Looking back on 2010, we’re moved by the resilience and resourcefulness of the people CARE works with around the globe – not only the people we serve, but also our diverse network of partners and supporters.

As an example, one of our biggest challenges last year was the response to the devastating January 12, 2010 earthquake in Haiti. Our teams saved countless lives by quickly delivering food, clean water, temporary shelter and other essential services to 290,000 people. And in the midst of this massive emergency, we developed a comprehensive, five-year plan to assist Haitians as they rebuild their lives and communities. The goal isn’t simply to rebuild, but to build back better in ways that help Haitians become less vulnerable to emergencies and disasters.

Our long-term strategy in Haiti, and in the 87 countries around the world where CARE works, is informed by the understanding that when you empower a person in one area of his or her life, it inevitably has a ripple effect into other areas and into the lives of those around them. In the pages of this report, you’ll clearly see that principle at work in an inspiring story about the women of Niger.

In 1991, CARE introduced village savings and loan associations throughout Niger to teach small groups of women in remote villages to save and loan money to one another. The program was so successful, it quickly transcended its beginnings as a microfinance program and became a national movement whose leaders have taken on powerful roles in Nigerien government and civil society. Their story is a compelling illustration of how interwoven seemingly different areas of our work can actually be.

Of course, it’s impossible to talk about interconnectedness and interdependence without acknowledging our partners. CARE is only as strong as the partners and donors who support us. Simply put, CARE would not have been able to reach more than 82 million people in 905 projects in 87 countries without your generosity and commitment. We’re always immensely grateful to our partners and supporters, but doubly so in these times of widespread economic difficulty.

Thank you for helping people in the world’s poorest communities LIVE, LEARN, EARN and LEAD. Your support has made a difference in the lives of millions of people.
Not every breeze becomes a storm, but every storm begins with a breeze.

In meteorology there’s a phenomenon known as the butterfly effect. It means a tiny variation in today’s weather can trigger a chain reaction that leads to a large weather event several days later in a far-distant location. A soft breeze in the Sahara Desert can set off a string of events that, three weeks later and 7,000 miles away, triggers heavy rainfall in Mexico.

CARE doesn’t predict weather. Nevertheless, we understand the butterfly effect. Our 66 years of experience makes clear that when we support a pregnant mother through the safe delivery of her healthy child, foster a young girl’s education or provide women in remote villages with access to financial services, we’re setting off millions of little chain reactions that, over time and distance, make a big difference.

We call our butterfly effect LIVE LEARN EARN LEAD. It means our programs work in concert, giving people opportunities to fulfill their personal potential and to reinvest their own success in their families and communities.

That reinvestment by girls and women is the key. Our experience has shown us they are the most powerful agents of change in their communities. Given the opportunity to LIVE, LEARN and EARN, girls and women LEAD those around them to do the same. LIVE LEARN EARN LEAD is more than a path forward. It’s also a cycle of virtue.

It really isn’t hard to grasp the idea that helping someone improve one area of her life will have a beneficial ripple effect throughout other areas of her life and the lives of those near her. Just think of your own life.

Does good health help or hinder your ability to work productively and provide for your loved ones? Does having a quality education or job training improve or hurt your career prospects? Does having a steady, reliable income help or hinder your access to quality health care? Does being secure in your personal life make it easier or harder to engage the world around you?

To tell the story of CARE in 2010, this report shares three stories about girls, women and men. Engaged by CARE in one area of their lives, a LIVE LEARN EARN LEAD chain reaction took place. Their lives, and the lives of people in their families and communities, were transformed for the better in ways that can’t be measured completely in a spreadsheet or a summary report.

Two stories are typical of CARE’s work. The other is an extraordinary example of how small change (literally and figuratively) can fundamentally alter a society. All three are examples of butterflies flapping their wings and causing a storm.
CARE’s Sure Start maternal health program in India trains health providers to work in their communities and coaches men striving to be better husbands and fathers.
Ramkishore’s wife, Meeta, became pregnant with their second child when their first daughter was just four months old. Ramkishore and Meeta live in Madhopur, a village in Uttar Pradesh, one of India’s least developed states.

With an infant in her arms, another on the way and a heavy load of daily household chores, Meeta quickly grew weak and ill with exhaustion. Ramkishore did not help with chores. In Madhopur, household tasks are deemed “woman’s work.” Men seldom lend a hand around the house and often taunt other men who do.

A social worker in the village noticed how weak and tired Meeta looked and invited her and Ramkishore to attend one of CARE’s maternal health meetings. The gatherings foster an atmosphere of openness, allowing couples to discuss intimate details of their relationships. The goal is to improve the health and wellness of people in the village through communication, education, family planning and the promotion of marital harmony.

Ramkishore’s eyes were opened during these maternal health meetings. He didn’t realize he was placing a burden on Meeta by not doing household chores or taking care of their daughter. He simply didn’t understand the physical and emotional challenges that accompany pregnancy. Once he understood what Meeta was going through, he enthusiastically committed himself to helping her. Ramkishore and Meeta say their marriage moved into a fresh, more satisfying chapter through their work with CARE. He began doing household chores, encouraged Meeta to eat more and began spending more time with their infant daughter so Meeta could rest. They even began going on walks together in the village – something they had never done.

Ramkishore was so moved by the profound and positive transformation in his home, that he began sharing his knowledge with other men in the village, organizing theater performances and film screenings to foster discussions of social issues. Understanding his wife’s needs turned him into an activist for the equality and well-being of all women.

Despite his worries, men in the village haven’t taunted Ramkishore for his new attitude. The only person who objected to the new Ramkishore was his own mother. At first she was ashamed he was doing what she perceived as woman’s work. He changed her mind by asking her to imagine her own daughter’s husband helping out around the house as much as he did. She couldn’t deny she would feel happy for her daughter to have the help.

Meeta gave birth to a healthy baby boy. She says she plans to use the family planning opportunities presented to her by CARE to ensure that any future pregnancy will occur at a time of her choosing. Ramkishore fully supports this choice and vows to continue speaking to men in the community about the importance of treating their wives with kindness, dignity and respect.
When CARE opened the first-ever girls’ school in Mali Khail, Afghanistan, it kindled the dreams of Malalai, a 13-year-old girl who had given up dreaming of her future.

“For the first time, a window of brightness and hope was opened for our village girls,” Malalai says. “All girls in our community started going to school.”

All the girls except Malalai. A bomb blast had recently killed Malalai’s father. While her friends enrolled in school as soon as it opened, Malalai was forced to stay home, apprenticed to her seamstress mother. Malalai’s mother knew her daughter wanted to go to school, but she was afraid to let her go. Without Malalai’s help, she feared she would not earn enough to feed herself and her four children.

Malalai respected her mother’s wishes, but she refused to give up. She fundamentally understood that her education could benefit the entire family.

“My mother had problems with writing the sizes of customers’ clothes. She asked literate people in the village to help her, but often couldn’t find anyone. I convinced her that, if I could go to school, I would learn to help her to write clothes sizes correctly.”

With that promise, Malalai’s mother let her attend school. The results were almost immediate. Malalai quickly learned to read, write and solve math problems. She now helps her mother’s business by writing down order sizes and by doing the family bookkeeping. Malalai learned more, and her family now earns more.

Malalai’s mother was so impressed with how her daughter’s education improved their lives, she’s trying to share that success. She has become a local activist for girls’ education – encouraging families in the village to send their girls to school and discouraging the forced early marriage of their daughters so these young women can stay in school longer.

Rescued by education from life as an illiterate seamstress’s apprentice, Malalai plans to share her good fortune with her family and community. “I want to be a teacher, to serve my community and support my family economically. I proudly say I am one of the most talented students in my class. It’s because of CARE that I am what I am.”
CARE supports 300 schools in Afghanistan educating 22,295 students, two-thirds of them girls. CARE trains teachers and staff in the communities where they live to ensure that the long-term existence of these schools doesn’t depend on CARE’s presence.
Though CARE continues to deliver emergency relief to communities facing urgent needs, our experience has taught us that the best way to alleviate long-term poverty is by offering people tools to lift up themselves and their communities. In 1991, CARE began teaching small groups of women in Niger how to boost their household income by saving and loaning their own money to each other. The program has paid huge dividends – only some of which show up on a bank ledger.

This is the story of those amazing women.
Mamata Tinou is an unlikely bank executive. A widow who supports her mother and eight grand-nieces and -nephews, she and her family were struggling to survive when CARE first met her in Niger 14 years ago.

Yet these days she serves as president of a booming village savings and loan network in tree-shaded Genki, an hour downstream on the Niger River from the capital, Niamey. Like other women in the group she contributes to the program with her own savings, borrows to fund her own entrepreneurial ventures and loans money to other women in her village to do the same. The result: empowered women on the road to self-sufficiency whose financial success has already made lasting change in their communities.

CARE, which brings savings-led financial services to more people in Africa than any other international non-governmental organization, founded the Mata Masu Dubara (MMD) microsavings program in Niger 20 years ago. Today it serves as a model for CARE’s other microsavings programs around the world.

Mata Masu Dubara is a Hausa phrase. It means “women with ingenuity” or “women on the move,” depending on whom you ask. Spend some time with Mamata and other women who have participated in the program and both translations ring true.

MMD teaches women with no access to conventional financial services how to save and loan money to each other. CARE’s financial services programs are savings-led. New members begin by taking literacy and finance classes. Then they contribute as little as 100 CFA, or 20 U.S. cents, to a savings box during a weekly meeting. At those same meetings, groups decide how these savings are loaned to one another.

To watch a video interview with Mamata Tinou, scan this QR code with your smartphone or visit http://youtu.be/rTP_drntW6c.
Typically, members borrow money to invest in items that generate income. A loan for seeds, for example, can be repaid with money earned by selling the resulting grain. Since the loans are secured by savings, people who take loans aren’t saddled with unmanageable debt. CARE’s quarterly analysis of our microsavings program loans shows repayment rates across Africa exceed 99 percent.

Mamata’s first loan paid for gasoline that she sold by the side of the road that passes through Genki. In 2005, Mamata joined village savings and loan leaders from around Niger for a CARE seminar on animal husbandry. When Mamata returned to Genki, she taught her fellow villagers what she’d learned. Together they took loans to buy young animals, nurtured them until they grew large and then sold them at a profit. Before CARE’s village savings and loan program came to Genki, Mamata and her neighbors didn’t understand the concept of investing in livestock for profit. In fact, they didn’t understand the concept of profit.

Mamata and others credit CARE for introducing a sustainable financial services system that creates ripple effects of success in their families and communities. As Mamata and her fellow villagers continued to save and loan money to fund small enterprises, the village’s savings began to swell with money earned from accrued interest. Unlike microfinance programs that enlist for-profit outside lenders, interest earned by CARE’s microsavings programs stays in the village where it originates. With 160 U.S. dollars earned from interest on repaid loans, Genki’s MMD network was able to build the village’s first cereal bank, arguably the most important public building that a village in rural Niger can have. A cereal bank protects grain from the elements and pests.

In recent years, MMD’s power to transform entire communities in Niger was proven in spades. In 2005, a drought led to a crippling food shortage and mass starvation. A food crisis again struck Niger last year, but this time villages like Genki endured it, thanks to cereal banks, healthy and plentiful livestock, and savings accounts – all life-saving ripple effects of Mata Masu Dubara.

Neighbors have rewarded Mamata for her stewardship of her local village savings and loan group by putting her in charge of the federation of savings and loan groups in surrounding villages. She was also elected to serve on her community council, becoming the first woman from her village to serve in elected government. Since then, several other women in her community have run for office.

And the ripple effects continue. Mamata’s grand-nieces and -nephews are in school. They are the LIVE LEARN EARN breeze that will LEAD the next generation’s storm.
Through their hard work, thrift and financial savvy, the women of CARE’s village savings and loan program in Niger have transformed their communities in lasting ways. In the town of Say, money from the savings groups financed the town’s first bakery (1) and bank (2). In Zabon Moussou, CARE’s village savings and loan program taught Hassia Habou how to read and keep a ledger – skills she now uses to help run the town’s pediatric clinic (3). In Danja, Kanai Garba (4) leads a network of village savings and loan groups and was elected to local office. And her granddaughters (5) help lead a junior village savings and loan association. They’re the LIVE LEARN EARN breeze that will LEAD the next generation’s storm.
2010 by the Numbers

CARE’s 905 poverty-fighting projects reached more than 82.2 million people in 2010, more than 22 million men and women with services and information to improve maternal health and 16.7 million people with services and information to improve sexual and reproductive health.

CARE provided more than 34.7 million children and their families with services and information to improve child health and nutrition.
CARE’s emergency response programs reached more than 6.5 million people last year, with special emphasis on the needs of the most vulnerable: women, children and the elderly.

CARE worked with governments and civil society organizations to help nearly 31 million people improve decision-making and policies in their communities.

Our nutritional support and sustainable agriculture initiatives improved food security for more than 9.8 million people.

CARE helped nearly 30 million people protect themselves from HIV, reduce the stigma associated with the illness and mitigate its negative economic impact.

Haiti

CARE delivered food, clean water, birth kits, sanitation, temporary shelter, mattresses, blankets, hygiene kits, kitchen sets and other services to more than 290,000 survivors of Haiti’s devastating January 12, 2010 earthquake.

We reached almost 19 million men and women with information and tools to promote gender equality and empower women.

CARE provided nearly 13 million people with improved access to school and quality education.

We helped nearly 15 million people adapt to climate change, improve bio-diversity, promote the sustainable use of natural resources and develop sustainable water management practices.

CARE helped more than 17.3 million people increase their household income through access to markets, financial services and diversification of their livelihoods.

in 87 countries reached more than half of whom are women.
Global policy advocacy is a key part of CARE’s strategy to fight poverty.

In 2010 CARE led 352 advocacy projects in 42 countries to improve health, alleviate hunger, empower women and address climate change.

At the U.N. Millennium Development Goals Summit, CARE committed $1.8 billion to meet MDGs four and five to improve child and maternal health by 2015.

CARE met with leaders from 13 countries and the European Union at the U.N. Framework Convention on Climate Change Conference, where more than 190 countries agreed to address climate change in poor countries.

The government of Bangladesh recommended implementing CARE’s maternal health programs nationwide to help 30 million women.
Global policy advocacy is a key part of CARE’s strategy to fight poverty.

40 meetings to discuss foreign aid were held with the Obama Administration, including staff from USAID, U.S. Treasury and the Department of State.

109 bipartisan co-sponsors in the U.S. House of Representatives and 43 in the U.S. Senate supported the International Protecting Girls by Preventing Child Marriage Act, due in part to CARE’s leadership on the issue. In a world where 60 million girls aged 15 to 19 are married, this movement is critical.

The CARE Action Network grew to 121,000 members in 2010, a 64 percent increase since 2008. On October 17 alone, 170 events were held across the U.S. to commemorate CARE’s National Day of Action.

CARE’s 2010 National Conference and Celebration gathered 900 CARE advocates, including 15 members of Congress. Meetings were held with 353 Congressional offices, including 98 of 100 Senators and 255 of 435 Representatives.

26 congressional offices attended a June briefing on maternal health and CARE’s successful work in Peru. The briefing was hosted by Rep. Kay Granger, R-Texas, after she went on a CARE Learning Tour of Peru. Other attendees included maternal health advocate Christy Turlington Burns, Washington strategist Anita McBride and former head of President’s Emergency Plan for AIDS Relief, Ambassador Mark Dybul.

75 co-sponsors supported the Global MOMS Act to improve U.S. assistance for maternal and newborn health. The bill was introduced by Rep. Lois Capps, D-Calif., during CARE’s National Conference and Celebration.
CARE’s strategic partners are crucial allies in the fight against global poverty.

Our multi-asset approach allows corporate partners to offer technical expertise and resources, develop business models that empower poor people and engage their customers and employees in supporting beneficial change. Our alliances with multilateral development banks, the U.S. government and academia offer policy influence, convening power and intellectual support. Our alliances with media and women’s groups raise awareness and generate support for CARE’s work.

Because of the Walmart Foundation’s three-year, $3,000,000 grant to economically empower women in Bangladesh, India and Peru, CARE is working with hundreds of women deeply affected by the 2004 tsunami in southern India. CARE offers leadership classes and technical training in cashew processing, as well as providing literacy and health education. Project participants and their families are now leading healthier, fuller lives.

CARE deepened partnerships in the agriculture, food and retail sectors to achieve enhanced profitability and amplified social impact.

Estée Lauder is partnering with CARE to increase economic opportunity for the vanilla farmers in Uganda. Vanilla is the signature ingredient in Estée Lauder’s new pureDKNY fragrance. The work will enable 1,500 smallholder farmers, most of them women, to participate in village savings and loan associations.

Through a five-year, $10 million partnership to improve the lives of rural families in seven countries, CARE and Cargill are tackling the issue of food security. In Egypt, Cargill bought soybeans produced by farmers’ cooperatives supported by CARE.
CARE launched a strategy to engage top colleges and universities as partners in key programs.

CARE took significant steps toward a multi-level partnership with Smith College for our girls’ leadership and education programs. We are engaging faculty in research, developing a long-term internship program and mobilizing the Smith community to advocate for women and girls worldwide. Beyond Smith, CARE initiated strategic partnership discussions with six universities in priority program areas.

CARE’s corporate partners leveraged multiple assets to benefit the poor.

General Mills increased its support for Join My Village, an innovative online marketing initiative that allows people to direct money to girls’ education and women’s microsavings programs in Malawi, by sharing stories, pictures and videos through social media.

As part of a multi-year, multi-million dollar gift that leverages its exemplary logistics tools and global enterprise, UPS ensured that 3 million people in need in Bangladesh had access to food. This was one of many critical, life-saving areas of support from UPS, which is working with CARE to bolster our emergency response and supply chain management activities around the world.

Key partners and women’s groups raised awareness and money for CARE’s work.

Meredith Corporation, whose magazines reach more than 75 million American women, supported CARE with advertising and editorial exposure worth more than $1 million.

Members and chapters of Alpha Kappa Alpha Sorority across the United States contributed more than $100,000 last year in support of CARE’s relief and rebuilding work in Haiti.

Girl Scouts of the USA and CARE launched The Power of Girls, an initiative to engage and mobilize girls in the U.S. around critical issues affecting girls around the world, with a focus on education and leadership.

35 women’s affinity group partners representing 4 million girls and women celebrated International Women’s Day with CARE.

CARE aligned business and development interests to leverage corporate partnerships through alliances with the U.S. government.

The Coca-Cola Company and USAID expanded their joint commitment to CARE via the Water and Development Alliance to bring safe water to communities in Mozambique in addition to the already existing projects in Morocco and Tanzania. The new project in Mozambique is a $950,000 commitment from The Coca-Cola Company and the USAID Africa Bureau.

With NetHope, Microsoft and Robertson Technologies, CARE started a pilot program in Kenya and Mozambique to use mobile phones and cloud computing services to strengthen public health systems, improve the quality of healthcare, detect HIV in newborn babies and help save lives by digitizing data and instantly transmitting critical test results via SMS text messaging.
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 India and CARE Peru are taking steps to become affiliate members of CARE International.

°CARE Germany-Luxembourg has offices in both Germany and Luxembourg.

Countries with CARE programming in FY10

1. Afghanistan
2. Angola
3. Bangladesh
4. Benin
5. Bolivia
6. Bosnia and Herzegovina
7. Brazil
8. Burundi
9. Cambodia
10. Cameroon limited presence
11. Chad
12. Cote D’Ivoire
13. Croatia
14. Cuba
15. Democratic Republic of Congo
16. Ecuador
17. Egypt
18. El Salvador
19. Ethiopia
20. Georgia
21. Ghana
22. Guatemala
23. Haiti
24. Honduras
25. India*
26. Indonesia
27. Jordan
28. Kenya
29. Kosovo
30. Laos
31. Lesotho
32. Liberia
33. Macedonia
34. Madagascar
35. Malawi
36. Mali
37. Morocco limited presence
38. Mozambique
39. Myanmar
40. Nepal
41. Nicaragua
42. Niger
43. Pakistan
44. Papua New Guinea
45. Peru*
46. Rwanda
47. Serbia
48. Sierra Leone
49. Somalia
50. South Africa
51. Sri Lanka
52. Sudan
53. Tajikistan
54. Tanzania
55. Thailand**
56. Timor Leste
57. Togo
58. Uganda
59. Vanuatu limited presence
60. Vietnam
61. West Bank and Gaza
62. Yemen
63. Zambia
64. Zimbabwe
65. Armenia
66. Azerbaijan
67. Chile
68. Dominican Republic
69. Montenegro
70. Philippines
71. Romania

Countries where CARE worked or is working through partners:

65. Armenia
66. Azerbaijan
67. Chile
68. Dominican Republic
69. Montenegro
70. Philippines
71. Romania

*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 India and CARE Peru are taking steps to become affiliate members of CARE International.

**Thailand is both a member of CARE International and a country with ongoing programming.

*CARE Germany-Luxembourg has offices in both Germany and Luxembourg.
in 87 countries
Through their understanding and generosity, donors empower CARE to do our life-changing, life-saving work every day. These forward-thinking partners are true global leaders, guiding the world to a better tomorrow.

For their gifts small and large, we are immensely grateful.

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Cumulative Lifetime Giving of $1 Million and Above
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Alliance for a Green Revolution in Africa
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The Annenberg Foundation
Anonymous
The David and Patricia Atkinson Family Foundation
The Atlantic Philanthropies
Anonymous
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Anonymous
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The Peierls Foundation
The Pew Charitable Trusts
Pfizer Inc.
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Saperlipopette
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Anonymous
Weyerhaeuser Company Foundation
Michael E. and Geraldine Wiles
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The Thomas Lyle Williams Charitable Trust
Wisconsin Evangelical Lutheran Synod
The Robert W. Woodruff Foundation

* = deceased
Annual FY 2010 Gifts
of $1 Million and Above
Anonymous
The Howard G. Buffett Foundation
Cargill
Dubai Cares
Bill & Melinda Gates Foundation
General Mills Foundation
Conrad N. Hilton Foundation
NIKE Foundation
Open Society Institute
Gates Family Foundation
Saperlipopette
Google Inc. Charitable Giving Fund, Tides Foundation
TOSA Foundation
Anonymous
The Walmart Foundation

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Alliance for a Green Revolution in Africa
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The Ford Foundation
The GAP Foundation
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The David and Lucile Packard Foundation
The Pew Charitable Trusts
Randell Charitable Fund
Adelia Russell Charitable Foundation
Ben and Luanne Russell
Richard E. Schaden Fund, LLC
Ruth and A. Morris Williams, Jr.

Murray Lincoln Society
$100,000 - $249,999
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$25,000 - $99,999
3M Foundation
AEC Trust
David T. and Jean K. Akers
Pamela Alexander
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John T. Hendrix and Felicia Kantor
Hess Foundation Inc.
Jeffrey Hoffman
Julia Huiskamp
Alan and Glen G. Husak
IBM Employee Services Center
iHerb Inc.
Intel Corporation
Intercontinental Hotels Group
Mr. and Mrs. Loren A. Jahn
JDD Holdings, LLC
Jewish Community Foundation Los Angeles
Gregory D. and Anne C. Jordan
Jean Joseph
Crate and Barrel
Allan W. Karp and Lisa P. Keith
Carol Kearney
Kellcie Fund
Janet Ketcham Foundation
Kimberly-Clark Foundation
Stephen and Tabitha King Foundation
Anonymous
Janine Krivokapich
Anonymous
Charles Lamar Family Foundation
Governor George and Mary Jane Leader
Jared Levy and Dawn Chamberlain
L’Oreal
The Lutheran Church Missouri Synod Foundation
Maurice and Nathalie Marciano
Frank E. and Susan A. Mars
Anonymous
Gregory and Lori McMillan
Harold Meissner
Anonymous
Merck & Co. Inc
Merrill Lynch Trust Company
Margaret A. Meyer Family Foundation Inc.
Microsoft Giving Campaign
Microsoft Corporation
President’s Leadership Council
$10,000 - $24,999
Joseph and Sophia Abeles Foundation Inc.
Actel Corporation
Ildiko and Herbert J. Adair, Jr.
Richard P. Johnson and Sharon V. Agar
Ursula Ailletag
Allianz Life Insurance Company Of North America
George and Herawati Alvarez-Correa
Amgen Foundation
Craig G. Anderson
James and Bonita Anderson
The Victor and Christine Anthony Family Foundation
The Apatow Family Foundation
Richard D. and Ruth B. Arnold
Robert Atchinson
Don and Catherine Augenstein
The Ayco Charitable Foundation
Frederic M. Ayres
Frank W. Babka
Dr. and Mrs. J. Gregory Ballentine
Martin Balser and Cecile Falk Balser
Baltimore Community Foundation
Paul and Mary Jan Bancroft
Jonathan B. and Barbara J. Barnes
Dennis M. Barry
Roger R. and Julia F. Baumann
Jean Jacques Bely
Faegre and Benson
Lyle and Susan Best
Irene Betner
Donald and Sheila M. Billings
Anonymous
Anonymous
Black and Veatch Building A World Of Difference Foundation
Oliver P. and Jenny Blackman
John N. Blackman, Jr.
Francis I. and Margo Blair
The Arthur M. Blank Foundation
Don B. Blenko, Jr. and Marcia W. Blenko
Vidya and Sally Bobba

The TR Family Trust
Trigger LLC
Troutman Sanders
United Way of Miami-Dade
U.S. Bank
VivaKi
Walmart Stores, Inc.
Michael E. Walsh
WaterStone
Douglas J. and Tara T. Weckstein
Gordon R. Miller Ex Estate of Edna Earl Welch
Cynthia A. Wells and Tim Kerr
Marissa Wesely and Fred Hamerman
Weyerhaeuser Company Foundation
Anonymous
Willow Springs Foundation
Wisconsin Evangelical Lutheran Synod
The World Bank Community
World Wings International Inc.
Anonymous
The Zankel Fund
Michael and Diane Ziering

Joseph H. and Cynthia G. Mitchell
Mrs. Albert J. Moorman
Morgan Stanley Smith Barney
Luke Morrow
The Mosakowski Family Foundation
Multiple District 19 Lions
Murphy Family Foundation
National Philanthropic Trust
The New York Community Trust
Northern Trust Company
The President of the United States
Anonymous
Oppenheimer Funds
Orange County Community Foundation
Orion Investments
Mark and Elena Patterson
Daniel Pergola
Myron and Mary Peterson
Thomas D. Pool
Rainbow World Fund
James S. and Amy H. Regan
The Reilly Family
Renaissance Charitable Foundation, Inc.
RFS Investments LLC
Roy Richards, Jr.
Richmond County Savings Foundation
Richmond New May Wah Supermarket
Anonymous
Martha Rugg
Russell Investment Group
The San Francisco Foundation
Sandy Hill Foundation
Mark Schaefer
Mark and Cindy Schoepnner
Mr. Allan P. and Mrs. Nari M. Scholl
Schwab Charitable Fund
Jonathan J. Seagle
Andrew M. Sessler
Seyfarth Shaw, LLP
Tucker and Janet P. Short
Two Sigma Investments
Harold Simmons Foundation
Anonymous
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Stuart P. Sondheimer and Bonnie Lucas
Southwire Company
James A. and Sara C. Star
Stemcor USA Inc.
Stupski Family Fund
Supervalu Foundation
Symantec Corporation
The T. Rowe Price Program For Charitable Giving
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The Saint Paul Foundation
The Seattle Foundation
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Douglas A. Tilden
Time Warner Inc.

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Douglas A. Tilden
Time Warner Inc.
Executive

Helene D. Gayle
President and Chief Executive Officer

Steve Hollingworth
Chief Operating Officer and Executive Vice President, Global Operations

Joseph J. Iarocci
Chief of Staff
Management Team 2010

Patrick Solomon
Senior Vice President, Global Support Services

Jean-Michel Vigreux
Senior Vice President, Program Quality and Impact

Vickie Barrow-Klein
Chief Financial Officer and Senior Vice President, Finance
Board of Directors

Officers

W. Bowman Cutter
Chair

Helene D. Gayle
President and CEO

Doris Meissner
Virginia Sall
Vice Chairs

Dean C. Kehler
Treasurer

Carol Hudson
Secretary

Peter D. Bell
Philip Johnston
President Emeriti

Members

Richard J. Almeida
Retired Chairman and CEO
Heller Financial

K.Y. Amoako
President
African Center for Economic Transformation

Joanne Bradford
Chief Revenue Officer
Demand Media, Inc.

Eduardo Castro-Wright
Vice Chairman
Walmart

Gilles Concordel
President and Founder
Tutator Foundation

Susan Crown
Vice President
Henry Crown and Company

W. Bowman Cutter
Director, 21st Century Economy Project
Roosevelt Institute

Katharin S. Dyer
Chief Talent & Transformation Officer
VivaKi

Maria Echaveste
Principal
Nueva Vista Group LLC

Helene D. Gayle
President and CEO
CARE

Paul J. Jansen
Director Emeritus
McKinsey & Company

Dean C. Kehler
Managing Partner
Trimaran Capital Partners

Emery Koenig
Senior Vice President
Cargill, Incorporated

Richard A. Marin
President
Ironwood Holdings

Doris Meissner
Senior Fellow
Migration Policy Institute

Afaf I. Meleis
Margaret Bond Simon Dean of Nursing
University of Pennsylvania

John P. Morgridge
Chairman Emeritus
Cisco Systems

Randall E. Pond
Executive Vice President
Cisco Systems

Virginia Sall
Co Founder
Sall Family Foundation

Ranvir K. Trehan
Vice Chairman
Apptis Holdings

Bruce C. Tully
Managing Director
Beehive Ventures LLC

William D. Unger
Partner Emeritus
Mayfield Fund

Monica Vachher
President
The Astor Group

Deidra Wager
Owner
DJW LLC

As of December 15, 2010
CARE's fiscal year 2010 financial performance reflected changes in development and operational activities in our field programs. The 7.6 percent drop in revenues from fiscal year 2009 was predominantly driven by lower levels of planned activity under U.S. government grant-funded programs. Specifically, a discontinued food program in Sudan and a scaled-down food program in Ethiopia contributed to a nearly $60 million reduction in both expenses and revenues.

While CARE received a record donor response for our efforts to support survivors of the Haiti earthquake, there were fewer overall emergencies than the prior year resulting in a lower expenditure for those activities. All regions experienced a downturn in both emergency and development activity from fiscal year 2009 as the result of winding-down or phasing-out of programs.

After a decline in 2009, private contributions grew 18 percent to $286 million, a near return to the 2008 donation level. In fiscal year 2010, CARE sold its position in Edyficar, a Peruvian bank started by CARE and others more than a decade ago to bring credit to the poor. This resulted in a non-operating gain of nearly $34 million.

Overall, 91 percent of CARE's funding goes to serve our mission through programs. Only 9 percent of our funding is spent on fundraising, management and general activities. CARE's management is committed to ensuring that we deliver responsible, quality programs with an eye on efficiency. In fiscal year 2010, CARE spent $525 million on program activity. Half of our program activity volume, or $263 million, was in Africa, with 21 percent in Asia, 16 percent in Latin America and the Caribbean and 13 percent in the Middle East and Europe.

The consolidated financial statements that follow demonstrate our organizational fiscal health through our net asset balances of $243 million for restricted purposes (an increase of more than $11 million from last year) and $88 million for use where the need is greatest. CARE's management understands that responsible stewardship of precious financial resources is of critical importance to our donors, partners, and, of course, those we serve.

Vickie J. Barrow-Klein
Chief Financial Officer and Senior Vice President, Finance
## CARE USA Balance Sheet

As of June 30, 2010 and 2009 in thousands

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$89,768</td>
<td>$57,542</td>
</tr>
<tr>
<td>Restricted cash</td>
<td>$9,006</td>
<td>-</td>
</tr>
<tr>
<td>Investments, at fair value</td>
<td>192,093</td>
<td>160,072</td>
</tr>
<tr>
<td>Receivables, net</td>
<td>$27,178</td>
<td>$17,092</td>
</tr>
<tr>
<td>Loans receivable, net</td>
<td>$14,398</td>
<td>$13,014</td>
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<tr>
<td>Inventory</td>
<td>$10,001</td>
<td>$11,889</td>
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<tr>
<td>Deposits and other assets</td>
<td>38,058</td>
<td>51,701</td>
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<tr>
<td>Property and equipment, net</td>
<td>14,543</td>
<td>16,526</td>
</tr>
<tr>
<td>Trusts held by third parties</td>
<td>96,862</td>
<td>89,286</td>
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<tr>
<td>Assets related to discontinued operations</td>
<td>-</td>
<td>227,217</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$491,907</td>
<td>$644,339</td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$42,389</td>
<td>$27,511</td>
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<tr>
<td>Program advances</td>
<td>$57,718</td>
<td>$66,312</td>
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<tr>
<td>Liability for split interest agreements</td>
<td>19,833</td>
<td>19,565</td>
</tr>
<tr>
<td>Benefits accrued for employees</td>
<td>30,938</td>
<td>29,137</td>
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<tr>
<td>Subsidiary loans payable</td>
<td>9,551</td>
<td>8,235</td>
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<tr>
<td>Minority interest in subsidiary</td>
<td>593</td>
<td>211</td>
</tr>
<tr>
<td>Liabilities related to discontinued operations</td>
<td>-</td>
<td>195,878</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$161,022</td>
<td>$346,849</td>
</tr>
<tr>
<td>Commitments and Contingencies</td>
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</tr>
<tr>
<td>Net Assets</td>
<td></td>
<td></td>
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<tr>
<td>Unrestricted</td>
<td>$88,050</td>
<td>$65,799</td>
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<tr>
<td>Temporarily restricted</td>
<td>127,993</td>
<td>$124,362</td>
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<tr>
<td>Permanently restricted</td>
<td>114,842</td>
<td>$107,329</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td>$330,885</td>
<td>$297,490</td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$491,907</td>
<td>$644,339</td>
</tr>
</tbody>
</table>

Please visit our website at www.care.org to find our complete, audited financial statements that include associated notes essential to understanding the information presented herein.
## CARE USA Statements of Activities

For the year ended June 30, 2010 with summarized information for the year ended June 30, 2009 in thousands

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total 2010</th>
<th>Total 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support</strong></td>
<td></td>
<td></td>
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<tr>
<td>Private Support</td>
<td></td>
<td></td>
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<tr>
<td>Contributions</td>
<td>$60,097</td>
<td>$71,677</td>
<td>$19</td>
<td>$131,793</td>
<td>$106,680</td>
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<tr>
<td>Public Information - PSA</td>
<td>14,651</td>
<td>-</td>
<td>-</td>
<td>14,651</td>
<td>-</td>
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<tr>
<td>CARE International</td>
<td>139,492</td>
<td>-</td>
<td>-</td>
<td>139,492</td>
<td>133,934</td>
</tr>
<tr>
<td><strong>Total Private Support</strong></td>
<td>214,240</td>
<td>71,677</td>
<td>19</td>
<td>285,936</td>
<td>240,614</td>
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<tr>
<td><strong>Government and Other Support</strong></td>
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<tr>
<td>U.S. government</td>
<td>198,871</td>
<td>-</td>
<td>-</td>
<td>198,871</td>
<td>274,867</td>
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<tr>
<td>Host governments</td>
<td>21,799</td>
<td>-</td>
<td>-</td>
<td>21,799</td>
<td>20,729</td>
</tr>
<tr>
<td>Others</td>
<td>61,633</td>
<td>47</td>
<td>-</td>
<td>61,680</td>
<td>79,223</td>
</tr>
<tr>
<td><strong>Total Government and Other Support</strong></td>
<td>282,303</td>
<td>47</td>
<td>-</td>
<td>282,350</td>
<td>374,819</td>
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<tr>
<td><strong>Other Revenue</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Interest and dividends</td>
<td>9,590</td>
<td>1,982</td>
<td>-</td>
<td>11,572</td>
<td>12,016</td>
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<tr>
<td>Rent and miscellaneous</td>
<td>5,993</td>
<td>157</td>
<td>-</td>
<td>6,150</td>
<td>6,675</td>
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<tr>
<td><strong>Total Other Revenue</strong></td>
<td>15,583</td>
<td>2,139</td>
<td>-</td>
<td>17,722</td>
<td>18,691</td>
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<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Satisfaction of program restrictions</td>
<td>74,467</td>
<td>(74,467)</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Operating Support and Revenue</strong></td>
<td>586,593</td>
<td>(604)</td>
<td>19</td>
<td>586,008</td>
<td>634,124</td>
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<tr>
<td><strong>Expenses</strong></td>
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<tr>
<td>Program</td>
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<td>Emergency</td>
<td>99,835</td>
<td>-</td>
<td>-</td>
<td>99,835</td>
<td>108,793</td>
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<tr>
<td>Rehabilitation</td>
<td>19,733</td>
<td>-</td>
<td>-</td>
<td>19,733</td>
<td>29,934</td>
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<td>Development</td>
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<td>453,422</td>
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<td>Public Information</td>
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<td>21,215</td>
<td>9,100</td>
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<tr>
<td>Supporting Activities</td>
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<td>Fund raising</td>
<td>25,651</td>
<td>-</td>
<td>-</td>
<td>25,651</td>
<td>24,169</td>
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<tr>
<td>Management and general</td>
<td>30,192</td>
<td>-</td>
<td>-</td>
<td>30,192</td>
<td>32,625</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>601,746</td>
<td>-</td>
<td>-</td>
<td>601,746</td>
<td>658,043</td>
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<tr>
<td><strong>Operating Support and Revenue over Expenses</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>(15,153)</td>
<td>(604)</td>
<td>19</td>
<td>(15,738)</td>
<td>(23,919)</td>
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<tr>
<td><strong>Other Nonoperating Changes in Net Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Minority interest in subsidiary income</td>
<td>(593)</td>
<td>-</td>
<td>-</td>
<td>(593)</td>
<td>4</td>
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<tr>
<td>Foreign exchange gain (loss)</td>
<td>(1,771)</td>
<td>(88)</td>
<td>-</td>
<td>(1,859)</td>
<td>300</td>
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<tr>
<td>Interest and dividends on gift annuity investments</td>
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<td>-</td>
<td>-</td>
<td>835</td>
<td>941</td>
</tr>
<tr>
<td>Actuarial loss on annuity obligations</td>
<td>(1,154)</td>
<td>-</td>
<td>-</td>
<td>(1,154)</td>
<td>(281)</td>
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<tr>
<td>Actuarial (loss)/gain on split interest agreements</td>
<td>24</td>
<td>(600)</td>
<td>-</td>
<td>(576)</td>
<td>509</td>
</tr>
<tr>
<td>Net realized and unrealized gain/(loss) on investments</td>
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<td>4,923</td>
<td>-</td>
<td>8,004</td>
<td>(25,508)</td>
</tr>
<tr>
<td>Increase/(decrease) in value of trusts held by third parties</td>
<td>-</td>
<td>-</td>
<td>7,494</td>
<td>7,494</td>
<td>(22,983)</td>
</tr>
<tr>
<td><strong>Total Changes in Net Assets before change in pension liability</strong></td>
<td>(14,731)</td>
<td>3,631</td>
<td>7,513</td>
<td>(3,587)</td>
<td>(70,937)</td>
</tr>
<tr>
<td><strong>Net change in pension liability</strong></td>
<td>(775)</td>
<td>-</td>
<td>-</td>
<td>(775)</td>
<td>(185)</td>
</tr>
<tr>
<td><strong>Changes in net assets from continuing operations</strong></td>
<td>(15,506)</td>
<td>3,631</td>
<td>7,513</td>
<td>(4,362)</td>
<td>(71,122)</td>
</tr>
<tr>
<td><strong>Discontinued operations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain from operations of discontinued operations - Edyfcar (including net income of $3.8 million)</td>
<td>37,757</td>
<td>-</td>
<td>-</td>
<td>37,757</td>
<td>11,849</td>
</tr>
<tr>
<td><strong>Changes in net assets</strong></td>
<td>22,251</td>
<td>3,631</td>
<td>7,513</td>
<td>33,395</td>
<td>(59,273)</td>
</tr>
<tr>
<td><strong>Net Assets, beginning of year</strong></td>
<td>65,799</td>
<td>124,362</td>
<td>107,329</td>
<td>297,490</td>
<td>356,763</td>
</tr>
<tr>
<td><strong>Net Assets, end of year</strong></td>
<td>$88,050</td>
<td>$127,993</td>
<td>$114,842</td>
<td>$330,885</td>
<td>$297,490</td>
</tr>
</tbody>
</table>
### CARE USA Statements of Functional Expenses

For the year ended June 30, 2010 with summarized information for the year ended June 30, 2009 in thousands

<table>
<thead>
<tr>
<th></th>
<th>Program Activities</th>
<th>Supporting Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Emergency Rehabilitation</td>
<td>Development</td>
</tr>
<tr>
<td>Personnel costs</td>
<td>$21,779 $5,368 $120,824</td>
<td>$3,908</td>
</tr>
<tr>
<td>Professional services</td>
<td>1,356 574 19,298 957 22,185</td>
<td>2,992</td>
</tr>
<tr>
<td>Equipment</td>
<td>1,512 567 6,905 148 9,132</td>
<td>216</td>
</tr>
<tr>
<td>Materials and services</td>
<td>36,723 7,508 87,106 741 132,078</td>
<td>13,597</td>
</tr>
<tr>
<td>Travel and transportation</td>
<td>8,234 1,617 32,771 303 42,925</td>
<td>649</td>
</tr>
<tr>
<td>Occupancy</td>
<td>2,760 885 13,136 226 17,007</td>
<td>587</td>
</tr>
<tr>
<td>Financing/Depn/Misc.</td>
<td>224 766 13,865 176 15,031</td>
<td>40</td>
</tr>
<tr>
<td>Grants/Subgrants</td>
<td>3,823 2,448 97,596 73 103,940</td>
<td>156</td>
</tr>
<tr>
<td>AgCommodities/CIKs</td>
<td>23,424 - 13,819 32 37,275</td>
<td>102</td>
</tr>
<tr>
<td>Contributed advertising-PSA</td>
<td>- - 13,819 - 14,651 - 14,651</td>
<td></td>
</tr>
</tbody>
</table>


**2009 Total Operating Expenses** $108,793 $29,934 $453,422 $9,100 $601,249 $24,169 $32,625 $56,794 $658,043
CASH FLOWS FROM OPERATING ACTIVITIES:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes in net assets</td>
<td>33,395</td>
<td>(59,273)</td>
</tr>
<tr>
<td>Less Changes in net assets from discontinued operations</td>
<td>37,757</td>
<td>11,849</td>
</tr>
<tr>
<td>Changes in net assets from continuing operations</td>
<td>(4,362)</td>
<td>(71,122)</td>
</tr>
</tbody>
</table>

Adjustments to reconcile change in net assets to
net cash provided by (used in) operating activities

- Depreciation and amortization: 4,734, 5,496
- Contributions restricted for investment in endowment: (19), (220)
- Provision for subsidiary microcredit loan losses: 991, 19
- Unrealized loss on derivative contracts: 107, -
- Net realized and unrealized (gain)/loss on investments: (8,004), 25,508
- Actuarial loss on annuity obligations: 1,154, 281
- Actuarial loss/(gain) on split interest agreements: 576, (509)
- (Increase)/Decrease in value of trusts held by third parties: (7,494), 22,983

Changes in assets and liabilities

- (Increase)/Decrease in receivables: 10,086, 12,472
- Decrease in inventory: 1,888, 5,912
- Decrease in deposits and other assets: 13,643, 15,314
- Increase/(Decrease) in accounts payable and accrued expenses: 14,878, (8,916)
- Decrease in program advances: (8,594), (56,542)
- Increase/(Decrease) in benefits accrued for employees: 1,801, (2,151)

Net cash (used in) provided by operating activities: 1,214, (51,475)

CASH FLOWS FROM INVESTING ACTIVITIES:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases of investments</td>
<td>(157,419)</td>
<td>(110,003)</td>
</tr>
<tr>
<td>Proceeds from sales of investments</td>
<td>133,402</td>
<td>127,077</td>
</tr>
<tr>
<td>Purchases of property and equipment</td>
<td>(6,314)</td>
<td>(6,347)</td>
</tr>
<tr>
<td>Proceeds from sales of property and equipment</td>
<td>3,563</td>
<td>303</td>
</tr>
</tbody>
</table>

Net cash provided by (used in) investing activities: (26,768), 11,030

CASH FLOWS FROM FINANCING ACTIVITIES:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from contributions restricted for investment in endowment</td>
<td>19</td>
<td>220</td>
</tr>
<tr>
<td>Proceeds from sale of subsidiary</td>
<td>(2,375)</td>
<td>(596)</td>
</tr>
<tr>
<td>Increase in subsidiary loans payable</td>
<td>1,316</td>
<td>3,121</td>
</tr>
<tr>
<td>(Decrease)/Increase in minority interest in subsidiary</td>
<td>382</td>
<td>(4)</td>
</tr>
<tr>
<td>Payments to gift annuitants</td>
<td>(2,353)</td>
<td>(2,445)</td>
</tr>
<tr>
<td>Increase/(Decrease) in liability for split interest agreements</td>
<td>891</td>
<td>(337)</td>
</tr>
</tbody>
</table>

Net cash and cash equivalents provided by (used in) financing activities: 71,721, (41)

CASH FLOWS FROM DISCONTINUED OPERATIONS:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash (used in) provided by operating activities</td>
<td>(2,801)</td>
<td>7,686</td>
</tr>
<tr>
<td>Net cash used in financing activities</td>
<td>(442)</td>
<td>(706)</td>
</tr>
</tbody>
</table>

Net cash and cash equivalents provided by (used in) discontinued operations: (4,934), (12,318)

NET CHANGE IN CASH AND CASH EQUIVALENTS

41,233, (52,804)

CASH AND CASH EQUIVALENTS, beginning of year

57,542, 110,366

CASH AND CASH EQUIVALENTS, end of year

$ 98,774 $ 57,542

Noncash Contributions $ 9,282 $ 8,402

Cash paid for interest $ 5,498 $ 14,979
Vision
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.

Mission
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:

- Strengthening capacity for self-help
- Delivering relief in emergencies
- Addressing discrimination in all its forms
- Providing economic opportunity
- Influencing policy decisions at all levels

Guided by the aspirations of local communities, we pursue our mission with both excellence and compassion because the people whom we serve deserve nothing less.

Core Values
Respect: We affirm the dignity, potential and contribution of participants, donors, partners and staff.

Integrity: 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.

Commitment: We work together effectively to serve the larger community.

Excellence: We constantly challenge ourselves to the highest levels of learning and performance to achieve greater impact.

Programming Principles
- Promote Empowerment
- Work with Partners
- Ensure Accountability and Promote Responsibility
- Address Discrimination
- Promote the Nonviolent Resolution of Conflicts
- Seek Sustainable Results