IN 2013 CARE:
REACHED 97 MILLION PEOPLE
IN 87 COUNTRIES
WITH 927 POVERTY-FIGHTING PROGRAMS

HELPED 56.3 MILLION PEOPLE
CLAIM THEIR RIGHTS, ADVOCATE FOR
POLICIES TO IMPROVE GENDER EQUALITY
AND FIGHT THE CAUSES OF POVERTY

PROVIDED 4.3 MILLION PEOPLE
WITH EMERGENCY HUMANITARIAN AID

DELIVERED SAFE DRINKING WATER, WATER MANAGEMENT
TRAINING AND SANITATION TO 3.3 MILLION PEOPLE

PROVIDED 53.4 MILLION PEOPLE
WITH MATERNAL HEALTH SERVICES AND INFORMATION

GAVE 10.1 MILLION CHILDREN
HEALTH SERVICES AND INFORMATION

DELIVERED DISEASE PREVENTION AND TREATMENT
TO 16.9 MILLION PEOPLE

PROVIDED 51.1 MILLION PEOPLE
WITH TOOLS AND INFORMATION PROMOTING
GENDER EQUALITY AND WOMEN’S EMPOWERMENT

DELIVERED NUTRITIONAL SUPPORT AND IMPLEMENTED
PROGRAMS IMPROVING LONG-TERM FOOD
SECURITY FOR 2.9 MILLION PEOPLE

PROVIDED 1.7 MILLION PEOPLE
WITH ECONOMIC DEVELOPMENT OPPORTUNITIES

The original CARE Package® delivered food and supplies to families in need. Today, instead of aid in cardboard boxes, CARE delivers lasting change to some of the world's poorest communities. We place special focus on working alongside poor women because, equipped with the proper resources, women have the power to help whole families and entire communities escape poverty.

In the 2013 CARE Annual Report we explore how CARE's mission has evolved since 1945 and how today's CARE Package has no expiration date. We visit people who have transformed their lives with CARE's help, meet an original CARE Package recipient and spotlight some of the generous supporters who help CARE deliver lasting change.
I was 4 years old when the Second World War ended. My family lived on Sylt, a German island in the North Sea where my father’s cousin had a farm. Life after the war was hard. There was little work, hardly any food to buy, no coal and little wood to heat the two-room former ammunition depot that had become our home in Sylt. We ate herring and had black bread. Once my father brought home a barrel of oranges he found floating in the sea. They were salty from the sea water, but we ate them anyway.

It was around this time that a parcel arrived at our home. It was a CARE Package, one of 100 million similar packages of food and other vital supplies donated by Americans to people in need around the world, starting with Europeans devastated by the war. I was young, but I remember there was butter in this magical package from an organization called CARE and a green translucent toothbrush my sister cherished for years. We loved it. There was also cornbread, which my sister and I had never had before and didn’t like. Even hungry kids can be unreasonably picky when they encounter unfamiliar foods.

I was only a small child. I didn’t understand the war or its causes, but my mother explained to us just how special it was that strangers from a country against which our country had just fought a war were making such a kind gesture. And I didn’t need my mother to explain to me how nice it felt to receive something when you have almost nothing.

My life is very different today. I live comfortably in Atlanta (which, as fate would have it, is now the headquarters for CARE). I’m a business owner, a mother and a grandmother. And thanks to a recipe I got from a Georgia-born friend, I even love cornbread. But part of me is still that little girl whose heart was touched by the generosity and kindness of a far-away stranger, someone who saw beyond nationality and global politics to extend a hand to a family in need.

I know that today there are girls around the world much like I was who, because of circumstances beyond their control, live in squalor. Some have fled fighting in places such as Syria or the Democratic Republic of the Congo, finding temporary homes wherever they can. Perhaps those girls, decades from now, will also be able to look back fondly at people in a faraway place called America who reached as deeply into their pockets as they could to help them in their time of need.
CARE was founded in 1945 with the creation of the CARE Package. Our first mission was to ship packages of lifesaving emergency food to a Europe pushed to the brink of famine after the Second World War. Almost as soon as the first CARE Packages were off-loaded from ships in Le Havre, France, they became an international icon. For recipients, they became a symbol of American generosity and compassion: generosity because recipients could hardly believe that total strangers living across the sea were sending them lifesaving relief, and compassion because even people whose nations fought against the U.S. during the bloodiest conflict in human history received CARE Packages.

So many CARE Packages were sent, more than 100 million in fact, because the CARE Package was every bit as meaningful to senders as receivers. CARE Packages were conceived as a practical solution — a vessel for sending goods from a country with much to countries with little. CARE Packages quickly transcended mere practicality though. Americans weren’t just reaching into their pockets to fill CARE Packages. They were reaching into their hearts. Charitable giving to strangers in need overseas was something new. Despite being separated from most of the world by two oceans, Americans were eager to open their hearts, as well as their wallets, to help people abroad.

Even now, 68 years after the first CARE Package was sent, the first response of millions of Americans when they see a disaster on TV or read about one in the news is to offer to send a little of what they have. Americans want to help.
Today CARE still follows our founding call to provide immediate relief to people in urgent need. We also go far beyond that, with 927 poverty-fighting projects in 87 countries that deliver lasting change. Our nearly 7 decades of experience show that when you empower a girl or a woman, she becomes a catalyst for positive change. Empowered girls and women lift whole families and entire communities out of poverty. In communities around the world CARE is working to make sure all people receive the education that is their human right, so they can better support themselves and their families. We’re helping millions of women and children with programs that deliver quality maternal health care and nutritional support for children. We’re helping millions of women and men build and manage savings groups in their communities, allowing people who are hours away from the nearest bank to safely save money and access small loans to start or grow businesses. Instead of delivering food to hungry farming communities, we’re helping farmers improve their techniques to grow more of their own food so they can continue to feed their families long after CARE’s work in their village is finished. We’re delivering education programs that fight the root causes of gender-based violence and discrimination while assuring that girls and women have an equal opportunity to realize their potential and contribute to society. And in government buildings across the globe, CARE amplifies the voices of the seldom heard by successfully advocating for the rights and interests of the world’s poorest.

It is important to explain CARE’s work in broad terms. CARE’s supporters and the public need to understand the breadth of what we do, why we do it — and most importantly — that we’re exceptionally effective. It is also important to remember that behind the important numbers, and underneath every bullet point, is a person with a name. On the pages that follow you will meet Jennifer, Chief Nana, Zeba and Viliaze, four people whose inspiring stories bring to life how empowering girls and women delivers lasting change to families and communities.

CARE’s work to support girls and women like Jennifer, Zeba, Viliaze and their families would not be possible without the vision and generous support of our partners, big and small. When we say CARE empowers girls, women and their families by offering the tools they need to lift themselves and their communities out of poverty, we are always aware that our supporters are empowering us.

Visit care.org/ar where you will find many more inspiring stories about our work during the past year, along with video interviews and additional photos of the memorable people featured in this report.
Jennifer is an 8-year-old girl in Ghana’s rural Ashanti region. Nana is an 88-year-old village chief. Jennifer doesn’t know what CARE is or what we do. But she’s surrounded by adult family members, village leaders and school officials who, through their work with CARE, have committed themselves to keeping Jennifer in school. One of those people is Nana, who since connecting with CARE goes door to door to talk to parents of girls about the importance of education. He also enforces truancy rules, fining parents who don’t send their girls to school. Across the area where Jennifer lives, CARE has helped boost school attendance for girls by more than 50 percent by explaining to parents and community leaders that educating girls is an investment that pays long-term economic, health and social dividends to families and communities.

Visit care.org/ar to see a video interview with Chief Nana and Jennifer.
Zeba is a 20-year-old mother in Sarai Mihir, India. Despite the nearby presence of
a maternity hospital, Zeba’s first pregnancy ended in miscarriage after she and her
family failed to recognize the signs of a complicated pregnancy — signs that would
have almost any woman in the developed world calling her doctor or an ambulance.
In Zeba’s town, women’s freedom of movement outside the home is severely
limited, which results in a very high rate of maternal health problems because
women simply aren’t seeing doctors. CARE is driving down the rate of maternal
health complications and death in the community by reaching out to traditional
authority figures, mothers-in-law and husbands. CARE is appealing to their desire
to have healthy families by challenging damaging taboos that prevent women from
seeing doctors and discourage men from helping to care for their children.

SKILLED HEALTH WORKERS LEAD TO A
54% REDUCTION
IN MORTALITY AT BIRTH

Visit care.org/ar to learn more about how CARE engages men and boys in our work to empower girls and women.
When CARE arrived in Madagascar’s Ankilimitraha village to introduce a program to help hungry farmers boost their productivity and save money, Vilazee almost missed the meeting. Born with a birth defect considered a divine curse in local culture, her fellow villagers asked her to stay out of sight because a visitor was in town. CARE’s staff found her and invited her to join CARE’s Village Savings and Loan Association. Through her VSLA, Vilazee’s neighbors discovered what her children had known for years, that’s she’s thrifty and resourceful — great traits for a small merchant in a poor town. With modest loans from the group, she began opening small businesses: first by buying sugar and salt at a distant market and selling it in her village for a profit. Then she opened a successful food stand by the side of the road. Vilazee says her income has increased fivefold because CARE gave her the tools to make her hard work pay big dividends.

Visit care.org/ar to watch a video about how CARE is fighting poverty and improving resilience in Madagascar.
We are proud to serve people by delivering lasting change to the world’s poorest communities. We are also proud of and extremely grateful for the trust placed in us by compassionate partners and donors. It is their generous support that makes our work possible.

Through Gap Inc.’s Personal Advancement and Career Enhancement (P.A.C.E) program, CARE provides female garment workers with foundational life skills and education in Bangladesh, Cambodia, Indonesia and Vietnam. Gap Inc. also provided generous support to CARE through the Give Twice holiday gift card program.

In 2013 Cargill renewed its global partnership with CARE to help farmers and their families in developing countries increase their productivity and incomes, improve food security in their communities and better educate their children. The 3-year, $7.5-million partnership builds on the success of the Rural Development Initiative, a 5-year, $10-million initiative launched in 2008 that reached more than 100,000 people in Brazil, Côte d’Ivoire, Egypt, Ghana, Guatemala, Honduras, India and Nicaragua. The program helped more than 42,000 children complete primary school, enabled 27,000 farmers and their families to increase their incomes and improved the health and nutrition of 30,000 children.

Johnson & Johnson and CARE work together to provide water, improve sanitation and hygiene practices, and support other environmental activities for primary school students in Ethiopia’s South Gondar zone. Johnson & Johnson also partners with CARE in Malawi to increase the effectiveness of HIV/AIDS behavior-change interventions among poor women by integrating these activities with financial education and savings programs.

Launched in 2008, the CARE-WWF Alliance aims to improve the lives of the poor while restoring healthy and resilient ecosystems. Building on lessons learned from the development and conservation communities, the alliance addresses the root causes of poverty and environmental degradation beyond geographic and political boundaries. Since its launch the alliance has helped more than 10,000 households in East Africa and has worked with the government of Mozambique to develop a 4,020-square-mile marine reserve that has helped local fish stocks rebound.

The Nike Foundation and CARE worked together in Burundi to reach more than 12,000 marginalized girls with the Ishaka (Courage for the Future) project, which empowered girls economically and socially through Village Savings and Loan Associations, small business development, reproductive health and rights interventions. In Ethiopia, CARE and Nike Foundation’s TESFA (Towards Improved Economic and Sexual/Reproductive Outcomes for Adolescent Girls) project has reached more than 5,000 married, widowed or divorced girls in South Gondar and is helping to prevent early marriage by addressing its underlying causes.
The Bill & Melinda Gates Foundation has been a vital CARE partner since 2001, supporting programs in food security, health equity, water and sanitation, emergency response, women’s empowerment, advocacy, and livelihood development. The Gates Foundation supports Pathways, CARE’s initiative to help women farmers in Bangladesh, Ghana, India, Malawi, Mali and Tanzania improve livelihoods and food security for themselves and their families. CARE is the lead partner in the Integrated Family Health Initiative or the Ananya, a 5-year effort in the Indian state of Bihar that aims to transform public health and nutrition services. The foundation has contributed emergency response support in Bangladesh, Bolivia, the Horn of Africa, Indonesia and Niger, as well to the Learning Tours program, through which CARE raises awareness about the positive reach and scope of U.S. development assistance.

The Howard G. Buffett Foundation is a key supporter of CARE’s partnership in the Global Water Initiative, currently in its second phase. The Foundation’s commitment to innovation allows CARE to maximize our effectiveness and deliver lasting change in the area of water and agriculture.

The Ford Foundation supports CARE’s leadership within Girls Not Brides USA, a program to assist women and adolescents by supporting research to address gender issues and combat the practice of child marriage. In addition its support drives a dynamic partnership with CARE Egypt for governance and community development work for citizen rights.

Conrad N. Hilton Foundation is a strong supporter of CARE’s early childhood development programs in Mozambique, with a focus on helping young children living in communities affected by HIV/AIDS. The Hilton Foundation has been instrumental in CARE’s work at the country level to promote early childhood development and assist people affected by the global HIV/AIDS epidemic.

The Sall Family Foundation supports groundbreaking programs focused on conservation agriculture in Mozambique and Nepal, maternal health in Malawi and nutrition in Bangladesh, Indonesia, Nicaragua, Peru and Sierra Leone. These programs, which include support for the CARE-WWF Alliance, recognize the connections between development and conservation and are helping set the stage for future international development work.

Dubai Cares provides significant support for CARE’s education projects in Africa, the Middle East and Asia. Based in the United Arab Emirates, its support for critical water and sanitation projects in schools has challenged and improved the way CARE thinks about education for children in the developing world.

Reach Out to Asia (ROTA), based in Qatar, supports CARE’s education projects in Pakistan and Afghanistan. ROTA’s close collaboration with local partners and communities ensures that children have sustainable access to high-quality primary and secondary education.
The Thomas Lyle Williams Charitable Trust has donated more than $100 million to CARE, making it our largest-ever individual donor. Every dollar the trust has donated to CARE has gone to our flexible account, what today we call our Impact Fund. Donations to CARE’s Impact Fund are not restricted to any one program or country. The Impact Fund allows us to quickly direct resources, delivering lasting change to people who need it most. It allows CARE to prepare for emergencies and respond to them swiftly. It enables us to develop innovative poverty fighting programs, continue successful ones after their dedicated funding runs out and measure our impact. The Impact Fund also supports CARE’s core operations and administration, and allows us to secure large gifts from donors who require CARE to match their contributions.

Alston Parker Watt is executive director of the Williams Family Foundation and trustee of the Williams Trust. She is the great-granddaughter of Thomas Lyle Williams, Sr., founder of Maybelline Cosmetics. “He watched his sister Mabel getting ready to go out and she was putting Vaseline on her eyelashes to make her eyelashes stand out,” Watt says of the ‘aha’ moment that inspired him to invent modern mascara. “He got together with a chemist and came up with a formula and started selling Maybelline Mascara.”

Williams made generous contributions to CARE during his life and, upon his death, named CARE a beneficiary of a trust in perpetuity. “Because of this gift, our family has always stayed connected to CARE,” Watt says. “CARE’s story and its mission were just part of what we knew.”

Watt, who holds a master’s in health science from Johns Hopkins Bloomberg School of Public Health, further deepened her family’s close relationship with CARE when she joined the staff, first in Haiti, then in Bangladesh. “I saw on a countrywide, systemic level that CARE was bringing lasting change,” Watt says. “Even separate from my family’s relationship with CARE, I think I would always be committed to the work of CARE.” Knowing CARE from the inside has only deepened Watt’s appreciation for the trust’s stipulation that it donate exclusively to CARE’s flexible fund.

“I think he chose to do that because he had faith and confidence in the organization,” she says. “After working for CARE, and now being on this trust, I know CARE really is making a difference and they really are about making systemic change.”
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Fixey
Otto L. and Lesene B. Forchheimer
Angela Forrest
Estate of Allan D. Foster
Anonymous
Estate of Joan Joyce Fox
Sibyl Frankenbourg and
Steven Kessel
Edward H. and Catharine Friend
George and Dorothy Fristak
GE Foundation
Todd and Tracey Guffey
Anonymous
Nabeel K. Gareeb
Adam P. and Carol Geballe
Dorthe M. Gilbin and
David B. Bubbard
Anonymous
James P. Glaser
Goldman Sachs Gives
Estate of Zane Goldmark
Cornell University Foundation
Anonymous
Alexander B. Cummings
D&B
Achoke K. and Diane E. Das
Estate of Louis B. Dassa
Estate of Harold Davis
Anthony T. and Lawrie Dean
Dickenstein Shapiro
Shirley A. and Terry Dodson
Donovan Family Fund
Charlene Doughtery
Pauline Dunlynson
Frank Durham
Ann P. Dusches
Robert J. and Kimberly W. Eck
Dr. Bart D. Ehrman
The Ellis Foundation Inc.
Anonymous
eMarketier Inc.
Ernst & Young LLP
Scott C. and Elizabeth P. Evans
Herbert and Shirley Feitler
James W. and Tammy G. Felt
Estate of John S. Foel
Fixey
Suzanne B. Hayes
Anonymous
Frank R. and Marian R. Hellingen
Nicholas S. and Susan D. Hellingen
Wes Hoppler
Mark Herlache
Estate of Lamoine Hill
Hoag Family Charitable Foundation
Creighton G. and
Andrea C. Hoffman
Erie Helm
William Holmes
Robert Horsowitz
Edward T. Hourigan
Irrevocable Trust
Winnifred Howard Unitrust
Estate of Wallace Howlett
Anonymous
David L. and Sara E. Hunt
The Hyde Foundation
IBM Employee Services Center
Rinaldo Ignagni
The Irving Foundation Inc.
S. Neville and Pamela A. Iseid
Estate of Olive Jagodinsky
Paul J. and Deborah K. Jansen
Richard J. and Involta V. Jessup
Jewish Community Foundation
Los Angeles
Jewish Federation Of Greater
Atlantic Inc.
Richard P. Johnson and
Sharon V.agar
Eric Jorgensen
Robert S. and Nancy J. Joslin
Jay and Susan Jostyn
Michael and Nancy G. Kaelin
Paul B. and Jaseve Kavanagh
Michael and Carol Kavney
Kellice Fund
John J. and Nancy Kelly
Kevin J. and Pamela M. Kelly
Richard C. and Gloria K. Kerns
Kurt N. Kimber and
Angela Wyatt
Chris A. and Patty Kindred
Joshua Klayman
Emery N. and Karen Koering
Kramer & Alfonso, PC
Jane Kristof
Ronni S. Lapidote
Richard C. and Kathryn M. Leded
Koheyoe Lee
Pauline P. Lee
Elizabeth A. Lefman Trust
Li & Fung (1986) Foundation
Danis F. and Jo A. Lissowski
The Little Family Foundation
The Lubert Family Foundation
Stephen J. Lynton
William R. Maguire
Thomas E. and Gael G. Malouk
Joseph and Laure A. Manino
Joseph and Linda Marthens
Maurice Marciano Family
Foundation
Richard A. and Kim Marin
Paul Marin
John W. Mason
Brian K. and Anne S. Mazur
Peter D. Bell was an unwavering champion for social justice and the rights of the world’s poor. As President and CEO of CARE from 1995 to 2006, he led CARE’s shift to treating the causes of poverty along with its symptoms. He will be remembered for his passion, kindness and a vision that continues to inspire us.
CARE USA is lead member for countries printed in italics.

To coordinate operations, one member of CARE International is designated “lead member” for each country.

CARE International Members

- India* (full member since November 2013)
- Peru**

CARE International Affiliate Members

- India* (full member since November 2013)
- Peru**

CARE International Members

- Austria
- Australia
- Canada
- Denmark
- France
- Germany-Luxembourg
- Japan
- Netherlands
- Norway
- Thailand**
- United Kingdom
- United States

CARE International Secretariat

- Geneva, Switzerland
- Brussels, Belgium
- New York, United States

Sub-offices

- Czech Republic (of CARE Austria)

To coordinate operations, one member of CARE International is designated “lead member” for each country. CARE USA is lead member for countries printed in italics. ** CARE Peru and CARE India were Affiliate Members of CARE International in FY13. In November 2013, CARE India became a full member of CARE International; CARE Peru maintains affiliate status.

CARE's mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources and experience, we promote innovative solutions and are advocates for global responsibility.

We facilitate lasting change by:

- Influencing policy decisions at all levels
- Delivering relief in emergencies
- Strengthening capacity for self-help
- Promoting learning and performance excellence to the highest levels of learning and performance to achieve greater impact.

We act consistently with CARE’s mission, being honest and transparent in what we do and say, and accept responsibility for our collective and individual actions.

We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security. CARE will be a global force and a partner of choice within a worldwide movement dedicated to ending poverty.

We will be known everywhere for our unshakable commitment to the dignity of people.

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**CARE USA BALANCE SHEET**

For the year ended June 30, 2013 in thousands

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$64,021</td>
<td></td>
</tr>
<tr>
<td>Restricted cash</td>
<td>2,996</td>
<td></td>
</tr>
<tr>
<td>Investments, at fair value</td>
<td>143,532</td>
<td></td>
</tr>
<tr>
<td>Receivables, net</td>
<td>93,743</td>
<td></td>
</tr>
<tr>
<td>Microfinance loans receivable, net</td>
<td>6,113</td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td>6,382</td>
<td></td>
</tr>
<tr>
<td>Deposits and other assets</td>
<td>61,817</td>
<td></td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>21,410</td>
<td></td>
</tr>
<tr>
<td>Trusts held by third parties</td>
<td>114,761</td>
<td></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$514,775</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$40,430</td>
<td></td>
</tr>
<tr>
<td>Program advances</td>
<td>110,515</td>
<td></td>
</tr>
<tr>
<td>Liability for split interest agreements</td>
<td>17,774</td>
<td></td>
</tr>
<tr>
<td>Benefits accrued for employees</td>
<td>30,610</td>
<td></td>
</tr>
<tr>
<td>Subsidiary loans payable</td>
<td>21,410</td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>224,506</strong></td>
<td></td>
</tr>
<tr>
<td>Net assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>62,430</td>
<td></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>95,086</td>
<td></td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>132,753</td>
<td></td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$514,775</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATING SUPPORT AND REVENUE</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$52,393</td>
<td>$62,629</td>
<td>$9</td>
<td>$115,031</td>
</tr>
<tr>
<td>CARE International</td>
<td>147,247</td>
<td>167,247</td>
<td>262,278</td>
<td></td>
</tr>
<tr>
<td><strong>Total private support</strong></td>
<td><strong>199,640</strong></td>
<td><strong>62,629</strong></td>
<td><strong>9</strong></td>
<td><strong>262,278</strong></td>
</tr>
<tr>
<td>Government and other support</td>
<td>U.S. government</td>
<td>139,664</td>
<td>139,664</td>
<td></td>
</tr>
<tr>
<td>Host governments</td>
<td>11,951</td>
<td>11,951</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>60,100</td>
<td>60,100</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total government and other support</strong></td>
<td><strong>211,715</strong></td>
<td></td>
<td></td>
<td><strong>211,715</strong></td>
</tr>
<tr>
<td><strong>OPERATING SUPPORT AND REVENUE</strong></td>
<td><strong>487,397</strong></td>
<td><strong>62,629</strong></td>
<td><strong>9</strong></td>
<td><strong>489,581</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>Emergency</td>
<td>81,711</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>9,639</td>
<td>9,639</td>
</tr>
<tr>
<td>Development</td>
<td>362,685</td>
<td>362,685</td>
</tr>
<tr>
<td>Public information</td>
<td>4,744</td>
<td>4,744</td>
</tr>
<tr>
<td><strong>Supporting activities</strong></td>
<td><strong>362,685</strong></td>
<td><strong>4,744</strong></td>
</tr>
<tr>
<td>Fund raising</td>
<td>22,154</td>
<td>22,154</td>
</tr>
<tr>
<td>Management and general</td>
<td>33,155</td>
<td>33,155</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>514,088</strong></td>
<td></td>
</tr>
</tbody>
</table>

| OPERATING EXPENSES OVER SUPPORT AND REVENUE | (26,691) | 2,175 | 9 | (24,507) |

<table>
<thead>
<tr>
<th>OTHER NONOPERATING CHANGES IN NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Minority interest in subsidiary income</td>
<td>1,726</td>
<td>1,726</td>
</tr>
<tr>
<td>Foreign exchange gain/(loss)</td>
<td>(3,757)</td>
<td>(3,031)</td>
</tr>
<tr>
<td>Actuarial gain/(loss) on annuity obligations</td>
<td>(1,263)</td>
<td>(1,263)</td>
</tr>
<tr>
<td>Actuarial gain/(loss) on split interest agreements</td>
<td>(23)</td>
<td>(23)</td>
</tr>
<tr>
<td>Net realized and unrealized gain/(loss) on investments</td>
<td>4,167</td>
<td>4,673</td>
</tr>
<tr>
<td>Increase/(decrease) in value of trusts held by third parties</td>
<td>7,682</td>
<td>7,682</td>
</tr>
<tr>
<td>Net change in pension liability</td>
<td>349</td>
<td>349</td>
</tr>
<tr>
<td><strong>Total other nonoperating changes in net assets</strong></td>
<td><strong>1,199</strong></td>
<td><strong>7,682</strong></td>
</tr>
</tbody>
</table>

| Net assets, beginning of year | 87,922 | 88,112 | 125,062 | 301,096 |
| Net assets, end of year | $62,430 | $95,086 | $132,753 | $290,269
CARE USA STATEMENTS FUNCTIONAL EXPENSES
For the year ended June 30, 2013 in thousands

<table>
<thead>
<tr>
<th>PROGRAM ACTIVITIES</th>
<th>SUPPORT ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency</td>
<td>Rehabilitation</td>
</tr>
<tr>
<td>Personnel costs</td>
<td>$17,531</td>
</tr>
<tr>
<td>Professional services</td>
<td>1,779</td>
</tr>
<tr>
<td>Equipment</td>
<td>1,786</td>
</tr>
<tr>
<td>Materials and services</td>
<td>17,016</td>
</tr>
<tr>
<td>Travel and transportation</td>
<td>6,429</td>
</tr>
<tr>
<td>Occupancy</td>
<td>2,097</td>
</tr>
<tr>
<td>Financing/depreciation/ miscellaneous</td>
<td>844</td>
</tr>
<tr>
<td>Grants/subgrants</td>
<td>22,077</td>
</tr>
<tr>
<td>Agricultural commodities/contributions in kind</td>
<td>12,152</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$82,711</td>
</tr>
</tbody>
</table>

CASH FLOW FROM OPERATING ACTIVITIES

Changes in net assets $ (10,827)

- Adjustments to reconcile change in net assets to net cash used in operating activities
  - Depreciation and amortization $5,954
  - Provision for subsidiary microfinance loan losses $2,395
  - Net realized and unrealized loss (gain) on investments $8,840
  - Actuarial loss (gain) on annuity obligations $1,263
  - Actuarial loss (gain) on split interest agreements $23
  - Decrease (increase) in value of trusts held by third parties $ (7,682)

- Changes in assets and liabilities
  - (Increase) decrease in receivables $ (57,765)
  - (Increase) decrease in inventory $17,251
  - (Increase) decrease in deposits and other assets $ (28,753)
  - Increase (decrease) in accounts payable and accrued expenses $23,800
  - Increase (decrease) in program advances $28,290
  - Increase (decrease) in benefits accrued for employees $1,043
  - Net cash used in operating activities $ (13,272)

CASH FLOW FROM INVESTING ACTIVITIES

- Purchases of investments $ (163,618)
- Proceeds from sales of investments $204,621
- (Increase) decrease in restricted cash $2,007
- Purchases of property and equipment $ (2,912)
- Proceeds from sales of property and equipment $341
- Net cash provided by investing activities $40,439

CASH FLOW FROM FINANCING ACTIVITIES

- (Increase) decrease in microfinance loans receivable $6,616
- Increase (decrease) in subsidiary loans payable $4,074
- Increase (decrease) in minority interest in subsidiary $ (1,010)
- Payments to gift annuitants $ (2,119)
- Increase (decrease) in liability for split interest agreements $108
- Net cash provided by in financing activities $7,669

NET CHANGE IN CASH AND CASH EQUIVALENTS $14,836

- Cash and cash equivalents, beginning of year $49,185
- Cash and cash equivalents, end of year $64,021

Supplemental cash flow information:

- Noncash contributions $19,224
- Cash paid for interest $1,488

For the year ended June 30, 2013 in thousands

But auditors have expressed an unqualified opinion on our June 30, 2013 consolidated financial statements. These financial statements include associated notes that are essential to understanding the information presented herein. The full set of statements and notes is available at CARE USA’s website, www.care.org, and a printed copy may be obtained from CARE USA.
HELP CARE DELIVER LASTING CHANGE

ADVOCATE
JOIN THE CARE ACTION NETWORK TODAY AND WORK ALONGSIDE CARE IN THE GLOBAL MOVEMENT TO DELIVER LASTING CHANGE TO SOME OF THE WORLD’S POOREST COMMUNITIES. CARE.ORG/GET-INVOLVED.

DONATE
HELP CARE DELIVER LASTING CHANGE BY VISITING CARE.ORG AND MAKING A TAX-DEDUCTIBLE CONTRIBUTION.
DONATE BY PHONE AT 1-800-521-CARE (2273).
DONATE BY MAIL TO: CARE, GIFT CENTER, PO BOX 7039, MERRIFIELD VA 22116-9753.

FUTURE GIFTS
HELP CARE DELIVER LASTING CHANGE THROUGH A BEQUEST. CONTACT PLANNED GIVING AT 1-800-752-6004 FOR INFORMATION ON INCLUDING CARE IN YOUR ESTATE PLANS.

JOIN THE CONVERSATION
FACEBOOK.COM/CAREFANS
FOURSQUARE.COM/CARE
PLUS.GOOGLE.COM/+CARE
INSTAGRAM.COM/CAREORG
LINKEDIN.COM/COMPANY/CARE
PINTEREST.COM/CAREORG
TWITTER.COM/CARE
YOUTUBE.COM/USER/CAREUSA

EXECUTIVE TEAM

Helene D. Gayle
President and Chief Executive Officer

Jonathan Mitchell
Chief Operating Officer

Peter Buijs
Chief Financial Officer and Vice President, Finance and IT

Carol Hudson
Director of the Executive Office and Secretary of CARE’s Board of Directors

Lee Taifaferro (Toll) Love
Vice President, Individual Fundraising and Marketing

Abby Maxman
Vice President, International Programs and Operations

Nick Osborne
Vice President, Program, Partnerships, Learning and Advocacy

Patrick Solomon
Vice President, Human Resources

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President and Chief Executive Officer
Helene D. Gayle
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Bruce Tully
Treasurer
Alexander Cummings
Secretary
Carol Hudson
President Emeriti
Peter D. Bell (1940-2014)
Philip Johnston

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Joanne Bradford
Head of Partnerships
PINTEREST

Martha Brooks
Former President and Chief Operating Officer
NOVELIS INC.

Eduardo Castro-Wright
Retired Vice Chairman
WALMART

Gilles Concorde
President and Founder
TITAN FOUNDATION

Susan Crown
Vice President
HENRY CROWN AND COMPANY

Alexander B. Cummings
Executive Vice President and Chief Administrative Officer
THE COCA-COLA COMPANY

W. Bowman Cutter
Senior Fellow & Director, Economic Policy Initiative
ROOSEVELT INSTITUTE

Helene D. Gayle
President and Chief Executive Officer
CARE

Leila Janah
Founder and Chief Executive Officer
SAMASOURCE

Paul J. Jansen
Director Emeritus
MCKINSEY & COMPANY

Musimbi Kanyoro
President and Chief Executive Officer
GLOBAL FUND FOR WOMEN

Dean C. Kohler
Managing Partner
TRIMARAN CAPITAL PARTNERS

Emery Keong
Vice Chairman and Chief Risk Officer
CARGILL INC.

Richard A. Marin
President and Chief Executive Officer
NEW YORK WHEEL LLC

Doris Meissner
Senior Fellow and Director
MIGRATION POLICY INSTITUTE

Randall E. Pond
Executive Vice President
CADO SYSTEMS

Virginia Sall
Co-founder
SALL FAMILY FOUNDATION

Ranvir K. Trehan
Chairman
TREHAN FOUNDATION

Bruce C. Tully
Managing Director
BEGUDE VENTURES LLC

William D. Unger
Partner Emeritus
MAYFIELD FUND

Deirdra Wager
Owner
DJW TECHNOLOGIES LLC

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Vice President, Program, Partnerships, Learning and Advocacy

Patrick Solomon
Vice President, Human Resources

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