- **Laure Beaufils**

Fundraising, Engagement and Ethics Committee

- **Annabel Venner** (Chair)
- **Hewete Haileselassie** (Safeguarding Trustee)
- **Sylvia Lowe**

Remuneration, Compensation and Governance Committee

- **Sanjay Dhiri** (Chair)
- **Paul Wilson**
- **Annabel Venner**

Executive Committee

The Executive Committee consists of the executive directors of the Charity, who are:

- **Jean-Michel Grand** (Executive Director)
- **Maria Franklin** (Director of Human Resources)
- **Alison McNulty** (Director of Operations until July 2025)
- **Will Morgan-MacLeod** (Director of Fundraising and Communications)
- **Alexandra Rutishauser-Perera** (Director of Nutrition)
- **Kate Munro** (Director of Advocacy and Programme Funding)
- **Verity Williams** (Director of Finance, IT and Administration)

Company Secretary

- **Mun-Ling Logue** (appointed 14th April 2026)

Auditors

Haysmac LLP
10 Queen Street Place
London EC4R 1AG

Solicitors

Reed Smith Corporate Services Ltd
Minerva House
5 Montague Close
London SE1 9BB

Action Against Hunger UK would also like to thank all other law firms who have provided pro bono advice during the period.

Trustees

Action Against Hunger UK is governed by its Board of Trustees who are also the directors under company law. The Trustees have overall responsibility for overseeing the management of the Charity and delegate day-to-day management to the Executive Director and the Executive Committee.

Trustees are appointed in accordance with the Articles of Association. Trustees are elected by the Board for a three-year term after which they must retire from office and may be reappointed (no more than twice) for a further period of three years by a decision of the Board. In 2025, two Trustees resigned and one new Trustee was appointed, taking the total number of Trustees to seven at the end of the year.

The Articles of Association provide that the limitation on the period of appointment does not apply to the current Chair, although he is required to stand for re-election every three years. A succession plan has been initiated in 2026.

The Trustees are required to declare any conflicts of interest and reaffirm their commitment to Action Against Hunger's Global Code of Conduct upon appointment and every year thereafter. Board members receive no remuneration for their work as Trustees.

All Trustees are required to undertake a comprehensive induction programme covering the running of the Charity and their role as a Trustee. Governance reviews are carried out on a regular basis and Trustee self-assessments are completed every year (including questions on the performance of the Chair).

Action Against Hunger UK's Board of Trustees meets on a quarterly basis and may hold other ad hoc meetings to discuss specific issues as appropriate. The Executive Director and members of the Executive Committee attend board meetings to respond to questions and ensure informed decisions are made. Decisions are taken by a majority vote in accordance with the Articles of Association. The decisions and business of Board meetings are recorded in minutes of the meetings that are approved by the Trustees.

The Board delegates certain powers related to the administration and day-to-day management of the Charity's affairs (up to certain financial thresholds) to the Executive Director and Executive Committee under a Scheme of Delegation. Any decisions above these financial thresholds or relating to key matters such as major initiatives, appointment of the Executive Director and/or approval of long-term objectives and strategy must be approved by the Board.

The Executive Director leads the Executive Committee, which is responsible for defining and proposing the following to the Board for approval:

- Action Against Hunger UK's five-year strategy and annual plans
- Policies reserved for approval by the Board
- Investment plans
- Budgets

The Executive Director is responsible for implementing the Charity's strategy, annual plans and policies; identifying and managing risk; and reporting to the Board on a regular basis to ensure full accountability and transparency of the Charity's accounts and reports.

Board Committees

The Board has delegated specific responsibilities to three Committees as set out in the Committees' Terms of Reference which have been approved by the Trustees. Members of the Committees are appointed by the Board.

The Committees meet on at least a quarterly basis and report back to the full Board at each quarterly Board meeting.

- The Audit, Risk and Compliance Committee ensures the organisation's key risks are adequately managed through financial and non-financial internal controls. This committee also provides oversight of the development of Action Against Hunger UK's safeguarding culture and reviews all significant serious incidents that are reported to Action Against Hunger UK

- The Fundraising, Engagement and Ethics Committee oversees and advises on Action Against Hunger's UK fundraising and marketing activities and considers whether relationships meet specific ethical criteria

- The Remuneration, Compensation and Governance Committee ensures good governance practices for the organisation and reviews financial and non-financial remuneration, including pension arrangements and annual cost-of-living awards for employees. It also reviews and promotes the implementation of continuous development of the Board as set out in the Code of Good Governance.

© Tiécoura N'Daou for Action Against Hunger

Arrangements for setting the pay and remuneration of the Charity's key management personnel

Action Against Hunger UK operates an incremental pay structure for all roles, including senior management roles. Grades are established by assessing the job description against a job evaluation tool. Where appropriate, salaries are also periodically benchmarked. Incremental increases are service related and awarded annually up to the top of the designated grade. All staff receive a discretionary annual cost-of-living increase.

The Remuneration, Compensation and Governance Committee meets in November to review financial and non-financial remuneration, including pension arrangements and annual cost-of-living awards, which are applied to uplift the salary scales. The Remuneration, Compensation and Governance Committee recommendations are ratified by the full Board of Trustees.

Internal control and risk management

Action Against Hunger works to ensure that the identification, assessment and mitigation of key risks is an integral part of the Charity's decision-making and management processes. We aim to embed a risk-management culture across the organisation as a critical measure in today's ever-evolving risk landscape.

Action Against Hunger operates a comprehensive annual planning and budgeting process that is aligned with its five-year Strategic Plan. Financial performance is closely monitored through monthly reporting, which compares actual results against approved budgets, while regular forecasting supports effective financial management and enables timely responses to emerging risks and opportunities. Budgets and forecasts are subject to review and approval by the Board of Trustees, ensuring strong governance and oversight of the organisation's financial resources.

The Charity's risk management framework ensures that all significant risks are identified, assessed and reported to the Audit, Risk and Compliance Committee. The Charity maintains a comprehensive Risk Register that sets out the major strategic and operational risks facing the organisation, along with clear mitigation measures and plans. The Risk Register is updated by the Executive Committee on a quarterly basis and reviewed by the Audit, Risk and Compliance Committee which informs the board about any new emerging risks and progresses mitigating measures at each board meeting.

The Trustees are satisfied that systems are in place to monitor, manage and mitigate Action Against Hunger's exposure to major risks. The most significant risks identified in 2025 are set out on pages 33 to 34.

The Trustees understand that Action Against Hunger needs to rebuild general reserves in line with the reserves policy, as stated on page 30 to provide Action Against Hunger with adequate resources in the event of adverse conditions. They also recognise that the nature of some of Action Against Hunger's work requires active acceptance and management of some risks when undertaking activities to achieve the Charity's objectives.

The Action Against Hunger global network

Action Against Hunger UK is part of a global Action Against Hunger network of organisations committed to saving the lives of malnourished children and supporting their families to overcome hunger.

The Action Against Hunger global network is made up of eight separate legal entities and their branches and subsidiaries. These are in the Canada, France, Germany, India, Italy, Spain, UK and USA. These offices (and their branches and subsidiaries) were active in 54 countries around the world in 2025. The entities that make up the Action Against Hunger global network share the same objectives and operate under common International Co-operation Protocols, including an International Charter of Principles and a number of common policies agreed by

the International Committee of Chairs and the International Executive Committee.

In 2025 the entities that made up the Action Against Hunger global network were:

- Action Against Hunger UK
  A registered charity in the UK
- Action Contre La Faim
  A registered charity in France
- Action Against Hunger USA
  A registered s501(c)(3) organisation in the USA
- Acción Contra el Hambre
  A registered foundation in Spain
- Action Against Hunger Canada
  A registered charity in Canada
- Fight Hunger Foundation/Action Against Hunger
  A registered foundation in India
- Aktion Gegen Den Hunger
  A registered charity in Germany
- Azione Contro La Fame
  A registered foundation in Italy

Expenses are recharged between the connected charities where staff and other resources are used on projects run by another charity.

Related parties/ subsidiaries

Action Against Hunger UK has a wholly owned trading subsidiary called Action Against Hunger Enterprises Limited, a private limited company with company number 6569439. Action Against Hunger Enterprises Limited's principal activity is to raise funds for the Charity. The company was incorporated in 2008 and it donates all distributable profits to the Charity.

Action Against Hunger UK is one of the eight members of the trading company ACFIN Licensing Ltd, a company incorporated in England and Wales (company number 06672034). The company's main objective is to license the Action Against Hunger trademarks to the entities that make up the Action Against Hunger global network. The Action Against Hunger UK Executive Director is one of the Directors of the company.

Approval

This Annual Report is signed by the Chair on behalf of the Board of Trustees. The Trustees also approve the Strategic Report, which is contained within this report, in their capacity as company directors.

Mr Paul Wilson
Chair of Trustees
28 September 2026

Fundraising statement

This statement sets out the Charity's approach to fundraising as required by the Charities (Protection and Social Investment) Act 2016. In 2025, Action Against Hunger UK raised over £10 million through its fundraising activities - a substantial increase on 2024.

This growth was driven by income from philanthropy, as we welcomed The Children's Investment Fund Foundation (CIFF), while continuing to benefit from the generous support of long-standing partners, who are recognised at the end of this report.

We are advancing discussions with CIFF, one of the foremost philanthropic foundations in the world, which will help to expand our work on both the prevention and treatment of malnutrition from 2026.

Income from individual supporters also increased significantly in 2025, in the form of donations to our emergency appeals, most notably for Gaza and Sudan. Challenge event participants put themselves to the test in support of the Charity, and we acquired record numbers of new regular supporters.

Our sector-leading special events were successful as ever, and we benefitted again from the generous support of Noble Rot through their Fête du Beaujolais day. We also launched our new chef-fronted Ride Against Hunger, featuring some of cycling's toughest challenges.

A record 10 campaigns were run by the Charity in 2025 aimed at tackling conflict and hunger, asking the Government to reverse overseas aid cuts, petitioning for a ceasefire in Gaza and Sudan and fundraising for humanitarian emergencies. Over 130,000 supporters took at least one advocacy action online last year, and we raised a record amount online.

Restaurants Against Hunger – our flagship hospitality campaign – raised over £200,000 from hundreds of restaurants across the UK, and we were delighted to launch our newest corporate partnership with iconic British brand Russell Hobbs, through their 'Plates for Change' initiative. Russell Hobbs joins our portfolio of long-standing and generous partners, who are recognised at the end of this report.

The Charity benefits from several commercial participator arrangements, mainly in the food sector, and uses professional fundraisers to support its work. Due diligence is carried out on all third parties that we work with, to ensure appropriate compliance and a good return on investment. Agencies used by the Charity last year include Acwyre (face-to-face fundraising), Forward Action (digital mobilisation and technical support), DTV Optimise (telemarketing) and Elovate (fulfilment).

The Charity complies with current regulations and best practice set out by regulatory bodies such as the Fundraising Regulator and monitors the activities of donors and professional fundraisers to manage the risk of non-compliance. Our complaints policy is available on the Charity's website; in 2025 we received 8 complaints all related to fundraising, which were responded to and resolved in accordance with our policy. We also received 20 unsolicited compliments about our fundraising activities. All our donation pages and all direct marketing include information about how a supporter can opt out of receiving further communications from us. This information is also included in our Supporter Promise, available on our website.

Financial performance

The charity delivered a strong financial performance in 2025, generating total income of £25.9 million, an increase of £3.5 million compared with the previous year. This growth was driven primarily by a £3.7 million increase in private fundraising income, reflecting the continued success of investments made in fundraising activities to grow our regular donor base and increase unrestricted income. Income from charitable activities fell by £0.2m, supported by higher funding from the FCDO, however offset by reductions in funding received from the Start Network and DEC emergency appeals during the year.

Total expenditure was £25.0 million, an increase of £1.5 million compared with 2024, reflecting the growth in organisational activity and income generation. Fundraising expenditure increased by £0.9 million as we continued to invest strategically in expanding and diversifying our supporter base, with a particular focus on increasing sustainable unrestricted income. Net income for the year was £0.9 million for the year, compared with a deficit of £1.1 million in 2024. This represents an improvement in financial performance and reflects the impact of actions taken throughout the year to strengthen financial sustainability and begin rebuilding general reserves in line with the commitment made in 2024.

As in previous years, total income includes the full value of eligible multi-year grant agreements, recognised in accordance with the Charities Statement of Recommended Practice (SORP) and applicable accounting standards. Under these requirements, the majority of grant income is recognised when funding agreements are signed, rather than over the period in which the funding is spent.

Reserves Policy

The Board of Trustees has reviewed the reserves policy of the Charity and considers it appropriate to seek to maintain unrestricted free reserves equivalent to six months of general operational expenditure. This is to cover potential risks, including property liabilities and staff redundancies, as well as the unlikely event of closure of the Charity. It also provides security against seasonal variations in income and expenditure, and funds strategic research, investment, and innovations.

Unrestricted reserves, including the designated fund, were at £0.6 million as of 31 December 2025, which is equivalent to one and a half months of the general operating expenditure.

Directors and Trustees have begun implementing a plan to rebuild the Charity's general reserves to the level set out in the reserves policy over the next three financial years. This programme commenced in 2025 with significant cost reductions, organisational restructuring, and a strategic refocus to support the Charity's priorities over the next five years. Although the financial benefits of these measures were not fully reflected in the 2025 results, they have established strong foundations for future performance. The Charity remains on track to restore general reserves to their 2023 level by the end of 2027, in line with the approved plan.

Risk statement

Action Against Hunger UK considers effective risk management as fundamental to good management practice and to provide an essential contribution towards the achievement of the Charity's strategic and operational objectives. The Trustees are satisfied that appropriate internal control systems are in place to identify and mitigate the Charity's key strategic and operational risks.

The Action Against Hunger global network operates in high-risk contexts to save the lives of children and provide them and their families with opportunities for a better life. At Action Against Hunger UK, we remain prudent on how we identify, manage and mitigate these risks in relation to our programmes.

Action Against Hunger UK is a forward-looking organisation driven by impact and cost-effectiveness. It therefore embraces higher risk approaches on innovation; complex programming; leading consortiums; creative fundraising; new ways of working; embracing digital technologies; exploring new technical approaches that challenge existing ones and any other activities that support the achievement of our objectives and the strategic priorities of the Action Against Hunger global network.

The Charity's risk appetite reflects the need to take risks to achieve our objectives, provided always that these risks do not breach our principles, values, policies, legal obligations or our duty of care to staff, donors and the populations we support.

Action Against Hunger UK's Risk Management Policy sets out the Charity's approach to risk management and uses a risk-management framework to support the identification, assessment and management of key risks, including the implementation of comprehensive mitigation plans and risk-management strategies. This includes a thorough risk-identification process; prioritisation of key risks based on an assessment of impact and likelihood; regular review of mitigation measures and controls; evaluation of risks against the Charity's risk appetite; and, where appropriate, the development of mitigation plans. Action Against Hunger UK regularly monitors its key risks with a view to embedding a strong risk-management culture across the Charity.

The Board is responsible for appointing members of the Charity's Audit, Risk and Compliance Committee, of which three Trustees were members.

The main functions of the Audit, Risk and Compliance Committee are:

Audit

- To attend preparatory and closing meetings with auditors and to review in detail the Annual Report and Accounts prior to its submission to the full Board
- To discuss any problems or reservations arising from the annual audit and any matters the external auditors may wish to discuss
- To review with management the efficiency and effectiveness of internal financial systems and controls and the progress made in implementing recommendations from the external auditors
- To consider the appointment, resignation or dismissal of the external auditors and to approve their fee annually

Risk

- To review risks and mitigation measures identified in the Risks Register
- To monitor implementation of the mitigation measures proposed
- To advise the Executive committee on risk mitigation and recommend additional risk-mitigation measures if needed
- To support the Board in its assessment of an appropriate risk appetite
- To ensure risks are within the Charity's

risk appetite and capital resources and advise on the rejection of activities that incur excessive risk

Compliance

- To review and advise in relation to the Charity's policies for counter-fraud, whistleblowing and cyber and information security
- To review and advise in relation to the Charity's safeguarding policy and monitor the implementation of agreed safeguarding recommendations
- To review serious incidents, considering learnings and trends, and approve the reporting of serious incidents to the Charity Commission where appropriate
- To consider and review the Charity's compliance with data protection, and other legal and compliance issues
- To oversee and ensure that there is a procedure in place to create and update relevant policies and procedures for the Charity
- To consider and seek assurance in relation to the management of the Charity's trading subsidiary

Monitoring and reporting

- To receive and consider reporting on progress against the strategy in relation to Finance and Legal and Governance including in relation to any Key Performance Indicators agreed in relation to each financial year in a format agreed by the Committee
- To monitor and receive assurance in relation to compliance with the requirements of relevant regulators including the Charity Commission and HMRC

© Karuro Timu for Action Against Hunger

Key risks

The Risk Register was updated monthly by the Executive Committee and reviewed quarterly by the Audit, Risk and Compliance Committee and annually by the full Board of Trustees. The following major risks to the Charity were identified in 2025:

Risk	Key mitigation measures
Security We recognise the safety and security risks to staff working in complex environments to deliver programmes funded by the Charity	• Detailed security plans and guidelines are frequently updated in countries where work is carried out, to take account of changing conditions in the programme countries • All staff in the Action Against Hunger network travelling to high-risk locations receive comprehensive security training before any assignment • Critical-incident management procedures and training are in place and are regularly reviewed/updated • Country Security Plans are continually updated and global risk security mapping is carried out regularly
Safeguarding We recognise the risk of harm to the people through programmes funded by the Charity if appropriate safeguards are not in place	• International Safeguarding Policy applied across the Action Against Hunger network to ensure zero tolerance towards all forms of harm and abuse • The Action Against Hunger International Network has an International Anti-Trafficking Policy • Action Against Hunger UK and a number of our network partners are part of the Misconduct Disclosure Scheme to strengthen our safeguarding mitigation measures • Pre-employment checks, a Code of Conduct and mandatory safeguarding training for all staff in the Action Against Hunger network • Robust incident and complaint-reporting processes and procedures • Communication, due diligence and monitoring of safeguarding policies and procedures across all partners and suppliers in programme countries • Regular review of safeguarding incidents and mitigation measures by the UK executive team and the Charity's Audit, Risk and Compliance Committee • A Safeguarding Trustee has been appointed • Safeguarding is a standing item on the agenda of each Audit Risk and Compliance committee quarterly meetings and regular reports are provided to the UK Board

Fraud, corruption and bribery We recognise the risk of fraud, corruption and bribery in the complex environments where programmes funded by the Charity are delivered	• Action Against Hunger International Network's Anti-Fraud Policy adopted across all Action Against Hunger programmes. The Policy was adopted in April 2023 and roll-out of the policy continued in 2025 • Robust incident-reporting processes and training for all staff and downstream partners • Regular reporting and review of incidents and mitigation measures by the UK Audit, Risk and Compliance Committee
Cyber security We recognise the risk of business interruption, loss of data, regulatory action and/or financial loss in the event of a cyber security breach	• Review of all cyber security measures and working-from-home practices to ensure sufficient protections are in place • Application of IT security measures that are reviewed periodically • Cyber Essentials Certificate obtained
Data protection We recognise the risk of regulatory action, fines, penalties and loss of trust and confidence in the event of a data breach and/or non-compliance with data protection legislation	• The Charity has a Data Protection Action Plan to continually review and strengthen our compliance and mitigation measures • The Data Governance Group (which was created in 2023 and includes a representative from each department) continued to meet monthly to discuss and assess data protection risks and progress in rolling out the Data Protection Action Plan • Data Protection training is undertaken by all new staff and specific refresher workshops and presentations are delivered throughout the year
Income We recognise the risk to our programmes, people and charity memberships resulting from the major cuts to the UK aid budget	• Implementation of Funding Diversification Strategy and Objectives, with investments in private funding • Regular review of programme and funding structures, arrangements and opportunities • In 2025 a plan to cut costs was implemented with team restructuring, move to smaller and cheaper offices and efforts on efficiency, with corresponding investment in high performing areas of fundraising like individual giving to strengthen financial resilience
Reserves The reserves are low at the equivalent of 1.5 month of unrestricted operational expenditure	• A 3-year plan has been approved by the Board to rebuild the reserves to the equivalent of six months general operational expenditure • Cuts on expenditures and investment in fundraising were made

Serious incidents

In 2025, Action Against Hunger UK was notified of 5 alleged fraud, safeguarding or security incidents, and one data protection incident, in relation to programmes that we fund and support. One of these incidents was reported to the Charity Commission and the data protection incident was reported to the Information Commissioner's Office. All reports were investigated and appropriate actions were taken, including lessons learned. There were no serious incidents during 2025 that should have been reported to the Charity Commission but were not.

Stakeholder engagement

The Trustees are required to explain how they consider the interests of key stakeholders and the broader matters set out in Section 172 of the Companies Act 2006 in promoting the success of the company for the achievement of its charitable purposes. This statement focuses on matters of strategic importance and the level of information disclosed in this statement is consistent with the size and complexity of the business.

General confirmation of Trustees' duties

Action Against Hunger UK's Board of Trustees has a clear framework for determining the matters within its remit and has approved Terms of Reference for the matters delegated to its Committees. An explanation of the roles and responsibilities of the Board Committees can be found on page 25 and 26. When making decisions, each Trustee ensures that they act in good faith to best promote the company's success for the achievement of its charitable purposes, and in doing so will have regard (among other matters) to:

- S172(1) (a) 'The likely consequences of any decision in the long-term'

The Charity is guided by a five-year strategic plan, at both UK and international level, through the Action Against Hunger global network. In order to deliver its strategy, the Board of Trustees must pay due regard to the long-term consequences of all its decisions. Throughout the life of the strategy its implementation is regularly monitored through annual progress reports, which help inform the long-term decision-making required to achieve the objectives set out in our strategy.

- S172(1) (b) 'The interests of the Company's employees'

The Trustees recognise that Action Against Hunger UK's employees are our most important asset and are fundamental to the delivery of our Strategic Plan. Our success depends on attracting, retaining, motivating and developing our people, wherever they are located. The Charity carries out an Annual Staff Survey which is one of the Board's principal tools to measure employee engagement, motivation and commitment to Action Against Hunger. It enables the Board to understand how we are learning from survey findings to strengthen Action Against Hunger's culture and values, and informs decision-making from pay and benefits to health, safety and wellbeing. A Staff Forum operates throughout the year as a mechanism for bringing any issues or suggestions for improvements to the Executive Committee, as well as being an important vehicle for staff consultation on any significant changes or restructuring.

- S172(1) (c) 'The need to foster the Company's business relationships with suppliers, customers and others'

Action Against Hunger UK's key business relationships are with other members of the Action Against Hunger International Network; the communities in which the programmes we fund are delivered; our suppliers; and our partners, donors and supporters. Our engagement with these stakeholders is described within this report. In order to deliver our mission and strategy, and to create impact at scale, we need to work with others. We will continue to work primarily through the implementing members within the Action Against Hunger International Network and also build our capacity to work through other partnerships, alliances and networks.

- S172(1) (d) 'The impact of the Company's operations on the community and the environment'

The Board of Trustees has fully committed the organisation to the Core Humanitarian Standards on Quality and Accountability.

These standards "put communities and people affected by crisis at the centre of humanitarian action". The Charity fully subscribes to this ethos, which we enact in our programme delivery. Recognising that climate change is currently one of the main drivers of food insecurity and hunger, we advocate on this and ensure that within our programme work, and in the UK, due attention is paid to the environmental impact of everything we do.

- S172(1) (e) 'The desirability of the Company maintaining a reputation for high standards of business conduct'

It is important that Action Against Hunger UK continues to maintain its reputation for high standards of conduct in all its work. As part of the Action Against Hunger International Network, all our staff and Trustees are required to sign and abide by a Global Code of Conduct. We also always ensure compliance with the high standards of business conduct attached to receiving funding from grants and donations from private, institutional and partner organisations.

- S172(1) (f) 'The need to act fairly as between members of the Company'

This is not applicable to Action Against Hunger UK's organisational structure, as the Trustees are the only members of the Charity, and the Charity is run in the interests of its charitable objectives rather than in the interests of its members.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Strategic Report, the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounts Standards (United Kingdom Generally Accepted Accounting Practice). The Trustees confirm they comply with the Companies Act 2006 and the Charities Statement of Recommended Practice (FRS 102) 2019.

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity, and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for maintaining proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Mr Paul Wilson
Chair of Trustees
Approved by the Board of Trustees
on 28 September 2026

Independent auditor's report

To the members of Action Against Hunger UK

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as 31 December 2025 and of the Group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- and have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Action Against Hunger UK ("the Parent Charitable Company") and its subsidiary company, Action Against Hunger Enterprises Limited ("the Group") for the year ended 31 December 2025, which comprise the consolidated statement of financial activities, the Group and Parent Charitable Company Statements of Financial Position, the consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and the Parent Charitable Company in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and Parent Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Parent Charitable Company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The other information comprises: the Directors' report, the Strategic report and structure, governance and management. The Trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared, is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements
- in light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic Report or the Trustee's Report

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion;

- adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of the Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it

exists. Mis-statements 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.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures can detect irregularities, including fraud, is detailed below.

Based on our understanding of the Group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the reporting requirements of the Charities SORP, FRS 102 and Companies Act 2006. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgments made by management in their critical accounting estimates

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and the Charitable Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Adam Halsey (Senior Statutory Auditor)
For and on behalf of Haysmac LLP,
Statutory Auditors

29 September 2026

Action Against Hunger UK 2025 financial statements

© Abel Gichuru for Action Against Hunger

FINANCIAL STATEMENTS

Consolidated statement of financial activities for the year ended 31 December 2025

	Note	2025 Unrestricted £	2025 Restricted £	2025 Total £	2024 Total £
Income from					
Donations and legacies	2a	5,446,673	4,617,271	**10,063,944**	**6,334,123**
Charitable activities	2b	4,842,353	10,927,718	**15,770,071**	**16,004,919**
Investment and other income	2c	48,193	-	**48,193**	**44,688**
Total income	**2**	**10,337,217**	**15,544,991**	**25,882,208**	**22,383,730**
Expenditure on					
Costs of generating funds	3	3,658,506	412,175	**4,070,681**	**3,204,727**
Charitable activities	4	6,596,527	14,297,673	**20,894,199**	**20,278,377**
Total expenditure		**10,255,032**	**14,709,848**	**24,964,880**	**23,483,104**
Net Income (Expenditure)		**82,184**	835,143	917,328	**(1,099,374)**
Net movement in funds		**82,184**	835,143	917,328	**(1,099,374)**
Reconciliation of funds					
Funds brought forward at 1 January 2025		536,921	1,103,004	1,639,925	2,739,299
Total funds carried forward at 31 December 2025		**619,105**	**1,938,147**	**2,557,253**	**1,639,925**

The results for the year shown above all derive from continuing operations. There are no recognised gains or losses for the year other than those shown above. There are no material differences between the results for the year as stated above and those calculated on a historical cost basis.

The accompanying notes on pages 44 to 61 form an integral part of these Financial Statements.

Consolidated and charity statements of financial position for the year ended 31 December 2025
Company number: 3069468

	Notes	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Fixed assets					
Tangible assets	9	475,243	146,934	475,243	146,934
Investment in subsidiary	10	-	-		1
			1		
Current assets					
Debtors and prepayments	11	8,894,475	12,410,721	8,850,761	12,398,249
Cash at bank and in hand		8,447,104	4,646,409	8,316,871	4,596,054
		17,341,579	**17,057,130**	**17,167,633**	**16,994,303**
Creditors					
Amounts falling due within one year	12	(15,259,565)	(15,564,139)	(15,269,335)	(15,618,993)
Net current assets		**2,082,014**	**1,492,991**	**1,898,298**	**1,375,310**
Net Assets		**2,557,253**	**1,639,925**	**2,373,540**	**1,522,244**
Reserves					
Unrestricted funds		519,105	436,921	475,704	436,921
Designated funds		100,000	100,000	100,000	100,000
Restricted funds	13	1,938,147	1,103,004	1,797,836	985,323
Total reserves		**2,557,253**	**1,639,925**	**2,373,540**	**1,522,244**

The surplus for the financial year dealt within the financial statements of the subsidiary undertaking was £49,081 (2024: surplus of £134,634). Approved and authorised for issue by the Board on 28 September 2026, and signed on their behalf by:

Mr Paul Wilson (Chair of Trustees)
28 September 2026

Consolidated Statement of Cash Flows for the year ended 31 December 2025

	Note	Group 2025 £	Group 2024 £
Net cash provided in operating activities	a	4,161,036	222,788
Cash flows from investing activities			
Investment income received		33,484	44,688
Purchase of fixed assets		(393,508)	(135,314)
Net cash (used in) / provided by investing activities		**(360,024)**	**(90,626)**
Change in cash and cash equivalents in the year		3,800,695	132,162
Cash and cash equivalents at 1 January		4,646,409	4,514,247
Cash and cash equivalents carried forward		**8,447,104**	**4,646,409**
a. Reconciliation of net income/(expenditure) to net cash flow from operating activities			
Net income/(expenditure)		917,328	(1,099,373)
Depreciation of tangible fixed assets		65,199	30,079
Loss on disposal of fixed assets		-	-
Decrease/(Increase) in debtors		3,516,567	7,265,826
(Decrease)/Increase in creditors		(304,574)	(5,929,055)
Investment income receivable		(33,484)	(44,688)
Net cash provided by operating activities		**4,161,036**	**222,788**

Notes to the financial statements for the year ended 31 December 2025

1. ACCOUNTING POLICIES

(a) Basis of accounting

The charity is a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the provisions of the Charities SORP (FRS 102) applicable to public benefit entities.

The financial statements have been prepared on a going concern basis under the historical cost convention and in accordance with the Companies Act 2006, Charities Act 2011, Charities Accounts (Scotland) Regulations 2006, Charities and Trustee Investment Scotland Act 2005, Statement of Recommended Practice (SORP) on Accounting and Reporting by Charities effective from 1 January 2019, FRS102, and applicable United Kingdom accounting standards. The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities.

In assessing whether it is appropriate to prepare the accounts on a going concern basis, the Trustees (who are the Directors of Action Against Hunger UK for the purposes of company law and the trustees of Action Against Hunger UK for the purposes of charity law) have taken account of the current levels of unrestricted reserves and cash and the current and future expected funding environment.

The Trustees continue to review the Charity's financial performance, business plans and budgets on a quarterly basis and are content that the 2025 accounts should be prepared on a going concern basis. Current stable economic condition is likely to improve fundraising opportunities. Our overseas operations, which are funded largely by FCDO and trusts and foundations through restricted grants remain stable. The UK financial position, centred around our unrestricted reserves and funding, remains stable. Having considered all these matters, the Trustee Directors do not believe there is a material uncertainty and so have prepared the accounts on a going concern basis.

(b) Basis of consolidation

The consolidated accounts include the accounts of the charitable company, Action Against Hunger (UK) Limited and its 100 per cent owned trading subsidiary Action Against Hunger Enterprises Limited, which is consolidated on a line-by-line basis. No separate Statement of Financial Activities (SoFA) has been presented for the charity as permitted by Section 408 of the Companies Act 2006.

(c) Income

Income is included in the SoFA when the charity is entitled to it, the receipt is probable and the amount can be quantified with reasonable accuracy. For restricted grants from institutional donors (e.g. charitable entities, governments or other non-governmental organisations), where receipt of funding is conditional only on administrative requirements such as the submission of a claim, it has been recognised. Where there are restrictions on the time period in which funding received can be spent, or where there are other conditions that specify the services to be performed under the grant agreement or contract, the income has not been recognised. Occasionally, a grant maker may reduce the value of their grant sometime after the initial agreement is signed. The decrease to the grant and income that has been recorded in prior periods will be adjusted in the period in which the grant reduction is made.

(d) Expenditure recognition

Expenditure is included in the financial statements on an accruals basis.

Subcontracted grants to other members of the Action Against Hunger network or third parties are charged to the Statement of Financial Activities when they have been approved and where a binding commitment has been made to the other organisation. Subcontracted grants that have been approved but not yet disbursed at the balance sheet date are carried forward as creditors in the balance sheet. In situations where grants from public funders are reduced subsequent to the signing of the initial grant agreement (see note 1(c) above), the liability to the subcontracted partner will be reduced by the same amount under the terms of the subcontract agreement.

(e) Basis of allocation or apportionment of expenditure

Expenditure during the year is analysed into raising funds and charitable activities. Notes 3 and 4 provide an analysis of these categories. All costs are directly charged against the appropriate category. The basis of apportionment of support costs is stated in Note 5. Tangible fixed assets Tangible assets costing £500 or more are capitalised. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Fixtures, fittings and equipment – 25 per cent on historical cost
Leasehold property improvements – over the term of the lease

(f) Operating leases

Rentals under operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income as incurred.

(g) Foreign currencies

Foreign currency transactions are recorded at the average exchange rate for the month in which the transaction arose. Year end balances held in foreign currencies are converted at the closing rate. All differences on conversion are charged to the SoFA.

(h) Fund accounting

Restricted funds are monies provided by grant or donation for specific projects. Unrestricted funds consist of funds or gifts in kind provided for general charitable activities or monies raised from appeals for specific emergency responses.

(i) Pension

The Charity operates a defined contribution scheme. The assets of the scheme are held separately from those of the Charity in an independently administered scheme. The pension cost charge payable by the Charity in the year amounted to £189,918 (2024: £159,371). At the end of the financial year there were no contributions (employee and employer) still to be paid over to the scheme (2024: £Nil).

(j) Gifts in kind

Action Against Hunger accepts gifts in kind (goods and services) that are in line with the charities mandate from individuals, corporates, foundations and government agencies. Gifts in kind are defined by Action Against Hunger UK as goods and services received for the purpose of carrying for fundraising and awareness of the organisation. These are non-monetary items that are valued at fair market price.

(k) Accounting estimates and key judgements

In the application of the Charity's accounting policies the trustees are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. These are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of revision and future periods if the revision affects the current and future periods.

The significant judgements and estimates that could impact the carrying amounts of assets and liabilities are as follows:

Revenue Recognition

Revenue Recognition requires judgement to appropriately apply the income accounting policies across the different funding streams the Charity has. Note 1(c) above details the accounting principle adopted and its application in particular to restricted grants received from institutional funders, such as FCDO (UK Aid). The judgements made in recording such income are continually reassessed including in cases where the grant agreement wording and conditions are changed from year to year, and where appropriate provision is made for contingencies or deferrals to account for conditions yet to be fulfilled.

2. INCOMING RESOURCES

(a) Donations and legacies

	2025 Unrestricted £	2025 Restricted £	**2025 Total £**	2024 Unrestricted £	2024 Restricted £	**2024 Total £**
Individuals (including legacies and events)	1,862,564	696,802	**2,559,366**	1,383,966	322,526	**1,706,492**
Corporate donors	1,799,037	1,842,879	**3,641,916**	1,267,164	374,023	**1,641,187**
Trusts and foundations	1,785,072	2,077,590	**3,862,662**	1,265,712	1,720,732	**2,986,444**
Total	5,446,673	4,617,271	**10,063,944**	3,916,842	2,417,281	**6,334,123**

(b) Charitable activities

	2025 Unrestricted £	2025 Restricted £	**2025 Total £**	2024 Unrestricted £	2024 Restricted £	**2024 Total £**
Grant based activities						
Start Fund	-	1,708,020	**1,708,020**	(29,028)	2,376,652	**2,347,624**
UK Government	-	7,440,007	**7,440,007**	-	4,124,363	**4,124,363**
Qatar Fund for Development	-	-	**-**	-	459,568	**459,568**
Disasters Emergency Committee	-	1,439,974	**1,439,974**	-	3,052,220	**3,052,220**
Other	26,576	276,621	**303,197**	(14,555)	(77,332)	**(91,887)**
Total	**26,576**	**10,864,621**	**10,891,197**	**(43,583)**	**9,935,471**	**9,891,888**
Monitoring and evaluation services						
Others	453,338	63,097	**516,435**	765,155	138,172	**903,327**
Total	**453,338**	**63,097**	**516,435**	**765,155**	**138,172**	**903,327**
Other						
Provision of employees to Action Against Hunger Programme	4,295,843	-	**4,295,843**	4,858,079	-	**4,858,079**
Other services for Action Against Hunger network Partners	66,596	-	**66,596**	326	351,299	**351,625**

Total	**4,362,439**		**4,362,439**	**4,858,405**	**351,299**	**5,209,704**
Total charitable activities	**4,842,353**	**10,927,718**	**15,770,071**	**5,579,977**	**10,424,942**	**16,004,919**

(c) Investment and other income

	2025 Unrestricted £	2025 Restricted £	**2025 Total £**	2024 Unrestricted £	2024 Restricted £	**2024 Total £**
Investment	33,484		**33,484**	44,688		**44,688**
Other	14,709		**14,709**			
Total	48,193	-	**48,193**	44,688	-	**44,688**

3. EXPENDITURE ON GENERATING FUNDS

	Direct Costs 2025 £	Support Costs 2025 £	**Total 2025 £**	**Total 2024 £**
Fundraising events	51,002	-	**51,002**	**48,512**
Other fundraising activities	3,054,072	965,607	**4,019,679**	**3,156,215**
Total	**3,095,142**	**965,607**	**4,070,681**	**3,204,727**

4. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct Costs 2025 £	Support Costs 2025 £	**Total 2025 £**	**Total 2024 £**
Overseas projects	14,966,903	259,065	**15,225,969**	**13,774,004**
Supply of aid workers	4,342,004	-	**4,342,004**	**4,770,931**
Advocacy / awareness raising	279,636	23,551	**303,188**	**357,939**
MEAL and Nutrition services	905,282	117,757	**1,023,039**	**1,375,503**
Total	**20,493,825**	**400,374**	**20,894,199**	**20,278,377**

Of total direct charitable activities, £6,196,153 relates to unrestricted expenditure (2024: £7,275,940) and £14,297,673 relates to restricted expenditure (2024: £13,002,437)

5. SUPPORT COSTS

	Executive Office	Admin	Finance and IT	HR	**Total 2025**	**Total 2024**
	£	£	£	£	**£**	**£**
Allocated to Project costs						
Overseas projects	62,682	10,468	107,756	78,159	**259,065**	**367,585**
Advocacy/awareness raising	5,698	952	9,796	7,105	**23,551**	**111,389**
MEAL and Nutrition services	28,492	4,758	49,980	35,527	**117,757**	**300,751**
Total	**96,872**	**16,178**	**166,532**	**120,791**	**400,374**	**779,725**
Allocated to Fundraising	233,634	39,017	401,637	291,320	**965,607**	**579,225**
Total	**330,506**	**55,194**	**568,169**	**412,112**	**1,365,981**	**1,358,950**

Basis for support cost allocation
Staff costs have been allocated on a basis consistent with the time spent on each activity. Office and administration costs are allocated based on number of staff. Direct support costs are allocated directly to project costs.

6. STAFF COSTS

	2025	2024
	£	£
Staff costs for employees on UK contracts		
Wages and salaries	7,612,945	7,889,303
Employer pension contributions	189,918	159,371
Social security costs	491,719	334,107
Severance pay	75,232	-
Total	**8,369,813**	**8,382,781**

The above amounts represent costs for the Parent Charity and the Group (the Parent Charity's subsidiary does not employ any staff). The total emoluments earned and paid to the Executive Director, Jean-Michel Grand, for the year, including pension contributions, was £135,910 (2024: £130,756)

The number of other employees whose remuneration amounted to over £60,000 in the year was as follows:

	2025	**2024**
£100,001 to £120,000	1	1
£90,001 to £100,000	1	-
£80,001 to £90,000	4	2
£70,001 to £80,000	2	4
£60,000 to £70,000	9	8

Remuneration includes salaries and benefits in kind but excludes employer pension scheme contributions. No contributions were made to defined benefit schemes for employees whose remuneration was greater than £60,000.

Excluding the Executive Director, total emoluments paid to other members of the Senior Management Team totalled £507,631 (2024: £455,525) in the year.

The average number of staff working overseas employed by Action Against Hunger under UK contracts during the year was 82 (2024: 98). At the year-end, staff numbers overseas were 89 (2024: 96). These amounts include staff that worked overseas on projects run by both Action Against Hunger and other members of the Action Against Hunger International network. The average number of staff employed by Action Against Hunger and working in the UK in 2025 was 73 (2024: 70). At the year-end, UK staff numbers were 70 (2024: 75).

Trustees' expenses and remuneration and related party transactions
Trustees are not remunerated and no expenses were claimed in 2025 (2024: £Nil). There were no disclosable related party transactions.

7. NET INCOME

Net expenditure is stated after charging:	2025 £	2024 £
Depreciation of tangible fixed assets	65,199	30,079
Operating lease payments – property	163,483	233,654
Auditor's remuneration: Charity and Trading subsidiary	56,160	60,100
Corporation tax return preparation cost	5,000	5,000

8. TAXATION

The charitable company meets the definition of a charity in Schedule 6 Finance Act 2010 and accordingly is entitled to exemptions set out in Part II Corporation Tax Act 2010 and section 256 Taxation of Chargeable Gains Act 1992 to the extent that its income and gains are applied for charitable purposes.

9. TANGIBLE FIXED ASSETS

Group and Charity	Leasehold property improvements £	Fixtures fittings and equipment £	Total £
Cost			
At 1 January 2025	71,697	215,469	287,166
Additions	306,929	86,579	393,508
At 31 December 2025	**378,626**	**302,048**	**680,674**
Depreciation			
At 1 January 2025	70,947	69,285	140,232
Charge for the year	-	65,199	65,199
At 31 December 2025	**70,947**	**134,484**	**205,431**
Net book value			
At 31 December 2025	307,679	167,563	475,243
At 31 December 2024	750	146,184	146,934

10. INVESTMENT IN SUBSIDIARY UNDERTAKINGS

Action Against Hunger Enterprises Limited (Company number 6569439) is a wholly owned subsidiary and is a company incorporated in England and Wales. The principal activity is conducting trading fundraising activities for the charity.

	Total 2025	Total 2024 Restated
	£	£
Statement of income and retained earnings		
Turnover	59,012	139,814
Cost of sales	(181)	(180)
Administrative Costs	(9,750)	(5,000)
Net earnings before taxation	49,081	134,634
Retained earnings for the year	**49,081**	**134,634**
Statement of financial position		
Current assets	194,033	142,374
Current liabilities	(172,666)	(142,373)
Net current assets	**21,367**	**1**
Total assets less current liabilities	**21,367**	**1**
Capital and Reserves		
Called up share capital	1	1
Retained earnings	49,081	134,634
Gift aid payable	(27,715)	**(134,634)**
Equity shareholders' funds	**21,367**	**1**

	2025	2024
	£	£
Share capital		
Authorised	100	100
Called up	1	1

11. DEBTORS

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Institutional donors	8,065,231	10,981,895	8,065,231	10,981,895
Action Against Hunger – Canada	15,797	49,412	15,797	49,412
Action Against Hunger – Spain	-	-	-	-
Action Against Hunger – India	21,282	588,343	21,282	588,343
Accrued income	597,047	552,629	597,047	552,629
Sundry debtors	143,726	190,882	100,013	178,410
Prepayments	51,391	47,560	51,391	47,560
Total	**8,894,475**	**12,410,721**	**8,850,761**	**12,398,249**

Institutional debtors are related to grant agreements signed with FCDO, directly or via a consortium lead or managing agent. As noted above, our accounting policy recognises the full amount of the grant at the time the agreement is signed and therefore the full grant amount is treated as a current debtor rather than as a debtor due after more than one year.

12. CREDITORS

Amounts falling due within one year:	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Action Against Hunger – France	3,952,212	5,559,061	3,952,212	5,559,061
Action Against Hunger – Spain	4,391,554	966,036	4,391,554	966,036
Action Against Hunger – USA	5,446,481	7,733,750	5,446,481	7,733,750
Action Against Hunger - Enterprises	-	-	20,086	62,591
Action Against Hunger - India	24,129		24,129	
Other creditors	512,411	610,802	508,871	603,063
Tax payable	106,106		104,330	
Accruals	360,877	303,694	355,877	303,696
Deferred income	465,796	390,796	465,796	390,796
Total	**15,259,565**	**15,564,139**	**15,269,335**	**15,618,993**

13. STATEMENT OF FUNDS 2025

	1 January 2025 £	Income 2025 £	Expenditure 2025 £	31 December 2025 £
Somalia Caafimaad	-	4,224,890	(4,224,890)	-
Sahel Regional Fund	-	4,000,000	(4,000,000)	-
Driving Action Wellbeing Avert Mortality	-	1,861,718	(1,861,718)	-
South Sudan Relapse to Acute Malnutrition	-	1,337,627	(1,337,627)	-
Ocean Community Empowerment Bangladesh	-	547,811	(547,811)	-
Sudan improving basic needs	-	500,000	(22,500)	477,500
Middle East emergency response	58,677	468,715	(135,654)	391,738
Somalia Hunger Crisis response	-	448,730	(448,730)	-
DEC Middle East Humanitarian appeal	-	392,196	(392,196)	-
Collective Initiatives Waterlink	-	370,000	(370,000)	-
Myanmar Earthquake Appeal	-	341,925	(341,925)	-
Start Solidarity Fund Mozambique	-	300,000	(300,000)	-
Start Ready Senegal Drought response	-	300,000	(300,000)	-
Middle East emergency appeal	-	296,252	(296,252)	-
Sudan Emergency Medical Supplies	-	276,120	(172,562)	103,558
Riake Mahavelon	-	253,057	(253,057)	-
Start Alert 957 Senegal Food Insecurity	-	245,910	(245,910)	-
Start Ready Risk Pool 3	-	200,000	(200,000)	-
Start Alert 920 Madagascar National	-	200,000	(200,000)	-
Start Alert 943 Displacement in South Sudan	-	184,320	(184,320)	-
Strengthening Nutrition in Haiti	-	168,224	(14,018)	154,206
KellyDeli Rice Growing in South Sudan	-	167,373	(172,482)	(5,109)
Crisis response Middle East	-	150,000	(150,000)	-
Bridging gaps in maternal, infant and adolescent	-	147,617	(149,163)	(1,546)
Enhancing Food Security Ethnic minorities	-	134,579	(11,215)	123,364
Myanmar Emergency Response	-	132,091	(32,107)	99,984
Inclusive Social Protection Systems	-	100,000	(100,000)	-
Start Ready Pakistan	-	100,000	(100,000)	-
Responding to malnutrition in Somalia	-	100,000	(100,000)	-
Vruddhi – Gujarat: Power of Nutrition	560,217	110,916	(645,297)	25,836
Start Ready Risk Pool 3 Madagascar	-	76,000	(76,000)	-
UK National Projects	-	73,444	(23,065)	50,379
Sudan Emergency Response	208,106	73,344	(189,705)	91,745
International Donor relations	-	73,139	(73,139)	-
Fostering a conducive environment	-	71,168	(3,238)	67,930
International Executive Secretariat	-	56,673	(56,545)	128
Sudan MP visit	-	56,500	(17,480)	39,020
European Commission ECHO	-	50,371	(50,371)	-

Humanitarian crisis in Syria	-	50,000	(50,000)	-
Evaluation, Learning and Accountability	-	45,281	(45,281)	-
Hulo Staff on Loan	-	43,148	(42,008)	1,140
Kenya Kitchen Gardens Project	-	40,500	(8,100)	32,400
Start Alert 1009	-	35,911	(35,911)	-
Emergency Action Fund	37,345	34,896	(23,600)	48,642
DEC Turkey/Syria Earthquake response	-	33,778	(33,778)	-
Somalia Emergency Action Fund	-	30,000	(30,000)	-
Bangladesh climate related projects	-	30,000	(3,000)	27,000
Start Ready Risk Pool Madagascar	-	26,250	(26,250)	-
innocent Foundation	-	19,949	(19,949)	-
Start Ready Risk Pool 4 Zimbabwe	-	19,629	(19,629)	-
HIF Dissemination Grants 2025	-	18,000	(18,000)	-
Pakistan Start Ready - flood	-	15,000	(15,000)	-
Others	238,660	67,302	(104,729)	201,233
Total restricted fund	**1,103,004**	**15,544,991**	**(14,709,848)**	**1,938,147**

14. STATEMENT OF FUNDS 2025 (CONTINUED)

The funds on pages 55 and 56 listed by the projects and programmes or work by country represent fund received specifically for carrying out activities within those areas. Specific programme funds are detailed below:

- Somalia Caafimaad: FCDO El-Nino Somalia project is funded by the UK government to elevate the impact of El-Nino weather changes in Somalia and build community resilience
- Sahel Regional Fund - multi-country: FCDO-funded Sahel Regional Fund (SRF) project that aims to reduce the vulnerability of people in the Liptako-Gourma region by promoting regional cooperation and a multi-sector, conflict-sensitive approach.
- Driving Action Wellbeing Avert Mortality (DAWAM): FCDO project funded by the UK government to decrease morbidity and mortality in women and girls including PLWD in seven provinces of Afghanistan.
- South Sudan Relapse to Acute Malnutrition Prevention: The Relapse to Acute Malnutrition Prevention (RAMP) Project aims to provide a cost-efficient, evidence-based package of interventions that fills the current gap in services for children recently recovered from Severe Acute Malnutrition (SAM) in order to prevent repeated episodes of relapse and lower the burden of acute malnutrition. The project is delivered over three years and aims to reach 90,435 “post-SAM” children aged under 5.
- Ocean Community Empowerment Bangladesh: Project FISHNET consortium funded by DEFRA aiming to address the structural causes of poverty among marginalised fisherfolk while reducing degradation of marine ecosystems, particularly by revitalising common pool resource.
- Sudan Improving basic needs for crisis-affected: This project aims to provide flexible cash assistance to 625 vulnerable households in Sudan, helping families meet essential needs, reduce harmful coping strategies, improve expenditure coverage, and maintain more stable living conditions during ongoing displacement and conflict.
- 2024 Middle East (Lebanon and Palestine) Emergency: Middle East emergency response appeal raised fund to provide humanitarian assistance in Gaza, Palestine and Lebanon.
- Somalia Hunger Crisis Response: The project aims to support 11,140 beneficiaries in Baidoa through nutrition treatment and prevention, procurement of essential nutrition supplies, and unconditional cash assistance, reducing acute malnutrition and improving food security among vulnerable households.
- DEC Middle East Humanitarian Appeal Phase 2: DEC Middle East Humanitarian Appeal fund was raised by the DEC to support people impacted by the war in Gaza, Palestine and Lebanon.
- DEC Appeal Ukraine 2022 - Allocation 1 & 2 & 3: DEC Ukraine resilience building fund was raised by the DEC to support people impacted by the Russia / Ukraine war.
- Collective Initiatives Waterlink: DEC funded initiative that tests a new model of integrated digital and community-led emergency water governance in fragile and conflict-affected areas (Lebanon).
- Myanmar Earthquake Appeal Allocation 1: DEC Myanmar Earthquake response fund was raised by the DEC to support people impacted by the earthquake as they rebuild their lives and look towards the future.
- Start - Solidarity Fund Mozambique: START Solidarity Fund project delivering multisector emergency response and resilience support to conflict-affected populations in Cabo Delgado following international cuts.
- Start Ready - Senegal Drought response: START Fund project helping farming and livestock-keeping households in Matam region cope with drought and prevent worsening malnutrition.
- Middle East Appeal Allocation 2: DEC Middle East Humanitarian Appeal fund was raised by the DEC to support people impacted by the war in Gaza, Palestine and Lebanon.
- Sudan Emergency Medical Supplies 2025: This project aims to supply essential medicines, nutrition supplements, and medical consumables to Action Against Hunger-supported health facilities in Central Darfur, ensuring timely treatment for malnutrition and common illnesses while strengthening healthcare services for vulnerable communities.
- Riake Mahavelon-jafy: FCDO funded project promoting sustainable marine resource management in southwest Madagascar by integrating biodiversity conservation, economic diversification, and social inclusion to strengthen the long-term resilience of coastal communities.
- Start Alert 957 - Senegal Food Insecurity: START fund project providing early food and nutrition assistance to support the most vulnerable households during a severe lean season in the departments of Kanel, Matam, and Podor.
- Start Ready Risk Pool 3 - Madagascar National Rese: START Fund project to improve preparedness for the cyclone season through enhanced anticipation, planning, and emergency response capacity.

- Start Alert 920 Madagascar Cyclone: With this START project Emergency response activities will reach at-risk populations within seven days of the crisis onset, thanks to the rapid mobilization of teams and resources. Priorities will focus on needs assessment, the swift distribution of emergency aid (shelter, WASH, and livelihoods), and the implementation of protection measures. Leveraging their field experience, established presence through ongoing programmes, and available resources, agencies already active in the two districts affected by Cyclone Honde will be able to carry out these activities within 45 days. Their local knowledge and history of collaboration with authorities, humanitarian actors, and local residents will facilitate this intervention.
- Start Alert 943 Displacement in South Sudan: START Fund project to provide emergency basic life-saving WASH, Health and Cash services to conflict displaced communities in South Sudan.
- Strengthening Nutrition and Protection in Haiti: This project aims to improve nutrition, healthcare, and psychosocial support in Haiti, reaching over 20,000 people, treating malnutrition, strengthening referrals and accountability, and enhancing Action Against Hunger's efficiency, transparency, compliance, and humanitarian impact.
- KellyDeli Rice Growing Project in South Sudan: The KellyDeli-funded Rice Farming Project in South Sudan helped communities in Fangak County adapt to years of severe flooding by turning floodwaters into an opportunity for food production. 400 farmers were trained in flood-resilient rice cultivation, receiving seeds and practical training to strengthen food security, self-reliance and livelihoods.
- Response to Humanitarian Crisis in Middle East: Middle East emergency response appeal raised fund to provide humanitarian assistance in Gaza, Palestine and Lebanon.
- Bridging Gaps in Maternal, Infant, and Adolescent: This project aims to improve health and wellbeing for 3,300 Rohingya refugees in Cox's Bazar, supporting 600 pregnant and lactating women, 200 infants, and 2,500 adolescent girls through nutrition, maternal healthcare, sexual and reproductive health, and mental health services.
- Enhancing Food Security among Ethnic Minorities: This project aims to improve food and income security for 3,000 ethnic minority beneficiaries (500 families) in Dollow by strengthening agricultural production, irrigation access, farmer training, and climate-smart livestock fodder production to increase resilience and incomes.
- Inclusive Social Protection Systems: FCDO project aims to increase the capacity and knowledge of individuals with protected characteristics and ensure that such groups are increasingly included in social protection policy, programming and systems building in Nigeria.
- Start Ready Pakistan Post Trigger: This START Fund project aims to enhance community resilience and preparedness against drought by implementing a series of early interventions.
- Responding to malnutrition in Somalia: This project supports vulnerable children with Severe Acute Malnutrition (SAM) across nine stabilisation centres in Somalia, providing therapeutic milk, essential supplies, caregiver support, and health system strengthening to improve recovery outcomes
- Project Vruddhi - Gujarat: Power of Nutrition: This is a project that aims to improve the essential health and nutrition practices in the community by building knowledge, skills and motivation and creating and enabling environment in Bhavnagar and Sabarkantha, Gujarat.

15. STATEMENT OF FUNDS 2024

	1 January 2024 £	Income 2024 £	Expenditure 2024 £	31 December 2024 £
FCDO El-Nino Somalia	-	2,677,582	(2,677,582)	-
FCDO CAR emergency	-	1,506,026	(1,506,026)	-
DEC Community resilience Syria	-	1,500,000	(1,500,000)	-
Start Zimbabwe El-Nino-induced drought	-	1,317,477	(1,317,477)	-
DEC Turkey & Syria Earthquake response	-	590,005	(590,005)	-
DEC Ukraine resilience building	-	534,000	(534,000)	-
Middle East emergency response	84,000	516,872	(542,195)	58,677
Al Thani Somalia	-	459,568	(459,568)	-
innocent Kenya project	-	413,505	(413,505)	-
Sudan emergency response	-	345,190	(137,084)	208,106
Start Fund Madagascar drought response	-	315,000	(315,000)	-
Start Fund Honduras Dengu outbreak	-	289,459	(295,367)	(5,908)
Power of Nutrition India	370,592	230,278	(158,334)	442,536
FCDO Health Resilience Nigeria	-	181,018	(181,018)	-
DEC Middle East Humanitarian Appeal	-	179,252	(179,252)	-
DEC, innocent, private appeals	502,125	150,583	(653,994)	(1,286)
Haiti Emergency Response 2024	-	110,000	(110,000)	-
Health and Nutrition Services in Tigray	-	105,000	(105,000)	-
Start Fund Nepal flooding response	-	100,000	(100,000)	-
Cholera outbreak	-	100,000	(100,000)	-
Start Fund Madagascar cyclone	-	98,850	(98,850)	-
Start Alert Philippines Oil Spill	-	89,991	(89,991)	-
Other	563,440	1,090,103	(1,370,345)	283,198
Total restricted fund (charity)	**1,520,157**	**12,899,759**	**(13,434,593)**	**985,323**
Power of Nutrition India (AAHE)	180,400	(57,536)	(5,183)	117,681
Total restricted funds (Group)	**1,700,557**	**12,842,223**	**(13,439,776)**	**1,103,004**
Unrestricted funds	738,742	9,541,507	(9,843,328)	436,921
Designated fund	300,000	-	(200,000)	100,000
Total unrestricted and designated fund	**1,038,742**	**9,541,507**	**(10,043,328)**	**536,921**
Total fund	**2,739,299**	**22,383,730**	**(23,483,104)**	**1,639,925**

STATEMENT OF FUNDS 2024 (CONTINUED)

The funds on pages 58 and 59 listed by the projects and programmes or work by country represent funds received specifically for carrying out activities within those areas. Specific programme funds are detailed below:

- FCDO El-Nino Somalia project is funded by the UK government to elevate the impact of El-Nino weather changes in Somalia and build community resilience.
- FCDO CAR emergency appeal project is funded by the FCDO to reduce premature death and illness from hunger.
- DEC Community resilience Syria fund was raised by the DEC to support people impacted by the earthquake and unrest in Syria.
- Start Fund Zimbabwe El-Nino-induced drought project sought to alleviate the impact of malnutrition and suffering caused the long drought in Zimbabwe in 2024.
- DEC Turkey & Syria Earthquake response fund was raised by the DEC to support people impacted by the earthquake in February 2023. The project continued in 2024.
- DEC Ukraine resilience building fund was raised by the DEC to support people impacted by the Russia / Ukraine war.
- Middle East emergency response appeal raised fund to provide humanitarian assistance in Gaza, Palestine and Lebanon.
- Al Thani Somalia project was funded by the Al Thani Foundation to provide emergency humanitarian assistance in Somalia.
- innocent Kenya project was funded by the innocent Foundation to foster a conducive environment for adaptation of lipid based nutrient supplement in Kenya.
- Sudan emergency response project sought to provide humanitarian assistance to people affected by the fighting in 2024.
- Start Fund Madagascar cyclone project was funded by the Start Fund to alleviate the impact of the cyclone in 2024 and build community resilience.
- Start Fund Honduras Dengue outbreak project was funded by the Start Fund to provide humanitarian assistance to people affected by the Dengue outbreak in Honduras in 2024.
- Power of Nutrition India project that aims to improve the essential health and nutrition practices in the community by building knowledge, skills and motivation and creating an enabling environment in India funded by Power of Nutrition and Kelli Deli restaurant chain.
- FCDO Health Resilience Nigeria project is funded by the UK government to support and build health and nutrition resilience within Nigeria.
- DEC Middle East Humanitarian Appeal fund was raised by the DEC to support people impacted by the war in Gaza, Palestine and Lebanon.
- DEC, Innocent, private appeals include multiple projects that were funded by the DEC, innocent foundation and various private appeals for emergency and humanitarian work in multiple countries.
- Haiti Emergency Response 2024 project provided humanitarian assistance to people displaced by the Haiti unrest in 2024.
- Health and Nutrition Services in Tigray was a project in providing essential health and nutrition practices in the community in the Tigray region in Ethiopia.
- Start Fund Nepal flooding response sought to alleviate the impact of flooding in Nepal in 2024.
- Cholera outbreak project was funded by the Start Fund to provide assistance in Yemen to alleviate the suffering due to a sudden outbreak of cholera.
- Start Fund Madagascar cyclone response sought to alleviate the impact of suffering caused by severe drought in Madagascar 2024.
- Start Alert Philippines Oil Spill project sought to alleviate the impact the Oil Spill near Manilla, Philippines in 2024.
- Other funds include old and small-scale projects providing humanitarian assistance in multiple countries around the world.
- Designated fund was set aside by trustees in 2022 to invest in fundraising activities over the next few years. £200,000 was expended in 2024.

16. ANALYSIS OF NET ASSETS

Fund balances at 31 December 2025 are represented by:	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	475,243	-	475,243
Net current assets	143,865	1,938,148	2,082,013
Total net assets	**619,108**	**1,938,148**	**2,557,256**

Fund balances at 31 December 2024 are represented by:	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	146,934	-	146,934
Net current assets	389,987	1,103,004	1,492,991
Total net assets	**536,921**	**1,103,004**	**1,639,925**

17. OPERATING LEASE COMMITMENTS

The company and the group have total outstanding operating lease commitments relating to its London office of GBP 189,202 per annum. The lease commitment ends on 18th November 2032.

18. CONNECTED CHARITIES

The directors consider Action Contre la Faim ('Action Against Hunger'), a charity registered in France, to be a connected charity. Action Against Hunger has the same objectives to that of the Company and works closely with it. Its business address is 14/16 Boulevard Douaumont – CS 80060, 75854 Paris CEDEX, France, from which accounts can be obtained.

Other connected charities are Action Against Hunger USA, a charity registered in the US, and Acción Contra el Hambre, a charity registered in Spain, Action Against Hunger Canada, a charity registered in Canada and Fight Hunger Foundation, a charity registered in India.

Expenses are recharged between the connected charities where staff and other resources are used on projects run by the other charity. This gives rise to the balances at the year-end referred to in Notes 11 and 12.

19. RELATED PARTIES

Action Against Hunger is one of the five members of the trading company Action Against Hunger Licensing Ltd (ACFIN), a company based in the UK (Company No. 06672034). One of its main roles is to license its Action Against Hunger members the right to use trademarks.

The Action Against Hunger UK Executive Director is a Director of ACFIN. At the year end an amount of £93,886 (2024 £16,853) was due from Action Against Hunger Licensing Ltd to Action Against Hunger UK.

© Christophe Da Silva for Action Against Hunger

Thank you

Action Against Hunger UK could not fulfil its mission without the support of our donors and stakeholders. We would like to thank the following donors and partners for supporting us in 2025:

- 1 Lombard Street
- The Alborada Trust
- Antinori
- Champagne Taittinger
- The Children's Investment Fund Foundation (CIFF)
- Department for Environment, Food & Rural Affairs (DEFRA)
- Dievole
- Disaster Emergencies Committee (DEC)
- Edenbeg Charitable Trust
- Enhanced Learning and Research for Humanitarian Assistance (ELRHA)
- Fin and Flounder
- Foreign Commonwealth and Development Office (FCDO)
- George Society members
- Hannan Meats
- H.E. Sheikh Thani Bin Abdullah Bin Thani Al-Thani
- IHG Hotels & Resorts
- The innocent foundation
- KellyDeli
- Liberty Wines
- Mandrarossa
- Poggio al Tereso
- Postcode Lottery
- Power of Nutrition
- Robin Macleod Charitable Trust
- Roe Foodpoint
- Russell Hobbs
- The Souter Charitable Trust
- Start Network
- St. JOHN
- Tenderstem® Broccoli
- The Tolkien Trust
- The Tula Trust
- unearthed

We thank all our Restaurants Against Hunger partners and all those who supported our emergency appeals and our long-term development programmes. And we thank our chef, celebrity and committee supporters:

- Adam Hyman
- Andi Oliver
- Angela Hartnet
- Ashley Palmer-Watts
- Azumi Restaurant Group
- Bill Knott
- Dan Keeling
- David Ellis
- David Gleave
- Fallow
- George Daniel
- Gizzi Erskine
- Gudrun Steele
- Hakkasan Group
- Hawksmoor
- Henry Harris
- Hugh Bonneville
- Ianthe Cox-Willmot
- Jack Croft
- Jamie Demetriou
- James Robson
- JKS Restaurants
- Ken Holm
- Leyla Kazim
- Mallika Basu
- Marcus Bean
- Mariella Frostrup
- Mark Hix
- Meera Sodha
- Melanie Jappy
- Melissa Thompson
- Neil Borthwick
- The Pig
- Pip Lacey
- Raymond Blanc
- Rick Stein
- Rob Brydon
- Robin Hutson
- Roe & Fowl
- Ryan Chetiyawardana
- Sam Hainsworth
- Shaun Searley
- Soren Jessen
- Tom Parker Bowles
- Vivek Singh
- Will Murray

You have all helped us to achieve our mission of tackling hunger and malnutrition around the world: Thank you!

Ways to get involved

Sign up to receive an e-newsletter

If you'd like to receive regular emails about our work, please sign up at www.actionagainsthunger.org.uk/email. You can unsubscribe at any time, although we'd love you to stay!

Campaign with us

Ending hunger means changing the systems and decisions that allow it to persist. Campaign with us and add your voice to push hunger higher up the political and public agenda.

Visit our campaign with us page to find out how you can take action or contact campaigns@actionagainsthunger.org.uk to learn more.

Raise funds for us

You could organise a fundraising event, carry out a challenge or set up a Just Giving page. For ideas, please visit the Fundraise for Us page on the website or email Clare at publicfundraising@actionagainsthunger.org.uk

Tell others about our work

Like us on Facebook (Action Against Hunger UK) and follow us on Instagram (actionagainsthungeruk), TikTok (actionagainsthungeruk), LinkedIn (Action Against Hunger UK) and YouTube (actionagainsthungeruk). Please engage with our posts and tell your friends, family and colleagues about what we do.

Become our partner

If you're a company looking to build a strategic partnership that creates meaningful social impact, a trust looking to make a difference, or a philanthropist who would like to support our life-saving work, we would love to hear from you.

If you are a company, write to us at partnerships@actionagainsthunger.org.uk and if you're a trust, foundation or philanthropist, please write to us at philanthropy@actionagainsthunger.org.uk

Donate to us

If you'd like to make a one-off donation or become a regular donor to our work, if you'd like to play our Lottery, or if you'd like to leave a gift in your will, please contact Amy at support@actionagainsthunger.org.uk.

Alternatively, you can make a donation on our website or here by scanning the QR code.

Together, let's take action against hunger.

Floor 11, Exchange Tower
1 Harbour Exchange Square
London
E14 9GE

020 8853 7577

actionagainsthunger.org.uk

support@actionagainsthunger.org.uk

Action Against Hunger UK

Action Against Hunger UK

ActionAgainstHungerUK

ActionAgainstHungerUK

ActionAgainstHungerUK