



Annual Report

2025



TEUK SAAT 1001

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A message from our Chairwoman

Dear friends,

As someone with an entrepreneurial background and a family business in Cambodia, I have always been inspired by models that combine innovation, sustainability, and impact. Teuk Saat 1001 embodies that vision perfectly: providing safe drinking water in a uniquely entrepreneurial way.

2025 was a challenging year, particularly due to the Cambodia–Thailand border conflict. Yet I have been consistently inspired by the passion, professionalism, and dedication of our team, who never compromise on quality. Their energy and commitment were clearly visible during our 20-year celebration, which was an opportunity not only to mark two decades of impact but also to spend time with the entrepreneurs who make it possible every day.

Thanks to the relentless efforts of our teams and partners, we achieved remarkable successes in 2025: strengthening operational quality, piloting innovative solutions, expanding our social programs, and reinforcing our long-term sustainability.

I am proud of what we have accomplished together, and I am excited for the future as Teuk Saat 1001 continues to bring safe drinking water to more communities, support local entrepreneurs, and drive meaningful impact across Cambodia.

Sincerely,

Anne-Sarine Courcoux,
Chairwoman , Teuk Saat 1001



Word of the Managing Director

2025 was a year of resilience, innovation, and growth for Teuk Saat 1001.

Despite challenges, including the Cambodia–Thailand border conflict that temporarily disrupted operations and closed several kiosks, our teams delivered exceptional results.

We now serve over 1 million consumers, and the network has reached a historically high portion of high performing sites, reflecting improved performance across the organization. I am immensely proud of the teams who executed projects and met objectives under difficult circumstances, demonstrating dedication, professionalism, and passion for our mission.

This year, we took strategic risks: we reorganized the NGO, invested in human resources, and strengthened our support for entrepreneurs. These efforts introduced better quality at every level, and the results speak for themselves:

- Kiosks are more efficient and productive
- Development of new kiosks is complete
- Beneficiaries increased, despite external challenges
- The organization supported communities during the conflict
- Digitalization initiatives are underway
- The Water in School program continues to deliver impact
- Local partnerships are growing, reinforcing sustainability

These achievements give me confidence in the direction Teuk Saat 1001 is taking. The motivation of our teams, their support for entrepreneurs, and our commitment to high-quality standards ensure we will continue to expand access to safe drinking water while strengthening the sustainability of our model.

Amandine Chaussinand,
Managing Director, Teuk Saat 1001



An aerial photograph of a dirt road in Cambodia, flanked by lush greenery and palm trees. A blue tarp-covered vehicle is in the foreground, and a person on a motorcycle is further down the road. The background shows a village with colorful houses and a flat landscape under a clear sky.

GROWING OUR IMPACT ACROSS CAMBODIA

WHO WE ARE

Teuk Saat 1001 (TS1001) is a **Cambodian NGO** dedicated to improving access to **safe drinking water** in **rural communities** through a **social entrepreneurship** model.

Combining NGO and social business approaches, TS1001 supports local entrepreneurs to produce and distribute affordable safe drinking water while creating sustainable livelihoods and strengthening local economies.

Since the opening of its first water kiosk in Banteay Meanchey, the network has grown to **346 operational water kiosks** across Cambodia as of December 2025.

In 2025, TS1001 achieved its fourth consecutive year of **operational break-even**, demonstrating the resilience and sustainability of its model. Despite a challenging environment marked by border tensions, climate-related pressures, and an increase in site closures, the organization maintained strong operational performance and continued to expand its impact.

A Model Built for Sustainable Impact

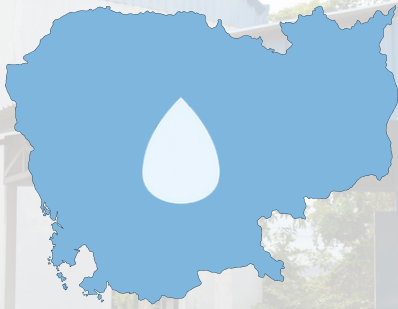
Vision : A leading Cambodian organization to promote the health of rural communities in a sustainable manner.

Mission: Support the safe drinking water sector to rural communities by applying a social entrepreneurship model.

Pillars: Quality, Entrepreneurship, Affordability, Accessibility.



The quality of our water is guaranteed from production to consumption, in line with our organization's vision: working towards a world where everyone can drink safe water at an affordable price.



2025 BY THE NUMBERS

Context

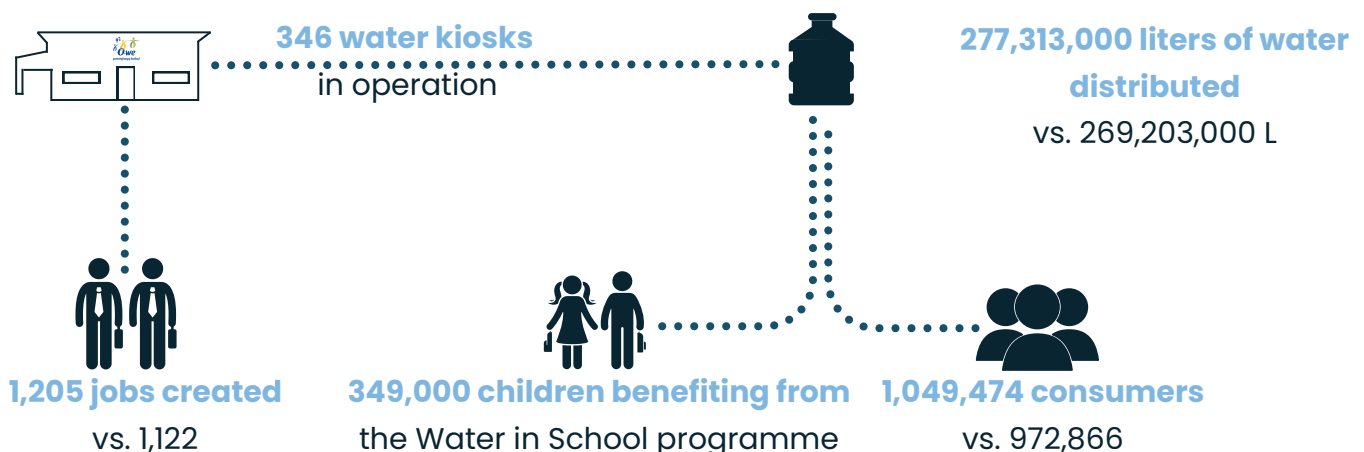
In 2025, our network of water kiosks continued to improve its performance, notably thanks to ongoing training for entrepreneurs and investments in production and delivery tools. The launch, in December 2025, of a higher-capacity production unit, the water kiosk 600+, also represents a major step forward. This new infrastructure will enable the production of up to 600 bottles per day, compared to 100 for traditional water kiosks. At the same time, we continued to expand the Water in School program in order to ensure sustainable access to safe drinking water for schoolchildren.



+4.5% sales growth

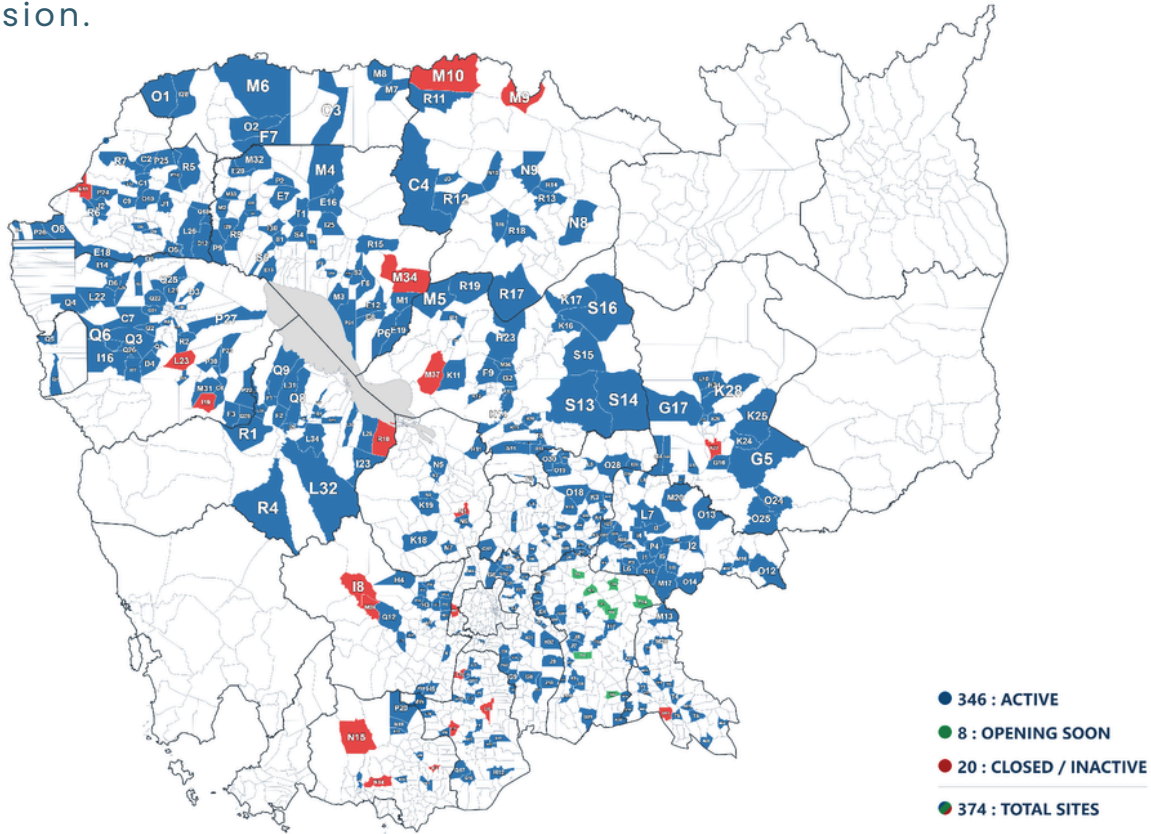
In 2025, sales continued to grow, although at a slower pace than in previous years. This slowdown was mainly due to the conflict with Thailand, which forced several kiosks in conflict-affected areas to temporarily suspend operations.

Key figures 2025 vs. 2024

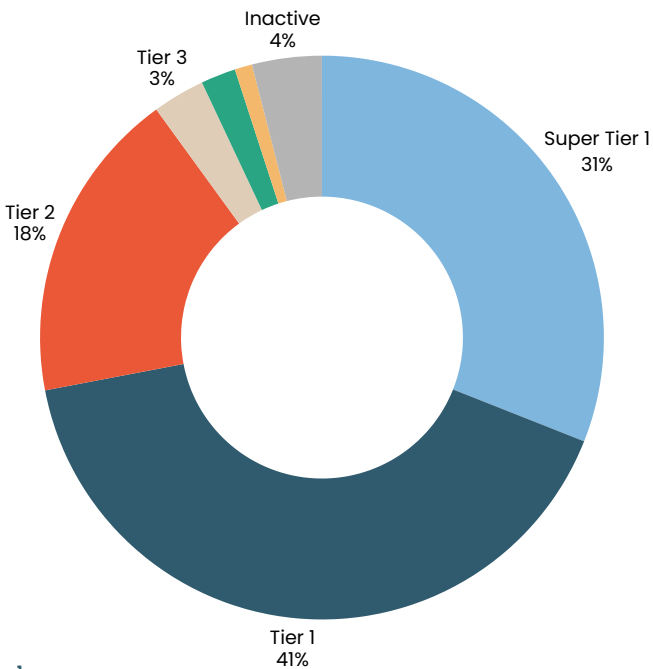


GROWING STRONGER ACROSS CAMBODIA

With **346 active water kiosks** at the end of 2025, compared to 342 in 2024, network growth remained modest despite the **opening of 19 new sites** and the **rehabilitation of 4 kiosks**. Several site closures, partly linked to the Cambodia–Thailand border conflict, limited net expansion.



However, 2025 marked a record year for network performance. Total water distributed increased by 3.0%, reaching 277.3 million liters, while the number of **consumers served grew by 9.5%** to more than 1 million people.



Network performance

With 72% of kiosks operating at Tier 1 or Super Tier 1 level,¹ including 31% of Super Tier 1 sites (up from 25% in 2024), the network achieved its highest level of performance to date. These results reflect Teuk Saat 1001's strategic focus on strengthening the productivity and sustainability of existing kiosks alongside network expansion.

¹ Tier 1 sites deliver between 70 and 110 bottles per day. Super Tier 1 sites produce over 110 bottles per day.

An aerial photograph of a tropical village. In the center, a building with a bright blue corrugated metal roof stands out. It is surrounded by lush greenery, including several tall palm trees and dense foliage. To the left of the blue building, a white car is parked on a dirt road. To the right, another white car is parked near a small structure. In the background, there are more buildings with brown and grey roofs. The ground is a mix of dirt and paved areas. The overall scene is bright and sunny, with strong shadows cast by the trees and buildings.

**2025: RAISING THE BAR ON
QUALITY ACROSS OUR
ORGANIZATION**

Building a Stronger Team

At Teuk Saat 1001, we build quality within our team through strategic investments in human resources, capacity building, and by nurturing talent from within, strengthening our organization and empowering our teams to support entrepreneurs and beneficiaries effectively.

1. Strategic Recruitment & Department restructuration

- **National Operations Manager** was recruited to oversee the operations (new level created).
- **Project 600+:** One manager and two officers were promoted to form the new team leading the next generation of the 600+ project.
- **Digital Project Coordinator** was recruited to lead a digital transformation within the organisation.
- **Partnerships & Fundraising Department** was created to accelerate local collaborations, fundraising and visibility.
- **Development and technical** departments were merged to improve **efficiency and quality oversight**.

2. Promotion of Long-Serving Staff

Over **10 team members were promoted** in 2025, reflecting the organization's commitment to developing talent and building a stronger, more capable team.

3. Hear from our staff



Borin Ty

Water Quality and Technical Manager

Before joining Teuk Saat 1001, I worked in the private sector supporting only a few businesses. What attracted me most to Teuk Saat 1001 was its mission and the opportunity to contribute at a larger scale. Today, I help ensure that more than 300 entrepreneurs can provide safe drinking water to their communities across Cambodia. Being part of something that improves people's lives is something I am very proud of.

Strengthening Entrepreneurial Excellence (Blackbelt Program)

2025 was the Year of Quality at Teuk Saat 1001, with a strong focus on **Training of Trainers (ToT)** to ensure our entrepreneurs receive consistent, high-quality support. Entrepreneurs and their operators are at the heart of every water kiosk's success, yet **gaps in training methodology** made it challenging to implement **O-we standards uniformly** across the network.

Over the years, training resources had grown organically, leaving documentation scattered and practices inconsistent. In 2025, we undertook a major effort to **harmonize and strengthen our training approach**: assessing existing tools, reviewing methodology that combines practical on-site learning with theory, consolidating everything into a single comprehensive training document, and rolling it out through ToT sessions for all advisors and ToEs.

The results speak for themselves: by the end of the year, the **Entrepreneur Training Book was finalized**, complete with official **lesson plans** and a structured **training roadmap**, and all advisors had completed ToT, ready to coach entrepreneurs across the network.

Training of Trainers session 2025



PUTTING ENTREPRENEURS FIRST

Supporting Growth Through Better Delivery (Delivery Program)

Launched in October 2024, the **Delivery Program** supports **mature kiosks** with strong **growth potential** by providing them with a **second GPL low-emission delivery vehicle**. Beyond increasing sales capacity, the program improves **delivery safety** through more stable, covered, and adapted vehicles, while **reducing the carbon footprint** of daily operations.

In 2025, the program reached its first full year of implementation. **9 sites** were carefully selected based on strict criteria, including operational compliance, staffing levels, willingness to grow, delivery frequency, number of operating days, and pricing discipline.



Photo of a bajaj. Delivery vehicle provided in the delivery program

Sales performance at these sites was closely monitored to ensure the investment translated into real results. In the year following the program's launch, **the selected sites outperformed the network by +27%.**

These results highlight the capacity of mature sites to increase sales when equipped with additional resources and clear incentives, and underscore the strong demand for affordable, safe drinking water in rural Cambodian communities.



Learning, Sharing and Growing Together (Entrepreneurs Seminar)

In July and August 2025, Teuk Saat 1001 held **three regional** entrepreneur seminars, bringing together over 300 entrepreneurs and focusing on two key themes:

- **Teuk Saat 1001 20 Years** – reflecting on lessons learned and celebrating the network's growth.
- **Rainy Program - "Adding 1 More Delivery"** – a strategy to boost sales during the rainy season by encouraging additional deliveries

We combined discussions, practical exercises,

and **experience-sharing** sessions led by high-performing entrepreneurs to encourage **peer learning**, motivation, and stronger operational practices.

Following the seminar, the impact of the Rainy Program became clearly visible. From September to December 2025, sales reached their highest level ever recorded during this period, exceeding the weather-based prediction model by **+14%**, compared to only +1% during the same period in 2022–2023.



Entrepreneur Seminar 2025



Entrepreneur seminar 2025

When Teuk Saat 1001 opened a kiosk in my commune, I became an entrepreneur in 2023. Since then, my livelihood has improved, and I can better support my family. I am even planning to build a new house !

Together with my wife, we are proud to provide safe drinking water and employ 5 people including myself and my wife. Through TS1001, I have learned business management, quality standards, and customer service. Thanks to the Delivery Program, I am expanding my customer base and growing my business, improving my family's future while contributing to my community's health.



Puch San

O-We Entrepreneur, Sangkat Wat Kor (R8)

Improving Safety & Strengthening Water Treatment



In 2025, Teuk Saat 1001 continued to **strengthen operational safety and water treatment and quality standards** across the network.

A new **electrical minimum standard** program was introduced for older kiosks. While new kiosks already integrated these requirements from construction, older sites required upgrades to ensure safer working conditions for entrepreneurs and technicians. **45 kiosks were upgraded** with **standardized electrical panels**, connected to improved **UV treatment systems**, and with new **media filters** to enhance water purification and ensure better compliance with quality standards.

We also work on the optimization of **pipe systems** to **reduce contamination risks** and improve overall water management.

In parallel, maintenance investments reinforced treatment reliability, including the replacement of **UV lamps in 107 kiosks** and **sand filters in 50 kiosks**.

Innovation for Greater Reliability

A dedicated R&D department was created under the Water Quality & Technical manager to pilot new technologies, design innovative kiosks, and assess climate-related risks.

- **Ultra-Filtration (UF)** systems installed at 5 kiosks in partnership with **Veolia Foundation**, reducing treatment time and contamination risk
- **Critical site solutions: 44 kiosks** received targeted interventions for manganese, iron, and alkalinity issues, reopening previously underperforming sites
- **New RO system** piloted at **3 sites**, improving water treatment efficiency, membrane longevity, and cost-effectiveness
- **Standard Operating Procedures (SOPs)** developed to strengthen team capacity and ensure consistent implementation



Strengthening Our Laboratory Network

In 2025, TS1001 modernized and consolidated laboratory operations to support safe and reliable water production.



- Recruitment of a **laboratory supervisor**
- Laboratory consolidation: closure of the Kampong Cham lab and **merging of Phnom-Penh and Kampong Cham labs** for better logistics and oversight
- Enhanced **management and training**: revised procedures and weekly oversight ensured better support for laboratory staff and real-time monitoring of operations

These improvements ensure stronger coordination, more reliable water quality, and safer operations for both entrepreneurs and the communities they serve.



SOCIAL IMPACT

SAFE WATER FOR THE NEXT GENERATION: WATER IN SCHOOL PROGRAM

Since 2008, the Water in School (WinS) program has delivered free 20L bottles of safe drinking water to primary schools around each TS1001 kiosk. In 2025, **349,000 children** across **1,000 schools** benefited—covering roughly **20–25% of rural primary schools in Cambodia**.

The program targets children aged 6–12, a crucial age for promoting good hydration and preventing waterborne diseases such as diarrhea. By providing free drinking water at school, WinS reduces illness and absenteeism while encouraging healthier habits that extend to families and communities.

WinS is fully integrated into TS1001’s social enterprise model: trained local entrepreneurs treat, produce, and distribute safe water to schools daily. Quality is ensured through laboratory monitoring, operational training, and support from public institutions and local partners, creating a virtuous cycle of sustainability, impact, and community engagement.

WinS in 2025

Strengthening Partnerships:

In 2025, TS1001 engaged with the **Ministry of Education, Youth, and Sports (MoEYS)** to explore new avenues for collaboration:

- Integrating water, sanitation, and hygiene education into **school curricula**
- Developing teacher training modules
- Researching how school practices influence family behaviors

A future memorandum of understanding will formalize this partnership, aiming to institutionalize WinS and expand its impact.

Auditing and Program Improvement:

Audits in 15 schools in Siem Reap confirmed successes—students using reusable bottles and lower absenteeism—but also revealed challenges:

- Inconsistent recording of deliveries
- Limited understanding of the program among school staff

To address these, TS1001 introduced **new communication channels** and a school-managed **delivery record system**, ensuring better monitoring and consistent daily delivery.



© Rémi Portier Photographie/100fontaines



RESPONDING IN TIMES OF CRISIS

In 2025, the **Cambodia–Thailand border** conflict displaced thousands of people and created urgent humanitarian needs. From the first weeks of tension, Teuk Saat 1001 responded to requests from local authorities to **deliver safe drinking water to refugee camps for free**.

Thanks to its **decentralized model**, existing emergency and social programs, and strong **collaboration with local authorities**, TS1001 acted with **rapidity, agility, and flexibility**, providing water according to real needs on the ground. Daily distribution ensured a minimum of 2 liters of safe drinking water per person throughout the conflict.

The organization also mobilized fundraising to leverage national resources, supporting operations in affected areas.



Impact in 2025

136,738 bottles delivered (~2,734,760 liters)

31 kiosks mobilised across 6 provinces

68,736 beneficiaries reached

This rapid and coordinated response demonstrates TS1001's capacity to provide life-saving support while maintaining the quality and sustainability of its network operations.

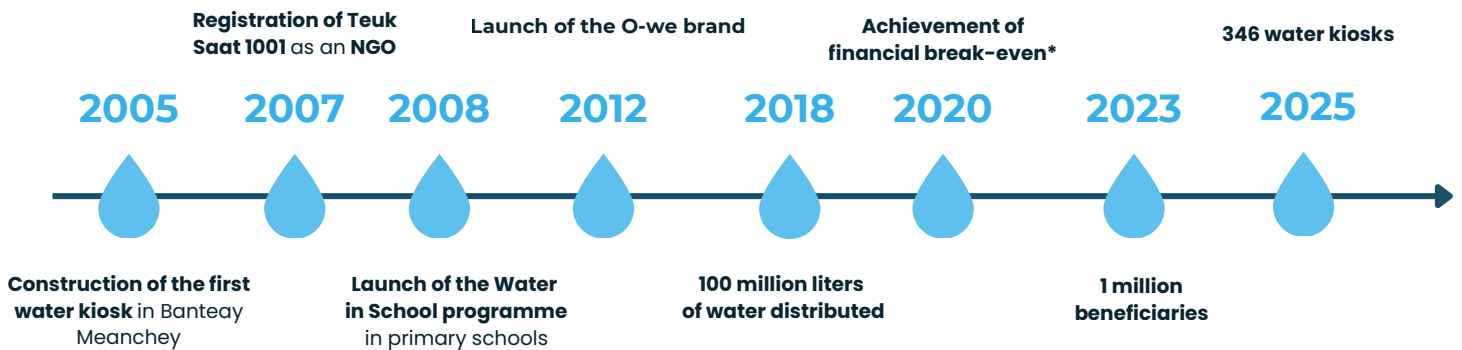


**CELEBRATING 20
YEARS, PREPARING
FOR THE FUTURE**

TWO DECADES OF IMPACT

In November, Teuk Saat 1001 celebrated its **20th anniversary** during a ceremony in Phnom Penh, bringing together staff, **50 entrepreneurs** and members of the board of Directors for a day of discussions and celebrations. It was also the occasion to introduce the **next 10-year strategy** for the organization.

The Anniversary was marked by the **Giant puppet project** during which participants created giant puppets in the colors of Teuk Saat 1001 and the O-we brand.



Through entrepreneurship, Teuk Saat 1001 is not only expanding access to safe drinking water; it is also creating opportunities for women to strengthen their livelihoods and play an active role in their communities.

STRIVING FOR EXCELLENCE: VISION AND PRIORITIES FOR THE FUTURE

Despite these achievements, access to safe drinking water remains a challenge in rural areas. Even in the communes where we operate, one-third of the population still consumes unsafe water. This celebration thus also marked the **launch of Teuk Saat 1001's new strategic direction**.

The year 2026 will mark the final phase of network expansion—a major milestone in the organization's history. However, this is not the end of the journey. The organization will now focus on increasing sales at existing sites by:

- Making infrastructure **resilient to climate change**
- Expanding **production** and **distribution capacity**
- Improving efficiency, particularly through **digitalization** initiatives
- Developing a **skilled team** at the service of the entrepreneurs and beneficiaries.



© Rémi Portier Photographie/1001fontaines

Through this plan, **Teuk Saat 1001 aims to reach 2 million consumers** over the next ten years, while strengthening its financial sustainability to ensure long-term infrastructure maintenance.



**WORKING
TOGETHER FOR
GREATER IMPACT**

TOWARDS PUBLIC RECOGNITION: MOU WITH MOEYS



In 2025, Teuk Saat 1001 laid the groundwork for closer collaboration with the **Ministry of Education, Youth, and Sports (MoEYS)**. For the past 17 years, TS1001 has provided safe drinking water to 25% of rural schools, working closely with schools and local education representatives.

This year, the organization focused on **institutionalizing** its Water in School program and supporting **behavioral change** around safe water consumption. Together with MoEYS, TS1001 drafted the **framework for an official memorandum of understanding**, set to be signed in 2026, formalizing the partnership and ensuring the program's long-term impact and recognition at the national level.



STRENGTHENING LOCAL COLLABORATION

In 2025, Teuk Saat 1001 consolidated its **Communication and Partnerships Department** to strengthen local capacities and leverage **local resources** in support of its social programs. While communication and partnership activities existed previously, this was the first time they were organized into a dedicated framework for **local fundraising, visibility, and partnerships**.

Guided by a CSR assessment and mapping of opportunities, the initiative has already produced encouraging results: new local partners have joined to support both the Water in School program and emergency response actions.

We view 2025 as just the beginning. By building strong local partnerships, TS1001 aims to secure substantial local support, complement international funding, and ensure the long-term sustainability of its social enterprise model.

INITIATING ACADEMIC COLLABORATIONS

In September, Teuk Saat 1001 launched a project with the **Institute for Sustainable Futures at the University of Technology Sydney** to assess **climate risks** that could affect our water kiosks network. The objective is to produce concrete **recommendations to strengthen the resilience** of our network to **climate-related hazards**. The results of this research will be published in 2026 and shared with stakeholders and water sector experts.



Team of UTS, Teuk Saat 1001 and the entrepreneur during their field mission in 2025



LIST OF PARTNERS

The commitment of our partners and donors is essential to creating a lasting impact and demonstrating the potential of our innovative model. We thank them for their trust and support.

Financial partners

- 1001fontaines France
- 1001fontaines Suisse
- Acteus
- ATS
- Bikay
- CMA-CGM
- Cambodia Beverage Company (Coca-Cola Cambodia)
- Eltek System
- SBI
- UCARE
- World Vision

Operational partners

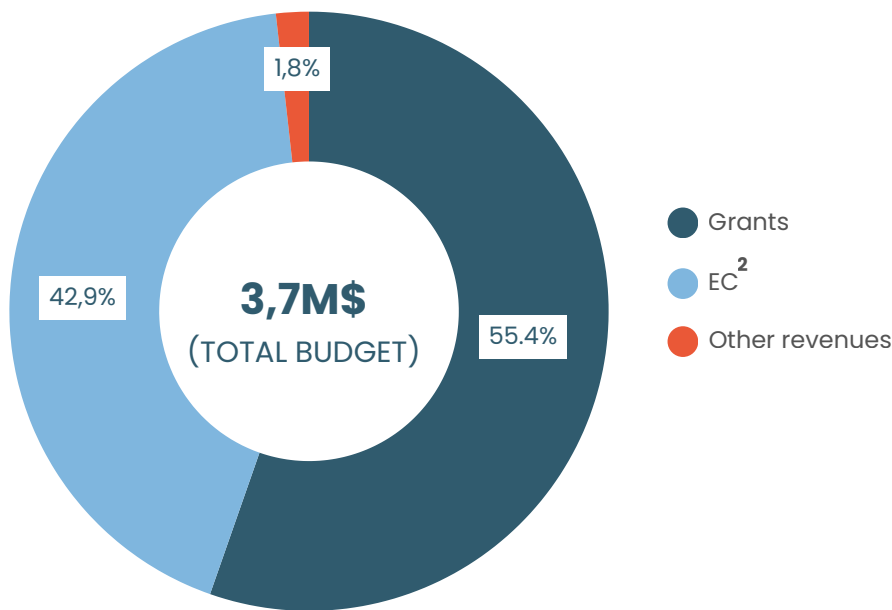
- Ministry of Rural Development of Cambodia (MRD)
- Veolia Foundation
- University of Technology Sydney (UTS)



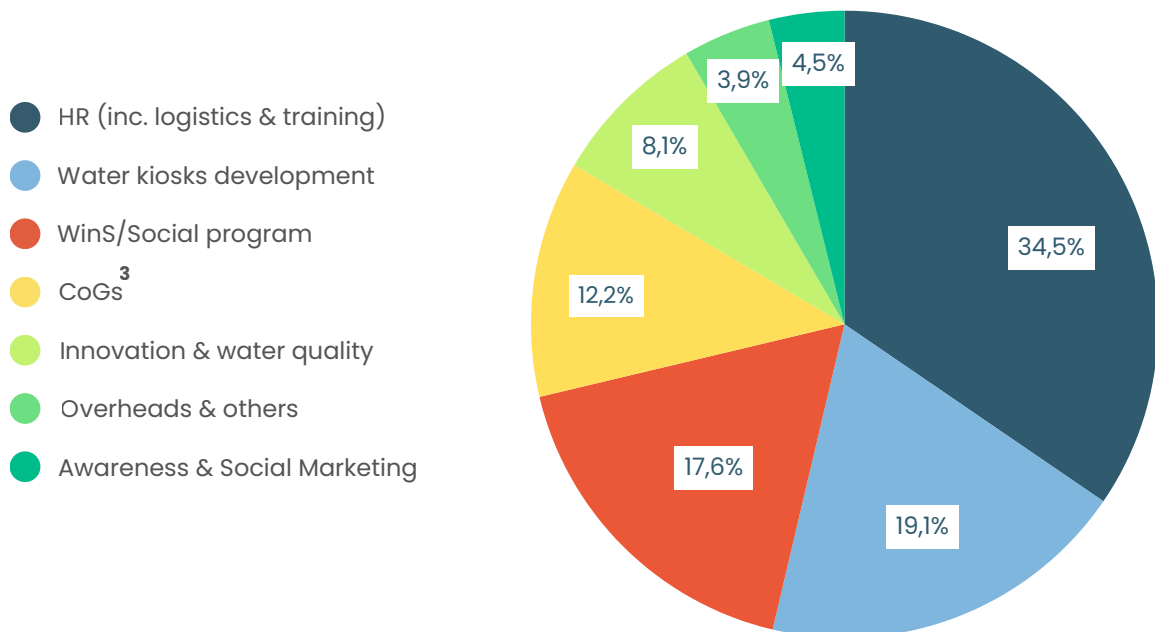


FINANCIALS

SOURCE OF REVENUES



ALLOCATION OF EXPENSES



In 2025, TS1001 achieved its **fourth consecutive year of operational break-even**, with revenues from operations covering operating costs. Revenues from **Entrepreneurs' Contributions and logistics activities increased** significantly, driven by higher sales volumes across the network.

Grants income and water station construction costs were also significantly higher than in 2024, mainly due to construction projects initially planned for 2024 being postponed and implemented in 2025.

² Entrepreneurs' contributions

³ Cost of goods



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