

ANNUAL REPORT

2024/2025

OPERATION SMILE NORWAY



EXECUTIVE DIRECTOR'S STATEMENT

Having joined the organisation in September 2024, the past nine months have delivered purpose, progress and meaningful development for Operation Smile Norway. As a newly established foundation, we have focused on building a strong and sustainable platform that will enable us to create long-term impact.

With great dedication, our small and committed team has worked to establish the organisation's identity, strengthen partnerships, increase visibility, and lay the groundwork for future growth. I am proud of what has been achieved in a short time and grateful for the trust placed in us by our partners, supporters, and the global Operation Smile team.

This year, we have prioritised building strategic relationships, raising awareness, and creating engagement across sectors in Norway. We have focused on establishing solid systems, transparent governance practices, and effective fundraising processes that will support the organisation's long-term development.

Operation Smile Norway is part of a global network that delivers comprehensive cleft care in more than 30 countries. Our work is rooted in the belief that every child deserves access to safe, timely, and high-quality care, regardless of geography, background, or income.

By strengthening health systems, training medical professionals, and supporting locally led solutions, we contribute to lasting change that outlives us.



As Executive Director, I am humbled by the passion and commitment I have witnessed this year, from volunteers, ambassadors, partners, and individuals who have stepped forward to support our vision.

Together, we are building a movement that ensures children not only receive surgery, but also the long-term care and support they need to thrive.

Thank you to everyone who has contributed to our journey so far. Your support makes a difference, one smile at a time.

Kind regards,

Astrid Sundberg

Executive Director
Operation Smile Norway

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ABOUT OPERATION SMILE



Operation Smile is an international healthcare nonprofit organisation with over 40 years of experience. We transform lives by providing free and safe surgery to children and adults with cleft lip and palate, as well as other surgical and medical needs.

Our work is about more than individual operations. It helps to strengthen local healthcare services so that more people gain access to safe surgery, including for conditions beyond cleft lip and palate. This creates long-term, sustainable results where the need is greatest.

Two out of three people worldwide do not have access to safe surgery today. This is a silent global crisis that affects the most vulnerable, particularly those living in low- and middle-income countries.

Operation Smile works actively to change this through:

- o Training, knowledge sharing and health system strengthening
- o Collaboration with local health authorities and professional medical communities
- o Surgical programmes rooted in local partnerships
- o Nutrition and rehabilitation programmes
- o Engagement of volunteers and youth

We are present in nearly 40 countries, and our work is based on the principle that safe and essential surgery is a human right.



Operation 100: A Global Strategy for Sustainable and Long-Term Solutions

In FY25, Operation 100 was launched as part of Operation Smile's global strategy to strengthen surgical healthcare systems in low- and middle-income countries.

The goal is that by 2030, 100 surgical teams will have the necessary expertise, equipment and infrastructure across 100 hospitals.

Through a hub-and-spoke model, surgical care will be brought closer to patients, making life-changing and safe surgery accessible to more people, within two hours of their home.

We believe that safe, essential surgery is a human right. Yet more than five billion people, over two-thirds of the world's population lack access to safe and affordable surgery. The need is greatest in low-income countries, where nine out of ten people lack basic surgical services.

To meet this need, it is estimated that the world requires 143 million additional surgical procedures each year and more than 2.2 million new surgeons, anaesthesiologists and obstetricians.

Many of our patients must travel long distances to receive help, and in many countries, must travel more than two hours to the nearest hospital. Operation 100 aims to reduce this distance. By bringing care closer to communities and building local expertise, we contribute to sustainable and long-term solutions that ensure access to safe surgery for more people, closer to home.

Operation Smile Norway supports this global work through funding, the recruitment of Norwegian medical volunteers, and sharing of expertise with field partners.

You can read more about Operation 100 [here](#).

The Norwegian Model

Purpose and Articles of Association

The foundation follows the purpose set out in §2 of its Articles of Association: to raise financial support in Norway and recruit Norwegian medical volunteers for Operation Smile, Inc. (OSI), in order to contribute to safe and timely treatment for children and young people with cleft lip and palate in low- and middle-income countries.

Through this purpose, Operation Smile Norway supports both the medical and the humanitarian work of OSI, and helps to strengthen local healthcare systems and professional expertise in the countries where the need is greatest.

The foundation is an independent Norwegian legal entity, in the Register of Business Enterprises and the Register for Non-Profit Organisations, supervised by the Norwegian Foundation Authority. It follows Norwegian accounting legislation and is subject to audit by an authorised auditor.

The base capital of NOK 200,000 has been fully paid in, and the foundation operates in accordance with the framework set out in the Articles of Association and the Foundations Act.





Sustainable Growth Through Partnerships

Operation Smile Norway (OSN) has a deliberate, partnership-driven approach, focusing on strategic cooperation with the business sector rather than traditional mass-market fundraising. This model is a strategic choice by Operation Smile International (OSI), and positions Norway as a pilot for testing a new approach to building financial sustainability through long-term, purpose-led partnerships.

To support this establishment and growth phase, OSN receives annual operating grants from OSI to cover essential costs during the period. This provides time and stability to build credibility, secure multi-year partnerships, and develop a broader funding base. OSN expects to cover its full operating costs by fiscal year 2027.

The partnership model enables OSN to both help close the global health gap and contribute to sustainable development – through collaborations that deliver tangible results for individuals and communities.



Through this partnership model, OSN directly contributes to several UN Sustainable Development Goals (SDGs). Our programmes and collaborations support the following goal areas:



We provide safe surgery and healthcare where the need is greatest.



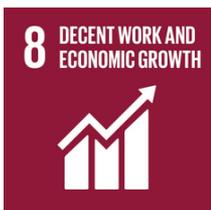
We reduce the global gap in access to safe surgery and dignified healthcare.



We educate and train local healthcare workers for sustainable, long-term impact.



We strengthen local health systems to build strong and resilient communities.



We create job opportunities and strengthen surgical capacity in local communities.



We collaborate with partners to develop long-term and scalable solutions.

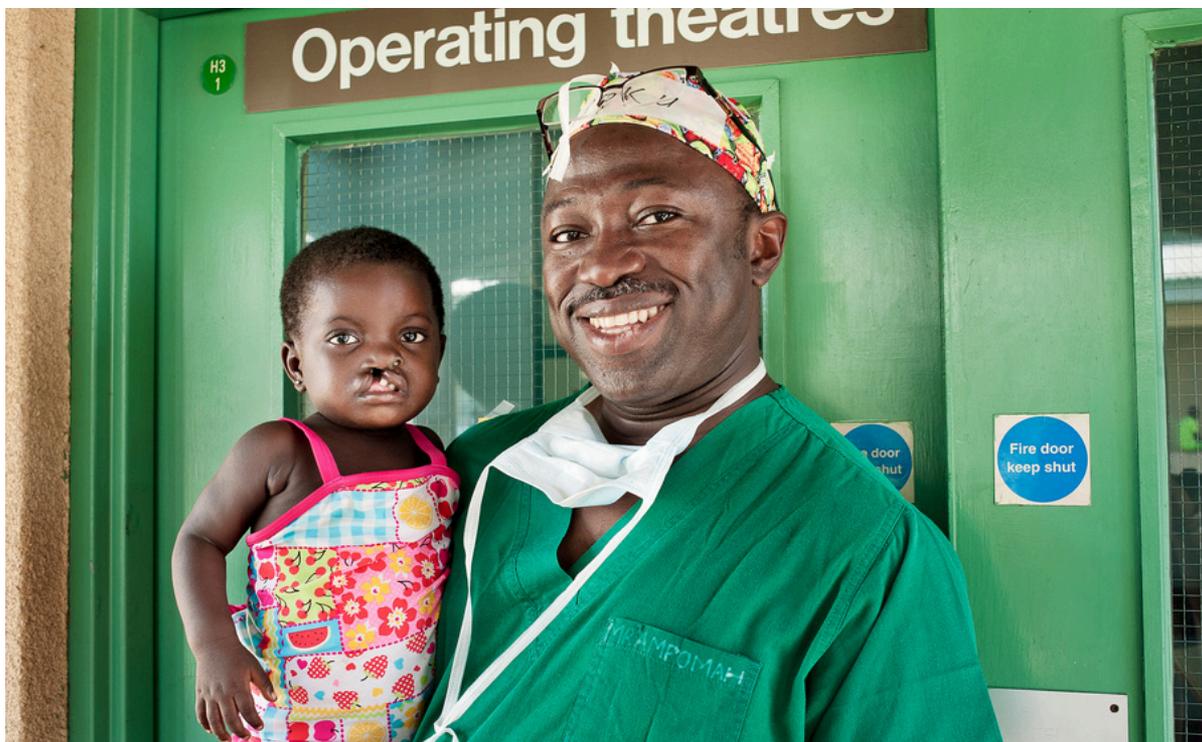
Organisation and Staffing

The foundation went through a demanding early phase with limited activity. As a newly established organisation, staffing challenges affected overall capacity and slowed initial growth, but this period also provided valuable learning and groundwork for future expansion. When Astrid Warmington Sundberg assumed the role of Executive Director in September 2024, a new foundation for growth, structure, and strategic development was established and pioneered a restart phase that has helped the next stage of evolution for Operation Smile Norway.

She initiated efforts to rebuild the organisation's structure, routines and visibility. During the first half of fiscal year 2024/2025 (FY25), new systems for governance, finance and communication were implemented. Efforts were also made to strengthen relationships with partners and Norwegian volunteers.

At the end of FY25, Operation Smile Norway had one employee: one Executive Director. Additionally, an Administrative Coordinator was employed from June 2024-June 2025 and a Marketing Coordinator was engaged from March to June 2025. Towards the end of FY25, the organisation went through a transition period and the number of employees and positions within the organization were adjusted accordingly.

In the start-up phase, the organisation prioritised building trust, brand awareness and credibility, as well as establishing the basis for sustainable operations with clear governance, cost control, and development of new partnerships.





Visibility and Positioning

FY25 was a year focused on rebuilding and re-establishing the organisation's presence in the market. OSN carried out several events and strategic initiatives that strengthened the foundation's position in Norway.

Key Activities:

- o November 2024 – Launch event at The Conduit (Oslo): Innovating for Impact: Transforming Healthcare in Underserved Communities introduced OSN to Norway's health and sustainability network, with over 150 registered participants and 20 follow-up meetings.
- o March 2025 – Women in Medicine / IWD (Microsoft Auditorium): Investing in Women for Healthier Futures was hosted in collaboration with Microsoft, Laerdal Global Health and WiLD Norway. The event was opened by the State Secretary for Health, Usman Mushtaq, and gathered leaders from the World Bank GFF, Gates Foundation Nordics, Johnson & Johnson and academia.
- o April 2025 – SHE Conference (Europe's largest social sustainability conference): The Smile Experiment / Wall of Smiles engaged more than 200 participants and created a warm, human introduction to OSN's work.

Throughout FY25, significant effort was placed on outreach, with over 60 meetings held with potential partners. OSN tripled its visibility on social media and established a clear footprint within Norway's health and sustainability community.

Key Figures 2025:

- 3 major events delivered
- 60+ partnership meetings
- 300% growth on social media
- NOK 150,000 in individual donations (organic growth organisation start)

Financial Results

FINANCIAL RESULTS



In FY25, the foundation focused on cost control and responsible use of funds, while also investing in the establishment of necessary systems, structure and partnership development for future growth.

Although Operation Smile Norway does not use traditional mass-market fundraising, the foundation has organically generated approximately **NOK 90,728** in donations, excluding income from Operation Smile. These funds form part of the financing plan for the coming year.

Total operating costs amounted to **NOK 2,944,594** well below the original budget of **NOK 3.9 million**. This reflects a deliberate and prudent prioritisation of resources during the start-up phase, with particular emphasis on activities that support long-term operations.

Applications were submitted during the year to external funders, including 2 foundations. Although these were not successful, the process provided valuable learning that will strengthen future applications. A planned application for institutional funding was postponed until 2026.

In-kind donations represented a significant strategic contribution to Operation Smile Norway in the fiscal year 2024/2025. Between September 2024 and June 2025, these contributions had an estimated total value of **NOK 350,000**, reflecting strong partner engagement and growing trust in the foundation's work and purpose.

At the end of fiscal year FY25, the foundation had cash holdings of approximately **NOK 2 million**, and the Board considers the liquidity situation to be satisfactory. Cost control is considered good, and the assumption of continued operations is in place.

Effects of in-kind donations in FY25:

o **Greater impact:** Access to external resources made it possible to deliver more value to the cause without a corresponding increase in costs.

The base capital amounts to **NOK 200,000** and is fully paid in.

o **Improved quality:** The contributions enhanced professional standards, ensured more polished execution, and strengthened operational support.

The foundation's auditor is PKF Revisjon AS. Accounting for FY25 was carried out by Amesto Account House AS, both based in Oslo.

o **Efficient use of resources:** By replacing expenses with goods and services, a larger share of funds was directed toward core activities.

The accounts have been prepared in accordance with Norwegian accounting legislation and generally accepted accounting principles for non-profit organisations (NRS 8).

Future Outlook and Risk Assessment

Following a successful rebuilding phase in FY25, Operation Smile Norway (OSN) enters fiscal year FY26 with clear direction, realistic goals, and a strengthened organisational foundation.

Partnerships and Revenue

In FY26, the goal is to secure 3–5 strategic partnerships with organisations that share our social commitment. OSN will continue building on relationships from previous events and seek new collaborations in the fields of health, technology and sustainability – with the aim of establishing long-term agreements that deliver real social impact.

Team and Capacity

Over the past year the organization has been going through a transition period related to staffing and responsibilities. Following the restructuring, the focus is now directed toward strengthening work on partnerships, income generation, and visibility. The planned further expansion of the team is intended to increase capacity and ensure continuity in the next phase of growth.

Programme Funding and Operational Quality

New applications to Norwegian and international foundations are planned for FY26, with the goal of contributing directly to programme work in the field. At the same time, priority will be given to establishing an annual compliance calendar, clear supplier requirements, and documented routines for reporting, financial management and quality control.

In FY26, OSN will also apply for approval from the Norwegian Fundraising Control Authority (Innsamlingskontrollen) and for inclusion in the tax deduction scheme for donations to voluntary organisations, as part of efforts to ensure transparency, trust and increased donor engagement.

Risk Factors and Measures

As a small organisation in its start-up phase, OSN remains exposed to certain operational risks.

The main risk areas are:

Financing Risk:

OSN is a new NGO in Norway, seeking to establish itself in a market with several well-established organisations which have long histories and strong brand recognition. This makes competition for donations and partnerships challenging, particularly in a climate of tighter economic frameworks for companies and foundations.

Corporate partnerships often involve long decision-making processes (9–18 months). This risk is addressed through systematic follow-up of potential partners, strong relationship-building, and developing multiple parallel dialogues to secure a resilient and sustainable income stream over time.

Resources:

As a small organisation, OSN is vulnerable to changes in staffing and available resources. To reduce this risk, measures have been implemented to ensure continuity, clear role distribution, and better overlap between key functions.

Compliance and Reporting:

The foundation complies with the reporting and public transparency requirements set out in the Foundations Act and the Accounting Act.

Overall Assessment

The Board views the outlook for FY26 as positive. With a strengthened team, increased partner engagement and improved governance systems, the conditions are in place for continued growth and increased contribution to the global Operation Smile network – enabling more children to access safe surgical care.



Board Composition, Activities and Formal Information

BOARD COMPOSITION AND ACTIVITIES

The Board of the Operation Smile Norway Foundation consisted of the following members during fiscal year FY25:

Letticia Gilbert – Chair of the Board
Benedetta Martini – Board Member
Mårten Sandberg – Board Member

During the year, the Board held four meetings. Its work focused on further developing the foundation's strategy and organisational structure, ensuring sound financial management and compliance with laws and regulations, as well as laying the groundwork for continued growth and professionalisation.

The foundation's auditor is PKF Revisjon AS, and accounting for FY25 was carried out by Amesto Account House AS, both based in Oslo.

There were no amendments to the foundation's Articles of Association during the financial year.

The foundation's base capital amounts to NOK 200,000 and is fully paid in. In accordance with the Articles of Association, the Executive Director has the authority to sign for amounts up to NOK 200,000.

Board Changes

Following the end of the fiscal year, in September 2025, a regular renewal of the Board was carried out in accordance with the foundation's Articles of Association. According to the Articles, each Board member serves a three-year term, beginning at the end of the Annual General Meeting at which they are appointed, and concluding at the end of the third

Annual General Meeting thereafter. A Board member may serve a maximum of two consecutive three-year terms.

The previous Board had completed its three-year term, and a new Board was appointed in line with this provision. The new Board took office in autumn 2025 and signs the Annual Report for FY25 on behalf of the foundation.

Formal Information

The Annual Report for fiscal year FY25 (1 July 2024 – 30 June 2025) has been reviewed and approved by the Board of the Operation Smile Norway Foundation on **17 December 2025**.

This Annual Report refers to activities carried out in FY25, during which the Board was composed as follows:

- o **Letticia Gilbert** – Chair of the Board
- o **Benedetta Martini** – Board Member
- o **Mårten Sandberg** – Board Member

The Board that has approved the FY25 Annual Report consists of:

- o **Christin Erichsen Bøsterud** – Chair of the Board
- o **Samuhela Kenny Kaluiji** – Board Member
- o **Mia Louise Christensen Kråkstad** – Board Member

The Board confirms that the annual accounts give a true and fair view of the foundation's financial position, and that no post-balance sheet events affect FY25 results.

Board Signatures for the Operation Smile Norway Foundation

Oslo 17. December 2025

Christin Erichsen Bøsterud – Chair of the Board

Samuhela Kenny Kaluji - Board Member

Mia Louise Christensen Kråkstad – Board Member

Astrid Belinda Warmington – Executive Director