WORLD VISION U.S.

2015 ANNUAL REVIEW

Dear Friend,

This past year was marked by the continued growth of the refugee crisis—60 million people worldwide displaced by violence and other threats. With the support of caring friends, World Vision continued to prioritize the needs of those made vulnerable by this and other crises, including the devastating Nepal earthquake and the food shortage in South Sudan.

Reaching out to those impacted by poverty, injustice, and conflict has been our mission for 65 years as we seek to answer Jesus' call to serve "the least of these." I'm deeply grateful to our many partners, including our faithful child sponsors, who are helping children and families to achieve transformation in the wake of disasters and entrenched poverty.

Because it takes a full solution to overcome poverty, we walk alongside our sponsorship communities—helping them address each of their unique needs—until they're able to sustain their own progress, with the goal of giving every child the opportunity for a full life (John 10:10).

Following Christ's example, we seek to love the refugee and the stranger, as well as serve the widow and the orphan. Your support is essential to so many people, from the mountains of the Andes to Africa's Rift Valley and in many of the world's hardest places. Whether it's life-sustaining food aid, access to clean water, or new doors of opportunity, hope is spreading. And it begins with you.

I look forward to seeing how God changes even more lives through our partnership in 2016.

Blessings,

Rich Stearns
President, World Vision U.S.

Our vision for every child, life in all its fullness.

Our prayer for every heart, the will to make it so.

—World Vision's vision statement

Sharing hope and life

Together with our donors, we are:

SAVING LIVES IN THE WAKE OF DISASTER

World Vision stands ready to protect children and families by offering critical help within 24 to 72 hours of a disaster. And our 46,000 staff in nearly 100 countries are committed to helping families rebuild. **In 2015, World Vision:**

- Responded to 128† **humanitarian emergencies** around the world, including the Nepal earthquake, the Syrian refugee crisis, and the food crisis in South Sudan
- Assisted approximately 10 million† **disaster survivors, refugees, and internally displaced people** worldwide
- Used $86 million in private **donations** and U.S. government **grants** for global disaster relief and rebuilding efforts
- Maintained $2.6 million† worth of **relief goods,** available for immediate shipping

CREATING HOPE FOR TODAY—AND TOMORROW

World Vision is passionate about seeing every child break free from poverty and reach their God-given potential. Our unique development model offers a full solution to the puzzle of poverty, enabling real and lasting change for children and families. **In 2015, World Vision:**

- Helped transform the lives of more than 4.1 million† children registered in **child sponsorship** programs worldwide, including more than 1.1 million children who were supported by caring sponsors in the U.S.
- Helped more than 2.3 million people gain access to **clean water,** as well as improve practices for sanitation and hygiene. World Vision is the largest nongovernmental provider of clean water in the developing world, leading the industry with sustainable water sources.
- Used $43.2 million in **food grants,** including 51,032 metric tons of food supplies, to help nourish children and families
- Disbursed more than $771 million in **microloans** to over 1.1 million hardworking people in 32 countries—impacting more than 1.6 million jobs and improving the lives of nearly 3.9 million children‡
- Continued fighting **malaria** in countries around the world, including five countries in Africa where U.S. donors have equipped us to distribute more than 6.2 million bed nets to protect nearly 12 million people since 2010
- Assisted more than 2.7 million children and adults in the **United States** through leadership training programs, disaster response, and access to basic necessities such as clothing, food, and school supplies

WORKING WITH DIVERSE PARTNERS

World Vision offers its partners—individuals, churches, companies, governments, and local and international organizations—powerful ways to impact the lives of children in need. These multiple funding sources allow us to leverage all donations efficiently and keep overhead low. **In 2015, World Vision:**

- Joined with over 961,000 **individuals** in the U.S. to care for the world's poor
- Partnered with more than 12,000 U.S. **churches** to bridge the gap between their communities and communities in need around the globe
- Received $172 million in grants of food and cash from the U.S. **government** and other agencies
- Shipped 29,600 pallets of top-quality products including medicine, school supplies, shoes, and clothing—all donated by **corporations** to benefit communities in 34 countries (including the U.S.)

†Achievements made possible with the support of all World Vision donors around the world. Achievements not marked with this symbol were made possible with the support of World Vision donors in the U.S.

"… I have come that they may have life, and have it to the full."

—John 10:10 (NIV)

2015 WORLD VISION U.S. SENIOR LEADERSHIP

Richard E. Stearns* :: *President*

Edgar Sandoval* :: *Chief Operating Officer*

Larry Probus* :: *Chief Financial Officer and Sr. Vice President, Strategic Solutions*

Christine Talbot* :: *Sr. Vice President, Human Resources*

Chris Glynn* :: *Sr. Vice President, Transformational Engagement*

Kent Hill* :: *Sr. Vice President, International Programs*

2015 WORLD VISION U.S. BOARD OF DIRECTORS

Dr. Leith Anderson
President, National Association of Evangelicals

Dr. Vinh Chung
Surgeon, Vanguard Skin Specialists; rescued by World Vision's Operation Seasweep, 1979

Rev. John Crosby
Senior Pastor, Christ Presbyterian Church, Edina, MN

Lisa Trevino Cummins
President, Urban Strategies

Gary Duim*, *Secretary/Treasurer*
Vice Chair, U.S. Bancorp (retired)

Sandy Grubb*, *Vice Chair*
Columbia-Willamette Women of Vision; partner, Social Venture Partners Portland; author

Dr. Stephen A. Hayner**
President, Columbia Theological Seminary

Christin McClave
Chief People Officer, Cardone Industries

Katie Smith Milway
Partner and Head of Knowledge, The Bridgespan Group; author

Tim Pawlenty
President and CEO, Financial Services Roundtable

Deborah Pegues
CPA; author, motivational speaker, and CEO, The Pegues Group

Dr. Soong-Chan Rah
Associate professor, North Park Theological Seminary; urban church planter

Dr. Joan Singleton*, *Chair*
Vice President, Milton Hershey School

Richard E. Stearns
President, World Vision U.S.

Doug Treff
Executive VP and Chief Administrative Officer, Collective Brands

Roland C. Warren
President and CEO, Care Net; board member, National Fatherhood Initiative

Dr. Jerry E. White
President Emeritus, The Navigators International

Bonnie Wurzbacher
Chief Resource Development Officer, World Vision International

**World Vision U.S. officers*

***We celebrate the life of Dr. Hayner, a beloved friend who passed away on January 31, 2015.*

World Vision®

WHO WE ARE

World Vision is a Christian humanitarian organization dedicated to working with children, families, and their communities worldwide to reach their full potential by tackling the causes of poverty and injustice.

WHO WE SERVE

World Vision provides hope and assistance to communities through our work in nearly 100 countries, joining with local people to find lasting ways to improve the lives of children and families in need.

WHY WE SERVE

Motivated by our faith in Jesus Christ, we serve alongside the poor and oppressed as a demonstration of God's unconditional love for all people. World Vision serves all people, regardless of religion, race, ethnicity, or gender.

Get involved and change lives

INDIVIDUALS

Share hope with children in need

With World Vision, just one person can help change the life of a child and their community. Your gifts of money, time, and talent come together with those of our many other partners, offering a full solution to poverty for children in some of the world's most difficult places.

Sponsor a child :: *Help one child reach their God-given potential, and empower their entire community to break the cycle of poverty.* ***worldvision.org***

Give life-changing gifts :: *Choose from more than 100 options in the World Vision Gift Catalog to make a lasting impact for children and families in need and honor a loved one.* ***worldvisiongifts.org***

Fund a loan :: *Invest in the potential of a hardworking parent in a developing country by funding a small business loan to increase their income.* ***worldvisionmicro.org***

Use your voice to influence leaders :: *Speak against injustice and be a voice for children in need around the world.* ***worldvision.org/advocacy***

Donate through your workplace :: *Double your donations at no cost to you by giving through your company's matching gift program.* ***worldvision.org/employeegiving***

Help in the U.S. :: *Support vulnerable children and youth in America's most distressed areas and help them reach their full potential.* ***worldvision.org/usprograms***

Make a planned gift :: *Include World Vision in your will or consider other giving options to benefit both your loved ones and the world's poor.* ***worldvision.org/mylegacy***

Volunteer with us in the U.S. :: *Join a national team that changes children's lives through the power of doing.* ***worldvision.org/get-involved***

CHURCHES

Share God's love in the margins

Jesus calls His followers to join Him in the margins, using our resources to change the world by serving the vulnerable and oppressed. Learn how World Vision can empower your church to tackle the greatest needs of our day, bringing hope to the world's hardest places.

Choose a cause and raise funds :: *Equip your congregation to take on the greatest needs of our day by supporting the provision of disaster relief, clean water, microloans, child protection, and more.* ***worldvision.org/church***

Hold an event :: *Help your church see, understand, and respond to unique needs around the world through a high-impact event like Hope Sunday, Refugee Sunday, or a Kit Build.* ***worldvision.org/church***

Race for a reason :: *Rally your church or friends to walk, run, ride, or swim with Team World Vision, raising funds to help provide life-giving clean water.* ***teamworldvision.org***

Do the 30 Hour Famine :: *Fast for 30 hours, as a group or an individual, to raise funds and help kids and their families around the world overcome hunger and poverty for a lifetime.* ***30hourfamine.org***

Experience our full solution to poverty :: *Inspire your congregation and community by hosting our award-winning, immersive exhibit that offers a firsthand look at World Vision's work in some of the world's hardest places.* ***worldvisionexperience.org***

COMPANIES AND OTHER GROUPS

Share a better future with the world

World Vision brings together corporations and other groups who are passionate about ending global poverty to help create lasting change through our proven sustainable development model. Through World Vision's integrity, experience, and expertise, you can help communities break the cycle of poverty and transform lives around the world.

Invest in corporate social responsibility :: *Strengthen your business and change lives through product donations, financial support, and programs that engage your employees, customers, and community.* ***worldvision.org/corp***

Assemble kits :: *Host a hands-on event to provide kits for those affected by disaster and poverty here at home, caregivers in developing countries, orphans and vulnerable children, or students in need in the U.S.* ***worldvision.org/kits***

2015 FINANCIAL HIGHLIGHTS

» **operating revenue** *(in millions)*

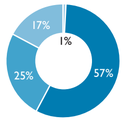
	2013	2014	2015
private cash contributions	$599	$600	$571
public grants *(food and cash)*	179	195	172
gifts-in-kind	196	232	255
other income, net	7	8	4
total operating revenue	**$981**	**$1,035**	**$1,002**

» **operating expenses** *(in millions)*

	2013	2014	2015
total program services	$805	$869	$839
fundraising	114	107	96
management & general	52	50	58
total operating expenses	**$971**	**$1,026**	**$993**

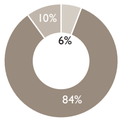
» **operating revenue**

- 57% private cash contributions
- 25% gifts-in-kind
- 17% public grants
- 1% other



» **operating expenses**

- 84% programs
- 10% fundraising
- 6% management & general



In 2015, 84% of World Vision's total operating expenses were used for programs that benefit children, families, and communities in need.

» **program services** *(in millions)*

total program services: **$839**

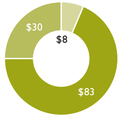
international programs	$760
domestic programs	75
public awareness and education	4

View our Consolidated Financial Statements online at worldvision.org/ar

» **net assets** *(in millions)*

total net assets: **$121**

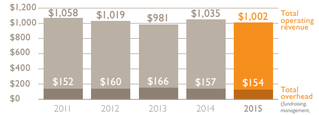
- $83 temporarily restricted
- $30 unrestricted
- $8 permanently restricted



World Vision's objective for financial liquidity and reserves is to operate in a prudent range of stability, while recognizing the imperative of distributing maximum funds to mission as quickly as possible. World Vision U.S. remains financially strong, with sufficient liquid assets to discharge ongoing ministry commitments and other obligations.

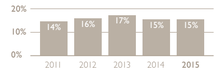
» **revenue and overhead trends** *(in millions)*

Operating revenue for the organization declined by 3% during the year. While private cash and public grant donations declined, gift-in-kind revenue rose 10%.



» **overhead rate** *(percent of operating revenue)*

Fundraising, management, and general expenses (sometimes called overhead expenses) decreased by 2% in 2015. Our overhead rate (overhead expenses as a percent of operating revenue) remained steady at 15%.



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