



VisionSpring

See well. Do well.

Annual Report 2020



“ We need to move eye care into communities, into schools and workplaces. Eye care is foundational and the impact of eyeglasses is immediate. You right the world in a moment!”

NDIFREKE OKWUEGBUNAM
Director, Programs and Grants
Aspire Coronation Trust (ACT)
Foundation

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Executive Summary

Dear Friends of VisionSpring,

In 2020, we adapted and thrived. For those of us in the vision sector, 2020 was a highly symbolic year. Despite the global COVID-19 pandemic, we provided clear – 20/20 – vision to 743k people, unlocking a cumulative \$1.6 billion in income-earning potential for the 7.5 million eyeglasses wearers we have served since our founding.

While COVID disrupted eyeglasses sales and service delivery, we retooled our supply chain and program teams to deliver personal protective equipment (PPE), COVID supplies and household awareness campaigns. Our COVID response served to not only support the urgent needs of our healthcare partners and customer communities, but also to preserve VisionSpring's team, partnerships, and financial capacity to deliver on our mission in the future.

Far surpassing our initial one-million-unit goal, we provided 2.8 million units of PPE and COVID supplies to 166 hospitals, clinics, networks of community health workers, vision centers, and non-governmental organizations (NGOs) in seven countries to keep their health workers and patients safe.

Going door-to-door in customer communities, we counseled over 350k people in COVID-prevention, countered myths about the virus, and provided masks and hygiene supplies to put knowledge into practice. What began as an emergency response evolved into a sustained effort of helping reduce communities' risk of contagion and creating safer environments to restart our programs.

We are particularly proud of leading the way back to safe vision screening in community contexts - producing our COVID-safe vision screening and outreach guidelines and toolkit. By the end of the year, 100% of the Vision Access Program (VAP) team was deployed in Vietnam and India, as well as BRAC community health workers in Bangladesh and Uganda.

The VisionSpring team has been agile, resilient, creative, and determined. Across the organization, team members stretched into new roles and leaned wholeheartedly into our value of helping others do well. This can-do spirit has carried us into 2021. And, so have you.

We are overwhelmed with appreciation for our donors and partners. Because of your support, we sustained our full capacity to deliver on our mission, are financially sound, and are stronger than ever.


With gratitude,



Ella Gudwin
CEO

In 2020, VisionSpring eyeglasses reached customers in 21 countries.

Bangladesh, DRC, Ghana, Guatemala, Haiti, India, Kenya, Kyrgyzstan, Malawi, Nepal, Nigeria, Pakistan, Papua New Guinea, Philippines, South Africa, Tajikistan, Tanzania, Togo, Uganda, Vietnam, Zambia



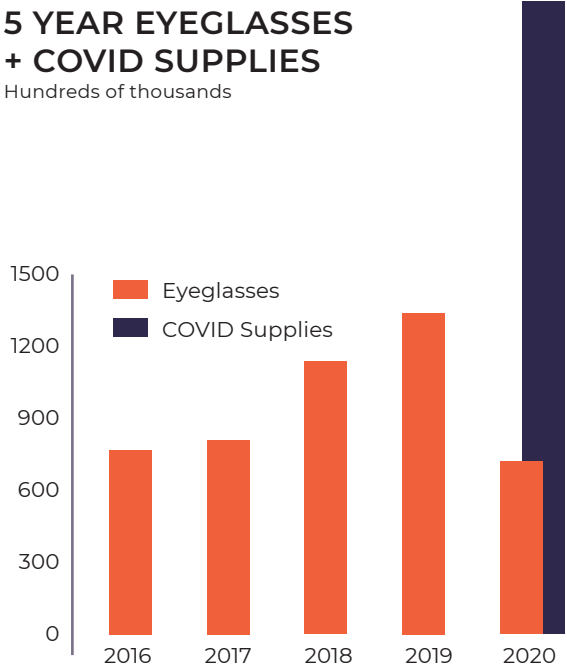
■ Countries with VisionSpring team presence
■ Additional countries receiving glasses

2020 Year in Review

In 2020, VisionSpring executed on our vision mission and responded to the COVID-19 pandemic.

5 YEAR EYEGLASSES + COVID SUPPLIES

Hundreds of thousands



2.8 million units of COVID supplies

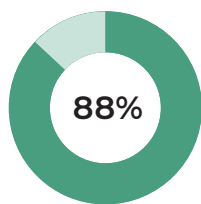
2.09 million people served
through vision screening and COVID response activities

743k eyeglasses
distributed to customers around the world

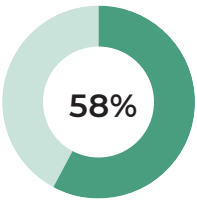
\$161 million
generated in income-earning potential*

526 partners
receiving glasses and PPE in 23 countries

EYEGLASSES CUSTOMERS

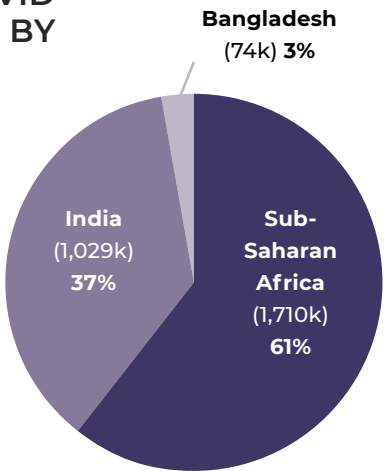


Adult customers
a majority in their prime working years



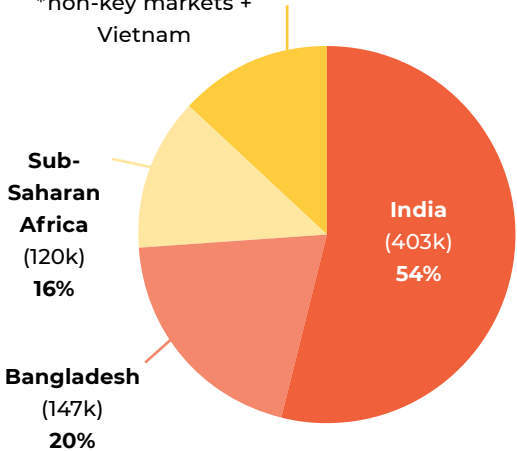
First-time wearers

PPE & COVID SUPPLIES BY REGION

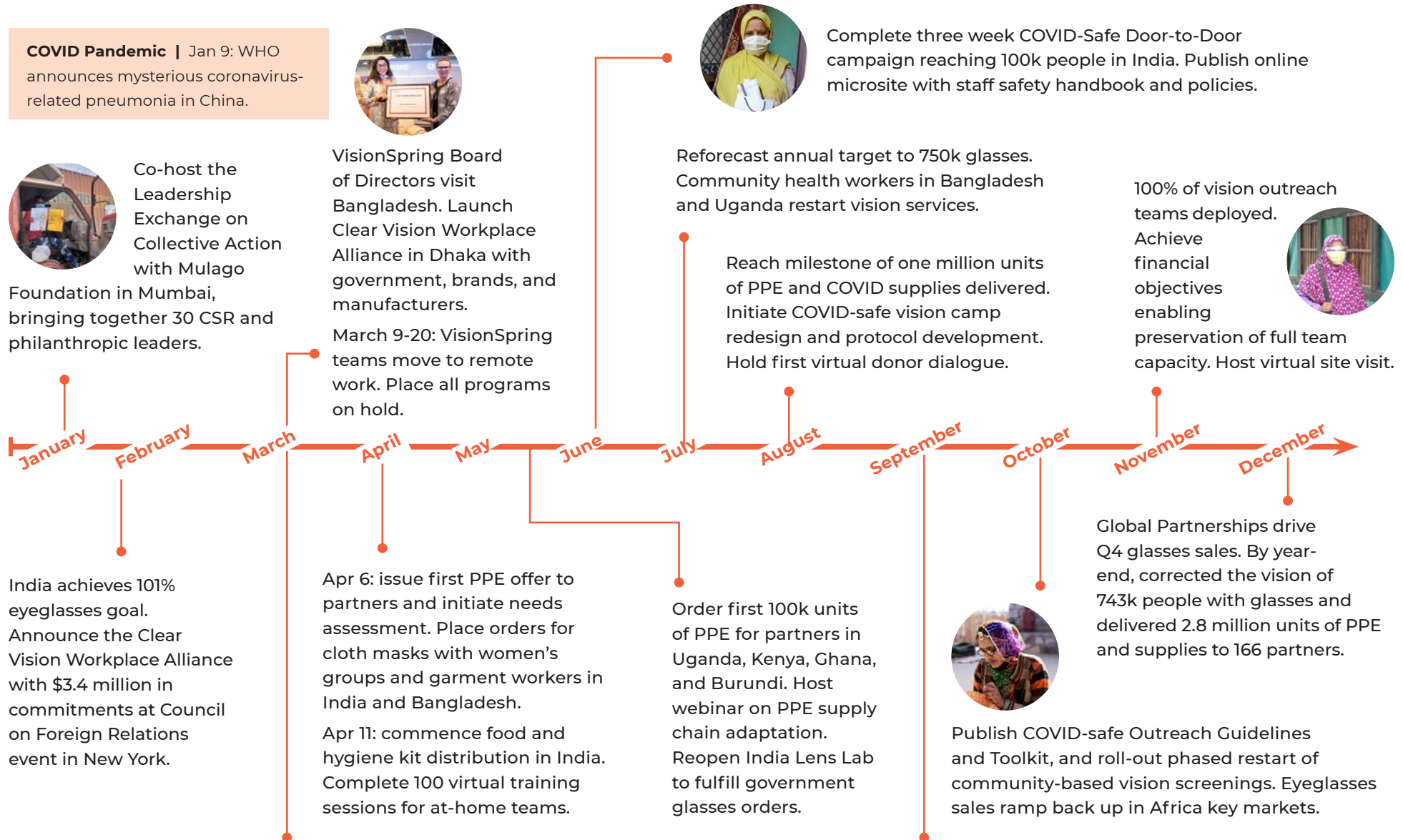


GLASSES BY REGION

Other countries (74k) 10%
*non-key markets + Vietnam



2020 Timeline



COVID Pandemic | Mar 23: India enacts largest lockdown in the world. COVID discovered to transmit through the eye. US health workers experience severe PPE shortages. ILO reports 1.6 billion informal sector workers may lose their livelihoods.

COVID Pandemic | India ranks second globally in highest number of cases with more than four million. Global deaths reach one million.

Eyeglasses & COVID-Safe Vision Screening

“We know from research that vision makes a difference in education. We know from research that vision makes a difference in productivity...”

— AMBASSADOR W. A. WEBSON, Permanent Representative of Antigua and Barbuda to the United Nations

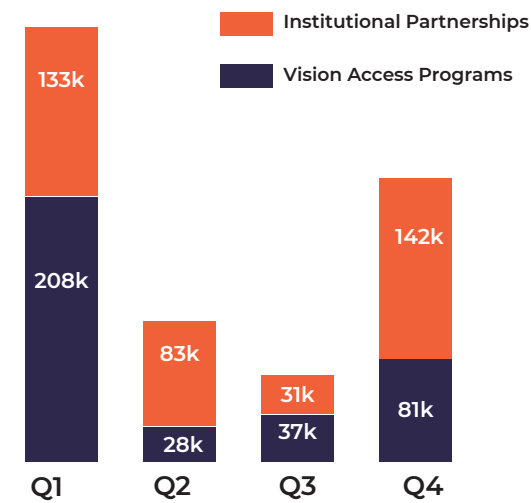
The image shows a VisionSpring vision screening booth in a rural setting. A man in a blue shirt is writing on a clipboard at the booth, while a woman in a yellow sari and a man in a white turban and blue shirt stand nearby. A man in a purple jacket and white pants is standing to the right. The booth has a yellow canopy with the VisionSpring logo and text. A sign on the booth reads 'सफल ज़िन्दगी' (Successful Life).

— **AMBASSADOR W. A. WEBSON**, Permanent Representative
of Antigua and Barbuda to the United Nations



2020 Overview of Eyeglasses Distribution

CONTRIBUTION TO EYEGLASSES SALES BY BUSINESS UNIT



VisionSpring managed performance amid the shockwaves of the pandemic through a diversified portfolio of product and services across eight key markets. As evidenced in the graph (to the left), each major business unit contributed to a majority of eyeglasses sales in differing quarters as we sought opportunities and managed risks emerging at the country and customer levels.

We started 2020 with strong eyeglasses sales, achieving 101% of Q1 targets (349k pairs), and anticipated an ambitious year of strategic collaborations. Vision Access Programs in India accounted for nearly half (46%) of eyeglasses distributed in Q1 thanks to large corporate social responsibility (CSR)-backed screening programs initiated in 2019.

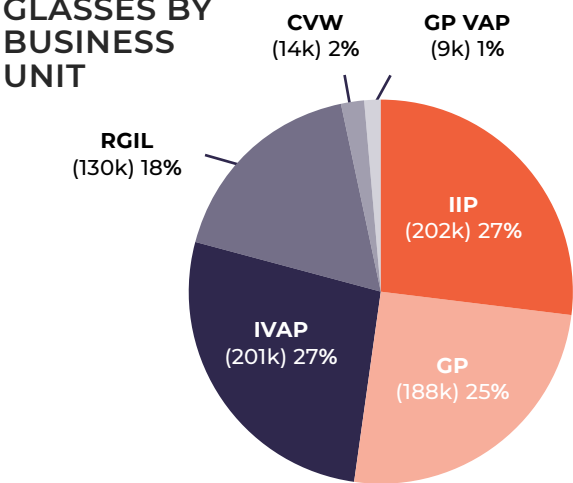
Then, in March, the COVID-19 pandemic spread, lockdowns began, we put outreach services on hold and eyeglasses sales contracted. However, in India, we gained government permissions to keep our supply chain center open. As a result, India Institutional Partnerships (IIP) fulfilled large government orders, accounting for 60% of Q2 pairs.

Utilizing VisionSpring safety goggles and new safety protocols, BRAC community health workers in Bangladesh and Uganda resumed Reading Glasses for Improved Livelihoods (RGIL) program activities in July. Their sales accounted for 43% of eyeglasses distributed globally during Q3.

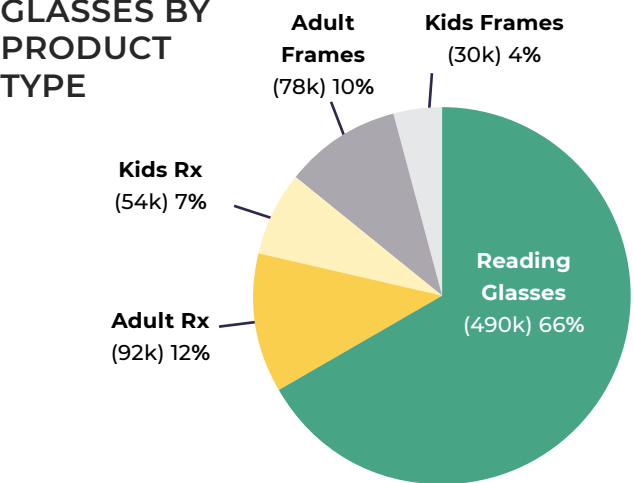
The year ended with a big push from the NY-based Global Partnerships (GP) team who reached institutional customers outside of our key markets, making up 51% of our year-end pairs. Additionally, our India Vision Access Programs (IVAP) and Clear Vision Workplaces (CVW) in Vietnam resumed COVID-safe vision screenings and eyeglasses distribution.

By year-end, each of our largest business units had contributed fairly evenly to our 743k total pairs, with each carrying different quarters.

GLASSES BY BUSINESS UNIT

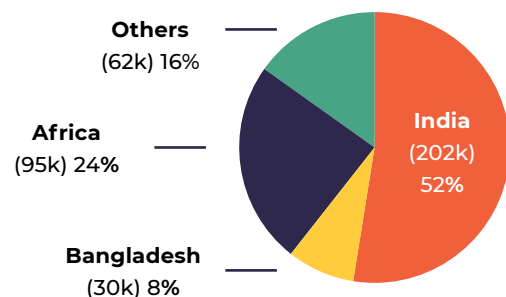


GLASSES BY PRODUCT TYPE



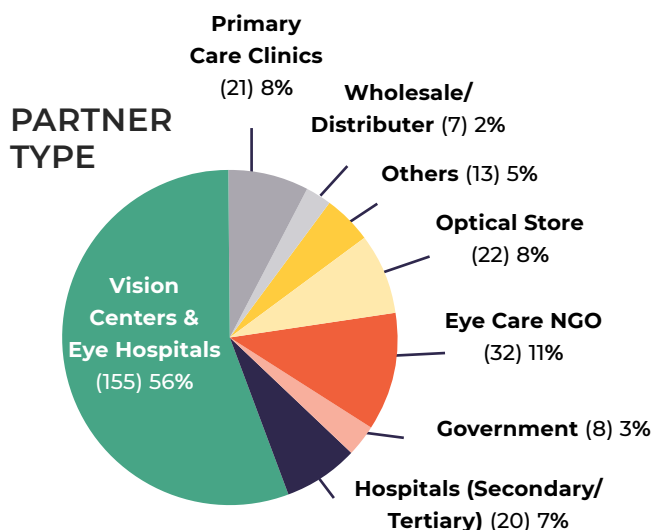
Institutional Partnerships

GLASSES BY GEOGRAPHY



278 partners

180 in India, 98 globally



India Institutional Partnerships (IIP)

IIP sold nearly 202k eyeglasses to 181 partners in 2020, 49% in the five poorest states of India (excluding government tenders). We added 58 new partners to our network and renewed 33% of 2019 partnerships. Our partners included 120 vision centers and eye hospitals, 16 eye care NGOs, 15 primary care clinics, 14 optical stores, eight government entities, and eight other organizations.

Notably, the IIP team secured three new government tenders to provide a) 60k pairs of reading glasses in Rajasthan, b) 40k prescription glasses for children in Rajasthan, and c) 66k readers in Tripura. Additionally, we delivered on a high-impact contract with the State Society for Ultra Poor and Social Welfare (SSUPSW) in Bihar. Inaugurated by top state officials, we supplied 37 newly opened primary care centres with eyeglasses, which will expand to 100 centers financed by the World Bank.

We delayed the launch of our new frames collection due to COVID-related disruptions to production and sales, but initiated design and production planning.

Global Partnerships (GP)

Our GP teams worked incredibly hard this year, beating our reforecast target by 171% and selling nearly 188k eyeglasses to 97 partners. In Bangladesh, we actually achieved 100% of our pre-COVID target. In 2020, we added 57 new partners to our network and renewed 31% of 2019 partners. Our partners included 35 eye hospitals and vision centers, 20 other hospitals, 16 eye care NGOs, eight optical stores, six primary care clinics, and 12 other organizations.

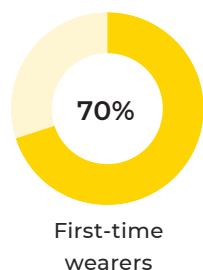
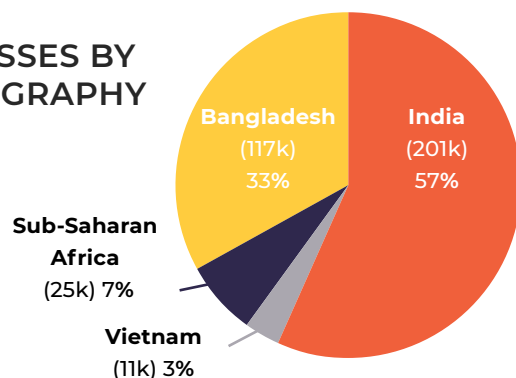
Our key markets—Bangladesh, Ghana, Kenya, Nigeria, Uganda, and Zambia—accounted for 53% of GP sales. We reached an additional 15 countries which comprised 47% of sales and 14% of total orders. That we service a larger number of smaller orders in our key markets reflects market penetration activities that will continue into the future.

GP continues to create greater access to glasses for low-income customers. In 2020, 20 partners introduced eyeglasses for the first time to their services as a result of working with VisionSpring. Additionally, 39 partners expanded their existing vision services to reach more people.

Vision Access Programs

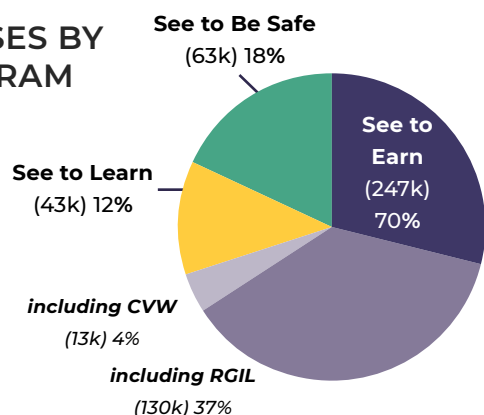
**354k
eyeglasses**

GLASSES BY GEOGRAPHY



**1.68 million
vision
screenings**

GLASSES BY PROGRAM



For the first time, we delivered nearly half of our total eyeglasses through Vision Access Programs, a trajectory that will continue as we grow.

India Vision Access Programs (IVAP)

IVAP rocketed out of the gate, delivering 162k pairs in Q1 alone. The pandemic brought programs to halt in Q2 and we redeployed our capacity to slow the spread of the virus (see next section for details).

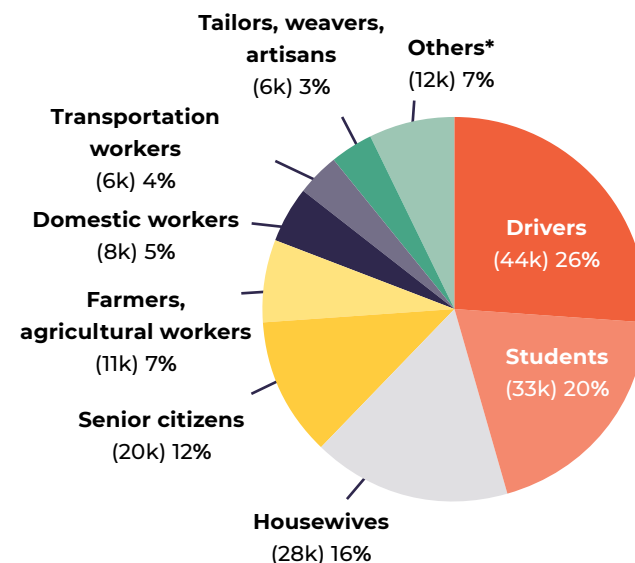
To get back to glasses, we redesigned our vision camps to mitigate the risk of COVID transmission and created a customer journey that reinforces public health messaging. As a result, we garnered permissions from local governments and support from 19 CSR clients to restart vision services. We returned to full capacity in Q4, delivering a total of 201k glasses for the year across 52 projects through 3.5k vision camps held in 21 states.

Deepening collaborations with the Export Promotion Handicraft Council (EPCH), Ministry of Handloom and Textiles, and Ministry of Health enabled us to increase

glasses coverage rates among weavers and artisans in Rajasthan and Odisha.

Altogether, VisionSpring and our partners screened 933k people in 2020: 135k through See to Earn, 703k through See to Learn, and 94k through See to be Safe.

GLASSES DISTRIBUTED BY OCCUPATION



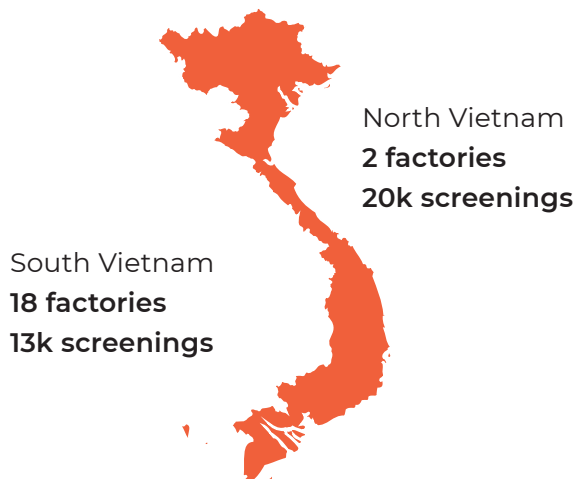
*Others includes office workers, teachers, skilled trades people, shop keepers and health workers.

Vision Access Programs

Clear Vision Workplaces (CVW)

We started 2020 with a three-year commitment from CVW Alliance members of \$3.4 million to screen the vision of half a million garment workers and conduct two randomized controlled trials (RCTs). At the Alliance launch event in Bangladesh, factory owners signed on to screen an additional 100k workers thanks to matching funds from USAID. However, by April, COVID had forced factories to temporarily close and most prohibited outsiders from entering for the remainder of the year.

CVW VIETNAM SCREENINGS



In Vietnam, where case counts remained low, we worked with brand and factory counterparts to restart the program in October. In a Q4 sprint, we screened the vision of 32k workers and corrected the vision of 34% with eyeglasses. This brought the CVW total to 39k workers served in 31 factories.

For the twin RCTs, we postponed participant enrollment but finished designing the trial protocols to measure productivity, income and workforce retention.

Reading Glasses for Improved Livelihoods (RGIL)

In July 2020, BRAC community health workers (CHWs), who implement RGIL in Bangladesh and Uganda, resumed their services by going house-to-house to meet customers at their doorstep rather than mobilizing community gatherings.

In Bangladesh, we built back to pre-COVID average sales levels of more than 15k pairs per month, selling an exciting 17k pairs in November. We ended the year having corrected the vision of 115k rural customers.

In Uganda, we expanded the program to 1,573 CHWs and added 55 program officers who serve as super sellers and men-

tors. When services resumed in July, sales climbed to a first-time monthly high of 3k pairs in November, and reached a year-end total of 15k readers. We reduced the cost of goods by moving from air to ocean freight, and deepened relationships with the Ministry of Health and the Ministry of Trade, Industry, and Cooperatives to facilitate growth in coming years.

RGIL's success this year is due to VisionSpring's changes in management structures and performance support: initiating new tracking tools and performance reviews, identifying and sharing out successful practices of high performers, and providing strategic field support to lower performers.



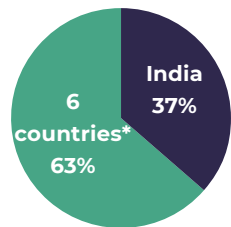
© Cartier Philanthropy / Andrea Borgarello

COVID Response



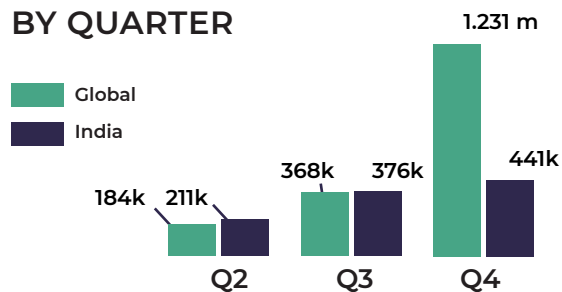
Provision of Personal Protective Equipment & COVID Supplies

2.8 million units of PPE and COVID supplies to 166 partners



*Bangladesh, Burundi, Ghana, Kenya, Nigeria, Uganda

PPE DISTRIBUTION BY QUARTER



In January, as the COVID-19 outbreak grew in China, we worked to maintain our supply chain continuity by dispatching orders of buffer stock to our key markets. In March, as the pandemic spread, we looked to retool our global supply chain and apply our logistics expertise to serve healthcare, pharmacy, and community health worker partners who would find themselves on the frontline of COVID-19 prevention, treatment, and response.

To guide our procurement of personal protective equipment (PPE) and other COVID-response supplies, we conducted rapid assessments with health and eye care providers in India (April 2020) and Sub-Saharan Africa (May 2020). These revealed that many smaller organizations were struggling to source quality products from a multitude of manufacturers in an intensely competitive landscape, rife with price gouging and delays on both materials and shipping.

We responded by onboarding 30 new vendors in China and India and worked with eight freight forwarders on deliveries. With COVID-response grants covering our operating expenses, we extended materials at-cost to partners.

The GP team delivered 1.8 million units, 65% of our PPE total. The New York-based sales team drove 90% of this volume by building partnerships with maternal health and primary care organizations. In India, we fulfilled orders for 503k units of PPE through our Supply Chain Center, featured [here](#) in this virtual site visit.

In total, we estimate that more than 56k health workers received enough PPE and COVID supplies to provide more than 900k days of COVID-safe care for millions of patients.

Early conversations indicate that some new COVID-supply partnerships may transition to eyeglasses relationships in the future.

PPE & COVID SUPPLIES BY TYPE



1.7M medical masks
(disposable masks and N95s/KN95s) & **354k cloth masks**



421k gloves



105k protective goggles
(including protective glasses, face shields)



15k gowns & coveralls



227k other COVID supplies
(food & hygiene kits, thermometers & pulse oximeters, hand sanitizer, & shoe covers)

COVID Awareness Campaigns

At the onset of the national lockdown in India, team members distributed food, hygiene kits and prevention information for people in informal settlements and truck drivers who kept essential goods moving.

As India prepared to reopen, we launched a door-to-door COVID safety campaign that reached 100k people with infection prevention information, cloth masks and soap in just three weeks. Interviewing 5,900 respondents, we gained insights into COVID-related knowledge, attitudes, and practices. Both activities were team firsts.

**95k
COVID-safety
kits distributed**

through the Door-to-Door Awareness campaign, reaching

354k people

What began as an urgent response evolved into a sustained effort to help our customer communities reduce the risk of transmission, while creating safer environments in which to restart vision screening.

Altogether, we counseled 354k people in COVID-prevention, countered myths and provided 95k kits with hygiene supplies and masks to put knowledge into practice.

In India, we focused significantly on our core customers, serving weaver communities in Odisha, Delhi, and Rajasthan, and drivers and allied transportation workers in Maharashtra, Tamil Nadu, Karnataka, New Delhi, and Haryana. Our work in Rajasthan is documented in [this virtual site visit](#).

In Bangladesh, we worked to reduce infection among garment workers in a manufacturing district north of Dhaka. In collaboration with WaterAid and ECO Social Development Corporation, the program provided 200 pharmacies with hand washing stations, distributed masks and hygiene items, supported behavior change, and upgraded community latrines.

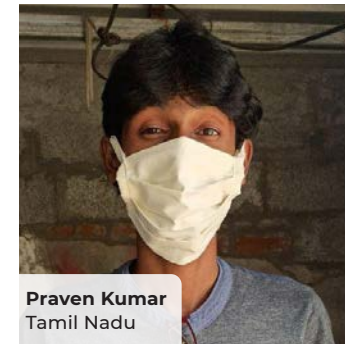
We commissioned all of our cloth masks from women's self-help groups and garment workers to bolster their depleted income.



Radha Khatua
West Bengal



Deepali Myatra
Maharashtra



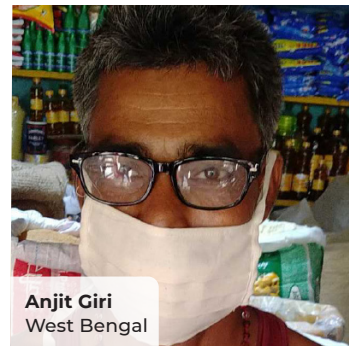
Praven Kumar
Tamil Nadu



Mariamma
Karnataka



Rebati Sahoo
Odisha



Anjit Giri
West Bengal



Murali Saha Sethi
Odisha



Dakshaben Kabir
Gujarat

COVID-Safe Screening and Outreach

In summer 2020, we looked up and saw a long future living and working with the risk of COVID. Sustaining our mission of delivering clear vision would require redesigning our vision camps to protect team members and customers, and ensure outreach activities would not perpetuate contagion. Done right, they would reinforce public health efforts. We were sensitive that refractive eye exams require face-to-face interaction between optometrists and their customer and new research indicating that COVID can be transmissible through the eye.

We started by sourcing emerging guidelines for eye hospitals, and through an iterative approach adapted them for a community setting. Moving from paper to practice, we conducted a mock vision camp at our supply chain center followed by a live test in a low-income Delhi neighborhood, which we documented in [this virtual site visit](#).

We reworked the customer flow and incorporated PPE for team members, masks for customers, handwashing, social distancing, symptom screening, eyeglasses cleaning, equipment disinfection, and low-touch interactions.

The new procedures required updated messaging for customers, lines and crowd management, special team training and

supportive supervision, and reduced targets for the number of people we can serve in a day.

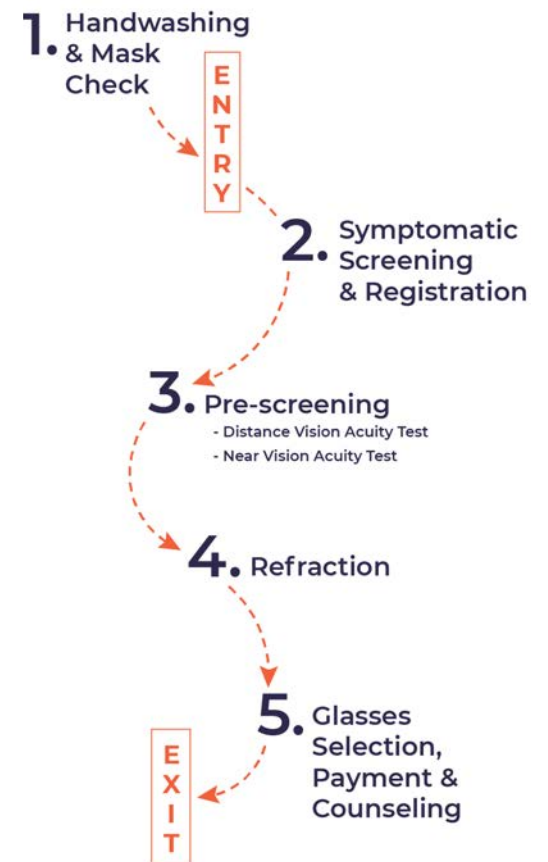
A timed study of the COVID-safe vision screening journey revealed that a customer was exposed to COVID prevention information and engaged in such practices 36% of the time they spent attending a VisionSpring camp.

We released a working paper providing insight into the learning process, which included inputs from the All India Institute of Medical Science (AIIMS), and published a first-of-its-kind COVID-19 Safe Outreach Guidelines and Toolkit online.

In October we restarted Vision Access Programs with our reimagined approach in India and Vietnam, and later worked with implementing partners in Uganda, Nigeria and Ghana to adapt them to local contexts. We continue to share our guidelines through webinars and in partner trainings.



STATION MAP



Emerging Stronger



Team Highlights

Added New Board Members

Judith Aidoo, Mike Hundert, and Vipul Baghat joined VisionSpring's Board of Directors in 2020 with expertise in Africa market creation, development financing, and optical manufacturing, sales and marketing.

Grew VisionSpring Leadership

Leena Palav joined as Chief Operating Officer, bringing private sector leadership experience in health technology, business development, global operations and supply chain management.

Riham Dewidar, Global Director of Human Resources, joined with twenty years of experience building productive, skilled, motivated teams, and enhancing efficiencies through globalized people management systems.

Aftab Opel, Country Director of Bangladesh, joined as a development sector expert with nearly three decades of experience in leading inclusive programs for water, sanitation, gender, and childhood development across Asia.

Grew our Core Competencies:

Aligned with VisionSpring's core value to "learn together," many team members used our work-from-home time to build skills. Team members held 250 virtual training sessions on topics ranging from eye health, eyeglasses features, and sales and counseling techniques to World Health Organization infection prevention guidelines and personal wellness.

Ensured Staff Safety

Prioritizing staff safety, we proactively recalled team members from community posts in March, conducted trainings on work-from-home practices, and closed our offices ahead of government lockdown orders - starting in Vietnam, then New York, followed by India and Bangladesh, and days later, in Africa.

In April, we formed a Staff Safety Working Group that developed policies and resources in an online handbook to support COVID-19 infection risk mitigation across all locations. The safety program consists of policies for health tracking and updated sick leave, procedures for travel and entering our offices and warehouse including rotational schedules, distancing, masks, handwashing, and facility cleaning and training.

Adapted to meet the moment

Amita Dwivedi

Optometrist conducting East Delhi screening with GGF:



“The eye screening and camp procedures are new and different. Earlier, we didn't take infection prevention precautions. However, those are now mandatory in the outreach programs. I follow the precautionary guidelines to safeguard myself as well as the patients. Initially, I was apprehensive, but, with daily work and practice, I am getting used to the process and conduct the screenings well now.”

Hanh Trinh

Clear Vision Workplace Program Coordinator:



“To ensure the safety of all program participants, I work closely with our partner hospitals, the brands, and the factories far in advance to gain their approval for the new COVID safety protocols... So far, the camps are running safely; we clean the equipment and disinfect during the screening too.”

Customer Stories

Eleta Eye Institute uses PPE supplied by VisionSpring to bring eye care to communities during COVID-19

Eleta Eye Institute (EEI) is a longstanding partner for VisionSpring in Ibadan, Oyo State, Nigeria. They have procured our glasses, collaborated with us to implement VAP screening events, and in 2020, purchased PPE from us to protect their staff and patients.

EEI was able to maintain its daily clinical operations because the staff was properly outfitted to stay safe. In addition, EEI staff used VisionSpring PPE to get back to their usual community outreach activities, crucial in the area where eye care is limited.

Dr. Rita Kassim (in the photo above) is a Resident Ophthalmologist at EEI. She is using our protective glasses and a surgical mask as she conducts a comprehensive eye exam.

VisionSpring is a three-time awardee of the ACT Foundation grant which helped fund 27,500 readers and frames for community and school outreach campaigns in three states in Nigeria, namely Lagos, Oyo and Ogun states and screening for over 70,000 people between 2017 and 2019 with our screening partners Catholic Optical Outreaches and Eleta Eye Institute Group.



Mrs. Dang in Vietnam receives eyeglasses through the Clear Vision Workplace program

Mrs. Dang (53 years old), started at the GHP factory in Vietnam as a cleaner, and, because of her commitment to her work and the factory, has been there for decades.

In November 2020, VisionSpring's CVW screening team went to Mrs. Dang's factory. She got her eyes tested and received her first pair of near-vision reading eyeglasses.

Mrs. Dang took time to carefully choose the frames that she liked best, and was very happy that she had options. The dignity of choice when you have to wear something on your face! The ones you see in this photo were her favorites.

Although shy at first, Mrs. Dang shared that she would be using her new reading glasses to "read daily newspapers and to teach her grandchildren."

Clear vision supports livelihoods – workers can keep their jobs if they see clearly. They're more productive and they produce goods with fewer defects. But – most importantly - Mrs. Dang reminds us that clear vision improves quality of life, with benefits experienced beyond factory walls.

In the Media

Podcasts, Virtual Events, & Webinars

Scaling Through Mass Disruption:
Interview with CEO Ella Gudwin, Duke University Scaling Pathways, May 2020

Protecting Health Workers: Supply Chain Adaptation in the Time of COVID-19,
VisionSpring and VillageReach, May 2020

In conversation with Vinod Daniel and Anshu Taneja (Episode 63), India Vision Institute, October 2020

VisionSpring, AIIMS, Bajaj Auto, Trilochan, and Gautam Gambhir Foundation (GGF), COVID-19 Safe Community Access to Eyeglasses: New Guidelines for the New Normal, October 2020

VisionSpring, Lions Clubs International, Operation Eyesight Universal, and Kenya Ministry of Health, Providing Safe Vision Care under a New Normal in Sub-Saharan Africa, October 2020

VisionSpring, WaterAid India, GGF, Save the Children - India, and UNICEF India, Hand Washing Station Launch Making Hand Hygiene Accessible to All, November 2020

The Five-O-One Podcast, Interview with Jordan Kassalow, December 2020

30 articles in Bangladesh print media

covering the Clear Vision Workplace program and March 2020 symposium.

Articles

Shell, *A clear vision for India's truck drivers,* February 2020

Devex, *How COVID-19 is impacting vision work,* Devex, April 2020

Retail Brew, *What Corporate Responsibility Means to Warby Parker in 2020,* August 2020

Forbes, *Seeing Is Believing: Could Eyeglasses Be The Key To Improving The Global Economy?,* September 2020

Shell, *#DriveSafeIndia EyeCamps,* September 2020

Forbes, *Want To Change The World? Social Innovators Offer These 6 Lessons,* November 2020

Forbes, *Purpose At Work: Warby Parker's Keys To Success,* November 2020



VisionSpring's India Country Director, **Anshu Taneja**, speaking at the Clear Vision India Programme for Strengthening Refractive Error and Presbyopia Services with the All India Institute of Medical Science (AIIMS) in Delhi, India, March 2020.

In the Media

Conferences & Symposiums

Clear Vision Rajasthan Symposium

with Kothari Eye Hospital Udaipur, Tara Sansthan, and Alakh Nayan Mandir Sansthan in Rajasthan, India, January 2020.

Leadership Exchange on Collective Action

with Mulago Foundation and 30 experts from foundations, corporations, and NGOs in Mumbai, India, January 2020.

Clear Vision for Social and Economic Impact

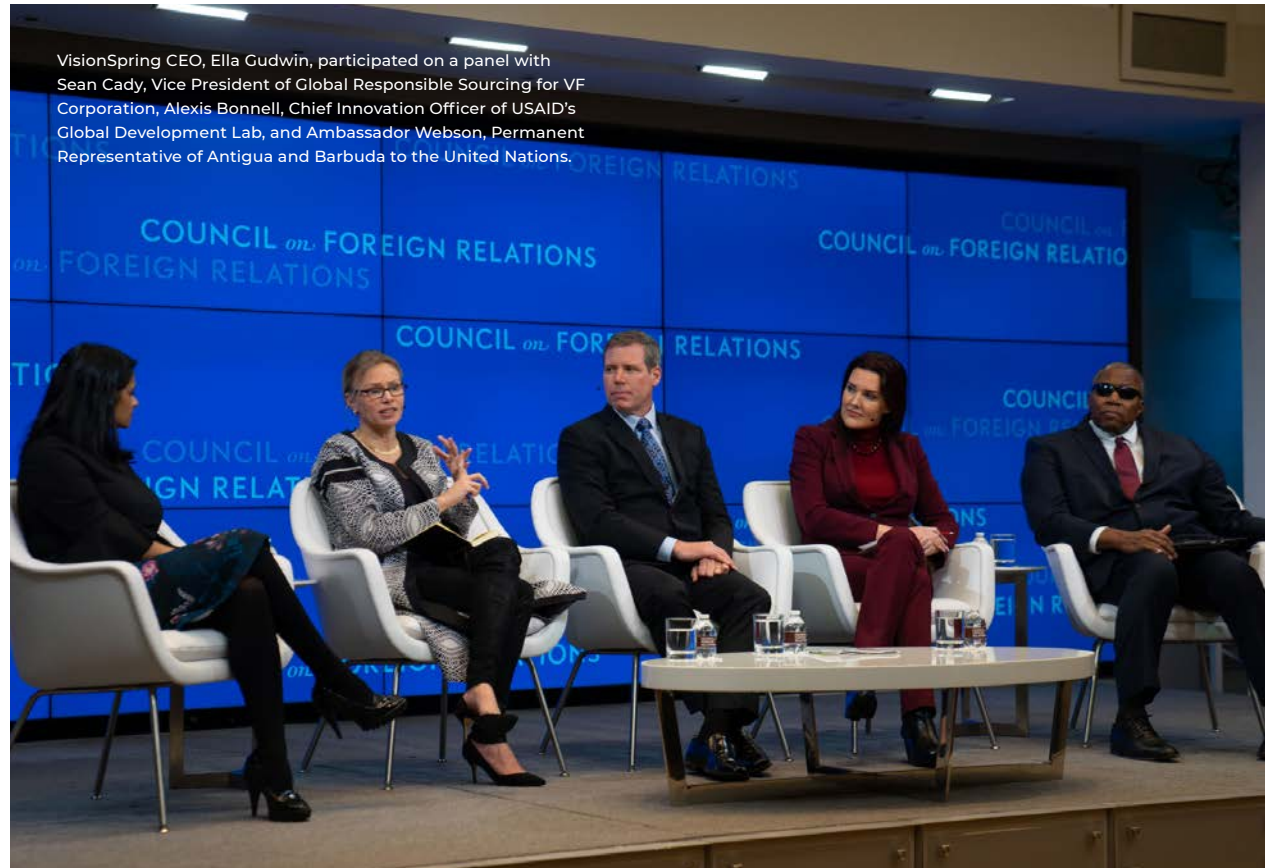
by VAP Director Rajan Kumar at the Chhattisgarh CSR Leadership Summit, February 2020.

20/20 for All: Clear Vision for Social and Economic Development at the Council on Foreign Relations to launch the CVW Alliance, New York, February 2020

The Clear Vision Workplaces Symposium

in Dhaka, Bangladesh with Ministry of Health and Family Welfare, USAID, Bangladesh Garment Manufacturers and Exporters Association (BGMEA), manufacturers and global brands in Dhaka, Bangladesh, March 2020.

The Clear Vision India Programme for Strengthening Refractive Error and Presbyopia Services with the All India Institute of Medical Science (AIIMS) in Delhi, India, March 2020.



Awards

CSR Leadership Awards for Clear Vision India and See to be Safe, Chhattisgarh CSR Leadership Summit, February 2020

International Public Relations Association's (IPRA) Golden World Awards for Excellence, VisionSpring and Shell jointly, July 2020

International Association for the Prevention of Blindness' (IAPB) Eye Health Hero Award in the Change-makers Category, to See to be Safe Program Manager, Sulekha Rana, October 2020

IAPB's Vision Excellence Award to VisionSpring's Strategic Advisor, Keerti Bhusan Pradha, December 2020

Financial Summary

Financial Stability

Understanding that the pandemic could be long-lasting with significant economic consequences, we identified cost-cutting measures, options for managing cash flow, and new revenue opportunities. In July, we reforecast our goals, reducing projections for eyeglasses sales and incorporating new COVID-response activities; and

VisionSpring's Board of Directors approved management's recommendation for an austerity budget to preserve our financial health in an uncertain climate.

We projected material reductions in philanthropic contributions and earned revenue. However, we exceeded the revenue target of \$8.6 million by 27%, ending the year at \$11 million as a result of extending

the Buy-A-Pair, Give-A-Pair program with Warby Parker to include Protect-A-Health-Worker, the introduction of PPE sales, new COVID response grants and programs, and a restoration of CSR-funded projects. Cost control measures combined with greater service activity than the original conservative projections resulted in operating expenses of \$7 million. We ended the year with net assets of nearly \$2 million as compared to the austerity scenario of \$360k.

VisionSpring is incredibly grateful to have philanthropic investors who stood with us. Donors released funding restrictions so we could redeploy their financial support to address our most pressing organizational needs, fast-tracked grant renewals, committed to maintain funding levels, offered additional support for COVID-19 activities, and shared insights for surviving and thriving through crisis. Our COVID-19 response and organizational stability would not have been possible without you.

Thank you!

FINANCIAL SUMMARY 2020			
	REFORECAST BUDGET	ACTUAL	VARIANCE
IMPACT			
Corrective Units	750,000	743,570	-1%
COVID Response Units	1,000,000	2,780,280	178%
Total Impact	1,750,000	3,523,850	101%
SUPPORT AND REVENUE			
Contributions and Grants	\$5,600,000	\$9,382,956	68%
Earned Income	\$3,074,226	\$1,607,074	-48%
Investment and Other Income	\$-	\$63,725	-
Total Support and Revenue	\$8,674,226	\$11,053,755	27%
EXPENSES			
Cost of Goods	\$2,102,053	\$2,073,079	-1%
Operating Expenses	\$6,212,199	\$7,026,468	13%
Total Expenses	\$8,314,252	\$9,099,547	9%
NET ASSETS	\$359,974	\$1,954,208	

2021 Goals

Our 2021 Goals:

- Build-back See to Earn community-based vision screenings for working-age adults, See to Learn programs for children, and See to be Safe programs for drivers and allied transportation workers.
- Deliver COVID-Safe Programs.
- Ramp up institutional sales of eyeglasses and strengthen distribution channels, leveraging PPE to deepen existing relationships and establish new ones.
- Redesign our business operating framework and systems to support our growth.
- Create efficiencies and improve margins.
- Secure CSR contracts and philanthropic capital.
- Build evidence of impact and disseminate promising practices and tools.





**See well.
Do well.**

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