COTN's Mallory Jansen Memorial School
Banta Mokelleh, Sierra Leone

• Provide for our growing group of teenagers by expanding our secondary school to include:
  » First two science labs
  » First library
  » Administration development
  » Nine additional classrooms

• Construct a primary school for our Village Partnership Program in Mokpangumba (classes are currently held in a lean-to)

• Provide dorms for our first group of university students by renovating our school facility in Marjay Town

• Complete construction of our first primary school, including:
  » Two additional classrooms
  » Perimeter wall
  » School kitchen, to provide meals at the school (meals are currently provided at the Children's Village)

• Construct our first school library in Algodón

• Construct our first school library in Los Robles

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• Purchase land for a baseball field for players in the I Love Baseball program

• Complete our first secondary school to provide Christ-centered, quality education for all our secondary students in Malawi at a sustainable cost to COTN. Construction includes:
  » Girls' hostel
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• Expand our Mgwayi Village Partnership Program to include a Feeding Center. Children are currently eating meals in the open air, which is difficult when it is raining. The Feeding Center would also serve as a community building for preschool classes and other activities.

• Purchase a vehicle to replace our unreliable van

• Develop our first Village Partnership Program, including:
  » Land acquisition
  » Initial construction
  » Hiring of teachers

Visit www.cotni.org/ways-to-give-projects for more information.
Dear Partner,

What an exciting year! In 2011, you set more giving records than in any other year in COTN history. We were continually blown away by your generosity. **Total giving reached almost 7 million dollars,** an increase of almost 17 percent from 2010! In addition, 1,208 new sponsors joined the COTN family.

Our children are rejoicing because their lives will be directly impacted by your generosity. Your partnership allowed us to go deep with our children, far beyond the basics of survival care. You gave them the tools they need to truly bring transformation to their nations.

One of the highlights of our year was our **Hope for the Children** season of giving. The entire campaign, from October 15 to December 31, raised **$705,768,** including:

- **$409,933** for capital projects, like schools and libraries
- **$13,953** for education—teacher training, books, and university programs
- **$167,759** to Move the Mission Forward, to be used where most needed
- **$20,864** through Gift Catalog giving, for gifts like goats, shoes, and seeds
- **$30,229** for blankets and food through our special offers
- **$53,265** for Christmas Celebrations in all countries

It’s campaigns like this that remind us how great a God we serve, and how He uses His people to provide for the most vulnerable. And it’s campaigns like this that allow us to make bold and faithful plans for the next year. In 2012 we will be focusing on schools, teen development, and staff training. These kinds of long-term projects would be impossible without your partnership.

We cannot thank you enough for your part in the miraculous successes of 2011, and the exciting promises of 2012.

For the Children,

Chris Clark
Founder and CEO
2011 Financial Results

2011 INCOME

<table>
<thead>
<tr>
<th>Undesignated Giving</th>
<th>$798,911</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designated Giving</td>
<td>$5,466,408</td>
</tr>
<tr>
<td>Gifts In-Kind (see note below)</td>
<td>$695,191</td>
</tr>
</tbody>
</table>

2011 TOTAL GIVING $6,960,510

Note:
Gifts In-Kind are items and services gifted to Children of the Nations (e.g., equipment, supplies, medical and surgical services, consultants, professional services, etc.). Dollar values are estimated by management.

GROSS ANNUAL INCOME

(Millions of Dollars)

- 2007: $4,415,291 (41%)
- 2008: $5,020,222 (14%)
- 2009: $5,394,983 (7%)
- 2010: $5,932,044 (10%)
- 2011 (est.): $6,960,510 (17%)

2011 CAPACITY BUDGET vs. ACTUAL DONATIONS

(Thousands of Dollars)

- Dominican Republic: $625,405
- Malawi: $869,504
- Sierra Leone: $377,609
- Uganda: $767,296
- Haiti: $857,450

Notes:
1. Capacity Budget – the overall funding goal, which includes 1) operating expenses (the minimum funds required to meet the most basic needs of our children currently enrolled in existing programs) and 2) proposed capital projects and program expansions deemed necessary by our in-country COTN boards of directors (e.g., construction of secondary school facilities as our children grow, hiring of more staff, etc.)

2. Actual Donations – the actual amounts received in 2011. (COTN’s International Board of Directors only grants funds that are received. 2011 expenses in excess of actual donations received are covered by 2010 Funds Designated for 2011 as referenced in “2011 Income” above left.)

REVENUE SOURCES

- Churches: 19%
- Businesses: 9%
- Family Foundations & Other: 1%
- Gifts In-Kind: 10%
- Individuals: 61%
2011 EXPENSES

- Children's Programs, Projects, and Development $5,855,087
  - Dominican Republic
    - Children's Programs $477,553
    - Projects and Development $65,447
    - Medical Clinic $30,759
    - TOTAL $573,759
  - Malawi
    - Children's Programs $647,909
    - Projects and Development $281,143
    - TOTAL $929,052
  - Sierra Leone
    - Children's Programs $285,627
    - Projects and Development $115,645
    - Agriculture $9,931
    - Churches $8,804
    - TOTAL $420,007
  - Uganda
    - Children's Programs $242,121
    - Projects and Development $53,945
    - TOTAL $296,066
  - Haiti
    - Post-Earthquake Family Support $118,328
  - Liberia
    - Start-up Ministry $6,286
  - International Support
    - Missionaries * $1,293,273
    - Venture Participants ** $1,052,178
    - Meal Packaging and Shipping $470,947
    - Gifts In-Kind*** $695,191
    - TOTAL $3,111,589

Administration $393,340
Fundraising $310,863

2011 TOTAL EXPENSES $6,559,290

2011 Use of Funds
- Children's Programs, Projects, and Development...89%
  See itemized details at left.
- Administration...6%
  USA operating expenses including overhead and maintenance
- Fundraising...5%
  Promotional and event expenses including publicity, mailing, and costs incurred in soliciting donations and grants

Notes:
* Missionaries in every country (including those serving domestically in the USA) are responsible for securing contributions to cover 100% of their board-approved salary, training, ministry, and fundraising expenses or to pay for living expenses.
** Venture participants serving in every country are responsible for securing contributions to cover 100% of their travel and in-country costs.
*** Gifts In-Kind are items and services gifted to Children of the Nations (e.g. equipment, supplies, medical and surgical services, consultants, professional services, etc.) used in the USA and countries.

Figures contained in this year-end report are our best calculated estimates based on actual country statistics. Final dollar amounts can be found on our website once IRS 990 statements are filed. Financial amounts are subject to final independent audit.
## 2011 Country Statistics

<table>
<thead>
<tr>
<th>Country</th>
<th>Children in Full-Time Care</th>
<th>Children in Village Partnership</th>
<th>Children Attending COTN Schools</th>
<th>Students in University Program</th>
<th>Children Being Fed Daily*</th>
<th>People Introduced to the Gospel</th>
<th>Individuals Medically Assisted</th>
<th>Acres of Land Farmed</th>
<th>In-Country Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sierra Leone</strong></td>
<td>98</td>
<td>462</td>
<td>1,178</td>
<td>1</td>
<td>840</td>
<td>1,858</td>
<td>1,858</td>
<td>21.5</td>
<td>140</td>
</tr>
<tr>
<td><strong>Malawi</strong></td>
<td>132</td>
<td>1,147</td>
<td>1,578</td>
<td>41</td>
<td>1,575</td>
<td>6,884</td>
<td>1,553</td>
<td>66</td>
<td>96</td>
</tr>
<tr>
<td><strong>Uganda</strong></td>
<td>58</td>
<td>198</td>
<td>341</td>
<td>0</td>
<td>341</td>
<td>6,783</td>
<td>397</td>
<td>9</td>
<td>41</td>
</tr>
<tr>
<td><strong>Dominican Republic</strong></td>
<td>NA</td>
<td>695</td>
<td>1,119</td>
<td>37</td>
<td>1,112</td>
<td>8,852</td>
<td>4,057</td>
<td>NA</td>
<td>107</td>
</tr>
<tr>
<td><strong>Haiti</strong></td>
<td>11</td>
<td>NA</td>
<td>NA</td>
<td>0</td>
<td>NA</td>
<td>NA</td>
<td>13</td>
<td>NA</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>299</td>
<td>2,502</td>
<td>4,216</td>
<td>79</td>
<td>3,868</td>
<td>24,377</td>
<td>7,878</td>
<td>96.5</td>
<td>390</td>
</tr>
</tbody>
</table>

* Not all children who attend COTN schools qualify for free or reduced-price in-school meals.
### 2012 Funding Priorities

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<table>
<thead>
<tr>
<th>MALAWI</th>
<th>SIERRA LEONE</th>
<th>DOMINICAN REPUBLIC</th>
<th>HAITI</th>
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</table>
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  » Perimeter wall  
  » School kitchen, to provide meals at the school (meals are currently provided at the Children’s Village)  
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COTN Primary School  
Lira, Uganda