Dear Friends,

In 2015 we extended our field service for a second year serving the people of Madagascar, the world’s fourth-largest island nation. It is a country with very low income, as categorized by the World Bank, where 92% of the population lives on less than $2 per day. The nation ranked 151 out of 187 countries on the Human Development Index (HDI).

The Africa Mercy with her 450 all-volunteer crew has been successful in delivering tangible “hope and healing” to the forgotten poor in Africa. When Mercy Ships partners with a host nation, we commit to dock for 10 months to serve the immediate medical needs of its population. During 2015, our team performed 1,696 surgeries, 32,458 dental procedures, and 6,486 medical consultations for the Malagasy people. Our medical team also offers education and training for local healthcare professionals as they strive to meet the medical needs of their people. During the year, Mercy Ships worked with 844 local healthcare professionals, with a goal of more sustainable health practices after the ship leaves the country.

The recent Global Surgery 2030 report by the United Nations stated that more people die in low-income countries due to the lack of access to safe and timely surgical care than from HIV/AIDS, tuberculosis and malaria combined! The report was an encouragement to us, as we have been focusing on providing life-saving surgeries for over 38 years.

Several years ago, our board of directors signed a shipyard contract to construct a second major vessel to serve the extraordinary needs of the African continent. During 2015, we have seen the design phase concluded and the cutting of steel for the hull of the new ship. Slated to enter service in late 2018, this new ship will more than double our capability to provide surgeries and capacity building training. With an all-volunteer crew of 610, the new ship will serve those in most need for the next 50 years.

On behalf of our board, staff, and crew, we encourage you to consider investing in our vision to improve health outcomes and increase our impact of “hope and healing.”

Sincerely,

Myron E. Ullman, III
Chairman of the Board, Mercy Ships International

A Note from the Chairman

Baby Haingo received loving care and attention as she recovered from cleft lip surgery.

Baby Haingo | 10 months
Dear Friends,

Thirty-eight years ago we stepped out to create Mercy Ships. The vision was a hospital ship for Africa. In 2015, the Lancet Commission confirmed that surgery is the global forgotten stepchild of sustainable development. Their report states that “as many as 5 billion people lack access to safe, affordable surgical and anesthesia services worldwide.” The need is dire. The impact of the study has been to focus the world’s attention on the global need for surgical care—exactly what Mercy Ships has focused on for over 38 years!

2015 could best be summarized as meeting the immediate medical needs of people and building medical capacity in Madagascar. While the hospital onboard the Africa Mercy was filled with patients receiving hope and healing, other medical teams traveled over 7,500 miles to hospitals throughout Madagascar to offer training in the WHO Safe Surgery Checklist. In addition, training and mentoring opportunities were provided onboard the ship.

Of course, the amazing transformation of each patient through the surgeries we provide is still the heart of Mercy Ships. As you read the stories sprinkled throughout this report, may you realize anew that each story is part of your story, too!

With deep gratitude to God and to those who partner with us in following the model of Jesus,

Don Stephens
President/Founder

Don Stephens playfully interacts with a patient recovering from plastic surgery to correct burn scars and contractures.

Dyllan
8 years
Global Surgery 2030 is the landmark initial report following a two-year study by The Lancet Commission. It was developed by a multidisciplinary team of 25 commissioners and collaborators from over 110 nations and to provide a framework of recommendations, indicators and targets needed to achieve the Commission’s vision of universal access to safe, affordable surgical and anesthesia care.

Lancet Commission

Proportion of population without access to surgery

“We feel strongly that outside of acute crisis situations, NGOs should have a training component hardwired into their programmes to ensure durability of effect.”

– Lancet Commission

5 billion people around the world do not have access to safe surgical and anesthesia care when needed.

Surgery is an indivisible, indispensable part of healthcare.

More people die from lack of safe surgery than Malaria, TB and AIDS combined.

33 million individuals face catastrophic expenditure due to payment for surgery and anesthesia each year.

313 million surgeries performed each year, only 1 in 20 occur in the poorest countries, where over 1/3 of the world’s population lives.

There is a global shortfall of at least 143 million surgical procedures each year needed to save lives and prevent disability.

Investment in surgical and anesthesia services is affordable, saves lives, and promotes economic growth.

18,900,000 surgical cases annually are unmet across Western Sub-Saharan Africa.

Of 313 million surgeries performed each year, only 1 in 20 occur in the poorest countries, where over 1/3 of the world’s population lives.

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Investment in surgical and anesthesia services is affordable, saves lives, and promotes economic growth.
Since 1978 Mercy Ships has provided services and materials in developing nations valued at over $1 billion impacting more than 2.56 million direct beneficiaries.
Over 1,000 volunteers from 52 nations served over 785,000 hours in various job professions and positions—bringing hope and healing to those in need.

<table>
<thead>
<tr>
<th>2015 Madagascar Field Service at a Glance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>48,799</strong></td>
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<tr>
<td><strong>1,696</strong></td>
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<tr>
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</tr>
<tr>
<td><strong>52</strong></td>
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<tr>
<td><strong>785,445</strong></td>
</tr>
</tbody>
</table>

William gives the camera a bright smile and a wave as he recovers from plastics surgery to repair his hand.

**William | 4 years**
The Mercy Ships Response to Global Surgical Need

...a Comprehensive Package of Hope and Healing

Since 1978, Mercy Ships has offered free surgical care to countries that rank in the lower third of the United Nations Human Development Index. Our hospital ships provide a state-of-the-art platform for providing a comprehensive package of hope and healing that is comprised of three parts: direct medical services (surgeries and medical treatments), training (educational courses and mentoring), and infrastructure development (renovating and equipping medical facilities).

The report of the Lancet Commission has focused the world’s attention on the lack of surgical care in low-income countries. Since Mercy Ships has been providing free surgical care for over 38 years, we are being recognized as having the-ground practical experience. The surgeries we perform give us the authority to offer education and training. And we do not just go and do surgery … we also help the nations build their own surgical capability through our capacity-building programs.

The next three pages depict the impact Mercy Ships is making to remedy this great need by supplying necessary medical care, training, and infrastructure development, thus leaving an impact for the future by building capacity now.

Part I – Direct Medical Services

...a Response through Surgery and Direct Medical services

Madagascar currently has no coordinated national project for clubfoot treatment. There are very few trained specialists in the Ponseti Method in Madagascar and none in Toamasina, yet the need for treatment is huge.

Prinscio

Prinscio is a bright little three-year-old who was born with clubfoot. His parents spent much of their limited finances on local healers, but nothing helped.

The Mercy Ships orthopedic team corrected the little boy’s clubfoot by using the Ponseti method – a series of eight double-leg casts, minor surgery to release the tendon, exercises and the use of night-time braces.

A delighted Prinscio said, “I will ride a bike and play football. I will be like other kids!”

On December 22nd the casts were removed, revealing beautiful straight feet. Prinscio’s mother exclaimed, “This is the best Christmas gift ever!”

Approximately

1,000
Malagasy children are born with clubfoot each year.

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Malagasy children are born with clubfoot each year.
Mercy Ships implemented a comprehensive training project that included a two-day introductory Ponseti course attended by 40 local healthcare providers. In addition, a rehabilitation team at Centre Hospitalier Universitaire Toamasina (CHUT)—consisting of Dr. Edouard, a neuro-rehabilitation specialist, 8-10 technicians, and a brace-maker—participated in intensive weekly mentoring and continued partnership development.

Nick Veltjens, Mercy Ships Rehabilitation Team Coordinator, teaches Ponseti casting techniques to Dr. Edouard and CHUT hospital staff. (Left) A portion of the Ponseti Clinic before renovations. (Above)

A building at the Centre Hospitalier Universitaire Toamasina (CHUT) was renovated to serve as a center for biomedical technicians, a Ponseti Clinic, and physical therapy services. A delighted biomedical technician said, “This building is really nice, and we promise to take good care of it. Thank you, Mercy Ships.” And now Dr. Edouard (right) and other local Malagasy medical staff use the facility to help many more children like Prinscio walk with straight, confident steps into a bright future!
Part I – Direct Medical Services

Bringing Hope and Healing Through Surgery and Medical Care

In Madagascar, Mercy Ships worked in partnerships with the Ministry of Health, local physicians and other NGOs to provide surgeries. In onboard operating theaters, highly skilled volunteer surgeons performed free maxillofacial/reconstructive operations, general surgeries, and other specialized surgeries. With each surgery completed, Mercy Ships contributes toward meeting the overwhelming need for safe, accessible surgical and anesthesia care in sub-Saharan Africa.
Specialized and General Surgeries

Changing Lives through Maxillofacial, General and Plastic Reconstructive Surgeries

Results:

148 Plastic Reconstructive Surgeries
379 General Surgeries, primarily Hernia Repairs
364 Maxillofacial Surgeries
169 Cleft Lip and Palate Surgeries
4 Surgeon Mentored in Maxillofacial Surgery
1 Surgeon Mentored in General Surgery

Goals:

✦ To improve the quality of life for patients suffering from:
  • maxillofacial deformities
  • severe burns and other plastic reconstructive needs
  • pediatric congenital conditions
  • adult environmentally-and-occupationally-acquired conditions
✦ To build local healthcare capacity

Specialized Surgeries include maxillofacial and plastic reconstructive. Maxillofacial surgeries remove tumors and repair cleft lips and cleft palates. Plastic reconstructive surgeries correct deformities caused by severe burns, congenital abnormalities, and soft tissue tumors. General surgeries remove thyroid goiters, hernias, and soft tissue masses (such as cysts).

Changing Lives through Maxillofacial, General and Plastic Reconstructive Surgeries
A Story of Hope and Healing...

Changing Lives through Maxillofacial Surgery

Sambany

Around 36 years ago, a tumor began to consume Sambany’s life. As it grew, it became a monstrous burden, weighing 7.46 kg (16.45 lbs) – equivalent to two extra heads. After nearly three decades as a maxillofacial surgeon, Dr. Gary Parker, Chief Medical Officer, says, “It’s one of the biggest tumors of this type that I’ve seen.”

“I was waiting to die. I could not do anything. Every day, I was just waiting to die,” Sambany lamented hopelessly.

Five people took turns carrying him on their backs for two days. Then Sambany endured a long and painful six-hour taxi ride … but he made it. The 33-mile journey involved driving as far as possible and then 5 days hiking up and down about 2,600 feet of altitude. They drove through mud, walked on ridges made of fallen trees, canoed in hollowed-out trees, befriended lemurs, slept on hut floors of kind villagers, and waded through waist-high water.

The surgery took over half a day, and more than twice of his body’s volume of blood was lost and replaced. The ship’s crew served as a living blood bank, literally pouring life into Sambany. The blood of seventeen people from six nations now runs through his veins.

When Sambany looked at himself in a hand-held mirror, seeing himself for the first time without his tumor, he said, “I like it. I am happy.” Later, he added, “I am free from my disease. I’ve got a new face. I am saved!”

On his journey home, Sambany’s wife Barzafy met them at a village along their route. She said, “I did not recognize Sambany. My heart was thumping in my chest.” The happy couple didn’t stop talking to each other the whole way home.

As they passed through village after village, people would stare. Many listened wonderingly to this man they had thought was dead. Now Sambany was a picture of life, energy, and victory – a living message that hope can become reality, that the impossible can become possible.

Finally the journey came to an end. Sambany walked straight to the center of the village and prayed, giving the first moments of his homecoming to God.

The next morning, the village held a ceremony to thank Mercy Ships, and in a heartfelt thank-you speech exclaimed, “We are so happy because a friend who was about to die is alive! He was lost, but now he is back!”
When Minette was five years old, her father, Robert, was heartbroken to discover that his little girl showed signs of a condition called neurofibroma – tumors that grow on nerves throughout the body. In developing countries like Madagascar, little is known about neurofibromas or how to treat them.

Sometimes neurofibromas are small, but the normal process is that one tumor grows much larger than all the others. Minette’s large neurofibroma grew from the top of her neck at the base of her skull where the hairline ends. It looked like part of her hair. People were afraid to touch her. Neighbors said the family was cursed.

By the time Minette was 21, the large growth had reached her waist and weighed 4.3 kilograms (approximately 9 pounds). It was difficult to walk, stand or sit. She became withdrawn and unsmiling. “People wouldn’t treat me as a human being,” she said.

Minette wished for a cure, and her wish was answered in the unusual form of a 16,500-ton hospital ship, the Africa Mercy – a ship offering free specialized surgeries. So, father and daughter made the three-hour journey to the ship.

Volunteer surgeon Dr. Tertius Venter and his surgical team worked over three hours to remove the huge tumor. It was an immediate physical transformation!

Over the next few days, the crew gave Minette blood transfusions, and prayed and cared for her in a way she’d never before experienced and her emotional and spiritual healing slowly blossomed in the warmth of acceptance and love.

And then the transformational moment came when Minette flashed a smile and her “real” personality emerged. Beauty and joy radiated from her face. Her captivating smile indicated that hope had returned.

Minette commemorated her transformation with a long-anticipated trip to the hairdresser and a party to celebrate her “happily ever after” story.
Orthopedic Project

Changing Lives through Musculoskeletal Treatment

The orthopedic project helped to relieve the burden of orthopedic diseases and afflictions for those with little or no alternative hope. Surgical interventions focused on mismanaged orthopedic trauma, childhood musculoskeletal conditions like clubfoot, and some joint disease. Due to time constraints of the ship’s schedule, the focus is on pediatrics because the malleability of children’s bones makes recovery much quicker.

Goals:

- To improve the quality of life for children suffering from:
  - Orthopedic deformities
  - Neglected orthopedic trauma
- To build local healthcare capacity

Results:

- 106 Orthopedic Surgeries
- 1,500+ Physical Therapy Services
- 63 Patients Treated for Clubfoot
- 1 Surgeon Mentored in Orthopedic Practices

So many smiling faces... so many bright futures!
What is obstetric fistula? Physical injury ... emotional trauma ... isolation. These are the results of obstetric fistula, a condition caused by obstructed labor. Often the baby is stillborn, the woman becomes incontinent, and many times she is unable to have more children. The good news is that Mercy Ships provides free surgery that restores the lives and self-esteem of these women.

Estimates show that Madagascar has approximately 2,000 new fistula cases every year. With little medical care available across the nation, the number of women affected by this shaming condition increases at an alarming rate. This need greatly influenced our operating room schedule for Madagascar 2015/2016, during which we scheduled Women’s Health surgeries for 31 weeks.

A very special Dress Ceremony celebrates successful obstetric fistula surgery. Each woman is given a colorful new dress to signify her restored life and renewed hope.

Goals:

- To improve the quality of life for patients suffering from:
  - Obstetric fistula
  - Prolapse
  - Other gynecological conditions
- To build local healthcare capacity

Results:

- 262 Corrective Gynecologic Surgeries
- 16 Ward Nurses Trained
- 3 Surgeons Mentored in Obstetric Practices
- 1 Nurse Anesthetist Trained

These beautiful Malagasy women celebrate hope, healing, and the promise of a new beginning during the post-surgery dress ceremony.
Eighteen-year-old Fanjakely arrived at the Mercy Ships patient screening with total despair in her eyes and unsmiling hopelessness on her face. She had always dreamed of being a mother. At the age of 15, she married a handsome farmer, and life at the moment seemed perfect.

The fairy tale came to abrupt end when she tried to deliver her first child. Early on the fourth morning of excruciating labor, Fanjakely, her husband, brother, and mother-in-law traveled four hours in a small boat to reach another village. There they crammed into a bus. Fanjakely passed out two hours before they reached the hospital that evening. There she finally delivered a baby boy named Antoneo.

But the next morning she discovered the misery wasn’t over. “After I stood up, the urine flowed out. It was flowing plenty … it would not stop. I was sad because I thought I would never get health because I have no money for surgery.”

Fanjakely is one of many women in developing countries who suffer from obstetric fistula. Often women with obstetric fistula are abandoned by their husbands. But Fanjakely’s husband never stopped loving her.

A radio announced the third miracle – a hospital ship was coming to provide free surgeries! After one and a half years of suffering, a free surgery gave Fanjakely healing and joy. And the girl who never smiled became known as the “Smiley Girl” – thanks to the compassion and generosity of donors!
Dental Project
Changing Lives through Oral Care and Treatment

Dental projects in Madagascar addressed acute dental needs, provided preventative and restorative treatments, and provided basic oral health education at the dental clinic and in primary schools.

Goals:
✚ To reduce the incidence of dental disease by providing preventative and restorative treatments:
  ◦ Treatments such as restorations, extractions and cleaning
  ◦ Dental education in basic oral health given to patients and caregivers waiting at the dental clinic and to students and teachers in primary schools
✚ To build local healthcare capacity

Results:
32,458 Dental Procedures
9,629 Dental Patients
10,393 Educated in Oral Health
Part II — Training
A Legacy of Hope and Healing … Building Medical Capacity through Training

Mercy Ships provides essential capacity-building projects requested by the nations we serve to help the local country deliver healthcare more safely and with greater knowledge, tools and resources. Healthcare Training Projects have been specifically developed to impart knowledge and skills, while modeling and encouraging compassion and a professional work ethic. These projects incorporate one-on-one mentoring opportunities, internationally recognized courses for groups, and structured observation in the Africa Mercy hospital.

“Having Mercy Ships here is very important. This kind of training is different from what I have had access to before. It’s practical knowledge that we can use right now.”

– Dr. Andrimpitia Randrianirina, Surgical Training Participant
## Building Medical Capacity

Changing lives through Education and Training

### Healthcare Providers Mentored:

<table>
<thead>
<tr>
<th>Number</th>
<th>Role/Training</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Operating Room Nurses</td>
<td>onboard the Africa Mercy</td>
</tr>
<tr>
<td>12</td>
<td>Nurse Anesthetists</td>
<td>onboard the Africa Mercy</td>
</tr>
<tr>
<td>12</td>
<td>Ophthalmologists and Ophthalmic Surgeons</td>
<td>onboard the Africa Mercy</td>
</tr>
<tr>
<td>16</td>
<td>Ward Nurses in Fistula Care</td>
<td>onboard the Africa Mercy &amp; at OBF Clinic</td>
</tr>
<tr>
<td>3</td>
<td>Sterile Processing Technicians</td>
<td>at local hospital &amp; onboard the Africa Mercy</td>
</tr>
<tr>
<td>1</td>
<td>General Surgeon</td>
<td>onboard the Africa Mercy</td>
</tr>
<tr>
<td>1</td>
<td>Dentist</td>
<td>at our local clinic</td>
</tr>
<tr>
<td>1</td>
<td>Laboratory Technician</td>
<td>onboard the Africa Mercy</td>
</tr>
<tr>
<td>2</td>
<td>Maxillofacial Surgeons</td>
<td>onboard the Africa Mercy</td>
</tr>
<tr>
<td>12</td>
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<tr>
<td>12</td>
<td>Operating Room Nurses</td>
<td>onboard the Africa Mercy</td>
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### Healthcare Providers Trained through Courses:

<table>
<thead>
<tr>
<th>Course</th>
<th>Participants</th>
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<td>World Health Organization Safe Surgery Checklist</td>
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<tr>
<td>“SAFE” Pediatric Anesthesia</td>
<td>81</td>
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<tr>
<td>“SAFE” Obstetric Anesthesia</td>
<td>39</td>
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<tr>
<td>Primary Trauma Care</td>
<td>73</td>
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<tr>
<td>Introduction to Ponseti Method &amp; Clubfoot Awareness</td>
<td>40</td>
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<tr>
<td>Essential Surgical Skills</td>
<td>33</td>
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<tr>
<td>Newborn Resuscitation Courses for Nurses</td>
<td>12</td>
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<tr>
<td>Biomedical Technician Mentoring</td>
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<tr>
<td>Helping Babies Breathe</td>
<td>10</td>
</tr>
<tr>
<td>Dental</td>
<td>21</td>
</tr>
<tr>
<td>Glaucoma</td>
<td>75</td>
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<tr>
<td>Essential Surgical Skills</td>
<td>21</td>
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<tr>
<td>“SAFE” Obstetric Anesthesia</td>
<td>40</td>
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<td>Introduction to Ponseti Method &amp; Clubfoot Awareness</td>
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<td>Dental</td>
<td>21</td>
</tr>
<tr>
<td>Glaucoma</td>
<td>75</td>
</tr>
</tbody>
</table>

### Goals:

- To impart knowledge and skills in order to affect transformational development.
- Select participants who have the skills, confidence, and equipment to train others in the course material.

---

"The course is very good …The trainers have lots of experience. We now have good tools and a good workshop. Thank you, Mercy Ships."

– Calixte, participant in Biomedical Technician course
Training Spotlight...

Helping Babies Breathe

Every year, an estimated one million newborns die because they are unable to breathe. A large proportion of these deaths could have been prevented. Those sobering facts from the World Health Organization are the motivation for the Helping Babies Breathe (HBB) course. The premise is simple but powerful: by teaching birth attendants in resource-limited countries how to perform simple newborn assessment and resuscitation techniques, much needless death and heartbreak can be avoided.

Mercy Ships partnered with Peace Corps volunteers to bring this life-saving education to 10 rural health centers in Madagascar. Krissy Close, the Mercy Ships Capacity-Building Manager, explains the advantages of the partnership: “Partnering with the Peace Corps is an opportunity to expand influence. They have access to primary healthcare centers out in the rural areas. Even more than the access, they have the trust of the communities. Our ship gives the tools for change – training on how to do the response, the equipment to do it, and the documentation and information to train others.”

In January, 10 Peace Corps volunteers participated in a one-day course on the Africa Mercy. It was quite a success, as the volunteers quickly picked up the new skills. In May we sent a follow-up team to visit the 10 villages. They found tremendously encouraging evidence of change. A local midwife said, “Giving life to a baby is really incredible.” She had been faced with a baby who was born silent, limp and blue. After soothing the mother by saying, “Have courage. Your baby will be okay,” she used her newfound skills and equipment to save the baby’s life.

We cannot wait to hear the continuing stories of lives saved and changed … the stories of babies who have been given the gift of life by YOUR mercy.

“Partnering with the Peace Corps is an opportunity to expand influence.”

– Krissy Close
MS Capacity-Building Manager
Good nutrition is essential to good health. The Mercy Ships Nutritional Agriculture Course trains agriculturalists from national NGOs including Training of the Trainers. The training consists of two main components: a 19- to 21-week course with follow-up assistance as the participants return to their respective NGO sites to train others. As the training spreads, food supplies are increased, diets are improved, and people are healthier!

**Results:**
- **30** Trainers Trained in Nutritional Agriculture
- **17** Orphanage workers and community farmers received 7-week hands-on training

**Goal:**
- To improve food security in Madagascar by increasing the farming capacity of partner NGOs and provide hands-on training for agriculture workers at Philadelphia Orphanage.

“When I am done with this training, I will be full of new knowledge. I will show others the excellent results of what I learned here, and they will do the same. Then this knowledge will spread into the whole country.”

— Ranaivomanana Jean Baptiste, Agriculture Course Participant
Mercy Ships infrastructure improvement projects include renovations at local hospitals and clinics. Mercy Ships personnel provide project management, using local construction crews. In 2015 these updated facilities provided an excellent environment for offering medical services at the HOPE Center and Dental Clinic. Following the departure of the Africa Mercy, the newly renovated buildings are returned to the Ministry of Health.
Hospitals in sub-Saharan Africa operate with limited resources. Many lack running water and electricity. Mercy Ships renovates local medical facilities to improve the capacity and quality of local surgical care. Improvements may include operating room renovations, improved power source, and water and septic system repair.

**Results:**
- Completed renovation of a wing of Centre Hospitalier Universitaire Toamasina (CHUT) to serve as the Mercy Ships HOPE Center and the Mercy Ships Dental Clinic
- Renovated a building at Centre Hospitalier Universitaire Toamasina (CHUT) for physical therapy, Ponseti, and biomedical technicians
- Renovated a building at Centre Hospitalier Universitaire Toamasina (CHUT) for medical, nursing, and allied health training
- Renovated the entire operating room block at Centre Hospitalier Universitaire Toamasina (CHUT)
H.O.P.E. Center

Hospital Out-Patient Extension—
a place for an extended recovery, restoration, and acceptance

The HOPE Center is a non-medical facility that supports the hospital onboard the Africa Mercy (AFM). Its aim is to free up precious bed space in the hospital ward on the ship, enabling more life-changing surgeries to take place. Our patients and caregivers usually come from the provinces and stay with us after their surgery until no further medical intervention is required. The HOPE Center provides housing for patients and caregivers in a secure location near the ship. After surgery, it offers a safe and clean environment that promotes effective recovery, while maintaining easy access to the ship for follow-up care. The facility provides a warm, welcoming atmosphere where patients can feel relaxed and at home.

Results:

- Increased the capacity to 242 beds. A wing at Centre Hospitalier Universitaire Toamasina (CHUT) had been renovated in 2014 for use as our largest ever HOPE Center.
- A portion of the renovated building was used as the Mercy Ships Dental Clinic.
- A portion of the renovated hospital wing offered 30 beds, medical care, and 24/7 nursing care for patients in the obstetric fistula ward. When the Africa Mercy departs in 2016, this clinic area will be turned over to the Freedom from Fistula Foundation to continue helping women in need.

The building renovated to serve as the HOPE Center will be turned over to Madagascar’s Ministry of Health when the ship departs.
Mercy Ships initiatives extend beyond the three parts of the healthcare system triangle in order to touch more lives. These initiatives include palliative care home visits to help terminally ill patients and their families, counseling through our ship’s chaplaincy department, leadership training for community leaders, and moving forward with the building of a new ship which will greatly increase the impact of Mercy Ships upon the people of Sub-Saharan Africa.

“For hope to be credible in the future, it must be tangible in the present.”

— unknown
Goals: ✤ To show the love of God by giving practical care and support to individuals and families suffering from terminal illness.

Results:
- 554 Home Visits
- 174 Family Trained in Palliative Care/Wound Care
- 40 Palliative Care Patients

Some who seek medical help from Mercy Ships are not eligible candidates for surgery because of inoperable and often terminal conditions. They are often rejected by their communities because local cultures view these conditions as a curse. The Palliative Care Team reaches out to patients and their families, providing in-home visits to encourage them, provision of pain relief medications, instruction for caregivers, dressings for wound care, and counseling for patients and caregivers. Eight of the patients from the 2014-15 Madagascar Field Service were still alive when the ship returned in August 2015 and continued to receive care from the team.

Goals: ✤ To strengthen the ability of Mercy Ships to affect whole-person care, focusing on patients' spiritual, social, psychological, emotional and physical needs.

Results:
- 4,122 One-on-one Counseling Sessions for Patients and Caregivers
- 823 Bibles in Malagasy or French Provided at Request of patients
- 14 Day-Crew Trained to serve in the hospital onboard

The Hospital Chaplaincy Team facilitates the following for patients onboard the Africa Mercy, at the HOPE Center, and at the Obstetric Fistula Clinic:
- Counseling sessions for patients and their caregivers to address spiritual, emotional, psychological, and social issues.
- Spiritually enriching opportunities including weekly ward church services, worship and meditation time.
- Mind-stimulating activities such as play therapy, arts and crafts activities.
At 10:03 Beijing Time on Friday, Dec. 18th, 2015, our new ship was officially born, as the first block came to rest on the dry dock blocks. In attendance were representatives from the shipyard, our broker, BRS, the Lloyds surveyor, members of our Stena team and, of course, a number of us from Mercy Ships.

As you may know, ship construction is currently done by building steel blocks and fitting them together in the dock. The first block (one of a total of 267 to be built) weighs about 70 tonnes (77.16 US tons) and has a fish symbol—an—welded to its frame to commemorate its significance.

This special day was marked by much joy and thankfulness. Our friends from Stena and our broker, BRS, both commented on the wonderful rapport and favor that has developed with the shipyard.

With this milestone now complete, our thoughts and prayers turn towards the future. I can’t help but think about the day when this ship is deployed to serve the continent of Africa with the Good News of Jesus!

Donovan Palmer

Group Managing Director
### Statements of Financial Position  
**For the Year Ended December 31, 2015**

#### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash and cash equivalents</strong></td>
<td>$41,954,996</td>
<td>$47,673,513</td>
</tr>
<tr>
<td>Cash held for others-ship bank</td>
<td>945,465</td>
<td>1,467,849</td>
</tr>
<tr>
<td>Certificate of Deposit</td>
<td>12,663,481</td>
<td></td>
</tr>
<tr>
<td>Accounts receivable - net</td>
<td>28,796,795</td>
<td>14,339,627</td>
</tr>
<tr>
<td>Pledges receivable - net</td>
<td>305,134,441</td>
<td>12,063,441</td>
</tr>
<tr>
<td>Accounts receivable - net</td>
<td>829,795</td>
<td>840,792</td>
</tr>
<tr>
<td>Pledges receivable - net</td>
<td>27,886,663</td>
<td>18,339,627</td>
</tr>
<tr>
<td>Inventory</td>
<td>7,807,491</td>
<td>3,018,767</td>
</tr>
<tr>
<td>Prepaid expenses and advances</td>
<td>199,024</td>
<td>224,971</td>
</tr>
<tr>
<td>Property and equipment - net</td>
<td>73,118,986</td>
<td>61,698,985</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$160,489,663</td>
<td>$134,228,932</td>
</tr>
</tbody>
</table>

#### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$7,490,051</td>
<td>$4,119,463</td>
</tr>
<tr>
<td>Ship bank payable</td>
<td>1,067,120</td>
<td>849,880</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>85,406</td>
<td>707,914</td>
</tr>
<tr>
<td>Notes payable</td>
<td>3,026,122</td>
<td>3,979,631</td>
</tr>
<tr>
<td>Capital lease obligation</td>
<td>1,507,024</td>
<td>1,474,370</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$13,175,723</td>
<td>$11,131,258</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$62,890,546</td>
<td>$47,673,513</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>945,465</td>
<td>1,467,849</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$72,336,011</td>
<td>$63,141,362</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$145,415,734</td>
<td>$177,374,871</td>
</tr>
</tbody>
</table>

#### Statements of Activities  
**For the Year Ended December 31, 2015**

#### Support and Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$31,433,878</td>
<td>$32,428,928</td>
</tr>
<tr>
<td>Contributions for staff support</td>
<td>4,905,489</td>
<td>4,610,804</td>
</tr>
<tr>
<td>Gift in kind contributions</td>
<td>2,575,111</td>
<td>2,375,111</td>
</tr>
<tr>
<td>Contributed services</td>
<td>17,342,814</td>
<td>17,342,814</td>
</tr>
<tr>
<td>Fee income</td>
<td>1,846,192</td>
<td>1,736,940</td>
</tr>
<tr>
<td>Sales and other revenue</td>
<td>2,055,308</td>
<td>2,060,482</td>
</tr>
<tr>
<td>Gain (Loss) on sale of property and equipment</td>
<td>49,493</td>
<td>21,022</td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td>$60,402,406</td>
<td>$93,044,663</td>
</tr>
</tbody>
</table>

#### Net Assets Released

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose restricted</td>
<td>$18,902,031</td>
<td>$18,902,031</td>
</tr>
</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$50,287,474</td>
<td>$48,563,099</td>
</tr>
<tr>
<td>Support and Field operations</td>
<td>5,151,427</td>
<td>5,564,231</td>
</tr>
<tr>
<td>Fundraising</td>
<td>11,519,070</td>
<td>9,041,767</td>
</tr>
<tr>
<td>General and administrative</td>
<td>5,151,427</td>
<td>5,564,231</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$66,957,971</td>
<td>$63,169,097</td>
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</tbody>
</table>

#### Change in Net Assets Before Change in Cumulative Translation Adjustments

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets Before Change in Cumulative Translation Adjustments</td>
<td>$12,476,404</td>
<td>$20,044,692</td>
</tr>
<tr>
<td>Cumulative Translation Adjustments</td>
<td>1,507,024</td>
<td>1,474,370</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>13,983,428</td>
<td>$21,519,062</td>
</tr>
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</table>

#### Net Assets, Beginning of Year

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
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</thead>
<tbody>
<tr>
<td>Change in Net Assets, Beginning of Year</td>
<td>$72,336,011</td>
<td>$63,141,362</td>
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<tr>
<td>Net Assets, End of Year</td>
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#### Support and Revenue

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#### Change in Net Assets Before Change in Cumulative Translation Adjustments

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<tr>
<th>Description</th>
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</tr>
</thead>
<tbody>
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<td>1,507,024</td>
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</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>13,983,428</td>
<td>$21,519,062</td>
</tr>
</tbody>
</table>

#### Net Assets, Beginning of Year

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets, Beginning of Year</td>
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<td>$63,141,362</td>
</tr>
<tr>
<td>Net Assets, End of Year</td>
<td>$82,890,546</td>
<td>$72,336,011</td>
</tr>
</tbody>
</table>

#### Net Assets, End of Year

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets</td>
<td>$82,890,546</td>
<td>$72,336,011</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>945,465</td>
<td>1,467,849</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$82,890,546</td>
<td>$72,336,011</td>
</tr>
</tbody>
</table>
CASH FLOWS FROM OPERATING ACTIVITIES: For the Year Ended December 31, 2015

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$24,216,266</td>
<td>$29,530,122</td>
<td></td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided by operating activities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,546,603</td>
<td>3,617,652</td>
<td></td>
</tr>
<tr>
<td>Gain (loss) on sale of property and equipment</td>
<td>868</td>
<td>(2,829)</td>
<td></td>
</tr>
<tr>
<td>Gain from translation adjustment</td>
<td>(1,035,515)</td>
<td>(344,239)</td>
<td></td>
</tr>
<tr>
<td>Change in operating assets and liabilities:</td>
<td>(9,807)</td>
<td>(303,232)</td>
<td></td>
</tr>
<tr>
<td>Accounts receivable-net</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledges receivable-net</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td>531,676</td>
<td>240,158</td>
<td></td>
</tr>
<tr>
<td>Other assets and surmised value of life insurance</td>
<td>(10,797)</td>
<td>(7,824)</td>
<td></td>
</tr>
<tr>
<td>Prepaid expenses and advances</td>
<td>4,947</td>
<td>4,571</td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>2,894,076</td>
<td>1,239,363</td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash Provided by Operating Activities</td>
<td>21,104,800</td>
<td>18,932,195</td>
<td></td>
</tr>
</tbody>
</table>

CASH FLOWS FROM INVESTING ACTIVITIES:

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sale of property and equipment</td>
<td>4,829</td>
<td>22,829</td>
<td></td>
</tr>
<tr>
<td>Purchases of certificates of deposit</td>
<td>(12,666,441)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases of property and equipment</td>
<td>(14,687,766)</td>
<td>(13,137,405)</td>
<td></td>
</tr>
<tr>
<td>Net Cash Used by Investing Activities</td>
<td>(26,546,378)</td>
<td>(13,615,127)</td>
<td></td>
</tr>
</tbody>
</table>

CASH FLOWS FROM FINANCING ACTIVITIES:

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from notes payable</td>
<td>567,548</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments on notes payable</td>
<td>(1,333,024)</td>
<td>(1,331,801)</td>
<td></td>
</tr>
<tr>
<td>Net Cash Used by Financing Activities</td>
<td>(765,476)</td>
<td>(1,665,822)</td>
<td></td>
</tr>
</tbody>
</table>

SUPPORTING DISCLOSURE:

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Total</th>
<th>2014 Total</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash paid for interest</td>
<td>138,872</td>
<td>196,352</td>
<td></td>
</tr>
<tr>
<td>Property and equipment capitalized, not yet paid for</td>
<td>57,147</td>
<td>16,000</td>
<td></td>
</tr>
</tbody>
</table>
International Board of Directors

Chairman
Myron E. Ullman III* Executive Chairman
Reston, VA, USA
The Whitaker Group
President and CEO
Myron E. Ullman III*
Dallas, TX, USA
President and CEO
Ronald L. Goode, Ph.D.*
Dallas, TX, USA
Secretary
Peter B. Schulze*
Ascot, Berkshire England, UK
Member
Erling Natvig
Kilgore, TX, USA
President
Ruben S. Martin*
Democratic Republic of Congo
Former Vice President
Azarias Ruberwa Manywa
Cleveland, OH, USA
Attorney at Law
Texas State Senator (Retired)
Daniel O. Shelley*
Santa Monica, CA, USA
Chairman, Board of Directors
David Rolston*
Chairman
Arthur Young
Chairman (Retired)
William S. Kanaga*
Emeritus Directors:

Gustaaf van Beers
Lifetime Director
London, England, UK
Member of the House of Lords
Professor the Lord McColl
New York, NY, USA
Arthur Young
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Emeritus Directors:

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London, England, UK
Member of the House of Lords
Professor the Lord McColl
New York, NY, USA

* Executive Committee Member

Members:

Jan van den Bosch
CEO and President
The North Star Group
London, England, UK

Gary B. Brown
CEO and Founder
PDB Advisors
Cleveland, OH, USA

Alan Burrell
Chairman
Mosaic Media Australia
Melbourne, Victoria, Australia

Henry Clarke
Chairman
Mycos United Kingdom
Berkshire, UK

Brian Collette
Chairman
Vanguard Investments Holdings, BC, Canada

Jeffrey M. Cook*
Chairman
Cook Communication LLC
Chicago, IL, USA

Michaela, Crown, M.D.*
Founder and CEO
Crown Estates
Kingsbridge, VA, USA

Krzysztof Czubka
Chairman
Czubka Consulting
Garden Valley, TX, USA

Roland Descomms* Group CEO
La Réunion, France

Richard Diplock
Chairman
Diplock KW Ltd.
London, England, UK

Bert van Dijk
Chairman
Mercy Ships Belgium
Plumstead, 7801
P.O. Box 290
Mercy Ships
www.mercyships.org

Martin Dünntz
Chairman
Dünntz & Partners
Mönchengladbach, Germany

Charles E. Emmert
Chairman
Emmert & Associates
Vancouver, BC, Canada

William L. Kasaja*
Chairman
Kasaja & Associates
New York, NY, USA

Edward M. Janeway
Chairman
Janeway Group
Garden Valley, TX, USA

Gary A. Kieley
Chairman
Kieley Advisors
Dallas, TX, USA

Erik Natvig*
Chairman
Natvig Group
Fredensborg, Denmark

David Overton*
Chairman
Opus Faveo Innovation Development
Austin, TX, USA

Douglas Feiten* Group Managing Director
Feiten Group
Düsseldorf, Germany

* Former Executive Committee Member

National Offices

Mercy Ships Global
Charity No 88-1211247
1012 Lausanne, Switzerland
www.mercyships.org

Mercy Ships Germany
Senator von Lausenstrasse 17
68367 Heidelberg, Germany
www.mercyships.de

Mercy Ships Holland
NL-3083 AS Rotterdam, The Netherlands
www.mercyships.nl

Mercy Ships Korea
Seoul Office
Seoul 138-008 South Korea
www.mercyships.org.kw

Mercy Ships Norway
Oslo Office
Oslo 0133 Norway
www.mercyships.org

Mercy Ships Switzerland
Lausanne Office
CH-1012 Lausanne, Switzerland
www.mercyships.ch

Mercy Ships Australia
Caloundra Office
Queensland 4551
www.mercyships.org.au

Mercy Ships France
Boulevard Arago
13330 Marseille, France
www.mercyships.org.fr

Mercy Ships Spain
Ourense Office
Avenida de España 18
PT8, 15002 Ourense, Spain
www.mercyships.org.es

Mercy Ships South Africa
PO Box 191
Milnerton, 7501 South Africa
www.mercyships.org.za

Mercy Ships United Kingdom
The Lighthouse
12 Millbank, Westminster, London SW1P 3FS, England
www.mercyships.org.uk

Mercy Ships Africa
PO Box 2191
Garden Valley, TX 75771-2020
Operations Center
Mercy Ships International
www.mercyshipsglobal.org

Mercy Ships Belgium
B 5000 Antwerp, Belgium
www.mercyships.be

Mercy Ships Canada
Unit 1 - 2120 W 12th Ave.
Vancouver, BC, Canada
www.mercyships.org.ca

Mercy Ships Deutschland
D 87600 Kaufbeuren, Germany
www.mercyships.de

Mercy Ships Holland
NL-1033 AU Amsterdam, The Netherlands
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Mercy Ships Switzerland
CH-1012 Lausanne, Switzerland
www.mercyships.ch

Mercy Ships United Kingdom
The Lighthouse
12 Millbank, Westminster, London SW1P 3FS, England
www.mercyships.org.uk

Mercy Ships Africa
PO Box 2191
Garden Valley, TX 75771-2020
Operations Center
Mercy Ships International
www.mercyshipsglobal.org

Bringing Hope and Healing...
Daily physical therapy sessions are an integral part of the musculoskeletal strengthening and healing process for our orthopedic patients.

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

Vision
Mercy Ships uses hospital ships to transform individuals and serve nations one at a time.

Values
Following the model of Jesus, we seek to:
• Love God
• Love and serve others.
• Be people of integrity.
• Be people of excellence in all we say and do.

Bringing Hope and Healing...