REAL IMPACT
What does it mean to serve individuals and families in the world’s poorest communities?

It means when Kuse Ebrahim walked 350 miles across a war zone to bring her son and her brother’s five children to a safe place where they could find food and water, CARE was there for her. It means when Charf Gufu’s herd ran out of pasture during the worst drought in six decades, CARE helped him save his strongest cattle and helped him and his fellow herders preserve their way of life. It means when Kallani Rani couldn’t get enough milk from her cow to nourish her family, CARE was there — not only to teach her how she could get more milk from her cow, but also how to share the same techniques with her neighbors. It means in a year when the federal government is under pressure to make deep budget cuts, CARE is bringing influential policy makers to communities in the developing world to see the transformative, life-saving impact of programs funded by American taxpayers.

CARE helped more than 122 million people in 84 countries last year. There’s no magic formula behind CARE’s ability, year after year, to reach so many people. Our impact is the result of our experience, partnerships and strategy.

With 66 years experience working in some of the world’s poorest and most challenging communities, CARE has amassed the deep expertise necessary to deliver efficient programs with maximum impact. We’ve cultivated strong partnerships with local communities, corporations, governments and other nongovernmental organizations (NGOs) that allow our initiatives to yield a higher return on our funding investment. And crucially, our focus on empowering girls and women creates lasting ripples of change that help lift families and entire communities out of poverty.

In this year’s annual report you’ll learn about the impact of CARE’s work through the personal stories of some of the people we served in more than 1,100 projects around the world last year. We’re certain their resourcefulness and courage will inspire you as they inspire us every day.

On behalf of everyone who works for CARE, we thank you for helping us fight poverty in the world’s poorest communities. Your support has made a real, positive impact on the lives and livelihoods of tens of millions of people around the world.

Helene D. Gayle  
President and Chief Executive Officer

W. Bowman Cutter  
Chairman of the Board
Last year more than 13 million people in Somalia, Kenya, Ethiopia and Djibouti required emergency food aid after the worst drought in six decades decimated communities already beset by severe poverty, underdevelopment and — in Somalia — chronic violence and political instability. The lowest estimates of the number of dead was in the tens of thousands.

Long before the world media noticed the scale and severity of the emergency, CARE was on the ground helping more than a million people in Kenya, Somalia and Ethiopia. When refugees from the Somali famine zone were fleeing to Kenya at the rate of more than 1,000 people every day, CARE was there to help with emergency relief at the Dadaab refugee camp in Kenya.

Reacting to emergencies is only part of what CARE does in the region. Strengthening community resilience is at the heart of CARE’s mission around the globe. For example, CARE’s Village Savings and Loan Associations helped more than 90,000 people in Kenya and Ethiopia better manage their finances last year — leaving them with cash savings to offset bad harvests and rising food prices.

In Ethiopia’s Borana region, CARE was helping herders keep their animals alive even before the recent drought exhausted traditional water sources and shriveled pastures.

“I’ve never seen, in my life, this severe a drought in Borana,” says Wario Kara, a 95-year-old man in Borana’s Melbane community.

Charf Gufu, a 40-year-old herdsman in Melbane, describes the drought’s impact in stark terms: when a herder’s cattle dies, he says, his family will die soon after. And the ones who don’t die abandon the pastoral tradition and head to the city to find work — work that seldom exists.

In Borana, CARE works with pastoralist communities to help them preserve their way of life. CARE’s innovative cattle destocking program buys weak cattle from herders, allowing them to reserve scarce water and pasture for their healthiest animals. The program also boosts area nutrition because, under supervision from health inspectors, CARE slaughters weak cattle and distributes the meat to local families.

To use their remaining resources more efficiently, CARE helps Boranans develop marketing cooperatives for livestock-related products. In Chamuki, 60-year-old Makaya Eden is a board member of the local cooperative. She has made up lost income from a shrinking herd by marketing local cheese and running a butchery. Because she diversified her sources of income, she was able to build a home and send her children to school.

“Being a member of this cooperative contributes to my success,” she explains. “Previously, I didn’t know anything about bank accounts or savings, or where to go for help and skills training.”

Makaya didn’t receive an education when she was young and did not send her older daughters to school. When she realized the value of education, she decided to send her younger children to school. One of them, a son, just graduated from medical school.
Last year CARE’s Village Savings & Loan Associations helped more than 90,000 people in Kenya and Ethiopia better manage their finances — leaving them with more money to cope with the region’s worst food emergency in decades.
Kallani and Kumar: Turning milk into money for their family.

With support from the Bill & Melinda Gates Foundation, CARE’s Strengthening the Dairy Value Chain program in Bangladesh is helping 35,000 people double their incomes.
Work is hard to find in Koibortopara, the remote village in northern Bangladesh where Kallani and her family struggled for years to survive.

“We had no way out,” she says. “No food, no clothing, as we had no consistent income.”

Frustrated at being unable to provide for his family, Kallani’s husband was angry and sometimes violent. Though she was weary, Kallani kept looking for a path out of her family’s misery. Two years ago, Kallani heard about CARE’s Strengthening the Dairy Value Chain program and was intrigued. Reluctantly her husband gave her permission to attend the program’s dairy production training sessions. The family owned a cow, but it didn’t make enough milk to sell. It didn’t even make enough milk for the family’s consumption.

In class, Kallani learned how best to feed a cow to stimulate milk production. Because the best feed was not available in her village, CARE coached her on where to find it and how to negotiate better prices with merchants.

Kallani’s cow was soon producing milk well beyond what the family could consume. And with CARE’s help Kallani went into the feed business. She now goes door-to-door teaching nearby cow owners the same methods that helped her.

Initially the neighbors were skeptical about a woman going door-to-door to teach better farming techniques. Attitudes changed as word spread that the techniques she taught dramatically improved milk production. By empowering Kallani to improve her own farming output, CARE helped spark a chain reaction of improved dairy productivity among Kallani’s neighbors.

As their livelihoods improved, Kallani’s relationship with her husband also changed for the better. Her success helped him to see her as an equal. Now they work together selling milk and dairy items in the village market. No longer just struggling to survive, Kallani is quick to say her life has greatly improved.

“Arguing with my husband was a daily issue,” she says. “Now our family life is very peaceful.”

The most important detail of Kallani’s success: She and more than 35,000 other dairy producers in northern Bangladesh who participate in this program are on their way to doubling their incomes from dairy. Some already have.
Nana: Taking control of her life after war and forced marriage.

Nana recalls the hours she spent in piano class as the “sweetest moments” of her life.

“I can still hear ‘Moonlight Sonata’ in my ears,” she says.

At just 26 Nana seems too young to be so nostalgic for the past. But when this young mother from the Republic of Georgia shares all that’s happened to her since she last sat at a piano, her ache for the past makes perfect sense.

When she was 15 her parents forced her to marry a 28-year-old man. There was no wedding. The marriage began when her new husband came and took Nana by force from a friend’s house.

“I was screaming and crying for help. Nobody helped,” she says.

Nana was quickly pregnant with her son. She tried to stay in school and continue music lessons, but her husband kept coming to the school and physically dragging her home.

Nana wanted to leave her husband but had nowhere to go. When she returned to her parents’ house, he arrived drunk and smashed their windows with rocks. Police refused to get involved, calling it a family matter.

Nana finally freed herself by fleeing to the home of relatives more than 60 miles away. After 3 months away from home her husband gave up and accepted divorce. Nana and her son returned to their home village to start a new life, but their hopes were dashed when a simmering conflict between Georgia and Russia over South Ossetia boiled over into an all-out war in 2008. Many farming families lost their farmland, Nana’s among them. Depressed, broke and out of options, Nana suffered silently at home.

“I saw no place for myself in the outside world,” she says.

A concerned neighbor told Nana about a women’s empowerment program sponsored by CARE and five local partner organizations. The program helps marginalized women in Caucasus post-conflict zones secure their legal rights and take an active role in their life decisions.

Nana never before understood her legal rights or how to stand up for them. Once she did, she started taking more control of her life; first in small ways, then in big ways. She successfully challenged school officials who tried to deny her son the free school books to which he was entitled. And then she took her ex-husband to court and won monthly child support payments.

“I’ve become stronger,” she says. “I would not have been able to do that before.”

She still thinks about music, but it’s an aspiration instead of nostalgia.

“I would love to teach music classes to the local children here,” she says. All she needs is a piano.
With local partner organizations CARE is helping 2,000 marginalized women in Caucasus post-conflict zones secure their legal rights.
Between 2005 and 2010 CARE helped 470,000 people in rural farm households in five Latin American countries climb out of extreme poverty — defined by the World Bank as income of less than $1.25 per day. CARE programs helped more than double the average daily income from $0.62 to $1.31.
Even before tasting them, Maria can tell the difference between organic potatoes and potatoes sprayed with chemical fungicides.

“It’s different to uncover a pot of organic food,” she says. “With chemicals, flavors of food cannot be smelled. When I ate potatoes with fungicide, I didn’t feel I was eating potatoes.”

The small farm Maria, her husband and nine children operate in Papallacta, Ecuador, is flourishing. They keep their rabbits, guinea pigs and chickens in a small barn, and their fields yield potatoes, lettuce, carrots, celery, parsley and cilantro. The family grows enough food to feed itself well and has enough left over to sell. Encouraged by her husband, Maria invests these earnings in the farm with seeds and animals and into her family’s future by paying for her children’s tuition and books.

“I feel like I’m flying,” Maria says. “I no longer depend on others.”

If comparing running a small family farm to flight seems a stretch, consider the condition of Maria’s farm just two years ago. For more than a decade Maria and her neighbors watched helplessly as their farms and livelihoods withered. They worked diligently to plant potatoes, beans, jicama, peas and wheat, tending them with the farming techniques they learned from their parents. But their harvests were tiny. Changing weather patterns in the Andes had made their old techniques obsolete. Harvests were battered by difficult-to-predict frosts that killed their crops in the ground. What the frost didn’t kill, a scourge of worms and insects known locally as lancha did. The family was spending $30 each week buying food — a huge expenditure in a poor area where the average family’s income is $240 per year.

In partnership with Ecuador’s Environment Ministry and several municipal agencies, CARE agriculture experts offered Maria and neighbors a chance to learn new farming techniques to help them adapt to the changing climate. Among those techniques was teaching farmers how to manufacture and use their own safe, organic compounds to replace chemical fungicides and pesticides. The result is food that makes Maria and her family smile at meal time. Abundant, healthy food that tastes good.

“The old Maria was sad,” she says. “I sacrificed myself in the field working for nothing. I am happy now because I have my own food.”

Maria’s experience with CARE’s agriculture experts is far from unique. Between 2005 and 2010 CARE helped 470,000 people in rural farm households in five Latin American countries climb out of extreme poverty — defined by the World Bank as income of less than $1.25 per day. CARE programs helped more than double their average daily income from $0.62 to $1.31.

Maria’s garden is one of many now blossoming thanks to CARE.
**Fatu:** Planting seeds that will grow for generations.

When Fatu heard the gunfire, she knew Liberia’s civil war had finally reached her village, Gongorta. Within minutes she collected her family and fled; wading across a river and running until they found something like safety in the bush. For one year they slept on damp ground and ate only what they foraged.

“We couldn’t farm,” Fatu says. “Whatever looked like food, we ate it.”

Liberia’s civil war left 150,000 dead and one-third of Liberians homeless. Because many of Liberia’s most productive farm fields were abandoned during the war, harvests plummeted, seed stocks vanished and the commercial chain that moved crops to market fell apart. Bong County, where Fatu lives, used to export food to the rest of Liberia. Now Bong, and the nation, rely on expensive imported food. Hunger and malnutrition are soaring.

“The idea of people going hungry in a fertile land really hurts,” says Henry Khonyongwa, manager of CARE’s conservation agriculture program in Bong. With the support of the Howard G. Buffett Foundation CARE is working with farmers to help them rebuild Liberia’s once productive agricultural sector one field at a time. One of those fields belongs to Fatu.

A widow and primary caregiver to six of her grandchildren, Fatu learned simple techniques like rotating crops, leaving fields fallow and diversifying crops to allow soil nutrients to naturally replenish. She grows a wider variety of crops and has learned how to store her rice crop to keep it safe from moisture and pests. Before CARE showed her how, Fatu assumed it was perfectly normal to lose a large portion of each harvest to birds and rodents.

Fatu says her family used to eat just one meal a day during the lean season prior to the harvest. This year she expects to have enough food for the family to eat two meals each day. She’s even saving money.

“We joined a CARE Village Savings and Loan Association because we want our children to go to school,” she says. “I want a better life for my grandchildren.”

Fatu and her neighbors are saving money together and making loans to each other to help start small businesses. Fatu took a loan to buy palm oil, which she sold at market for enough profit to pay off the loan with interest and buy school uniforms and supplies for three of her granddaughters. Fatu can’t read, but she believes education is the most reliable pathway to a better future for her grandchildren.

Thanks to her resilience and innovation, Fatu is a genuine inspiration to her neighbors. She’s the only woman on the village council. Her neighbors call her “the chairwoman.” Each day, when she goes to her fields, she walks down the same trail she took when she fled the war. Only today, instead of rushing for her life, she strides with confidence.

“I have finally regained my independence,” she says.
Last year CARE helped more than 35,000 Liberians strengthen their food security, improve their economic opportunities and access water and sanitation.
Last year CARE helped nearly 22 million people claim their rights and advocate for policies at local, regional and national levels to improve gender equity and address the underlying causes of poverty.

70,945 ACTIONS were taken by members of the CARE Action Network last year to promote vital development policies. These actions included contacting a member of Congress, signing a petition and using social media to advocate for improved global health policies.

18 CARE COUNTRY DIRECTORS met with USAID Office of Foreign Disaster Assistance (OFDA) Director Mark Bartolini to consult on urgent issues related to emergency humanitarian work.

20 NEWSPAPERS IN THE U.S. ran Washington Post columnist Michael Gerson’s column making a compelling argument for bipartisan support for funding international family planning. Gerson wrote the essay upon his return from a CARE Learning Tour to the Democratic Republic of Congo.


16 DELEGATES traveled with CARE on Learning Tours to Bangladesh, Rwanda and the Democratic Republic of Congo — including MEMBERS OF CONGRESS, REPRESENTATIVES FROM THE ADMINISTRATION, CORPORATE PARTNERS, and JOURNALISTS. The delegates saw the life-saving benefits of U.S. foreign assistance in these countries.
13

CARE was responsible for shaping key gender-related sections of the Education for All Act (H.R. 2705), introduced by Reps. Nita Lowey (D-NY) and Dave Reichert (R-WA). This important legislation is designed to dramatically improve the quality of education and increase retention rates.

With partner NGOs, CARE worked with USAID to hold five events on integrating climate change and natural resource management into food security programs. The series drew more than 900 participants, including 20 USAID missions covering all USAID regions.

Because of significant reductions in the maternal mortality rate for participants in CARE’s programs, Bangladesh’s Ministry of Health invited a CARE Maternal Health Expert to work full-time inside the ministry to advise the government, development partners, U.N. agencies and other organizations on planning, implementing and evaluating maternal health programs nationwide.

CARE successfully worked to defeat an amendment to the Agricultural Appropriations bill that would have denied lifesaving food assistance to 35 million of the world’s hungriest and most vulnerable people.

413 CARE SUPPORTERS hosted events on CARE’s National Day of Action.
CARE works with leading global organizations whose philanthropic interests complement our work to fight global poverty by empowering girls and women. Together we achieve great results we could not achieve separately. That’s the impact of partnership.

CARE and WWF expanded our strategic alliance integrating livelihood security and conservation to jointly address issues that impact both nature and people. CARE and WWF continued the successful Primeiras y Segundas conservation project in Mozambique with generous support from the Sall Foundation and were awarded a five-year USAID grant to address climate change impact, environmental degradation and poverty in Nepal. With support from the ConnectUS Fund, CARE and WWF now advocate for pro-poor, women-focused approaches to protecting the planet, improving U.S. climate change policy, halting deforestation and making food security programs sustainable and climate resilient.

In partnership with GAP INC. CARE is implementing workforce empowerment training and education for female garment workers in Bangladesh, Cambodia, Indonesia and Vietnam through Gap’s P.A.C.E. program. By developing critical life and workplace skills, greater general and reproductive health awareness, functional literacy, improved financial acumen and essential communication skills, the women who participate further their economic opportunities, thus improving their lives and those of their families.

THE WALMART FOUNDATION has teamed with CARE on major women’s economic empowerment initiatives in Asia and South America. With its support CARE offers leadership and technical training for women who grow and process cashews. Their cashews are now sold in Walmart stores in India. In Peru the foundation supports CARE’s work with small-scale farmers and their families to increase crop yields and improve market access for their goods. The Walmart Foundation also supports CARE’s effort to empower thousands of women working in factories in Bangladesh by providing them with training on leadership, communication, health, literacy and life skills.

With a generous grant from David and Pat Atkinson, CARE and CORNELL UNIVERSITY forged a strategic partnership to advance sustainable food systems. By improving food security, promoting sustainable livelihoods and supporting adaptation to climate change, the partnership aims to help chronically hungry women and their communities become more resilient. The partnership merges Cornell’s leadership in research with CARE’s decades of development programming experience.
In Japan, where a 9.0 earthquake and tsunami devastated populated coastal communities and forced hundreds of thousands to seek temporary shelter, **GOLDMAN SACHS & CO.** made a generous grant of $1 million to assist CARE in providing psychosocial support and counseling for families affected by the disaster.

**TEAVANA** is working with CARE to improve the lives of those who live in tea-producing communities. Through its EquaTrade program, Teavana donates one percent of its profits from tea to CARE to support workers and farmers on tea plantations in Sri Lanka and India. CARE uses the donation to improve education, increase productivity and create greater economic opportunities.

**MEREDITH CORPORATION** made generous donations of advertising space to CARE in the weeks leading up to International Women’s Day and CARE’s National Conference. The ads, which ran in Ladies’ Home Journal, More, Family Circle, American Baby and five other Meredith publications, reached nearly 10 million people and were valued at more than $1.1 million. The Meredith family also fundraises for CARE through various magazine and corporate events, and matching donations.

In partnership with CARE, leading drug development services company **COVANCE, INC.** has helped test and build early childhood development programs for at-risk children in areas of Rwanda hit hard by the HIV/AIDS epidemic. In addition Covance will support the renovation and rebuilding of up to 100 homes in these communities. The partnership’s success has helped CARE secure additional support from the U.S. government to expand the model to serve vulnerable children in additional communities.

In India CARE has partnered with the **MERCK COMPANY FOUNDATION** to develop a package of essential developmental tools and guides to enhance our early childhood development program benefiting vulnerable children and their caregivers. The Merck Company Foundation has also joined General Mills to launch the Join My Village (JMV) online activism initiative in India. In addition Merck supports JMV’s first program in Malawi. JMV provides educational, health and income-generating opportunities for poor communities.

In Japan, where a 9.0 earthquake and tsunami devastated populated coastal communities and forced hundreds of thousands to seek temporary shelter, **GOLDMAN SACHS & CO.** made a generous grant of $1 million to assist CARE in providing psychosocial support and counseling for families affected by the disaster.

**TEAVANA** is working with CARE to improve the lives of those who live in tea-producing communities. Through its EquaTrade program, Teavana donates one percent of its profits from tea to CARE to support workers and farmers on tea plantations in Sri Lanka and India. CARE uses the donation to improve education, increase productivity and create greater economic opportunities.

**MEREDITH CORPORATION** made generous donations of advertising space to CARE in the weeks leading up to International Women’s Day and CARE’s National Conference. The ads, which ran in Ladies’ Home Journal, More, Family Circle, American Baby and five other Meredith publications, reached nearly 10 million people and were valued at more than $1.1 million. The Meredith family also fundraises for CARE through various magazine and corporate events, and matching donations.
CARE relies on generous U.S. and international foundation partners to carry out our mission to fight poverty around the world. Here are just a few of the partners we wish to thank for their support in 2011.

THE BILL & MELINDA GATES FOUNDATION has provided generous support to CARE since 2001, supporting emergency response, agriculture, policy and advocacy, maternal health, HIV/AIDS prevention and treatment, water and sanitation, microfinance and women’s empowerment programs across Asia, Africa and Latin America. CARE’s newest Gates Foundation grant supports our Pathways program. A five-year initiative in Bangladesh, Ghana, India, Malawi, Mali and Tanzania, Pathways will help 150,000 women smallholder farmers and their families improve food security and long-term resiliency by improving their access to land, water, markets, agricultural training and services.

THE HOWARD G. BUFFETT FOUNDATION is a vital CARE partner, supporting our global efforts to improve water and sanitation, economic development, food security, conservation agriculture and post-conflict recovery. These innovative programmatic experiences, particularly in water and sanitation and conservation agriculture, have laid a foundation for CARE country offices to engage in critical policy dialogues on these issues to increase impact at the national and regional levels.
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.

THE SALL FAMILY FOUNDATION funds groundbreaking programs supporting environmentally sustainable economic development, maternal health and early childhood nutrition. The foundation’s ongoing support has helped make CARE a global leader in early childhood feeding practices and implementation science for maternal health. The Sall Family Foundation also funds CARE’s alliance with WWF, a unique partnership that recognizes how fighting poverty and protecting the environment go hand-in-hand.

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 communities have sustainable access to high-quality primary and secondary education.
Countries with CARE Programming in FY11

1. Afghanistan
2. Angola
3. Armenia
4. Azerbaijan
5. Bangladesh
6. Benin
7. Bolivia
8. Bosnia and Herzegovina
9. Brazil
10. Burundi
11. Cambodia
12. Cameroon
13. Chad
14. Chile
15. Côte d’Ivoire
16. Croatia
17. Cuba
18. Democratic Republic of Congo
19. Ecuador
20. Egypt
21. El Salvador
22. Ethiopia
23. Georgia
24. Ghana
25. Guatemala
26. Haiti
27. Honduras
28. India
29. Indonesia
30. Jordan
31. Kenya
32. Kosovo
33. Laos
34. Lesotho
35. Liberia
36. Macedonia
37. Madagascar
38. Malawi
39. Mali
40. Montenegro
41. Morocco
42. Mozambique
43. Myanmar
44. Nepal
45. Nicaragua
46. Niger
47. Pakistan
48. Papua New Guinea
49. Peru
50. Philippines
51. Romania
52. Rwanda
53. Serbia
54. Sierra Leone
55. Somalia
56. South Africa
57. Sri Lanka
58. Sudan

122+ MILLION PEOPLE REACHED
1,105 POVERTY-FIGHTING PROJECTS
84 COUNTRIES
66 YEARS EXPERIENCE
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.

* Limited presence

** CARE Peru is in the process of becoming an affiliate member of CARE International.

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

§ CARE works through a strategic partnership.

◊ CARE Germany-Luxembourg has offices in both Germany and Luxembourg.
At CARE we take pride in our mission to serve individuals and families in the world’s poorest communities. But we never let our pride obscure the simple fact that none of our work would be possible without the generosity and compassion of CARE’s donors.

“The most compelling thing to me is the thoroughness with which CARE approaches a problem…CARE isn’t about handing out money but changing the social ecosystem.”

Jim Pentecost  
CARE donor since 1985
We are grateful for every contribution supporting our work, especially for donations to our flexible, core fund. Because this money is not restricted to any one program or country, it allows us to quickly direct resources where they are most needed, including emergency rapid response, continuing successful programs beyond the end of their original funding, piloting new and innovative poverty-fighting programs, core operations and administration. And because flexible support is also used to secure large gifts from donors who require CARE to match their contributions, these donations are like keys that unlock doors to even more support.

Jim Pentecost, president of Memphis-based Power & Telephone Supply Company, has donated more than $1 million to CARE since 1985, most of it to CARE's core fund. He became aware of CARE's work when he lived in the Netherlands. Several of his neighbors were grateful recipients of original CARE Packages after World War II. Jim says later family trips to the developing world opened his eyes to global poverty and triggered a personal commitment to do something about it.

During a business trip to Guatemala several years ago, he arranged to visit a CARE water project. CARE showed the villagers how they could draw safe water from the ground using only old PVC pipe, a rope and several plastic balls. The design made the well easy to use, he says. More importantly, he added, its simple construction meant it was sustainable even after CARE left the village.

While in the Philippines he visited a CARE program to help street vendors form a trade union. By organizing, the vendors were better able to protect themselves from corrupt officials who regularly extorted money from them and enabled them to pay for health care for their children.

Jim is committed to using his resources to help fight poverty around the world. With his generous gifts to CARE's flexible, core fund, he's placing his trust in CARE to help him carry out that commitment.

“There are things I'm good at, like running my business. There are things I'm not good at, like how to make wells work with tennis balls,” he says. “I'll just put my money on the table and let CARE use it in a socially good way.”
GLOBAL LEADERSHIP SOCIETY
($1,000,000+ Cumulative Lifetime)

Abbott
David T. and Jean K. Akers
Nancy K. Anderson
The Annenberg Foundation
The Atlantic Philanthropies
The David R. and Patricia D. Atkinson Family Foundation
Baxter International Foundation
Anonymous
The Boeing Company
The Dietrich W. Botstiber Foundation
The Susan Thompson Buffett Foundation
The Howard G. Buffett Foundation
Cargill
Anonymous
Catholic Relief Services
The Church of Jesus Christ of Latter-Day Saints
The Coca-Cola Company
Credit Suisse
Michael and Susan Dell Foundation
Delphi Asset Management
Delta Air Lines Inc.
Dubai Cares
Joseph H. and Barbara I. Ellis
ELMA Philanthropies Services (U.S.) Inc.
Fidelity Charitable Gift Fund
Anonymous
The Ford Foundation
Lloyd A. Fry Foundation
Everett/O’Connor Charitable Trust
Margaret Fanning
Gap Foundation
Bill & Melinda Gates Foundation
GE Foundation
General Mills Foundation
Global Impact
Goldman, Sachs & Co.
P & G Fund of the Greater Cincinnati Foundation
Anonymous
The William and Flora Hewlett Foundation
Conrad N. Hilton Foundation
Glenn H. and Deborah Dow Hutchins
Anonymous
The Loren A. Jahn Private Charitable Foundation
Sheila C. Johnson and the
Sheila C. Johnson Foundation
The Jordan Family
Dean C. and Elizabeth H. Kehler
Anonymous
The Kresge Foundation
The LeBrun Foundation
Thomas and Regina C. Leatherbury
Elizabeth M. Lutas
The John D. and Catherine T. MacArthur Foundation
Anonymous
Anonymous
John and Michelle Martello
The MathWorks, Inc.
The Andrew W. Mellon Foundation
The Merck Company Foundation
Microsoft Giving Campaign
Millennium Water Alliance
Gordon and Betty Moore Foundation
Anonymous
Charles Stewart Mott Foundation
Network For Good
Nike Foundation
Oak Foundation
Open Society Institute
Oracle Corporation
The Osprey Foundation
The David and Lucile Packard Foundation
The Panphil Foundation
The Peierls Foundation
The Pentecost Family
The Pew Charitable Trusts
Pfizer Inc.
Randell Charitable Fund
Ruth and A. Morris Williams, Jr.
Ben and Luanne Russell
Adelia Russell Charitable Foundation
Sall Family Foundation
Saperlipopette
Schultz Family Foundation
Charles Schwab Foundation
Harold Simmons Foundation
Theodore R. and Vada S. Stanley
Starbucks Coffee Company
Daniel M. and Patricia* Tellep
The Tides Foundation
TOSA Foundation
Trehan Foundation
The UPS Foundation
Anonymous
W.K. Kellogg Foundation
The Walmart Foundation
Anonymous
Weyerhaeuser Company Foundation
The Robert W. Woodruff Foundation
Wisconsin Evangelical Lutheran Synod
The Robert W. Woodruff Foundation

With your support CARE helped more than 12 million people in 47 countries respond to and recover from emergencies.

With your support CARE provided more than 5 million people in 54 countries with improved access to school and better quality education.
ANNUAL GIVING
($1,000,000+)

Alliance for a Green Revolution in Africa
The Howard G. Buffett Foundation
Cargill
Catholic Relief Services
Dubai Cares
ELMA Philanthropies Services (U.S.) Inc.
Bill & Melinda Gates Foundation
Goldman, Sachs & Co.
The Merck Company Foundation
Millennium Water Alliance
Oak Foundation
Sall Family Foundation
TOSA Foundation
The UPS Foundation
The Walmart Foundation
The Thomas Lyle Williams Charitable Trust

FOUNDERS’ COUNCIL
LYDIA MARSHALL SOCIETY
($250,000-$499,999)

The David R. and Patricia D. Atkinson Family Foundation
The Dietrich W. Botstiber Foundation
The Susan Thompson Buffett Foundation
Susan Crown and William Kunkler Gap Foundation
Global Environment Technology Foundation
Conrad N. Hilton Foundation
Johnson & Johnson
Dean C. and Elizabeth H. Kehler
The MathWorks, Inc.
Anonymous
The Osprey Foundation
Randell Charitable Fund
The Rockefeller Foundation
ROTA Qatar Foundation
John P. and Virginia B. Sall
Ruth and A. Morris Williams, Jr.
Woodruff Family Trust

FOUNDERS’ COUNCIL
MURRAY LINCOLN SOCIETY
($100,000-$249,999)

Abbott
The ACE Charitable Foundation
Aqualia Foundation Ltd.
James and Marietta Bala
Baxter International Foundation
The Lynde and Harry Bradley Foundation
Eduardo Castro-Wright and Fabiola De Castro
Thomas E. Claugs
Community Foundation of Greater Memphis
Covance Inc.
Delta Air Lines Inc.
Estee Lauder Companies
The Ford Foundation
Benito and Frances C. Gaguine Foundation
Anonymous
Hewlett Packard Company
Justin S. and Hilarie V. Huscher
InterContinental Hotels Group
Ipswitch, Inc.
Anonymous
Michael L. and Rosalind C. Keiser
Levi Strauss Foundation
Maurice and Nathalie Marciano
Charles Stewart Mott Foundation
The Panaphil Foundation
The Pentecost Family
Randy and Cindy Pond
Ben and Luanne Russell
Schwab Charitable Fund
Charles Schwab Foundation
Lloyd A. Fry Foundation
Harold Simmons Foundation
Stemcor Inc.
Teavana
The David Tepper Charitable Foundation, Inc.
Trehan Foundation
Bruce C. and Sandra Tully
William D. Unger
United Nations Foundation
Carolyn Van Sant
Deidra J. Wager
Anonymous
Anonymous
With your support CARE reached more than 16 million people in 36 countries with health and social services to help protect themselves from HIV, reduce stigma associated with the illness and mitigate its negative economic impact.

**FOUNDERS’ COUNCIL**
**LINCOLN CLARK SOCIETY**
($25,000-$99,999)

- 3M Foundation
- David T. and Jean K. Akers
- The Sunbridge Foundation
- Edith Allen
- Alliance For The Lost Boys Of Sudan
- Almeida Family Foundation
- Alpha Kappa Alpha Sorority Inc.
- The Victor and Christine Anthony Family Foundation
- W. Frank* and Ruth S. Askins
- Matthew T. and Margaret Balitsaris
- Dennis M. Barry
- Mrs. Harry Behrins, Jr.
- Bok Family Foundation, Scott and Roxanne Bok
- Albert and Elaine Borchart Foundation, Inc.
- BP Foundation
- Communication Automation Corporation
- Finn Brooks Family Foundation, Inc.
- Anonymous
- Judith M. Buechner and Rev. C. Frederick Buechner
- The Buffin Foundation
- Anonymous
- C. E. & S. Foundation, Inc.
- The Cable Company
- The Margaret A. Cargill Foundation
- The Cedars Foundation
- Jared Levy and Dawn Chamberlain
- CHS Foundation
- Clipper Ship Foundation Inc.
- The Coca-Cola Company
- Cogan Family Foundation
- Cognizant Technology Solutions
- Virginia F. Coleman
- Community Of Christ
- Community Foundation For Monterey County
- Congressional Black Caucus Foundation, Inc.
- The Connect U.S. Fund
- Crown Family Philanthropies
- Glen A. and Lynne S. Cunningham Rosalie Danbury
- The Davee Foundation
- The Kenneth Douglass Foundation
- Dudley and Shanley, LLC
- East Bay Community Foundation
- The Ellis Foundation, Inc.
- Joseph H. and Barbara I. Ellis eMarketer, Inc.
- Anonymous
- Enterprise Holdings
- Anonymous
- Exelon Corporation
- James W. and Tammy G. Felt
- First Data Foundation
- Bert and Candace Forbes
- Anonymous
- GE Transportation
- GE Foundation
- Anonymous
- Global Giving
- Goldman Sachs Gives
- Brad and Jill R. Gordon
- Frederick V. Grady
- The Greater Cincinnati Foundation
- Robert J. and Carol E. Green
- Haley and Aldrich, Inc.
- Raeburne S. Heimbeck and Cynthia Krieble
- Wayne R. and Camellia A. Helsel
- John T. Hendrix and Felcia Kantor
- Hess Foundation Inc.
- Wilbur Holmes
- Robert and Julie Horowitz
- Alan and Glen G. Husak
- The Loren A. Jahn Private Charitable Foundation
- Gregory D. and Anne C. Jordan
- JP Morgan Chase
- Kellicie Fund
- Janet Wright Ketcham Foundation
- The Kimberly-Clark Foundation
- Susan Kinzie
- Alan Klenke Trust
- Emery N. Koenig
- JDD Holdings LLC
- Anonymous
- Kraft Foods
- Richard Kurkowski
- Charles Lamar Family Foundation
- Lavallette Holdings Corporation
- Anonymous
- Charles Liebman
- Nathan E. Lindgren
- Live Nation Worldwide, Inc.
- Andrew T. and Nancy Mack
- Thomas E. and Gaeil G. Mallouk
- Frank E. and Susan A. Mars
- Anonymous
- MD-19 Lions
- Harold C. Meissner
- Anonymous
- Microsoft Giving Campaign
- Joseph H. and Cynthia G. Mitchell
- The Mosakowski Family Foundation
- Motorola
- Quantum Realty Holdings Ltd.
- Network for Good
- New Horizons Foundation, Inc.
- The New York Community Trust
- New York Women’s Initiative
- Anonymous
- Everett/O’Connor Charitable Trust
- Orion Investments
With your support CARE’s programs helped more than 6 million people mitigate and adapt to the effects of climate change.

FOUNDERS’ COUNCIL
ARTHUR RINGLAND SOCIETY
($10,000–$24,999)
Joseph and Sophia Abeles Foundation Inc.
Ildiko and Herbert J. Adair, Jr.
Richard P. Johnson and Sharon V. Agar
Aidmatrix Foundation
Ursula Alletag
Herawati M. and George M. Alvarez-Correa
America’s Charities
Craig G. Anderson
Richard H. Anderson
Aziz Ansari
Allen A. and Martha Arata
Richard D. and Ruth B. Arnold
Ernest and Jeanette Auerbach
Edwin T. and Patricia M. Baldrige
Donald M. and Elizabeth S. Ballard
J. Gregory and Martha S. Ballentine
Martin Balser and Cecile Falk Balser
Steve and Beth Bangert
Bank of America
Cori Bargmann
Jonathan B. and Barbara J. Barnes
The Barstow Foundation
Stephen Bauer
Farid and Ann Behfar
Foundation
Anonymous
Lyle and Susan Best
Donald and Sheila M. Billings
Anonymous
Anonymous
Oliver P. and Jenny Blackman
Francis I. and Margo Blair
Don B. Blenko, Jr. and Marcia W. Blenko
John W. Bloom
BMI-RUPP Foundation
Vidya and Sally Bobba
David Bodnick
Claudia Bonnist
The Boston Foundation
The Boston Note Company
Mark S. Box
Neal Bradsher
Bristol-Myers Squibb Foundation
Valerie C. and Phil L. Brown
Renaissance Charitable Foundation, Inc.
Ann Bush
John Steven and Elizabeth Caflisch
Jane K. and Charles C. Cahn, Jr.
Nancy Calcagミニ
Calvert Social Investment Foundation
CARE Alabama
Alison S. Carlson
Walter C.D. Carlson and Debora De Hoyos
Juan M. Carrillo and Dominique Mielle
Jimmy Carter
Jack E. and Margaret C. Caveney

Myron and Mary Peterson
P.F. Chang’s China Bistro, Inc.
Pfizer Inc.
Points of Light Foundation
Thomas D. Poole
P & G Fund of the Greater Cincinnati Foundation
Quadrangle
Rainbow World Fund
Anonymous
Russell Investment Group
The Saint Paul Foundation
The San Francisco Foundation
SCA Direct
Mark and Cindy Schoeppner
Mr. Allan P. and Mrs. Nari M. Scholl
Dr. Scholl Foundation
Gregg S. and Kim J. Scibica
Mary Hugh Scott
The Seattle Foundation
Seyfarth Shaw LLP
Tucker and Janet P. Short
Sidley Austin LLP
Silicon Valley Community Foundation
Jennifer Sims
Anonymous
The Skyscrape Foundation
David A. Smith and Nancy H. Smith
Malcolm K. Sparrow and Penelope Sparrow
The Squirrel Fund
Brien M. and Cynthia S. Stafford
Stupski Family Fund
The T. Rowe Price Program For Charitable Giving
Ping Y. Tai Foundation, Inc.
Russell and Cynthia Talcott
Anonymous
William E. and Joyce M. Thibodeaux
The Tides Foundation
Douglas A. Tilden
Trigger LLC
With your support CARE helped more than 7 million people improve their household income through increased access to financial and non-financial services, participation in Village Savings and Loan Associations, market linkages and diversified livelihoods.
With your support CARE helped more than 27 million women and men in 50 countries develop sustainable water management practices and improve community hygiene and sanitation.
EXECUTIVE MANAGEMENT TEAM

1 Helene D. Gayle
   President and
   Chief Executive Officer

2 Jonathan Mitchell
   Chief Operating Officer

3 Abby Maxman
   Vice President
   International Programs
   and Operations

4 Patrick Solomon
   Vice President
   Human Resources

5 Kent Alexander
   General Counsel

6 Vickie Barrow-Klein
   Chief Financial Officer

7 Jean-Michel Vigreux
   Vice President
   Program, Partnerships,
   Learning & Advocacy
OFFICERS

Chair
W. Bowman Cutter
President and CEO
Helene D. Gayle

Vice Chair
Doris Meissner
Virginia Sail

Treasurer
Dean C. Kehler

Secretary
Carol Hudson

President Emeriti
Peter D. Bell
Philip Johnston

MEMBERS

Richard J. Almeida
Retired Chairman and CEO
Heller Financial

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 & Company

Alexander B. Cummings
EVP and Chief
Administrative Officer
The Coca-Cola Company

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

Katharin S. Dyer
Chief Talent and
Transformation Officer
VivaKi

Helene D. Gayle
President and CEO
CARE

Paul J. Jansen
Director Emeritus
McKinsey & Company

Dean C. Kehler
Managing Partner
Trimaran Capital Partners

Emery Koenig
Executive Vice President and
Chief Risk Officer
Cargill, Incorporated

Richard A. Marin
President
Ironwood Global LLC

Doris Meissner
Senior Fellow
Migration Policy Institute

Araf 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 Sail
Co-Founder
Sail Family Foundation

Ranvir K. Trehan
Founder and CEO (Retired)
SEFA

Bruce C. Tully
Managing Director
Beehive Ventures LLC

William D. Unger
Partner Emeritus
Mayfield Fund

Deidra Wager
Owner
DJW LLC
How CARE’s Expenses are Allocated

90% Program Expenses
10% Support Services & Fundraising

CARE’s Programs by Activity

74% Lasting Solutions to Poverty
26% Emergency & Rehabilitation

CARE’S Global Program Portfolio

47% Africa
27% Asia
17% Latin America & the Caribbean
7% Middle East & Europe
2% Global or Multi-Regional Programs
After a decline in revenue during 2010, due largely to the discontinuation and scaling down of two large food programs in Africa, CARE USA’s revenue increased slightly in 2011. Total revenues for fiscal year 2011 were $590 million, or 0.6% higher than fiscal year 2010. A decline in revenue from the U.S. government was more than offset by a $24 million increase in private contributions from CARE International members. Private contributions to CARE in fiscal year 2011 totaled $310 million. Notable increases in spending last year include a $25 million increase in emergency programming, largely the result of post-earthquake rehabilitation programs in Haiti.

Overall, 90 percent of CARE’s spending in 2011 served our mission through program expenses. Only 10 percent of our spending went to fundraising, management and other support activities. CARE’s expenses in 2011 totaled $626 million. The consolidated financial statements that follow demonstrate our organizational fiscal health through our net asset balance. CARE’s net asset balance grew by more than $10 million in 2011 to $341 million.

With 47 percent of our portfolio, CARE’s programs in Africa continue to represent the largest portion of our work to alleviate poverty. Programs in Asia grew by more than a quarter and now constitute 27 percent of CARE’s program portfolio. 17 percent of our work is in Latin America and the Caribbean, while the Middle East and Europe have seven percent. The remaining two percent is devoted to global or multi-regional programs.

CARE’s commitment to executing high-quality programs as efficiently as possible resulted in a re-organization at headquarters that yielded $3 million in savings for the year, as well as putting CARE on a path to realize even greater savings in the future. Furthermore CARE spent $5 million during the fiscal year on the construction and implementation of our new finance and grants management system, Pamodzi. When it goes online in 2012 most CARE locations around the world will, for the first time, share a common, web-based software platform. CARE has an unwavering commitment to the responsible management of our financial resources. Pamodzi will provide CARE with a timely, global view of operations that will further strengthen our already proven ability to deliver effective programs as efficiently as possible.

Vickie J. Barrow-Klein  
Chief Financial Officer
## CARE USA BALANCE SHEET

As of June 30, 2011 and 2010 in thousands

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$71,995</td>
<td>$89,768</td>
</tr>
<tr>
<td>Restricted cash</td>
<td>7,002</td>
<td>9,006</td>
</tr>
<tr>
<td>Investments, at fair value</td>
<td>196,509</td>
<td>192,093</td>
</tr>
<tr>
<td>Receivables, net</td>
<td>12,790</td>
<td>27,178</td>
</tr>
<tr>
<td>Loans receivable, net</td>
<td>14,942</td>
<td>14,398</td>
</tr>
<tr>
<td>Inventory</td>
<td>49,070</td>
<td>10,001</td>
</tr>
<tr>
<td>Deposits and other assets</td>
<td>48,857</td>
<td>38,058</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>20,376</td>
<td>14,543</td>
</tr>
<tr>
<td>Trusts held by third parties</td>
<td>115,502</td>
<td>96,862</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$537,043</strong></td>
<td><strong>$491,907</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

#### Liabilities

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$29,772</td>
<td>$42,389</td>
</tr>
<tr>
<td>Program advances</td>
<td>98,226</td>
<td>57,718</td>
</tr>
<tr>
<td>Liability for split interest agreements</td>
<td>19,352</td>
<td>19,833</td>
</tr>
<tr>
<td>Benefits accrued for employees</td>
<td>33,268</td>
<td>30,938</td>
</tr>
<tr>
<td>Subsidiary loans payable</td>
<td>14,462</td>
<td>9,551</td>
</tr>
<tr>
<td>Minority interest in subsidiary</td>
<td>870</td>
<td>593</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$195,950</strong></td>
<td><strong>$161,022</strong></td>
</tr>
</tbody>
</table>

#### Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>82,094</td>
<td>88,050</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>125,517</td>
<td>127,993</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>133,482</td>
<td>114,842</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$341,093</strong></td>
<td><strong>$330,885</strong></td>
</tr>
</tbody>
</table>

### Total Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$537,043</strong></td>
<td><strong>$491,907</strong></td>
</tr>
</tbody>
</table>

Our auditors have expressed an unqualified opinion on our June 30, 2011 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.
### CARE USA STATEMENT OF ACTIVITIES

For the year ended June 30, 2011 with summarized information for the year ended June 30, 2010 in thousands

#### OPERATING SUPPORT AND REVENUE

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total 2011</th>
<th>Total 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPPORT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Private Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$61,812</td>
<td>$58,929</td>
<td></td>
<td>$120,741</td>
<td>$131,793</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>10,704</td>
<td>-</td>
<td></td>
<td>10,704</td>
<td>14,651</td>
</tr>
<tr>
<td>CARE International</td>
<td>178,423</td>
<td></td>
<td>-</td>
<td>178,423</td>
<td>139,492</td>
</tr>
<tr>
<td><strong>Total Private Support</strong></td>
<td>$250,739</td>
<td>$58,929</td>
<td>-</td>
<td>$309,868</td>
<td>$285,936</td>
</tr>
<tr>
<td><strong>Government and Other Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. government</td>
<td>$176,112</td>
<td></td>
<td>-</td>
<td>176,112</td>
<td>198,871</td>
</tr>
<tr>
<td>Host governments</td>
<td>23,396</td>
<td>-</td>
<td>-</td>
<td>23,396</td>
<td>21,799</td>
</tr>
<tr>
<td>Others</td>
<td>62,978</td>
<td>88</td>
<td>-</td>
<td>63,066</td>
<td>61,680</td>
</tr>
<tr>
<td><strong>Total Government and Other Support</strong></td>
<td>$262,486</td>
<td>88</td>
<td>-</td>
<td>$262,574</td>
<td>$282,350</td>
</tr>
<tr>
<td><strong>OTHER REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest and dividends</td>
<td>$9,026</td>
<td>1,656</td>
<td>-</td>
<td>10,682</td>
<td>11,572</td>
</tr>
<tr>
<td>Rent and miscellaneous</td>
<td>6,234</td>
<td>307</td>
<td>-</td>
<td>6,541</td>
<td>6,150</td>
</tr>
<tr>
<td><strong>Total Other Revenue</strong></td>
<td>$15,260</td>
<td>1,963</td>
<td>-</td>
<td>17,223</td>
<td>17,722</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td>$73,364</td>
<td>(73,364)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Operating Support and Revenue</strong></td>
<td>$602,049</td>
<td>(12,384)</td>
<td>-</td>
<td>$589,665</td>
<td>$586,008</td>
</tr>
</tbody>
</table>

#### EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>Program</th>
<th>Supporting Activities</th>
<th>Total Operating Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency</td>
<td>$124,652</td>
<td>-</td>
<td>$825,807</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>16,873</td>
<td>-</td>
<td>124,652</td>
</tr>
<tr>
<td>Development</td>
<td>401,961</td>
<td>-</td>
<td>16,873</td>
</tr>
<tr>
<td>Public Information</td>
<td>17,802</td>
<td>-</td>
<td>401,961</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$602,049</td>
<td>-</td>
<td>$625,807</td>
</tr>
</tbody>
</table>

#### OTHER NONOPERATING CHANGES IN NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Minority interest in subsidiary income</th>
<th>Foreign exchange gain/(loss)</th>
<th>Interest and dividends on gift annuity investments</th>
<th>Actuarial loss on annuity obligations</th>
<th>Actuarial (loss)/gain on split interest agreements</th>
<th>Net realized and unrealized gain on investments</th>
<th>Increase in value of trusts held by third parties</th>
<th>Total Changes in Net Assets before change in pension liability</th>
<th>Net change in pension liability</th>
<th>Changes in net assets from continuing operations</th>
<th>Discontinued operations</th>
<th>Changes in net assets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Minority interest in subsidiary income</strong></td>
<td>$ (52)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$ (5,725)</td>
<td>$ (231)</td>
<td>$ (5,956)</td>
<td>$ (5,956)</td>
<td>$ (3,587)</td>
</tr>
<tr>
<td><strong>Foreign exchange gain/(loss)</strong></td>
<td>2,588</td>
<td>126</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(2,476)</td>
<td>18,640</td>
<td>10,439</td>
<td>-</td>
<td>10,208</td>
</tr>
<tr>
<td><strong>Interest and dividends on gift annuity investments</strong></td>
<td>-</td>
<td>-</td>
<td>772</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>18,640</td>
<td>-</td>
<td>10,439</td>
<td>-</td>
<td>10,208</td>
</tr>
<tr>
<td><strong>Actuarial loss on annuity obligations</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>772</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>18,640</td>
<td>-</td>
<td>9,192</td>
<td>-</td>
<td>7,494</td>
</tr>
<tr>
<td><strong>Actuarial (loss)/gain on split interest agreements</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>235</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net realized and unrealized gain on investments</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>25,419</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Increase in value of trusts held by third parties</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>18,640</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Changes in Net Assets before change in pension liability</strong></td>
<td>$ (5,725)</td>
<td>(2,476)</td>
<td>18,640</td>
<td>10,439</td>
<td>(3,587)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net change in pension liability</strong></td>
<td>$ (231)</td>
<td>-</td>
<td>-</td>
<td>(231)</td>
<td>(775)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Changes in net assets from continuing operations</strong></td>
<td>$ (5,956)</td>
<td>(2,476)</td>
<td>18,640</td>
<td>10,208</td>
<td>(4,362)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Discontinued operations</strong></td>
<td>Gain from operations of discontinued operations - Edyifcar (including net income of $3.8 million)</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Changes in net assets</strong></td>
<td>$ (5,956)</td>
<td>(2,476)</td>
<td>18,640</td>
<td>10,208</td>
<td>33,395</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets, beginning of year</strong></td>
<td>$ 88,050</td>
<td>127,993</td>
<td>114,842</td>
<td>$ 330,885</td>
<td>297,490</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets, end of year</strong></td>
<td>$ 82,094</td>
<td>125,517</td>
<td>133,482</td>
<td>$ 341,093</td>
<td>330,885</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Our auditors have expressed an unqualified opinion on our June 30, 2011 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.
CARE USA STATEMENTS OF FUNCTIONAL EXPENSES
For the year ended June 30, 2011 with summarized information for the year ended June 30, 2010 in thousands

<table>
<thead>
<tr>
<th>PROGRAM ACTIVITIES</th>
<th>SUPPORTING ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Rehabilitation Development Public Information</td>
<td>Total</td>
</tr>
<tr>
<td>Personnel costs</td>
<td>$29,960</td>
</tr>
<tr>
<td>Professional services</td>
<td>1,657</td>
</tr>
<tr>
<td>Equipment</td>
<td>1,718</td>
</tr>
<tr>
<td>Materials and services</td>
<td>49,783</td>
</tr>
<tr>
<td>Travel and transportation</td>
<td>7,470</td>
</tr>
<tr>
<td>Occupancy</td>
<td>3,478</td>
</tr>
<tr>
<td>Financing/Depn/Misc.</td>
<td>482</td>
</tr>
<tr>
<td>Grants/Subgrants</td>
<td>19,298</td>
</tr>
<tr>
<td>AgCommodities/CIKs</td>
<td>10,806</td>
</tr>
<tr>
<td>Contributed advertising-PSA</td>
<td>-</td>
</tr>
</tbody>
</table>

2011 Total Operating Expenses $124,652 | $16,873 | $401,961 | $17,802 | $561,288 | $28,621 | $35,898 | $64,519 | $625,807 | $601,746 |

2010 Total Operating Expenses $99,835 | $19,733 | $405,320 | $21,215 | $546,103 | $25,451 | $30,192 | $55,643 | $601,746 |

Our auditors have expressed an unqualified opinion on our June 30, 2011 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.
## CARE USA STATEMENT OF CASH FLOWS

For the year ended June 30, 2011 and 2010 in thousands

### CASH FLOWS FROM OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes in net assets</td>
<td>$10,208</td>
<td>$33,395</td>
</tr>
<tr>
<td>Less Changes in net assets from discontinued operations</td>
<td>-</td>
<td>37,757</td>
</tr>
<tr>
<td>Changes in net assets from continuing operations</td>
<td>$10,208</td>
<td>(4,362)</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation and amortization</td>
<td>$5,386</td>
<td>4,734</td>
</tr>
<tr>
<td>Contributions restricted for investment in endowment</td>
<td>-</td>
<td>(19)</td>
</tr>
<tr>
<td>Provision for subsidiary microcredit loan losses</td>
<td>360</td>
<td>991</td>
</tr>
<tr>
<td>Unrealized gain on derivative contracts</td>
<td>-</td>
<td>107</td>
</tr>
<tr>
<td>Net realized and unrealized gain on investments</td>
<td>(25,419)</td>
<td>(8,004)</td>
</tr>
<tr>
<td>Actuarial loss on annuity obligations</td>
<td>1,147</td>
<td>1,154</td>
</tr>
<tr>
<td>Actuarial loss/(gain) on split interest agreements</td>
<td>(235)</td>
<td>576</td>
</tr>
<tr>
<td>Increase in value of trusts held by third parties</td>
<td>(18,640)</td>
<td>(7,494)</td>
</tr>
<tr>
<td>Changes in net assets from operations</td>
<td>$32,452</td>
<td>1,213</td>
</tr>
</tbody>
</table>

### CASH FLOWS FROM INVESTING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases of investments</td>
<td>(93,155)</td>
<td>(157,419)</td>
</tr>
<tr>
<td>Proceeds from sales of investments</td>
<td>114,158</td>
<td>133,402</td>
</tr>
<tr>
<td>(Increase)/Decrease in restricted cash</td>
<td>2,004</td>
<td>(9,006)</td>
</tr>
<tr>
<td>Purchases of property and equipment</td>
<td>(14,234)</td>
<td>(6,314)</td>
</tr>
<tr>
<td>Proceeds from sales of property and equipment</td>
<td>3,015</td>
<td>3,563</td>
</tr>
<tr>
<td>Net cash provided by (used in) investing activities</td>
<td>$11,788</td>
<td>(35,774)</td>
</tr>
</tbody>
</table>

### CASH FLOWS FROM FINANCING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from contributions restricted for investment in endowment</td>
<td>-</td>
<td>19</td>
</tr>
<tr>
<td>Increase in loans receivable</td>
<td>(904)</td>
<td>(2,375)</td>
</tr>
<tr>
<td>Proceeds from sale of subsidiary</td>
<td>-</td>
<td>73,841</td>
</tr>
<tr>
<td>Increase in subsidiary loans payable</td>
<td>4,911</td>
<td>1,316</td>
</tr>
<tr>
<td>Increase in minority interest in subsidiary</td>
<td>277</td>
<td>382</td>
</tr>
<tr>
<td>Payments to gift annuitants</td>
<td>(2,288)</td>
<td>(2,353)</td>
</tr>
<tr>
<td>Increase in liability for split interest agreements</td>
<td>895</td>
<td>891</td>
</tr>
<tr>
<td>Net cash and cash equivalents provided by financing activities</td>
<td>$2,891</td>
<td>71,721</td>
</tr>
</tbody>
</table>

### CASH FLOWS FROM DISCONTINUED OPERATIONS

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash (used in) provided by operating activities</td>
<td>-</td>
<td>(2,801)</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>-</td>
<td>(442)</td>
</tr>
<tr>
<td>Net cash used in financing activities</td>
<td>-</td>
<td>(1,691)</td>
</tr>
<tr>
<td>Net cash and cash equivalents provided by (used in) discontinued operations</td>
<td>-</td>
<td>(4,934)</td>
</tr>
</tbody>
</table>

### NET CHANGE IN CASH AND CASH EQUIVALENTS

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net change in cash and cash equivalents</td>
<td>(17,773)</td>
<td>32,226</td>
</tr>
</tbody>
</table>

#### CASH AND CASH EQUIVALENTS, beginning of year

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$89,768</td>
<td>57,542</td>
</tr>
<tr>
<td></td>
<td>$71,995</td>
<td>$89,768</td>
</tr>
</tbody>
</table>

#### Noncash Contributions

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noncash Contributions</td>
<td>$23,136</td>
<td>$23,933</td>
</tr>
</tbody>
</table>

#### Cash paid for interest

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash paid for interest</td>
<td>$771</td>
<td>$5,498</td>
</tr>
</tbody>
</table>

---

Our auditors have expressed an unqualified opinion on our June 30, 2011 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.
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
- Providing economic opportunity
- Delivering relief in emergencies
- Influencing policy decisions at all levels
- Addressing discrimination in all its forms
- Promoting responsibility

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.

Program Principles

- Promote empowerment
- Address discrimination
- Work with partners
- Promote the nonviolent resolution of conflicts
- Ensure accountability and promote responsibility
- Seek sustainable results