

EMM had 103 workers serving in 23 countries in 2021

9 countries/regions within shaded areas not named for security concerns

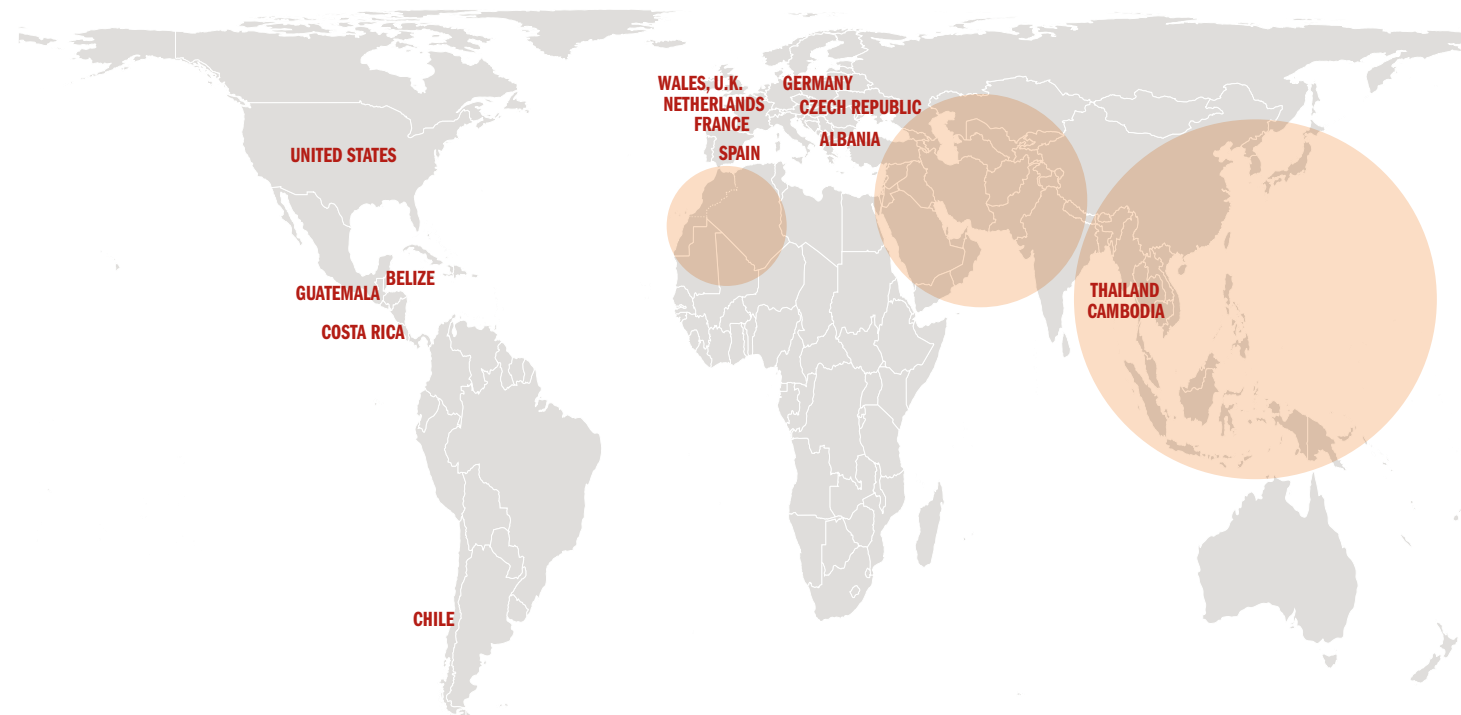
90 long-term workers

359 Missionary Support Team members

13 short-term workers

28 Staff members

15 Board members (who served at any point in 2021)



FINANCES 2021

Operating fund balance sheet

Assets

Cash and cash equivalents	\$5,492,191
Short-term investments	\$1,717,929
Receivables	\$3,561,981
Capital campaign pledges	\$159,827
Prepaid expenses	\$51,746
Interest in MASP reserve	\$282,646
Pension assets	\$206,631
Property and equipment, net of accumulated depreciation	\$4,862,506
Total assets	\$16,335,457

Liabilities and net assets

Deferred revenue	\$405
Payables	\$231,216
Funds in custody	\$2,375,208
Capital campaign net assets	\$159,827
Designated net assets	\$1,372,713
Undesignated net assets	\$12,196,088
Total liabilities and net assets	\$16,335,457

Total expenses by function: \$5,504,924

68.4%	Ministry programs
22.3%	Supporting activities
9.0%	Other programs
0.3%	Relief ministry

Total income by source: \$6,372,655

36.3%	LMC — A Fellowship of Anabaptist Churches
24.5%	Other Anabaptists
17.7%	Other income
11.0%	Other supporters
9.8%	Estates and trusts
0.8%	Capital campaign pledges

Total income by type: \$6,688,709

46.6%	Personnel and projects (restricted)
21.3%	Impact Fund
16.2%	Investments
9.8%	Estates
4.3%	Capital campaign
1.9%	Other

We are grateful for the generous giving from congregations and individuals during 2021. If you would like a copy of the final audited report, please contact us at info@emm.org or 717-898-2251. As we move into 2022, we invite you to prayerfully consider how you and your congregation can continue to support the Impact Fund. Go to **EMM.ORG/GIVE** to support the Impact Fund.

DISCERNING A NEW STRATEGY

Our mandate as a mission agency is to take the gospel across cultures, especially into areas that are least reached. We want to see all believers — everyone — moving in mission. God has used EMM before to spark Jesus movements in specific parts of the globe. We're convinced that God wants to continue using us, and you can play a part in bringing transformation around the world.

This past fall, we began to discern a focus for EMM's future mission. We invited you into the conversation with us. While we're still discerning what God might have for us, we'd like to remind you about a few of the things we're praying about.



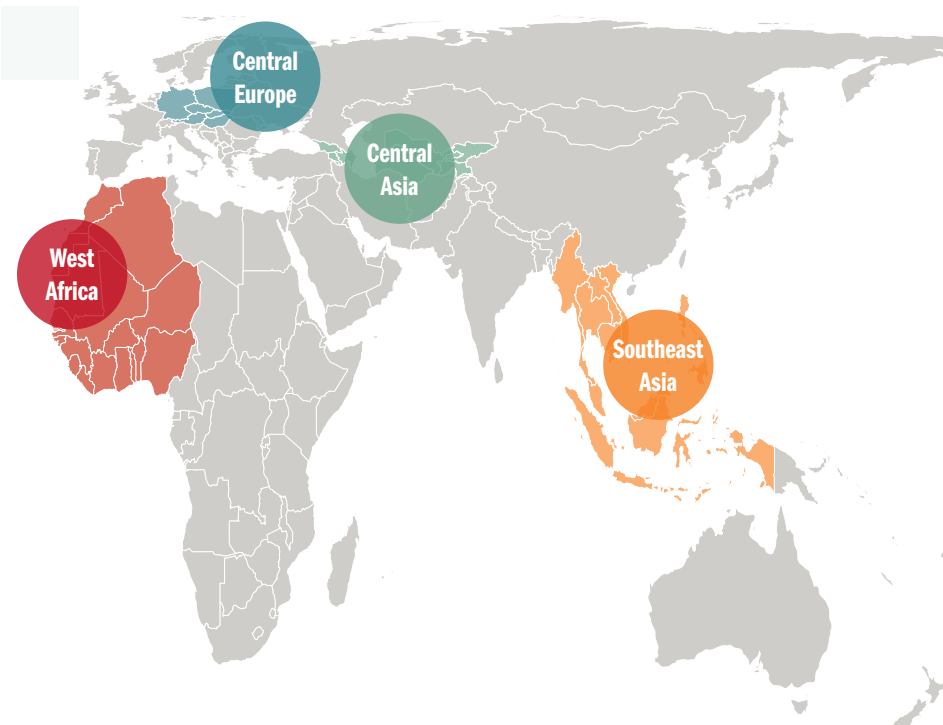
We want to develop Jesus movements in at least four specific regions in the world: West Africa, Central Europe, Central Asia, and Southeast Asia. We hope to do this in close collaboration with our global partners and other mission agencies.



We hope to identify, train, and mobilize 100+ missional trainers that will be sent from "anywhere to everywhere" in collaboration with our global partners. This will potentially include a virtual learning platform, providing resources, training, and coaching for EMM workers and mission partners.



We will continue to develop Hub 450 in Lancaster, Pa., which brings practical support and Christ-centered witness to the refugee and immigrant communities in Lancaster.



WHY THESE REGIONS?

EMM has had a strong commitment to working with partners all over the world. We want to continue working with our global partners *together* in these four strategic regions. Especially as we carry out a vision to share the gospel with under-reached people groups, these regions were laid on our hearts. In some of these places, we already have strong partners and workers, and others have little current presence. Other places, we'll need to work with partners from other regions to share the gospel in fresh and meaningful ways.