



YOUR  
SUPPORT  
AND HOW IT  
WAS USED



## FISCAL YEAR 2018 ANNUAL REPORT

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**IMPROVING  
THE HEALTH  
AND  
LIVES  
OF PEOPLE  
AFFECTED  
BY  
POVERTY  
OR  
EMERGENCIES**

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## ON THE COVER:

In the wake of Hurricane Harvey,  
Direct Relief emergency medical  
supplies are delivered to Gulf Coast  
Health Center in Beaumont, Texas.

PHOTO: Bimarian Films

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# HOW DIRECT RELIEF WAS FUNDED

[ FY 2018 ]

Nongovernmental, nonsectarian, and not-for-profit, Direct Relief provides assistance to people and communities without regard to politics, religious beliefs, or ethnic identities. Direct Relief relies entirely on private contributions.

In Fiscal Year 2018 (July 1, 2017, through June 30, 2018), nearly 95,000 individuals, companies, and foundations gave in-kind and cash contributions to Direct Relief. Businesses and organizations provided products and expertise needed and leveraged for humanitarian purposes, and generous cash donations helped keep Direct Relief independent from external interests, maintaining the flexibility of its work.

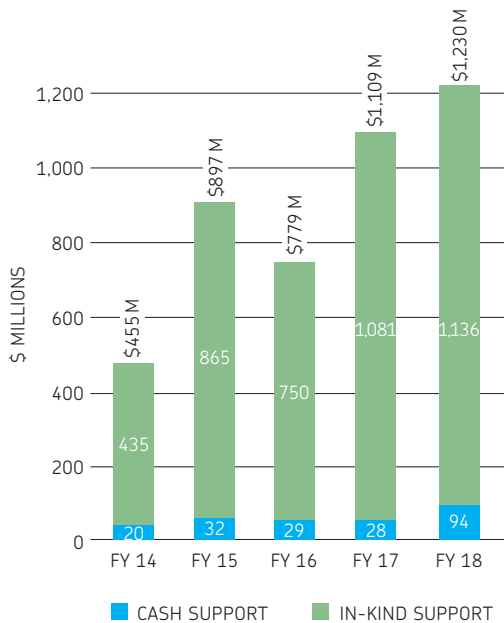
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## CASH AND IN-KIND CONTRIBUTIONS

To fulfill its mission and program objectives, Direct Relief has long sought partnerships with businesses and organizations with particular expertise that is needed and can be leveraged for humanitarian purposes. This approach has led to 200+ healthcare manufacturers and other corporations, in sectors ranging from technology to transportation, providing in-kind contributions in the form of needed goods (primarily medical products) and services that would otherwise have to be purchased. Direct Relief also solicits and receives cash contributions, which



FY 2018 CONTRIBUTED SUPPORT: \$1.2B



are used to cover internal costs and for goods and services to advance the organization’s mission and that cannot be obtained through in-kind donations.

The strategic pursuit of in-kind resources enables Direct Relief to provide far more humanitarian assistance than would be possible in a model that relied entirely upon raising cash and then converting the cash into goods and services. It makes little economic sense to incur the expense involved in raising funds to then purchase something that a business may be willing and able to provide directly and more efficiently as its charitable contribution.

Direct Relief’s financial statements must account for both cash and in-kind contributions that are entrusted to the organization to fulfill its humanitarian mission. In Fiscal Year 2018, over 92 percent of its total public support of \$1.1 billion was received in the form of in-kind medical products and certain other donated goods and services (such as transportation services from FedEx, online advertising from Google, and donated data analytics software from Qlik).

Merging cash and in-kind contributions in accordance with Generally Accepted Accounting Principles (GAAP) can be confusing to non-accountants. These notes, in addition to the financial statements on page 13, are to assist you in understanding how Direct Relief’s program model is financed and works, to explain the state of the organization’s financial health, and to inform you about how the money generously donated to Direct Relief in FY 2018 by individuals, businesses, organizations, and

foundations was spent.

Direct Relief’s activities are planned and executed on an operating (or cash) budget that is approved by the Board of Directors prior to the onset of the fiscal year. The cash budget is not directly affected by the value of in-kind medical product contributions. Cash support—as distinct from the value of contributed products—is used to pay for the logistics, warehousing, transportation, program oversight, program and administrative staff salaries, purchasing of essential medical products, acquisition of donated medical products, and all other program expenses.

In May of 2018 Direct Relief moved into a new 155,000 square-foot state-of-the-art facility—with a 128,000 square-foot warehouse and a 27,000 square-foot office and meeting space—certified for domestic and international pharmaceutical distribution. As of June 30, 2018, the total project cost, including the cost of the land was \$37.9 million.

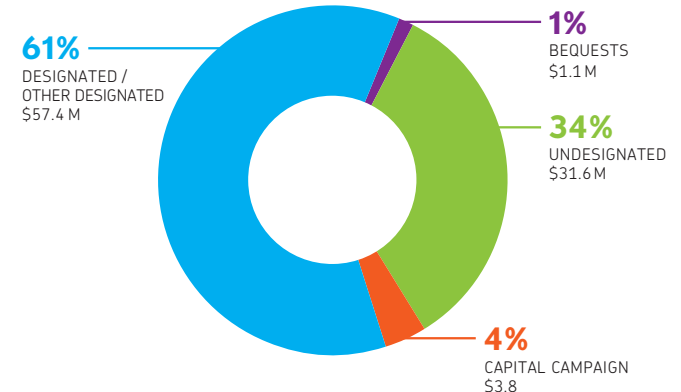
The new Direct Relief headquarters was made possible through generous donations from individual donors and our valued corporate supporters. Nearly four million dollars in cash and pledges were raised in FY 2018, bringing the total campaign funds raised to \$36 million as of June 2018. To finance working capital needs for the facility construction, Direct Relief secured a \$25 million line of credit which is secured by all the assets of Direct Relief, the Direct Relief Foundation, and the LLC. As of June 30, 2018, \$13.4 million had been drawn to complete the construction of the building.

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SOURCES OF CASH REVENUE: \$93.9 M



CATEGORIES OF CASH SUPPORT: \$93.9 M



When taking an annual snapshot at the end of a fiscal year, several factors can distort a realistic picture of our (or any nonprofit organization's) financial health and activities. Since the purpose of this report is to inform you, we think it is important to call your attention to some of these factors.

## **TIMING OF REVENUE RECOGNITION & EXPENSES**

First is the timing of donations being received and the expenditure of those donations, whether in the form of cash or in-kind medical products. Donations—including those received to conduct specific activities—are recorded as revenue when they are received or promised, even if the activities are to be conducted in a future year. The in-kind product donations are also recorded in inventory upon receipt. Direct Relief's policy is to distribute products at the earliest practicable date, consistent with sound programmatic principles. While the distribution often occurs in the same fiscal year of receipt, it may occur in the following fiscal year. An expense is recorded and inventory is reduced when the products are shipped to healthcare partners.

In FY 2018, Direct Relief received less value in product donations than was shipped out to its partner network. When the fiscal year ended, the product inventories that had been "spent" were reported as a decrease in net assets (or net operating "deficit"). The opposite was true in FY 2017, when the value of product donations was more than the humanitarian aid distributed during the year. This resulted in an increase in net assets (or net operating "surplus") for that year.

In FY 2018, Direct Relief received public support and revenue of \$1.13 billion in product donations, \$93.9 million in cash donations and a \$6.4 million gain on investments/sale of assets. In the same period Direct Relief provided program services including pharmaceuticals, medical supplies, equipment and related expenses of \$1.23 billion, administrative support services of \$5.4 million and fundraising costs of \$2.7 million. For FY 2018, the change in net assets was a (\$3.8) million net operating "deficit." A fiscal yearend net operating "surplus" or "deficit" is often due to the timing difference of when public support is received and recorded (current fiscal year) compared

to when humanitarian aid or cash is granted (subsequent fiscal years).

## **POLICY ON DESIGNATED CONTRIBUTIONS**

Direct Relief has adopted a strict policy to ensure that 100 percent of all designated contributions for a specific program or emergency response are used only on expenses related to supporting that program or response. Direct Relief has used similar policies for all disaster responses in the last few years, including responses to the fires and mudslides in California, Syrian refugee crisis, Ebola outbreak in West Africa, Hurricanes Maria, Irma, Harvey, Sandy, Katrina, and Rita, and earthquakes in Mexico, Ecuador, Nepal, Japan, Haiti, Pakistan, Peru, China, and Chile.

This approach is appropriate for honoring precisely the clear intent of generous donors who responded to these tragedies and to preserve the maximum benefit for the survivors for whose benefit the funds were entrusted to Direct Relief.

## **VALUATION OF IN-KIND RESOURCES**

Direct Relief is the only nonprofit organization in the United States that has received accreditation from the National Association of Boards of Pharmacy as a Verified-Accredited Wholesale Distributor (VAWD) licensed to distribute pharmaceutical products in all 50 U.S. states, and is among the largest-volume providers of medical donations to its partners worldwide. Direct Relief's programs involve a wide range of functions, several of which require specialized expertise and licensing. Among these functions are identifying key local providers of health services in such areas; working to identify the unmet needs of people in the areas; mobilizing essential medicines, supplies, and equipment that are requested and appropriate for the circumstances; and managing the many details inherent in storing, transporting, and distributing such goods to the partner organizations in the most efficient manner possible.

When Direct Relief receives an in-kind donation, accounting standards require a "fair market value" to be assigned to the donation. Donations of medicines, medical equipment, and medical supplies have long been

an integral part of Direct Relief's humanitarian assistance programs. In assigning a fair market value to the in-kind medical donations received, Direct Relief uses a careful, conservative approach that complies with the relevant accounting standards, and the spirit and purpose of disclosure, transparency, and accountability to the public.

Direct Relief uses the following methodology in determining the fair market value of in-kind medical donations: U.S. Food and Drug Administration approved pharmaceuticals, branded and generic, are recorded at estimated wholesale value, which approximates fair value, on the date received, based on the Wholesale Acquisition Cost (WAC) as in the RED BOOK™ published by Truven Health Analytics/IBM Watson Health. The RED BOOK© is an industry recognized drug and pricing reference guide for pharmaceuticals in the United States. The organization uses monthly pricing information available from the RED BOOK™ online service provided by Truven Health Analytics, to ensure the most accurate and current valuation of pharmaceuticals donated to the organization.

WAC is the standard used by many U.S. states as the Federal Upper Limit pricing for drugs purchased under the Medicaid program. Alternative methods of valuing a drug donation would result in a higher valuation. For example, the commonly cited Average Wholesale Price (AWP), which also is published in the RED BOOK©, is approximately twenty-five percent higher than WAC for a particular product according to the RED BOOK©. Direct Relief determined that WAC is the more appropriate measure. Because pricing differences exist for generic and branded products, it is important to note Direct Relief applies WAC value to each specific product's National Drug Code, which relates to the specific manufacturer and formulation of a drug. This distinction is significant because it reflects, for example, the lower price (and fair market value) of a generic product received through donation, compared to higher-priced branded product.

For non-FDA-approved pharmaceuticals, for example, products manufactured for use in non-U.S. markets, the organization uses independent pricing guides to determine the fair market value of the particular manufacturer's specific formulation. As is the case with FDA-

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**HOW  
DIRECT RELIEF  
WAS FUNDED  
FY 2018**

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**CONT'D ▶**

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**HOW  
DIRECT RELIEF  
WAS FUNDED  
FY 2018**

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approved formulations, the value relates to the specific product from the specific manufacturer. The sources of such pricing information vary, but relevant information may

include the price paid by wholesalers or other third-party buyers, a favorable price negotiated by an organization for a particular drug, or other such reasonable bases.

For medical supplies and equipment, the organization determines wholesale value by reviewing the pricing information on the specific item listed for sale in trade publications, through online pricing, and through its own procurement history when purchasing. Such valuations are lower typically than published retail prices.

Different prices for similar products or services in different geographic areas can cause confusion. The specifics of Direct Relief's valuation methodology are noted here in recognition of the confusion that can arise with the value of contributed goods and services.

One source of confusion stems from the significant pricing (and therefore valuation) differences that exist in different parts of the world for similar products.

With regard to pharmaceuticals, significant differences exist between a branded drug and a generic equivalent formulation even within the same market, including the U.S. Because Direct Relief operates on a global scale, such differences must be considered and reflected in the accounting and reporting of contributions.

Of course, similar pricing and valuation differences also exist for other commodities and services beyond pharmaceuticals. In the U.S., for example, 12 ounces of water is free from a public tap but can be several dollars if it comes in a branded bottle.

Similar pricing differences exist for services as well. The outsourcing and off-shoring phenomena reflect that even highly skilled services—surgery, computer programming, research conducted by Ph.D.s—are done at vastly different prices in different countries.

Direct Relief's internal processes, information systems, and public disclosures ensure that these distinctions are clearly documented, and that the organization's financial reporting precisely and accurately reflects the fair market value of the specific items received through donation.

If a low-cost generic medication is received through donation, its value is properly recorded as that of the generic medication. Similarly, if a more expensive branded product is received through donation, its value is registered as that of a branded product.

As noted above, Direct Relief has long sought the contribution of needed goods and services to use for humanitarian purposes because of the efficiencies and other benefits that result. The organization, and (more importantly) the people it serves, benefit from the lowest-cost, most efficient use of resources. Financial contributors benefit also, since their financial contributions are not being used to purchase goods or services that can be obtained directly through donations. Therefore, when it comes to accounting for, documenting, and reporting any contributions it is very important to get it right.

A strong incentive exists to use higher valuation sources, such as retail prices, or use branded product values for generic donations. However, a conservative approach provides the most accurate, easy-to-understand basis and is best to instill public confidence in Direct Relief's financial reporting.

### **DIRECT RELIEF FOUNDATION AND THE BOARD-RESTRICTED INVESTMENT FUND**

In 1998, Direct Relief's Board of Directors established a Board-Restricted Investment Fund ("BRIF") to help secure the organization's financial future and provide a reserve for future operations. The BRIF, established with assets valued at \$774 thousand, draws resources from Board-designated unrestricted bequests and gifts, and returns on portfolio assets.

In October 2006, the Direct Relief Foundation was formed and incorporated in the State of California as a separate, wholly controlled, supporting organization of Direct Relief. Effective April 1, 2007, assets in the BRIF were transferred to the Foundation. The Foundation's investments are managed by SEI Private Trust Company, an investment firm under the direction of the Foundation's Investment Committee, which meets quarterly and oversees investment policy and performance.

The Board has adopted investment and spending policies for the BRIF assets that attempt to provide a

predictable stream of funding to Direct Relief while seeking to maintain the purchasing power of these assets. Under this policy, as approved by the Trustees of the Foundation, the BRIF assets are invested in a manner that is intended to produce results that provide a reasonable balance between the quest for growth and the need to protect principal. The Foundation expects its BRIF funds, over time, to provide an average rate of return of approximately six percent annually. Actual returns in any given year may vary from this amount.

The Foundation, to satisfy its long-term rate-of-return objectives, relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The organization targets a diversified asset allocation balanced between equity and fixed income investments to achieve its short-term spending needs as well as long-term objectives within prudent risk constraints.

The Foundation has a policy of appropriating for distribution each year an amount up to five percent of the assets of the BRIF. In some instances, the Board may decide to appropriate an amount greater than its stated policy if it is specifically deemed prudent to do so. The BRIF is authorized to distribute its portfolio assets to pay for Direct Relief's fundraising expenses and the salary of the President and CEO as well as advance emergency relief funding as determined by the President and CEO.

For the Fiscal Year 2018, the Foundation Trustees approved a distribution of \$2.3 million to pay for Direct Relief's fundraising expenses and the salary of the President and CEO. The Foundation also distributed \$385 thousand to Direct Relief that had been approved in prior years for the same purpose. Upon a majority vote by the Board, the BRIF may also be utilized to meet other general operational costs and extraordinary capital expenses.

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# HOW YOUR SUPPORT WAS USED

[ FY 2018 ]

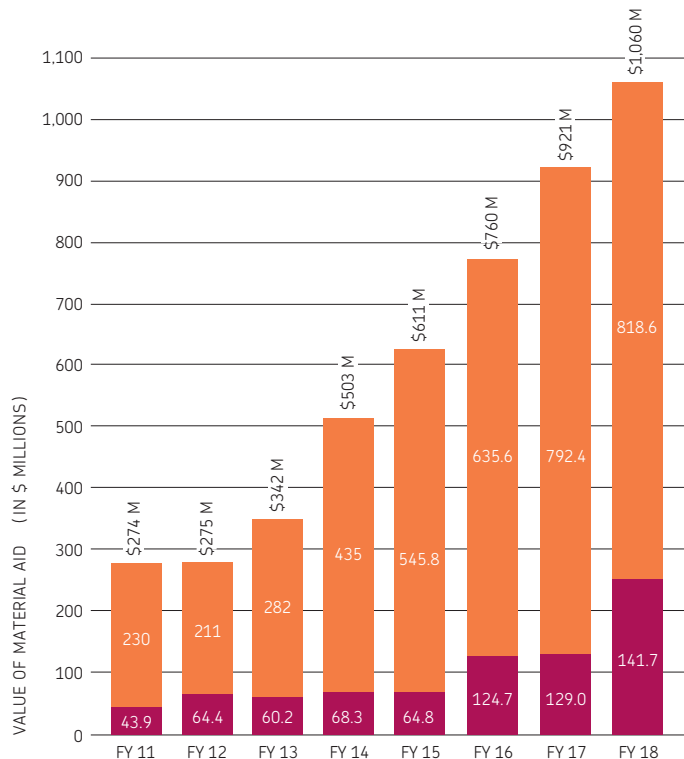
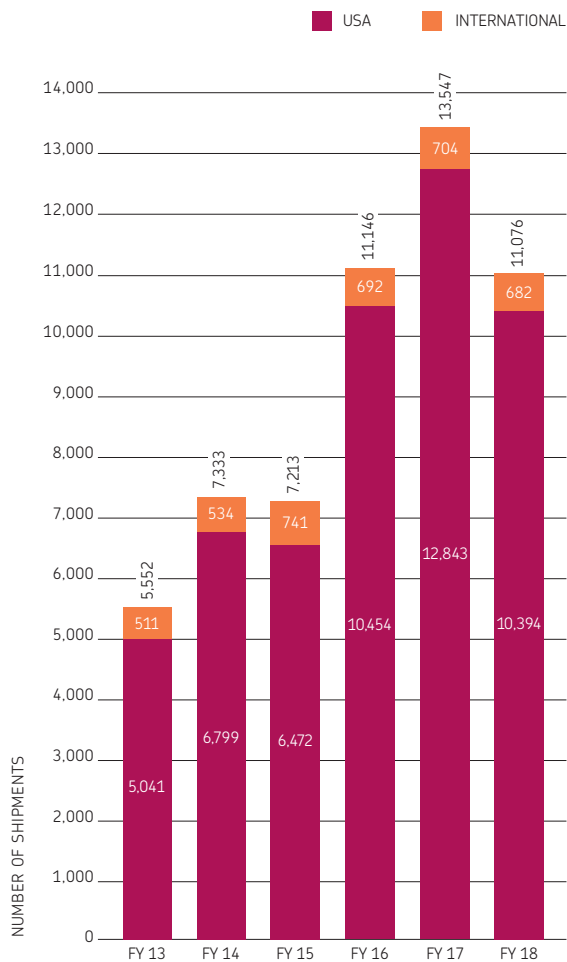
Thanks to your participation, Direct Relief helped more people in more places than ever before in its 70-year history in FY 2018.

The organization received \$1.23 billion in public support and provided a record \$1.078 billion in assistance around the world (including \$16.3 million in financial assistance).

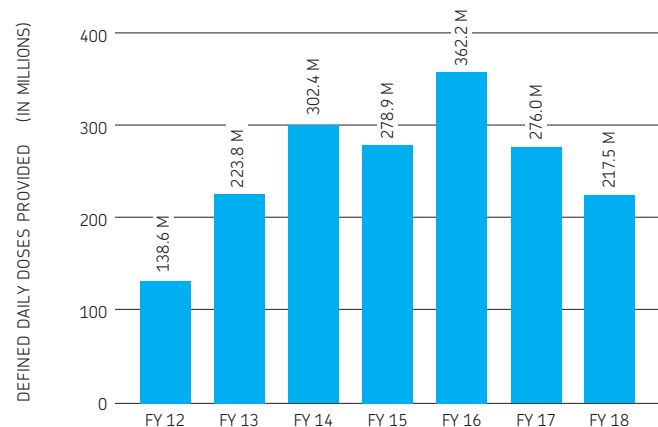
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# MATERIAL ASSISTANCE

Advancing its mission to improve the health and lives of people affected by poverty or emergencies—without regard to politics, religious beliefs, or ethnic identities—Direct Relief delivered 11,076 shipments of humanitarian material aid in FY 2018 to 97 countries and all 50 U.S. states and 3 U.S. territories.



The 1,764 tons (over 3.5 million pounds) of pharmaceuticals, medical supplies, and medical equipment that were furnished to local health programs had a combined wholesale value of \$1.06 billion.



The medical aid contained in these shipments was sufficient to provide 217.2 million Defined Daily Doses (DDD) for people who may have otherwise lacked access to quality health care.

DDD is a measure of drug utilization developed by the World Health Organization (WHO) and maintained by the WHO Collaborating Center for Drug Statistics methodology at the University of Norway in Oslo. Direct Relief uses this as a measure of pharmaceutical aid provided.





DONNIE HEDDEN

## FINANCIAL ASSISTANCE

In addition to providing more essential medical material resources than ever before, Direct Relief furnished \$16.3 million in critically needed funding in FY 2018 to support the efforts of locally-run, non-governmental health facilities in the U.S. and internationally as they responded to crises, rebuilt damaged facilities, trained frontline health workers, and extended care to more patients.

Grant recipients included community-based groups responding to or recovering from emergencies, including the Hurricane Community Health Fund (\$8.2m) Hurricane Harvey (\$808k), Hurricane Maria (\$1.38m), Wildfire response (\$1.24m), Mudslide Victims Fund (\$928k), the Nepal Earthquake (\$614k), Typhoon Haiyan in the Philippines (\$205k), Syrian Refugee Crisis (\$120k), Rohingya Refugee Crisis (\$63k) and the Ebola outbreak in West Africa (\$95k).

Additional funding supported the innovative care and treatment programs of 10 community health centers in the U.S. (\$1 million) and the on-going efforts of numerous other partners to address the chronic health needs of vulnerable people in their communities.

## STAFFING & EXECUTIVE COMPENSATION

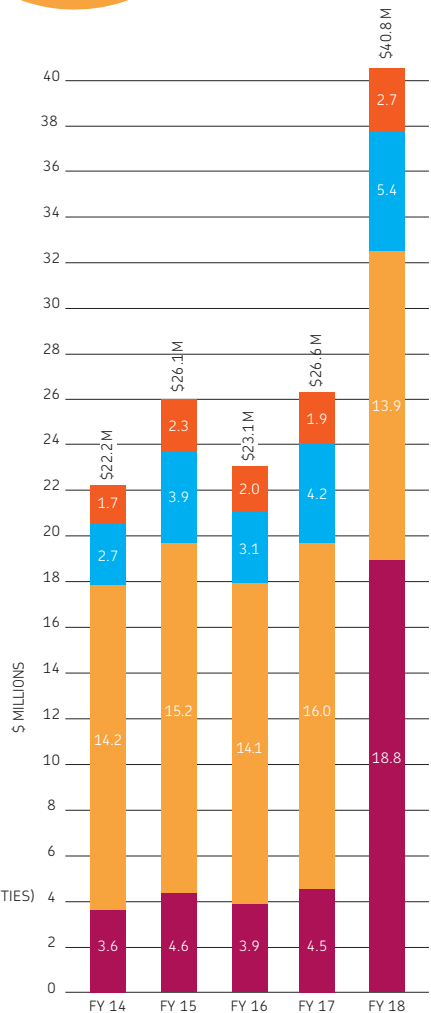
The \$1.078 billion in humanitarian assistance Direct Relief provided in FY 2018 across the U.S. and around the world was done so with a staff which, as of June 30, 2018, comprised 89 positions (84 full-time, 5 part-time). Measured on a full-time equivalent (FTE) basis, the total staffing over the course of the year was 84. This figure is derived by dividing the total hours worked by 2,080, the number of work hours of a full-time employee in one year. Two persons each working half-time, for example, would count as one FTE.

In general, staff functions relate to three basic business functions: programmatic activity, fundraising, and general administration. The following sections describe the financial cost Direct Relief's activities and how resources are spent to provide assistance to people in need throughout the world.

The President and CEO's compensation is paid from funds provided by Direct Relief Foundation. His compensation is allocated 50 percent to administration and 50 percent to fundraising.

# TOTAL CASH EXPENSES

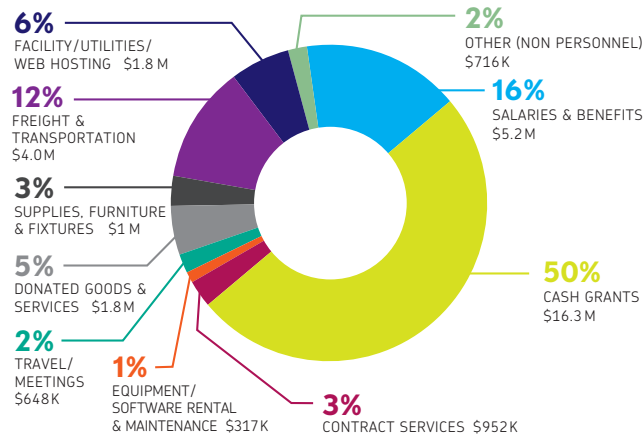
TOTAL CASH EXPENSES: \$40.8 M



# PROGRAM EXPENSES

To implement its humanitarian programs (\$1.06 billion in medical material aid), Direct Relief spent \$32.7 million (excluding \$16.3 million in cash grants) in FY 2018, \$5.2 million of which paid for salaries, related benefits (health, dental, long-term disability insurance, and retirement-plan matching contributions), and mandatory employer paid taxes (Social Security, Medicare, workers' compensation, and state unemployment insurance) for 50 full-time and one part-time employees engaged in programmatic functions.

PROGRAM EXPENSES BY FUNCTION: \$32.7 M



## PROGRAM EXPENSES ALSO INCLUDE >>

- ▶ Ocean/air freight and trucking for outbound shipments to partners, in-country transportation and inbound product donations (\$5.5 million, of which \$1.5 million was donated)
- ▶ Travel for oversight and evaluation (\$526 thousand); contract services (\$1.2 million, of which \$313 thousand was donated); packing materials and supplies (\$578 thousand); furniture (\$328 thousand) and disposal costs for expired pharmaceuticals (\$153 thousand)
- ▶ The value of expired products disposed of (\$137.7 million)
- ▶ A pro-rata portion of other allocable costs (see page 12)

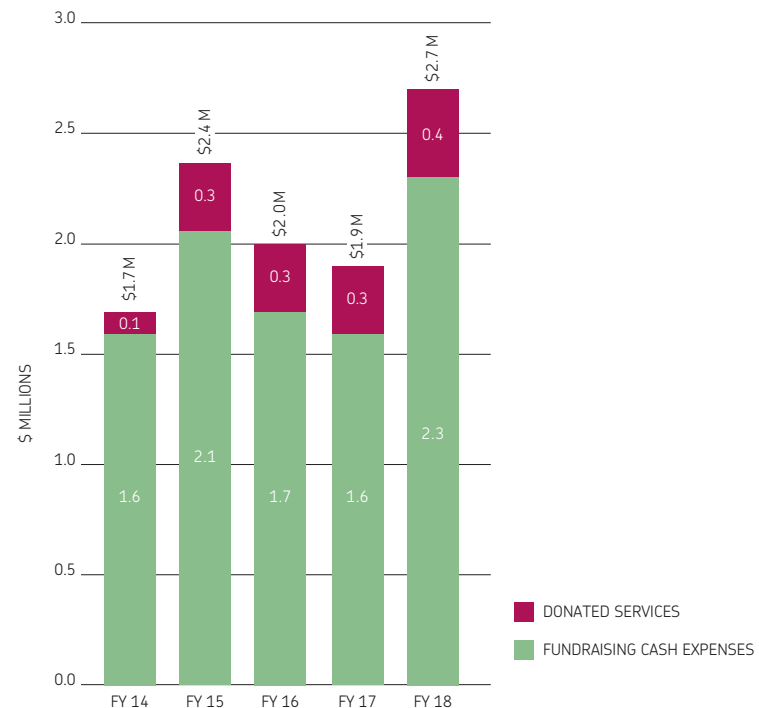
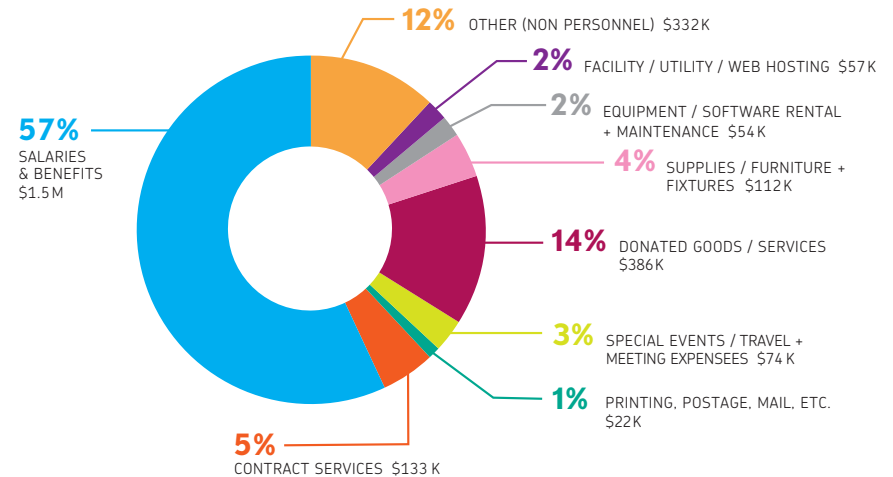
## FUNDRAISING EXPENSES

Direct Relief spent \$2.69 million on fundraising in FY 2018. These expenses (other than donated services) were paid from funds received out of the assets of the Direct Relief Foundation. A total of \$1.52 million was spent for salaries, related benefits, and taxes for 9 full-time employees and one part-time employees.

### FUNDRAISING EXPENSES ALSO INCLUDE >>

- ▶ \$22 thousand for the production, printing, and mailing of the annual report, tax-receipt letters to contributors, fundraising solicitations, and informational materials
- ▶ \$226 thousand in advertising and marketing costs
- ▶ \$73 thousand in travel and meeting/conference expenses
- ▶ \$506 thousand in contract services (\$372 thousand of which were donated services)
- ▶ \$112 thousand in supplies and furniture in support of the fundraising staff
- ▶ \$50 thousand in outside computer services related to fundraising
- ▶ A pro-rata portion of other allocable costs (see page 12)

FUNDRAISING EXPENSES BY FUNCTION: \$2.7M



## MANAGEMENT & GENERAL EXPENSES

Direct Relief spent \$5.4 million on administration in FY 2018. Administration expenses are those that relate to financial and human resource management, information technology, communications, public relations, and general office management. A total of \$2.6 million was for salaries, related benefits, and taxes for 25 full-time employees and 3 part-time employees engaged in administration and financial management.

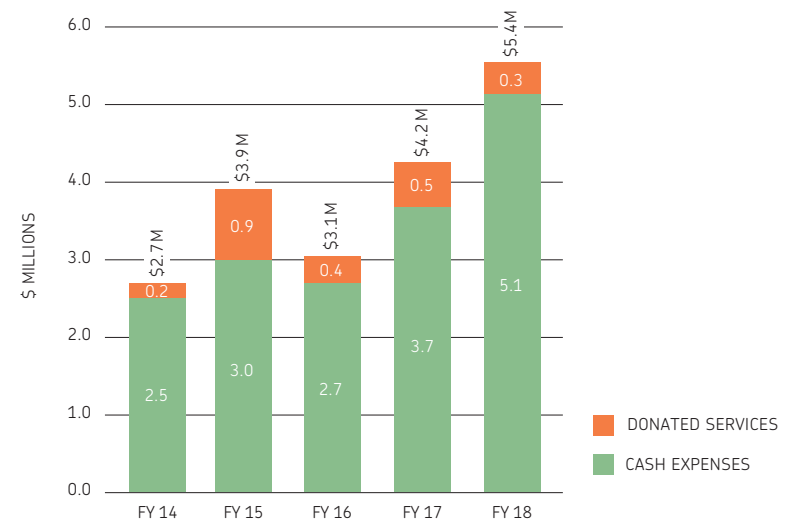
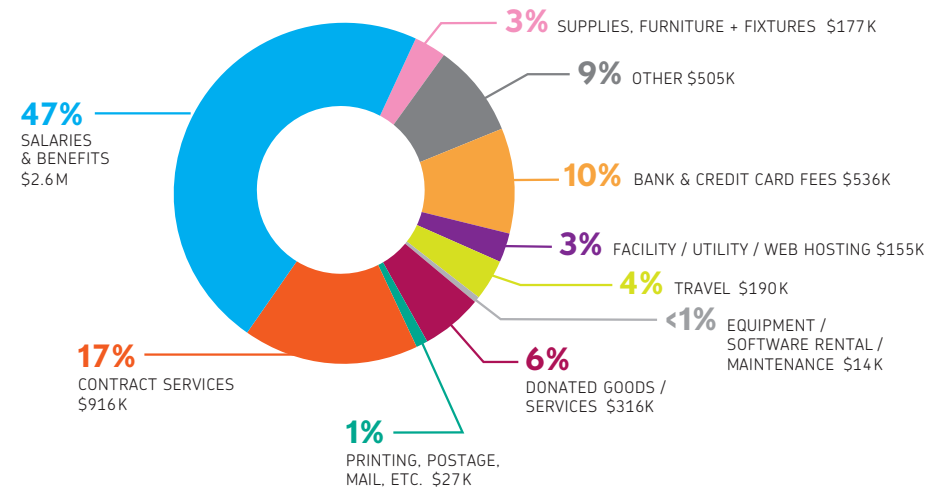
### MANAGEMENT & GENERAL EXPENSES ALSO INCLUDE >>

- ▶ \$536 thousand in credit card and banking fees
- ▶ \$191 thousand for travel, meetings, and conferences
- ▶ \$976 thousand in contract services (\$242 thousand of which were donated services)
- ▶ \$83 thousand in accounting fees for the annual CPA audit, payroll processing and reporting, and other financial services (\$20 thousand of which were donated services)
- ▶ \$252 thousand in legal fees, of which \$36 thousand was provided pro bono for legal representation related to general corporate matters
- ▶ \$87 thousand in press releases and online advertising
- ▶ \$42 thousand in taxes, licenses, and permits (Direct Relief is registered as an exempt organization in each U.S. state requiring such registration)
- ▶ A pro-rata portion of other allocable costs (see below)

## OTHER ALLOCABLE COSTS

Direct Relief owns and operates a 155,000-square-foot warehouse facility that serves as its headquarters. Costs to maintain this facility includes interest on a line of credit, depreciation, utilities, insurance, maintenance, and supplies. These costs are allocated based on the square footage devoted to respective functions (e.g., fundraising expenses described earlier include the proportional share of these costs associated with the space occupied by fundraising staff). The cost of information technology services is primarily related to the activities of the respective functions described above. These costs are allocated based on the headcount devoted to the respective functions.

MANAGEMENT + GENERAL EXPENSES BY FUNCTION: \$5.4M



# COMBINED STATEMENT OF FINANCIAL POSITION

For the fiscal year ended  
June 30, 2018 with summarized  
totals for FY 2017. Amounts are  
presented in the thousands.

	FY 2018						FY 2017	
	Direct Relief	Direct Relief Foundation	Direct Relief Mexico*	Direct Relief South Africa**	Direct Relief Property	Inter-Organization Transaction Eliminations	Consolidated Total	Consolidated Total
<b>\$ IN THOUSANDS</b>								
<b>ASSETS</b>								
Cash & cash equivalents	\$ 39,941	\$ 7,072	\$ 315	\$ 4	\$ 28	\$ -	\$ 47,360	\$ 4,542
Investments	16,341	32,681	-	-	-	-	49,022	36,858
Contributions and other receivables	7,504	6,742	-	-	914	(4,922)	10,238	10,293
Inventories	178,180	-	-	-	-	-	178,180	241,328
Prepaid expenses	904	-	7	-	-	-	911	405
Property & equipment - net of accumulated	1,164	-	-	-	37,860	-	39,024	22,600
Investment in subsidiary	34,652	-	-	-	-	(34,652)	-	-
Other assets	369	-	3	-	-	-	372	22
<b>Total assets</b>	<b>\$ 279,055</b>	<b>\$ 46,495</b>	<b>\$ 325</b>	<b>\$ 4</b>	<b>\$ 38,802</b>	<b>\$ (39,574)</b>	<b>\$ 325,107</b>	<b>\$ 316,048</b>
<b>LIABILITIES</b>								
Accounts payable	\$ 4,366	\$ -	\$ -	\$ -	\$ 1,618	\$ -	\$ 5,984	\$ 2,178
Other current liabilities	1,458	4,922	6	-	2,639	(4,922)	4,103	2,476
Long-term debt	13,400	-	-	-	-	-	13,400	6,000
Deferred compensation	0	-	-	-	-	-	-	9
<b>Total liabilities</b>	<b>\$ 19,224</b>	<b>\$ 4,922</b>	<b>\$ 6</b>	<b>\$ -</b>	<b>\$ 4,257</b>	<b>\$ (4,922)</b>	<b>\$ 23,487</b>	<b>\$ 10,663</b>
<b>NET ASSETS</b>								
Unrestricted restricted assets, undesignated	\$ 211,819	\$ 27,759	\$ 4	\$ 4	\$ 34,517	\$ (34,652)	\$ 239,451	\$ 284,991
Temporarily restricted assets	48,012	13,814	315	-	28	-	62,169	20,394
Total net assets	259,831	41,573	319	4	34,545	(34,652)	301,620	305,385
<b>Total liabilities and net assets</b>	<b>\$ 279,055</b>	<b>\$ 46,495</b>	<b>\$ 325</b>	<b>\$ 4</b>	<b>\$ 38,802</b>	<b>\$ (39,574)</b>	<b>\$ 325,107</b>	<b>\$ 316,048</b>

\* Direct Relief-Mexico is a wholly owned subsidiary of Direct Relief and commenced operations in Mexico on August 1, 2014.  
Direct Relief-Mexico was registered in Mexico as a public benefit corporation in July 2014.

\*\* Direct Relief-South Africa is a wholly owned subsidiary of Direct Relief and commenced operations in the Republic of South Africa on July 1, 2009.  
Direct Relief-South Africa was registered in South Africa as a public benefit corporation in October 2007.

# COMBINED STATEMENT OF ACTIVITIES

For the fiscal year ended June 30, 2018 with summarized totals for FY 2017. Amounts are presented in the thousands.

	FY 2018						FY 2017	
	Direct Relief	Direct Relief Foundation	Direct Relief Mexico*	Direct Relief South Africa**	Direct Relief Property	Inter-Organization Transaction Eliminations	Consolidated Total	Consolidated Total
<b>\$ IN THOUSANDS</b>								
<b>PUBLIC SUPPORT</b>								
In cash and securities:								
Contributions	\$ 49,362	\$ 9,340	\$ 1,185	\$ 59	-	\$ (17,567)	\$ 42,379	\$ 13,868
Business and foundation grants	47,654	1,185	-	-	-	-	48,839	13,942
Workplace giving campaigns	2,677	-	-	-	-	-	2,677	483
Special events	-	-	-	-	-	-	-	3
<b>Total public support from cash &amp; securities</b>	<b>\$ 99,693</b>	<b>\$ 10,525</b>	<b>\$ 1,185</b>	<b>\$ 59</b>	<b>-</b>	<b>\$ (17,567)</b>	<b>\$ 93,895</b>	<b>\$ 28,296</b>
From contributed goods & services:								
Pharmaceuticals, medical supplies & equipment	1,131,363	-	1,638	-	-	-	1,133,001	1,077,939
Contributed freight	1,787	-	-	-	-	-	1,787	1,687
Contributed goods - other	244	-	-	-	-	-	244	596
Professional services received	644	170	-	-	-	-	814	597
<b>Total from contributed goods and services</b>	<b>1,134,038</b>	<b>170</b>	<b>1,638</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,135,846</b>	<b>1,080,819</b>
<b>Total public support</b>	<b>\$ 1,233,731</b>	<b>\$ 10,695</b>	<b>\$ 2,823</b>	<b>\$ 59</b>	<b>-</b>	<b>\$ (17,567)</b>	<b>\$ 1,229,741</b>	<b>\$ 1,109,115</b>
<b>REVENUE</b>								
Investment income	490	714	-	-	-	-	1,204	627
Realized loss on sale of investments	-	405	-	-	-	-	405	1,074
Unrealized gain on investments	10	1,141	-	-	-	-	1,151	441
Program service fees	3,724	-	-	-	-	-	3,724	-
<b>Total revenue</b>	<b>4,224</b>	<b>2,260</b>	<b>2,823</b>	<b>59</b>	<b>-</b>	<b>(17,567)</b>	<b>6,484</b>	<b>2,142</b>
Net assets released from restrictions	-	-	-	-	-	-	-	-
<b>Total public support and revenue</b>	<b>\$ 1,237,955</b>	<b>\$ 12,955</b>	<b>\$ 2,823</b>	<b>\$ 59</b>	<b>-</b>	<b>\$ (17,567)</b>	<b>\$ 1,236,225</b>	<b>\$ 1,111,257</b>
<b>PROGRAM SERVICES</b>								
Program related expenses	1,237,086	9,653	2,559	60	100	(17,567)	1,231,891	1,004,006
<b>SUPPORTING SERVICES</b>								
Administration	5,199	204	(1)	-	4	-	5,406	4,222
Fundraising	2,408	282	-	-	3	-	2,693	1,846
<b>Total supporting services</b>	<b>7,607</b>	<b>486</b>	<b>(1)</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>8,099</b>	<b>6,068</b>
<b>Total expenses</b>	<b>\$ 1,244,693</b>	<b>\$ 10,139</b>	<b>\$ 2,558</b>	<b>\$ 60</b>	<b>\$ 107</b>	<b>\$ (17,567)</b>	<b>\$ 1,239,990</b>	<b>\$ 1,010,074</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$ (6,738)</b>	<b>\$ 2,816</b>	<b>\$ 265</b>	<b>\$ (1)</b>	<b>\$ (107)</b>	<b>\$ -</b>	<b>(\$ 3,765)</b>	<b>\$ 101,183</b>

# COMBINED STATEMENT OF FUNCTIONAL EXPENSES

For the fiscal year ended June 30, 2018  
with summarized totals for FY 2017.  
Amounts are presented in the thousands.

	FY 2018			FY 2018		FY 2017	FY 2017
	PROGRAM SERVICES: Pharmaceuticals, Medical Supplies, Equipment & Related Expenses			SUPPORTING SERVICES		TOTAL PROGRAM & SUPPORTING SERVICES	TOTAL PROGRAM & SUPPORTING SERVICES
	USA	International	Total	Administration	Fundraising		
\$ IN THOUSANDS							
<b>COMPENSATION AND RELATED BENEFITS</b>							
Salaries	\$ 1,863	\$ 2,372	\$ 4,235	\$ 2,106	\$ 1,243	\$ 7,584	\$ 6,732
Payroll taxes	123	150	273	134	80	487	453
Employee benefits	309	382	691	328	201	1,220	1,124
<b>Total compensation and related benefits</b>	<b>2,295</b>	<b>2,904</b>	<b>5,199</b>	<b>2,568</b>	<b>1,524</b>	<b>9,291</b>	<b>8,309</b>
<b>OTHER EXPENSES</b>							
Pharmaceuticals, medical equipment and supplies distributed - donated	240,548	818,154	1,058,702	-	-	1,058,702	919,296
Pharmaceuticals, medical equipment and supplies distributed - procured	1,699	1,016	2,715	-	-	2,715	2,082
Inventory adjustment (expired pharmaceuticals)	65,466	72,280	137,746	-	-	137,746	62,126
Accounting and legal fees	6	18	24	313	3	340	214
Advertising	1	-	1	87	226	314	190
Bank charges	-	3	3	536	-	539	215
Contract services	494	458	952	916	134	2,002	1,453
Contributed services	115	137	252	298	372	922	597
Contributed freight	687	770	1,457	-	-	1,457	1,700
Contributed goods	29	32	61	18	14	93	641
Disposal costs (expired pharmaceuticals)	96	57	153	-	-	153	147
Dues and subscriptions	44	59	103	54	26	183	144
Duplicating and printing	12	14	26	9	6	41	57
Equipment and software maintenance	89	113	202	12	52	266	230
Equipment rental	84	30	114	2	2	118	50
Freight and transportation	1,891	2,118	4,009	-	-	4,009	3,773
Grants and stipends	13,787	2,501	16,288	-	-	16,288	5,177
Insurance	28	37	65	39	3	107	84
Interest	128	149	277	22	14	313	128
Meetings, conferences, special events	77	45	122	42	40	204	245
Miscellaneous	8	27	35	16	13	64	41
Outside computer services	1	1	2	-	50	52	47
Postage and mailing services	23	17	40	19	16	75	39
Rent and other occupancy	287	378	665	8	5	678	737
Supplies	607	399	1,006	177	112	1,295	500
Taxes, licenses and fees	30	-	30	3	-	33	31
Training and education	6	6	12	9	1	22	20
Travel and automobile	243	283	526	149	33	708	557
Utilities and telephone	82	97	179	24	15	218	177
Web hosting	105	143	248	29	2	279	313
<b>Total expenses before depreciation</b>	<b>326,673</b>	<b>899,342</b>	<b>1,226,015</b>	<b>2,782</b>	<b>1,139</b>	<b>1,229,936</b>	<b>1,001,011</b>
Depreciation and amortization	302	376	678	56	31	765	754
<b>Total functional expenses June 30, 2017</b>	<b>\$ 329,270</b>	<b>\$ 902,622</b>	<b>\$ 1,231,892</b>	<b>\$ 5,406</b>	<b>\$ 2,694</b>	<b>\$ 1,239,992</b>	
<b>Total functional expenses June 30, 2016</b>	<b>\$ 156,570</b>	<b>\$ 847,436</b>	<b>\$ 1,004,006</b>	<b>\$ 4,222</b>	<b>\$ 1,846</b>		<b>\$ 1,010,074</b>

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# CORPORATE PARTNERSHIPS

[ FY 2018 ]

To fulfill its mission, Direct Relief has long sought partnerships with businesses and organizations with particular expertise that is needed and can be leveraged for humanitarian purposes. This approach has led to 175+ healthcare manufacturers and other corporations, in sectors ranging from technology to transportation, providing in-kind contributions in the form of needed goods (primarily medical products) and services that would otherwise have to be purchased.

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## CORPORATE PARTNERSHIPS

### MANUFACTURERS & DISTRIBUTORS PROVIDING MEDICAL DONATIONS

3M	ConvaTec	Kaleo Pharma	Sagent Pharmaceuticals
Abbott	Coola Suncare	Kirk Humanitarian	Sandoz Inc.
AbbVie	CryoPen, Inc.	Laboratorio Valdecasa, S.A.	Sanofi Foundation for North America
Alcon Laboratories, Inc.	CVS	LifeScan, Inc.	Sappo Hill Soapworks
Allergan, Inc.	DayOne Response	Liquid IV	Seqirus
Allied Healthcare Products, Inc	Dollar Shave Club	Magno-Humphries Labs, Inc.	Shire
Amneal Pharmaceuticals	Dr. Reddy's Laboratories LTD.	McKesson Medical-Surgical	Siemens Healthineers
Animas Corporation	Eli Lilly & Company	Medtronic	Summers Laboratories, Inc.
Ansell Healthcare	Energy Equality For All	Menarini Mexico	Sundial Brands
Apotex Inc.	Essential Oxygen	Merck & Co., Inc.	Sunverge Energy Australia Pty. Ltd.
AstraZeneca	Ethicon, Inc.	Midmark Corporation	Surgistar Inc.
Baxter International Inc.	Fine Science Tools (USA) Inc.	MSR Global Health	Takeda Pharmaceuticals USA, Inc.
Bayer	GenDose Pharma	Mylan	Teva Pharmaceuticals, International
BD	Genzyme Corporation	Myoderm	Teva Pharmaceuticals, USA
Beautycounter LLC	GSK	Nephron Pharmaceuticals	TG Medical (USA) Inc.
Bioverativ	GSMS Incorporated	Nisim International	Tife Humanitarian
Blue Gem Wholesale Sunglasses	Guardian Survival Gear	Novartis Corporation	Trividia Health
Boehringer Ingelheim Cares	Heat Holders	Omron Healthcare, Inc.	UG Healthcare
Bristol-Myers Squibb	Henry Schein, Inc.	Pfizer, Inc.	Unilever
C.R. Bard Medical Division	Hyperbotics	Prestige Brands	Unite to Light, Inc.
Cardinal Health	Integra LifeSciences	Pro2 Solutions Inc.	Virtus Pharmaceuticals
Cera Products, Inc.	InTouch Health	Probiomed, S.A. de C.V.	We Care Solar
Cipla Pharmaceuticals, Ltd.	Janssen Pharmaceuticals, Inc.	Procter & Gamble	Westminster Pharmaceuticals
CLEAN International	Johnson & Johnson Consumer	Purdue Pharma, L.P.	Wisconsin Pharmacal Company, LLC
Colgate Oral Pharmaceuticals, Inc.	Companies	Raw Sugar Living	

### BUSINESSES & INDIVIDUALS PROVIDING IN-KIND SUPPORT

A2iA Corp.	Carbonite	Jensen Audio Visual	Rainbird
Acoustical Concrete Floor Systems Inc.	Cireson	Kyle's Kitchen	County of Santa Barbara
AdMark Database Marketing Inc.	DocuProducts Corporation	Mr. and Mrs. Mark D. Linehan	Softbox
Alliance Industrial Refrigeration	Facebook, Inc.	Lunchbox	Sungard Availability Services
Services Inc.	FedEx	Trung Mai	TimeXTender
Boone Graphics	The Flag Factory	Microsoft Corporation	Vanguard Print Design
Bright Event Rentals	Google	Morrison Foerster	Zack Warburg Photography
Brownstein Hyatt Farber Schreck, LLP	Graydaze Contracting	Moss-Adams LLP	
Mr. and Mrs. Gary Brusse	Lori Hassan	Qlik Technologies Inc.	
Brylen Technologies, Inc.	Jeannine's Restaurant & Bakery	Qualtrics	

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# STRATEGIC FOUNDATION PARTNERSHIPS

[ FY 2018 ]

Direct Relief was able to provide more help to more people than ever before this fiscal year due in part to coordinated efforts with these leading foundations that share commitments to improve health and lives across the U.S. and around the world.

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## STRATEGIC FOUNDATION PARTNERSHIPS

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Afia Foundation  
All Within My Hands Foundation  
The Herb Alpert Foundation  
The Annenberg Foundation  
The Apatow-Mann Family Foundation Inc.  
Micky and Madeleine Arison Family Foundation  
The Ayudar Foundation  
Beaver Family Foundation  
Paul Bechtner Foundation  
Boston Foundation  
Bright Funds Foundation  
The Peter and Carmen Lucia Buck Foundation  
Cacique Foundation  
California Community Foundation  
California HealthCare Foundation  
Johnny Carson Foundation  
The Annie E. Casey Foundation  
Cesar Chavez Foundation  
The Chrinian Foundation  
The Clinton Family Foundation  
Comic Relief USA  
David C. Copley Foundation  
The Crown Family  
The Eisner Foundation, Inc.

The Farvue Foundation, Inc.  
Roger S. Firestone Foundation  
Audrey Hillman Fisher Foundation  
The Errett Fisher Foundation  
Mary Alice Fortin Foundation, Inc.  
Global Giving Foundation Inc.  
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The Ann Jackson Family Foundation  
Jadetree Foundation  
Robert Wood Johnson Foundation  
Kauffman Foundation  
The Kemmerer Family Foundation  
LifePlus Foundation  
The Linden Family Foundation  
The George Link, Jr. Foundation  
The Looker Foundation  
The John D. and Catherine T. MacArthur Foundation  
McAllister Foundation Inc.  
New Venture Fund  
Outhwaite Foundation  
Pettit Foundation

Posner Foundation of Pittsburgh  
Raintree Foundation  
Rock Paper Scissors Foundation  
Santa Ynez Band of Chumash Indians Foundation  
Santa Ynez Valley Foundation  
Schuler Family Foundation  
Schultz Family Foundation  
SG Foundation  
Skoll Global Threats Fund  
The Skolnick Foundation  
The Florence and Laurence Spungen Family Foundation  
Walter J. and Holly O. Thomson Fund  
Together Rising  
Alice Tweed Tuohy Foundation  
UniHealth Foundation  
The David Vickter Foundation  
Wallace Genetic Foundation  
The Wasily Family Foundation  
Weingart Foundation  
The Yardi Foundation  
Zegar Family Foundation

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# INVESTORS

[ FY 2018 ]

Our deepest thanks to Direct Relief's investors, whose generosity has enabled service to millions of people throughout the world.

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## LEGACY SOCIETY

The Legacy Society exclusively recognizes those caring individuals who have included Direct Relief in their estate plans. Their commitment and dedication are shining examples of generosity that will help Direct Relief continue its efforts to improve the health and lives of people affected by poverty or emergency situations by mobilizing and providing essential medical resources needed for their care.

Peter and Rebecca Adams Estate of Dotsy and Jack Adams Jane H. Alexander Trust Ms. Rose A. Ament Anner Trust The Romuald Anthony and Barbara R. Anthony Revocable Trust Estate of Rhea Applewhite Dr.* and Mrs. Gilbert L. Ashor Ms. Judith Babcock* Bitsy Becton Bacon Estate of Miriam and William Bailey Jane E. Ballard Estate of Charles H. Bell Estate of Laurie M. Berg Elizabeth Bertuccelli Family Trust Merle Betz, Jr. Estate of D. Craig Bigelow Estate of Joseph F. Bleckel Ms. Patricia Boardman Stephen M. and Susan C. Boysen Mr. Phillip Brant Jayne Brechwald & Gary Elkins Trust Mr. Martin Breslauer Mr. and Mrs. Herbert Brody Mrs. Helen J. Brown Estate of Gilbert Buker George E. Buker Trust Estate of Marguerite Bulf Don Bullick Robert A. and Lynn T.* Burtness Family Trust William S. Burtness Andrew and Elizabeth Butcher Mr. Marvin Campbell Ms. Carol Carson Cathy Cash Estate of Charlotte Castalde Estate of June M. Celmayer Estate of Richard Certo Estate of Patricia J. Clancy Estate of Laurie Converse The Crosby Fund Marjorie B. Cullman Trust Mr. and Mrs. Robert A. Culp	Roy R. and Laurie M. Cummins Fund of The Oregon Community Foundation CD Lawrence W. Dam Estate of Margaret E. Davis Estate of Peter M. Dearden Estate of H. Guy Di Stefano Bobbi and Paul Didier Estate of Dr. Wilton A. Doane Mr. Philip M. Dorrington Grant C. Ehrlich Trust Mr. and Mrs. Paul Einbinder Ted Ewing in honor of his wife, Angelica Ewing* Estate of Elsie Feibes Estate of Florence Feiler Dr. Julie Feinsilver Estate of Howard C. Fenton Peggy and Gary Finefrock Estate of June Breton Fisher Estate of Julia Flynn Mr. Harvey Foo Mr. and Mrs. Gregg L. Foster Estate of Ray Freeze and Carol Georgopoulos Estate of Mario J. Frosali Mildred K. Fusco Trust Estate of Hannah Monica Gallagher Pamela Gann and David Hardee Sandra K. Garcia Mrs. Pearl Garcia-Baker Estate of June Gaudy Gilkeson Family Trust Linda and Fred Gluck Dick and Kate Godfrey Joe Godwin in Honor of Les Gleissman Estate of David A. Gray Estate of Walter Gray Miriam Greenwood, Trustee, Virginia Greenwood Living Trust Ms. Pamela Gunther Estate of Linda M. Hanson William Thomas Hardison Estate of Margret S. Hart Ed and Mary Harvey Trust Mrs. Raye Haskell	Thomas Newlin Hastings and Elizabeth Caldwell Hastings Trust Betty and Stan Hatch Mr. and Mrs. Robert W. Hirsch Estate of Dorothy S. Hitchcock Gerhart Hoffmeister Estate of Sibyl Wilma Holder Terrence Joseph Hughes Estate of Dorothy Humiston Estate of Wendell Ing Mr. and Mrs. Donald Jackson Estate of Virginia E. James Mrs. Christine Jent Ellen and Peter Johnson Pat and Dick* Johnson Ms. Beverly A. Jones Estate of Judith Jones Mr. Louis Karpf Mr. and Mrs. Herbert Kendall Estate of Dale E. Kern Dr. Laurence P. 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Morris Helga Morris Mr. J. Vincent Moskaitis Rita Moya Estate of Robert E. and Helene S. Mussbach Mr. and Mrs. Robert Nakasone / Nakasone Family Foundation Estate of Dorothy and Graham Nash Ms. Juel Ann North Angeline M. O'Meara Trust Mr. Michael P. O'Neill and Mrs. Sarah M. O'Neill* Estate of James Orr Estate of Harold A. Parma Estate of William J. Partridge Jody and Don Petersen Martin and Lillian Platsko Trust Mark and Josephine Polakoff Alan R. Porter Mr. Juan Posada Estate of Sheryl A. Randall Estate of Robert J. Regis Estate of Penny Ridgeway Estate of Nancy Roberts Estate of Paul N. Roberts Regina and Rick Roney Rod and Valerie Rose Estate of Maria Rosmann The Babette L. Roth Irrevocable Trust Natalie and Matthew Rowe Mr. Thomas J. Ryder Mr. and Mrs. Ernest J. Salomon	Maryan and Richard* Schall The Petar Schepanovich* and Kathleen Schepanovich Trust Nancy and Bill* Schlosser Estate of June H. Schuerch Mr. Kevin Segall Mr. and Mrs. Philip M. Sheridan Harold and Carol ShROUT Estate of Benjamin Siegel Jr. Sledge Family Trust Connie Smith Estate of Margaret H. Smith Estate of Thelma R. Smith Mr. Scott Smoot Estate of Robert H. Sommer Estate of Charles H. Sparkes Estate of Barbara Spaulding Estate of William G. Sprague Estate of Mary Joan Staves Estate of K. Walter Stawicki Estate of Elaine F. Stepanek Walter and Mae Stern Trust The Anna Stuurmans Revocable Trust Mr. Robert Tauckus Estate of Henry A. Thedick, Jr. Estate of Wilbur H. Thies, Sr. and Emily P. Thies Estate of Elna Theusen Estate of Grace A. Tickner Tilton Family Foundation Donn V. Tognazzini Carol Van den Assem Trust Estate of Marie L. Van Schie Liz Vaughn Estate of Naomi S. Wain Melody and Rebecca Walden-Pound Bettine* and Lawrence Wallin Renee Weiler Mr. C. Dana White Mrs. Dorothy D. Winkey Estate of Simone G. Woodcock The Wurzel Trust Linda Seltzer Yawitz Marjorie Lynn Zinner
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\* deceased

# EXPANDING FOR THE FUTURE

Direct Relief's new state-of-the-art distribution center, meeting heightened federal requirements for security and storage of prescription medications, is 155,000 square feet, making it the largest distribution hub for humanitarian medical aid in the nation.



## THE CAMPAIGN FOR DIRECT RELIEF

Direct Relief built a new facility—a project about more than the walls, windows, and roof that make a building. It is about the organization’s continued ability to pursue its mission of improving the lives of people affected by poverty or emergencies. It is about expanding humanitarian activities for the benefit of thousands of communities throughout the United States and the world. And it is about extending health services to millions of people for the first time, helping them to realize their inherent potential and to live fulfilling lives.

We humbly thank these leaders for their contributions to the Campaign for Direct Relief and for their generosity in helping build a better world.

Abbott Fund  
Adams Legacy Foundation  
Mr. Vernon Alferd  
David and Lyn Anderson  
Anonymous  
Patricia Aoyama & Chris Kleveland  
BD  
B&B Foundation  
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Amy and Rick Beckett  
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Mr. Charles Bezousek  
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Angel Iscovich, M.D. and Mrs. Lisa  
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The Ann Jackson Family Foundation  
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Siri and Bob Marshall  
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Mrs. Mary Ellen McCammon  
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Mari and Hank Mitchel  
Patricia McNulty Mitchell  
Ms. Susanne Mori  
Samuel B. and Margaret C. Mosher  
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Nakasone Family Foundation  
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OneHope Foundation  
Orfalea Foundation  
Outhwaite Foundation  
Ms. Susan O’Connor  
Jane and Ronald Olson  
Ms. Rosemary Peters  
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The Donald E. and Jo Anne  
Petersen Foundation  
Mr. and Mrs. John Pillsbury III  
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Alan Porter and Brenda Blalock  
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Ms. Julie Rabinovitz  
Mr. Michael Raila  
Raintree Foundation  
Mr. and Mrs. Jeffrey R. Rand  
Mr. and Mrs. Michael B. Randolph  
John and Mary Romo  
Mr. and Mrs. Gerrold R. Rubin /  
Barbara N. Rubin Foundation  
Joan Salat  
Santa Barbara Foundation  
Maryann Schall  
Mrs. Nancy B. Schlosser /  
Nancy B. & C. William Schlosser  
Family Foundation  
Mr. Edgar H. Schollmaier / Schollmaier  
Foundation  
Mr. and Mrs. Ernest G. Schroeder  
Lynda and Mark Schwartz  
Deborah and Byron Scott  
Sandy and Eric Seale  
Judy and Dale Seborg  
Patricia and Jim Selbert  
Susan and Daniel Semegen  
Mark Semegen  
Jim and Ingrid Shattuck  
George and Christy Van Hook Short  
Bhupi Singh and Gurinder Kaur

Mr. Gene Sinser and  
Ms. Patty DeDominic  
Mrs. Tana Sommer-Belin  
The Florence and Laurence Spungen  
Family Foundation  
Elizabeth Stern  
Thomas and Heather Sturgess  
Mr. and Mrs. Sebastiano Sterpa  
Mr. and Mrs. Greg Stoney  
Kim and Michael Thomas  
Walter J. and Holly O. Thomson Fund  
Mr. and Mrs. Thomas Tighe  
Brooke and Steven Tiller  
Dr. Elizabeth Toro and  
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## IN MEMORIAM

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For their extraordinary generosity, personal kindness, passionate guidance, and bountiful energy, and for their dedication to the health and welfare of people everywhere. They will be greatly missed.

Julia Allen  
Howard C. Arvey  
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Jerry Brownfield  
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Jill Vander Hoof  
Bets Wienecke  
Brett W. Wilson  
Peter K. Wilson  
Margaret Wright

# GUIDING PRINCIPLES

## SERVE PEOPLE

---

Improve the health of people living in high-need areas by strengthening fragile health systems and increasing access to quality health care.

## LIFT FROM THE BOTTOM, PULL FROM THE TOP

---

Focus on serving the most medically underserved communities in the U.S. and abroad, working with the world's leading companies, greatest thinkers, and best institutions.

## BUILD UPON WHAT EXISTS

---

Identify, qualify, and support existing healthcare providers over the long-term and serve as a catalyst for other resources.

## REMOVE BARRIERS

---

Create transparent, reliable, and cost-effective channels to enable medically underserved communities access to essential medical resources (particularly medicines, supplies, and equipment).

## PLAY TO STRENGTHS, PARTNER FOR OTHER NEEDS

---

Engage in activities that address a compelling need and align with our core competencies and areas of excellence. Ally with an expanded network of strategic partners who are working on related causes and complementary interventions to leverage resources.

## ENSURE VALUE FOR MONEY

---

Generate efficiencies, leverage resources, and maximize health improvement for people with every dollar spent. Maintain modest fundraising and administrative expenses.

## BE A GOOD PARTNER & ADVOCATE

---

Give credit where due, listen carefully, and respect those served and those contributing resources.

## RESPOND FAST WHILE LOOKING AHEAD

---

Support the immediate needs of survivors by working with local partners best situated to assess, respond, and prepare for the long-term recovery.

## DO NOT DISCRIMINATE

---

Deliver aid without regard to race, ethnicity, political or religious affiliation, gender, sexual orientation, or ability to pay.

## AIM HIGH

---

Combine the best of business, technology, and public policy approaches for the benefit of people in need.

