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Dear Supporters:

I am pleased to report United Way’s significant accomplishments and progress during 2009. This has been a watershed period for United Way.

In May 2009, United Way of America and United Way International joined forces to become United Way Worldwide — building on our more than 120 years of work in communities. Our ability to scale innovative solutions and create opportunities for a better life for all is even greater with the support of a worldwide network.

We raised nearly $5 billion worldwide, making United Way the largest privately supported nonprofit in the world. We are grateful to the more than 10 million donors and two million-plus volunteers who have joined our movement to improve lives and communities.

In the USA in 2008, we debuted LIVE UNITED — United Way’s invitation to everyone to advance the common good: to give, advocate and volunteer. We invited everyone to join us in achieving ambitious goals in the areas of education, income and health — the building blocks of a better life.

The results outlined in the following pages represent progress by people who are committed to improving their communities. To all who help advance the common good, we thank you.

Sincerely,

Brian A. Gallagher
President and Chief Executive Officer
United Way Worldwide
VISION

United Way envisions a world where all individuals and families achieve their human potential through education, financial stability and healthy lives.

Imagine a world that fosters hope and opportunity for everyone. A world where ...

• All children receive a quality education that offers a pathway to a brighter tomorrow
• The cycle of poverty and financial dependence ends, and productive livelihoods begin for even the most disadvantaged
• Everyone receives effective health care that improves quality of life
• Communities not only set significant and measurable goals to advance these fundamental elements of human development, but achieve them.
MISSION
To improve lives by mobilizing the caring power of communities around the world to advance the common good.

To do this we will ...

- Ignite a **worldwide social movement**, and thereby mobilize millions to action – to give, advocate and volunteer to improve the conditions in which they live
- Galvanize and connect all sectors of society – individuals, businesses, nonprofit organizations and governments – to create **long-term social change** that produces healthy, well-educated and financially stable individuals and families
- Raise, invest and leverage billions of **funds annually in philanthropic contributions** to create and support innovative programs and approaches to generate sustained impact in local communities
- Hold ourselves accountable to this cause through our steadfast commitment to continually measure – in real terms – **improvement in education, income and health**.
ADVANCING THE COMMON GOOD

United Way advances the common good by creating opportunities for a better life for all.

- **Our focus is on education, income and health** – the building blocks for a good quality of life.
- **United Way recruits** people and organizations who bring the passion, expertise and resources needed to get things done.
- **We invite you to be part of the change.** You can give, you can advocate and you can volunteer.

That’s what it means to LIVE UNITED.

Drawing on research and conferring with a broad range of partners, in 2008 we issued Goals for the Common Good: The United Way Challenge to America, focused on three targets that will significantly improve our nation by 2018:

- Cut by half the number of young people who drop out of high school
- Cut by half the number of lower-income families that lack financial stability
- Increase by a third the number of youths and adults who are healthy and avoid risky behaviors

These targets – focused on education, income and health – are the building blocks for a good life.

UNITED WAY CONTRIBUTIONS AT WORK WORLDWIDE

More than $4.94 billion has been invested in United Way’s network worldwide to advance the common good in education, income and health. Thank you.
CHILDRREN AND YOUTH REACH THEIR POTENTIAL

THE GOAL: Cut by half the number of young people who drop out of school.

THE TARGET: By 2018, 87% of high school seniors in the United States will graduate on time, up from 74% in 2006.

EXAMPLES OF OUR WORK TO DATE:

• Greater parental involvement: United Way of San Antonio and Bexar County (Texas) identified greater parental involvement as important to reduce the community’s 40% drop-out rate. A peer-based “parents supporting parents” program has seen a 300 to 600% increase in parental involvement at each targeted school, as well as improved student behaviors and attendance;

• Targeted tutoring and counseling support: United Way of Forsyth County (North Carolina) partnered with others to develop a “Prep for Success Academy” that focuses on the highest-risk 6th and 9th graders, key grades in a student’s path to graduation. Results include a 40% decrease in failures among 9th graders, an 87% increase in math, and 151% increase in reading scores for sixth graders;

• School readiness: Born Learning, United Way’s national early learning engagement campaign, helps parents, caregivers and communities boost school readiness as part of United Way’s larger birth-to-21 education strategy. Public service advertising, a resource-rich website (www.bornlearning.org) and educational materials in English and Spanish offer fun, concrete ideas to help young children learn. Some 1,000 United Ways across the country are running local and statewide Born Learning campaigns, and more than 15 million parents are being reached through public service advertising and educational materials. Communities are also using some of the 500+ online Born Learning campaign tools to mobilize people around early childhood education, including using business leader outreach tools to enlist and enroll more champions, and installing more than 150 Born Learning Trails – a series of fun, physical activities (like a parcour) that young children and caregivers can use to support learning indoors or out.

SAVING LIVES, IMPROVING EDUCATION IN POLAND

United Way Poland is taking a unique, multi-year approach to help children and youth at risk for dropping out of school and using drugs and alcohol. The “Partnership for Children” includes enrichment programs run by young adult “street educators” who are carefully trained to work with at-risk youth, as well as awareness-building and fundraising campaigns with companies, government leaders and the general public.
INCOME: PROMOTING FINANCIAL STABILITY AND INDEPENDENCE AMONG WORKING FAMILIES

THE GOAL: Cut in half the number of lower-income working families that lack financial stability.

THE TARGET: By 2018, 82% of families with one or two parents working 50 or more weeks (combined) during the previous year and with incomes less than 250 percent of the federal poverty level will spend less than 40 percent of their income on housing, up from 64% in 2006.

EXAMPLES OF OUR WORK TO DATE:
• Earned Income Tax Credit Outreach: Thousands of families are eligible for, but do not know how to access, their Earned Income Tax Credit. Through “tax season” efforts coordinated by United Ways throughout the U.S., 945,000 taxpayers received more than $1 billion in total tax refunds during a two-year period. Thirty United Ways also piloted use of the Beehive Tax Tool, which will expand the number of taxpayers who benefit. Bank of America and Walmart provided the funding that resulted in taxpayers receiving significant refunds to use to reduce debt, add to savings or otherwise improve their financial situations;

• Community-based financial education: United Way of the Midlands (Nebraska), drawing on studies that show that financially stressed workers spend an average of 20 hours a week dealing with personal financial issues, partnered with the Federal Reserve in Kansas City to pilot a workplace-based financial education program. It has grown to involve 12 employers in the Omaha area. Program graduates have paid more bills on time, reduced debt, and increased retirement savings, while also being able to focus better at work and reduce absenteeism;

• “One-stop” financial stability: Bank of America provided funding for Bank of America/United Way One-Stop Financial Stability Centers. The centers, piloted by United Way of Metropolitan Atlanta and United Way of Miami-Dade, offer comprehensive, accessible and integrated financial services.

TARGETING SMALL BUSINESSES TO BUILD A HEALTHY ECONOMY:

Small, Medium and Micro Enterprises (SMMEs) are the engine of many national economies; a primary source of job creation and of rising community leaders. The global recession notwithstanding, the Lusa Community Chest has helped these businesses grow and sustain themselves in South Africa’s industrial Gauteng Province. SMME businesses represent 42 percent of South Africa’s GDP, and for the second year, the Lusa Community Chest has attracted hundreds of regional entrepreneurs to learn from nationally prominent business leaders and to seek business consultation and leadership development services. The program’s first two years has been so well accepted, that the Lusa Community Chest expects to attract more than 1,000 SMMEs to its 2011 conference.
HEALTH: IMPROVING THE LIVES OF YOUNG PEOPLE AND ADULTS

THE GOAL: Increase by a third the number of youth and adults who are healthy and avoid risky behaviors.

THE TARGET: By 2018, 45% of youth and 47% of adults will be healthy and avoid risky behaviors, up from 34% and 35% respectively in 2005.

EXAMPLES OF OUR WORK TO DATE:

• Reduction of childhood obesity: More than 33% of U.S. children and adolescents are overweight or obese, which contributes to diabetes, heart disease and other problems throughout life. United Ways are working with their local National Football League and college teams, as well as many other partners, to help kids get fit through better nutrition and increased physical activity;

• United Way of Santa Cruz County (California) established the Project CURB collaborative to address the high frequency of drug and alcohol use among youth in the area (statistics showed that Santa Cruz County ranked sixth in the state for binge drinking). In partnership with other organizations, United Way engaged its community with county-wide forums and focus groups, one-on-one interviews with community leaders, town hall meetings, outreach to faith-based organizations and a summit with policy makers and other stakeholders to discuss solutions. The result was a 7% reduction in the number of youth reported to have undergone binge drinking during a one-month period, and a 28% drop statewide in underage drinking compliance checks.

• Access to medical services and health care assistance was the focus of United Way of Lane County’s “100% Access to Healthcare Initiative.” The goal of the program was to connect people in Lane County (Oregon) who have no or inadequate medical insurance with existing medical programs and services, and to develop new community-based medical fill-in gaps where assistance is most needed. Through a collaborative effort more than 2,000 laminated cards for healthcare and mental organizations that serve uninsured were distributed to those in need. A “Living Well with Chronic Illnesses” class, made available through Stanford University, was offered in English and Spanish to low-income and uninsured people, and a Community Healthcare Fund was established for coordinated fundraising and transparency.

IMPROVING HEALTH AND FINANCIAL STABILITY IN INDIA

United Way Mumbai is addressing a critical health issue for residents. Up to half of the city’s population lives in slums, many next door to mountains of garbage. In partnership with local municipal authorities, United Way is leading a highly visible program to educate residents on how to sort the dry and wet garbage, which increases residents’ ability to generate income from recycling and composting.

STRATEGIC PARTNERS IN HEALTH

Ascension Health
Georgetown University Public Policy Institute Center for Children and Families
Center for Budget and Policy Priorities
Public Health Foundation
David and Lucille Packard Family Foundation

INDIA
2-1-1

The Alliance of Information and Referral Systems (AIRS) and United Way Worldwide have partnered on 2-1-1, an information and referral service that connects people with local and national resources. When people call the easy-to-remember number, they gain access to income supports, healthcare, childcare options, education and training programs, volunteer opportunities and other services through a single entry point. It is a number that anyone can call to give help or to get help.

EXAMPLES OF RESULTS TO DATE:
• Coverage in 80% of the country (47 states, the District of Columbia and Puerto Rico) as of December 2009;
• Response to more than 16.2 million calls in 2009, a 14.4% increase over 2008;
• An essential tool during the economic downturn, as well as in disaster response, as demonstrated by a number of local and regional partnerships focused on preventing foreclosures, as well as local disasters including the Midwest floods and fires in Colorado and Bartholomew County, Indiana;
• Increasing use of 2-1-1 for innovative research, as exemplified by Health Communication Research Laboratory, Washington University in St. Louis, Missouri, in their work on “Keeping clients healthy: Integrating proactive health screening and referral into 2-1-1”;
• The effectiveness of 2-1-1 in streamlining access to critical information was demonstrated in more than a dozen states where Health Departments used 2-1-1 as the number to call for accurate and current information on the H1N1 virus.

PUBLIC POLICY

Real and sustained change in community conditions requires more than money. United Way works to educate and engage Members of Congress, the Administration, and other policymakers about our communities’ commitment to education, financial stability, nonprofit sector strengthening, and health-related issues. We join coalitions on national, state and local levels to further our policy goals and effect positive change.

PRIORITIES AND WORK IN 2009 INCLUDED:
• Helped secure passage of the SERVE America Act, landmark volunteer legislation;
• Increased VITA funding;
• Helped to dramatically expand funding for the Children’s Health Insurance Program (SCHIP) to an additional 4.1 million children;
• Successfully fought to preserve current charitable giving incentives;
• Expanded Congressional support for legislation to increase 2-1-1 coverage to all Americans.

DIVERSITY AND INCLUSION

Achieving the Common Good goals, and more broadly achieving our vision and mission, means embracing diversity and inclusion in everything we do. Our commitment to diversity and inclusion improves the way we make decisions, solve problems and meet the needs of those we serve. Our efforts focus on four major strategies:
• Recruiting and retaining staff and volunteers that reflect and value diversity and inclusion;
• Building strategic relationships with leaders in the United Way network and other stakeholders;
• Strengthening the cultural dexterity of the entire United Way network;
• Committing to diversity and inclusion in achieving our national goals related to education, income and health.

While it took 911 nearly 50 years to become a universal emergency number across the U.S., 2-1-1, which was originated by United Way of Metropolitan Atlanta, grew exponentially in its first 10 years. The Federal Communications Commission designated 2-1-1 for “community information and referral” in July 2000, and it has grown to become a valued community resource throughout the United States.
INCREASING IMPACT THROUGH UNITED WAY WORLDWIDE

In May 2009, United Way of America and United Way International formally joined forces to become United Way Worldwide.

Through this integrated and interdependent network, we can collectively reach new levels of performance and results, thus improving the lives of millions more people around the world. We have a presence in 46 countries with nearly 1,800 United Way members or affiliates.

United Way transcends borders and cultures in pursuit of the common good and opportunities for all. By working at the local level, we can address the root cause of issues that affect families and individuals. And with our worldwide network, we also have the depth, breadth and reach to quickly scale up with ease and create positive change. Whether it’s investing in youth mentoring programs in Brazil or Poland, cleaning up slums in Mumbai or dramatically reducing the rate of teen pregnancies in the USA, United Way has become a more powerful force for change – locally, nationally and worldwide.

THE CHRONICLE OF PHILANTHROPY

THE NEWSPAPER OF THE NONPROFIT WORLD

September 2009

HOW MUCH BIG NONPROFITS ARE RAISING GLOBALLY

<table>
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<th>Organization</th>
<th>Amount raised in the United States in 2008</th>
<th>Amount raised worldwide in 2008</th>
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<td>World Vision International (Monrovia, Calif.)</td>
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<td>Unicef (New York)</td>
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<td>SOS Children’s Villages International (Innsbruck, Austria)</td>
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<td>Greenpeace International (Amsterdam)</td>
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<td>Rotary Foundation of Rotary International (Evanston, Ill.)</td>
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<td>245,700,000</td>
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<td>JA Worldwide (Colorado Springs)</td>
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<td>ActionAid International (The Hague, the Netherlands)</td>
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<td>198,863,563</td>
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<td>Mercy Corps (Portland, Ore.)</td>
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<td>Lions Clubs International Foundation (Oak Brook, Ill.)</td>
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<td>78,466,350</td>
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<tr>
<td>United Nations High Commissioner for Refugees (Geneva)</td>
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<td>49,100,000</td>
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How to Live United:
Join Hands.
Open Your Heart.
Lend Your Muscle.
Find Your Voice.
Give 10%. Give 100%.
Give 110%.
Give an Hour.
Give a Saturday.
Think of We Before Me.
Reach out a Hand to One and
Influence
The Condition of All.
Live United

Want to make a difference? Help create opportunities for everyone in your community. United Way is creating real, lasting change where you live, by focusing on the building blocks of a better life—education, income and health. That’s what it means to Live United. For more, visit LIVEUNITED.ORG.

Cómo Vivir Unidos:
Juntemos Las Manos.
Abre Tu Corazón.
Aúna Esfuerzos.
Encuentra Tu Voz.
Da el 10%. Da el 100%.
Da el 110%.
Da una Hora.
Da un Sábado.
Tiende la Mano a Uno e
Influye
en la Condición de Todos.
Da, Unete. Sé Voluntario.
Vive UNIDO

¿Quieres marcar la diferencia? Ayuda a crear oportunidades para toda tu comunidad. United Way está creando un cambio real y duradero en el lugar donde vives, y lo hace enfocándose en los elementos básicos de una mejor vida: educación, ingresos y salud. Eso es lo que significa unirnos. Visita LIVEUNITED.ORG.
INSPIRING PEOPLE TO LIVE UNITED

In 2008, two bold words – LIVE UNITED – ignited a social movement to advance the common good. LIVE UNITED invites people to join together to create lasting change in education, income and health.

Millions of Americans have seen or heard LIVE UNITED messages online and through radio and TV spots, as well as print media, banners and billboards.

LIVE UNITED was created in partnership with McCann Erickson New York, United Way Worldwide's pro-bono advertising agency, and the Ad Council, which helped spread the message of LIVE UNITED through its extensive media relationships.

Nearly 94% of local United Ways have adopted the campaign and benefited from the excitement it has generated in terms of volunteers engaged, funds contributed, and voices raised on behalf of education, income and health. Public opinion polling demonstrates the impact of LIVE UNITED on people’s trust in United Way to do what we say we’re going to do and to help them make a difference in their community – in other words, to deliver on the Goals for the Common Good.

Give. Advocate. Volunteer. Read on to learn how that translates into action.
GIVE
Through LIVE UNITED, people recognize that their donations large and small are an investment in lasting community change.

- The United Way Tocqueville Society celebrated its 25th anniversary as a donor-initiated group of generous individuals and families. An inaugural United Way global engagement event at the United Nations underscored the worldwide commitment and generosity of Tocqueville Society members;

- The National United Way Tocqueville Society Award, United Way’s highest volunteer honor, was presented in 2008 to John and Francie Pepper of Cincinnati, Ohio, and Wayne and Delores Barr Weaver of Jacksonville, Florida, and to Hasu and Hersha Shah of Harrisburg, Pennsylvania, in 2009;

- More than 10 million donors have helped advance the common good.

- The United Way International Donor Advised Giving Program (IDAG) continued to help companies, foundations and individuals support philanthropic causes in nearly 100 countries and territories across the globe. In 2008-2009, IDAG processed 1,300 grants totaling nearly $55 million in areas such as education, income, health and capacity building. In 2009, IDAG converted to a completely paperless system, increasing grant processing efficiency for its donors and, at the same time, reducing United Way Worldwide’s environmental impact.

ADVOCATE
Through LIVE UNITED people are champions of education, income and health. They contact their elected officials, attend public meetings, organize events and undertake many other actions locally and nationally.

OUR WORK INCLUDED:

- United Way Women’s Leadership Councils are a powerhouse of women’s philanthropy, leveraging their membership of more than 40,000 in more than 120 communities in the U.S. to be a voice on the critical issues of education, income and health. From joining together on Capitol Hill and meeting with more than 90 representatives in one day, to connecting concerns of parents with the neighborhood school board – Women’s Leadership Council members are advocating for changes that improve lives.

- United Way Young Leaders champion the mission of United Way. They recruit more young professionals to be involved in their workplace, they advocate for and advance work in education, income and health, and they learn from business leaders how to create change in their communities.
VOLUNTEER

Through LIVE UNITED, people bring their passion, expertise and resources to do, together, what needs to be done ... together.

OUR WORK INCLUDED:

• United Way Day of Action: On June 21, the longest day of the year, United Way introduced Day of Action as a day to mobilize volunteers. More than 200 United Ways and 31,000 people participated. In Clarksville, Tennessee, volunteers in LIVE UNITED tee-shirts participated in a health advocacy walk. Capital Area United Way in Lansing, Michigan, and United Way of Chittenden County in Vermont, organized community service projects around honoring dads in the community, given the Day of Action’s proximity to Father’s Day. More than 60 communities hosted “Stuff the Bus” events or otherwise conducted school supply drives as part of their Day of Action;

• Student United Way: Student United Way is the student movement of United Way. It encompasses Student United Way organizations on 51 college and university campuses, United Way Alternative Spring Break, student internships and more. Through Alternative Spring Break, students have worked to rebuild homes for displaced families every year since Hurricane Katrina (2005).

• More than two million volunteers invested 18.6 million hours of service, which is a value of $376 million

Ruth Rusie Shows How to LIVE UNITED

The LIVE UNITED Story Search invited people to share their stories of how they live united in their community. Video entries were submitted online and people voted for their favorite. Ruth Rusie, age 91, who volunteers through United Way of Morgan County (Indiana) received the most votes.

Ruth, a retired school teacher, shares her love of reading with parents and young children through United Way’s Success by Six program, which promotes early literacy as a way to succeed throughout school. Her energy and enthusiasm are contagious to all who meet her. Ruth and other committed volunteers are featured in PSAs and other marketing materials.

Special thanks to the creators of LIVE UNITED, McCann Erickson NY. Through the years, McCann Erickson has contributed countless pro bono hours to help us expand our reach and share our story with the world. Through our partnership with the Ad Council, our national advertising generated more than $73 million in donated media in 2009, helping millions of Americans to LIVE UNITED.
THANK YOU
TO OUR GLOBAL CORPORATE LEADERS
FOR MAKING COMMUNITIES A BETTER PLACE FOR ALL OF US

Campaign of $15 Million or More*

Wells Fargo
UPS
Microsoft Corporation
The Boeing Company
IBM
AT&T
Publix Super Markets, Inc.
Bank of America
GE
Exxon Mobil Corporation
Intel Corporation
Deloitte LLP
Johnson & Johnson
Procter & Gamble
Nationwide Insurance

3M
Abbott
Accenture
Aetna Inc.
Agilent Technologies, Inc.
Air Products
Alcatel-Lucent
Allstate
American Express
Ashland Inc.
Automatic Data Processing, Inc.
Avery Dennison
AXA Equitable
Battelle
Best Buy Co., Inc.
BNY Mellon
Bristol-Myers Squibb Company
C&S Wholesale Grocers, Inc.
Cargill
Caterpillar Inc.
Ceridian Corporation
Chevron Corporation
Chrysler Group LLC
Citigroup
Citizens Financial Group, Inc.
Colgate-Palmolive
Comcast
Constellation Energy
Costco Wholesale
Cummins
Delphi
Delta Air Lines, Inc.
Deluxe Corporation
Dominion Resources
Duke Energy
DuPont
Eastman Kodak Company
Eaton Corporation
Eli Lilly and Company
FedEx Corporation
Fluor Corporation
FMC Technologies, Inc.
Ford Motor Company
General Mills, Inc.
General Motors
GlaxoSmithKline
Guardian, LLC
Harris Bank/BMO Capital Markets
Hewlett-Packard Company
Hoffmann-La Roche Inc.
HSBC
Illinois Tool Works Inc.
ING
International Paper
JCPenney
John Deere
JPMorgan Chase & Co.
Kellogg Company
Kimberly-Clark Corporation
KPMG LLP
Limited Brands
Lockheed Martin Corporation
Lowe’s Companies, Inc.
Macy’s, Inc.
Marriott International, Inc.
Medtronic, Inc.
Merck & Co., Inc.
Merrill Lynch & Co., Inc.
MetLife, Inc.
Morgan Stanley
Motorola
NCR Corporation
New York Life Insurance Company
Northwest Airlines
Pfizer Inc
Pitney Bowes Inc.
PricewaterhouseCoopers LLP
Prudential Financial, Inc.
Qwest Communications International, Inc.
Raytheon Company
Rohm and Haas Company
RR Donnelley
Sara Lee
Shell Oil Company
Sprint
SUPERVALU
Target
Texas Instruments
The Dow Chemical Company
The Goodyear Tire & Rubber Company
The Hershey Company
The Mosaic Company
The Principal Financial Group
The Travelers Companies, Inc.
U.S. Bank
United Airlines
United Technologies Corporation
USAA
Valero Energy Corporation
Verizon
Verizon Wireless
Wachovia Corporation
Walmart
Wells Fargo
Weyerhaeuser Company
Whirlpool Corporation
Williams
Xcel Energy
Xerox Corporation

*Listed in order of amount raised based on 2009 campaign results
GLOBAL CORPORATE LEADERS

United Way Worldwide works with top national and global corporations to advance the common good in communities around the world. More than 120 of these companies are known as Global Corporate Leaders. These companies typically employ at least 25,000 people around the world, raise more than $1 million, engage with United Way beyond workplace giving campaigns, and invest significant resources in United Way programs in their headquarters city and elsewhere.

Highlights include:

- **Global Corporate Leaders**, their employees and retirees invested more than $1 billion to communities in the U.S. through United Way in 2009 — nearly 20% of the $4.94 billion United Way raises worldwide and more than 25% of the money raised in the U.S.;

- **Eli Lilly and Company** received the *Spirit of America Award*, United Way’s highest corporate honor for community involvement, in 2009. **Nationwide Insurance** was the recipient in 2008;

- Several companies were recognized with *Summit Awards* for outstanding corporate and employee engagement. In 2009, *Summit Awards* went to **General Mills, Inc.** (4 awards), **Kellogg Company** (3), **Wells Fargo** (2) and **Williams** (1). In 2008, *Summit Awards* went to **Eli Lilly and Company** (3), **General Mills, Inc.** (3), **Kellogg Company** (1) and **Kimberly-Clark Corporation** (1);

- Many companies partnered with United Way to address education, income and health issues. The **AT&T Foundation** granted $2 million to facilitate effective parent-teacher relationships; Since 2006, **Bank of America** has invested $4.5 million to build Earned Income Tax Credit (EITC) outreach and free tax preparation work; the **Walmart Foundation** partnered to provide free tax preparation and filing services, aimed at minorities and first-time filers;

- **Samsung Group** in Seoul, South Korea, contributed $1 million in support of United Way of the Capital Area’s (Austin, Texas) *Success by Six* program. The generous support of United Way’s *Success by Six* was a natural fit for Samsung as the company believes early childhood education is one of the most important jobs of any community;

- Several consumer-facing partnerships increased awareness. **American Express** created a co-branded gift card and donated card purchase fees to United Way; **GE** donated 2% of GE Online Outlet Store appliance sales; **Kellogg Company** included United Way on 80 million Special K packages; **UPS** and **Roush Fenway Racing** donated autographed replica NASCAR race helmets and a hood for an auction benefiting United Way.
NATIONAL FOOTBALL LEAGUE

This partnership leverages resources and relationships to raise awareness of childhood obesity; creating new opportunities for young people to lead healthier lifestyles. It’s part of United Way’s 2018 goal to increase by one third the number of healthy youth in the U.S. In 2009, through the NFL Play 60 partnership, United Way received nearly $10 million in donated television and radio media focused on youth health.

The NFL is also helping to make an impact on United Way’s broader goal of advancing the common good with players from each of the 32 NFL teams. The NFL LIVE UNITED campaign features television, billboard and print executions that garnered donated support through partnerships with the NFL, the Ad Council and RCN.

United Ways and NFL teams validated the message with on-the-ground initiatives in support of youth health and wellness, including the annual NFL & United Way Hometown Huddle. During Hometown Huddle, NFL teams participate in a variety of youth fitness projects in different NFL cities across the country on the same day – building fitness playgrounds, hosting youth football clinics, upgrading fitness facilities, launching HOPSports™ youth fitness zones.

United Way Worldwide thanks the National Football League and its owners for decades of support and its strong commitment to community service – a shining example of all that can be accomplished by working together for the common good.

AD COUNCIL

The Ad Council is a nonprofit organization that delivers critical messages to the American public by marshaling volunteer talent from the advertising and communications industries, media time and space, and the resources of the business and nonprofit sector. United Way has partnered with the Ad Council since 2005 to promote our work throughout the country. As the leading producer of public service announcements (PSAs) since 1942, the Ad Council has addressed critical social issues for generations of Americans.

The partnership started with Born Learning, our public engagement campaign that helps parents and caregivers turn everyday moments into learning moments. The partnership expanded to include LIVE UNITED. Both campaigns include outdoor, radio, print and television PSAs, as well as web banners.

The Ad Council’s extensive relationships with media outlets throughout the U.S. provide United Way with a tremendous amount of exposure.

Highlights include:
- The Born Learning campaign generated $67.7 million in donated media in 2008 and 2009;
- The LIVE UNITED campaign garnered more than $74 million between May 2008 and December 2009.

ORGANIZED LABOR

United Way’s partnership with organized labor is built on almost seven decades of working together to improve communities across America.

Our work included:
- The AFL-CIO and Working America, in partnership with United Way Worldwide, developed a website (www.unemploymentlifeline.com) featuring general and location-specific resources for those who have lost their job;
- United Ways played a key role in the National Association of Letter Carriers Food Drives, as they have since the program began in 1992. In one day, the “Stamp Out Hunger” drive brought in 73.4 million pounds (more than 3,500 tons) of food to distribute to those in need;
- The Joseph A. Beirne Community Services Award, which recognizes labor leaders who have given outstanding volunteer service to the United Way movement, was awarded to Barbara J. Easterling, Secretary-Treasurer of the Communications Workers of America, and a previous United Way of America Board member.
2010 AND BEYOND:
ADVANCING A MOVEMENT WORLDWIDE

Moving forward, our goals for 2010-2012 which, are in service to our long-term vision, are to:

- Advance the common good through the continued evolution to impact and through our commitment to success in the areas of education, income and health;
- Serve as a mobilizing force for social change by connecting with people’s passions, resources and talents, and offering strategic opportunities to give, advocate and volunteer;
- Drive revenue & resource generation for the network and United Way Worldwide by creating a financial engine that funds strategic imperatives and ensures United Way’s long-term growth and sustainability.

MARY M. GATES LEARNING CENTER

In the fall of 2010, United Way Worldwide opened the Mary M. Gates Learning Center — an innovative educational conferencing and networking facility with a state-of-the-art technological infrastructure, including broadcast capabilities. It will foster creative organizational learning at every level for United Ways and the broader nonprofit sector.

The Mary M. Gates Learning Center is made possible through the generous support of the Bill & Melinda Gates Foundation, Carol Jenkins and Hoyt R. Barnett, Dr. Thomas F. Frist, Jr., John and Chara Haas, Nationwide Insurance Foundation, Principal, Deloitte, J. Barry and Michele Griswell and members of the United Way of America and United Way Worldwide boards.

Mary M. Gates was an impassioned and inspiring leader of United Way and of many other organizations working to improve communities. She was the first woman to chair the executive committee of United Way of America. She also served as a charter member of the United Way International Board, helping to launch the global movement that culminated in United Way Worldwide.

Throughout her life, Gates was committed to the pursuit and sharing of knowledge to improve the lives of individuals and communities. Her vision is embodied in the new Mary M. Gates Learning Center.
This financial information reflects United Way Worldwide, the leadership organization for the United Way network.

Financial information for the network of United Ways appears on page three.

**2009 United Way Worldwide Consolidated Revenue**

$102,358,000

- **Membership support, Net** 29%
- **Contributions** 51%
- **Campaign efforts, Tri-State, Net** 13%
- **Other revenue** 7%

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

**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.

**Campaign efforts** include charitable funds raised from employees and companies through United Way campaigns at a group of participating companies whose employees live and/or work in the New York Tri-State region (United Way Worldwide manages United Way of the New York Tri-State region). The Tri-State regional office is responsible for collecting and distributing these campaign funds.

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

**2009 United Way Worldwide Consolidated Expenses**

$94,895,000

- **Program expenses** 89%
- **General and Administrative** 10%
- **Fundraising** 1%

**Program Services** includes Investor Relations, Community Impact, Leadership & Learning, Public Policy, Brand Leadership, Campaign and Public Relations and the United Way Store.

**Fundraising** is responsible for all United Way Worldwide fundraising efforts.

**General and Administrative** activities include accounting, legal, IT and other services that support United Way Worldwide’s programs.
United Way Worldwide and Subsidiaries  
**Condensed Consolidated Statements of Financial Position**  
As of December 31, 2009 and 2008 (In Thousands)

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>85,924</td>
<td>111,082</td>
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<tr>
<td>Noncurrent assets</td>
<td>15,871</td>
<td>16,264</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>101,795</td>
<td>127,346</td>
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<tr>
<td><strong>Liabilities and net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>40,976</td>
<td>72,046</td>
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<tr>
<td>Noncurrent liabilities</td>
<td>15,450</td>
<td>17,394</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>56,426</td>
<td>89,440</td>
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<tr>
<td><strong>Net assets</strong></td>
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<tr>
<td>Unrestricted</td>
<td>18,810</td>
<td>16,981</td>
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<tr>
<td>Unrestricted-Board Designated</td>
<td>485</td>
<td>409</td>
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<tr>
<td>Temporarily restricted</td>
<td>26,074</td>
<td>20,516</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td>45,369</td>
<td>37,906</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>101,795</td>
<td>127,346</td>
</tr>
</tbody>
</table>

United Way Worldwide and Subsidiaries  
**Condensed Consolidated Statements of Activities**  
For the years ended December 31, 2009 and 2008 (In Thousands)

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership support, net</td>
<td>29,202</td>
<td>29,900</td>
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<tr>
<td>Campaign efforts Tri-State, net</td>
<td>13,569</td>
<td>20,744</td>
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<tr>
<td>Contributions</td>
<td>51,922</td>
<td>38,017</td>
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<tr>
<td>Other revenue</td>
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<td>13,442</td>
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<tr>
<td><strong>Total revenue</strong></td>
<td>102,358</td>
<td>102,103</td>
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<tr>
<td><strong>Expenses</strong></td>
<td></td>
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<tr>
<td>Program expenses:</td>
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<tr>
<td>Investor Relations</td>
<td>39,010</td>
<td>44,458</td>
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<tr>
<td>Community Impact Leadership &amp; Learning</td>
<td>20,794</td>
<td>19,867</td>
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<tr>
<td>Public Policy</td>
<td>1,056</td>
<td>1,078</td>
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<tr>
<td>Brand Leadership</td>
<td>8,195</td>
<td>8,478</td>
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<tr>
<td>Campaign and Public Relations</td>
<td>8,711</td>
<td>12,864</td>
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<tr>
<td>United Way Store</td>
<td>2,880</td>
<td>4,096</td>
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<tr>
<td><strong>Total program expenses</strong></td>
<td>80,646</td>
<td>90,841</td>
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<tr>
<td>Support Services:</td>
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<tr>
<td>General and administrative</td>
<td>8,827</td>
<td>12,517</td>
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<tr>
<td>Fundraising</td>
<td>1,003</td>
<td>1,055</td>
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<tr>
<td><strong>Total support services</strong></td>
<td>9,830</td>
<td>13,572</td>
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<tr>
<td>Non-operating adjustments to net assets</td>
<td>(4,419)</td>
<td>(2,224)</td>
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<tr>
<td><strong>Change in net assets</strong></td>
<td>7,463</td>
<td>(4,534)</td>
</tr>
<tr>
<td>Net assets beginning of the year</td>
<td>37,906</td>
<td>42,440</td>
</tr>
<tr>
<td><strong>Net assets end of the year</strong></td>
<td>45,369</td>
<td>37,906</td>
</tr>
</tbody>
</table>
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