

Annual financial statements UNICEF Switzerland and Liechtenstein 2025



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Balance sheet

in CHF	Notes	12/31/2025		12/31/2024	
Assets					
Cash and cash equivalents	1	19,292,986		16,640,848	
Trade accounts receivable	2	867,802		735,941	
Other current receivables	3	52,419		98,073	
Inventories	4	87,735		57,601	
Accrued income and deferred expenses	5	145,463		263,238	
Current assets		20,446,405	57.25%	17,795,701	59.11%
Financial assets	6	11,721,194		11,749,864	
Movable fixed assets	7	167,311		141,806	
Immovable fixed assets	8	3,364,000		400,000	
Intangible assets	9	15,663		20,883	
Non-current assets		15,268,168	42.75%	12,312,553	40.89%
Total assets		35,714,573	100.00%	30,108,254	100.00%
Liabilities and capital					
Trade accounts payable	10	1,270,761		1,534,181	
Payables to related parties	11	16,563,065		14,269,490	
Other current liabilities	12	67,612		192,720	
Accrued expenses and deferred income	13	1,646,786		400,373	
Current debt capital		19,548,224		16,396,764	
Non-current provisions	14	2,152,000		0	
Total debt capital		21,700,224		16,396,764	
Fund capital	15	3,859,260		3,698,431	
Total debt and fund capital		25,559,484	71.57%	20,095,195	66.74%
Special-purpose capital		6,934,515		6,937,205	
Profit brought forward 01/01		3,075,854		2,659,062	
Withdrawal from/transfer to special-purpose capital		2,690		-35,170	
Annual profit/loss before change in organization capital		142,030		451,962	
Free capital		3,220,574		3,075,854	
Organization capital	16	10,155,089	28.43%	10,013,059	33.26%
Total liabilities and capital		35,714,573	100.00%	30,108,254	100.00%

Operating statement

in CHF		2025		2024	
	Notes				
Operating income					
Fundraising income	17	69,393,670		69,548,749	
Other operating income	18	394,881		312,758	
Operating income		69,788,551	100.00%	69,861,507	100.00%
Operating expenses					
Program expenses	19	-54,629,715	78.28%	-55,535,136	79.49%
Advocacy and public relations	20	-1,375,561	1.97%	-1,448,655	2.08%
Fundraising and marketing	21	-9,994,501	14.32%	-10,033,564	14.36%
Administration and quality assurance	22	-3,098,083	4.43%	-2,853,100	4.08%
Operating expenses		-69,097,860		-69,870,455	
Operating profit/loss		690,691		-8,948	
Financial result	23	-387,832	0.56%	693,437	0.99%
Profit/loss before change in fund capital		302,859		684,489	
Change in fund capital	24	-160,829	0.23%	-232,527	0.33%
Annual profit/loss (before transfers to/withdrawals from organization capital)		142,030	0.21%	451,962	0.65%
Transfers to/withdrawals from organizational capital					
Change in special-purpose capital	25	2,690	0.01%	-35,170	0.05%
Change in free capital	26	-144,720	0.20%	-416,792	0.60%

Cash flow statement

in CHF	2025	2024
Annual profit/loss before change in organization capital	142,030	451,962
Change in fund capital	160,829	232,527
Depreciation	58,517	60,984
Inherited real estate	-2,964,000	0
Price gains/price losses on financial investments	146,518	-442,743
Change in trade accounts receivable	-131,861	48,313
Change in other current receivables	45,654	-51,290
Change in inventories	-30,134	-341
Change in accrued income and deferred expenses	117,775	1,225,921
Change in trade accounts payable	-263,421	-523,530
Change in payables to related parties	2,293,575	3,010,879
Change in other current liabilities	-125,108	-70,266
Change in accrued expenses and deferred income	1,246,413	-1,500,433
Change in non-current provisions	2,152,000	0
Cash flow from operating activities	2,848,787	2,441,983
Financial divestments	8,959,018	9,855,922
Financial investments	-9,076,866	-9,746,302
Investments in fixed assets	-78,801	-51,571
Cash flow from investment activities	-196,649	58,049
Cash flow from financing activities	0	0
Decrease/increase in cash and cash equivalents	2,652,138	2,500,032
Change in cash and cash equivalents		
As at 01/01	16,640,848	14,140,816
As at 12/31	19,292,986	16,640,848
Verification of change in cash and cash equivalents	2,652,138	2,500,032

Cash and cash equivalents serve as a strategically important liquidity reserve and are therefore a key indicator of the medium- and long-term capacity to perform and to act. The statement of cash flow shows the change in this position, split into operating, investment and financing activities. It is prepared using the indirect method.

Statement of changes in capital

The statement of changes in capital shows the development of the purpose-tied funds, the special-purpose capital and the disposable funds. The “Allocation” column shows all donations, contributions and legacies. The “Utilization” column lists all program expenses for the year. The “Internal fund transfers” column lists transfers from fund to fund, transfers to programs, the release of free project funds that are no longer needed, and internal transfers from program to program. Such transfers are made by the specialist unit in charge, with the agreement of the Executive Board. Donors are also informed of such transfers and, if possible, their prior consent is obtained. Reasons can include the combination or finalization of programs.

in CHF						
	As at 01/01	Allocation	Internal fund transfers	Utilization	Total change	As at 12/31
Fund capital						
2024						
Female circumcision in Switzerland and Liechtenstein fund	1,211,173	0	0	0	0	1,211,173
Children’s rights in Switzerland and Liechtenstein fund	279,357	0	0	0	0	279,357
Child protection fund	432,640	0	0	0	0	432,640
Study fund	280,372	0	0	0	0	280,372
HIV/AIDS fund	173,526	0	0	0	0	173,526
Emergency response fund	449,222	234,576	0	0	234,576	683,798
Knowledge exchange and teacher training fund	42,757	0	0	0	0	42,757
CFC development fund	34,997	102,000	0	-40,300	61,700	96,697
CFC community fund	229,900	20,000	0	-84,100	-64,100	165,800
Mental health in Switzerland and Liechtenstein fund	331,960	10,200	0	-9,849	351	332,311
Total fund capital	3,465,904	366,776	0	-134,249	232,527	3,698,431

in CHF						
	As at 01/01	Allocation	Internal fund transfers	Utilization	Total change	As at 12/31
Fund capital						
2025						
Female circumcision in Switzerland and Liechtenstein fund	1,211,173	0	0	-277,261	-277,261	933,912
Children’s rights in Switzerland and Liechtenstein fund	279,357	0	0	0	0	279,357
Child protection fund	432,640	0	0	-333,333	-333,333	99,307
Study fund	280,372	25,000	0	0	25,000	305,372
HIV/AIDS fund	173,526	0	0	0	0	173,526
Emergency response fund	683,798	1,288,649	0	-1,116,707	171,942	855,740
Knowledge exchange and teacher training fund	42,757	0	0	0	0	42,757
CFC development fund	96,697	72,680	0	-6,248	66,432	163,129
CFC community fund	165,800	43,513	0	-48,967	-5,454	160,346
Mental health in Switzerland and Liechtenstein fund	332,311	97,000	0	-85,673	11,327	343,638
Child Rights Barometer fund	0	387,000	0	-387,000	0	0
Survival sponsorship topics fund	0	115,015	0	-63,258	51,757	51,757
Education sponsorship topics fund	0	685,367	0	-685,150	217	217
FGM sponsorship topics fund	0	999,925	0	-549,723	450,202	450,202
Total fund capital	3,698,431	3,714,149	0	-3,553,320	160,829	3,859,260

The Committee for UNICEF Switzerland and Liechtenstein has funds with restricted purpose limitations for its program work in priority countries as well as in Switzerland and Liechtenstein. The money held in the “female circumcision in Switzerland and Liechtenstein fund” is used to finance measures to implement the national program against female genital mutilation. The “children’s rights in Switzerland and Liechtenstein fund” holds purpose-tied donations for activities to promote children’s rights. The “child protection fund” holds special-purpose funds from an inheritance. The money held in the “study fund” is used to support academic studies that serve as a basis for the evidence-based implementation of children’s rights in Switzerland and Liechtenstein.

The “HIV/AIDS fund” is used to finance activities to combat HIV/AIDS in program countries, while the “emergency response fund” is used to finance urgent programs in crisis and disaster regions. The “knowledge exchange and teacher training fund” can be used to fund the exchange of student teachers from Switzerland and Liechtenstein and from Malawi.

The “Child Friendly Communities (CFC) development fund” helps Swiss communities to run participation workshops with children and young people as part of the CFC initiative. The “CFC

community fund” supports communities in Switzerland and Liechtenstein in the context of the CFC initiative by co-financing certain measures arising from the action plans, the establishment and expansion of knowledge/expertise about children’s rights, child-friendly approach and participation as well as label costs. The “mental health in Switzerland and Liechtenstein fund” is used to finance and support initiatives to support the mental health of children and young people. The “Child Rights Barometer fund” raises money for financing the Child Rights Barometer, which is used as an instrument to measure the implementation of children’s rights. The “survival sponsorship topics fund” supports the topic of survival worldwide. The “education sponsorship topics fund” supports the topic of education worldwide. The “FGM sponsorship topics fund” supports the topic of female genital mutilation worldwide.

in CHF						
	As at 01/01	Allocation	Internal fund transfers	Utilization	Total change	As at 12/31
Organization capital						
2024						
Children's rights	387,680	0	0	0	0	387,680
Development communication	892,803	0	0	0	0	892,803
Violence against girls	900,000	0	0	0	0	900,000
Survival of children	1,000,000	0	0	0	0	1,000,000
Emergency response	950,000	0	0	0	0	950,000
Early child welfare and development	749,282	0	0	0	0	749,282
Information technology	1,230,000	0	0	0	0	1,230,000
Reserve for fluctuations in the value of securities	792,270	35,170	0	0	35,170	827,440
Total special-purpose capital	6,902,035	35,170	0	0	35,170	6,937,205
Profit brought forward 01/01	2,257,993	0	401,069	0	401,069	2,659,062
Withdrawal/allocation	-134,620	0	134,620	-35,170	99,450	-35,170
Annual profit/loss before change in organization capital	535,689	451,962	-535,689	0	-83,727	451,962
Total free capital	2,659,062	451,962	0	-35,170	416,792	3,075,854
Organization capital	9,561,097	487,132	0	-35,170	451,962	10,013,059

in CHF						
	As at 01/01	Allocation	Internal fund transfers	Utilization	Total change	As at 12/31
Organization capital						
2025						
Children's rights	387,680	0	0	0	0	387,680
Development communication	892,803	0	0	0	0	892,803
Violence against girls	900,000	0	0	0	0	900,000
Survival of children	1,000,000	0	0	0	0	1,000,000
Emergency response	950,000	0	0	0	0	950,000
Early child welfare and development	749,282	0	0	0	0	749,282
Strategic development	1,230,000	0	0	0	0	1,230,000
Reserve for fluctuations in the value of securities	827,440	0	0	-2,690	-2,690	824,750
Total special-purpose capital	6,937,205	0	0	-2,690	-2,690	6,934,515
Profit brought forward 01/01	2,659,062	0	416,792	0	416,792	3,075,854
Withdrawal/allocation	-35,170	2,690	35,170	0	2,690	2,690
Annual profit/loss before change in organization capital	451,962	142,030	-451,962	0	142,030	142,030
Total free capital	3,075,854	144,720	0	0	144,720	3,220,574
Organization capital	10,013,059	144,720	0	-2,690	142,030	10,155,089

The organization capital comprises special-purpose and free funds. The special-purpose funds support program work in priority countries as well as in Switzerland and Liechtenstein. The “children’s rights” funds support activities to promote children’s rights. The funds for “development communication” are used to promote communication supporting child welfare in priority countries. The funds earmarked for “violence against girls” are used to raise international as well as national (Switzerland and Liechtenstein) awareness of this topic. The funds for “survival of children, emergency response and early child welfare and development” are meant to secure the survival and development of children in priority countries. The funds that are made available for the “strategic development of the organization” (previously information technology) ensure that the organization can continue to develop in a competitive manner. Reserves are raised to smooth out fluctuations in the value of securities. These amount to five percent for bonds and ten percent for equities.

Notes

Accounting principles

General

These annual financial statements of the Committee for UNICEF Switzerland and Liechtenstein were prepared in accordance with the Accounting and Reporting Recommendations Swiss GAAP FER (in particular Swiss GAAP FER 21). These annual financial statements give a true and fair view of the financial position and results of operations and investments and comply with Swiss legislation and the statutes. The valuation principles of Swiss GAAP FER and Swiss accounting legislation (Title 32 of the Swiss Code of Obligations) apply.

Related parties

The representatives of UNICEF in Switzerland and in Liechtenstein have a very close relationship with UNICEF International in Geneva and New York. Their cooperation is based on a cooperation agreement.

Historically, there is a close relationship with the Foundation of the Committee for UNICEF Switzerland and Liechtenstein, which was founded by the association in 2000. On behalf of the Committee, the Foundation takes receipt of ongoing donations, which are subsequently transferred by the Committee to the projects of UNICEF. Their cooperation is based on a cooperation agreement.

Deviation from the principle of consistency

On account of the minimum classification requirements of the Swiss Code of Obligations (SCO), the presentation of the organization capital was adjusted. We have updated the relevant items in the balance sheet and the statement of changes in capital. The prior-year figure for this item in these annual financial statements therefore cannot be compared to the previous year's annual financial statements.

Valuation principles and explanations

Assets and liabilities

As a general rule, the historical cost principle applies to the annual financial statements. This is based on the principle of item-by-item valuation of assets and liabilities. The most important accounting principles are set out below. A separate explanation is provided if a valuation deviates from these principles.

Foreign currencies

The accounts are kept in Swiss francs. Assets and liabilities denominated in foreign currency are translated into Swiss francs at the closing prices on the reporting date.

	12/31/2025	12/31/2024
1 EUR / CHF	0.930500	0.938450
1 USD / CHF	0.792250	0.906250
1 JPY / CHF	0.005054	0.005766
1 GBP / CHF	1.065681	1.135038
1 DKK / CHF	0.001246	0.001258
1 ETH / CHF	2,364.08107	3,083.55628

Transactions during the year are converted in accordance with the average monthly exchange rate published by the Federal Tax Administration.

Recognition of revenue

Income is recognized if it is sufficiently likely that the organization will receive a future benefit and this benefit can be reliably measured. Income is recognized in the period to which it belongs economically.

Donations paid to a foreign national committee by donors who live in the territory of the Committee for UNICEF Switzerland and Liechtenstein as well as donations originating from the territory of the Committee for UNICEF Switzerland and Liechtenstein are credited to the Committee for UNICEF Switzerland and Liechtenstein in the form of soft credits by UNICEF International or other national committees of UNICEF.

Soft credits are recognized as revenue in accordance with the internal guidelines of UNICEF International on the basis of the annual statements of UNICEF International or other national committees of UNICEF. Because the Committee for UNICEF Switzerland and Liechtenstein is obliged to deliver all soft credits to UNICEF International, these soft credits are always also recognized as program expenses.

Balance sheet

Current assets

As per the reporting date, the current assets only include short-term items with a term to maturity of up to twelve months.

1 Cash and cash equivalents

Petty cash, cash at banks and post office are measured at nominal value. They include the following:

	12/31/2025	12/31/2024
Cash	6,375	5,681
Cash in post office accounts	6,528,883	4,611,553
Bank deposits	12,757,728	12,023,614
Total CHF	19,292,986	16,640,848

2 Trade accounts receivable

Trade accounts receivable comprise the following:

	12/31/2025	12/31/2024
To third parties	540,602	444,841
To related parties	338,000	300,000
Allowance for bad debts	-10,800	-8,900
Total CHF	867,802	735,941

To cover the specific default risk, doubtful receivables are individually impaired. As in the previous year, there were no doubtful receivables in the 2025 financial year. As in the previous year, a general allowance for bad debts of two percent is recognized. This general allowance is based on the historical experience of the Committee for UNICEF Switzerland and Liechtenstein.

3 Other current receivables

Other current receivables comprise the following:

	12/31/2025	12/31/2024
Withholding tax	49,879	85,735
Cash deposit at Customs Office	2,000	2,000
Miscellaneous receivables	540	10,338
Total CHF	52,419	98,073

4 Inventories

Inventories are recognized at the lower of cost or net market value and comprise the following:

	12/31/2025	12/31/2024
Background documentation	9,380	9,412
Christmas and greeting cards	78,013	47,553
Stationery	342	636
Total CHF	87,735	57,601

In addition to its popular Christmas cards, the Committee for UNICEF Switzerland and Liechtenstein also offers all-year cards (birthdays, childbirth, etc.). As the latter range is less seasonal, the number of cards on hand at the end of 2025 was higher than in the previous year.

5 Accrued income and deferred expenses

This item includes prepaid expenses for the following financial year, social insurance deferrals, and income that can still be claimed for services performed in 2025.

	12/31/2025	12/31/2024
Other prepaid expenses	69,380	99,291
Prepaid program costs	20,000	119,344
Other outstanding income from related parties	0	20,000
Other outstanding income	56,083	24,603
Total CHF	145,463	263,238

Other outstanding income includes accrued interest on financial investments. Prepaid program costs refer to donations to be received in 2026 for which we made program support prepayments in 2025 (as in the previous year).

Non-current assets

6 Financial assets

Securities comprise capital investments in equities, bonds, real estate funds, gold ETFs and liquidity. These are measured at cost minus any impairments as per the custody account statement. In view of the investment horizon, securities are assigned to the financial assets in accordance with the investment guidelines.

	12/31/2025	12/31/2024
Equities	5,365,359	5,246,320
Precious metals	259,073	259,804
Real estate funds	548,488	557,742
Bonds	5,221,668	5,242,362
Liquidity/fixed deposits	326,606	443,636
Total CHF	11,721,194	11,749,864

As part of the regular review, the investment regulations were updated with effect from July 1, 2021. The next review is planned for 2026. Investments comply with the guidelines of UNICEF International and the UN's Sustainable Development Goals (SDG).

Liquidity refers to cash and cash equivalents relating to the asset management strategy that can be invested in securities at any time and are therefore not treated in the same manner as the free cash and cash equivalents. The Committee for UNICEF Switzerland and Liechtenstein does not have direct access to the liquidity under the asset management mandate. To earn returns, this liquidity can also be invested in a fixed deposit in the short term.

7 Movable fixed assets

Movable fixed assets are recognized at cost minus the required operational depreciation. Depreciation is charged on a straight-line basis over the estimated useful lives of the assets. The estimated useful life or depreciation period equals:

Furniture, fittings and installations	10 years
Office equipment, IT systems, communication systems (WLAN, telephony)	5 years

in CHF	Furniture and fittings	Office equipment, IT systems, communication	Total
Net carrying amount as at 01/01/2024	37,285	108,712	145,997
Cost			
As at 01/01	406,325	704,792	1,111,117
Additions	8,644	42,928	51,572
Disposals	0	-20,454	-20,454
As at 12/31	414,969	727,266	1,142,235
Accumulated depreciation			
As at 01/01	369,040	596,080	965,120
Disposals	0	-20,454	-20,454
Depreciation	16,659	39,104	55,763
As at 12/31	385,699	614,730	1,000,429
Net carrying amount as at 12/31/2024	29,270	112,536	141,806

in CHF			
	Furniture and fittings	Office equipment, IT systems, communication	Total
Net carrying amount as at 01/01/2025	29,270	112,536	141,806
Cost			
As at 01/01	414,969	727,266	1,142,235
Additions	28,332	50,469	78,801
Disposals	-50,537	-527,857	-578,394
As at 12/31	392,764	249,878	642,642
Accumulated depreciation			
As at 01/01	385,699	614,730	1,000,429
Disposals	-50,537	-527,857	-578,394
Depreciation	8,575	44,721	53,296
As at 12/31	343,737	131,594	475,331
Net carrying amount as at 12/31/2025	49,027	118,284	167,311

8 Immovable fixed assets

Immovable fixed assets are measured at cost minus required depreciation. Depreciation is charged on a straight-line basis over the estimated useful lives of the assets. The estimated useful life or depreciation period equals:

Real estate 30 years

Land is not depreciated. The land values are tested for impairment at least once every five years, or earlier if there are indications of impairment.

in CHF		
	Undeveloped land	Total
Net carrying amount as at 01/01/2024	400,000	400,000
Cost		
As at 01/01	450,000	450,000
Additions	0	0
Disposals	0	0
As at 12/31	450,000	450,000
Accumulated depreciation		
As at 01/01	50,000	50,000
Appreciation	0	0
Depreciation	0	0
As at 12/31	50,000	50,000
Net carrying amount as at 12/31/2024	400,000	400,000

in CHF			
	Real estate	Land	Total
Net carrying amount as at 01/01/2025	0	400,000	400,000
Cost			
As at 01/01	0	450,000	450,000
Additions	1,856,400	1,107,600	2,964,000
Disposals	0	0	0
As at 12/31	1,856,400	1,557,600	3,414,000
Accumulated depreciation			
As at 01/01	0	50,000	50,000
Depreciation	0	0	0
As at 12/31	0	50,000	50,000
Net carrying amount as at 12/31/2025	1,856,400	1,507,600	3,364,000

Thanks to an inheritance, the Committee for UNICEF Switzerland and Liechtenstein owns two properties in the canton of Zurich (co-ownership with another NPO). This item was included in the books on 12/31/2025 on the basis of a real estate assessment done in 2026. As a result, no depreciation was recognized for 2025.

Also thanks to an inheritance, the Committee for UNICEF Switzerland and Liechtenstein owns a tract of undeveloped land in Ticino (1,307 m2). The value is CHF 400,000. As planned, we tested this item for impairment in 2023 and adjusted the carrying amount on the basis of an assessment and taking account of the market situation.

9 Intangible assets

Intangible assets are measured at cost minus the required operational depreciation. Depreciation is charged on a straight-line basis over the estimated useful lives of the assets. The estimated useful life or depreciation period equals:

Intangible assets 10 years

in CHF		
	IT systems	Total
Net carrying amount as at 01/01/2024	26,104	26,104
Cost		
As at 01/01	52,207	52,207
Additions	0	0
Disposals	0	0
As at 12/31	52,207	52,207
Accumulated depreciation		
As at 01/01	26,103	26,103
Depreciation	5,221	5,221
As at 12/31	31,324	31,324
Net carrying amount as at 12/31/2024	20,883	20,883

in CHF		
	IT systems	Total
Net carrying amount as at 01/01/2025	20,883	20,883
Cost		
As at 01/01	52,207	52,207
Additions	0	0
Disposals	0	0
As at 12/31	52,207	52,207
Accumulated depreciation		
As at 01/01	31,324	31,324
Depreciation	5,220	5,220
As at 12/31	36,544	36,544
Net carrying amount as at 12/31/2025	15,663	15,663

Current debt capital

10 Trade accounts payable

Trade accounts payable comprise the following:

	12/31/2025	12/31/2024
To third parties	1,270,761	1,534,181
Total CHF	1,270,761	1,534,181

In addition to many smaller items, this also includes the costs of donation campaigns managed by external partners in the fourth quarter of the year.

11 Payables to related parties

Payables to related parties include the following:

	12/31/2025	12/31/2024
To UNICEF International	16,563,065	14,269,490
Total CHF	16,563,065	14,269,490

The payables to UNICEF International include not-yet-transferred donations received in 2025 for the implementation of international program work. Transfers are usually made by June 30 of the following year at the latest.

12 Other current liabilities

Other current liabilities comprise various liabilities:

	12/31/2025	12/31/2024
To social insurance schemes	13,313	140,013
To withholding tax	19,646	52,707
To value added tax	34,653	0
Total CHF	67,612	192,720

13 Accrued expenses and deferred income

Among others, this item includes not-yet-drawn vacation credits for the reporting year and overtime claims. Other items include outstanding supplier invoices for the relevant financial year, social insurance deferrals, outstanding VAT payments and service income already received for the following year:

	12/31/2025	12/31/2024
Outstanding personnel services	164,680	176,840
Outstanding supplier invoices	25,106	223,533
Service and donation income from third parties	1,000,000	0
Service and donation income from related parties	457,000	0
Total CHF	1,646,786	400,373

At the end of 2025 we had received a donation of CHF 1,000,000 for UNICEF International's program work in 2026 (previous year no donations). Two donations of CHF 457,000 were also received at the end of the year, which will be transferred to the Foundation in 2026 (previous year no donations).

14 Non-current provisions

Thanks to an inheritance, the Committee for UNICEF Switzerland and Liechtenstein owns two properties in the canton of Zurich (co-ownership with another NPO). This item was included in the books on 12/31/2025 on the basis of a real estate assessment done in 2026.

On the basis of the current state of affairs, we are assuming that the properties will be sold in the near future. As with all other inheritances, this will give rise to an obligation towards UNICEF International. However, this will only be due at the time of the sale of the properties.

This item includes the payment to UNICEF International that will be due upon the sale of the property.

	12/31/2025	12/31/2024
Deferred payable	2,152,000	0
Total CHF	2,152,000	0

This provision was estimated on the basis of the information that is currently available. This amount will be reviewed every year and adjusted if necessary.

Capital

15 Fund capital

The fund capital comprises special-purpose funds earmarked for program work in priority countries and in Switzerland:

	12/31/2025	12/31/2024
Total CHF	3,859,260	3,698,431

Details are provided in the statement of changes in capital.

16 Organization capital

The organization capital includes special-purpose and free capital that is used to ensure compliance with program obligations in Switzerland and abroad and to uphold business operations in Switzerland.

	12/31/2025	12/31/2024
Total CHF	10,155,089	10,013,059

Details are provided in the statement of changes in capital.

Operating statement

Operating income

17 Fundraising income

The fundraising income comprises:

	2025	2024
Donations/collections income	46,843,722	42,291,424
Public-sector donations and contributions	174,061	1,382,530
Greeting card sales, products and services	736,695	772,341
Inheritances and legacies	5,522,427	5,595,330
Membership fees	1,304,169	1,326,063
Soft credits	14,812,596	18,181,061
Total CHF	69,393,670	69,548,749

Of the donation income of CHF 69,383,670 received in 2025, 61.93 percent (previous year 66.53 percent) is purpose-tied. Public-sector donations and contributions were recognized as income in 2025.

In 2025, we received public-sector donations and contributions of CHF 174,061 (previous year CHF 1,382,530). In 2024, this amount included CHF 1,307,500 in donations for emergency response in Gaza and program work in Ghana.

The sale of cards has a long tradition at UNICEF. Income from card sales was on a par with the previous year. Membership fees support the implementation of program and organization work in Switzerland. The Committee for UNICEF Switzerland and Liechtenstein had 11,473 members at year-end 2025 (previous year 11,509 members). In the 2025 financial year, the Committee for UNICEF Switzerland and Liechtenstein received soft credits of CHF 14,812,596 (previous year CHF 18,181,061) from UNICEF International and granted soft credits of CHF 335,444 (previous year CHF 278,319) to UNICEF International.

18 Other operating income

Other operating income includes the income earned for work done to promote children's rights in Switzerland and in Liechtenstein as well as fees for services rendered, including the certification of "Child Friendly Communities," "Baby Friendly Hospitals" and activities for "Child Friendly Living Environments":

	2025	2024
Total CHF	394,881	312,758

Of the other operating income of CHF 394,881 received in 2025, none is purpose-tied (previous year CHF 0).

Operating expenses

Operating expenses are reported on the basis of our activities. To this end, expenses are calculated for programs, services, fundraising and administration. The method applied to sub-sectors involves a more differentiated breakdown of costs based on activities.

Personnel costs amounted to CHF 8,119,662 (previous year CHF 8,119,878), while depreciation came to CHF 58,517 (previous year CHF 60,984).

19 Program expenses

Program expenses comprise the following:

	2025	2024
Program expenses	54,629,715	55,535,136
Total CHF	54,629,715	55,535,136

The special-purpose funds are transferred to UNICEF's international and national programs and initiatives. Donations that are not purpose-specific are transferred to UNICEF International under the condition that these monies be used for urgent UNICEF programs and initiatives in order to effectively support the children who are most adversely affected.

The cooperation with UNICEF International imposes the obligation to deliver all soft credits received from UNICEF International to UNICEF International so that these funds can be used for UNICEF International's programs. The expenses for international programs include soft credits received of CHF 14,812,596 (previous year CHF 18,181,061) and soft credits granted of CHF 335,444 (previous year CHF 278,319).

Regular reports provide information about the results, progress and challenges of the financed programs and initiatives. A comprehensive final report with integrated financial report is compiled upon finalization of a program. Programs and initiatives are regularly reviewed, sometimes also on site, for effectiveness, performance and compliance with the purpose of donation by representatives of the Committee for UNICEF Switzerland and Liechtenstein.

20 Advocacy and public relations expenses

Advocacy and public relations expenses include the costs relating to the Committee's mandate to comprehensively inform and raise public awareness of the concerns, programs and initiatives of the United Nations Children's Fund and mobilize them on UNICEF's behalf:

	2025	2024
Total CHF	1,375,561	1,448,655

21 Fundraising and marketing

Fundraising and marketing expenses include all expenses that are directly related to the collection of donations:

	2025	2024
Total CHF	9,994,501	10,033,564

22 Administration and quality assurance

The expenses for administration and quality assurance comprise the expenses required to ensure the smooth operation of the organization's activities as well as quality assurance:

	2025	2024
Total CHF	3,098,083	2,853,100

23 Financial result

The financial result is made up of:

	2025	2024
Interest income	72,903	18,625
Income from securities	170,028	156,548
Realized price gains	439,972	243,227
Realized foreign currency gains	4,969	117,007
Unrealized price gains	136,402	219,719
Unrealized foreign currency gains	630,717	548,489
Total financial income	1,454,991	1,303,615
Interest expenses	-2,712	-1,652
Custody account and account fees	-158,671	-151,148
Realized price losses	-100,229	-35,769
Realized foreign currency losses	-70,298	-11,125
Unrealized price losses	-404,736	-233,000
Unrealized foreign currency losses	-1,106,177	-177,484
Total financial expenses	-1,842,823	-610,178
Financial result CHF	-387,832	693,437

24 Change in fund capital

A detailed statement is provided under "Statement of changes in capital":

	2025	2024
Total CHF	-160,829	-232,527

25 Change in special-purpose capital

A detailed statement is provided under "Statement of changes in capital":

	2025	2024
Total CHF	2,690	-35,170

26 Change in free capital

A detailed statement is provided under "Statement of changes in capital":

	2025	2024
Total CHF	-144,720	-416,792

Other information

Contingent assets

The Committee for UNICEF Switzerland and Liechtenstein is often named as an inheritance or legacy beneficiary. As at the reporting date of 12/31/2025, the Committee for UNICEF Switzerland and Liechtenstein was aware of outstanding inheritances and legacies to the amount of some CHF 3.0 million (previous year some CHF 1.9 million).

This includes a property relating to a long-standing inheritance matter in a foreign country. As the property is mortgaged and there is substantial uncertainty regarding the value of the property and the amount of the mortgage, we did not recognize this asset in the 2025 financial year.

Long-term lease and rent liabilities

The contracts for photocopiers were renewed in 2024. There are rental and service contracts that run until June 30, 2029.

Costs of CHF 3,348 (previous year CHF 7,194) were incurred in 2025. Until the end of the term in 2029, costs of CHF 11,718 (previous year CHF 15,066) will be incurred.

The contracts were renewed as of April 1, 2025. There are rental contracts running until March 31, 2028, and May 31, 2028.

Costs of CHF 358,058 (previous year CHF 396,670) were incurred in 2025. Until the end of the term in 2028, costs of CHF 642,615 (previous year CHF 990,099) will be incurred.

Number of employees

As at 12/31/2025, the Committee for UNICEF Switzerland and Liechtenstein employed 77 people (headcount), which equaled 58.80 full-time equivalents (FTEs). In the previous year it employed 76 people, equaling 59.15 FTEs.

The ratio of the highest to the lowest salary is 1:2.92 (previous year 1:2.94).

Compensation for the members of the Managing Board and the Executive Board

Delegates, members of the Permanent Commissions and members of the Managing Board serve in an honorary capacity and do not receive any compensation. Actual expenses incurred can be reimbursed.

In the reporting year, the Managing Board and commissions held sixteen meetings in total. **The delegates of the Committee for UNICEF Switzerland and Liechtenstein met twice.** One working group held three meetings.

In 2025 the gross salary of the Executive Board amounted to CHF 843,695 (previous year CHF 964,370).

Gratuitous services

In addition to the discounts for non-governmental organizations that are standard in the industry, the Committee for UNICEF Switzerland and Liechtenstein received the following gratuitous services in the financial years 2025 and 2024:

Free services (in CHF):	2025	2024
Free space	2,057,704	599,124
Filler advertisements	505,946	724,850

These gratuitous services are not recognized as income as they do not lead to an increase in the organization's assets but only make the statement of income longer, with the same profit for the period. On the basis of an approximate calculation, CHF 479,246 (previous year CHF 721,000) was spent on filler advertisements.

Information about occupational benefits insurance

The employees of the Committee for UNICEF Switzerland and Liechtenstein are insured against the financial consequences of old age, death and disability.

This is a defined contributions pension fund solution (insurance at full value), and the employees and the employer pay fixed contributions. The employer contributions in 2025 totaled CHF 654,918 (previous year CHF 686,259). Any funding deficiency will not harbor financial risks for the Committee for UNICEF Switzerland and Liechtenstein. The occupational benefits insurance provides neither an economic benefit nor an economic obligation.

The liability towards the pension fund was CHF 1,272 (previous year CHF 557) as at December 31, 2025.

Transactions with related parties

The Committee paid rent and facility charges to the Foundation of CHF 396,670 in 2024. The Committee deferred CHF 20,000 for secretarial and accounting work for the Foundation, based on the amount incurred in the previous year. The Foundation also supported the national and international work of UNICEF Switzerland and Liechtenstein with CHF 9,149,286. At the end of 2024, the Committee had no claims against the Foundation and no liabilities.

The Committee paid rent and facility charges to the Foundation of CHF 358,058 in 2025. The Committee received CHF 19,000 from the Foundation for secretarial and accounting work, based on the current cooperation agreement. The Foundation also supported the national and international work of UNICEF Switzerland and Liechtenstein with CHF 9,311,356. At the end of 2025, the Committee had claims against the Foundation of CHF 38,000 and liabilities of CHF 457,000.

The Committee for UNICEF Switzerland and Liechtenstein supported the work of UNICEF International with CHF 49,446,417 in 2025 (previous year CHF 50,809,988). This includes soft credits received of CHF 14,812,596 (previous year CHF 18,181,061) and soft credits granted of CHF 335,444 (previous year CHF 278,319), which are also included in the income. There were no other transactions.

Auditing mandate

BDO AG, Zurich, was elected as auditors for 2025. The annual auditing costs amount to CHF 33,618 (incl. VAT). CHF 5,125 (incl. VAT) was invoiced for additional services.

Events occurring after the reporting date

No events after the reporting date have come to light that could have an impact on the 2025 annual financial statements. The Managing Board approved the annual financial statements on March 24, 2026, for release by the Assembly of Delegates.

Performance and situation report

Mandate

The Committee for UNICEF Switzerland and Liechtenstein represents the interests of the United Nations Children's Fund in Switzerland and in Liechtenstein. The engagement and work of UNICEF and the Committee for UNICEF Switzerland and Liechtenstein are based on the principles of tolerance, mutual understanding, solidarity, peace between nations, and the rejection of all and any forms of discrimination.

The framework and foundation for the work of UNICEF in Switzerland and in Liechtenstein are provided by the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the 2030 Agenda for Sustainable Development, and the UNICEF Action Plan.

Goals

The Committee for UNICEF Switzerland and Liechtenstein was founded under the name of Swiss Committee for UNICEF as an association with its registered office in Zurich in 1959. Since September 21, 2018, the association has also been authorized to exercise its activities in the national territory of the Principality of Liechtenstein. The objective of the Committee for UNICEF Switzerland and Liechtenstein is to collect funds to support the global programs and initiatives of UNICEF, to protect the interests of children throughout the world and in particular in Switzerland and Liechtenstein, and to provide information about the international and national work done by UNICEF.

Services provided in the reporting year

During the past financial year, an average of 58.96 full-time equivalents (FTEs) worked for the Committee for UNICEF Switzerland and Liechtenstein (previous year 56.65 FTE).

The past financial year was another challenging year for the Committee for UNICEF Switzerland and Liechtenstein. In 2025, our income amounted to CHF 69,788,551, which is slightly less than in the previous year. We thus collected very high donations again for the global programs and initiatives of UNICEF. The outlook for this year is generally positive.

Many CRA projects were able to be completed, advanced or initiated in 2025.

In November 2025, we published the report "Protection-seeking children in collective shelters." This publication aims to improve protection, support and participation for children in collective shelters. From the perspective of children's rights, collective shelters harbor countless risks such as a lack of privacy, insufficient protection from violence, and a lack of access to education and psychosocial support. This publication therefore presents specific recommendations designed to support the efforts of the role players involved to make the conditions in collective shelters more child friendly. The report was published together with Save the Children, the UNHCR Office for Switzerland and Liechtenstein, and the Swiss Refugee Council.

The report on "Children's rights in the digital sphere," the workbook "Know your rights" to be used for education on children's rights in schools, and the first sustainability report drawn up in accordance with GRI standards were also published in 2025. The large number of publications and all materials on children's rights can be ordered and downloaded free of charge from the online shop.

In the past year, UNICEF Switzerland and Liechtenstein also stated its position in a number of political debates on topics relating to children's rights. Of particular note are the position paper on age restrictions for social media and the statements on the consultation proceedings regarding the 2027 relief packages focusing on the topics of "Poverty is not a crime," "Shared parenting" and "Youth vacation." The team played an active role in the process relating to the new asylum strategy 2027–

2030. Many conversations took place with members of the national parliament in an effort to strengthen our personal relationships with these politicians. A lunch focusing on the topic of international cooperation was also held for parliamentarians. This led to further personal conversations and follow-up meetings between the Executive Director and parliamentarians on the topic of international cooperation.

A number of activities were initiated for Child Rights Day on November 20. In addition to a social media campaign raising general awareness of children's rights, a key visual was launched to support the Child Rights Day label that was introduced in 2024.

To celebrate the 30-year anniversary of the ratification of the UN Convention on the Rights of the Child in Liechtenstein, we coordinated a country-wide public awareness campaign. The participating organizations underwrote sponsorships to showcase their daily efforts to promote children's rights. UNICEF contributed a Child Rights Bus to the campaign to raise awareness of children's rights. For one year the bus rode on public routes throughout the country, thus reaching almost everybody in Liechtenstein. This initiative was launched with the involvement of children: they came up with the idea for the bus, chose the campaign slogan and participated in the kick-off event.

The new UNICEF youth initiative was launched in 2024. This platform gives children, adolescents and young adults the opportunity to help determine the work done by UNICEF, participate in international actions, share their opinions, and much more. It was developed further in 2025 and now comprises around 230 participants from all language regions in Switzerland. A number of activities to promote involvement was offered, such as participation in UNICEF campaigns (#girlgoals, #mymessageforpeace, etc.), conferences and surveys.

With the "Child Friendly Cities" initiative, UNICEF Switzerland and Liechtenstein helps municipalities to integrate children's rights at the communal level. The label was awarded to the 76th municipality in 2025. We also held round tables in all language regions and in Liechtenstein and gave speeches at various events, thus making an important contribution to networking and knowledge transfer. In 2025, four municipalities/cities were certified for the first time (Dornach SO, Schaffhausen SH, Savièse VS, Rütli ZH) and nine were recertified (Locarno TI, Lucerne LU, Magden AG, Wil SG, Martigny VS, Knonau ZH, Pratteln BL, Zofingen AG, Zuzach AG).

In 2025, UNICEF Switzerland and Liechtenstein created important momentum for strengthening children's rights in the corporate and financial sector. Using the "Children's rights and finances" (2024) study as a point of departure, many follow-up activities were implemented, including specialized contributions to webinars, presentations to the Support Team for the National Action Plan on Business and Human Rights (NAP) and the inclusion of the study as a reference in the NAP implementation document. The study was also published in the Market Report 2025 of the *Forum Nachhaltige Geldanlagen* (FNG). UNICEF helped to organize a side event on child-friendly investment at Building Bridges 2025.

UNICEF remained actively involved in multiple stakeholder platforms such as the Platform for Sustainable Cocoa, where it represented the perspective of children's rights. Together with Alliance Sud, UNICEF also represented Swiss civil society in the Support Team for the National Action Plan on Business and Human Rights (NAP) and contributed to the further development of the action plan.

Another focal topic was the inclusion of the private sector in order to improve understanding and engagement for children's rights; this included contributions to the children's rights consultations of the "UEFA Women's EURO 2025" and regular conversations with companies about the latest developments and proven practices.

Quality assurance

The Committee for UNICEF Switzerland and Liechtenstein has been ISO-9001 certified since September 29, 2005, and is regularly audited by this label. The Swiss Association for Quality and Management Systems (SQS) conducted a recertification audit on July 1, 2025, and confirmed the ISO 9001:2015 certification until July 9, 2026. The ISO certificate applies to the entire organization and certifies its high level of quality awareness. All processes, such as fundraising for the UNICEF programs and initiatives, the management of donations and communication, are efficient and transparent. The Executive Board, managerial staff and all employees work according to defined processes. The Committee also has an internal control system (ICS). The risk assessment is regularly reviewed and optimized where necessary. The existence of the ICS for the preparation of the annual financial statements was confirmed as part of the ordinary audit.

Notes on the risk assessment

The Managing Board of the Committee for UNICEF Switzerland and Liechtenstein adopted a risk management framework and defined the responsibilities in this regard on December 8, 2008.

The risk assessment and evaluation is carried out regularly and is discussed at the meetings of the Audit Commission. Measures are defined to combat identified risks.

Organization

The Assembly of Delegates is the highest governing body of the Committee for UNICEF Switzerland and Liechtenstein. It is responsible for the Committee's strategic and normative management. The tasks of the Assembly of Delegates in particular include defining the principles governing the association's activities, defining the strategy for the activities of the Committee in Switzerland and in Liechtenstein, statutory business such as approving the annual financial statements and the annual report, electing committees, adopting regulations, and, if necessary, revising the statutes and existing regulations.

The Assembly of Delegates elects the President, the two Vice-Presidents and the other members of the Managing Board from among its members. The Assembly of Delegates also elects the chairs of the commissions and the members of the Permanent Commissions. The Managing Board prepares the business of the Assembly of Delegates and monitors the implementation of its decisions.

The delegates are elected by the members of the individual electoral districts for a term of office of four years; delegates can be re-elected three times.

The delegates of the Committee for UNICEF Switzerland and Liechtenstein work on a voluntary basis and do not receive payment. Actual expenses incurred can be reimbursed.

The Business Office implements the strategies adopted by the Assembly of Delegates, taking account of the directives of the Managing Board.

The delegates and commissions of the Committee for UNICEF Switzerland and Liechtenstein are listed below:

Italian-speaking Switzerland

[Frida Andreotti, Minusio, since January 1, 2023](#)

[Nadia Dresti, Solduno, since December 15, 2015](#)

[Sandro Foiada, Contone, since December 2, 2014](#)

Liechtenstein

[Claudia Fritsche-Mündle, Schellenberg, since January 1, 2019](#)

[Dr. Martina Sochin-D'Elia, Eschen, since January 1, 2019](#)

[Dr. Klaus Tschütscher, Ruggell, since December 15, 2015](#)

Northwestern Switzerland

[Werner Augsburger, Düringen, since September 23, 2016](#)

[Nathaly Bachmann, Gerzensee, since September 23, 2016](#)

[Philippe Blum, Basel, since September 23, 2016](#)

[Andreas Blum, Bottmingen, since January 1, 2023](#)

[Dr. Ami Keller-Gerber, Allmendingen bei Bern, since January 1, 2022](#)

[Dr. Ingrid Kissling-Näf, Bern, since December 15, 2015](#)

[Manfred F. Milz, Pieterlen, since January 1, 2024](#)

[Stefan Nünlist, Starrkirch-Wil, since September 23, 2016](#)

[Dr. Cornelia E. Oertle, Muri bei Bern, since January 1, 2024](#)

Eastern Switzerland

[Anna Margarete Gillrath Jaeger, Zuben, since January 1, 2024](#)

[Markus Seitz, Wittenbach, since September 23, 2016](#)

[Markus Streule, St. Gallen, since January 1, 2022](#)

[Esther von Ziegler, Rapperswil SG, since September 23, 2016](#)

French-speaking Switzerland

[Dr. Flávio Borda D'Água, Chêne-Bougeries, since January 1, 2019](#)

[Maureen Decosterd, Echichens, since January 1, 2023](#)

[Valérie Induni, Cossonay, since January 1, 2019](#)

[Grégoire Labhardt, Plan-les-Ouates, since January 1, 2023](#)

Central Switzerland

[Anat Bar-Gera, Erlenbach, since July 7, 2011](#)

[Barbara Messmer, Zumikon, since December 15, 2015](#)

[Bertold Müller, Zurich, since December 28, 2016](#)

[Massimiliano Nunziata, Bäch, since January 1, 2023](#)

[Daniel Piazza, Malters, since December 28, 2016](#)

[Susy Schär, Stäfa, since January 1, 2021](#)

[Susanne Stark, Bremgarten AG, since January 1, 2020](#)

[Arthur Wolfisberg, Lucerne, since January 1, 2020](#)

Managing Board

President

[Christian Levrat](#)

Vice-President

[Dr Klaus Tschütscher](#)

Vice-President

[Nadia Dresti](#)

Members

[Flávio Borda D'Água](#)

[Barbara Messmer](#)

[Stefan Nünlist](#)

[Susanne Stark](#)

Audit Commission

President

[Barbara Messmer](#)

Vice-President

[Bertold Müller](#)

Members

[Philippe Blum](#)

[Markus Seitz](#)

Electoral Commission

President

[Susanne Stark](#)

Vice-President

[Markus Streule](#)

Members

[Valérie Induni](#)

[Ingrid Kissling-Näf](#)

Fundraising Commission

President

[Stefan Nünlist](#)

Vice-President

[Werner Augsburger](#)

Member

[Susy Schär](#)

Executive Board

Executive Director

[Bettina Junker](#)

Director Finance & Operations/
Deputy Executive Director

[Cyrill Tait](#)

Director Child Rights Advocacy

[Nicole Hinder](#)

Director Partnerships & Philanthropy

[Samuel Wille](#)

Director Marketing,
Communication & Campaigning

[Marc Uricher](#)

Auditors

BDO AG, registered office in Zurich

Business Office

Domicile of the Business Office:
Pfingstweidstrasse 10, 8005 Zurich

Thank you

Your help makes a difference.

In the past year, many donors, many strong partners, companies, foundations, communities, cities, cantons, organizations, celebrities and the Federation provided us with generous support.

We would like to warmly thank all of them. Without them, UNICEF would be unable to perform any meaningful work.

Committee for UNICEF Switzerland and Liechtenstein
Pfingstweidstrasse 10
8005 Zurich
Tel. 044 317 22 66
IBAN CH88 0900 0000 8000 7211 9
unicef.ch