



VisionSpring
See well. Do well.

2019 Annual Report



“When I founded VisionSpring it was beyond my wildest dreams that we would be serving more than one million people each year.

Now we are quickly marching toward the milestone of serving our ten millionth person. It's been made possible by an incredible group of colleagues, donors, and partners all reaching together toward a clearer future.”

— Dr. Jordan Kassalow
Founder, VisionSpring



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Photo left: Reading Glasses for Improved Livelihoods customer, Bangladesh.

Front Cover Image: Harry Ohene Agyare

Photos: Amos Ndungu, Amit Rudo, Sandeep Biswas, Sushank Verma, Meleah Moore, Nguyễn Giang

Design: Meleah Moore

Executive Summary

2019 was a big year for VisionSpring. We corrected the vision of 1.38 million people, providing eyeglasses for low-income earners and learners to see well and do well. Growing at 18% over 2018, we unlocked \$298 million in income-earning potential for households living on less than \$4 per day.

And, together with our implementing partners, we screened the vision of 3.7 million people.

We are particularly proud of reaching the *One Million in One Year* eyeglasses milestone in India. In 2018, we set a goal to double the annual number of people we serve in India. The following year, we did it!

This growth was propelled by our Vision Access Programs in India, which expanded by 138% to correct the vision of 417k people in workplaces, schools, transportation hubs and rural and informal settlements, where 74% of customers are first-time wearers of glasses. Additionally, we grew sales through institutional and government partners in five of India's poorest states by 62%. This includes the state of Bihar, where we partnered with the government on our largest contract to date, integrating vision services into 100 new rural clinics.

Strategic collaborations defined the year and laid a foundation for future scaling. These included establishing the Clear Vision Workplace Alliance to serve half a million garment and textile workers; coordinating the Clear Vision Collective in Bangladesh; forming 62 new institutional partnerships to expand access to glasses in Africa; and sustaining our longest-standing program: Reading Glasses for Improved Livelihoods, with BRAC. In all, we worked with 537 partners - hospitals, vision centers, non-governmental organizations, and government agencies - to serve customers in 24 countries.

We remain focused on working-age adults who require glasses to maintain their livelihoods and sustain their income, such that readers and adult prescription glasses comprised 87% of total pairs.

Identifying efficiencies and honing our unit economics, we have brought the Philanthropic Investment per Pair (PIPP) down by 22% over the last two years to \$3.69 in 2019.

From the 319 members of the VisionSpring team, we thank you for sharing in our mission and powering our purpose.

- **Ella Gudwin**
CEO, VisionSpring

In 2019, VisionSpring eyeglasses reached customers in 24 countries.

CENTRAL & SOUTH AMERICA

Colombia, Dominican Republic, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Saint Vincent and the Grenadines

SOUTH ASIA & EAST ASIA

Bangladesh, India, Nepal, Pakistan, Vietnam

AFRICA

Ethiopia, Ghana, Kenya, Malawi, Mozambique, Nigeria, Senegal, South Africa, Tanzania, Uganda, Zambia

■ Countries with VisionSpring team members
■ Countries reached through VisionSpring's partner networks

2019 Year in Review

1.38 million

pairs of eyeglasses



ECONOMIC IMPACT

\$298 million

generated in income-earning potential*

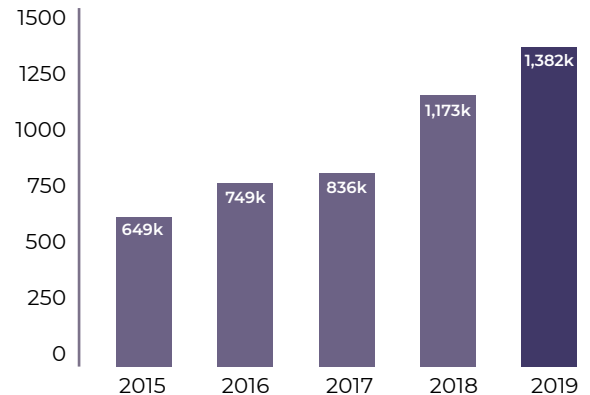
GROWTH RATE

18% increase

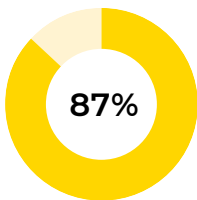
in pairs delivered in 2019 over 2018

CORRECTIVE GLASSES

By the hundreds of thousands

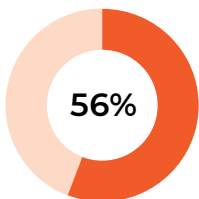


OUR CUSTOMERS

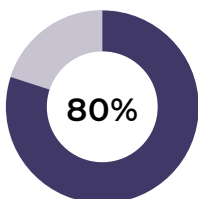


Adult customers

A majority in their prime working years



First-time wearers

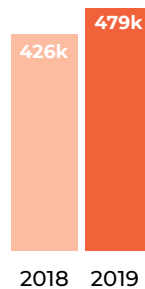


Percentage of customers who live on less than \$4/day

READING GLASSES

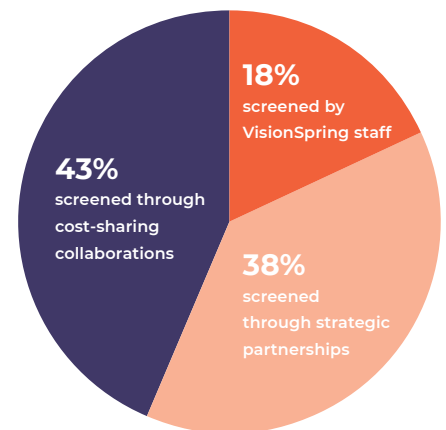


PRESCRIPTION GLASSES



3.7 million

people screened for visual impairments around the world



537 partners

including hospitals, governments, foundations and NGOs around the world



INDIA

267 team members



BANGLADESH

23 team members



GLOBAL

29 team members

2019 Year in Review

PAIRS

In 2019 we sold 1.38m pairs, exceeding our target by 2% and growing by 18% over 2018. India sold over 1m pairs of corrective eyeglasses for the first time, growing by 46% over 2018. Both India Institutional Partnerships (IIP) and India Vision Access Programs (IVAP) exceeded targets, with IVAP's 138% year-on-year growth driving enterprise achievement. Global Partnerships sold nearly 373k pairs, closing the year at the low end of our expected performance range.

CORRECTIVE PAIRS

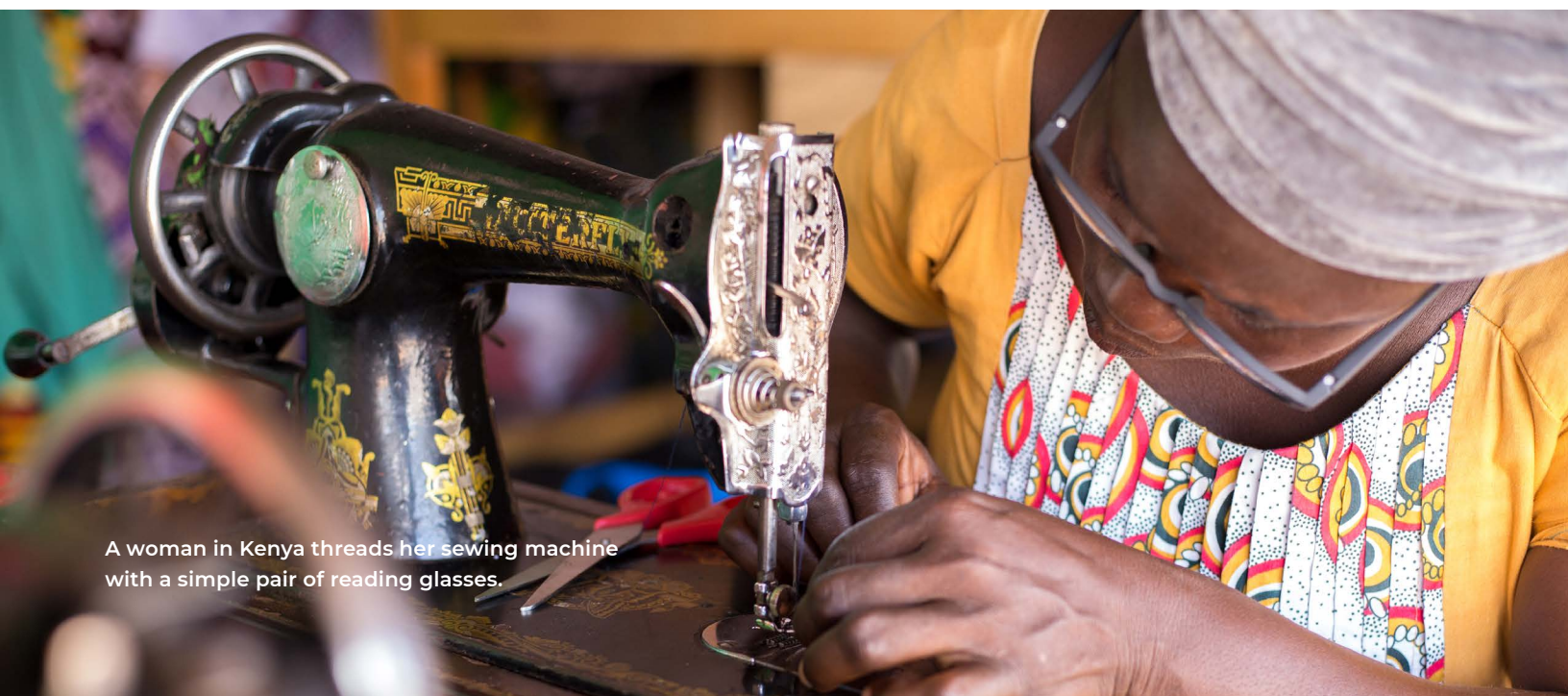
	2018 Actual	2019 Budget	2019 Actual	Act. vs Budget	YOY Growth
India	689,566	830,849	1,010,011	22%	46%
Institutional Partnerships	501,050	558,000	593,128	6%	18%
Vision Access Programs	174,957	272,849	416,883	53%	138%
Hub & Spoke	13,559	-	-	-	-
Global	483,892	528,975	372,846	-30%	-23%
Institutional Partnerships	273,284	302,000	180,461	-40%	-34%
RGIL-Bangladesh	181,579	180,525	156,124	-14%	-14%
Vision Access Programs	29,029	46,450	36,261	-22%	25%
Total	1,173,458	1,359,824	1,382,857	2%	18%

PIPP

Philanthropic Investment per Pair (PIPP) is our north-star efficiency metric. We set targets for top-line PIPP, which has hovered between \$4-5 in recent years, and PIPP targets for each business unit. Business unit PIPP depends on underlying unit economics, business model maturity, and sales growth relative to levels of strategic investment. As programs scale, PIPP trends down or levels out at an optimal subsidy. Testing new models, entering new markets, and investing in capacity drives up PIPP.

PIPP

	2018 Actual	2019 Budget	2019 Actual
India	\$ 2.72	\$ 3.06	\$ 1.50
Institutional Partnerships	\$ 1.41	\$ 1.03	\$ 1.28
Vision Access Programs	\$ 4.59	\$ 4.63	\$ 1.81
Hub & Spoke	\$ 27.10	\$ -	\$ -
Global	\$ 3.76	\$ 4.69	\$ 5.65
Institutional Partnerships	\$ 4.28	\$ 4.24	\$ 6.05
RGIL-Bangladesh	\$ 3.45	\$ 3.61	\$ 4.78
Vision Access Programs	\$ 0.89	\$ 11.76	\$ 7.37
Total	\$ 4.36	\$ 4.77	\$ 3.69

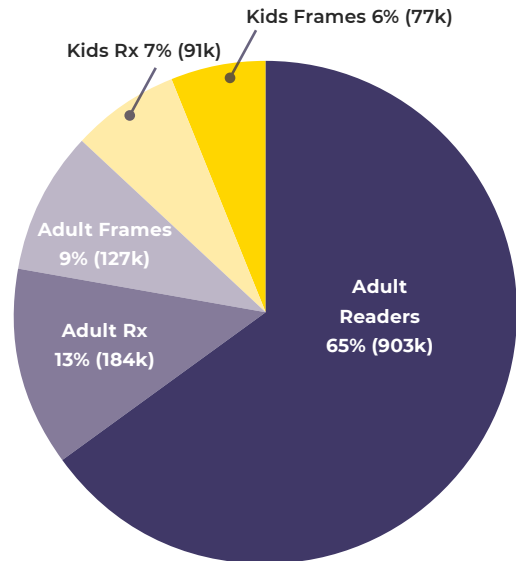


A woman in Kenya threads her sewing machine with a simple pair of reading glasses.

2019 Year in Review

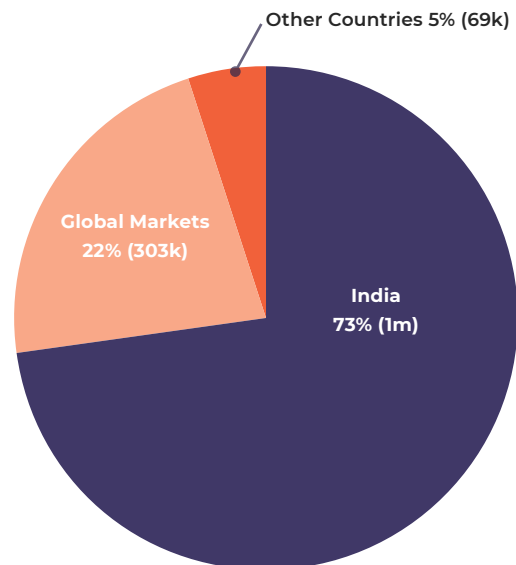
TYPES OF GLASSES

Readers are non-prescription glasses that correct blurry near vision, the leading cause of vision impairment globally. As our primary business, 903k readers accounted for 65% of our sales. 275k custom prescription glasses produced in our Delhi lens lab comprised 20% of sales; and 204k ophthalmic frames, which opticians use to make prescription glasses, made up 15%. In all, 87% of eyeglasses reached adults and 13% were for children.



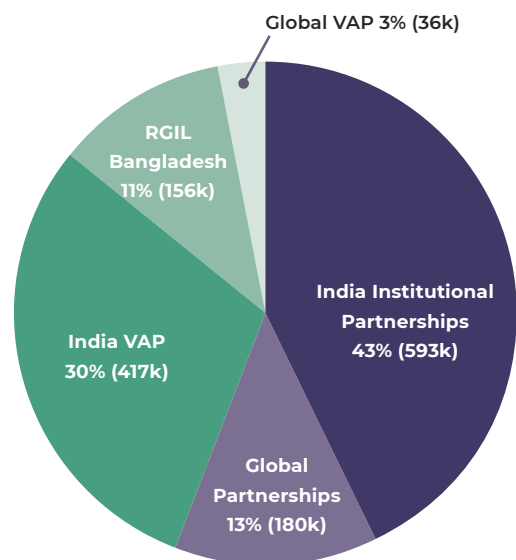
GLASSES BY REGION

India is our most well-established operation with our largest team and, accordingly, their 2019 performance accounted for 73% of VisionSpring's total pairs sold over the course of the year. This year we celebrated the milestone of distributing over one million pairs of eyeglasses in India inside of 12 months! 303k pairs in Global Markets (22%) reached customers in Bangladesh, Ghana, Kenya, Nigeria, Uganda, Zambia, and Vietnam; and partners distributed an incremental 69k pairs (5%) across 16 other countries.



GLASSES BY BUSINESS UNIT TYPE

We create access to eyeglasses through two primary business models. The first is a wholesale model, implemented by India Institutional Partnerships (IIP) and Global Partnerships (GP), through which we sold 774k pairs of eyeglasses (56%). This is coupled with sell-through support to hospitals, vision centers, NGOs and government agencies. The second is a subsidized, direct to customer model, implemented by Vision Access Programs (VAP), which enabled end consumers to purchase 609k pairs of low-cost eyeglasses (44%) at community-based vision camps.



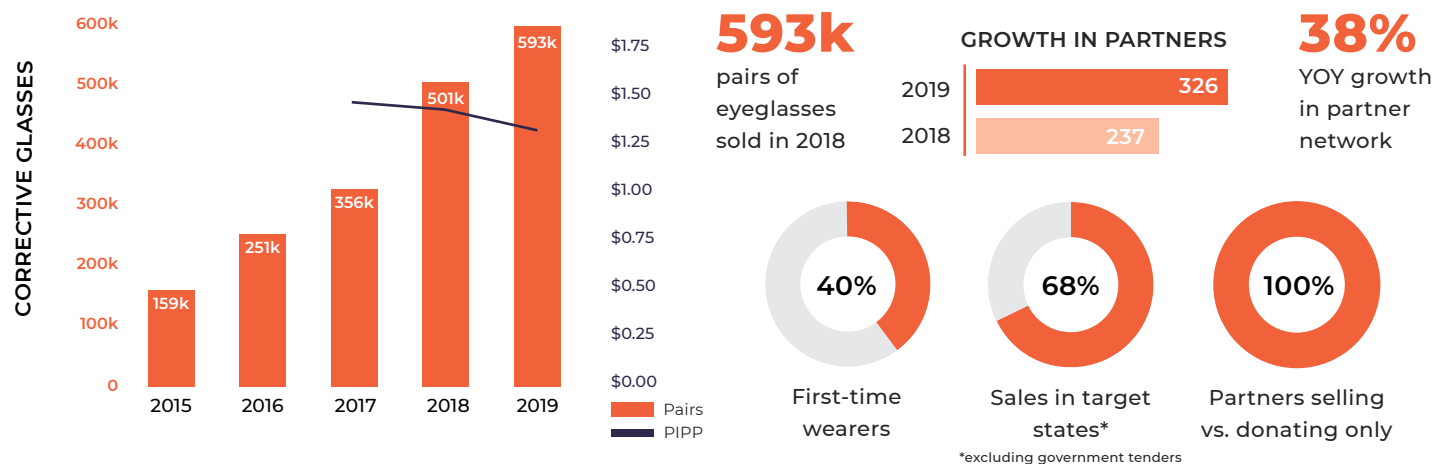


“We know from research that vision makes a difference in education. We know from research that vision makes a difference in productivity.... Vision transforms today's world.”

— Ambassador W. A. Webson
Permanent Representative of
Antigua and Barbuda to the
United Nations

A driver in rural Maharashtra with new eyeglasses, after having his vision tested at a roadside See to be Safe camp held for drivers and allied transportation workers.

India Institutional Partnerships



SUMMARY

India Institutional Partnerships (IIP) remains our most prolific source of corrective pairs, exceeding the 2019 sales target by distributing 593k units, and growing by 18% over 2018.

EXPANDED PARTNERSHIP NETWORK

VisionSpring increased our partnership network from 237 active partners in 2018 to 326 in 2019, renewing 56% of our 2018 partners and adding 193 new partners. Our IIP network consists of health service providers (250), optical retailers (39), NGOs (31), and government contracts (6).

To engage current and prospective partners, we convened three events in Odisha, Bihar, and Assam. We also facilitated a special symposium attended by 50 hospitals and corporate social responsibility (CSR) partners in Punjab to galvanize collective action in the state around a ten-year, donor-backed commitment to expand access to eyeglasses for rural communities.

INCREASED SUPPLY CHAIN EFFICIENCY

In our lens lab, we cut the time to fulfill batch orders of prescription glasses from 21 day to less than 14 days.

DEVELOPED NEW FRAMES COLLECTION

Based on feedback from customer focus groups, we developed a new collection of frame styles

exclusive to VisionSpring. To be manufactured in India and launched in 2020, these new frames offer greater durability and differentiation from other low-cost options on the market.

DEEPENED IMPACT IN FIVE OF INDIA'S POOREST STATES

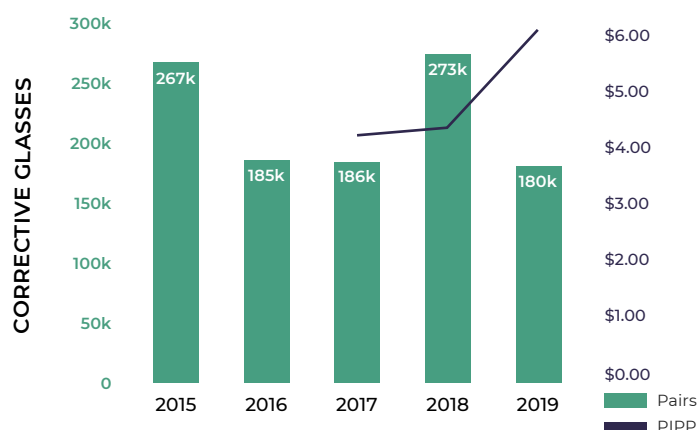
Reaching partners in 23 states, we deepened our impact in states with low human development indicators: Bihar, Odisha, Madhya Pradesh, Uttar Pradesh and Rajasthan. Sales in these target markets grew by 45% over 2018, and now represent 68% of our total IIP sales, excluding government tenders.

PARTNERED WITH THE GOVERNMENT OF BIHAR TO SERVE RURAL POOR

After extensive planning and due diligence conducted by the World Bank, the Department of Social Welfare of the Government of Bihar awarded VisionSpring our largest government contract to date. Under the contract, we will deliver 256.5k glasses to 100 new rural health centers in 38 districts in 2019 and 2020.

It was only after meeting VisionSpring that health officials considered adding vision correction to the health centers' services - including both readers and prescription glasses fulfilled in our lens lab. This year, we provided 130k pairs, working with the State Society for Ultra Poor and Social Welfare, and with the support of Mr. Nitish Kumar, Chief Minister of Bihar.

Global Partnerships



180k

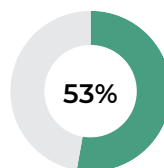
pairs of
eyeglasses
sold in 2019

GROWTH IN PARTNERS

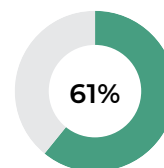


24%

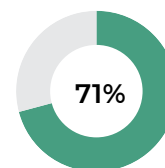
YOY growth
in partner
networks



First-time
wearers



Sales in key
markets



Partners selling vs.
donating only

SUMMARY

2019 was a challenging year for Global Partnerships (GP). We made important achievements, but overall sales were down from 2018 and on par with 2017. We sold 180k glasses (85% of target) due to instability in our partners' funding, elections in Nigeria, a range of supply chain difficulties in four key markets, and staffing changes in three countries. Despite this, we ended the year with positive momentum to carry us into 2020.

Our key markets — Bangladesh, Ghana, Kenya, Nigeria, Uganda and Zambia — accounted for 61% of GP sales. The Uganda team achieved 90% of target and the Zambia team achieved 100% of their goal. In our other key markets, we reached between 55-87% of sales goals. Altogether, 39% of GP sales originated from partners in 16 additional countries, meaning sales in other global markets reached 104% of target.

EXPANDED ACCESS TO GLASSES

We established new points of sale with 18 partners who sold eyeglasses for the first time with VisionSpring. Additionally, 61 partners expanded their existing vision services to reach more people. In 2019, we added 67 new partners to a total of 119 in 23 countries, with a satisfactory retention rate of 48%.

IMPROVED PRODUCT DESIGN

We improved upon our range of pop-in lenses, used primarily in community outreach where they have the potential to fulfill up to 80% of prescription glasses on the spot, by inserting pre-cut lenses into designated frames. We also introduced new, larger-framed readers in response to customer demand.

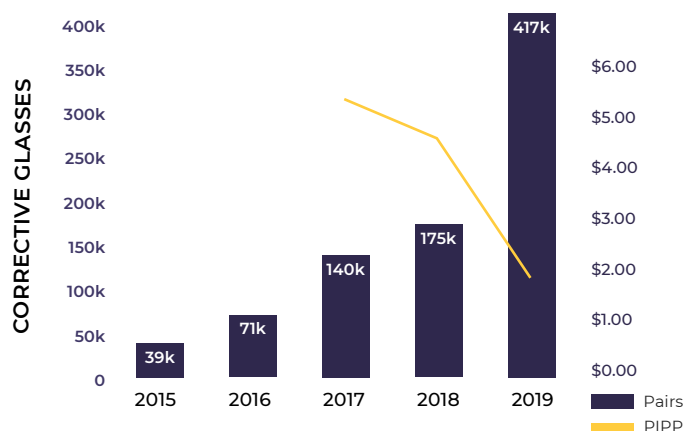
COMMITTED TO GLOBAL MARKETS STRATEGY

The need for glasses is growing in lower-income countries, driven by aging populations, gains in literacy and school enrollment, and economies shifting from agriculture to the manufacturing and service sectors. By 2050, uncorrected refractive error (URE) in Africa is expected to double to 730 million people, with Nigeria constituting 6% of global URE cases. This will put Nigeria second only to India (19%). In 2019, the World Health Organization issued the first-ever *World Report on Vision*, recommending governments include vision services in universal health coverage.

PARTNER HIGHLIGHT

Beyond Zero is a health advocacy organization founded by Her Excellency Margaret Kenyatta, the First Lady of Kenya. VisionSpring has regularly participated in their flagship program of “medical safaris”, which bring eye care and other services to underserved communities. Over the past two years, we have dispensed 10k eyeglasses with *Beyond Zero*, and provided vision screenings, program coordination, and marketing support.

India Vision Access Programs

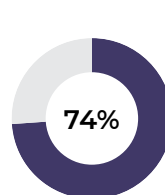


417k

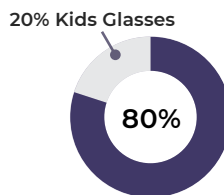
pairs of eyeglasses provided

\$1.6m

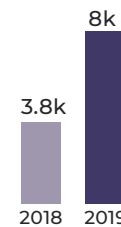
secured in local CSR and government contracts



First-time wearers



Adult Glasses



Number of vision camps

SUMMARY

In 2019, India Vision Access Programs (IVAP) expanded by 138% over 2018. We conducted 8k vision camps in workplaces, schools, transport hubs, and rural and informal settlements. We corrected the vision of 417k people, 74% of whom acquired their first pair of eyeglasses from us. In total, we implemented 87 projects, up from 49 in 2018. To meet the growing need for our services, we expanded the IVAP team to 168 field, operations and program staff, added a customer hotline, and initiated supportive supervision visits.

SCREENED THE VISION OF 2.7M PEOPLE

For the first time, we documented the number of people who had their vision screened directly by VisionSpring as well as through strategic collaborations. In total, 2.7 million people across 26 states were screened. VisionSpring team members served 616k customers, subcontracts with mission-aligned NGOs and hospital partners reached an additional 542k people (more than doubling from 2018), and cost-sharing collaborations with local governments screened nearly 1.6 million people, mostly school children.

SECURED RECORD-SETTING CONTRACTS

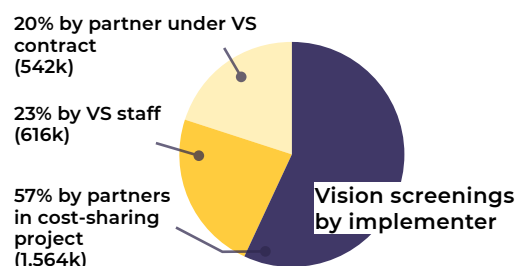
The explosive growth in IVAP was propelled by the renewal of service contracts with CSR clients, replicating previously successful pilots at larger scales. VisionSpring secured an unprecedented \$1.6M in IVAP contracts, with an exceptional 88% of organizational contract revenue originating in India. Over the course of 2019 we worked with 21 corporate clients, retaining 67% of clients from 2018.

PARTNERED FOR EFFECTIVE GROWTH

Collaboration with 44 implementing partners — NGOs, community-based organizations, vision centers, hospitals, and government entities — was core to our success. Industry associations like the Export Promotion Council for Handicrafts (EPCH) helped identify target customer groups and camp locations. Local health and education departments and transportation authorities facilitated permits and in-kind resources. And, NGOs, like Pratham (education) and SEWA (economic empowerment), raised awareness and mobilized camp participants.

2.7 million

people screened by VisionSpring and implementing partners



SEE TO BE SAFE

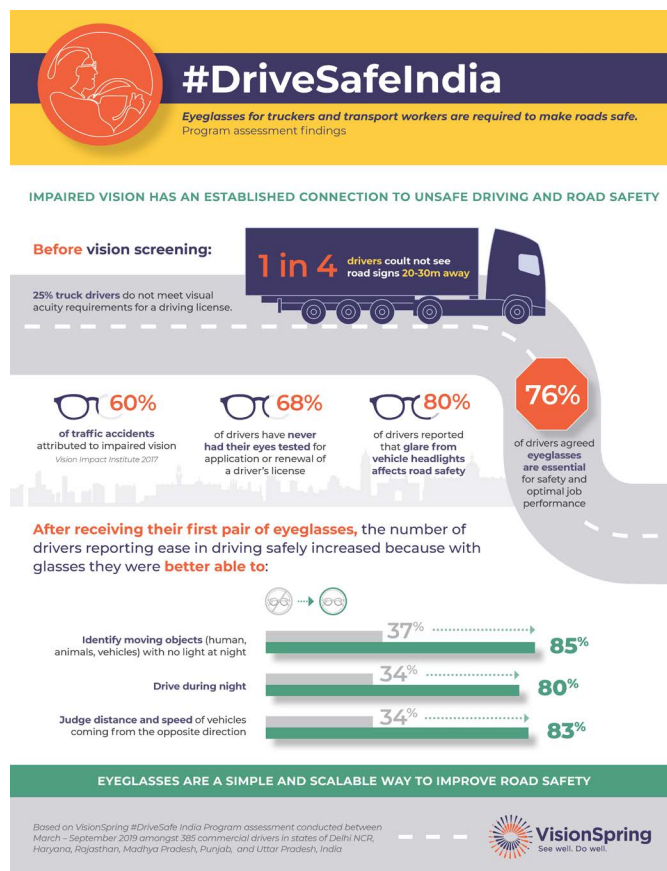
Aligned with Sustainable Development Goal 3.6 — to halve the number of global deaths and injuries from road traffic accidents — we expanded the See to be Safe program in 2019, increasing the number of screenings by 719%. Securing CSR support from five corporations committed to road safety, VisionSpring screened the vision of 163k drivers and allied transport workers, 163% of our goal. We provided over 89k pairs of eyeglasses, mainly prescription glasses to correct driver's distance vision. 64% of these drivers received their first ever pair of eyeglasses from us. To our knowledge, VisionSpring's See to be Safe program is the largest vision initiative for road safety in India.

SEE TO BE SAFE HIGHLIGHT #DRIVESAFEINDIA

In June, we completed Phase 1 of what would become an award-winning CSR program with Shell International. We started with an initial screening of 20k drivers and allied transport workers in transit hubs, and assessed drivers' need for glasses and their impact. The pilot data revealed that 25% of participating drivers failed to meet the standard vision requirement for obtaining a driver's license; these drivers needed but did not have glasses, and could not see road signs at a distance of 20-30 meters (60-100 feet).

During follow-up interviews with nearly 400 drivers who received eyeglasses from VisionSpring, 68% reported they had never taken the vision test required for a driver's license. 76% believed that safe driving and improved job performance would be the most important results of their new, clear vision. Additionally, drivers reported improvements in their ability to see at night, identify roadside objects, and judge speed and distance of oncoming vehicles. The proportion of drivers reporting 'no difficulty' in all three areas jumped from 34% before glasses to over 80% after glasses.

Compelled by these results, Shell committed to rapidly expand the program to reach 365k commercial drivers and allied transport workers by the end of 2020. In addition to financial support, Shell leveraged its relationships with port authorities and fleet managers to secure high footfall locations for our vision camps, and promoted the program via their communications channels. A #DriveSafeIndia social media campaign garnered 28 million views. In December, representatives from VisionSpring and Shell traveled to London to receive the prestigious Prince Michael International Road Safety Award.



MEASURING IMPACT

In addition to the pre/post impact assessments for Shell #DriveSafeIndia, in 2019 VisionSpring's Monitoring and Evaluation unit also conducted a Bajaj Community Outreach assessment, and developed a study to determine the impact of our Varanasi Weaver program.

SEE TO LEARN

We created the See to Learn program to advance Sustainable Development Goal 4 on Quality Education, giving all children the opportunity to see well so they can succeed in school. In 2019, we increased delivery by 51%, providing 82.5k children with VisionSpring eyeglasses in 5.5k schools across 26 states. Two factors underpinned this growth. First, we secured sponsorship from HT Parekh Foundation and RPG Foundation, and critically flexible support from Warby Parker that enabled us to bridge service gaps not covered by the National Program for the Control of Blindness and Vision Impairment (NPCBVI). Second, we established 35 strategic collaborations with government, hospital and NGO partners. All told, VisionSpring and our partners screened the vision of over 2.1 million children! It was a landmark year in this regard.

SEE TO LEARN HIGHLIGHT TASK SHIFTING & PARTNERSHIP

In 2019, we executed a project with the preeminent education NGO, Pratham, that served as a model for scaling up children's access to vision correction in areas with limited optometrists. Piloted in 2018, the model entails training Pratham volunteers to pre-screen children in their homes and at school. Kids suspected of having a vision problem are then examined by a VisionSpring optometrist.

Such task shifting is an effective and efficient approach for reaching the 4-9% of children (depending on age) in India who require glasses, and is gaining traction in expert health, vision and education circles. Using this model, Pratham volunteers pre-screened 180k children in 2019, and VisionSpring optometrists conducted the full refraction examinations that led to 9.4k children getting prescription glasses (5.2% refractive error rate).



INDIA VISION ACCESS PROGRAMS

SEE TO EARN

To advance the achievement of Sustainable Development Goal 1 of No Poverty, the See to Earn program increases access to vision correction for working-age adults through informal and formal workplaces and community-based outreach. With the support of 12 corporate clients, our See to Earn program screened the vision of 453k people in 2019, with 245k people acquiring glasses at subsidized prices. The program successfully raised awareness and demand for eyeglasses among people who had never before worn eyeglasses, such that 78% of customers were first-time wearers.

SEE TO EARN HIGHLIGHT BAJAJ DRISHTI (“VISION”) PROJECT

We first partnered with one of India’s leading auto producers, Bajaj, in 2016, conducting community-based vision camps near their manufacturing sites and in villages where Bajaj is making a range of social investments. We initiated a pilot in Aurangabad, Maharashtra which we replicated in Wardha district with an initial goal of serving 100k people. In 2018, we scaled-up the program to reach 400k people, expanding to Pune (Maharashtra), Sikar (Rajasthan) and Pantnagar (Uttarakhand). By the end of 2019, we had screened the vision of 298k people across nearly 1.5k villages during the scale-up phase. Taking a holistic approach, we reached not only adults, but also children across nearly 600 schools. Among participants, we found a 49% refractive error rate, and sold (distributed free-of-charge to children) 140k eyeglasses, with 72% of customers being first-time wearers.



SEE TO EARN HIGHLIGHT WARBY PARKER VARANASI WEAVERS PROJECT

Most weavers master their intricate craft around 40-50 years of age. However, it is during these prime earning years that many weavers develop near-vision blurriness, losing their ability to focus on fine threads and sustain their income. In 2018, we initiated a pilot project for weavers in Varanasi, one of India’s oldest centers of hand-loom and traditional textile production. The project won the municipal council’s approval to be incorporated into the Varanasi Smart City initiative, and with financial support from Warby Parker, we expanded the program to reach 100k weavers. By October 2019, we achieved our screening goal and corrected the vision of 62k people.

We found a high refractive error rate (73%), but most extraordinarily, 97% of program participants over the age of 35 required glasses. This high rate of blurry vision is likely the result of a) years of intricate, close-up work under low light conditions, and b) effective awareness-raising that helped weavers to self-identify as needing to have their eyes checked. With an above-average first-time wearer rate (89%), this program has the potential to help highly-skilled artisans maintain their productivity and income-earning potential. To scale up the program, we signed a Memorandum of Understanding with India’s non-profit Export Promotion Council for Handicrafts (EPCH). Aligned with EPCH’s skill development initiative and in coordination with the Department of Hand-loom and Textiles, we will expand to reach a further 100k weavers.



CLEAR VISION WORKPLACES

Partnering with international brands and local manufacturers, we screened the vision of 74k garment and home goods workers, and secured \$4 million in funding commitments to replicate the program in Bangladesh, India and Vietnam.

FORMED MULTI-STAKEHOLDER ALLIANCE

Joining with international brands, research partners and government, VisionSpring formed the Clear Vision Workplace (CVW) Alliance to accelerate the uptake of eyeglasses among garment, textile and artisan workers. Inaugural CVW Alliance members are: Alcon Foundation, Clearly, Fair Trade USA, Good Business Lab, Levi Strauss Foundation, Queens University Belfast, USAID, Target, Warby Parker, VF Corporation, and Williams-Sonoma, Inc.

SECURED INVESTMENTS FOR SCALE-UP

Over three years, the CVW Alliance will screen the vision of 450k workers and correct the vision of an estimated 135k people, creating \$20 million in economic impact accrued to households, businesses and local economies in Bangladesh, India and Vietnam. The Alliance will undertake two randomized controlled trials (RCTs) to further quantify the impact of eyeglasses on worker productivity, income, and workforce retention, and to inform business and public policy decisions.

BANGLADESH

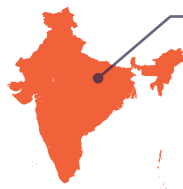


Screenings: 37.5k

Pairs: 10.7k

We added staff in Bangladesh, growing the team to 23 people, and increased our capacity to conduct 58k screenings annually.

INDIA



Screenings: 30.4k

Pairs: 15.8k

We completed screenings for an initial 100 workplaces. We conducted customer focus groups and solicited other feedback to strengthen program effectiveness pertaining to frame style selection, Vision Champion training, and factory retention.

VIETNAM



Screenings: 5.8k

Pairs: 2.3k

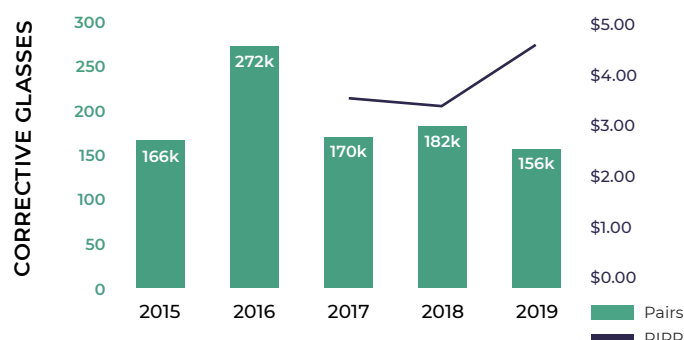
VisionSpring entered the Vietnam market for the first time in 2019 and began screenings in the first phase of factories in the fourth quarter.



"I feel so confident right now. I can do the same as other people here."

— **Mrs. Soi**
Garment worker, Vietnam, after getting her first pair of glasses

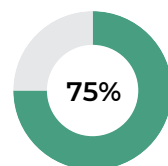
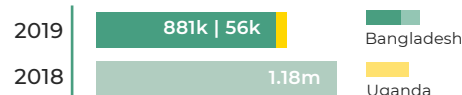
Reading Glasses for Improved Livelihoods



56k

people screened in Uganda

NUMBER OF PEOPLE SCREENED



First-time wearers in Bangladesh

11k

pairs of eyeglasses sold in Uganda

156k

pairs of eyeglasses sold in Bangladesh



BANGLADESH

The Reading Glasses for Improved Livelihoods (RGIL) program remains the largest, single source of reading glasses in Bangladesh. In 2019, BRAC's community health workers (CHWs) conducted 881k vision screenings in 61 (of 64) districts, and corrected the vision of 156k people, 75% first-time wearers. Though we missed our 2019 target due to BRAC staff restructuring, the RGIL program continues to thrive in its 13th year.

TRAINED 1,240 REPRESENTATIVES

To reduce their dependency on donor funds, BRAC restructured its CHW network, releasing 700 Program Officers from service and hiring sales oriented Project Staff (PS). VisionSpring helped train 620 new PS in addition to 619 new CHWs, bringing the number of CHWs selling reading glasses in their basket of health goods to 24.5k.

FOCUSED ON TAILORS AND TEACHERS

Through a targeted initiative, we screened 36.4k tailors and teachers, identified 56% as needing readers, and sold 9.5k non-prescription reading glasses. The purchase conversion rate was high, at 39% for teachers and 50% tailors (compared to 25% in a traditional community setting) and reflects pent-up demand for vision correction in these near-vision-dependent occupations.



UGANDA

In its second full year, BRAC and VisionSpring doubled RGIL's reach in Uganda through a multi-district roll-out. CHWs screened the vision 56k people and sold over 11k pairs of readers, 68% to first-time wearers.

INITIATED MULTI-DISTRICT ROLL-OUT


We expanded the program from 28 districts (of 111 total) in 2018 to 61 this year. We trained ten Glasses Specialists, 81 Project Assistants, and 583 CHWs, doubling our sellers to a total of 1.5k and bringing us closer to a future goal of 2k.

OVERCAME CHALLENGES AND LAID FOUNDATIONS FOR FUTURE IMPACT

VisionSpring and BRAC recalled a sub-standard batch of glasses that threatened customer trust and navigated an Ebola outbreak on the Democratic Republic of Congo border. We also initiated a dialogue with the Ministry of Trade, Labor, and Cooperatives to introduce vision screening for artisans and agro manufacturing workers.

MEASURING IMPACT

In the completed THRIVE RCT, first-time wearers of reading glasses self-reported an increase in monthly income across a range of occupations. The results are consistent with the 22% increase in productivity demonstrated in our 2018 PROSPER RCT. The study requires peer review before results can be published.



“What I think is so amazing about VisionSpring is that it’s not just about bringing the right solution or bringing vision, it’s about recognizing each human being... not only putting someone in glasses, but asking, ‘Do these glasses make them feel beautiful? Are these glasses something they want to be seen in?’”

— Alexis Bonnell
Chief Innovation Officer, U.S. Agency for
International Development

A woman sorting groundnuts in Ghana after purchasing her first pair of eyeglasses from VisionSpring.

Innovations

DURABLE POINTS OF SALE FOR READERS

To create durable access to glasses, VisionSpring developed a new sales channel and model to sell readers through rural medical providers (RMPs), who own independent, bazaar-based pharmacies and medical shops in Bangladesh. There are more than 200k RMPs in Bangladesh who are the first point of care for low-income communities. Though typically non-credentialed, they have loyal customer bases, basic health knowledge and entrepreneurial skills, making them well suited for screening vision, selling readers and referring customers for higher-level care.

Having piloted the model in 2018, we initiated early replication in 2019 and onboarded 107 new medical shops. Our total partner network of 177 RMPs, across Sherpur and Netrakna districts, corrected the vision of 6k customers this year, 81% of whom were first-time wearers. Our learnings will inform scale-up plans, including understanding a) the attributes that predict successful RMPs, b) sell-through rates and pricing, c) tactics for training and retention, and d) supply chain structure. Going forward, we will expand the channel to serve factory workers where we implement the CVW program.

DIGITAL DATA COLLECTION

In 2019, we built the DigitEYES prototype, a custom data system that allows us to manage customers' information as they move through each station in our vision camps, which are often held in locations where there is no, or unreliable Wi-Fi. We conducted alpha tests in the second and third quarters and full beta tests in the fourth quarter. DigitEYES will provide real-time visibility into our ever-increasing number of vision camps and eliminate manual data entry from hundreds of thousands of customer data sheets.



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MR. NAZMUL'S STORY

Union leader gets first pair of glasses at a pharmacy in his local bazaar

Mr. Nazmul Haque is a union leader for laborers who work on government forest lands and in timber production in the Rangtia range of Sherpur district, Bangladesh. He monitors and controls the union's financial transactions. Over the last four years, Mr. Nazmul noticed his vision degrading, which made it difficult to carry out his responsibilities, and he worried about his credibility in the role. He was not sure what to do until he heard an announcement that eyeglasses would soon be available in his local bazaar.

Mr. Nazmul attended the eyeglasses launch event at a pharmacy run by Mr. Tofazzol, an RMP recently trained by VisionSpring. Mr. Nazmul discovered that he needed +2.50 readers, a power that suggested his presbyopia had progressed significantly. Mr. Nazmul shared that the glasses brought things into focus immediately and he would easily be able to do all of the union's accounting again. In addition, as a community leader, he would also encourage others concerned about their eyes to visit Mr. Tofazzol's shop.

Innovations

CLEAR VISION COLLECTIVE

Our RMP and CHW models are integrated into the collaborative efforts of the Clear Vision Collective (CVC), a group of nine organizations — 2.5 New Vision Generation, BNSB eye hospitals, BRAC, Essilor, Jeeon, National Vision, OneSight, Orbis, VisionSpring — and the Ministry of Health who are creating Bangladesh's first "clear vision district" in Sherpur. With VisionSpring serving as the CVC coordinator, each organization deploys its own vision service model, together establishing coverage from the community to tertiary level.

In this inaugural year, the CVC activated 750 points of sale through CHWs, RMPs and optical shops; opened five vision centers; and conducted screenings in 350 schools. In total, the CVC screened the vision of 79k people, identified 31k as needing glasses, and sold 12.7k pairs, 84% to first-time wearers. In partnership with Jeeon, VisionSpring introduced readers sales in 100 pharmacies, and with BRAC, we trained 400 new CHWs to sell readers. Through these two partnerships, VisionSpring's contribution represented 52% of glasses dispensed through the CVC in 2019.

GREENER SUPPLY CHAIN

Reduced Our Carbon Footprint

In 2019, we improved demand forecasting, which provided the opportunity to move 43% of stock from China via sea container rather than air, which is expedient but emissions-dense. This represents a 16% increase in the use of sea freight over 2018. Additionally, we shrunk box sizes. Both initiatives reduced costs as well as our carbon footprint.

Eliminated More Plastic

For glasses manufactured in China, we made the easy switch from plastic coated boxes to uncoated, biodegradable ones. Additionally, instead of packing glasses in individual plastic bags, we now use polylactic acid bags or microfiber pouches that double as a lens cloths and substitute for hard plastic glasses cases. Neither of these options are biodegradable, but they are less wasteful ways to prevent lenses from getting scratches. Next, we will work with Indian suppliers on greener materials solutions.



Growth and Improvements

NEW LOGO, UPDATED BRAND LOOK

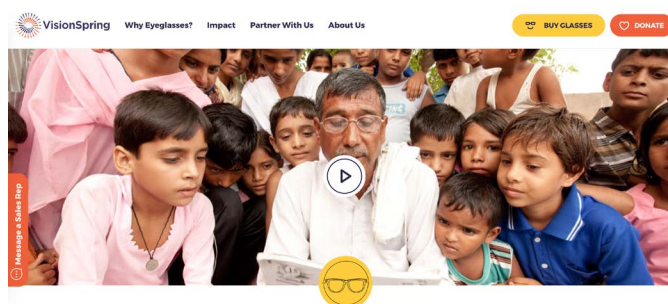
In 2019, VisionSpring introduced our new brand identity: updating our logo, brand messaging, and launching a new website. This annual report reflects our new branding. Our new logo conveys the blossoming of opportunity that occurs when eyeglasses bring the world into focus, as well as our continual learning and evolution as an organization. The two-tone spiral reflect our dynamic collaborations with partners. The indigo tone stands for integrity, sincerity, and the practicality of our vision, while coral represents energy, positivity, and warmth. VisionSpring integrated our new brand look across all communications, marketing, and events in 2019. Our WonderGlasses (Chamatkari Chasma) sub-brand, first launched in 2017, ensures that our end-consumers are effectively reached.

NEWLY REGISTERED IN BANGLADESH

We are now locally incorporated as VisionSpring Bangladesh Limited. We put down roots in Dhaka, opening a new office for a team that tripled in size to 23 people, including field, program and finance staff. We also onboarded a third-party logistics (3PL) provider for warehousing and order fulfillment.

TEAM EXPANSION AND DIVERSITY

This year, 122 new hires joined the global VisionSpring family, including 71 with VAP, 14 in the Delhi lens lab, 12 with CVW in Bangladesh and Vietnam, and four with GP in Africa. VisionSpring is proudly locally led. Each of these new additions, as well as all existing team members outside of the US, are 100% national staff. We also initiated a gender diversity plan in male-dominated departments, including field-based sales and our India supply chain center.



Where we have been, where we are going



In the News

In 2019 VisionSpring was the primary subject, or mentioned for our work, in 84 articles in print and online, including:

THE ECONOMIC TIMES

Why India needs an 'eyeglasses to all' mission - "Eyeglasses- the health intervention with the largest bang for the buck." - Dr. Arvind Panagariya



New alliances to scale up access to a 700-year-old technology -

"VisionSpring was founded on the premise that "vision is a livelihoods, economic, and income intervention, first and foremost." - Ella Gudwin, VisionSpring CEO.

Forbes

Questioning Big Philanthropy at The Skoll World Forum: Is It Too Powerful and Out Of Touch?



Put Your Glasses on the Indian Economy needs the Wonders of Clear Vision



Duke University, Scaling Pathways -
People Matter: Evolving Talent to Drive Impact at Scale

Forbes

Meet the Social Entrepreneur who Discovered a Problem Hiding in Plain Sight

Business Standard

Shell India and VisionSpring to Make Driving Safer

CONFERENCES HOSTED

Clear Vision Bihar, Clear Vision Odisha, Clear Vision Assam, Clear Vision Nagaland, and Clear Vision Punjab symposiums

Reinventing CSR - The Problems are too big to solve alone

A symposium on collective CSR action

Leadership Exchange on Collective Action with Mulago Foundation

PRESENTED AT

Vision2020

Hosted by Aravind Eye Hospital, Tamil Nadu, India

3rd National COPHAM Stakeholders Meet

Hosted by the India Habitat Center, Delhi, India

Skoll World Forum

Hosted by Skoll Foundation, Cambridge, UK

Sightgeist

Hosted by Clearly, London, UK

Global Entrepreneurship Summit 2019

Hosted by the United States and the Netherlands, "Rapidly Scaling Impact Innovations," The Hague, Netherlands

Social Capital Markets Conference

"Insights from Innovators," San Francisco, CA

92nd Street Y

Dare to Matter launch, New York, NY

The Dr. Oz Show

Dare to Matter and VisionSpring, New York, NY

USAID Center for Innovation and Impact

Hosted by UBS Optimus, "Unlocking Private Capital to Achieve Impact in Global Health," New York, NY

Sustainable Business and Social Impact Conference

Hosted by Duke University, Durham, NC

Christ Church Faith Forum

Dare to Matter, Charlotte, NC



ATTENDED

North East CSR Forum

Hosted by NGOBox, Assam, India

Optic Expo

Hosted by Aries Events PVT LT, Chhattisgarh, India

India Ophthalmology Expo

sdpromemdia, Andhra Pradesh, India

India CSR Summit

NGOBox, Delhi, India

Friends of Vision- Screenings Event

United Nations, New York, NY

AWARDS

Prince Michael International Road Safety Award

Awarded by HRH Prince Michael of Kent, UK

Million Lives Club - Vanguard Member

Awarded by the International Development Innovation Alliance, Global

Community Initiative Award

Awarded by India CSR Network, India

CSR Implementing Partners Award

Awarded by UBS Forums, India

NGO Leadership Award

Awarded by UBS Forums, India

Grow Care India CSR Award

Awarded by Grow Care India, India

eChievement Award

Awarded by eTown, USA

Team Highlights



Vijay Uttarwar

Vijay Uttarwar is an Assistant Project Manager on the India Vision Access Programs team, responsible for project execution in western India. Focused on constant improvement, Vijay has

built our capacity to implement significant projects — including the Bajaj-funded See to Earn program — growing his team from four people to 40 in two years. He also supports implementing partners in delivering VisionSpring's WonderGlasses camp experience.

Priya Bedi

Priya Bedi is Assistant Operations Manager and serves as a kind of air traffic control for the India Institutional Partnerships team. All sales land in the order system, only after Priya clears them. Priya's peers recognized her as embodying VisionSpring's core values, particularly "Help others to do well," and presented her the 2019 Values Champion award for her follow-through, thoughtful support, and commitment to our mission.



Ashish Kumar Singh

Ashish Kumar Singh is a Senior Coordinator for vision camps on the India Vision Access Programs team. He joined us in 2015 as one of our first counselors, staffing the eyeglasses dispensing

table where customers choose and purchase their frames. Ashish has been on the launch team for some of our largest projects and now manages multiple teams himself, energizing others with his passion for serving customers.



Vicent Mugisa

Vicent Mugisa & Charles Idembe

Vicent Mugisa and Charles Idembe are Business Development Specialists in Uganda. This duo honed their new consultative sales techniques, building

rapport with their institutional customers and accelerating the pace at which they were able to understand and meet hospital, clinic, NGO and government needs. Among all sales teams, Vicent and Charles had the deepest engagement with our customer relationship management system, Salesforce, and won our 2019 Salesforce Award for effectively using the software to manage their sales pipeline. The team posted a 20% growth rate in the number of partners in Uganda from 2018 to 2019, and delivered 97% year-on-year growth in eyeglasses sales.



Charles Idembe



Shadab Khan

Shadab Khan is Director of Human Resources and Administration. With fourteen years of experience, Shadab has met the challenge of building our performance

capacity through a period of high growth in India. She has overseen the hiring, onboarding and retention of 100 team members, established policies and practices for multiple legal entities, and maintained VisionSpring's culture across geographically distributed teams.

2019 Strategic Objectives Scorecard



Over Achieved



Achieved



Solid Progress



Changed Tactics

OBJECTIVE 1: Accelerate uptake among EARNERS and LEARNERS vulnerable to poverty

1a. Vigorously replicate See to Earn programs.



- Screen 225k adults through workplace and targeted community camps, growing the newly established Clear Vision Workplace program and strategic CSR partnerships.



- Sustain RGIL Bangladesh to correct the vision of 180k adults. Expand RGIL Uganda to 1.8k health workers & conduct test pilot in Kenya.



- 1b. Steadily grow See to Learn initiatives, enabling 160k kids to acquire eyeglasses by partnering with Indian national and state governments and providing children's ophthalmic frames globally.

- **Total Working Age Adults Screened: 690k**
 - Clear Vision Workplaces: **74k**
 - Community-based Camps: **453k**
 - See to Be Safe: **163k**
- Corrected the vision of **156k** adults through RGIL Bangladesh
- Expanded RGIL Uganda to **1.5k** health workers.
- Kenya pilot completed but did not meet the threshold for replication.
- VisionSpring reached a total **168k** children with eyeglasses, partnering with 10 Indian government agencies.

OBJECTIVE 2: Shape active, lasting MARKETS for eyeglasses in low-income target states

2a. Deepen market penetration in key institutional partnership markets, with articulated channel strategies.



- Expand sales in India Key States by 30% (Bihar, Odisha, MP, UP, Raja.) and in GP Key Markets by 22% (Ghana, Kenya, Nigeria, Uganda, Zambia).



- Focus on renewals and resurrections. 50% of 2018 clients renewing in India and 30% in GP.



- Conduct end-customer survey to validate service to target customers through B2B partners.

Sales Expansion



- **45%** India Key States (excluding government tenders)
- **- 20%** GP Key Markets

Renewal Rate






- **56%** India
- **38%** GP

- Protocol developed and research partners in place for 2020 data collection.

OBJECTIVE 2: Shape active, lasting MARKETS for eyeglasses in low-income target states (cont.)

-  **2b. Introduce reading glasses into 100 new pharmacies in Bangladesh for a total of 170. Conduct pharmacy test in India, leveraging vision camps to build their customer base.**
 - Bangladesh: 107 new pharmacies on-boarded for a total of 177
 - India: Pharmacy testing pushed to 2020 due to rapid VAP expansion.
-  **2c. Stimulate demand by increasing customer knowledge about vision and eyeglasses through a new program of counseling in vision camps. Improve issue awareness, particularly among employers and corporate clients.**
 - Hired Customer Success Managers in India, Bangladesh, and Vietnam, launched customer hotline, and introduced new educational visuals in camps.
 - Convened five CSR collective action symposiums and formed the Clear Vision Workplace Alliance.

OBJECTIVE 3: Deliver at SCALE through high volume, low margin blended business models

-  **3a. 70% of eligible Global Institutional Partnership (GP) orders leverage GlobalEYES, with regard to lead generation quoting, order confirmation and/or delivery notification. India beta test in Q4.**
 - GlobalEYES launched in Q3. Further site development on hold due to challenges with vendor.
- 3b. Refine processes and enhance performance visibility to maximize sales and scaling potential.**
- 
 - Salesforce rolled out in India. Used by India Institutional Partnerships (IIP) and Vision Access Programs (VAP) to manage B2B pipeline, and to track vision camp activity globally.
 - Salesforce rolled out and utilized daily by IIP and VAP.
- 
 - Close nine Hubs while retaining top performers and key relationships, and transition assets to aligned parties.
 - Achieved in February 2019.
-  **3c. Upskilling team on customer engagement (B2C) and consultative selling (B2B). Hire Training Director (Global) and Managers (India).**
 - B2C teams completed technical and soft skills training, and our optometrists participated in upskilling sessions. Initiated vision camp supportive supervision visits.
 - B2B teams completed training in consultative selling.
 - Recruited a talent development manager and a training manager in India. Postponed recruitment of global training director.
-  **3d. Raise budgeted philanthropic investments to \$6.6M, with an expanded development team.**
 - Raised \$7.5M (\$1.5M in excess of funding need).
 - Added a Senior Development Officer.

OBJECTIVE 4: Innovate, LEARN, and share promising practices and technology in global network

4a. Beta test new system (DigitEYES) for gathering customer information electronically, in order to eliminate paper records in a majority of camps and enhance knowledge about end consumers.

- Developed product and conducted full beta test in Q4 in a live customer setting.

4b. Build evidence of impact and disseminate promising practices:

- Publish results of RCT on the impact of reading glasses on income of adults in rural Bangladesh.
- Disseminate white paper on workplace vision screenings. Initiate garment sector RCT.

- THRIVE RCT manuscript submitted for peer review. Results show income gains consistent with productivity increases demonstrated in the 2018 PROSPER trial.
- White paper drafted for Q1 2020 distribution.
- Funding for two RCTs secured from USAID and Clearly. Protocol designs initiated with principal investigator and research partners.

4c. Serve as coordinator for the Clear Vision Collective (CVC) in Bangladesh to dramatically increase eyeglasses coverage in Sherpur district.

- CVC launched in January and all models deployed by member organizations by end of Q2 with VisionSpring as the CVC coordinator.



2019 Financial Summary

BUSINESS ACTIVITY	2019		
	Original Budget	Actual	Variance
Corrective Units	1,359,824	1,382,857	2%
Earned Revenue	\$ 2,905,919	\$ 3,480,833	20%
Total Expenses	\$ 8,860,507	\$ 8,134,627	-8%
<i>Cost of Goods Sold</i>	\$ 1,245,842	\$ 1,239,208	-1%
<i>Operating Expenses</i>	\$ 7,614,665	\$ 6,895,419	-9%
Net Loss	\$ (5,954,588)	\$ (4,653,794)	-22%

PHILANTHROPIC FUNDING	2019		
	Original Budget	Actual	Variance
Total Philanthropic Contributions	\$ 6,637,397	\$ 6,632,771	0%



2019-2021 Strategic Framework

Mission

Create access to affordable eyewear, everywhere.

Mission Indicators

1. Value of new sustained earning potential
2. Disability Adjusted Life Years (DALYs) averted
3. Corrective pairs sold (readers/Rx)
4. Adults with near vision correction
5. Students with increased school achievement potential
6. Customers who are first-time wearers
7. Customers living on less than \$4 per day
8. People screened by VS & facilitated programs
9. Philanthropic investment per pair (PIPP)
10. Points of sale and distribution (PODs)

Values & Principles

Values that guide our actions:

- a. Help others to do well: customers, partners, and colleagues.
- b. Advance equity.
- c. Constantly adapt. Relentlessly improve.
- d. Default to transparency. Reveal hard truths.
- e. Learn together.

Principles that guide our choices:

- a. Sell to seed markets, reach more people, and be accountable.
- b. Hold impact & revenue in constructive tension.
- c. Solve for demand, availability, affordability and quality.
- d. Pursue opportunities with a path to replicate or scale.
- e. Expand and organize market for corrective glasses.

Strategic Goals

- 1. Accelerate eyeglasses uptake among EARNERS and LEARNERS vulnerable to poverty.**
 - 1a. Make eyeglasses ubiquitous among workers through Clear Vision Workplaces and community camps conducted with producers, labor, government and brands.
 - 1b. Correct school children's vision with glasses, collaborating with educators, government, corporations and NGOs.
 - 1c. Pilot the bundling of eyeglasses with financial and digital inclusion initiatives.
- 2. Shape active, lasting MARKETS for eyeglasses in low-income target states/district.**
 - 2a. Penetrate key markets by building wholesale distribution channels to health, gov't and social impact partners.
 - 2b. Create and sustain mass market access to reading glasses through pharmacies and other retail, leveraging vision camps to build customer bases.
 - 2c. Stimulate demand among end consumers through an aspirational, informative experience and issue awareness.
- 3. Deliver at SCALE through high volume, low margin blended business models.**
 - 3a. Engage customers through seamless, IT-enabled professional sales operations.
 - 3b. Streamline processes and enhance performance visibility to maximize sales and scaling potential.
 - 3c. Promote creativity, learning and upskilling of a diverse team to strengthen competitive advantage and customer engagement.
 - 3d. Raise contributed capital as an investment in social impact results.

Cross-Cutting Themes

- 4. Innovate, LEARN, and share promising practices and technology in global network**
 - 4a. Rigorously test and adopt new processes, products, services, business models, financing mechanisms, and technology.
 - 4b. Build evidence of impact and disseminate promising practices and tools.
 - 4c. Stimulate collective action for large scale vision correction in alliance with peer organizations, investors and policy makers.



VisionSpring

See well. Do well.

The wonder of
clear vision for everybody.

www.visionspring.org

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