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ANNUAL REPORT

ABOVE ALL, LOVE

- 1 PETER 4:8

When you give to The Salvation Army, you show love for your neighbors in need beyond hardship, unexpected crises, and disaster. And in 2021, your generosity — along with the strong support of our partners — helped us serve 25,189,680 people, providing them with the vital help they needed.



DOING
THE MOST
GOOD

HOPE

AMY
HARRIS
PHD

PANDEMIC POVERTY

As the impact of the pandemic continued in 2021, so too did the need. However, The Salvation Army was steadfast and responded with love beyond uncertainty.

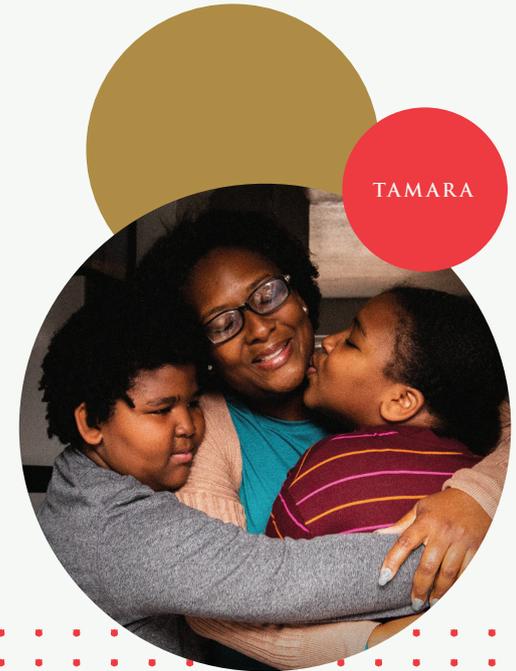
TAMARA'S STORY

Tamara and her family moved to Phoenix in September 2020 with less than \$300 and quickly ran out of funds. Bills piled up, and they could no longer afford a hotel room. Tamara and her kids stayed in a storage unit, but before long, they couldn't even afford that, so they began living in their car. Thankfully, Tamara sought help from The Salvation Army, which became a major turning point in her life. Immediately, The Salvation Army provided bus passes, food, toiletries, and blankets, and the family was placed in temporary housing, where Tamara and her children had their first night of peaceful, safe sleep. "My life changed within 60 days," Tamara said. She soon found a job and an affordable place of her own. Her advice: "If someone in poverty is struggling, I tell them to have faith. To trust. And The Salvation Army will help them to come out of the situation."

LOVE BEYOND TOUGH TIMES

Tamara's story is not unique. The economic impacts of the pandemic were particularly devastating for those already living in poverty. The number of working families who faced food and housing insecurity soared. In response, our shelters evolved to better serve the rising number of homeless neighbors. And as the number of food-insecure Americans rose to more than 48 million, The Salvation Army met the increased need for nutritious meal programs by supplying free produce, canned goods, fresh meats, and dairy, as well as sustaining frozen foods for those experiencing hunger.

In addition, The Salvation Army provided educational support, spiritual counseling, and vocational services. This holistic approach helps break the poverty cycle and leads families down a path of increased stability.



DEVINA'S STORY

Desperate and homeless, Devina was living in her car with her three kids. At the same time, she detected a lump in her breast and felt like giving up. Fortunately, she turned to The Salvation Army in Buffalo, New York, for help. Through The Pathway of Hope program, this single mother was paired with a case manager (whom Devina described as being “more like a family member than a caseworker”). She received housing placement and counseling from The Salvation Army, and soon afterward, Devina and her three children moved into a place of their own.

DEVINA



Her case manager provided the critical encouragement and support Devina needed while she fought cancer and embarked on a new chapter of her life. Devina’s advice for others facing hardship: “Keep the hope, don’t give up, and everything will fall into place.”

Leading with hope, we continued to show love beyond hardship for those in need, providing a record level of assistance in 2021.

NANCY'S STORY:

Nancy’s husband supported the entire family of seven by working trade shows until COVID put an end to conventions — and his job. Despite both parents looking for work, they remained unemployed for nearly a year, falling behind on bills and their mortgage payments. They were desperate: “We’ve never needed help before,” Nancy said. Thankfully, an internet search led her to The Salvation Army Blue Island Corps Community Center. The staff at the corps helped the family get caught up on their gas bill, and at Christmas they provided presents for their three youngest sons through the Army’s Angel Tree program. “It meant a lot,” Nancy said. “It was hard to ask for help. We had to swallow our pride, but we really appreciate the help,” Nancy said. “We’re very grateful.”

LOVE BEYOND HOMELESSNESS

Provided emergency shelter and transitional housing for 7,779,900 people.

LOVE BEYOND MISSED MEALS

Provided more than 171 million meals through food boxes and hot meals.

LOVE BEYOND LATE BILLS

Provided rent and utility assistance to 3,870,131 families in need.

OUR PARTNERS

The unprecedented impact of pandemic poverty was met by the generosity of our partners, demonstrating that together we can show love beyond hardship for those in need. Thanks to our partners, Salvation Army red kettles raised nearly \$110 million in 2021.

LOVE BEYOND COMPARE

As the pandemic entered a second year, The Salvation Army anticipated a decline in giving for 2021. Much to our surprise, our supporters did not waiver, and crucial cash donations continued coming in. This could not have been accomplished without the help of our Red Kettle Partners, who allowed us to place kettles outside their businesses while also encouraging additional support from customers and staff. Further help also came in the form of fundraising, national exposure, and more from our partners.



THE DALLAS COWBOYS

2021 marked our 25th year of partnership with the Dallas Cowboys. To celebrate, country music star Luke Combs performed at the 25th nationally televised Red Kettle Kickoff during the Dallas Cowboys' Thanksgiving halftime show, rallying support for our 131st Red Kettle campaign.

KROGER

The Kroger Family of Companies supported our Red Kettle campaign, collecting donations outside stores nationwide. Since 2005, the company's associates and customers have donated more than \$200 million.

WALMART & SAM'S CLUB

Walmart continued its generous support through "roundups" offered at the register, the Angel Tree

program, the Red Kettle campaign, Registry for Good, and disaster response, totaling more than \$50 million in 2021 alone.

OTHER PARTNERS

Other partners included: Cabela's/Bass Pro Shops, Big Lots!, Bloomingdales, Boscov's, Dillard's, Food Lion, Hobby Lobby/Mardel, JCPenney, Macerich, Macy's, Price Cutter, Rural King, FedEx, and Walgreens.

Because of these alliances, caring donors, and our partners' generous support, we helped provide food, shelter, and essential social services for more than 25 million Americans in 2021.

DISASTERS

When natural disasters cause devastation and heartbreak, The Salvation Army is already there. With 7,200 centers of operation, we serve in nearly every community across the country. That means we're there when the emergency hits, during the response, and for years after, because we don't leave the community. All in all, The Salvation Army responded to a total of 8,441 disaster events in 2021.

LOVE BEYOND CATASTROPHE

In addition to the ongoing pandemic, several communities were hit hard by the tragedies of hurricanes, fires, floods, tornadoes, winter storms, and other catastrophic events. But because of your support, The Salvation Army was there to assist those who were displaced, homeless, and hopeless. In 2021, we provided 2,391,121 disaster survivors and rescue workers with much-needed food, shelter, and emotional and spiritual care, in addition to vital emergency services.

And in late 2021, after a dangerous storm system spawning deadly tornadoes cut through six states, we deployed mobile units to serve tens of thousands of meals, drinks, and other essential food items. Our disaster response personnel collaborated with federal, state, and local emergency management agencies and other partners to monitor the impacts and adapt response efforts as needed. Today, we have committed millions of dollars to long-term recovery plans through 2023.

TONYA'S STORY

Tonya, one of many people impacted by the tornadoes that struck in December 2020, came to The Salvation Army's distribution site in Mayfield, Kentucky, for assistance. "Our house was damaged, and the power

was out for over a week," Tonya said. "I spent all my savings on a hotel room for me and my kids. I am out of a job right now because of the storm. I can find another job, but in the meantime, we are almost out of money." To make matters worse, two of her car's tires had to be replaced — they were destroyed the night of the storm by the debris on the streets. Her perishable food was ruined and had to be replenished. The list of unexpected expenses was long, but she remained hopeful and focused on helping people in her hometown who had lost even more. "There are times you can't do anything but help your neighbor and pray," Tonya said, "[The Salvation Army] is an answer to our prayers."

When Hurricane Ida hit Louisiana last year, The Salvation Army responded with a robust food delivery operation to serve areas without power, as well as a distribution site to provide drinking water, food boxes, cleanup kits, and other basic assistance. We helped foster hope, providing emotional and spiritual support for more than 27,000 hurricane survivors.

Before, during, and long after each crisis, hardship, and disaster, The Salvation Army is there for those in need with love beyond measure. Not just for today or for this year, but every day, under all conditions, for anyone who needs us. Your support ensures that The Salvation Army will always be there.



MESSAGE FROM THE NATIONAL COMMANDER

Dear Friends:

When I reflect on the previous year, the following verse from 1 Corinthians 13:7 comes to mind: “Love bears all things, believes all things, hopes all things, endures all things.” As we witnessed the pandemic stretch into its second year, those already struggling to rise out of poverty were besieged by its lingering effects, and the number of Americans facing food and housing insecurity continued to grow. Meanwhile, in many states, a series of natural disasters, including wildfires, hurricanes, and tornadoes, devastated communities while cleanup and recovery under COVID posed new challenges.

For these reasons, it can be hard to look back on 2021, and yet, I’m proud to say love endured all these things and more. Inspired by His love and empowered by the generous support of our donors and partners, The Salvation Army served 25,189,680 people in need

last year. From food pantries and warm meals to safe shelter and utility assistance, and from disaster cleanup and spiritual counseling to rehabilitation and vocational training, The Salvation Army was there with love beyond tough times.

It’s hard to process such large numbers and bring the full impact of your donations to light. So, I’d like to share a few of the stories about those we served in 2021:

- Among 7,779,900 people for whom we provided shelter, there is a mother and two children from Arizona who finally slept safely after weeks of sleepless nights living in their car.
- And among the 171,442,099 meals we served, there is one family from Kentucky whose home was wrecked by tornadoes and who came to The Salvation Army distribution site and found open arms, spiritual support, temporary housing, and warm meals.

■ And out of the 3,870,131 families who received rent and utility assistance, one father from Illinois, who was laid off during the pandemic and whose wife was desperate to avoid foreclosure, reluctantly reached out to us, relieved to receive utility assistance and keep his family of seven safe and warm.

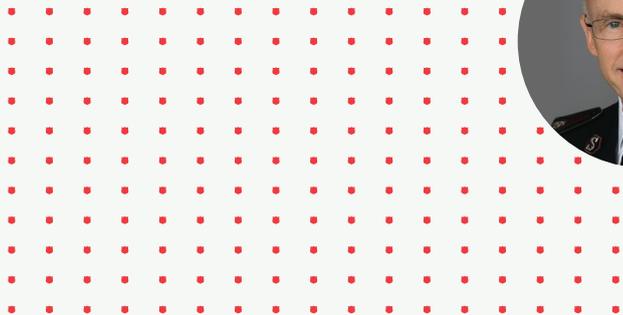
As 1 Corinthians states, “Love... believes all things,” and I know with certainty that no matter what we face this year, we can rise to meet those challenges as they come. When you support The Salvation Army, you show love beyond hardship, hunger, homelessness, and disaster.

I am truly grateful to join you in these vital efforts.
Yours in Christ,

*Commissioner Kenneth G. Hodder
National Commander*



“WHEN YOU SUPPORT
THE SALVATION ARMY,
YOU SHOW LOVE BEYOND
HARDSHIP, HUNGER,
HOMELESSNESS, AND DISASTER.”



MESSAGE FROM THE NATIONAL ADVISORY BOARD CHAIRMAN

Dear Partners and Supporters:

Last year, as the pandemic carried on and we attempted to adjust to a new normal, recovery was still out of reach for the poorest Americans. It was reported that 1 in 7 families went hungry every day last year. In response, The Salvation Army’s robust operations provided nutritious meal programs as well as driveup operations at our food pantries to serve even more families. Struggling families often have other needs too. That’s why The Salvation Army has programs in place such as educational support, spiritual counseling, and vocational services to help break the cycle of poverty and lead families down a path of increased stability. All in all, thanks to the support of our generous donors and partners, The Salvation Army served more than 25 million people in need.

Last year was notable too for Mother Nature’s fury. Across the nation, we witnessed powerful floods, hurricanes, raging wildfires, and record-breaking tornadoes, which devastated communities. And while Hurricane Ida and the December tornadoes were big news, there were numerous other natural disasters last year. And because of your support, The Salvation Army was there, responding to a total of 8,441 disaster events in 2021.

This is as true now as it was when I was a volunteer bell ringer in my younger days: the greatest joy is found in giving back to others. That’s why I am delighted and honored to be part of this esteemed group of national leaders to serve and advise The Salvation Army, which provides hope to millions of Americans facing hardship each year.

There’s no better time to be Doing the Most Good with The Salvation Army.

A fellow servant in Christ,

Mike Cassling
National Advisory Board Chairman

“THE SALVATION ARMY
WAS THERE, RESPONDING
TO A TOTAL OF 8,441
DISASTER EVENTS IN 2021.”



2021 FINANCIAL SUMMARY

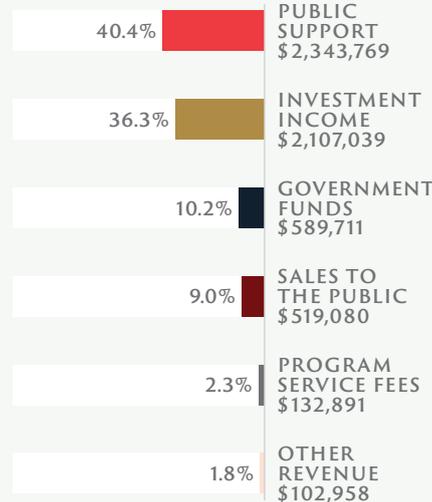
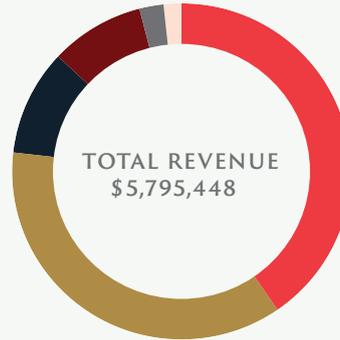
This summary represents a combination of data from the Audited Financial Statements of the six (6) separate Salvation Army corporations in the United States: National Headquarters (New Jersey corporation authorized to do business in Virginia), The Salvation Army World Service Office [SAWSO] (District of Columbia corporation authorized to do business in Virginia), Central Territory (Illinois corporation), Eastern Territory (New York corporation), Southern Territory (Georgia corporation), and Western Territory (California corporation).

The four territories comprise seven thousand two hundred nineteen (7,219) units of operation throughout the United States, including Puerto Rico, Guam, the Republic of the Marshall Islands, and the Federated States of Micronesia. The National Corporation and the World Service Office serve an essential role in helping the territories fulfill their mission. Intercorporate transactions have been eliminated for presentation purposes.

The Salvation Army has successfully rendered service in America since 1880 by maintaining conservative financial policies, enabling us to meet human needs without discrimination. Doing the most good by reaching out to those in need in your community is our highest goal. Our pledge is to maintain the highest standards of financial accountability to continue to deserve your trust.

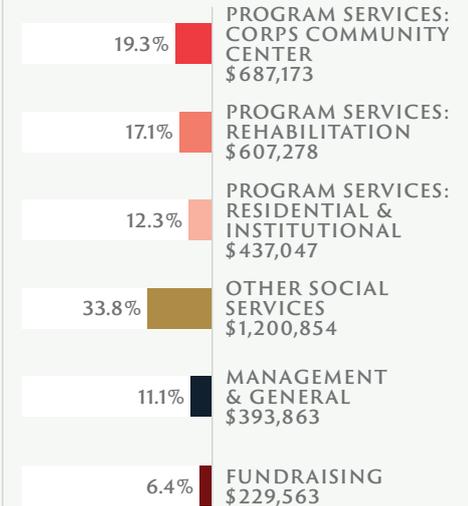
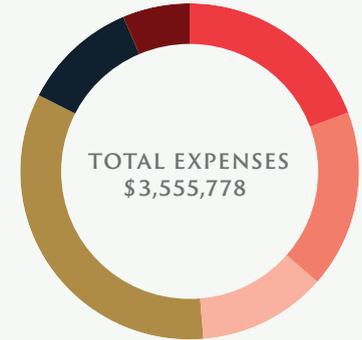
REVENUE

(Dollars in thousands)



EXPENSES

(Dollars in thousands)



STATISTICAL HIGHLIGHTS

CENTERS OF OPERATION

Corps Community Centers	1,095
Kroc Community Centers	26
Outposts and Service Centers	210
Rehabilitation Centers	123
Thrift Shops	987
Community Centers, Boys/Girls Club	293
Child Daycare Centers	60
Adult Daycare Centers	4
Senior Citizen Centers	198
Group Homes/Temp Housing	555
Permanent Residences	86
Medical Facilities	17
Service Units	2,770
Camps	43
Divisions	38
Training Colleges	4
Anti-Human Trafficking Centers	32
Other	678
Total Centers of Operations	7,219

PERSONNEL

Officers/Lieutenants/ Auxiliary Cpts./Cadets	3,120
Soldiers/Members	418,929
Employees	49,772
Volunteers	1,270,039
Advisory Organization Members	58,609
Echelon	623

PEOPLE SERVED

Total Persons Served With Basic Social Services	16,000,676
Holiday Assistance	2,265,576
Summer & Day Camps	427,917
Disaster Assistance	2,391,121
Persons Visited in Institutions (Nursing Homes, Group Homes, Hospitals)	300,927
Job Training	25,583
Job Placement	6,961
Correctional Services	69,811
Community Centers Participants	2,579,929
Daycare	24,424
Senior Citizens	172,356
Substance Abuse	84,274
Medical Care	6,086
Institutional Care	408,396
Transportation Provided	393,143
Permanent Placement/Housing	32,500
Total Persons Assisted	25,189,680

SERVICES

Total Meals Served	171,442,099
Lodgings Supplied	7,779,900
Financial Assistance	3,870,131
Tangible Items Distributed (Clothes, Furniture, Gifts)	13,639,403

SERVICE HIGHLIGHTS

Virtual Ministry	3,454,345
Youth Programming	1,002,592
Music Education	327,431
KROC Membership	1,161,324
Anti-Human Trafficking – Survivors Helped	5,182
Anti-Human Trafficking – Nights of Shelter	29,492
Anti-Human Trafficking – Referrals	36,682
Food Pantries	1,525
Shelters	608
# of Disaster Events	8,441
Veterans Served	14,621
Total Prepared Meals	41,659,399
Total Meal Boxes (1 box = 20 meals)	6,489,135

THE SALVATION ARMY USA UNAUDITED COMBINED STATEMENT OF ACTIVITIES

Financial Summary for Fiscal Year 2021 and 2020 (Dollars in Thousands)

ASSETS

	2021	2020
Cash and Cash Equivalents	\$ 691,576	\$ 615,486
Accounts Receivable	208,796	196,366
Legacies and Bequests Receivable	1,011,031	877,776
Pledges Receivable	33,203	33,446
Inventory	43,518	41,666
Prepaid Expenses and Deferred Charges	47,585	39,749
Mortgages and Notes Receivable	82,216	95,603
Investments	10,096,376	8,131,508
Assets Held Under Split-Interest Agreements	1,216,797	1,131,937
Lease Right-of-Use Assets	133,908	-
Land, Building, Improvements, and Equipment	5,140,936	5,199,886
Other Assets	5,826	5,780
Total Assets	\$ 18,711,768	\$ 16,369,203

LIABILITIES & NET ASSETS

	2021	2020
Total Liabilities	\$ 4,988,792	\$ 5,089,944
Net Assets:		
<i>Without Donor Restrictions:</i>		
Available for Operations	666,937	340,753
Designated for Capital & Specific Program Expenditures	2,417,903	1,181,497
Land, Building & Equipment	4,661,216	4,675,803
Total Net Assets Without Donor Restrictions	7,746,056	6,198,053
<i>With Donor Restrictions:</i>		
Amounts to Be Held in Perpetuity	3,077,298	2,881,004
Other Restrictions	2,899,622	2,200,202
Total Net Assets With Donor Restrictions	5,976,920	5,081,206
Total Net Assets	13,722,976	11,279,259

TOTAL LIABILITIES & NET ASSETS

\$ 18,711,768 \$ 16,369,203

THE SALVATION ARMY USA UNAUDITED COMBINED STATEMENT OF FINANCIAL POSITION

For the Year Ended September 30, 2021 (Dollars in Thousands)

REVENUE

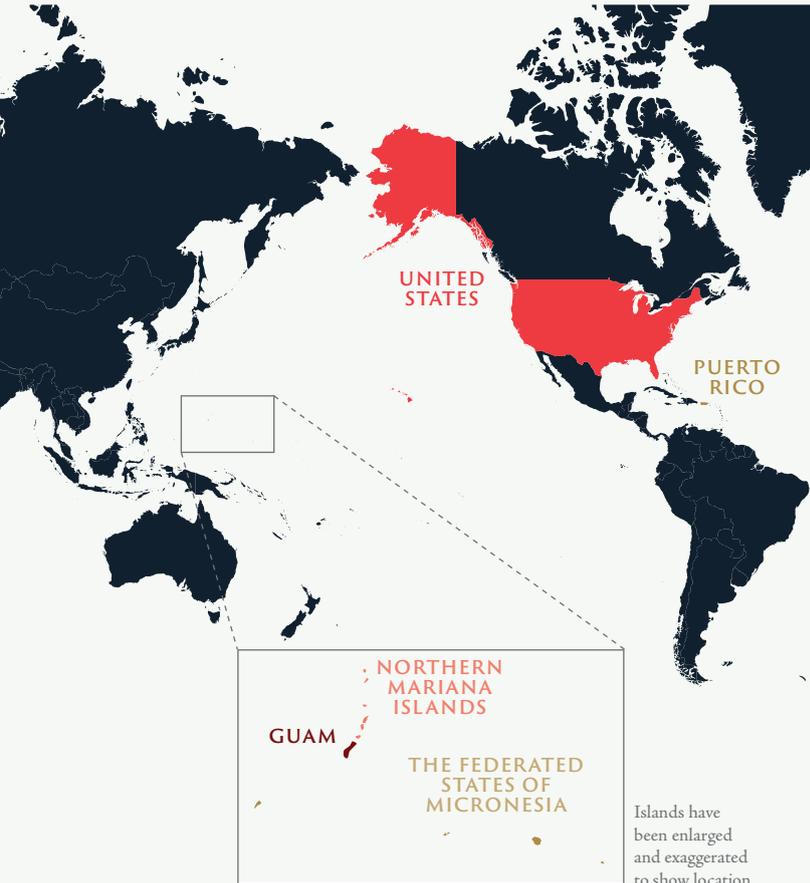
	2021	2020
Public Support:		
Received Directly:		
Contributions	\$ 1,166,506	\$ 1,182,556
Donations In-Kind and Contributed Services	595,467	564,804
Special Events	17,953	18,114
Legacies and Bequests Income	456,017	501,284
Pledges Revenue	11,356	11,912
Contributions From Split-Interest Agreements	53,861	49,495
Total Received Directly	2,301,160	2,328,165
Received Indirectly by Federated Campaigns	42,609	42,749
Total Public Support	2,343,769	2,370,914
Fees and Grants From Government Agencies	589,711	459,028
Program Service Fees	132,891	133,591
Sales to the Public	519,080	424,496
Investment Earnings	2,107,039	558,679
Other Revenue	102,958	211,347
Total Revenue	\$ 5,795,448	\$ 4,158,055

EXPENSES

	2021	2020
Program Services:		
Corps Community Centers	\$ 687,173	\$ 746,261
Rehabilitation	607,278	628,760
Residential and Institutional Services	437,047	394,019
Other Social Services	1,200,854	1,177,789
Total Program Services	2,932,352	2,946,829
Supporting Services:		
Management and General	393,863	392,842
Fundraising	229,563	240,328
Total Supporting Services	623,426	633,170
Total Expenses	3,555,778	3,579,999
Other Changes in Net Assets	204,047	10,263
CHANGE IN NET ASSETS	\$ 2,443,717	\$ 588,319



AREA OF OPERATIONS



THE SALVATION ARMY LEADERSHIP

NATIONAL LEADERSHIP

Commissioner Kenneth G. Hodder
National Commander

Commissioner Jolene K. Hodder
National Secretary for Program

Colonel Kenneth O. Johnson Jr.
National Chief Secretary

CENTRAL TERRITORY

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Territorial Commander

Commissioner Heidi J. Bailey
Territorial President
of Women's Ministries

Colonel Steven Howard
Chief Secretary

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Territorial Commander

Commissioner G. Lorraine Bamford
Territorial President
of Women's Ministries

Colonel Philip J. Maxwell
Chief Secretary

SOUTHERN TERRITORY

Commissioner Willis J. Howell
Territorial Commander

Commissioner Barbara A. Howell
Territorial President
of Women's Ministries

Colonel Ralph Bukiewicz
Chief Secretary

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Commissioner Colleen Riley
Territorial President
of Women's Ministries

Colonel Kelly Iglebeart
Chief Secretary

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Lelekis Private Wealth
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Former Chief Operating Officer
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ABOUT THE SALVATION ARMY

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible, and its ministry is motivated by the love of God. Inspired and encouraged by His love, *our mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.* We're committed to "Doing the Most Good." These four words sum up our goal to feed, clothe, comfort, and care for those in need. To rebuild broken homes and broken lives. To offer a way out for those who suffer from addiction, leading them to recovery. In our fight to end hunger and poverty, we can feed and nurture the spirit. It is in living and sharing the Christian gospel that we meet tangible needs.

The Salvation Army operates 7,219 centers in communities across the United States. These centers provide food distribution, disaster relief, rehabilitation services, anti-human trafficking efforts, and a wealth of youth programs. Our work is funded through kettle donations, corporate contributions, and the sale of goods donated to our Salvation Army Thrift Stores, as well as other public contributions. Eighty-two cents of every dollar donated supports our various missions across the country. We are a tax-exempt 501(c)(3) organization, and contributions are deductible for federal income tax purposes to the extent permitted under Section 170(b)(2) for corporations.





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