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Mercy Ships Annual Report 2021

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Left: Maxillofacial patient, Fatimata and her mother Khady in front of the Africa Mercy.
Mission

Mercy Ships follows the 2,000-year-old model of Jesus, bringing hope and healing to the world’s forgotten poor.

Vision

Mercy Ships uses hospital ships to transform individuals and serve nations.

Values

- Love God.
- Love and serve others.
- Be people of integrity.
- Strive for excellence in all we say and do.

Impact

In 1990, Mercy Ships turned our attention to sub-Saharan Africa where nearly 93% of the population lacks access to safe, affordable, and timely surgery. Since then, Mercy Ships has conducted 41 field services in 14 African countries, most of which are ranked by the United Nations Development Index as the least developed in the world.

Our ships

The Africa Mercy
- 5 operating theatres
- 80 patient beds including: recovery, intensive care, and low dependency wards
- Draft 6.0m
- Length 152m
- Breadth 23.7m
- Gross Tonnage 16,572

The Global Mercy
- 6 operating theatres
- 102 acute care beds
- 7 ICU/isolation beds
- 90 self-care beds
- Draft 6.1m
- Length 174m
- Breadth 28.6m
- Gross Tonnage 37,000

From the Founder of Mercy Ships

Dear Friends,

Mercy Ships, much like the rest of the world, has been through a storm like no other. The impact of COVID-19 in all aspects of life is apparent all around us. However, despite the many setbacks throughout this year, our mission of hope and healing has not stopped.

During this unique time, Mercy Ships has focused its energy on expanding existing and nurturing new partnerships with several countries in Africa. Thankfully, we have many long-established relationships with partners with whom we could increase our support throughout this year and many lives have been changed as a result.

The Africa Mercy has also been undergoing a transformation during this time — receiving maintenance and updates that will add invaluable years to its lifespan. More years means more hope and more healing for those who need it most.

We are thankful for the opportunity to utilize these avenues of healing and look forward to their continued growth and the return of the Africa Mercy to Senegal, in 2022. We are also looking forward to the addition of the Global Mercy to our mission once it’s finished the equipping phase.

I hope that as you read the following pages of our annual report, the stories of transformation and partnership continue to fuel your passion. These stories from our efforts around the continent of Africa would not be possible without you.

We deeply thank all of those who have made this year a banner year of service. We especially thank all who have stood beside us during this time of trial.

We are looking forward to all the possibilities that lay ahead — Thank you.

Following the model of Jesus,

Don Stephens, Founder of Mercy Ships

These stories from our efforts around the continent of Africa would not be possible without you.
From the Chairman, Mercy Ships International

Dear Faithful Friends,

Over the course of 2021, we've had the amazing opportunity to see lives changed, from the people we partner with to those we serve. A year ago, I was blessed to become the Chairman of the Board of Mercy Ships and step into the legacy left by previous Chairman Mike Ullman. I would like to take this opportunity to publicly thank him for his leadership which resulted in a healthy and strong Mercy Ships organization prepared to make the most of future opportunities.

Throughout this past year, it's been amazing and inspiring to see how this organization has navigated these challenging times with commitment and courage. God's hand at work has been so evident, manifested in the exceptional achievements of this year. From the financial support received, to the impact made on patients and healthcare systems across Africa, to our preparations for the future as a two ship fleet, we are greatly blessed to do the work we're called to do. We are thankful for the continued faithfulness and efforts of our volunteers and staff around the world, who have remained steadfast to our Founder Don Stephen's vision and to Mercy Ships.

Together, we're living out our mission of hope and healing in new ways while keeping our eyes on the horizon and gazing with eagerness to the time we can return to Africa. We can all be proud of how far we've come together, but I believe in many ways, this is still just the beginning.

God bless you all and thank you for your service.

Ruben S. Martin III
Chairman of the Board
Mercy Ships International

From the Chief Executive Officer

This year, despite the obstacles of the COVID-19 pandemic, our goal was to help as many people as we typically do. Meeting this goal was only possible because of you: our community, partners, supporters, volunteers, and staff. And what a year it has been!

As you will see from this year's news-packed Annual Report, the work in Mercy Ships may have looked different than normal this year, but it has not slowed down. We were active in 11 countries across Africa, delivering life-changing training, surgery, infrastructure, and medical equipment donations to people and hospitals throughout the continent.

We saw the Africa Mercy receive extensive maintenance that will expand her lifespan for years to come. From core refitting to a fresh coat of paint, the ship has been renewed from the inside out. She will sail to Senegal better equipped to provide excellent care to all on board. This vital refit was made possible by the volunteer community who faithfully kept operations running during a prolonged shipyard period.

Of course, it was also an exciting year for the Global Mercy. At the start of 2021, she ended her construction phase in a shipyard in China. Over the months that followed, she was delivered, made her maiden voyage to Europe, and began equipping in Antwerp, Belgium. Our first purpose-built hospital ship is taking form, more and more each day. We cannot wait to celebrate the lives that will be forever changed on board as she sails to Senegal next year.

It has been an honor to step into the role of Mercy Ships CEO this year and witness many of these moments firsthand.

Thank you for being a part of this journey — the best is yet to come.

Gert van de Weerdhof
Chief Executive Officer
A Word From a Board Member

As 2021 comes to an end, we celebrate the passage of another incredible year as an organization. This year looked unlike any before it, yet together with our partners across Africa, we rose to the challenges and found innovative new ways to bring hope and healing. Through programs in 11 different African nations, Mercy Ships kept striving to meet its goal: to help as many people in 2021 as during a normal year.

People like Hounsigbo, a 70-year-old woman blinded for years by cataracts, can now see, thanks to an operation sponsored by Mercy Ships and performed by former trainee and current partner, Dr. Wodomé, in Togo. Another example is of medical professionals in Liberia who received vital training in neonatal resuscitation, among other areas, thanks to our collaboration with a local training hospital. And in our dental clinic in Guinea, young dentists continued honing their skills and preparing to bring life-changing care across the country thanks to the partnership of those at the Gamal University. Our work continues to positively change lives and impact communities.

Of course, all these successes were only possible because of the strong relationships we have built across a number of African countries with governments and healthcare leaders who are deeply committed to seeing their surgical care systems grow. We are thankful to be invited as part of the journey and celebrate transformations together. The innovations and initiatives we see taking place in our partner nations is exciting to see. And with the addition of the Global Mercy to our fleet in the next year, this is only the beginning.

Lucy Quist
Mercy Ships International Board Member
Named Among Humanitarian Awards Global’s 100 Most Influential Change Makers in Ghana

Left: Margaret, after her successful cataract surgery.
Through 2021, Mercy Ships worked on the ground in many African countries to provide life-transforming training and treatment. These opportunities include Medical Capacity Building training and mentoring, infrastructure projects, Partnership Unit Mentoring Program (PUMP), and equipment donations and investment projects across the continent. We also provided multi-country eLearning opportunities and direct patient care designed to support and strengthen the healthcare systems of the nations we serve.

Thanks to partnerships with other organizations and Ministries of Health, ongoing training programs, and direct medical care in several of our partner nations, lives continued to be changed and communities impacted.

Today, with two hospital ships ready to provide services in Africa, we know even more people will see the transforming power of hope. And we look to the future with great anticipation.

The following graphs depict the impact of hope and healing in Africa throughout 2021.

Author: Alisdair Booth, Second Engineer
This was a historic year for Mercy Ships, as our first purpose-built hospital ship, the Global Mercy, completed construction and officially joined our fleet. Building a ship during a global pandemic meant overcoming many obstacles, but we persevered with one vision in mind. Through our new vessel — the world’s largest civilian hospital ship — Mercy Ships will be able to more than double our impact in nations we serve.

When 2021 began, the vessel was in shipyard in China completing the final stages of her construction under the expertise of our partner, Stena RoRo.

On April 30, we celebrated as she completed her third and final set of sea trials, marking the Global Mercy as officially seaworthy.

On June 16, Mercy Ships representatives as well as officials from the shipyard and partnering organizations gathered to celebrate the completion of the Global Mercy’s construction. The new vessel was officially ours — debt free!

Shortly after, she set sail to the open seas for the first time as she began her delivery voyage from China to Belgium. Along the way, the vessel made several key stops:

- The ship sailed through the Suez Canal, where she was granted free passage thanks to the generosity of the government of Egypt. This gift was coordinated by our partners in Senegal, including H.E. President Macky Sall.
- Next, on September 2, the Global Mercy paid a visit to Malta, the nation where she is flagged.
- On September 12, the Global Mercy arrived in Antwerp, Belgium for equipping before sailing to the Port of Rotterdam in early 2022 for the “Come On Board” event.

The Global Mercy will sail to Africa for the first time in 2022.

18 Dec 2013
Mercy Ships signs the new ship contract

18 Dec 2015
Keel laying in China

30 April 2021
Passes final sea trials

16 June 2021
Delivery from shipyard

Q1 2022
Equipping and PR events in Europe

Q2 2022
Planned sail to Senegal for “Africa Celebration” and service

Joff Williams spent his childhood in Zimbabwe, watching his parents use their skills with The Salvation Army. His childhood experiences were formative. “It opened my eyes to a lot of realities about what it means to live in Africa, and both the beauty and the challenges of the continent.” Now, Joff is stepping into a new role as the Managing Director of the brand new Global Mercy, a role he considers to be an incredible blessing as well as responsibility.

“As an organization, we have a tremendous opportunity here to send a message with the Global Mercy ... that people are valued and that we should be serving each other. That’s a big part of the reason we exist on this earth, is service to each other and following Jesus.”

Global Mercy

Mercy Ships is committed to environmental sustainability, including:

- Energy-efficient LEDs in light fixtures
- Low sulfur marine fuels help reduce contaminants
- Sailing at low speeds between ports to reduce carbon emissions
- Complying to international (MARPOL 73-78) standards, which regulate what ships do with waste oil, sewage, garbage, and air pollution
- Filtering AC condensation for technical use, reducing potable water use by 50%, and using high-efficiency systems to reduce energy consumption by 15%
Work On Board the Africa Mercy

While the day-to-day life on board the Africa Mercy looked vastly different in 2021, some constants remained. Volunteer crew continued to keep every facet of the ship running, from the bridge and the engine room to the Academy on board. More than 420 volunteers joined the Africa Mercy — some for just a few weeks and others for the entire year.

After spending most of the year in shipyard in the Canary Islands undergoing maintenance and a vital refit, the Africa Mercy has once again returned to service in Senegal.

Leadership Lessons from the Managing Director of the Africa Mercy

Bernard van den Bosch

Managing Director Bernard van den Bosch led the Africa Mercy through an unprecedented moment in history. It began in March 2020, when most of the world locked down due to COVID-19.

“There were lots of things you weren’t in control of, so I had to learn to trust God more,” he said.

Bernard recalls the morning when those on board the Africa Mercy learned the ship would not be able to continue their time in Senegal. “I gathered the crew and of course, we prayed.” During that gathering, Bernard read Psalm 91, which reminds us that even in times of great disappointment, “[The Lord’s] faithfulness is a shield and buckler.” (Psalm 91:4, ESV).

This faithfulness has carried Bernard through the challenges of leadership during a season filled with unknowns. Throughout this time, he has kept his gaze on the original mission of Mercy Ships: bringing hope and healing to those who need it most.

And now, with the return of the Africa Mercy to Senegal, Bernard looks forward to the lives that will be changed, saying, “There’s really a new hope.”

Throughout 2021, 427 volunteers came to serve on board the Africa Mercy, representing 49 different nations.
Responding to COVID-19

COVID-19 Policymaking

In response to the pandemic, Mercy Ships created an internal COVID Medical Advisory Group focused on adapting to the latest medical information and creating safety-focused, responsible policies. These health and safety policies will continue to be instrumental in bringing both our ships to Africa safely. All decision-making was based on data-driven information provided by reputable medical organizations, such as our partner the World Health Organization.

Together with our partners, Mercy Ships was able to secure vaccines for volunteers, as well as local day crew in Senegal who don’t have access to the vaccine and future patients who wish to be fully vaccinated against COVID-19.

Mercy Ships also donated $3 million to support COVID-19 vaccine delivery, education campaigns, and training of local healthcare professionals to administer vaccines in West and Central Africa.

This year, with the help of generous partners, Mercy Ships donated and delivered 817,300 units of personal protective equipment valued at more than $1.1 million.

In Dr. Pierre M’Pele’s Words

“Leading the Africa Bureau (during the pandemic) was very tough. But we seized the opportunity and made sure that we were able to support African countries to deal with the COVID-19 response together.

We had a plan, and we implemented the plan by making donations of PPE valued at more than $1.1 million to 11 countries. That was with the aim of protecting our counterpart health workers.

We also supported Senegal with a donation to support their national response against COVID-19.

The pandemic demonstrated that we need to support Africa to strengthen the healthcare systems. We now have a ship with all the facilities to not only provide free surgeries, but also to focus more on capacity building and make sure that we bring African colleagues to do surgery on board. We work as a team. It’s kind of a dream.”

A life transformed: Sekouba

It was just an ordinary morning when 10-year-old Sekouba first noticed a tiny lump in his mouth, no bigger than a button. He showed it to his mother, M’mahawa, who told him not to worry.

“Maybe it will go away on its own,” she said. But it didn’t. Over the course of the next year, the lump grew, eventually forming a tennis ball sized tumor filling Sekouba’s cheek.

People began to taunt him. To shelter himself from the endless teasing and stares, Sekouba dropped out of school and hid at home. Yet, every day for nearly two years he waited anxiously for his brothers to return home from school so that he could continue to learn.

The family was at a loss for what to do. Then they heard about a hospital ship coming to their country.

The family was at a loss for what to do. Then they heard about a hospital ship coming to their country.

Sekouba and his mother traveled three days to where the Africa Mercy was docked in search of help for his condition.

After surgery, the sight of Sekouba’s healing face brought his mother endless joy.

“Every time I pray, I thank God for this ship,” M’mahawa said. “I don’t know what we would have done without it.”

Two years later in 2021, Mercy Ships had a special opportunity to see how Sekouba was doing.

“I saw a difference in my life before and after,” Sekouba continued. “Before the surgery, nobody was approaching me, but after the surgery people were coming close to me! I was happy… because I was healed.”
A life transformed: Aminata

Ousman was excited to receive the call from his sister saying that his niece had finally been born. However, that excitement quickly turned into heartache once he learned that baby Aminata had been born with a cleft lip.

As she grew, young Aminata’s condition began to cause malnutrition, making her body develop very slowly. At 8 years old, Aminata’s height and build resembled that of her 4-year-old cousins. Because she was ashamed of the way she ate, she refused to eat in public and instead, would only nibble on meals that were placed around the house for her to find.

After many years and several failed attempts to find a solution, the family had all but given up — until Ousman heard an advertisement on the radio about a ship that offered free surgeries.

Once Aminata was accepted as a patient, Ousman was excited to make the call to his sister, letting her know the fantastic news — Aminata was going to receive surgery!

“We are so thankful for all that was done for our family.”

Liberia

With a country engagement team on the ground in Liberia this year, Mercy Ships was able to launch and deepen many exciting partnerships. Education was a high priority focus for our programs in Liberia. Over the course of the year, we offered several training courses, including biomedical technician training, neonatal resuscitation, and basic life skills courses.

Mercy Ships also partnered with a local hospital to donate needed anesthesia equipment and surgical care. Mercy Ships volunteer ENT surgeon, Dr. Doug Schulte, performed 249 surgeries by the end of the year, greatly helping to reduce the surgical backlog formed during the pandemic. Two Mercy Ships volunteer nurses also shared their time and skills to provide care and nurse mentoring to participants like Pris Senah, a registered midwife.

“Africa’s best surgeons...”

“This [training] helped remind us what we should do. I will use [the neonatal resuscitation training] regularly with complicated deliveries to save the baby’s life.”

— Pris Senah, Registered Midwife

Courses provided to participants:

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<thead>
<tr>
<th>Course</th>
<th>Participants</th>
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<tbody>
<tr>
<td>Anesthesia Mentoring:</td>
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<tr>
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<td>20</td>
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<tr>
<td>Sterile Processing:</td>
<td>5</td>
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</tbody>
</table>

In 2021, thanks to our partnerships with local hospitals, we provided 249 maxillofacial surgeries.
Togo

Mercy Ships was active in many projects in Togo this year, including providing a Mental Health training program as well as supporting our long-time partner, Dr. Abram Wodomé, in establishing his new cataract surgery training institute. Mercy Ships also sponsored 1,000 cataract surgeries through a partner organization, Sight.org.

A Sight to See: Dr. Wodomé

Dr. Abram Wodomé is an ophthalmologist in Lomé, Togo. A decade ago, he completed a mentorship on board the Africa Mercy. After learning alongside Mercy Ships volunteer eye surgeons, he became passionate about non-profit work and opened a clinic of his own where he continues to perform free cataract surgeries and train other Togolese surgeons.

In 2012, Mercy Ships donated essential training equipment to Dr. Wodomé and his clinic. In addition to the training he received on board, this donation has helped catapult him forward, enabling him to bring more sight to people blinded by cataracts. As Togo's leading cataract surgeon, Dr. Wodomé provides thousands of surgeries every year to visually impaired patients. Many of these surgeries are performed entirely free of charge.

“The future of eye surgery in Africa looks very bright because more and more people are interested in quality training. It is the basis of everything. When the training is of good quality, the surgery gives good results, and the patients are confident about their practitioners. I think that over the next few years, Africa is promised a better future.”

Because of the skill and commitment of Dr. Wodomé, his team, and Mercy Ships Medical Capacity Building program and donations, his patients have the hope of restored sight and fulfilling their dreams.

“If you give someone fish to eat, you feed him for a day. If you teach him to fish, you feed him for life. But if you teach people how to teach other people, then you feed a village for a whole generation.” —Dr. Wodomé

A life transformed: Hounsigbo

For more than three years, Hounsigbo lived in total darkness, cataracts clouding her vision in both eyes. Before, Hounsigbo had been busily working in her village in Togo, going every day to the forest to cut trees and weave mats out of their branches, selling them to earn a living. But now, the 70-year-old spent her nights and days in a small room in one of her children’s homes, completely dependent on her family to survive.

She feared her life would forever be shadowed by her condition, until she heard about Dr. Abram Wodomé.

Hounsigbo worried that she would not be able to afford the operation, but thanks to a partnership with Mercy Ships, Dr. Wodomé’s clinic offered her a free surgery.

Before she knew it, she was in Lomé and going into the operating room. The next day, when her bandage was removed, Hounsigbo immediately laughed out loud, then ran into the next room to give Dr. Wodomé a hug. She could see everything!

Hounsigbo is no longer dependent on her children and grandchildren. Now, she is free to return to work and take her place as the matriarch of the family, saying, “I have been given grace to live again.”
Senegal

While an early departure from Senegal in 2020 halted our surgical schedule, Mercy Ships programs continued to transform lives. Mercy Ships trained participants in sustainable agriculture practices through our nutritional agriculture project, as well as running various MCB and infrastructure projects and continuing to support projects through funding donations. We also partnered with the Ministry of Health and local hospitals to provide surgeries to patients who were awaiting care.

The Sustainable Impact of Food for Life

Meet Birima, a student at the Food for Life course. He, along with a group of more than 30 fellow students, developed a foundation in the world of agriculture, including agroecology, nutrition, and food processing.

The course empowered him to begin his own food production business. He started his venture with the equivalent of $40 — and it has already bloomed into a thriving, sustainable local business.

“Having this knowledge allows me to be independent and take care of my own food supply,” says Birima.

A life transformed: Marie Madeleine

Marie Madeleine always loved school — and refused to let her condition slow her down. As a child, she developed an abnormally tight muscle contracture in her leg, leaving her with a severe limp when she walked. Despite this difficulty, Marie Madeleine continued making the short journey to school.

“My hope is for her to be like other girls with a backpack going to school,” said her grandmother. “But we couldn’t afford surgery, so we hoped and waited for a miracle.”

One day, that miracle arrived in the form of news from a neighbor in their village, who told them about the Africa Mercy arriving in the Port of Dakar.

“My hope is for her to be like every other girl with a backpack going to school.”

Soon, Marie Madeleine had a surgery scheduled and a dream in sight: walking back into school.

Two years after her surgery, Marie Madeleine is walking better than she had in years. Many things have changed in her life, but one thing has remained the same — she still loves to learn!
Mercy Ships has been actively engaged in Guinea ever since our previous service in 2018-2019, and this partnership has continued in 2021. This year, some of our key projects included ongoing investments and training at the Gamal Abdel Nasser University dental clinic and maxillofacial surgery training center, as well as surgical and biomedical training, infrastructure, and equipment donation projects.

"Through this program with Mercy Ships, I realize that the dental field is not a small profession, but a noble one. It is an important part of taking care of community health."
— Francois, a student at the Gamal Abdel Nasser University dental school

"This dental program really helped me to improve in the dental field. Before, we had courses, but we were not that confident in ourselves. When Mercy Ships came, we understood that there is a huge difference between talking about theory and taking practical simulation courses. Thanks to Mercy Ships, today we really recognize ourselves as dentists."

Dr. David Ugai
Dr. David Ugai first joined the Mercy Ships dental team in 2012. His passion for safe dental care and quality training led him to lead the dental training program at Guinea’s Gamal Abdel Nasser University, in collaboration with university leadership and local partners. This year, with the help of Dr. Ugai, Mercy Ships continued training 37 future dentists at the post-graduate dental program in Guinea.

“I enjoy working with students. I enjoy helping them realize their potential and seeing that light bulb go off when they get a procedure right. I can’t do much by myself — but if I can teach people to do much, much more, that’s going to make a bigger impact.”

Dr. David Ugai, Guinea Country Director with student

Confort never imagined the morning she put on a pot of boiling water to make some rice for her family would be the start of a mother’s nightmare. Gamai, who had just started walking, toddled past the pot knocking it over as she fell. Confort rushed Gamai to the local hospital but were only able to afford some ointment for the pain. Not knowing what else to do, they reluctantly watched their little girl grow over the next few years with contracted hands and arms, severely limiting her mobility.

Then one day, Confort learned of an opportunity for people to receive restored mobility from an operation — a specialty of Mercy Ships. When the ship arrived in Guinea, Confort made the brave journey with 4 year-old Gamai to the Africa Mercy.

“I am filled with happiness that Gamai will have a better future,” Confort said.

In 2021, a few years after her surgery, Gamai’s father says his young daughter remains completely full of life — whether she’s helping around the house or dreaming of becoming the next president. “Before she was so weak... today she is so active,” he shared. “She can do movements that she couldn’t before. It was like she was in jail, but today I can say that she is free.”

A life transformed:
Gamai

134
Participants trained
30,680
Participant training hours

Courses provided to participants:
Dental Partner Unit Mentoring Program:

Safe Surgery:

69
Through the expertise of Mercy Ships partner and former trainee, Dr. Raphiou Diallo, we were able to provide 69 surgeries in Guinea this year.

Images: Gamai before and after surgery.

Dr. Tertius Venter and Dr. Sarah Kwok were both thrilled to represent Mercy Ships and use their skills to serve in CURE hospitals. Dr. Venter spent several weeks in Niger and Ethiopia performing plastic reconstructive surgery on children as well as assisting with the mentoring and training of surgeons.

“I’m very impressed with the level of care that CURE brings to their patients,” said Dr. Venter. “I am grateful to God, Mercy Ships, and CURE for the opportunity to continue to serve God’s heart by serving the poor even under these unprecedented COVID pandemic circumstances. I’m blessed that I can pursue my call and reach out to those in need.”

Dr. Kwok — who split her time between CURE hospitals in Uganda and Ethiopia — saw hope and healing come to life through this partnership.

“The children often have complex neurological problems, which makes caring for them challenging. By walking alongside the team here, we are setting high standards of care and ensuring the patients get the very best they deserve. The team is transforming lives and giving patients a future filled with hope and expectations of a normal life.”
Benin

With projects in Benin throughout 2021, Mercy Ships was able to build upon years of partnership with the Ministry of Health and local healthcare professionals. Our projects in Benin this year included running an Essential Surgical Skills and Essential Pain Management course, in collaboration with Dr. Odry Agbessi, former trainee and current partner of Mercy Ships.

In Benin this year, we also ran a Food for Life training course and built a Food for Life training center. The new regional campus will facilitate training for local agriculturalists to learn sustainable farming and agro pastoral practices, so they can rebuild, restore, and renew their land. The building of the Food for Life campus was done in partnership with Phaz Compassion, led by Mercy Ships volunteer Eliphaz Essah.

“Thi is really what I was looking to do in my life. Training young people to be self-dependent, transferring good techniques, and creating a relationship between health, nutrition, and also sustainable agriculture activities. This is something unique that I came across with Mercy Ships and it shaped my vision [for Food for Life].” — Eliphaz Essah

South Africa

In South Africa, Mercy Ships focused on promoting mental health with a new training program. Through the course, 105 local healthcare professionals learned practical and sustainable ways to promote better mental health among their patients.

In addition, Mercy Ships led several SAFE courses designed to promote safer surgery practices.

One of our Heroes of Healthcare, Dr. Gcobani Tuswa, a local surgeon is transforming cataract care in South Africa.

When Dr. Tuswa came to Mercy Ships in 2009, he received an intensive six-week training on the Manual Small Incision Cataract Surgery (MSICS), an effective and inexpensive procedure to treat cataracts.

The advantages of MSICS became evident to Dr. Tuswa soon after his time with Mercy Ships: “When I came home to my hometown, I started working in a public hospital, and they were canceling surgeries because the hospital, had a shortage of suturing material. And I said, no, we can do this with the MSICS ... I showed them how this surgery works, and they were amazed. MSICS is now a standard cataract operation procedure at the hospital. The four junior doctors that I worked with learned this procedure and became eye specialists as well. Now they are working in different places around the country.”

Dr. Tuswa opened his own practice in 2020 — the only one in the area. “In the future, I want to expand my practice. Hopefully, I’ll be able to open operating theaters and find colleagues to work with. Then we’ll be able to help even more people and continue to fight the cataract problem in my country.”

Focused on promoting mental health with an innovative new mental health training program.
Mercy Ships programs continued in Madagascar and Sierra Leone, where we partnered with local nongovernmental organization Freedom From Fistula. Through this partnership, we were able to fund surgical care, education, and empowerment for women suffering from an obstetric fistula—a condition that occurs during obstructed labor when emergency care is unavailable.

During this agonizing process, loss of circulation causes tissue to die, leaving large gaps between the birth canal and bladder or rectum, causing incontinence. Most women and girls suffering with obstetric fistula are ostracised by their families and communities and must live as outcasts. Fistula is all but eradicated in the developed world. In contrast, it occurs to thousands of women and girls in Africa every year.

Mercy Ships partnered with CURE International by sending volunteers to five different CURE hospitals in Ethiopia, Malawi, Niger, Uganda, and Zambia. In addition to mentoring local healthcare professionals, Mercy Ships volunteers were able to perform a total of 266 surgeries:

- **Ethiopia:**
  - 34 orthopedic surgeries
  - 39 reconstructive plastics surgeries

- **Malawi:**
  - 6 reconstructive plastics surgeries

- **Niger:**
  - 56 reconstructive plastics surgeries

- **Uganda:**
  - 123 neurosurgeries

- **Zambia:**
  - 8 orthopedic surgeries

Madagascar and Sierra Leone

Mercy Ships programs continued in Madagascar and Sierra Leone, where we partnered with local nongovernmental organization Freedom From Fistula. Through this partnership, we were able to fund surgical care, education, and empowerment for women suffering from an obstetric fistula—a condition that occurs during obstructed labor when emergency care is unavailable.

During this agonizing process, loss of circulation causes tissue to die, leaving large gaps between the birth canal and bladder or rectum, causing incontinence. Most women and girls suffering with obstetric fistula are ostracised by their families and communities and must live as outcasts. Fistula is all but eradicated in the developed world. In contrast, it occurs to thousands of women and girls in Africa every year.
Volunteers Making Their Mark

This year, we continued to build a solid talent pool of volunteer professionals in order to support operations of a two ship fleet.

With the Africa Mercy returning to Senegal, and completion of the Global Mercy's equipping and sail to join the Africa Mercy, the capacity for hope and healing will double — as will the need for volunteer crew.

Making a Hospital Ship Home: Clementine Tengue

"Togo is my country, but Mercy Ships is my home."

It was a conversation with her pastor, all the way back in 1995, that changed the trajectory of Clementine's life. Clementine was working at her church when she heard that a hospital ship would soon be arriving in her home country of Togo. She was immediately intrigued — enough to leave her job to serve on board as a local day crew.

Almost two years later, Mercy Ships founder Don Stephens asked Clementine to step into a newly created role ministering to patients. She was recruited to serve for five months — and 23 years later, Clementine is still on board.

In 2020, Clementine took a brief leave of absence from the Africa Mercy to travel back to Togo and visit her family. One week before her return to the ship, where she had left all her belongings, she learned that a pandemic was quickly sweeping the globe. Travel came to a halt.

As weeks turned to months and then a year, Clementine continued to live out her faith joyfully every day in Togo. A former Mercy Ships trainee, Dr. Wodomé, asked Clementine if she would be willing to serve in a ministry role in the clinic. It was an easy yes. Every morning, Clementine comes to the clinic and meets all of the patients. With her signature glowing smile, she leads devotional, calms fears, and prays for each patient before they go into the operating room. As soon as possible, Clementine plans to return to her ship home. After spending time filling vital needs on the Africa Mercy, she will embark on a new adventure as hospital chaplain on board the Global Mercy.

Making History: Captain Taylor Perez

For Captain Taylor Perez, making his mark means serving as the first Captain of the Global Mercy. In this new role, Captain Taylor is pioneering a historic new wave for the organization: "This is where I feel called right now. I have confidence about that."

Captain Taylor was first introduced to Mercy Ships in 1984, when his ship docked near a previous Mercy Ship, the Anastasis. This chance meeting captured Captain Taylor's heart. Since then, he has captained every single one of the Mercy Ships fleet at one point or another.

He was at the helm during our field service in Senegal when the COVID-19 pandemic broke out.

Deciding to bring a smile to people's faces, Captain Taylor took on different roles during this unprecedented time. He even embraced the unofficial side job of café barista during his free time.

At the end of the day, Captain Taylor knows he's where he is meant to be during this pivotal moment in Mercy Ships history. "If you want to be stretched and make an impact in the world, this is an amazing place to do it. You are impacting lives in an incredible way."

Keeping the Lights On: Renier Marx

Renier Marx, from South Africa, first heard about Mercy Ships back in the late 1990s, but it was many years before he and his family came aboard. Renier, his wife Evilin, and their three children joined Mercy Ships as crew in 2011 and moved on board the Africa Mercy.

In addition to applying his passions to meaningful work, Renier loves serving alongside his family. Evilin, an nurse, and their children, students in the Academy, all had their place to thrive.

"On board, you can be here with your family, and everyone's working toward the same goal. It drives us," said Renier.

After years of serving aboard the Africa Mercy, Renier was invited to take part in a new challenge. Along with his family, Renier has spent the past five years living in China to help guide the build of the Global Mercy as a project engineer.

Now, as Chief Electrician on board the Global Mercy, Renier jokes that his job is simple — it's all about keeping the lights on.

One of Renier's favorite parts of serving on board is the diverse crew from around the world that he gets to serve with, saying, "We're so diverse, and everyone comes with their unique skills and experiences. We all bring a little color to the ship."
# MERCY SHIPS AND AFFILIATES

## Consolidated and Combined Statement of Financial Position

### December 31, 2021

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$78,593,711</td>
<td>$91,820,308</td>
</tr>
<tr>
<td>Cash held for others—ship bank</td>
<td>1,557,190</td>
<td>1,142,291</td>
</tr>
<tr>
<td>Certificate of deposit</td>
<td>5,240,778</td>
<td>5,213,605</td>
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<tr>
<td>Investments</td>
<td>43,775,052</td>
<td>72,775,487</td>
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<tr>
<td>Pledges receivable–net</td>
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<td>18,562,098</td>
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<tr>
<td>Other receivables</td>
<td>5,488,723</td>
<td>7,348,733</td>
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<tr>
<td>Inventory</td>
<td>6,162,125</td>
<td>6,801,880</td>
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<tr>
<td>Prepaid expenses and other assets</td>
<td>4,692,277</td>
<td>3,021,787</td>
</tr>
<tr>
<td>Cash and cash equivalents held for long-term purposes</td>
<td>68,653</td>
<td>3,838,600</td>
</tr>
<tr>
<td>Property and equipment–net</td>
<td>182,786,346</td>
<td>108,739,118</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$339,051,805</strong></td>
<td><strong>$319,263,907</strong></td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Liabilities:</strong></td>
<td></td>
<td></td>
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<tr>
<td>Accounts payable and accrued expenses</td>
<td>$ 8,038,426</td>
<td>$ 7,660,544</td>
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<tr>
<td>Ship bank payable</td>
<td>1,557,190</td>
<td>1,142,291</td>
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<tr>
<td>Paycheck Protection Program loan</td>
<td>-</td>
<td>2,884,300</td>
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<tr>
<td>Other liabilities</td>
<td>2,070,466</td>
<td>2,125,543</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>11,666,082</strong></td>
<td><strong>13,820,795</strong></td>
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<tr>
<td><strong>Net assets:</strong></td>
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<td></td>
</tr>
<tr>
<td>Net assets without donor restrictions</td>
<td>301,134,445</td>
<td>192,519,678</td>
</tr>
<tr>
<td><strong>Net assets with donor restrictions:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted by purpose or time</td>
<td>25,064,278</td>
<td>111,736,434</td>
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<tr>
<td>Restricted in perpetuity</td>
<td>1,187,000</td>
<td>1,187,000</td>
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<td><strong>Total net assets</strong></td>
<td><strong>26,251,278</strong></td>
<td><strong>112,923,434</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$339,051,805</strong></td>
<td><strong>$319,263,907</strong></td>
</tr>
</tbody>
</table>

## Consolidated and Combined Statement of Activities

### For the Year Ended December 31, 2021

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPPORT AND REVENUE:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$88,564,904 $43,194,431</td>
<td>$131,759,335 $99,510,428</td>
</tr>
<tr>
<td>Contributions for staff support</td>
<td>2,965,383</td>
<td>2,530,162</td>
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<tr>
<td>Gift-in-kind contributions</td>
<td>5,389,000</td>
<td>3,844,861</td>
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<tr>
<td>Contributed services</td>
<td>8,220,307</td>
<td>7,858,479</td>
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<tr>
<td>Fee revenue</td>
<td>25,381</td>
<td>354,119</td>
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<tr>
<td>Sales and other revenue</td>
<td>8,457,677</td>
<td>4,046,170</td>
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<tr>
<td>(Loss) gain from translation adjustments</td>
<td>(1,395,164)</td>
<td>(1,395,164)</td>
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<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>112,227,488</strong></td>
<td><strong>155,428,304</strong></td>
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<tr>
<td><strong>EXPENSES:</strong></td>
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<td></td>
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<tr>
<td>Purpose restrictions</td>
<td>129,872,972 (129,872,972)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>133,167,462</strong></td>
<td><strong>95,226,138</strong></td>
</tr>
<tr>
<td><strong>Change in Net Assets Before Change in Cumulative Translation Adjustments</strong></td>
<td>108,932,998 (86,672,156)</td>
<td>22,260,842 24,820,345</td>
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<tr>
<td>Cumulative Translation Adjustments</td>
<td>(318,231)</td>
<td>(318,231)</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>108,614,767 (86,672,156)</td>
<td>21,942,611 27,451,675</td>
</tr>
<tr>
<td><strong>Net Assets, Beginning of Year</strong></td>
<td>192,519,678</td>
<td>305,443,112</td>
</tr>
<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td><strong>301,134,445</strong></td>
<td><strong>327,385,723</strong></td>
</tr>
</tbody>
</table>

See notes to consolidated and combined financial statements.
MERCY SHIPS AND AFFILIATES

Consolidated and Combined Statement of Functional Expenses

For the Year Ended December 31, 2021

<table>
<thead>
<tr>
<th>Program</th>
<th>Supporting Activities</th>
<th>Ship and Field Operations</th>
<th>General and Administrative</th>
<th>Fundraising</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising and marketing</td>
<td>6,693,651</td>
<td>$1,199,175</td>
<td>$8,899,595</td>
<td>$16,792,421</td>
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</tr>
<tr>
<td>Auto expense</td>
<td>261,259</td>
<td>13,919</td>
<td>16,343</td>
<td>291,512</td>
<td></td>
</tr>
<tr>
<td>Conference, seminar, and trade shows</td>
<td>68,128</td>
<td>12,564</td>
<td>21,339</td>
<td>102,031</td>
<td></td>
</tr>
<tr>
<td>Contract labor</td>
<td>10,728,277</td>
<td>1,555,873</td>
<td>2,574,602</td>
<td>14,858,752</td>
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</tr>
<tr>
<td>Contributed salary expense</td>
<td>8,220,307</td>
<td>-</td>
<td>-</td>
<td>8,220,307</td>
<td></td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>81,155</td>
<td>-</td>
<td>-</td>
<td>81,155</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>6,704,345</td>
<td>98,125</td>
<td>56,601</td>
<td>6,859,071</td>
<td></td>
</tr>
<tr>
<td>Distributed inventory</td>
<td>6,786,646</td>
<td>86,856</td>
<td>12,180</td>
<td>6,885,682</td>
<td></td>
</tr>
<tr>
<td>Dry docking and related expenses</td>
<td>8,737,386</td>
<td>-</td>
<td>-</td>
<td>8,737,386</td>
<td></td>
</tr>
<tr>
<td>Food purchases</td>
<td>959,157</td>
<td>22,573</td>
<td>612</td>
<td>982,342</td>
<td></td>
</tr>
<tr>
<td>Freight and customs</td>
<td>764,234</td>
<td>21,152</td>
<td>7,430</td>
<td>792,816</td>
<td></td>
</tr>
<tr>
<td>Fuel and lube oil</td>
<td>2,539,202</td>
<td>9</td>
<td>26</td>
<td>2,539,237</td>
<td></td>
</tr>
<tr>
<td>Gift expense–other charities</td>
<td>5,060,489</td>
<td>4,271</td>
<td>19,551</td>
<td>5,084,311</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>947,766</td>
<td>94,898</td>
<td>12,563</td>
<td>1,055,227</td>
<td></td>
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<tr>
<td>Interest</td>
<td>56,096</td>
<td>45,891</td>
<td>33,954</td>
<td>135,941</td>
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<tr>
<td>Legal and professional fees</td>
<td>453,077</td>
<td>75,356</td>
<td>220,094</td>
<td>748,527</td>
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</tr>
<tr>
<td>Meals and entertainment</td>
<td>1,650,830</td>
<td>159,312</td>
<td>552,177</td>
<td>1,382,047</td>
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</tr>
<tr>
<td>Repairs and maintenance</td>
<td>1,853,220</td>
<td>118,657</td>
<td>25,091</td>
<td>1,996,968</td>
<td></td>
</tr>
<tr>
<td>Service charges</td>
<td>1,699,021</td>
<td>-</td>
<td>-</td>
<td>1,699,021</td>
<td></td>
</tr>
<tr>
<td>Small equipment and furniture</td>
<td>3,354,342</td>
<td>121,117</td>
<td>20,504</td>
<td>3,495,963</td>
<td></td>
</tr>
<tr>
<td>Staff support and expenses</td>
<td>19,511,385</td>
<td>5,566,442</td>
<td>5,299,758</td>
<td>30,377,585</td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>3,690,711</td>
<td>334,427</td>
<td>4,726,090</td>
<td>3,690,711</td>
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</tr>
<tr>
<td>Taxes and fees</td>
<td>174,198</td>
<td>11,749</td>
<td>16,343</td>
<td>202,280</td>
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<tr>
<td>Telecommunications</td>
<td>680,599</td>
<td>27,694</td>
<td>17,264</td>
<td>697,557</td>
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<tr>
<td>Travel</td>
<td>3,858,126</td>
<td>239,874</td>
<td>209,122</td>
<td>4,268,122</td>
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</tr>
<tr>
<td>Utilities</td>
<td>764,795</td>
<td>56,695</td>
<td>21,778</td>
<td>742,268</td>
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</tr>
<tr>
<td>Total Expenses</td>
<td>$96,998,332</td>
<td>$11,959,229</td>
<td>$24,209,901</td>
<td>$133,167,462</td>
<td></td>
</tr>
</tbody>
</table>

MERCY SHIPS AND AFFILIATES

Consolidated and Combined Statement of Functional Expenses

For the Year Ended December 31, 2020

<table>
<thead>
<tr>
<th>Program</th>
<th>Supporting Activities</th>
<th>Ship and Field Operations</th>
<th>General and Administrative</th>
<th>Fundraising</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising and marketing</td>
<td>3,970,939</td>
<td>$834,543</td>
<td>$7,115,569</td>
<td>$11,921,051</td>
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</tr>
<tr>
<td>Auto expense</td>
<td>124,443</td>
<td>11,749</td>
<td>16,504</td>
<td>152,696</td>
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</tr>
<tr>
<td>Conference, seminar, and trade shows</td>
<td>28,018</td>
<td>93,301</td>
<td>214,031</td>
<td>335,350</td>
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</tr>
<tr>
<td>Contract labor</td>
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<td>1,183,565</td>
<td>1,934,245</td>
<td>10,365,356</td>
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</tr>
<tr>
<td>Contributed salary expense</td>
<td>7,858,479</td>
<td>-</td>
<td>-</td>
<td>7,858,479</td>
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</tr>
<tr>
<td>Cost of goods sold</td>
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<td>17,924</td>
<td>2,692</td>
<td>125,751</td>
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<tr>
<td>Depreciation</td>
<td>3,941,181</td>
<td>86,054</td>
<td>99,047</td>
<td>4,126,282</td>
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</tr>
<tr>
<td>Distributed inventory</td>
<td>5,552,901</td>
<td>204,750</td>
<td>67,414</td>
<td>5,825,065</td>
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<tr>
<td>Dry docking and related expenses</td>
<td>2,222,475</td>
<td>-</td>
<td>-</td>
<td>2,222,475</td>
<td></td>
</tr>
<tr>
<td>Food purchases</td>
<td>492,963</td>
<td>11,736</td>
<td>117</td>
<td>504,816</td>
<td></td>
</tr>
<tr>
<td>Freight and customs</td>
<td>764,234</td>
<td>21,152</td>
<td>7,430</td>
<td>792,816</td>
<td></td>
</tr>
<tr>
<td>Fuel and lube oil</td>
<td>2,539,202</td>
<td>9</td>
<td>26</td>
<td>2,539,237</td>
<td></td>
</tr>
<tr>
<td>Gift expense–other charities</td>
<td>1,167,446</td>
<td>2,072</td>
<td>249,022</td>
<td>1,418,540</td>
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<tr>
<td>Insurance</td>
<td>495,265</td>
<td>73,983</td>
<td>14,460</td>
<td>583,708</td>
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<td>Interest</td>
<td>21,756</td>
<td>27,311</td>
<td>83,402</td>
<td>132,469</td>
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<tr>
<td>Legal and professional fees</td>
<td>395,611</td>
<td>86,862</td>
<td>150,431</td>
<td>632,904</td>
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</tr>
<tr>
<td>Meals and entertainment</td>
<td>71,878</td>
<td>10,329</td>
<td>11,909</td>
<td>94,116</td>
<td></td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>1,089,206</td>
<td>118,657</td>
<td>25,091</td>
<td>1,271,848</td>
<td></td>
</tr>
<tr>
<td>Service charges</td>
<td>1,084,907</td>
<td>-</td>
<td>-</td>
<td>1,084,907</td>
<td></td>
</tr>
<tr>
<td>Small equipment and furniture</td>
<td>4,013,229</td>
<td>82,272</td>
<td>21,556</td>
<td>4,117,057</td>
<td></td>
</tr>
<tr>
<td>Staff support and expenses</td>
<td>16,338,088</td>
<td>4,483,022</td>
<td>5,299,758</td>
<td>25,823,923</td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>2,314,934</td>
<td>433,256</td>
<td>4,726,090</td>
<td>3,494,285</td>
<td></td>
</tr>
<tr>
<td>Taxes and fees</td>
<td>49,171</td>
<td>26,898</td>
<td>22,249</td>
<td>98,318</td>
<td></td>
</tr>
<tr>
<td>Telecommunications</td>
<td>829,324</td>
<td>24,628</td>
<td>16,870</td>
<td>878,822</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>1,229,697</td>
<td>116,117</td>
<td>66,475</td>
<td>1,271,848</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>762,577</td>
<td>49,231</td>
<td>37,530</td>
<td>839,333</td>
<td></td>
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<tr>
<td>Total Expenses</td>
<td>$64,396,551</td>
<td>$9,671,469</td>
<td>$21,158,118</td>
<td>$95,226,138</td>
<td></td>
</tr>
</tbody>
</table>
## MERCY SHIPS AND AFFILIATES

### Consolidated and Combined Statement of Cash Flows

For the Year Ended December 31, 2021
With Summarized Financial Information for the Year Ended December 31, 2020

The following table provides a reconciliation of cash, cash equivalents, and cash held for long-term purposes:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$21,942,611</td>
<td>$27,451,675</td>
</tr>
<tr>
<td>Cash held for others–ship bank</td>
<td>1,557,190</td>
<td>1,142,291</td>
</tr>
<tr>
<td>Cash held for long-term purposes</td>
<td>68,653</td>
<td>3,838,600</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$80,219,554</strong></td>
<td><strong>$96,801,199</strong></td>
</tr>
</tbody>
</table>

See notes to consolidated and combined financial statements - 7

<table>
<thead>
<tr>
<th>CASH FLOWS FROM OPERATING ACTIVITIES:</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$21,942,611</td>
<td>$27,451,675</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>6,859,071</td>
<td>4,126,282</td>
</tr>
<tr>
<td>Extinguishement of debt</td>
<td>(2,884,300)</td>
<td>-</td>
</tr>
<tr>
<td>Unrealized gains on investments</td>
<td>(994,911)</td>
<td>(487,585)</td>
</tr>
<tr>
<td>Gain on sale of property and equipment</td>
<td>(28,592)</td>
<td>(121,245)</td>
</tr>
<tr>
<td>Loss (gain) from translation adjustments</td>
<td>318,231</td>
<td>(2,631,330)</td>
</tr>
<tr>
<td>Contributions received for long-term purposes</td>
<td>-</td>
<td>(1,313,644)</td>
</tr>
<tr>
<td>Changes in operating assets and liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other receivables</td>
<td>1,860,010</td>
<td>(2,727,918)</td>
</tr>
<tr>
<td>Inventory</td>
<td>639,755</td>
<td>(1,304,518)</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>(1,670,490)</td>
<td>(551,909)</td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>377,882</td>
<td>(403,836)</td>
</tr>
<tr>
<td>Ship bank payable</td>
<td>406,782</td>
<td>(62,237)</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>(55,077)</td>
<td>(75,353)</td>
</tr>
<tr>
<td><strong>Net Cash Provided by Operating Activities</strong></td>
<td><strong>$26,770,972</strong></td>
<td><strong>$21,898,382</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CASH FLOWS FROM INVESTING ACTIVITIES:</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases of investments</td>
<td>(46,751,089)</td>
<td>(45,057,722)</td>
</tr>
<tr>
<td>Sale of investments</td>
<td>76,719,262</td>
<td>-</td>
</tr>
<tr>
<td>Purchases of property and equipment</td>
<td>(81,422,756)</td>
<td>(5,448,747)</td>
</tr>
<tr>
<td>Proceeds from sale of property</td>
<td>360,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Cash Used by Investing Activities</strong></td>
<td><strong>(51,094,583)</strong></td>
<td><strong>(50,506,469)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CASH FLOWS FROM FINANCING ACTIVITIES:</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from contributions for long-term purposes</td>
<td>7,875,148</td>
<td>18,391,907</td>
</tr>
<tr>
<td>Proceeds from Paycheck Protection Program loan</td>
<td>-</td>
<td>2,884,300</td>
</tr>
<tr>
<td><strong>Net Cash Provided by Financing Activities</strong></td>
<td><strong>7,875,148</strong></td>
<td><strong>21,276,207</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Effect of Exchange Rate Changes on Cash</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Cash, Cash Equivalents and Cash Held for Long-term Purposes</td>
<td>(16,581,645)</td>
<td>(4,614,286)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash, Cash Equivalents and Cash Held for Long-term Purposes, Beginning of Year</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>96,801,199</td>
<td></td>
<td>101,415,485</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash, Cash Equivalents and Cash Held for Long-term Purposes, End of Year</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$80,219,554</td>
<td>$96,801,199</td>
<td></td>
</tr>
</tbody>
</table>
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**IMAGE:** Ward nurse, Kelly Denning, shares a joyous moment with orthopedic patient, Marie Madeleine.

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