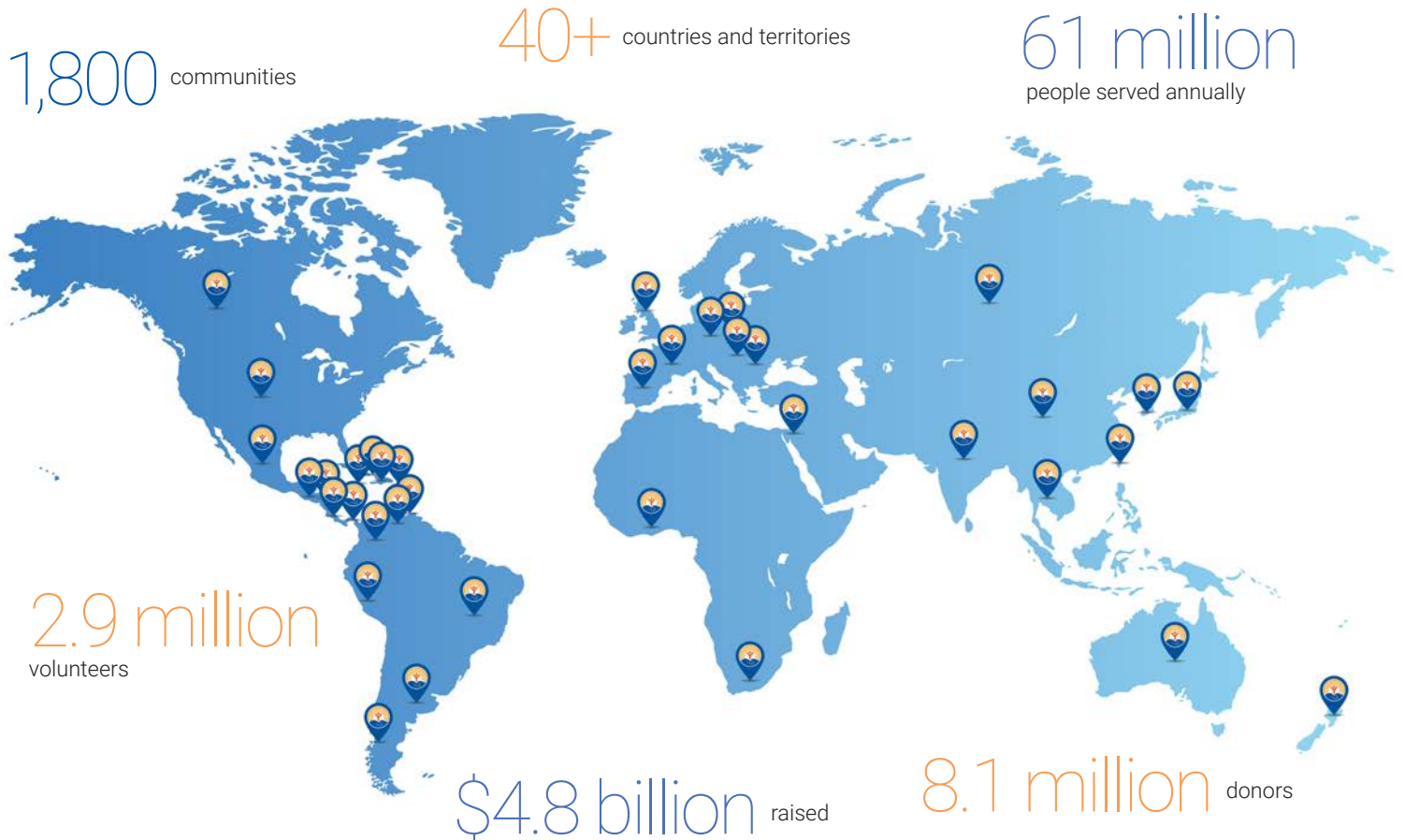


TRANSFORMATION & IMPACT



UNITED WAY FIGHTS FOR THE HEALTH, EDUCATION AND FINANCIAL STABILITY OF EVERY PERSON IN EVERY COMMUNITY.



OUR VISION

UNITED WAY ENVISIONS A WORLD WHERE ALL INDIVIDUALS AND FAMILIES
ACHIEVE THEIR HUMAN POTENTIAL THROUGH EDUCATION, INCOME STABILITY
AND HEALTHY LIVES.

OUR MISSION

TO IMPROVE LIVES BY MOBILIZING THE CARING POWER OF COMMUNITIES
AROUND THE WORLD.

A LETTER FROM OUR LEADERS

In 2018, United Way's transformation – and the transformation of philanthropy – really gained momentum.

Philanthropy in the 21st Century will look different than it did in the 20th Century. People have more information at their fingertips and digital technology brings them closer together. The future of giving, volunteering and advocating will be about engaging individuals, particularly online. People want to easily find and participate in meaningful volunteer opportunities, contribute to the causes that matter to them, see the impact of their contributions and share their experiences.

One of our key 2018 achievements was the launch of Salesforce.org Philanthropy Cloud, a trailblazing digital platform that provides individuals and companies with unique community-focused experiences. Philanthropy Cloud makes it easy for professionals to learn about and donate to the causes they care about while finding meaningful activities in their communities. Most of all, it connects them to one another and offers new possibilities to engage in the global philanthropy movement.

The online platform also helps companies achieve their philanthropic and business goals. Businesses want a streamlined, simpler, sophisticated way to advance their Corporate Social Responsibility efforts. They also want to leverage United Way's unparalleled community reach and engagement. At Deloitte, for instance, in the United States, Philanthropy Cloud is beginning to provide a more integrated way to bring people together in the spirit of social impact.

In 2018, United Way transformed in other ways, too, working with 60,000 companies across the world, including more than half of the Fortune 500. Together, we've built the largest global community of donors, advocates and volunteers who fight for the health, education and financial stability of every person in every community. The result is more children reading at grade level, more people living healthier lives, more families emerging from poverty, for example.

With our collaborators, we're finding new ways to help when crises occur. After Hurricane Michael hit the U.S. Gulf Coast, we worked with IBM to create a new chat bot that supported 211's efforts to help people evacuate and secure shelter, food and water. Not every innovation involves technology, though. Sometimes, it's as simple as bringing people together to write notes of encouragement to middle school students, like we did with Wells Fargo employees.

Throughout its history, United Way has helped passionate people make a difference in their communities. We go where they are to help them find organizations that focus on causes they care about, build partnerships and multiply their impacts. In today's interconnected world, it's up to non-profits, businesses and community leaders to work together and innovate to provide tools to make a difference. Paired with ambitious goals in education, health and financial stability, United Way is determined to bring people together to help communities to reach their potential.

Most of us are hungry for connection, idea sharing and coalitions that help people live better lives. The urgent needs of communities compel us to build community at scale by empowering everyone to be part of the solution.

The future of philanthropy and the future of community building are here. We invite you to join us to fight for the health, education and financial stability of every person in every community.



PUNIT RENJEN
Chairman, Board of Trustees
United Way Worldwide



BRIAN A. GALLAGHER
President and CEO
United Way Worldwide

TRANSFORMATIVE EXPERIENCES FOR PEOPLE, BY PEOPLE

The advent of new digital technologies, such as artificial intelligence and the Internet of Things, has redefined what it means to be connected as individuals within a community.

In 2018, United Way and our corporate partners took bold steps in adopting technologies that will forever change the way we impact society. We launched an innovative global platform that connects companies, employees, customers and partners in new ways to transform social causes that are most important to them. We leveraged artificial intelligence to assist people in distress from disasters. And we partnered with a smart-home device maker to serve people who struggle with their energy costs.

As these stories show, the transformative power of technology is igniting United Way's best work.

Elevating the Power of Individuals

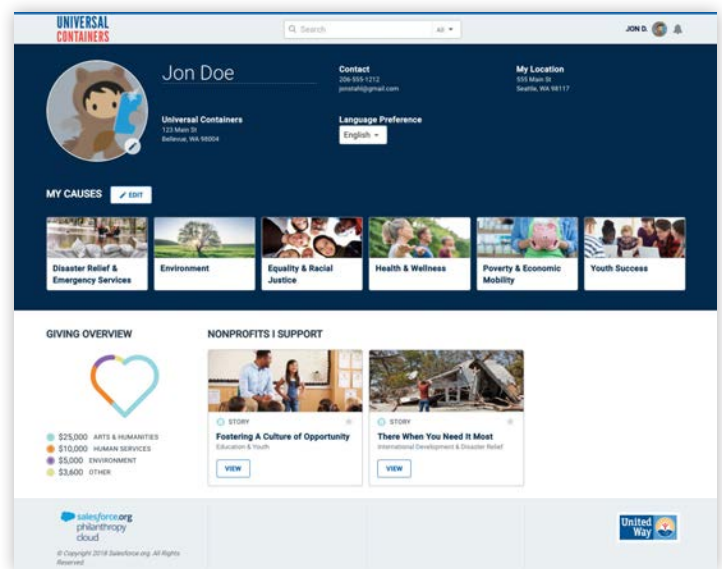
We live in the era of the individual. Each person has power to choose how they want to make a difference, and how to invest their unique resources for positive impact. In 2018, United Way went further than ever to harness that power.

Salesforce.org Philanthropy Cloud is a breakthrough partnership between United Way Worldwide and Salesforce.org, the nonprofit subsidiary of **Salesforce**. It's giving individuals and companies a new tool to scale social change in a powerful way. We're revolutionizing philanthropy.



The first company to use Philanthropy Cloud was global software and engineering company **MiTek**. With Philanthropy Cloud and the support of United Way of Greater St. Louis, in its headquarter market, MiTek finds it easier to help its employees get more involved in making a real difference in their communities.

"As a company, we care deeply about innovation and harnessing the power of technology to connect our people and allow us to do more with the data we have," said Rachel Seward, Vice President of Enterprise Communications & Philanthropy.



"We invested in Philanthropy Cloud early on because of its potential to scale globally and enable us to unite our people with a common vision, driven by our goal of Transforming Global Communities," she said. "Having Philanthropy Cloud available for our team members has helped them have a 'weekend experience at work,' interacting with a digital platform much like they would anywhere else in their lives to learn more about charitable causes and sign up to participate in events."

Kellogg Company, one of our global corporate partners, signed onto Philanthropy Cloud in 2018 for similar reasons. Another example involves corporate collaborator **Deloitte**, where in the U.S., Philanthropy Cloud is beginning to provide a more integrated way to bring people together in the spirit of social impact.

Kellogg is using Philanthropy Cloud to further elevate its commitment to help eradicate hunger by the end of 2030. It's part of the company's work on Sustainable Development Goals, which can be tracked via Philanthropy Cloud. The company actively advocates on behalf of children facing hunger around the world and engages people to help address the important global issue of food security. Philanthropy Cloud better enables Kellogg to create lasting impact on hunger by empowering its employees across the country to donate their time, money and skills to the causes of their choice.

"Our employees are committed to giving back," said Stephanie Slingerland, global philanthropy lead for Kellogg Company and executive director of the company's charitable fund. "With this state-of-the-art tool and support from our partners at United Way, we're able to better engage our employees and create even more impact for people and communities."



Don Fenhagen
@dfenhagen

Follow

#IBM's chatbot #CARLA in action! Helping Hurricane Michael survivors find shelters and know what steps to take for additional disaster assistance. #AI #ChatBot @fema @UnitedWay



United Way, IBM chatbot CARLA helps Hurricane Michael survivors
IBM and United Way Worldwide partnered to use an artificial intelligence driven "chatbot" to provide assistance after Hurricane Michael.

pnj.com

A 211 Experience Transformed by Artificial Intelligence

Every day, thousands of people across North America turn to 211, a vital service that connects them to critical resources. It's free, confidential, and available 24/7. In 2018, some 12 million people contacted 211 for help to access crisis and emergency counseling, disaster assistance, food, health care and insurance assistance, stable housing and utilities payment assistance, employment services, veteran services, childcare and family services.



We're always looking for ways to innovate. During hurricane season, we turned to **IBM**, our long-time corporate partner, to help boost access to 211 during high-volume times.

IBM offered its artificial intelligence technology, CARLA (Cognitive Automated Response Learning Agent), at no cost. With CARLA, we now have a virtual agent, or "chatbot," to augment 211 services. During Hurricane Michael in 2018, CARLA provided answers and guidance in both English and Spanish to people seeking life- and property-saving information. The top inquiries CARLA handled were "mandatory evacuation," "nearest shelter," "financial assistance," "evacuation zone," "emergency food," and "road closure."

When technology helps people access reliable information quickly, the experience can be transformative.

United Way and Nest's Power Project

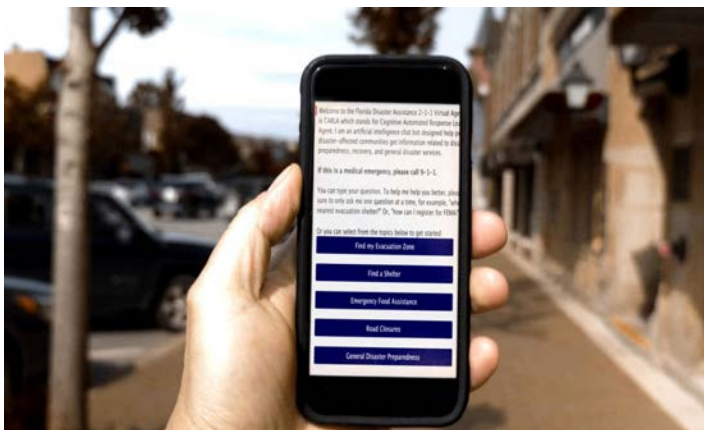
Every year, a quarter of U.S. families wonder how they will afford to pay their home energy bills.

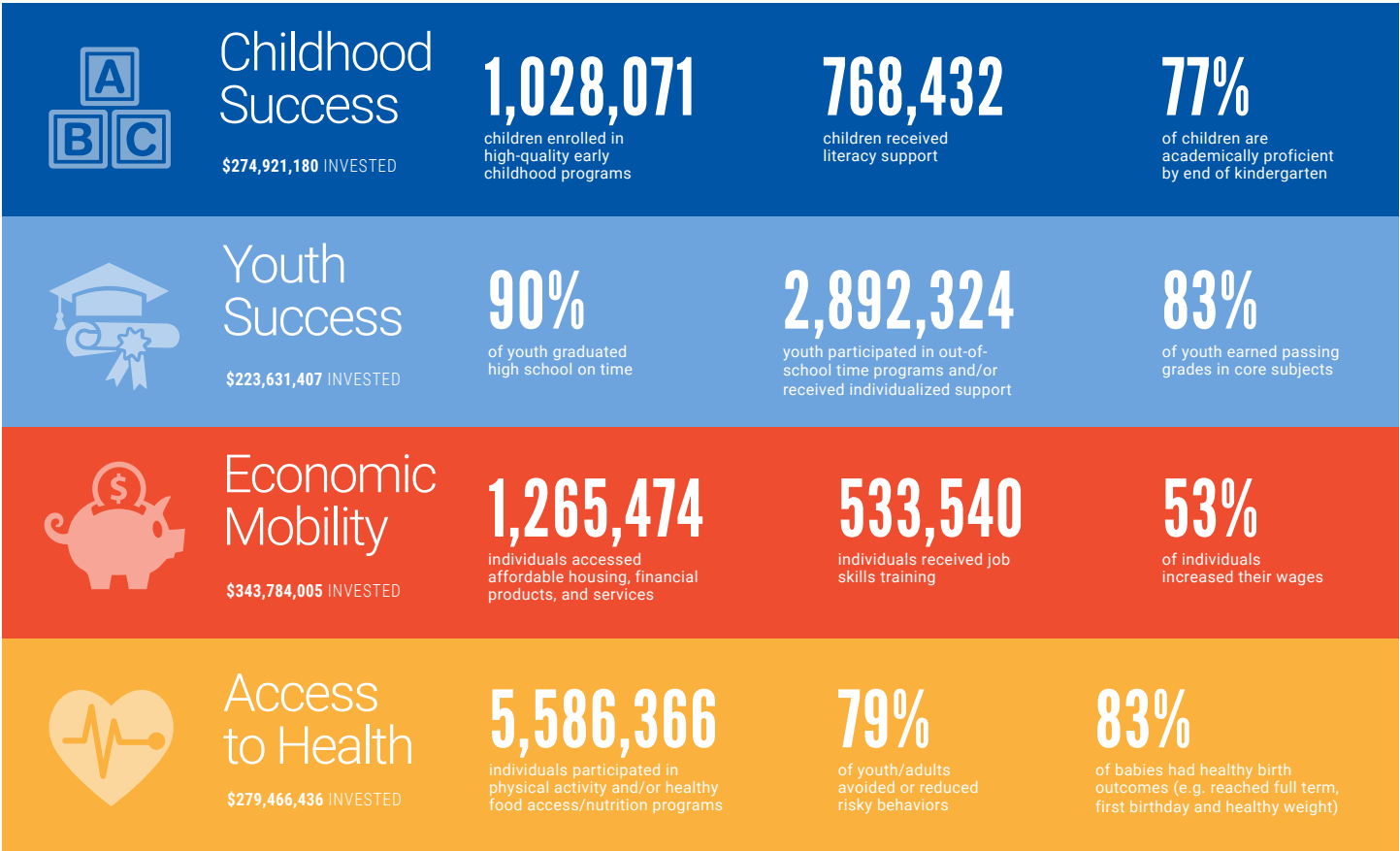
It's one of the reasons people contact 211. In 2018, more than 1.1 million – or 13.4 percent – of the asks for 211 help were for utility assistance.

United Way's partnership with **Google Nest** was created to help solve that problem. Google Nest launched the Power Project on Earth Day 2018, to bring energy-saving technology to those struggling with high energy costs and to raise awareness of the energy burden facing families.

The Power Project has donated more than \$800,000 to United Way and other nonprofits to help low-income families with their energy expenses. Google has a goal to bring 1 million thermostats to people in need, coordinating with energy and nonprofit partners.

Those who need more support can use 211 to find energy assistance programs and other resources. Together, we're transforming lives by helping to ensure energy security.





United Way Worldwide Global Results Framework, 2018 data



(From L to R) Daniele Zanotti, United Way Greater Toronto President & CEO; John Tory, Toronto Mayor; Darryl White, BMO Financial Group CEO; Axelle Janczur, Exec. Dir., Access Alliance Multicultural Health & Community Services

BMO Financial Group: Economic Equality and Inclusion

In Toronto, **BMO Financial Group**’s \$10 million gift to United Way Greater Toronto paved the way for economic transformation throughout this diverse community. With a dedication to reducing inequality and closing gaps in economic prosperity, BMO’s investment brought together business leaders and community organizations to develop breakthrough approaches to economic inclusivity. The goal is to boost economic development and elevate prosperity for all in the Greater Toronto area.

UPS: The Fight To End Human Trafficking

With the help of **UPS** and **The UPS Foundation**, United Way’s Center on Human Trafficking and Slavery launched a pilot program in five U.S. cities to teach social service providers, educators, labor activists, health care providers and others how to spot signs of trafficking and what to do in response.

A \$150,000 gift from The UPS Foundation made this community training program possible, and \$1.3 million in employee contributions from the 2018 employee giving campaign is boosting the Center’s impact. Now, any United Way in the United States can use this curriculum to train local partners.



United Way Worldwide
in Partnership with UPS



LASTING SOLUTIONS THROUGH POWERFUL PARTNERSHIPS

John Deere: Employee Volunteers Build Stronger Communities

In France, Germany, Poland, and Spain, United Way partnered with **John Deere** to address pressing local social needs – and strengthen local NGOs (non-governmental organizations, or nonprofits). Tapping into four European United Ways, John Deere sought to address hunger and improve education outcomes for underserved youth.

John Deere employees played a critical role. With 17 school and nonprofit partners, the initiative leveraged 4,821 employee volunteer hours to support 835 youth and provide 120,584 people with food. This is an increase of 72 percent in youth impacted, supported by more than double the number of employee volunteer hours, from the year before.

At the same time, the John Deere-United Way partnership is building up NGO capacity in Europe. For example, in France, John Deere donations funded critical equipment and helped one hunger-focused nonprofit open a new office.

Robert Wood Johnson Foundation: Localized Roadmaps for Community Success

United Way believes that health, education, and financial stability are the building blocks of a healthy life. That's why the **Robert Wood Johnson Foundation** and University of Wisconsin Population Health Institute partner with us in a data-driven initiative to deepen and accelerate the impact of our community improvement work. Our partnership supported a collaboration with the County Health Rankings & Roadmaps (CHR&R), an annual county-by-county snapshot of the factors that affect people's health in the United States.

Over 18 months, 11 United Ways and their partners used CHR&R tools and community coaches to glean holistic data and insights about the overall health of communities, with a particular focus on its youngest residents. This collaboration has led to United Ways developing new partners and refining strategies to accelerate lasting local change.

Lyft: The Powerful Impact of Transportation

Lyft, the fastest growing rideshare company in the United States, partnered with United Way to pilot a program in 12 communities that helps people in need get to critical appointments. In 2018, 211 specialists provided veterans, seniors, and jobseekers with more than 12,000 free rides with Lyft.

Each year, 211 receives more than 230,000 transportation requests nationwide, but 25 percent of those can't be met with existing resources. By partnering with Lyft, we're better able to create local community impact with people who need support. Plans to expand the pilot were formalizing by year's end.

"Lyft is re-imagining how transportation can solve social problems by creating access to transportation around the nation for those in need," said Mike Masserman, head of Social Impact at Lyft.



Each year, United Way works with 60,000 corporate partners to improve lives and strengthen communities. The 91 companies listed here are members of our Global Corporate Leadership program, with those in bold representing our newest partners. Combined, these companies and their employees contribute nearly \$1 billion and countless volunteer hours every year. We thank them for their passion for change and commitment to our shared purpose.

*Criteria for membership in the Global Corporate Leadership program includes (but is not exclusive to) running a workplace campaign at multiple sites, raising at least \$2.5 million per year and contributing at least 50 percent of funds raised directly to United Way.

3M
Abbott Laboratories
AbbVie
Accenture
Aetna Inc.
Alston & Bird
American Express
Anthem
AT&T
Avery Dennison
Bank of America
Best Buy Co. Inc.
BMO Financial Group
C&S Wholesale Grocers
Cargill Inc.
Caterpillar Inc.
CenturyLink Inc.
Chevron
Citigroup
Comcast NBCUniversal
Costco Wholesale
Cummins Inc.
Deere & Company
Deloitte & Touche LLP
Delta Air Lines Inc.
DowDuPont
DuPont
Duke Energy
Eaton Corporation
Ecolab Inc.
Eli Lilly and Company

Enterprise Holdings Inc.
Ernst & Young LLP
Exxon Mobil Corporation
FCA US LLC
FedEx Corporation
Fifth Third Bancorp
Fluor Corporation
Ford Motor Company
GEICO
General Electric
General Mills
General Motors
Genpact
Hershey Company
IBM Corporation
Illinois Tool Works Inc.
International Paper
JCPenney
Johnson & Johnson
Kellogg Company
Keurig Dr Pepper
Kimberly-Clark
Land O'Lakes
L Brands Inc.
Lyft
Macy's Inc.
Medtronic Inc.
MetLife Inc.
Microsoft Corporation
Mosaic Company
Nationwide

Perdue Farms Inc.
Pfizer Inc.
Pitney Bowes Inc.
Principal Financial
Procter & Gamble
Publix Super Markets
PwC
Shell Oil Co.
Sprint Corporation
SunTrust Bank
Synchrony Financial
T.D. Williamson Inc.
Target
Texas Instruments
The Boeing Company
Toyota Motor North America
Travelers Companies
U.S. Bancorp
United Technologies
UPS
USAA
Valero Energy
Walmart
Wells Fargo
WEX
Whirlpool Corporation
Williams Companies
Xcel Energy Inc.
Xerox Corporation



ALIGNING VOICES AND ORGANIZING FOR CHANGE



When a bill in the U.S. House of Representatives threatened nearly 2 million families' access to the federal Supplemental Nutrition Assistance Program (SNAP), United Ways across the country fought to maintain critical services. SNAP is a vital, short-term lifeline that makes food available to hungry families at a cost-effective scale that no nonprofit can match.

During United Way's Day of Action in June, advocates from across America met with Congress to voice support for bipartisan SNAP provisions. These advocacy efforts got a boost when **Women United®**, a global force of more than 70,000 women who have collectively invested \$2 billion in their communities, joined the fight.

In September, Women United leaders came together to ask lawmakers to work across party lines to strengthen SNAP to protect working families, children, veterans and seniors. United Way led more than 100 meetings on Capitol Hill and launched a digital push that resulted in 1.4 million impressions and 1,200 letters to Congress.

In December, Congress approved a bipartisan bill that provides essential food support for children, people with disabilities, older Americans and veterans. The voice of United Way and our volunteers made a difference in the outcome.



#VoteTogether

It's no secret that Millennials and Gen Z'ers want to tackle many of society's toughest challenges. They also expect companies to do more to address these critical issues. United Way provides a unique opportunity to engage them. Each year, more than 60,000 individuals take part in our Young Leaders Society, United Way LINC® and Student United Way programs.

In fall 2018, **United Way LINC** (Lead.Impact.Network.Change.) partnered with MTV to harness the power of young activists by hosting a series of non-partisan voting parties. Nearly 20 United Ways from across the country participated, hosting panel presentations on community hot topics and workshops about issues on the ballot. They also spread the word through a national social media campaign that urged young people to speak out, regardless of their affiliation.

Reached more than **1 MILLION** social media accounts

105 Twitter posts plus **95** retweets

41 Instagram posts from **27** accounts

62 Facebook posts from **47** accounts

The voting parties were a great hit with next-gen philanthropists and game changers, offering them a meaningful way to be heard and seen, while influencing their country's policy agenda.

FIGHTING FOR EVERY PERSON IN EVERY COMMUNITY

Around the world, United Way is a powerful conduit for connecting millions of people to volunteer opportunities that deliver impact throughout their communities.

We spotlight volunteerism each year through our global Day of Action. In 2018, we engaged volunteers in 19 countries who worked through 528 United Ways to fight for the health, education and financial stability of every person in every community.

Of course, the Day of Action is just one chapter in our year-round volunteerism story. Each day, United Way helps employee volunteers from our partner companies make a difference where they live and work. Here are a few examples from 2018:

Wells Fargo: Notes of Encouragement

During United Way's Write a Note project, **Wells Fargo** team members from across the country inspired students to keep working hard in school with a simple, meaningful volunteer activity. Through a special virtual volunteer initiative held during their annual Community Support Campaign in September, team members wrote notes of encouragement to hundreds of middle school students — helping boost their confidence and reminding them that even strangers were rooting for them.

"This project means so much to our community! These notes showed each one of them that someone cares," said Shirley Burgess of United Way of Central Iowa, who helped organize the effort. "It also let them know that their success in school matters to the entire community."

Publix: Focused on Literacy

Publix Super Markets, Inc. and United Way have worked together for 40 years to improve early education, build thriving families, and strengthen communities where they live and work. In their home state of Florida, Publix supports ReadingPals, a statewide early learning initiative fueled by United Way and volunteers, to help young children improve reading skills through weekly one-on-one mentoring. The initiative, sponsored by Carol and Barney Barnett, is currently in 17 United Ways serving 26 counties across the state.

AT&T: At Your Service

AT&T and United Way partnered to provide tailored volunteer projects for 388 AT&T employees in six cities. Through an innovative volunteer concierge service, local AT&T teams requested volunteer projects via their regional representatives; United Way Worldwide coordinated with United Ways in each city to offer and support customized opportunities.

"Our team was excited to participate, knowing that we were giving back to our community while helping those in need and making a positive impact in the lives of others," said Kolicia Baskin, an AT&T Call Center manager. "We also had a great group of student volunteers. It was important for us to include them so they could experience firsthand the importance of giving back. I think everyone had a great time!"

Vello: A New Approach to Tutoring

Reading is essential to achieving success in school, work and life. Children can thrive when they have access to education, learning tools and support from their community.

In Phoenix, Valley of the Sun United Way launched an innovative online tutoring program, called Vello®, for students and volunteer tutors to connect and read books from a virtual library. The platform allows people to volunteer for 30-minute one-on-one tutoring sessions whenever they have access to a computer with Internet. United Way partners encouraged employees to volunteer, including **Wells Fargo, Deloitte, Freeport-McMoRan, Edward Jones, American Family Insurance** and **Vanguard**.

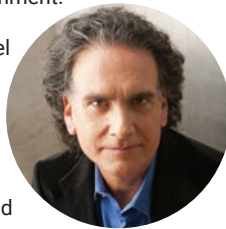
These tutoring sessions are achieving remarkable results. To date, 77 percent of students said reading with Vello volunteers made them feel a lot better about their reading skills, while 90 percent of volunteers called Vello a meaningful use of their time.



INSPIRATIONS IN BUILDING COMMUNITY

United Way has a long history of bringing people together to ask tough questions about society's problems, and to act collectively to accelerate solutions. It's been our focus for almost 135 years, and it holds tremendous potential in today's challenging environment.

In 2018, United Way took community-building to another level through a powerful partnership with musician and philanthropist **Peter Buffett** (the youngest son of Warren Buffett). Across the U.S., 15 United Ways hosted *A Concert & Conversation with Peter Buffett*. His program brought philanthropists together with local business, academic and community leaders for music and engaging conversation about what it takes to transform communities. Peter told compelling stories that made audiences think about relationships, the context of community — and their place in it.



"When we talk with one another, powerful things happen," said Peter. "Barriers are lowered, and these hard conversations serve as catalysts for change. Our collective will to make each community better and more resilient is our greatest asset in building a better future for everyone."

Peter believes that engagement begins by talking with each other, and asking provocative questions to understand the world around us — all in service to making a deeper difference. That's especially true for issues affecting equity, inclusion and justice. He believes United Way is the ideal channel for partnering with leaders to build and accelerate inclusive and equitable communities, one neighborhood at a time.

We're grateful for Peter's tireless advocacy. We hope these inspiring events, grounded in shared values and United Way's 135 years of community-building, will spark more people to step up to make a bigger difference.

"What we measure and what we reward tells us who we are."

— Peter Buffett

LEADING LONG-TERM RECOVERY AFTER DISASTERS

At United Way, we step up whenever our communities need us. Never is this need greater than when a community is facing a disaster. Across the Americas, 2018 was another intense disaster year.

Restoring Hope After Disaster

Hurricane Florence blasted into the Carolinas in September 2018. As response efforts evolved from immediate relief to long-term recovery, the United Way Hurricane Florence Recovery Fund raised and allocated \$1.25 million to assist people impacted by this disaster. In true United Way tradition, many of our partners joined our fight to help ease suffering and pave the way to recovery for affected communities. **Humana Foundation's** generous contribution of \$250,000 gave a significant boost to our focus areas of food and household assistance, temporary shelter, volunteer mobilization, small-business recovery and local 211 assistance. **Chipotle Mexican Grill** raised \$150,000 for local United Ways responding to Hurricane Florence, part of the \$1.4 million that Chipotle has contributed since 2017 to help United Way rebuild communities after natural disasters.

Hurricane Michael slammed into the Florida Panhandle a month later, the most powerful storm to hit the continental United States in nearly 50 years. Once again, United Way launched a national recovery fund to complement local United Way efforts and provide a single clearinghouse for individual and corporate donors seeking to support those impacted. The Humana Foundation donated another \$250,000 to the Hurricane Michael Recovery Fund, just a month after its initial donation. In all, United Way allocated more than \$761,000 to support important relief and rebuilding collaborations.

Airbnb partnered with 211 to provide \$85,000 in coupons and credits to people who needed safe, free housing during Hurricane Michael, the



California wildfires and in the aftermath of the Thousand Oaks shooting. With this partnership, volunteer responders and people directly impacted by the disasters got the safe housing they needed for free. Airbnb is also partnering with 211 to help potential guests and hosts utilize Open Homes, a global program that provides free or low-cost, short-term stays through a user-friendly platform that's activated during disasters.

In 2018, United Way and **Lyft** teamed up on multiple occasions to support communities recovering from natural disasters. For Hurricanes Florence and Michael, Lyft offered donated rides through 211 to help people get food and shelter across the Carolinas, Georgia and Florida.

On the opposite side of the country, Lyft also drove into action following the Woolsey and Camp Fires in California. To support those evacuating from the wildfire's path, Lyft provided a public ride code that transported affected people for free. We worked with Lyft to provide those in need of more assistance with additional resources through 211.

As the Camp Fire relief and recovery needs spilled into the new year, Lyft remained involved and provided free rides so people could meet inspectors at damaged or destroyed homes, apply for financial assistance claims, receive FEMA assistance, obtain prescriptions, attend non-emergency medical appointments and more.

UNITED WAY U.S.A. BOARD OF TRUSTEES*

The United Way U.S.A. Board of Trustees is charged with providing oversight on matters related to – and specific to – the network of United Ways in the United States. Its responsibilities include U.S. membership issues, public policy, community impact, resource development and U.S. board development.

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	TEFERE GEBRE Executive Vice President AFL-CIO	BYRON SPRUELL President, League Operations National Basketball Association	

UNITED WAY WORLDWIDE BOARD OF TRUSTEES*

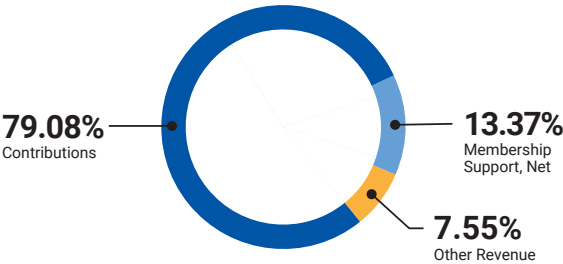
The United Way Worldwide Board of Trustees has fiduciary oversight of United Way Worldwide, and is responsible for overseeing the business affairs of the organization.

CHAIR OF THE BOARD PUNIT RENJEN Chief Executive Officer Deloitte Touche Tohmatsu Limited	CHAIR, MEMBERSHIP ACCOUNTABILITY COMMITTEE WAYNE WOUTERS Strategic and Policy Advisor McCarthy Tétrault	MIKE HAYDE President and CEO Western National Group
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		MARIAME McINTOSH ROBINSON President and CEO First Global Bank Limited
		RICHARD TRUMKA President AFL-CIO

* December 31, 2018

In 2018, United Way raised \$4.6 billion for long-term community solutions around the world. The financial information below is for United Way Worldwide, the leadership and support organization for our network of nearly 1,800 United Ways around the world.

2018 United Way Worldwide
Consolidated Revenue
USD 221,743,621

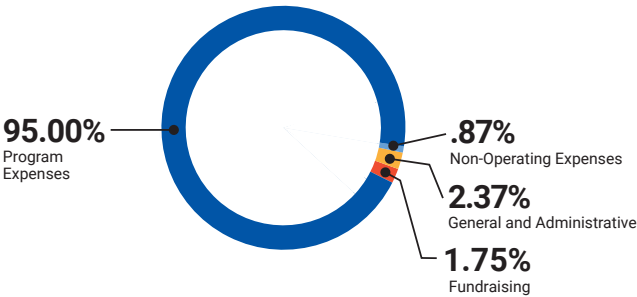


Contributions are funds donated to support United Way Worldwide’s mission and its programs that promote education, income and health. These funds consist of unrestricted, temporarily-restricted and permanently-restricted donations.

Membership Support is received annually from local United Ways for continued membership in the United Way network. Local United Ways receive the benefits of membership and comply with standards established by United Way Worldwide.

Other Revenue includes income generated from the sale of promotional materials, program service fees, investment activity, conferences, rent and non-professional services, transaction fees and miscellaneous activity.

2018 United Way Worldwide
Consolidated Expenses
USD 233,407,536



Program Expenses include Investor Relations (including Donor Advised Fund Contributions), Grants, International Network, Community Impact, Leadership and Learning, Public Policy, Marketing, Campaign and Public Relations and Promotional Material Sales.

Non-Operating Expenses are pension-related changes.*

General and Administrative activities include Finance, Legal, IT and other services that support United Way Worldwide’s business operations.

Fundraising is responsible for United Way Worldwide’s fundraising efforts.

*Reflects increased pension obligations based upon current actuarial analysis.

United Way Worldwide and Subsidiaries Consolidated Statements of Financial Position

As of December 31, 2018
(In USD Thousands)

	2018	2017
Assets		
Current Assets	\$ 77,873	\$ 93,798
Custodial Assets	3,428	8,193
Total Assets	<u>81,301</u>	<u>101,991</u>
Liabilities and Net Assets		
Liabilities		
Current Liabilities	27,253	29,231
Custodial Liabilities	3,428	8,193
Total Liabilities	<u>30,681</u>	<u>37,424</u>
Net Assets		
Without Donor Restrictions	36,126	39,701
With Donor Restrictions	14,494	24,866
Total Net Assets	<u>50,620</u>	<u>64,567</u>
Total Liabilities and Net Assets	<u>81,301</u>	<u>101,991</u>
Revenue		
Membership Support, net	29,333	30,093
Contributions	173,557	134,764
Other Revenue	16,571	10,034
Total Revenue	<u>219,461</u>	<u>174,891</u>
Expenses		
Program Expenses		
Donor-advised Giving	146,404	76,811
U.S. Network	26,959	17,951
Digital Services	22,001	-
Brand Strategy and Marketing	8,873	10,448
Investor Relations	6,040	6,077
International Network	5,937	7,109
Other Program Expenses	4,907	5,800
Impact, Strategy and Innovation	623	15,413
Total Program Expenses	<u>221,744</u>	<u>139,609</u>
Support Services		
General and Administrative	5,539	5,448
Fundraising	4,087	2,272
Total Support Services	<u>9,626</u>	<u>7,720</u>
Total Operating Expenses	<u>231,370</u>	<u>147,329</u>
Change in Net Assets from Operations	(11,909)	27,562
Non-Operating Adjustments to Net Assets	(2,038)	(3,680)
Changes in Net Assets	(13,947)	23,882
Net Assets, Beginning of the Year	64,566	40,684
Net Assets, End of the Year	<u>\$ 50,619</u>	<u>\$ 64,566</u>

United Way Worldwide
701 North Fairfax Street
Alexandria, Virginia, 22314 USA
+1.703.836.7112
info@unitedway.org

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