OPPORTUNITY INTERNATIONAL

OUR VISION is a world in which all people have the opportunity to provide for their families and build a fulfilling life.

OUR BELIEF is that small-scale entrepreneurs can be big change agents in overcoming global poverty.

OUR MISSION is to empower people to work their way out of chronic poverty, transforming their lives, their children’s futures and their communities.

OUR METHOD is to provide microfinance services, including lending, savings, insurance and transformational training, to people in need. To do this, we build and work through sustainable, local microfinance institutions.

OUR MOTIVATION is to respond to Jesus Christ’s call to love and serve the poor.
We are called to community—a community without borders or financial barriers. And as Proverbs 22:2 reminds us, no matter our background or income, “[we] have this in common: the Lord is the maker of us all.”

In response to this calling, we and our supporters stand alongside our clients as equal partners in the fight against poverty. Our task is to create powerful microfinance tools and make them accessible to even the most marginalized people. For nearly 40 years, our efforts have helped unlock the potential that enables our clients to build their communities and improve their lives.

With the grace of God, the courage of our hardworking clients and the generosity of so many individuals and organizations, our sustainable approach ensures that our work and the communities we serve will thrive for many years to come.

BILL MORGENSTERN
CEO

MARY LYNN STALEY
Chair, Board of Governors

PETER THORRINGTON
Chair, Board of Directors
REACHING THE MOST MARGINALIZED

A woman without identification gains status when she opens a savings account. An isolated farmer secures a loan at a mobile bank within a five-minute walk from home. A family acquires health insurance for the first time.

These life-altering events are the result of Opportunity International’s targeted approach to provide loan, savings and insurance products for those who have little or no access to services. By building local financial infrastructure, we break down barriers and help people overcome challenges like geographic isolation, illiteracy and prohibitive transportation costs. Given the tools to pursue opportunities and protect their families from risk, these small-scale entrepreneurs are empowered to take an active role in driving their local economies.

OUR EFFICIENT DELIVERY CHANNELS HELP US SERVE MILLIONS OF CLIENTS:

- **Satellite branches and mobile banks** reach clients in previously unserved areas, like rural farming villages and sprawling urban markets.

- Cards using biometrics provide secure access to finances—even for those who lack formal identification.

- Convenient ATMs and point-of-sale (POS) devices offer the only safe method for transactions in many markets.

- **Cell phone technology** gives clients in remote locations affordable, reliable access to their accounts.

Malawi farmer Jakobo Chikayiko (left) discusses his groundnut crop with loan officer Chabobo Mzuma. In 2002, Jakobo lost his father to starvation during a drought. Now, no matter what the rainfall, Opportunity crop insurance protects his family from this risk.

In Malawi, a client uses an Opportunity ATM equipped with biometrics to access her savings. Photo: Zsofia Molnar

Malawi farmer Jakobo Chikayiko (left) discusses his groundnut crop with loan officer Chabobo Mzuma. In 2002, Jakobo lost his father to starvation during a drought. Now, no matter what the rainfall, Opportunity crop insurance protects his family from this risk.

In Malawi, a client uses an Opportunity ATM equipped with biometrics to access her savings. Photo: Zsofia Molnar
PROVIDING HOPE AMIDST DEVASTATION
To help bring stability to countries deeply affected by long civil wars, Opportunity is building banking infrastructure where virtually none existed. In the Democratic Republic of Congo, a main branch is soon to open. In Colombia, 13 branches are reaching displaced persons and others living at the margins of society.

INSURING ACCESS TO HEALTH CARE
For impoverished families in India, Opportunity is offering affordable health insurance that covers pre-existing illness and provides inpatient hospital treatment. Clients receive care on a cashless basis by paying a small weekly premium that totals just $10 per year.

BUILDING SUPPORT FOR FARMERS
Opportunity and partners like John Deere are creating a sustainable framework that increases food security and expands access to financing for agriculturally based communities in Africa. To help farmers achieve higher productivity and protect them from loss, our strategy includes agriculture-specific loan products, crop insurance, more effective fertilizers, drought-resistant seed and technical assistance to improve farming practices. We also guide them through the distribution process, providing linkages to agricultural markets.

A POWERFUL SAFETY NET
Padmavathy (right) was surprised and relieved when Opportunity insurance covered her daughter’s urgent surgery. Not only did she receive the care she needed, but Padmavathy was spared the burden of a significant debt. Here she reviews insurance forms with her loan officer, Rajeswari.
UNLOCKING HUMAN CAPITAL

A child learns to read and breaks a cycle of illiteracy. An unemployed mother starts a business and gains the courage to lead. A street vendor hires a neighbor and contributes to local trade.

Opportunity International services tap into the individual potential that makes these transformative experiences possible for those living in poverty. We provide the tools they need to develop capacity to the fullest—an array of financial products reinforced by educational programs and business training.

Given the freedom to learn new skills, pursue dreams and improve their lives, our clients feel validated, listened to and cared about. With their confidence and courage bolstered, even the most vulnerable can become powerful, active citizens creating lasting change in their families and communities.

FOSTERING PERSONAL GROWTH

Opportunity Trust Groups help individuals break free from the limitations of poverty. They promote solidarity among a group of entrepreneurs, usually women, who guarantee each other’s loans and support one another. Participants benefit from deep connections with their group and loan officers as they experience previously unimaginable growth in their lives. Many become employers and role models.

Serving as mentor, advocate and trainer for Trust Group members, Opportunity loan officers like Valamarthi, pictured above, develop as community leaders. With a heart for the most needy, she is passionately involved in her clients’ lives and has become instrumental in building her local economy.
CULTIVATING LEADERS IN COUNTRY
As part of Goldman Sachs’ 10,000 Women initiative, Opportunity International is equipping hundreds of talented college graduates, loan officers and managers in microfinance institutions with the skills they need to make a difference in their communities. Through the Emerging Leaders Program, young women in eight African countries receive training in banking and finance to establish or advance in a microfinance career.

BANKING ON EDUCATION
For families living in poverty, our school fee loans and tuition savings accounts help parents afford tuition. These accounts also earn interest and guarantee assets if a child loses his or her guardians. For educational entrepreneurs, we offer long-term loans of up to $25,000 along with customized business training. These ambitious proprietors scale up their schools by adding classrooms, improving infrastructure and hiring qualified teachers. With higher quality schools, children benefit from improved nutrition, sanitation and clean water. Opportunity has pilot programs in Ghana, India, Malawi, Uganda and the Dominican Republic.

ABOVE: Opportunity managers attend leadership classes at Strathmore University in Nairobi, Kenya.

ABOVE: Students at Bright Community Nursery and Primary School in Kyebando, Uganda.

RIGHT: Emmanuel Zakia, one of two family members employed by loan client Kagimu Ceasar, makes paintings for tourists in Kampala, Uganda.
In Kampala, Uganda, Godfrey Lutwama, Ruth Nassimbwa and Nuulu Nankya secure loans, buy and sell goods, hire neighbors and deposit profits in savings accounts—making loan capital available to others.

Every day, the financial activity of Opportunity clients like Godfrey, Ruth and Nuulu catalyzes local commerce and contributes to the larger economy of the city. Led by their loan officer Charity Namutebi, these Trust Group members develop strong connections and learn new business skills while using Opportunity services to improve their lives and strengthen their communities.

With five Opportunity bank branches in Kampala and numerous locations throughout the country, Uganda is benefiting from our Banking on Africa campaign, an initiative aiming to reach five million new clients in Africa by 2015. Here, and in more than 20 other countries around the world, Opportunity plays an integral role in building vibrant commerce and thriving communities.

HELPING GOFREDY BUILD ON SUCCESS

With Opportunity loans as the impetus, Godfrey has made dramatic strides in life and gained status in his community. From one small fruit stand, he now has a second run by his wife and a third by an employee—all selling produce he has grown or purchased from local farmers. Along with a home for his family, he constructed 18 rental units and now has the safety net of an Opportunity savings account and loan insurance. With his profits, Godfrey sends his four children and six fatherless relatives to school. Godfrey’s capacity to provide food and housing options for his community has brought his family prosperity he could only have imagined just a few years ago.
SUPPORTING RUTH WITH TOOLS TO EXPAND

Ruth was in business for years, but until she received an Opportunity loan in 2006, she had difficulty purchasing inventory for her Kalerwe Market stall. A true entrepreneur, Ruth expanded from selling groceries to operating her own restaurant. Now repaying her tenth loan of $779, business is stable, the loan is insured and her income has more than doubled. All of her five children attend school, the two youngest at Ladybird School across the street from her stall. Ruth has also created income for others by hiring four employees and buying her supplies from Opportunity clients and other local vendors.

EQUIPPING NUULU FOR BUSINESS AND LIFE

Nuulu, a preschool teacher and mother of three, has been an Opportunity client for 14 years. During that time, she has taken advantage of most all we have to offer—from loans to savings to insurance products. Business loans helped her develop a stall at the Kalerwe Market to sell cold fruit drinks. School fee loans made it possible for her to provide an education for her children. Life insurance and a savings account give her family security they have never known. Today, Nuulu is a respected local leader and founder of a Trust Group of traders who look to her as counselor and advocate.

TO LEARN MORE ABOUT HOW WE ARE HELPING BUILD THRIVING COMMUNITIES IN KAMPALA, VISIT OPPORTUNITY.ORG/REPORT.
2009 HIGHLIGHTS

The generosity of our supporters has helped Opportunity clients and their communities thrive in 2009. Our microfinance products made it possible for market vendors to fill their stalls with goods, artisans to make a profit, educators to expand schools and farmers to move beyond subsistence.

1,357,828 active loans allow clients to develop businesses, increase incomes, provide for families and create jobs for neighbors.

562,101 savings accounts give clients a secure place to save and grow earnings.

1,016,507 microinsurance policyholders protect their families with life, health and crop insurance.

$138 is the average first loan for Trust Group members who collectively share risk and guarantee repayment.

84% of loans are made to women who improve the quality of life for their families.

95% loan repayment rate allows us to keep more money circulating in new loans.

11,501 staff members, 99% of whom are nationals, serve our clients in more than 20 countries.

6,515 loan officers are at the heart of our work, offering support and counsel to every client.

$567 MILLION in assets, including a loan portfolio of $388 million, represents significant capital used to build under-resourced communities.

84% of loans are made to women who improve the quality of life for their families.

1,183,207 clients receive transformative training to develop business skills and enhance personal growth.
“FOR 14 YEARS, CATERPILLAR FOUNDATION has entrusted Opportunity International with our resources to bring the benefits of economic development to the poorest regions of the world. Thanks to our continued partnership, the Foundation’s recent investment will finance 175,000 emerging entrepreneurs in up to 25 countries.”

—Will Ball, Vice President, Caterpillar Foundation

**OUR 2009 PRIORITY COUNTRIES**

Colombia  
Democratic Republic of Congo  
Ghana  
India  
Kenya  
Malawi  
Mexico  
Mozambique  
Philippines  
Rwanda  
South Africa  
Tanzania  
Uganda

**OTHER COUNTRIES IN WHICH WE SERVE**

Albania  
China  
Dominican Republic  
Honduras  
Indonesia  
Macedonia  
Montenegro *  
Nicaragua  
Peru  
Poland  
Romania  
Russia  
Serbia  
Zambia  
Zimbabwe

*bank sold in 2009

**GIVING THAT MULTIPLIES**

**HOW A SINGLE CONTRIBUTION CREATES A CYCLE OF ECONOMIC GROWTH**

**EVERY $100 = $147**

**COMMUNITIES PROSPER**

as new income is reinvested to grow businesses, employ neighbors and enroll children in school — creating an economic cycle of growth for every dollar contributed.

**DONORS**

Gifts are leveraged by client savings and commercial borrowings to significantly increase the size of our loan pool and provide additional funds for our work. On average, over the past five years, for every $100 contributed, the initial Multiplier Effect amounts to $147.

**LOANS ARE DISBURSED**

as loans are repaid and the money benefits an ever-growing number of clients and their families.

**NEW INCOME IS GENERATED**

**DOLLARS ARE RECYCLED**

Our mobile banking in the Rwamagana District of Rwanda serves remote clients.

Our 2009 priority countries

Colombia  
Democratic Republic of Congo  
Ghana  
India  
Kenya  
Malawi  
Mexico  
Mozambique  
Philippines  
Rwanda  
South Africa  
Tanzania  
Uganda

**for 14 years, caterpillar foundation**

has entrusted Opportunity International with our resources to bring the benefits of economic development to the poorest regions of the world. Thanks to our continued partnership, the Foundation’s recent investment will finance 175,000 emerging entrepreneurs in up to 25 countries.”

—Will Ball, Vice President, Caterpillar Foundation

**THANKS TO OUR CONTINUED PARTNERSHIP, THE FOUNDATION’S RECENT INVESTMENT WILL FINANCE 175,000 EMERGING ENTREPRENEURS IN UP TO 25 COUNTRIES.**

—Will Ball, Vice President, Caterpillar Foundation

**FOR 14 YEARS, CATERPILLAR FOUNDATION**

has entrusted Opportunity International with our resources to bring the benefits of economic development to the poorest regions of the world. Thanks to our continued partnership, the Foundation’s recent investment will finance 175,000 emerging entrepreneurs in up to 25 countries.”

—Will Ball, Vice President, Caterpillar Foundation

**THANKS TO OUR CONTINUED PARTNERSHIP, THE FOUNDATION’S RECENT INVESTMENT WILL FINANCE 175,000 EMERGING ENTREPRENEURS IN UP TO 25 COUNTRIES.**

—Will Ball, Vice President, Caterpillar Foundation
Opportunity International raises funds from many sources, some traditional and some unique for nonprofits. From traditional sources, Opportunity International receives charitable gifts and government grants, which it sends to its Implementing Partners in the form of grants, loans and equity investments. A portion of these funds is also used for fundraising and G&A activities. In addition to these sources of funds, Opportunity raises equity and debt from third parties for its Implementing Partners that are directly invested in these organizations, shown in third-party investments above. The graph on the left depicts the funds raised from the various sources.

The ratio of fundraising and G&A expense to total revenue decreased in 2009, reflecting the impact of significant cost reduction efforts.

Complete audited financial statements by KPMG are available upon request.

Opportunity International raises funds from many sources, some traditional and some unique for nonprofits. From traditional sources, Opportunity International receives charitable gifts and government grants, which it sends to its Implementing Partners in the form of grants, loans and equity investments. A portion of these funds is also used for fundraising and G&A activities. In addition to these sources of funds, Opportunity raises equity and debt from third parties for its Implementing Partners that are directly invested in these organizations, shown in third-party investments above. The graph on the left depicts the funds raised from the various sources.

The ratio of fundraising and G&A expense to total revenue decreased in 2009, reflecting the impact of significant cost reduction efforts.

Complete audited financial statements by KPMG are available upon request.

Opportunity International raises funds from many sources, some traditional and some unique for nonprofits. From traditional sources, Opportunity International receives charitable gifts and government grants, which it sends to its Implementing Partners in the form of grants, loans and equity investments. A portion of these funds is also used for fundraising and G&A activities. In addition to these sources of funds, Opportunity raises equity and debt from third parties for its Implementing Partners that are directly invested in these organizations, shown in third-party investments above. The graph on the left depicts the funds raised from the various sources.

The ratio of fundraising and G&A expense to total revenue decreased in 2009, reflecting the impact of significant cost reduction efforts.

Complete audited financial statements by KPMG are available upon request.
Opportunity International Supporting Partners
Supporting Partners raise funds for our microfinance institutions.

## Statement of Revenue and Expenditures

<table>
<thead>
<tr>
<th></th>
<th>FOR THE YEAR ENDED DECEMBER 31, 2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$s in thousands (unaudited)</strong></td>
<td>U.S.</td>
<td>Outside U.S.</td>
</tr>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private cash contributions and pledges</td>
<td>$39,772</td>
<td>$18,916</td>
</tr>
<tr>
<td>Government grants</td>
<td>4,011</td>
<td>2,427</td>
</tr>
<tr>
<td>Non-recurring activities</td>
<td>4,705</td>
<td>—</td>
</tr>
<tr>
<td>Total revenue</td>
<td>48,488</td>
<td>21,343</td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity investments in Opportunity banks</td>
<td>6,332</td>
<td>3,241</td>
</tr>
<tr>
<td>Grants to NGOs for revolving loans</td>
<td>18</td>
<td>1,142</td>
</tr>
<tr>
<td>Grants for partner operations and client services</td>
<td>3,503</td>
<td>4,465</td>
</tr>
<tr>
<td>Program development activities</td>
<td>17,646</td>
<td>5,649</td>
</tr>
<tr>
<td>Total program services</td>
<td>27,499</td>
<td>14,497</td>
</tr>
<tr>
<td><strong>Fundraising and G&amp;A activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td>6,469</td>
<td>2,949</td>
</tr>
<tr>
<td>G&amp;A</td>
<td>2,829</td>
<td>1,552</td>
</tr>
<tr>
<td>Total fundraising and G&amp;A</td>
<td>9,298</td>
<td>4,501</td>
</tr>
<tr>
<td><strong>Total expenditures</strong></td>
<td>36,797</td>
<td>18,998</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>11,691</td>
<td>2,345</td>
</tr>
<tr>
<td>Less: pledges for future distribution</td>
<td>11,629</td>
<td>—</td>
</tr>
<tr>
<td><strong>Net cash for future allocation</strong></td>
<td>$62</td>
<td>$2,345</td>
</tr>
</tbody>
</table>

## Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>DECEMBER 31, 2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$s in thousands (unaudited)</strong></td>
<td>U.S.</td>
<td>Outside U.S.</td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$3,129</td>
<td>$7,393</td>
</tr>
<tr>
<td>Restricted cash and cash equivalents</td>
<td>21,012</td>
<td>7,814</td>
</tr>
<tr>
<td>Current receivables</td>
<td>23,064</td>
<td>470</td>
</tr>
<tr>
<td>Other current assets</td>
<td>1,900</td>
<td>2,519</td>
</tr>
<tr>
<td>Total current assets</td>
<td>49,195</td>
<td>18,196</td>
</tr>
<tr>
<td><strong>Long-term</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term receivables</td>
<td>21,948</td>
<td>9,217</td>
</tr>
<tr>
<td>Capital in Opportunity banks</td>
<td>54,082</td>
<td>8,770</td>
</tr>
<tr>
<td>Investments–other</td>
<td>28,023</td>
<td>6,163</td>
</tr>
<tr>
<td>Net property and equipment</td>
<td>786</td>
<td>139</td>
</tr>
<tr>
<td>Total long-term assets</td>
<td>104,839</td>
<td>24,289</td>
</tr>
<tr>
<td>Total assets</td>
<td>$154,034</td>
<td>$42,485</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>$7,933</td>
<td>—</td>
</tr>
<tr>
<td>Accounts payable and other current liabilities</td>
<td>3,066</td>
<td>616</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>10,999</td>
<td>616</td>
</tr>
<tr>
<td><strong>Long-term</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total long-term debt and other liabilities</td>
<td>13,641</td>
<td>76</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>24,640</td>
<td>692</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>64,229</td>
<td>23,958</td>
</tr>
<tr>
<td>Restricted net assets</td>
<td>65,165</td>
<td>17,835</td>
</tr>
<tr>
<td>Total net assets</td>
<td>129,394</td>
<td>41,793</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$154,034</td>
<td>$42,485</td>
</tr>
</tbody>
</table>

## Notes to Financials

### Financial statement presentation
The financial information included in these statements was derived from the financial statements of independent organizations. The Supporting Partners’ statements reflect the revenue and expenditures and balance sheet of the combination of the five independent partners in developed countries (Australia, Canada, Germany, United Kingdom and United States), without regard to ownership positions in certain Implementing Partners. The Implementing Partners’ statements represent a combination of the revenue and expenditures and balance sheets of the 43 Implementing Partners, also without regard to ownership status. The statements are unaudited. Audited statements of the partners are available upon request.

### Equity ownership in affiliates
Opportunity International-U.S. receives certain grants restricted for investment in 17 microfinance institutions. The investments provide start-up costs and funds for the revolving loan programs.

### Complete audited financial statements are available upon request.
## Management Discussion and Analysis of Financial Statements (continued from page 12)

### Microinsurance services
The objective of this effort is to provide insurance to people living in poverty. The cost of these activities is funded by a Bill & Melinda Gates Foundation grant and a NIKE grant, both received in 2007. Expenditures for this activity grew by 23% during 2009.

### Other program expenditures
These expenditures include the cost of managing our bank investments and the Loan Guarantee Fund. They also include grants management activities; general community education and communication; and advocacy and policy activities at the national level. These expenditures fell by 17% in 2009, primarily due to reduced activity levels of the investment management and education activities.

### Fundraising and general & administrative (G&A) activities
The ratio of fundraising and G&A expense to total revenue dropped to 21% in 2009 as a result of a reduction in expenses to bring costs more in line with expected future revenues. The ratio as a percentage of funds raised remained at 8% in 2009. Significant leverage was achieved at the Implementing Partners in spite of the global financial crisis.

### Opportunity International Supporting Partners (page 13)

#### Net cash for future allocation:
The net cash surplus of $2.4 million in 2009 was primarily a result of Opportunity International-Canada’s receipt of more cash than it disbursed for The MasterCard Foundation grant. In 2008, Supporting Partners recorded an excess of pledges relative to the amount of cash distributed during the year.

### Opportunity International Implementing Partners (page 14)

#### Revenue:
Implementing Partners’ revenue decreased by 3% from 2008 to 2009, primarily as a result of adverse foreign currency fluctuations.

#### Net income:
Implementing Partners’ net loss increased substantially in 2009. This principally was due to higher loan loss provisions across the Network.

#### Loan portfolio:
The net loan portfolio decreased by 4% to end the year at $363 million. Adverse currency translation effects and the higher loan loss reserve accounted for the decline.

---

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$25,487</td>
<td>$20,531</td>
</tr>
<tr>
<td>Interest-bearing deposits and investments</td>
<td>13,607</td>
<td>6,220</td>
</tr>
<tr>
<td>Net loan portfolio</td>
<td>42,076</td>
<td>32,124</td>
</tr>
<tr>
<td>Other current assets</td>
<td>7,766</td>
<td>14,223</td>
</tr>
<tr>
<td>Total current assets</td>
<td>$81,576</td>
<td>$72,098</td>
</tr>
</tbody>
</table>

### PROVISION FOR LOAN LOSSES

- **2009:** $4,204
- **2008:** $4,005
- **2007:** $14,234
- **2006:** $936
- **2005:** $23,379
- **2004:** $16,879

### Net Financial Margin

- **2009:** $37,872
- **2008:** $43,918
- **2007:** $17,890
- **2006:** $10,167
- **2005:** $123,561
- **2004:** $120,130

### Net Income

- **2009:** $(5,811)
- **2008:** $2,648
- **2007:** $(11,954)
- **2006:** $(1,284)
- **2005:** $(16,401)
- **2004:** $(1,837)

---

*Complete audited financial statements are available upon request.*

*2008 has been restated for comparative purposes, to reflect the sale of Opportunity Bank Montenegro in early 2009.*
Motivating young leaders

For 17 years, Opportunity International and USAID have worked closely together to create opportunities like the one seen here. In remote Honde, Mozambique, Opportunity mobile bank supervisor Jose Rodrigues Magalhaes (at computer) offers financial services while USAID's Flavio Assane (in black shirt) looks on.

“Even as we look to new microfinance tools to improve access to capital, USAID appreciates its long-term partners that have worked to improve lives in the developing world by bringing banking services to marginalized populations.” — Dr. Rajiv Shah, Administrator, USAID

For 17 years, Opportunity International and USAID have worked closely together to create opportunities like the one seen here. In remote Honde, Mozambique, Opportunity mobile bank supervisor Jose Rodrigues Magalhaes (at computer) offers financial services while USAID’s Flavio Assane (in black shirt) looks on.

Even as we look to new microfinance tools to improve access to capital, USAID appreciates its long-term partners that have worked to improve lives in the developing world by bringing banking services to marginalized populations.” — Dr. Rajiv Shah, Administrator, USAID

Young Ambassadors for Opportunity (YAO) is a growing group of young professionals who aim to inspire, educate and involve others in the fight against global poverty. Drawing on their passion for social change and capacity to network, these volunteers actively engage in promoting and supporting the work of Opportunity International. Through regional grassroots efforts, YAO is raising awareness and funds to build a microfinance bank in Tanzania, one of the poorest countries on earth.

In the outskirts of Nairobi, Kenya, Margaret Wangui can now use her cell phone to make financial transactions from the convenience of her restaurant.

Motivating Young Leaders

Young Ambassadors for Opportunity (YAO) is a growing group of young professionals who aim to inspire, educate and involve others in the fight against global poverty. Drawing on their passion for social change and capacity to network, these volunteers actively engage in promoting and supporting the work of Opportunity International. Through regional grassroots efforts, YAO is raising awareness and funds to build a microfinance bank in Tanzania, one of the poorest countries on earth.

CHAPTERS
BOSTON
CHICAGO
LOS ANGELES
MINNEAPOLIS/ST. PAUL
NEW YORK
SAN DIEGO
SAN FRANCISCO
WASHINGTON, D.C.

NATIONAL BOARD MEMBERS & CHAPTER CHAIRS
Alana Aldag
Abbi Antablin
Lindsay Bolles
Nancy Brady
Kelly Cerilli
Mandy Cheung
Peter Deanoic
Jason Duff
Anne Edwardson
Emily Egan
Bianca Javier
Shannon Leetheuser
Jennifer Murtie
Joshua Murtie
Tracey Neret
Suzanne Ooninxc
Nathan Popkins
Liesl Pritzker *
Joseph Sandler
Zachary Schuler
Emily Soltredt
Chris Tharp
Elena Veckman
Brian Zakrocki

* Chair of Young Ambassadors for Opportunity

Credit Suisse Grant Expands Technology

By funding our electronic wallet strategy, Credit Suisse is helping Opportunity International integrate more people at the bottom of the income pyramid into the mainstream economy. Cutting-edge banking technologies, including biometrics and cell phones, will enable us to counteract barriers such as inaccessible banks and the lack of market competition. As a result, even geographically remote clients will be able to make secure electronic payments, purchases and transfers without leaving their community.

Uncdf Supports Our Bank-Building in Africa

A United Nations Capital Development Fund (UNCDF) grant will help Opportunity establish a full-service, deposit-taking bank in the Democratic Republic of Congo. The grant was made from UNCDF’s MicroLead program—a fund that assists financial service providers in expanding to the world’s least developed countries.

To Join YAO, Visit Opportunity.org/YAO.

In Dar es Salaam, Tanzania, loan officer Rehema Paul (left) meets with the Mshikamano-B Trust Group.

In Dar es Salaam, Tanzania, loan officer Rehema Paul (left) meets with the Mshikamano-B Trust Group.
MICHIGAN
Laurem and Tom Cunningham
Dave Kahlke
Roger and Jean Steed
Kathleen and Samuel Valenti
Gary and Ruth Verink
Richard and Virginia Williams

MINNESOTA
Jim and Patti Arnold
Dave and Karen Beadie
Suzanne and Steve Bennett
Roberta Mann Benson
Scott and Mignon Bergs
Bill Bieber and Helen Meyer Bieber
Stacy and Monique Ward
Kris Breheim
Blythe Brendlen
Bill and Karen Brown
Jeanie and William Buckner
Peggy Burnet
Jacqueline Byrd
Joanne and Ben Case
David and Michelle Choe
Tim and Tara Clark
Greg and Jennifer Colburn
Fritz and Glenda Corrigan
Jim and Deb Deanovic
Peter Deanovic
Keith and Amy Downey
Dennis and Megan Doyle
Dan and Janet Dryer
Jennifer Eckert
Dick and Karol Emmerich
Tom and Diane Erickson
Douglas Fulton and Cynthia Baune
Jill and Tim Geoffrion
Penny and Bill George
George Gilbertson
Terri and Rick Gunderson
Linda Hall Keller
Thomas and Joyce Hansen
Stanley and Mindy Hargrove
Jim and Andrea Haymaker
Dave and Lisa Hintermeister
Maury and Linda Kapsner
Tracy Kirby
Patrick and Norma Klein
Ben and Andrea Kline
Robert and Venetia Kudlace
Steve and Sarah Kumagai
Molly and Peter Larsen
Rick and Anita Leggott
Mary and Susan Lewis
Barbara Lupinetti
Martha (Muffy) MacMillan
Robert and Polly McCrea
Michael and Kate McElroy
Lizbeth McKibbon and Fred McDonald

NEW MEXICO
Mike and Karin Meloch
Fred and Ann Moore
Barb and Terry Muelken
Bob and Carolyn Nelson
Kris Nissen
Blue and Cliff Olson
Kelly Olson
Tom Oswald
Michael and Kelly Palmer
Jim and Evonne Pedersen
tad and Cindy Piper
Lindsay and David Polayk
Frank and Donna Ravndal
Chris and Amy Revak
Curtis and Marian Sampson
Herve and Jennifer Sarteur
Christopher and Jennifer Sawyer
Peter and Colleen Schleider
Pat Shimek
Charlie and Cathy Snyder
Phil and Margie Soren
Warren and Mary Lynn Stanley
Mark and Kimberly Thompson
Jay and Lisa Tichetter
Rolf and Liz Turnquist
Bob and Jenny Verner
Mary Sue and Peter Verbrich
Scott Wecht
Jay and Diane Wissink
Nicole and Kirk Woodhouse

MISSOURI
David and Lauren Lowman
Barb and Bill Macon
Richard McClure and Sharon Buchanan-McClure
Tom and Jilly Moller
Harry and Genie Mueller
Drew and Meg Smith
Nick and Jennifer Tompras
Kevin and Pam Voss

NEBRASKA
Mildred Hindmarsh

NEVADA
John and Laura Blackburn
James and Julie Voorhees

NEW HAMPSHIRE
Alan and Sally Gayer

NEW JERSEY
Brian and Tracy Kohn
David and Christine Edwards
Rev. David and Mrs. Sally McAlpin
Mike and Marilyn Modak
Raouf Morcos
Rosemarie Nye
Curry and Cissy Viebranz

NEW YORK
Robert and Sterling Bell
David and Mary Jo Bollinger
Lazarus Angbazo
Tim C. Geoffrion, Jr.
John and Kathy Hart
Carol Heiner
Randy and Eric Hustvedt
Douglas and Karen Johnstone
Loisa Nicolas Lewis
Tracey O’Hebe
Don and Doris Meyer
Jeff and Karin Meyer
Brent and Sherry Pearson
Anthony and Susana Picciotto
Liziel Pritzkler
Bill and Sabra Richard
Richard and Erika Stehl
Brian Zaczkowski

NORTH CAROLINA
Bob and Elizabeth Bridges
Steve and Liz Eubanks
Tom and Carol Foure
Ted and Missy Highsmith
Michael and Allison Lappin
Mark and Becky Linsz
Tom and Karen Moore
Jerry and Leigh Moran
Mark and Anne Paulson
Jodi and Bobby Pettinger
Thomas Pollan
Dave and Julia Rutson
Marion and Michael Shields
Ken and Barbara Sibley
Alan and Libby Simmonini
Tom and Darla Shelton
John and Elizabeth Stamas
Jeff and Kathy Tennyson
Cindy and Ed Walko
Price and Kara Whifield
Randy and Nancy Wiethra

OHIO
Dennis and Denise Blankemeyer
Timothy F. Geisse
Don and Debbie Quigg
Robert and Martha Whittington
Jim and Donna Wyland

OKLAHOMA
Kenneth and Leiter Greer

OREGON
Amy and Danayz
Stephen and Stephanie Greer
Sylvia Muscia
Eugene and Karen Stoek

PENNSYLVANIA
Cheryl and Derk Bergma
dave and Mike Bontrager
Heather and Vern Burling
Panther and Bob Byers,
Jane Coleman
Ilonka and Jack Comstock
Heather and Kevin Gallagher
Bonnie and Chris Gleeson
Sarah and Peter Ginn
Jennifer and David Hall
Diana and Samuel Harbison
Peg and Ed Harshaw
Lois and James Herr
Nancy and Cameron Hicks
Nan and T.J. Humphreys
Doris and Lester Loucks
Cheryl and Doug McBreamy
Christine and Tom Nagel
Marilyn and John Nugent
Bonnie and Jonathan O’Neil
Carla and Dennis Reusle
Kimberly and David Simms
Susan and Charles Steege
Joyce and Jim Sweet
Lisa and Jeffrey Thomas
Michael Toothman
Marge and Rick Volpe
Karen and Ken Volpert
Susan and Richard Zeber

RHODE ISLAND
Jennifer Eckert

SOUTH CAROLINA
Richard and Elizabeth Hogue

TENNESSEE
Mike and Mandy Gallagher
Jennifer and David Chadwick

TEXAS
Robert and Abby Antoin
Lindsay and Lucy Duff
Wendell and Jenny Enw
Marvin and Marilyn Heisler
Kathleen and Samuel Verbins
Jeannie Pascale
Shara Michalka
William and Judy Maynard
Mike and Amy Macari
Paul and Penny Loyd
Mike and Amy Macari
William and Judy Maynard
Jay and Lisa Tennyson
Karen and Ken Volpert
Susan and Richard Zerbe

WASHINGTON
William C. Bland
Laurel and Greg Nelson
Tom and Pedi Pettigrew
John Sage

WISCONSIN
Mark and Dawn Fuchs
Paul and Lois Heiss
Robert Keller
Hilton and Jean Neal
Carol and Grant Nelson
Catherine Madden Yabuki

INTERNATIONAL
Lyneen and David Baab
Ross Clemenger
John and Betty Eckerd
Janelle Muniz Lassonde
Brucy and Tracy Simpson
Seafal Vetter
and Jules Kortenhorst
Terry and Kimberly Watson
George and Jorie Yen

JOINING WITH COMPASSION TO HELP DISADVANTAGED YOUTH IN COLOMBIA

In the spirit of Jesus’s call to serve the poor, Compassion International and Opportunity International are collaborating to impact lives in Colombia, Ghana and Uganda. In a pilot program, 400 youths will learn about entrepreneurship, business and technical skills as well as financial literacy, as a way to explore career options or create income for education expenses. The program will serve teenage children of Opportunity clients and Compassion International youth. Those with a viable business plan will receive a small loan, preparing them to apply for larger business loans as adults.

TO LEARN MORE, VISIT OPPORTUNITY.ORG/BOG.
OMPIDYAR NETWORK INCREASES ACCESS AND OPPORTUNITY

Omidyar Network continues to support Opportunity International’s strategy to design, create and implement electronic and mobile banking technologies that fully meet the needs of underserved populations. Omidyar Network’s grant is at work in eight sub-Saharan countries, helping to reduce transaction costs through the expansion of ATM, POS, biometric, cell phone and mobile banking. The grant also provides for Opportunity to share knowledge and best practices with the entire microfinance industry.

CORPORATIONS, FOUNDATIONS, CHURCHES AND ORGANIZATIONS

ADC Foundation
Aimee and Frank Batten Jr. Foundation
Anderson Family Foundation
Arizona Community Foundation
Arthur Bell Youth Foundation
Arthur Rock & Company
Bailie Lumber Co., Inc.
Ballard Technology, Inc.
Bank of America
Boston For Africa, LLC
Boyeott Petroleum
Brekke Real Estate Inc.
CAC, LLC
California Rock Crushers (Cal Crush)
Calvary Church of Los Gatos, CA
Capital Group Companies
Charles Ahlem Ranch
Christ Presbyterian Church, Edina, MN
Christian Evangelical Foundation
Church of the Saviour, Wayne, PA
Cornerstone Information Systems
The Cornwall Trust
Cozad Foundation
Dale and Edna May Walsh Foundation
The Daniel and Francine Scinto Foundation
The Denver Foundation
Dorothy and Henry Hwang Foundation
Dr. Scholl Foundation
Earle M. Combs & Virginia Combs Foundations
Emelco Foundation
FairWyn Fund
Fellowes, Inc.
First Baptist Church, Winston-Salem, NC
First Presbyterian Church, Champaign, IL
First Presbyterian Church, River Forest, IL
Foundation for Christian Stewardship
Foundation for the Carolinas
The Fuller Foundation
GlaxoSmithKline Foundation
Global Impact
The Grace Jones Richardson Trust
Grace Presbyterian Church, Houston, TX
Greenberg Traurig, LLP
Guerrant Foundation
Heart of Cabot Foundation
The Helmerich Trust
Helwig Carbon Products
Hicks Foundation
Hodgdon Family Charitable Fund
The Huglund Foundation
Hugh E. and Marjorie S. Petersen Foundation Inc.
James and Agnes Kim Foundation
James Huntington Foundation
The Kerrigan Family Charitable Foundation, Inc.
Lorance Lisle Foundation
The Luzerne Foundation
Marble Collegiate Church, New York, NY
The Marjorie Merriweather Post Foundation
Martin Family Foundation
MDJ, Inc.
Microsoft Corporation
Modesto Gateway Rotary
Modesto Sunrise Rotary
Moran Family Opportunity Foundation
Oakdale Rotary
Oakdale Sunrise Rotary
Oakhurst Rotary
PeaceTree Presbyterian Church, Atlanta, GA
Rancho Bernardo Community Presbyterian Church, San Diego, CA
The Rauner Family Foundation
Robert and Margaret Thomas Foundation
Rocha Transportation
The Rumsfeld Foundation
SAJE Foundation
Samueli Foundation
The San Diego Foundation
Santa Barbara Community Church, CA
Sarah Spencer Foundation
Saratoga Federated Church, CA
Satter Family Foundation
Serving Hands International
The Sister Fund
Soco Group Inc.
South Bay Community Church of the Brethren, Redondo Beach, CA
St. Andrew’s Presbyterian Church, Newport Beach, CA
St. Joan of Arc Parish, San Ramon, CA
State Street
Stewardship Foundation
Stonebriar Community Church, Frisco, TX
Stuart Family Foundation
T. Rowe Price Associates
United Methodist Church, St. Helena, CA
ValMark Securities, Inc.
Visalia Breakfast Rotary
The Water Agency, Inc.
Watson Family Foundation
Wayne Presbyterian Church, PA
Wayzata Community Church, MN
Wheaton Academy
York Association United Church of Christ, PA

STRATEGIC PARTNERS

Academy for Educational Development
ACDI/VOCA
AfriCap
Bill & Melinda Gates Foundation
Blue Orchard Finance
Caterpillar Foundation
Compassion International
Conrad N. Hilton Foundation
Credit Suisse
Goldman Sachs
Habitat for Humanity
IDP Foundation, Inc.
ING
International Justice Mission (IJM)
Inter-American Development Bank (IADB)
John Deere Foundation
The MasterCard Foundation
NIKE Foundation
Omidyar Network
Oracle/Hyperion
United Nations Capital Development Fund (UNCDF)
United States Agency for International Development (USAID)
UPS
Western Union
World Bank’s Consultative Group to Assist the Poor (CGAP)

OPPORTUNITY’S POINT-OF-SALE (POS) DEVICE BRINGS BANKING SERVICES TO OUR CLIENTS AT THIS AGRICULTURE SUPPLY STORE IN MALAWI. OWNER RAFIK LATIFF (LEFT) DISCUSSES POS USAGE WITH WEBSTER MBEKEANI, HEAD OF MOBILE MARKETING.
BOARD OF ADVISORS

DR. TONY CAMPOLI
Professor Emeritus, Eastern University

dORIS CHRISTOPHER
Founder & CEO, The Pampered Chef

cARLY FIORINA
Former Chairman & CEO, Hewlett-Packard Company; Chairman, Fiorina Foundation

CHRISTINA A. GOLD
President & CEO, Western Union

AMBASSADOR TONY P. HALL
Former U.S. Congressman and U.S. Ambassador

REV. THEODORE HESBURGH, C.S.C.
Former President, University of Notre Dame

LT. GENERAL CLAUDIA J. KENNEDY
U.S. Army (Retired)

DR. MARTIN MARTY
Professor, University of Chicago

DIKEMBE MUTOMBO
Chair and President, Dikembe Mutombo Foundation, Inc.

THE HONORABLE FIDEL RAMOS
Former President, Republic of the Philippines

SUSAN SAMUELI
President, Samueili Foundation

EXECUTIVE TEAM

BILL MORGENSTERN
CEO

RICHARD C. JOHN
SVP, Finance and Administration & CFO

DAVID M. KNIBBE
SVP, Resource Development

MARK LUTZ
SVP, Global Philanthropy

DENNIS RIPLEY
SVP, International Business Development

CONNIE STRYJAK
SVP, Human Resources

LENDERS TO OUR BANKS

Banka Kombetare
Tregtare Sh.A. (BKT), Albania
Blue Orchard Finance
Citibank
Coopest
Developing World Markets
Dia Vikas Fund
Erste Bank
European Bank for Reconstruction and Development
European Fund for Southeast Europe
HFDC Bank (India)
ing
KFW-German Development Bank
National Bank of Malawi
Oikocredit
responsAbility Fund
Small Industries Development Bank of India (SIDBI)
SNS Institutional Microfinance Fund
Standard Chartered Bank
Symbiotics
Triple Jump Fund

BOARD OF DIRECTORS

BRADLEY J. BELL
Wheaton, IL

STEVEN D. COSLER
Winter Park, FL

DEBORAH A. FARRINGTON
New York, NY

DAWN PARSONS FELLER
Hinsdale, IL

SUSAN GILLETTE
Winnetka, IL

BETTY JANE “BJ” HESS (VICE CHAIR)
Hingham, MA

JULIE HINDMARSH
Baltimore, MD

RICHARD HOEFS
Fitchburg, WI

JESSICA JACKLEY
Los Angeles, CA

JOHN MCKAY
Santa Ana, CA

JEFFREY S. MEYER
Orchard Park, NY

BILL MORGENSTERN
Oak Brook, IL

THEODORE D. MOSER
Oakland, CA

BETSY S. PERDUE (SECRETARY)
Chicago, IL

DAVID L. SIMMS
Newton Square, PA

JILL DAILEY SMITH
River Forest, IL

NATHANIEL SUTTON
Matteson, IL

MARK A. THOMPSON
Minneapolis, MN

PETER THORRINGT (CHAIR)
Palos Verdes Estates, CA

KADITA “A.T.” TSIBAKA
Spotsylvania, VA

MARK VASELKIV (TREASURER)
Baltimore, MD

TERRENCE A. WATSON
London, England

We welcome the following board members for 2010:

RODNEY DAMMEYER
La Jolla, CA

SANDRA DAVIS
Edina, MN

JIM HAMILTON
Laguna Beach, CA

PETER KING
Sydney, Australia

DELIVERING HOPE IN INDIA

When R. Jeyanthi became an Opportunity loan officer three years ago, she crisscrossed the streets of Chennai on her bicycle, forming 29 Trust Groups with 535 members along the way. As a young widow and mother of two, she lives by Jehovah Jireh or “God provides” and is grateful her faith helps her flourish.

In India, Opportunity is partnering with the International Justice Mission to help victims of forced labor transition to a life of freedom.
PARTNERING FOR THE RURAL POOR IN AFRICA

In rural sub-Saharan Africa, less than 10 percent of people have access to comprehensive financial services. A new program co-funded by the Bill & Melinda Gates Foundation and The MasterCard Foundation will allow us to expand banking opportunities in these isolated areas by deploying a range of efficient delivery channels—including satellite branches, cell phones, mobile banks, ATMs and point-of-sale (POS) devices.

With this partnership, Opportunity will reach over 1.4 million people with savings accounts and develop a strategic model to help 90,000 smallholder farmers increase their chances of success. The model includes agricultural loans and customized training aimed at improving productivity and minimizing risk.

FUND A MICROLOAN AT OPTINNOW.ORG.

GET INVOLVED
BOARD OF GOVERNORS | opportunity.org/bog
WOMEN’S OPPORTUNITY NETWORK | opportunity.org/won
YOUNG AMBASSADORS FOR OPPORTUNITY | opportunity.org/yao