



Dear Friend,

The past year saw people everywhere speaking out for their concerns, with demonstrations erupting around the globe. In fact, TIME Magazine's "Person of the Year" for 2011 was "The Protestor." But as so often happens, the voice of the global poor—those hardest hit by these trying times—went largely unheard by those in power.

Scripture reminds us that we are to "speak up for those who cannot speak for themselves, for the rights of all who are destitute" (Prov. 31:8). At World Vision, we are grateful that God has granted this organization favor, influence, and a voice that we are able to use for His purposes.

With the support of friends like you, we continue to come to the table on behalf of millions living in poverty both around the world and right here at home. Our greatest reward is when, through our joint efforts, their voices are amplified and their needs are answered.

At right are some of the many ways you can work with us to change lives. If you haven't yet joined us, please consider how you might. We would consider it an honor to partner with you.

If you're already among our partners—thank you. God has been so gracious in providing committed friends like you to walk alongside us toward the goal of building a better world for children.

As we look together to 2012, I remain confident that, as we place our work in God's hands, continually seek His provision, and remain committed to our calling, He will remain faithful. Thank you for joining us on the journey.

Blessings,

Rich Stearns
President, World Vision U.S.



WHO WE ARE

SERVING ALONGSIDE THE POOR SINCE 1950

who we are

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

who we serve

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

why we serve

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

JOIN US:

call **1.866.850.HOPE**

visit **worldvision.org**

GET INVOLVED AND MAKE A DIFFERENCE

individuals

Sponsor a child :: Help one child reach his or her God-given potential while helping an entire community break free from poverty.

Change lives through the Gift Catalog :: Choose from more than 100 gifts that have a lasting impact for children in need, with the option to honor a loved one.

Fund a microloan through Micro :: Invest in the potential of hardworking entrepreneurs in developing countries by funding a small business loan.

Race for a reason with Team World Vision :: Join our marathon fundraising support team and help change the lives of children in Africa.

Use your voice for children :: Urge our country's leaders to prioritize the needs of vulnerable children worldwide.

Assist in the U.S. :: Help children and youth in America's most distressed areas reach their full potential.

Donate at your workplace :: Multiply your donations, at no cost to you, by giving through your company's matching gift program.

Make a planned gift :: Include World Vision in your will or consider other planned gifts to benefit your family and the world's poor.

"Whatever you did for one of the least of these . . . you did for me." —Matthew 25:40 (NIV)

students and youth leaders

Do the 30 Hour Famine :: Unite your group to love God, fast for 30 hours, and raise funds to benefit hungry kids in places like the Horn of Africa and Haiti.

ACT: S :: Join other college students to explore what the Christian faith says about poverty and injustice, use creative activism, and advocate with elected leaders.

churches, companies, and groups

Engage your church :: Discover how your church can help children and families overcome poverty. Create unity as church members work side by side in service to others, revitalizing your community from the inside out.

Take a Journey to Jamaa :: Experience poverty through the eyes of two children in Uganda as your church hosts this interactive, film-based worship service.

Invest in corporate social responsibility :: Strengthen your business and change lives through product donations, financial support, and programs that engage your employees, customers, and communities.

Assemble kits :: Host a hands-on event to provide Hygiene Kits for global disaster survivors and America's homeless, Caregiver Kits for volunteer AIDS caregivers in developing countries, Promise Packs for orphans and vulnerable children, or SchoolTools backpacks for kids in need in the U.S.



2011 WORLD VISION U.S. OFFICERS

Rich Stearns :: President

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

Joan Mussa :: Sr. Vice President, Mobilization

Julie Regnier :: Sr. Vice President, Human Resources

Chris Glynn :: Sr. Vice President, Transformational Engagement

Kent Hill :: Sr. Vice President, International Programs

2011 WORLD VISION U.S. BOARD OF DIRECTORS

James F. Beré Jr.
Chairman and CEO, Alta Resources

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

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Writer, minister, and advocate for Christian community development

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Associate Professor, North Park Theological Seminary

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Former Senior Pastor, St. Andrew's Presbyterian Church

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President, World Vision U.S.

Kevin Jenkins
President, World Vision International

Roland C. Warren
President, National Fatherhood Initiative



Mike Yankoski
Author and motivational speaker, social justice advocate

worldvision.org

Our vision for every child, life in all its fullness. Our prayer for every heart, the will to make it so.

—World Vision vision statement



HOW WE WORK

Together with our donors, we are:

saving lives in the wake of disaster

World Vision stands ready to protect children and families by delivering crucial assistance within 24 to 72 hours of a crisis. Our nearly 44,000 staff in close to 100 countries are committed to helping communities rebuild.

In 2011, World Vision:

- » Responded to 75⁺ **humanitarian emergencies** around the world, including the drought and hunger crisis in the Horn of Africa, the catastrophic tsunami in Japan, and continued rebuilding in earthquake-devastated Haiti
- » Assisted more than 10 million⁺ **disaster survivors**, refugees, and internally displaced people worldwide
- » Used \$153 million in private **donations** and U.S. government **grants** for disaster relief and rebuilding work
- » Maintained \$3.2 million⁺ worth of **relief goods**, available for immediate shipping

creating hope for today—and tomorrow

World Vision is passionate about seeing every child break free from poverty and reach his or her God-given potential. Our more than 60 years of experience have shown that tackling the causes of poverty holistically has the greatest long-term impact for children and families. **In 2011, World Vision:**

- » Helped change the lives of more than 4.1 million⁺ children registered in **child sponsorship** programs worldwide, including 1.1 million who were supported by 725,000 caring sponsors in the U.S.
- » Used \$70 million in **food grants** and nearly 100,000 metric tons of food supplies (the equivalent of 3,300 semi-truck loads) to help nourish children and families in need
- » Helped more than 500,000 children and adults in 10 African countries gain access to **clean water** through our combined water, sanitation, and hygiene efforts, including the drilling of approximately 800 new wells
- » Disbursed \$492 million⁺ in **microloans** to 688,000⁺ hardworking people in 38⁺ countries—impacting 1,541,000⁺ jobs and 2,722,000⁺ children
- » Taught values-based **HIV and AIDS** prevention education to nearly 528,000⁺ young people living in AIDS-affected areas in Africa

- » Equipped nearly 34,000⁺ people, including 13,000⁺ faith leaders from 11,000⁺ churches across Africa, to provide additional **HIV prevention** and **AIDS care** in their communities

- » Assisted nearly 2.1 million children and adults in the **United States** with access to basic necessities like warm clothing, personal care products, and school supplies

working with diverse partners

World Vision offers its partners—individuals, churches, companies, governments, and local and international organizations—powerful ways to impact the lives of children in need. These multiple funding sources allow us to leverage all sources efficiently and keep overhead low. **In 2011, World Vision:**

- » Joined with nearly 1.1 million **individuals** in the U.S. to help care for the world's poor
- » Welcomed 105,000 **new child sponsors** and more than 152,000 **new individual donors**
- » Partnered with 13,000 U.S. **churches** to bridge the gap between their communities and the world's most impoverished areas

- » Received \$199 million in grants of food and cash from the **U.S. government** and other agencies
- » Shipped more than 29,000 pallets of top-quality products like medicine, school supplies, shoes, and clothing—all donated by **corporations** to benefit communities in 38 countries (including the U.S.)

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

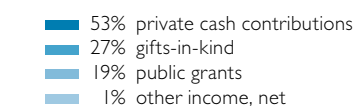


2011 FINANCIAL HIGHLIGHTS

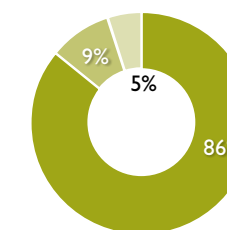
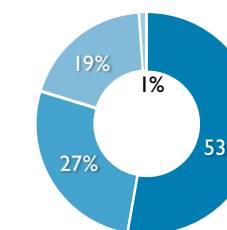
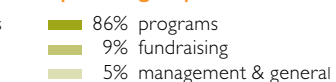
» revenue sources (in millions)	2009	2010	2011
private cash contributions	\$456	\$528	\$556
public grants (food and cash)	344	241	199
gifts-in-kind	413	251	291
other income, net	11	21	12
total revenue	\$1,224	\$1,041	\$1,058

» operating expenses (in millions)	2009	2010	2011
total program services	\$1,066	\$851	\$927
fundraising	91	104	102
management & general	49	47	50
total operating expenses	\$1,206	\$1,002	\$1,079

» revenue sources



» operating expenses



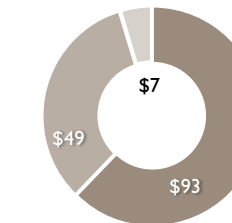
In 2011, 86 percent of World Vision's total operating expenses were used for programs that benefit children, families, and communities in need.

» program services (in millions)

total program services: **\$927**



» net assets (in millions)
total net assets: **\$149**

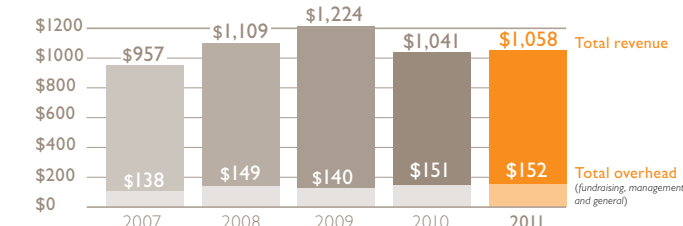


World Vision's objective for financial liquidity and reserves is to operate within a prudent range of stability, while recognizing the imperative of distributing maximum funds to mission as quickly as possible. World Vision U.S. remains financially strong, with sufficient liquid assets to discharge ongoing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

and other obligations. Most of our investments are held in secure money-market funds. Our investment strategy for long-term assets (primarily pensions, donor advised funds, and endowments) would generally be considered a conservative one.

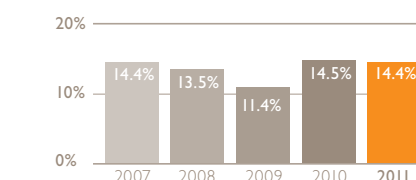
» revenue and overhead trends (in millions)

Total revenue in fiscal 2011 rose 2 percent to \$1,058 million. Private cash donations, our most important measure of financial health, increased 5 percent in 2011 to \$556 million. Adjusted for non-recurring donations for disaster relief (Haiti earthquake in fiscal 2010; Japan earthquake/tsunami and Horn of Africa drought in fiscal 2011), private cash donations grew at a healthy 9 percent rate in 2011.



» overhead rate (percent of total revenue)

Fundraising, management, and general expenses (sometimes called overhead) increased less than 1 percent during the year. Our overhead rate (overhead expenses as a percent of total revenue) improved slightly from 14.5 percent to 14.4 percent.



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World Vision is an international partnership of Christians whose mission is to follow our Lord and Savior Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice, and bear witness to the good news of the kingdom of God. —World Vision mission statement

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