Building Our Future Through JA

Eyes on the entrepreneurial prize
Success on the brain
Ready to take a bite of his piece of the economic pie
Has college plans all buttoned up
Strongly supported by work-readiness skills
Will never bend under a burden of personal debt
Feet planted firmly in economic reality

Reaching the summit in Europe
Hope floats in Jamaica
China breaks stereotypes
Camping in Africa
Interactive marketers wired for success
Oman business with style and substance
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ON THE COVER
Building our Future through JA. We are all stakeholders in the future of the next generation. Let's provide young people with the tools they need to build a healthy world economy.

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Dear Friends,

As the world economy slowly emerges from its deepest recession in 80 years, the focus has now turned to the future. What shape will the economic recovery take? Will it be a relatively quick V-shaped rebound? A slower U-shaped comeback? Or a more spiky W-shaped recovery? Only economic results over the coming months and years will answer that question for people and countries around the world.

Whether the shape of that ultimate recovery is a V, a U or a W, we know that two letters will be essential to the future of the world’s young people and its economy: JA.

This past year marked the 90th anniversary of JA. Starting with just a handful of students in 1919, JA’s reach now spans the globe with a wide variety of programs and learning experiences for young people between the ages of 5 and 25.

During 2009, JA Worldwide operated in 123 countries around the world providing more than 9.7 million young people with an education in the core areas of work readiness, financial literacy and entrepreneurship. Each of these learning areas provides JA students with the entrepreneurial spirit, financial acumen and the “life skills” required for their personal development as well as for the development of their surrounding economies.

Despite its long and rich past, JA has always been about the future. We have consistently viewed young people as the key to stronger economies and have provided them with the tools, skills, ethical standards and, most importantly, the self-confidence to make a difference in their lives and the lives of others. As we look forward to the years ahead, we are proud of our past accomplishments but also recognize that our most important work lies in front of us.

The economic challenges of the past year affected not only businesses, individuals and governments but also JA operations around the world. Yet, despite the financial challenges posed by the global recession, JA Worldwide still experienced growth:

- Our student reach expanded by five percent with more than 9.7 million students educated in 2009—the most ever by JA Worldwide.
- Total classes in which JA programs were taught increased by three percent to 379,968.

These are impressive results in a daunting economic environment. However, given the large numbers of students around the world who do not have the benefit of a JA experience, we still have much to do.

Little of JA’s success could be achieved without the unflagging generosity of individuals, businesses, foundations and governments around the world. All of these funders recognize the importance of preparing current-day students to take the reins of our economy in the future. Likewise, they understand that empowered,
work-ready and financially literate young people hold the key to economic prosperity in all corners of the world. Whether their support is financial in nature or volunteering in a classroom to teach one of our many programs, they make a difference in the lives of young people every day. In all, these funders provided over US $273 million to JA Worldwide and made available more than 330,000 volunteers who served in classrooms, on boards and in a variety of other capacities throughout JA. Their support and generosity is greatly appreciated.

The following pages give you a glimpse of JA’s impact throughout the world, but truly provide only a hint of the collective impact of our work. Each day, JA reaches students around the world in a personally transformative way. The vignettes in this report give you a flavor of our programs, their impact on young people and the generous donors who share our vision. Whether it’s working with a young person in Chicago, Moscow, Beijing, Asunción, Nairobi or Amman, JA makes a difference every day with someone.

As we expand the student impact of our programs around the world, we are also growing the population of a critical constituency with whom the organization needs to stay engaged—our alumni. These JA graduates are uniquely positioned to “give back” to the next generation through volunteerism, board engagement and financial support of JA and can be powerful ambassadors for the organization. In the pages that follow, you’ll read about two such ambassadors who have powerful personal and professional stories that connect deeply to JA (Jeremi and Ian Karnell).

This report is intended to both look back on the past year as well as forward into the future. As we have said, despite the many challenges the tenuous economy presented to us during the past year, we maintained a high degree of stability, ran more efficiently and continued to explore ways to increase our relevancy. In terms of that future, we are working aggressively to better leverage our global presence by:

- Accelerating the development of our regional capacity in Asia/Pacific, the Americas, Africa and the Middle East/North Africa.
- Expanding our global fundraising capacity in a manner consistent with our long-term strategies and goals.
- Developing a variety of technology-based delivery models that continue to ensure a relevant educational experience for students regardless of where they are in the world.
- Ensuring that we appropriately manage and steward the important financial and human resources that are given to us each year.

JA has been and always will be about the future. Young people are the world’s future, and JA’s focus is on preparing those young people for that future. We thank you for your support and look forward to working with you in building an organization for the next 90 years and beyond.

Ralph de la Vega
President and Chief Executive Officer, AT&T Mobility and Consumer Markets
Chairman, JA Worldwide

Sean C. Rush
President and Chief Executive Officer
JA Worldwide

www.ja.org
Social Responsibility:
INJAZ Entrepreneurs Have It Down to an Art

Through creativity and handcraft, young Omani women win the regional title of JA Company of the Year.

Given the Middle East’s vigorous oil production, it may seem counterintuitive that its young people are exploring ways to decrease dependence on fossil fuels. However, a JA student company run by six Omani eleventh-grade girls did just that—and in the process, was named the region’s JA Company of the Year.

As part of their participation in JA Company Program—in which student-run enterprises devise, produce and market a product while trying to realize dividends for their shareholders—the students founded “Al Anamel Al Mubdiah.” The name of the company means “creativity and handcraft,” specializing in the manufacture of 100-percent biodegradable and fully recyclable decorative products.

The six Omani girls who comprised the board of directors of Al Anamel Al Mubdiah learned from their chemistry teacher how to recycle the remains of palm trees burned by local farmers. The girls crushed the leaves and applied a chemical compound to create the paper from which their products were made.

Competitions such as the JA Student Company of the Year event help strengthen the partnership among education and private-sector enterprises, in addition to increasing students’ career readiness and promoting the culture of entrepreneurship. The competition required the students to produce an annual report, participate in a trade fair to promote their product, and pitch their company to a panel of judges comprised of business leaders from Citi, HSBC, the Young Presidents Organization and Bank of New York Mellon. Not only did the Omani girls win the event, but their chief executive was named CEO of the Year.

Commenting upon why the Omani student company was chosen from among 11 others in the region, Shabib Al Ma’mari, Executive Director of JA/INJAZ Oman, noted that the girls’ company stood out for its “commitment to corporate social responsibility, had an environmentally friendly focus, created a detailed business plan, and had both analyzed and addressed needs in the local market.” Regional Director Soraya Salti added, “This year’s competition was a testament to the innovative spirit and

INJAZ—Junior Achievement Wins Global Social Entrepreneurship Award

INJAZ-al-Arab received a 2009 Skoll Foundation Award for Social Entrepreneurship, along with a three-year grant of $765,000, for the positive impact that Junior Achievement has had on youth in the Middle East. Soraya Salti, the innovative senior vice president of INJAZ-al-Arab, accepted the award at the Skoll World Forum held at England’s Oxford University. “We need to inspire and prepare young Arabs to succeed in a global economy. Every person who has ‘made it’ owes it to the next generation to go back and lift them up with his or her skills,” said Salti in her speech.

To access more of Salti’s remarks, visit YouTube at www.youtube.com/watch?v=BrA260p35LA.
The Sultanate of Oman may not be well-known in other parts of the world, but is noteworthy for being one of the first countries to embrace Islam during the Prophet Muhammad’s lifetime, and is the site of the oldest known human settlement, dating back to the Stone Age.

While INJAZ—as Junior Achievement is known in the Middle East—has only had a presence in Oman for three years, it experienced 189-percent student growth last year. Currently, the focus of INJAZ’s efforts is on providing students with work-readiness and entrepreneurship education to position them to effectively compete in the global economy. Two-thirds of INJAZ Oman’s students participate in JA Company Program or other INJAZ entrepreneurship-education initiatives.

In a country closely associated with the dawn of civilization, JA students are looking towards the future with confidence, and are learning how to apply innovative thinking to business challenges whose solutions will have far-reaching benefits.

determination of our young people as they applied the skills from INJAZ’s Company Program.”
AMERICAS

Students: 1,092,049
Volunteers: 35,697
Classes: 37,522
Regional Mem- 32
Acting with Passion and Purpose

Helping others find their way often helps you see your own path more clearly.

Alphie Aiken learned firsthand that one person’s actions could make a huge difference in the world. She started out with what she thought might be a far-fetched idea, but made the seemingly impossible possible and surprised even herself.

In 2009, Alphie launched a new Junior Achievement operation in Jamaica and currently serves as its executive director. Along with JA colleagues, Alphie is helping young people in Jamaica find employment, develop self-sufficiency and contribute to their community.

How did this come about? Encouraged by GE’s corporate philosophy of volunteerism, Alphie and a team of GE employee-volunteers went to Jamaica in 2008 to paint and repair schools. “As we worked, I thought, ‘Why don’t we do more—paint minds instead of schools, create something that will never fade and will remain with the students forever?'” said Alphie.

Inspired, she took charge, spearheading a feasibility study, fundraising and organizing to bring JA’s benefits to Jamaica’s children to help them secure a better economic future. She found that the island’s economy had the lowest economic growth rate in Latin America. It suffered from a sizable national debt and trade deficit, and unemployment was at 11 percent, with 50 percent of the unemployed in the 14-25 age group. Underemployment also was a problem, with 65 percent of existing jobs on the lower end of the service/tourism pay scale. Crime and gang violence fueled by the drug trade was escalating. The dropout rate was increasing, and 25 percent of students graduating from primary school were functionally illiterate.

“Students need to see the benefits of staying in school—of laying stepping-stones to a better life,” said Alphie, who was born in Jamaica but moved at age eight to the United States. “We need to inspire them to be self-reliant, make their own life decisions, and become effective entrepreneurs and employees.”

“The Jamaican mindset is that of entrepreneurship—of coming up with ideas for businesses. What is lacking is the business-management skill to make new enterprises operational and sustainable,” she added. “And that is where Junior Achievement comes in. The value of the JA curriculum is exceptional, and the role-model aspect of the JA experience is fantastic in that students can learn from volunteers firsthand what can be accomplished.”

Currently, Jamaica’s Ministry of Education is working with Junior Achievement to implement programs in all schools and has provided JA Jamaica with office space. The first phase is to build a foundation of mass engagement to get JA curriculum into schools in Kingston and then branch out to the other parishes.

Alphie finds inspiration in “giving back” on more than one level. She’s invested in the concept of volunteerism throughout the world. But she also says she feels personally blessed to be able to bring intellectual resources to the land of her birth. “The history of Jamaica has been that of ‘brain drain,’” she explained. “The best and brightest, the most educated, have left the island for opportunities elsewhere. To be part of a collective effort to establish educational and entrepreneurial opportunities in Jamaica is especially rewarding.”

Alphie currently is on sabbatical from her job as a digital solutions manager at GE Consumer & Industrial in Hartford, Connecticut, to focus on building a better tomorrow for Jamaica’s children. “It is an honor to participate in bringing skills and hope to these remarkable young people,” she said.

Making Dreams Come True

Alphie Aiken is the executive director of the newly launched JA Jamaica operation. With the help of JA volunteers, she brings hope in the form of economic education to local students.
Young Entrepreneurs
Get the Tools to Build a Better Tomorrow

A key driver of job creation and economic growth is small-business development, which in turn is fueled by innovation and the entrepreneurial spirit.

In Africa, Junior Achievement has expanded the scope of its entrepreneurial programs and developed innovative delivery models to reinforce JA concepts and to deepen students’ learning experiences.

Innovation Camps are examples of this approach. The concept was created by JA-YE Norway, spread quickly across Europe, and is now taking place in Africa. The Innovation Camp is an intensive idea-generating workshop in which students collaborate to address a specific business challenge. The students are taken to an exclusive site for a 24-hour period and are given access to information and resources—such as the Internet and mentoring from business volunteers. They develop and present a solution to the challenge based on the knowledge gained from JA programs.

In Africa, where the initiative was sponsored by Barclays for the first time last year, JA students were given the challenge of marketing the benefits of services and security provided by financial institutions. In one case, the students developed a business plan to educate unbanked consumers about the safety of deposits and about how to take out a loan. (According to The African Executive, Africa has 230 million unbanked households.) In working on this challenge, the students had to identify the appropriate target-market segments, how to most effectively reach them, and how to measure results.

When the Innovation Camp starts, the team members often do not know each other; however, they must adapt to each other quickly and discover how to work together efficiently. During the “camp,” the students have the benefit of working with business volunteers who bring expertise in such areas as product development, finance, marketing, and presentation techniques.

As a result of the Innovation Camp experience, the students come away with a deeper understanding of the teamwork, problem-solving, and critical-thinking skills they learned from JA programs. The camp duplicates the real situations these young people will face upon entering the workforce—having to quickly gather information, accurately read personalities and come up with innovative solutions in high-pressure environments.

The Origin of the Innovation Camp Concept

The Innovation Camp concept was developed by JA-YE Norway. Partners, including Nokia, ArcelorMittal and the British Council, have helped take the initiative across Europe. During the 2008-09 school year, Innovation Camps were conducted in 11 European countries and made an impact 8,678 students.

Because of the initiative’s success in Europe, Barclays has supported the Innovation Camps across Africa. As a result, the concept has already been implemented in seven African nations, demonstrating the strength of JA Worldwide’s global network as best practices quickly spread from region to region, nation to nation.

To see JA's Innovation Camps in action, click on http://www.ja-yeinnovationcamp.org/. 
By preparing African youth to actively and effectively participate in the global economy, JA is playing an important role in Africa’s economic development. Across the continent, the devastating combination of unemployment and poverty is sorely felt. Recent World Bank figures indicate that young people ages 15 to 24 constitute more than 200 million of Africa’s population—40 percent of the continent’s working-age population. Yet, 60 percent of them are unemployed, and nearly 75 percent live on less than US $2 per day.

Further demonstrating the relevance of JA programs, the organization’s Africa Region has experienced 82 percent growth over the last two years, giving more students the tools to help build and strengthen local economies.

“Today’s young people are tomorrow’s consumers, entrepreneurs, employees and leaders,” said Ahmed Khizer Khan, chief executive of Barclays Emerging Markets. “Working with young people to develop their skills and potential is important to the sustainability of any business. We are thrilled to be working with Junior Achievement, an organization with a great track record in creating programs tailored for young people which play a key role in helping them to realize their full potential.”

Speaking of her participation in Junior Achievement, Veila Lema, a form-six student from Tanzania, said, “Thanks to Junior Achievement, today I am an entrepreneur. I have learned ways of doing business, ways to advertise, how to select proper products, about good customer service and how to make a profit. I discovered that I have leadership skills, ability in leading meetings and in giving supportive ideas. My gratitude goes to Junior Achievement.”
USA

Students: 4,098,366
Volunteers: 172,124
Classes: 182,811
Regional Members: 132
Ian and Jeremi Karnell are the co-founders, and CEO and President respectively, of One to One Interactive, a successful Boston, Massachusetts-based digital marketing firm they built from the ground up. They have 120 employees and five offices on two continents; this year their company will earn US $21 million in revenue. Jeremi’s and Ian’s business is thriving by any measure of success. However, Jeremi and Ian didn’t always have it made. Their story is one of hard work, hard-won belief in themselves, and the power of the entrepreneurial spirit.

Ian and Jeremi Karnell are identical twins, born to a single, teen-aged mother in 1970 and raised in Elkhart, Indiana. Their mother and father got married, but the relationship foundered and they soon divorced. Their mother struggled to support her young sons, and eventually remarried. The twins’ stepfather would prove to be a positive, supportive influence on Jeremi’s and Ian’s lives.

At Elkhart Memorial High School, Jeremi and Ian participated in JA Company Program for three years. They learned the basics of running a business, such as writing a business plan, managing finances, sales, and interpersonal skills. The first year they participated in the company; the second year they took leadership positions; and, in their third year Ian and Jeremi ran a company. Their business was named JA Company of the Year in their home state of Indiana, due in large part to successfully leading the first merger/acquisition in a JA environment. It was a tremendous learning experience for both of them, as they had to successfully navigate complex post-merger challenges, such as combining operating teams and staff, cutting overlapping costs, and bundling their expanded product offering. That year, Ian was named JA president of the year and was sent to Bloomington, Indiana, to compete on a national scale.

Soon after Jeremi and Ian graduated from college in 1993, the Internet became commercially available. They quickly saw its power to fundamentally change how people interact with media. The entrepreneurial spirit that their family and Junior Achievement instilled in them was still very much alive, and in 1995, they started their first company—Cross Internet Communications. The Karnells were forced to restructure their company in 2005; but instead of being discouraged by this setback, they took advantage of the opportunity to revise their business model around a digital holding company concept, which proved to be a game-changing catalyst for growth.

The new company, One to One Interactive (www.onetooneinteractive.com), is entering 2010 well positioned to experience even greater levels of success. Over the last few years, One to One Interactive made six acquisitions. Although the stakes are now much higher than in the twins’ JA Company days, many of the issues they confront today in growing through mergers and acquisitions are strikingly similar to those they faced 20 years ago.

Jeremi and Ian are living examples of JA’s impact, which taught them the importance of teamwork, how to innovate, and the business fundamentals that helped them start their company on a solid foundation.

Today, Jeremi and Ian stay engaged with Junior Achievement by serving on the board of directors of JA of Eastern Massachusetts, by sharing their inspiring stories at JA events, and by helping the organization engage its alumni through a virtual network.

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**Jeremi and Ian Karnell’s Top Ten: Advice for Aspiring Entrepreneurs**

1. Do what you love!
2. Be willing to tolerate short-term pain for long-term payoff
3. Be a student of your craft
4. Always evolve
5. Have a solid business plan
6. Value your equity
7. Give back to your community
8. Fail early and often
9. Get involved early and often
10. Teamwork

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www.ja.org
Constructing a Strong Economic Future in China

JA China experienced phenomenal growth in 2008-09, reaching 520,643* young people, marking a 56-percent increase over the previous year.

Its programs have garnered support from stakeholders in China's government, business, education and nonprofit sectors, all of whom believe in the transformative power of JA among today's Chinese youth.

Over three decades ago, China began to transition from a central to a market-based economy, marking a profound economic transformation. As a result, China is now a global economic power; the role it plays in the global economy along with its domestic economic progress, has driven a second economic transformation, from a manufacturing-based to a serviced-based market economy.

However, progress has also led to challenges. Although the government has successfully increased the standard of living, lifting millions out of poverty, the People's Republic of China is still considered a lower middle-income nation in per capita terms, according to recent statistics. Its approximately 1.3 billion citizens face challenges in building a stable economy, including a shrinking job market, economic disparity, mass migration, and environmental damage, exacerbated by the nation's rapid transformation and the global recession. JA China believes that investing in human resources now will address these critical issues in the future, as its programs help provide the future generation with the character, creativity and leadership to achieve success in China's increasingly competitive globalized economy. In addition, JA China imparts young people with the awareness and skills necessary for addressing critical social and environmental challenges.

“As our economy becomes increasingly globalized, China needs to equip its future business talent with a global vision, strong sense of integrity and capacity to innovate,” says Ms. Gao Yang, JA China's executive director.

JA China currently implements 19 Junior Achievement programs and events in more than 500 schools in cities including Beijing, Shanghai, Guangzhou, Tianjin and Suzhou. Since launching its operation in 1993, JA China has made remarkable progress with programs that encourage social and environmental responsibility, as well as the development of entrepreneurship and work readiness.

One of JA China's biggest successes is the government-endorsed Laws of Life program. According to China's
Minister of Education, Mr. Yuan Guiren, *Laws of Life* “highlights the importance of character education to the whole society.” The program focuses on building positive life values through the development of ethical consciousness and responsibility. In 2008, JA China was awarded a three-year US $1.5 million grant from the John Templeton Foundation to expand *Laws of Life* in China, and in 2008-09, 472,125 students from 933 middle schools, including many from migrant and low-income families, participated in the program. Participants were asked to articulate their core values and to reflect upon the people and experiences that helped shape them. More than 800,000 students have participated in the contest over the past five years.

JA China’s outreach also includes helping young people build their entrepreneurial skills through such programs as *International Marketplace* and *JA Company Program*.

JA’s programs are especially relevant in China now. The Chinese Ministry of Human Resources and Social Security reports that the official 2009 jobless rate of 4.2 percent (that is 8.86 million registered unemployed, excluding migrant workers and farmers) is likely to rise.

“With the money-management, work-readiness and entrepreneurial skills young people can develop through JA participation, they can create their own success and contribute to constructing a healthy global economy,” said Gao Yang.

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* includes competition participants
JA-YE Students Acquire New Skills for New Jobs

The global economy is evolving and reshaping the job market. To assist the next generation in navigating the new employment terrain, JA-YE Europe hosted a two-day Skills for the Future Summit in Brussels, Belgium.

The Summit was hosted to share and discuss the latest findings about economic education, financial literacy, business skills and employment trends, as well as to provide firsthand experience of Junior Achievement programs and engage stakeholders in JA activities.

With students, educators, business professionals, and JA-YE board members from 16 European countries in attendance, the summit focused on the identification and acquisition of relevant skills. European Commission research indicates that an estimated 20 million new jobs will be created in the European Union by 2020, and almost 75 percent will be in the service sector. The number of occupations requiring a high level of education will rise from 25 to 31 percent, and life skills (such as problem-solving, teamwork, technological expertise, and communication) will become even more important. The European Commission invited JA-YE Europe to join its Expert Group, which will write a report responding to policy directives for “New Skills for New Jobs.”

Summit events, including the Skills for an Enterprising Europe Panel and the European debut of the JA Success Skills program, demonstrated the importance of identifying and preparing to meet new global work-readiness and entrepreneurship requirements. JA students’ acquisition of relevant skills was evident in the final rounds of the 2009 JA-YE Europe JA Banks in Action Challenge and the 2009 JA-YE Europe Virtual Business Challenge (JA Titan), and the friendly competition of the students-versus-adults JA Banks in Action/JA Titan double-header. Manpower, Citi and Oracle were signature partners for the summit and provided volunteers for the sessions.

Throughout the Skills for the Future Summit, students displayed essential skills for employability, such as successful financial strategy, critical thinking, decision-making, and resource management and negotiation tactics learned through participation in JA programs. Their enthusiasm and expertise echoed the findings of two key JA-YE Europe student surveys, which were announced at the event and provided insight into JA’s positive impact. Young people who participated in the surveys reported that learning business skills made them better equipped for the future and that JA-YE programs made school much more interesting.

By understanding how Junior Achievement fulfills students’ needs, JA-YE and its stakeholders continue to create effective strategies to help young people find success in the global marketplace.

European Student Surveys Show JA’s Impact

The Financial Literacy Survey, reaching 2,943 European students, indicated that programs like JA Banks in Action helped students understand the influence education and skills can have on their future income, and the importance of responsible money management.

The Business Skills Survey, reaching 2,335 European students, indicated JA programs, especially JA Titan, contribute considerably to developing key business skills and that participation in more than one JA program improves students’ overall academic performance.

Access the surveys at www.ja-ye.org by clicking on the Projects & Tools tab, and view the JA-YE Europe JA Success Skills video at http://www.youtube.com/watch?v=2w7Kq84mLE.
Making Entrepreneurial Dreams Real in Africa

New growth is spreading across Africa from city to city, over the hills, through the savannas, and across the borders.

It’s the current crop of JA’s young entrepreneurs who are being prepared for the region’s workforce and emerging small- and medium-size enterprises.

Particularly in Africa, entrepreneurship means much more than starting a new business. It denotes the whole process whereby individuals become aware of the opportunities that exist to empower themselves, develop ideas, and take personal responsibility and initiative. In a broad sense, JA entrepreneurial programs promote enterprise and employability among young people through public and private partnerships to improve the quality of life.

The JA Africa Region’s entrepreneurship education efforts have been tremendously successful, thanks to the partnership and support of The Coca Cola Africa Foundation (TCCAF). This is especially important in a region where young people make up more than 50 percent of the population. Through TCCAF support, the reach of JA programs has doubled across Africa—from 21,896 young people in 2008 to 46,315 this year.

As of June 2009, JA had implemented JA Company Program, Our Nation, JA It’s My Business! and JA Job Shadow in 362 schools in Africa. Participating countries included Ghana, Kenya, Mali, Namibia, Nigeria, Senegal, South Africa and Zimbabwe.

The TCCAF-JA program objective is to provide experiences that promote the skills, understanding, and perspectives young people will need to succeed in a global economy and to become productive, contributing members of society. TCCAF supports this goal so strongly that approximately 64 Coca-Cola employees are volunteering to deliver JA programs, and eight Coca-Cola executives are serving on JA boards in Africa. With their help, JA plans to implement student company competitions in the region and develop regional strategic plans to increase JA’s impact.

According to William Asiko, President of the Foundation, TCCAF is “proud to be working in partnership with JA Worldwide on a multiyear, scalable program to provide African youth with valuable life skills and tools to empower them as they build sustainable, prosperous futures for themselves and their communities.”
Delivering the Building Blocks for a Strong Economy

“How do we build a growing, sustainable global economy?”

That is a question many are asking after weathering the recent financial uncertainties in the midst of a changing environmental landscape. An essential element of constructing a better financial future is the development of a new generation of innovative and responsible entrepreneurs who can bring fresh ideas to the marketplace.

JA programs and student events help participants transcend national boundaries and cultures while learning 21st-century skills, including problem-solving, teamwork and critical thinking. Because FedEx is committed to opening doors for students to participate in the global economy, it has become a valued participant in JA’s plan to grow student events around the globe.

FedEx and Junior Achievement have been working together since 1997. FedEx not only contributes financially to JA, but FedEx team members around the globe volunteer in the classroom, support student
events, and participate in JA events. In 2008-09, more than 1,500 FedEx volunteers offered their time and talents, making an impact on more than 75,000 students in 15 nations. FedEx leaders also served as JA board members on nine boards, including JA Worldwide.

FedEx recently provided a US $1 million, three-year grant to implement the annual International Trade Challenge in 10 Asia-Pacific countries. The event fosters entrepreneurship through a team competition based on developing market-entry business strategies. Students have fewer than 36 hours to devise a product design, launch and market concepts for a previously undisclosed country.

FedEx also sponsors the expansion of JA Company of the Year regional competitions to over three regions around the world. Modeled on the successful European competition, the event spread to North America and Latin America in 2009, and will expand to Asia-Pacific in 2010. The exciting competition requires top-ranking student companies to demonstrate their business and entrepreneurial acumen, such as leadership, critical thinking, and decision-making, to become their regional Company of the Year. Competitors showcase their JA companies during a trade expo and pitch their products to a panel of judges. Students also compete for the FedEx Global Access Award, given to the student company that best demonstrates an understanding of global trade and sustainability.

FedEx once again delivered. With the continued support of JA programs, students around the world can build their network while learning and applying valuable business and leadership skills. Not only does FedEx transport more than 7.5 million shipments daily to people in 220 countries and territories, it also helps deliver JA’s entrepreneurial and work-readiness programs to build a better world.

For a first-hand look at JA’s student events, please visit http://www.ja.org/involved/involved_students_comp_n_america_co.shtml.
JA Worldwide® Purpose

To **inspire** and **prepare** young people to **succeed** in a **global economy**.
About JA Worldwide

JA Classes Worldwide
- AMERICAS
  - Students: 1,092,049
  - Volunteers: 35,697
  - Classes: 37,522
  - Regional Members: 32
- USA
  - Students: 4,098,366
  - Volunteers: 172,124
  - Classes: 182,811
  - Regional Members: 132
- AFRICA
  - Students: 132,908
  - Volunteers: 1,846
  - Classes: 3,052
  - Regional Members: 18

JA Volunteers Worldwide
- AMERICAS
  - Students: 1,092,049
  - Volunteers: 35,697
  - Classes: 37,522
  - Regional Members: 32
- USA
  - Students: 4,098,366
  - Volunteers: 172,124
  - Classes: 182,811
  - Regional Members: 132
- AFRICA
  - Students: 132,908
  - Volunteers: 1,846
  - Classes: 3,052
  - Regional Members: 18

2008-09 Total:
- JA Classes: 379,968
- JA Volunteers: 330,377
**Students:**
- **Africa:** 132,908
- **MENA:** 160,602
- **Americas:** 1,092,049
- **Asia/Pacific:** 1,205,807
- **Europe:** 3,105,753
- **USA:** 4,098,366

**Volunteers:**
- **Africa:** 1,092,049
- **MENA:** 2,873
- **Americas:** 3,622
- **Asia/Pacific:** 12,094
- **Europe:** 37
- **USA:** 23

**Classes:**
- **Africa:** 3,105,753
- **MENA:** 1,205,807
- **Americas:** 4,098,366
- **Asia/Pacific:** 200,000
- **Europe:** 0
- **USA:** 0

**Regional Members:**
- **Africa:** 1,092,049
- **MENA:** 2,873
- **Americas:** 3,622
- **Asia/Pacific:** 12
- **Europe:** 37
- **USA:** 23

**JA Students Worldwide:**
- **2008-09 Total:** 9,795,485

**JA Revenue Worldwide:**
- **2008-09 Total:** $273,735,880

**USA Revenue:**
- **$160,000,000**

**Europe Revenue:**
- **$69,320,385**

**Asia/Pacific Revenue:**
- **$9,283,656**

**Americas Revenue:**
- **$27,622,271**

**MENA Revenue:**
- **$5,270,165**

**Africa Revenue:**
- **$2,239,403**

*Approximate revenue.*
A world of possibility

Junior Achievement is taking on some of the world’s most daunting and pervasive challenges:

Such as poverty, unemployment and financial illiteracy. We’re providing 9.7 million young people, ages 5-25, with the tools that will help them drive economic growth and job creation.

Through its hands-on programs, JA is teaching young people how to lead, how to cross-culturally connect to solve business problems, and how to manage supply chains. But most importantly, we’re teaching them to believe in themselves. Armed with the knowledge and confidence they gain from JA programs, they are the solution.

How do Junior Achievement programs help?

- Strengthen families, communities and economies through business development and job creation.
- Help students see the connections between classroom lessons and life after graduation, with a goal of decreasing drop-out rates.
- Networks of JA entrepreneurs supported by micro-financiers help create more robust local economies.

The Economic Impact of the Achievement Gap in American Schools (McKinsey & Company, 2009)

This report found that the underutilization of human potential in the United States is extremely costly. Avoidable shortfalls in academic achievement impose heavy and often tragic consequences, via lower earnings, poorer health, and higher rates of incarceration.

For many students (but by no means all), lagging achievement evidenced as early as fourth grade appears to be a powerful predictor of rates of high school and college graduation, as well as lifetime earnings.

For the economy as a whole, the results show that: If the United States had in recent years closed the gap between its educational achievement levels and those of better-performing nations such as Finland and Korea, GDP in 2008 could have been $1.3 trillion to $2.3 trillion higher. This represents 9 to 16 percent of GDP.

American 15-year-olds are on par with students in Portugal and the Slovak Republic, rather than with students in countries that are more relevant competitors for service and high-value jobs like Canada, the Netherlands & Korea.

This ranking signals the striking erosion of America’s onetime leadership in education.

Junior Achievement programs can help by:

- Showing students the connections between classroom lessons and life after graduation
- Emphasizing soft skills, such as problem-solving, leadership and teamwork
- Helping students model successful behaviors though experiential, hands-on learning
JA works around the world

82% of students in Mexico and Poland reported that they had the knowledge to start their own business after participating in Junior Achievement. Prior to their participation in JA, only 20 percent felt that they had this knowledge.*

60% of participants in the JA-YE Company Programme in Europe stated that the program has strengthened their ability in economic thinking. Fifty-five percent felt that their qualification to run a business was increased. **

80% of U.S. high school students feel better prepared to enter the world of work after participating in JA programming. ***

The reach of JA programs

JA’s scope around the world can be clearly seen through the lens of three key metrics: student reach, number of classes taught and volunteer engagement.

These measurements are essential to understanding JA’s global footprint, but provide only a snapshot of the true impact of our programs.

Each day, JA makes a difference with the young people who will inherit and manage the global economy, by giving them the tools to realize self-efficacy and economic empowerment.

JA Students Worldwide

<table>
<thead>
<tr>
<th>Year</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>8,358,087</td>
</tr>
<tr>
<td>2008</td>
<td>9,326,748</td>
</tr>
<tr>
<td>2009</td>
<td>9,795,485</td>
</tr>
</tbody>
</table>

JA Classes Worldwide

<table>
<thead>
<tr>
<th>Year</th>
<th>Classes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>339,261</td>
</tr>
<tr>
<td>2008</td>
<td>367,305</td>
</tr>
<tr>
<td>2009</td>
<td>379,968</td>
</tr>
</tbody>
</table>

JA Volunteers Worldwide

<table>
<thead>
<tr>
<th>Year</th>
<th>Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>287,491</td>
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<tr>
<td>2008</td>
<td>384,925</td>
</tr>
<tr>
<td>2009</td>
<td>330,377</td>
</tr>
</tbody>
</table>

* Aguirre International (2005). Junior Achievement and the GE Foundation student outcomes in Mexico, Poland, and China.
*** 2006 JA Success Skills®, JA Job Shadow™, and the JA Company Program® evaluation.
“The future of our country depends upon making every individual, young and old, fully realize the obligations and responsibilities belonging to citizenship… The future of each individual rests in the individual, providing each is given a fair and proper education and training in the useful things of life.

Habits of life are formed in youth…what we need in this country now… is to teach the growing generations to realize that thrift and economy, coupled with industry, are as necessary now as they were in past generations.”

Theodore Vail (1845-1920), president of AT&T and Junior Achievement co-founder
Diamond - $5,000,000+
AT&T
Microsoft Corporation

Ruby - $2,500,000+
Capital One Financial Corporation
Citi
HSBC Holdings plc & HSBC - North America

Sapphire - $1,000,000+
Accenture
Barclays Bank PLC
FedEx
Oracle
Pitney Bowes
United Technologies Corporation

Emerald - $500,000+
Rent-A-Center, Inc.

Topaz - $250,000+
Credit Suisse
HCA Healthcare
UPS

Amethyst - $50,000+
3M
Allstate Insurance Company
Bank of America - London
Bank of America - Tampa
Best Buy Co., Inc.
Bright House Networks LLC
E*TRADE Financial
Exxon Mobil Corporation
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Home Builders Institute
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Jackson National Life
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OSI Restaurant Partners, LLC
PricewaterhouseCoopers LLP
Prudential plc
Raymond James Financial
Sykes Enterprises, Incorporated
Wells Fargo & Company

Onyx - To $49,999
AAA - American Automobile Association
Access Computer Products, Inc.
Africa Open for Business
AICPA Communications
Aqua America
Argo Turboserve Corporation
Arnott, Inc.
Foundation Giving

Ruby - $2,500,000+
Citi Foundation

Sapphire - $1,000,000+
Accenture Foundation
GE Foundation
The Goizueta Foundation
Hewlett-Packard Company Foundation
John Templeton Foundation
Pitney Bowes Literacy & Education Fund

Emerald - $500,000+
Allstate Foundation
The Coca-Cola Africa Foundation
MetLife Foundation
New York Life Foundation
Skoll Foundation

Topaz - $250,000+
American Express Foundation
El Pomar Foundation
The HCA Foundation
The UPS Foundation

Amethyst - $50,000+
3M Foundation
Best Buy Children’s Foundation
Destination & Travel Foundation
ExxonMobil Foundation
Horace A. Moses Foundation
ING Foundation
Publix Super Market Charities

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Dr. Michel De Wolf
Mr. Aziz Dièye
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Gifts of $1,000,000 or more over the donor’s lifetime
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- The Mike Curb Family Foundation
- Mike Curb and Carol Curb-Nemoy
- George S. and Dolores Doré
- Eccles Foundation
- Richard and Marie Edgerton
- William and Tina Flaherty
- Lyla Fluke, In Memory of John M. Fluke Sr.
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- The Goizueta Foundation
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- Albert E. Suter
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- One anonymous donor

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Gifts of $100,000 or more
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- Gus and Frances Stavros
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- James and Yvonne Ziener

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Gifts of $25,000 or more
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- The Campbell Family Foundation
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- Les and Robin Campbell

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F. Stansbury Young*
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*Deceased
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Charitable Remainder Trust
Junior Achievement of Southwest Michigan, Inc.

David and Donna Beach
Will
Junior Achievement of West Central Florida, Inc.

John and Muriel Bernhard *
Will
Junior Achievement of Greater Tri-Cities, Inc.

Jack and Debbie Blitch
Will
Junior Achievement of Central Florida, Inc.

Don and Nancy Bouc *
Charitable Remainder Trust
JA Worldwide & Junior Achievement of Lincoln, Inc.

Harry and Jane Briscoe *
Life Insurance
Junior Achievement of Southeast Texas, Inc.

Susan Bulkeley Butler *
Will
JA Worldwide & Junior Achievement of Southern Arizona, Inc.

Howard and Sue Carver
Will
Junior Achievement of Southwest New England, Inc.

Brian and Marcy Chermside *
Life Insurance
Junior Achievement of Northeast Michigan, Inc.

David and Elizabeth Chernow *
Trust
JA Worldwide

Ronald D. Cody *
Will
Junior Achievement of the Upper Midwest, Inc.

Charles and Ann Dana *
Revocable Trust Agreement
Junior Achievement of Northwestern Ohio, Inc.

Russ and Susan Darrow *
Gift through the Greater Milwaukee Foundation, Inc.
Junior Achievement of Wisconsin, Inc.

Jeffrey and Suzanne Delahaut *
Will
Junior Achievement of Wisconsin, Inc.

Jonathan M. Dewar
Life Insurance
Junior Achievement of Eastern North Carolina, Inc.

Jeremy and Courtney Dicker *
Trust
Junior Achievement of Southern California, Inc.

John and Sam Dickinson *
(1931-2005)
Will
JA Worldwide

Adam and Deborah Dingwall *
Will
Junior Achievement of Southwest Michigan, Inc.

Herbert and Arlene Elliot *
(1931-2005)
Charitable Remainder Unitrust
Junior Achievement of the Heartland, Inc.

Doug and Cynthia Evans
Will
Junior Achievement – Rocky Mountain, Inc.

Gilbert P. Folleher *
Life Insurance
JA Worldwide Pioneers Trust Fund & Junior Achievement of Washington

Michael H. Freund
Will
Junior Achievement of Mississippi Valley, Inc.

Susan Fronk and Bill Thiel *
Will
Junior Achievement of Wisconsin, Inc.

James and Kathy Fuchs *
Life Insurance
Junior Achievement of Wisconsin, Inc.

Donald and Adele Garretson *
Charitable Remainder Unitrust
JA Worldwide

Pamela J. George *
Will
JA Worldwide

Michael and Diane Grossi *
Life Insurance
JA Worldwide & Junior Achievement of Rhode Island, Inc.

Gary and Linda Hickman *
Life Insurance
Junior Achievement of Southern California, Inc.

Diane M. Higley *
Life Insurance
Junior Achievement of Southwest Michigan, Inc.

Woody and Ginger Howse *
Will
Junior Achievement of Washington
Gene and Mabel Johnson *
(1920-2003)
Charitable Remainder Annuity Trust
Junior Achievement of Central Florida, Inc.

Peter M. Kelley *
401(k) and Keogh
Junior Achievement of Southwest Michigan, Inc.

John and Nancy Koss *
Will
Junior Achievement of Wisconsin, Inc.

Robin Kovaleski
Will
Junior Achievement of West Central Florida, Inc.

Gary and Christy Kunz
Life Insurance
Junior Achievement of the Heartland, Inc.

Barbara Dowell Lancaster *
Will
Junior Achievement of Southern California, Inc.

Gary and Marcia Lansdon
Will
Junior Achievement of Southern California, Inc.

John and Sue Lawson *
Will
Junior Achievement of the Heartland, Inc.

Carter and Kaye LeBeau *
Will
Junior Achievement of the Heartland, Inc.

Marty and Billi Lee *
Will
JA Worldwide

Charles and Renee Maniaci *
Will
Junior Achievement of Mid Michigan, Inc.

Marsha E. McMillan *
Life Insurance
JA Worldwide

Denman and Barbara McNear *
Will and Charitable Remainder Trust
JA Worldwide

Glen L. and Kathleen B. Medhus *
Life Insurance
Junior Achievement of the Heartland, Inc.

Ronald and Karen Modreski
Revocable Trust
Junior Achievement of the Michigan Great Lakes, Inc.

Jerry V. Mutcher *
Will and Life Insurance
Junior Achievement of Southeast Texas, Inc.

Debra Stinton Othitis *
Will
JA Worldwide

Mark N. Pankner *
Life Insurance
Junior Achievement of Northeast Michigan, Inc.

Gene and Joanne Pastula*
Will
Junior Achievement of San Diego & Imperial Counties, Inc.

Dr. J. Mitchell Perry
Will
Junior Achievement of Southern California, Inc.

Randy and Tami Phillips *
Life Insurance
Junior Achievement of Southern California, Inc.

Mike and Carol Plunkett *
Charitable Remainder Unitrust
Junior Achievement of the Heartland, Inc.

Julie C. Preslar *
Will, Pension, and Life Insurance
Junior Achievement of Central Carolinas, Inc.

Larry R. Richardson *
Will
Junior Achievement of Mid Michigan, Inc.

Lewis and Kay Saxby *
Foundation
JA Worldwide & Junior Achievement of Northwestern Ohio, Inc.

William Schawbel *
Will
Junior Achievement of Eastern Massachusetts, Inc.

Michael S. Schoedinger *
Will and Charitable Lead Trust
Junior Achievement of Central Ohio, Inc.

Kristi Shaffer
Will
Junior Achievement – Rocky Mountain, Inc.

Wayne and Mary Smith (1948-2009)
Will
JA Worldwide

Barbara Stein *
Will
Junior Achievement of Wisconsin, Inc.

Frank G. Stryganek *
Will
JA Worldwide

Susan L. Stuart *
Will
Junior Achievement of Mid Michigan, Inc.

Michael and Pamala Towers *
Will
JA Worldwide

James and Judy Vaughn *
Will
Junior Achievement – Rocky Mountain, Inc.

Jim Victor *
Will
Junior Achievement of the Heartland, Inc.

Linda M. Wendt *
In Memory of Martin “Marty” J. Wendt
Life Insurance
Junior Achievement of Southwest Michigan, Inc.

Cynthia and Michael Young *
Will
Junior Achievement of Greater Tri-Cities, Inc.

Jim and Joan Zawacki
Will
Junior Achievement of the Michigan Great Lakes, Inc.

* Founding Member
The President’s Volunteer Service Award

The President’s Volunteer Service Award is a presidential recognition program created in 2003 by the President’s Council on Service and Civic Participation for individuals of all ages who contribute a significant amount of time to volunteer service. In 2006, JA Worldwide became an official certifying organization for this award in order to bestow this degree of honor to corporations with a U.S. presence that provide volunteers to teach JA programs anywhere in the world.

Recipients of this year’s Presidential Volunteer Service Awards are:

**Gold**

15,000 volunteer hours or more

- AT&T
- Capital One
- General Electric
- HSBC
- University of Central Florida

**Silver**

10,000 volunteer hours or more

- Citi
- Deloitte
- Wells Fargo

**Bronze**

5,000 volunteer hours or more

- Accenture
- Bank of America
- Best Buy
- Ernst & Young
- JPMorgan Chase
- MassMutual Insurance
- PricewaterhouseCoopers
- State Farm

JA Worldwide Door Opener Award

JA Worldwide board members also benefit the organization by spreading the word and telling others in their sphere of influence about the organization’s purpose and values.

The following individuals were recognized in the 2008-2009 school year for opening new doors for support of JA Worldwide.

Dr. Graham B. Spanier & Richard A. Woods

JA Worldwide Extreme Partnership Award

The Extreme Partnership Award is presented to one board firm annually that has made a significant, strategic, global impact on all levels of JA Worldwide for at least three consecutive years. Minimum support in each year must include international funding of at least $1 million, 1,000 classroom volunteers and board leadership in at least 10 Junior Achievement locations around the world, in addition to membership on the board of JA Worldwide.

The 2009 recipient:

Accenture
The board members of JA Worldwide play a crucial role in the fundraising efforts of the organization. Every year, in appreciation of these efforts, JA Worldwide recognizes those board members who have raised significant sums of money for JA Worldwide, allowing the organization to realize its purpose and reach more students around the globe.

### Platinum Board Excellence Awards

**$1,000,000 and above**

- **Catherine Brune**
  Allstate Insurance Company

- **Susan Bulkeley Butler (Retired)**
  Accenture Foundation

- **Ralph de la Vega**
  AT&T Mobility

- **Michael Ducker**
  FedEx Express

- **Yvonne Hunt**
  Hewlett Packard Company Foundation

- **Simon Martin**
  HSBC Holdings plc

- **Lisa Sodeika**
  HSBC North America Holdings Inc.

- **Edmundo Vallejo**
  GE Money – Latin America

- **Francesco Vanni d’Archirafi**
  Citi

- **Richard Woods**
  Capital One

### Silver Board Excellence Awards

**$100,000 and above**

- **Ainar D. Aijala Jr.**
  Deloitte Touche Tohmatsu

- **Samuel DiPiazza**
  PricewaterhouseCoopers LLP

- **Donald Humphreys**
  Exxon Mobil Corporation

- **Bill Mathis**
  MasterCard Worldwide

- **Teri McClure**
  UPS

- **David Palenchar**
  El Pomar Foundation

- **Jonas Prising**
  Manpower Inc.

- **John Scheid**
  PricewaterhouseCoopers LLP

- **Valerie Sorrano-Keating**
  American Express

- **Gus Stavros**
  PELAM Investments, Inc.
This event would not have been possible without the incredible support of our sponsors. Additionally, we appreciate the effort of the board of directors and staff of Junior Achievement of West Central Florida and, most especially, event co-chairs Pamela Muma and Gus Stavros and the steering committee.
JA Worldwide has once again met the BBB Wise Giving Alliance Standards. More than 65 percent of total expenses are program activity expenses. The following is a brief description on how program services and fundraising expenses are used.

**Field Service** provides assistance and guidance to help the 132 U.S. JA members and 122 international member offices provide economic education to local cities and communities. Support in staff hiring, board recruitment, training, and quality management are services that enable these operations to deliver consistent, high-quality programs to students in the local schools.

**Marketing and communications** provides the print and electronic messages that explain and promote JA Worldwide programs to corporations, volunteers, and educators around the world.

**Research and development** efforts continually evaluate and upgrade existing programs, as well as develop new curricula and supporting materials to provide the most effective instructional package possible.

**Human resources** reflects one of our primary organizational values—that people are our most important asset. This group helps maintain high standards of staffing across the nation and throughout the world that, in turn, provide the quality personnel necessary to support the organization.

**Fundraising** reflects JA Worldwide’s cost to solicit contributions from our donors.

JA Worldwide (the Organization) was established as a corporation on July 1, 2004, as a result of the merger between Junior Achievement, Inc. and Junior Achievement International. The merger originated on September 10, 2003, when the Boards of Directors for Junior Achievement, Inc. and Junior Achievement International endorsed the consolidation of Junior Achievement, Inc. with Junior Achievement International.

The Organization reaches out to the international community by serving 122 international members that develop and implement economic education programs for young people through a partnership between business and education.

The Organization reaches out to the local community through a network of members who educate and inspire young people to value free enterprise, business and economics to improve the quality of their lives. The Organization teaches students in kindergarten through 12th grade about business and economics and accomplishes its mission by placing a volunteer in the classroom to present JA Worldwide’s educational curricula and materials. A member is a community-based organization that serves a specific geographic area. Each member is incorporated under the guidelines of its respective state and by-laws, which govern the actions and responsibilities of the member’s Board of Directors. The headquarters office and the members join together under the terms of a signed agreement whose guiding principle is mutual support. As of June 30, 2009, 132 U.S. members provided programs in 50 states. The members’ financial statements are not included in the financial statements of the Organization, since it does not have a controlling interest in the members’ Boards of Directors or a financial interest in the members’ operations. The by-laws of each member designate a similar purpose not-for-profit organization to receive the residual interest of a member in the event of dissolution.

The Organization’s primary revenues come from corporate and private contributions, federal and private grants, material sales and fees charged to members.

The accompanying financial information has been prepared using the accrual basis of accounting. Audited financial statements are available upon request.
### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 633,951</td>
<td>$ 1,378,431</td>
</tr>
<tr>
<td>Investments</td>
<td>6,621,408</td>
<td>6,474,170</td>
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<tr>
<td>Contributions receivable, net</td>
<td>3,897,053</td>
<td>5,971,257</td>
</tr>
<tr>
<td>Federal grants receivable</td>
<td>612,414</td>
<td>444,163</td>
</tr>
<tr>
<td>Affiliates accounts receivable, net</td>
<td>1,389,558</td>
<td>1,634,861</td>
</tr>
<tr>
<td>Inventory</td>
<td>6,009,012</td>
<td>6,736,184</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>753,047</td>
<td>908,503</td>
</tr>
<tr>
<td>Accounts receivable – other</td>
<td>63,484</td>
<td>80,617</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>19,979,927</td>
<td>23,628,186</td>
</tr>
<tr>
<td><strong>Contributions Receivable, Net of Current Portion and Allowance</strong></td>
<td>512,518</td>
<td>1,349,438</td>
</tr>
<tr>
<td><strong>Affiliates Accounts Receivable, Net</strong></td>
<td>195,221</td>
<td>5,897</td>
</tr>
<tr>
<td><strong>Fixed Assets, Net</strong></td>
<td>7,551,917</td>
<td>8,372,437</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$ 28,239,583</td>
<td>$ 33,355,958</td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable – trade</td>
<td>$ 3,830,694</td>
<td>$ 6,737,127</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>269,392</td>
<td>273,942</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>503</td>
<td>240,096</td>
</tr>
<tr>
<td>Current maturities of long-term debt</td>
<td>112,212</td>
<td>538,765</td>
</tr>
<tr>
<td>Funds held for affiliates</td>
<td>4,034,537</td>
<td>2,949,420</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>8,247,338</td>
<td>10,739,350</td>
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<tr>
<td><strong>Long-term Debt</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>8,787,289</td>
<td>11,182,804</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted, undesignated</td>
<td>6,059,179</td>
<td>7,408,343</td>
</tr>
<tr>
<td>Board designated</td>
<td>1,918,114</td>
<td>2,056,316</td>
</tr>
<tr>
<td><strong>Total unrestricted net assets</strong></td>
<td>7,977,293</td>
<td>9,464,659</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>11,475,001</td>
<td>12,708,495</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>19,452,294</td>
<td>22,173,154</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$ 28,239,583</td>
<td>$ 33,355,958</td>
</tr>
</tbody>
</table>
## JA Worldwide Statement of Activities

### Year Ended June 30, 2009

#### Support and Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Board Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal grants</td>
<td>$ 2,819,737</td>
<td>$</td>
<td>$ 2,819,737</td>
<td>$</td>
<td>$ 2,819,737</td>
</tr>
<tr>
<td>Contributions</td>
<td>1,634,901</td>
<td>9,000</td>
<td>1,643,901</td>
<td>7,116,198</td>
<td>8,760,099</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>600,692</td>
<td>-</td>
<td>600,692</td>
<td>690,734</td>
<td>1,291,426</td>
</tr>
<tr>
<td>Material sales</td>
<td>13,545,076</td>
<td>-</td>
<td>13,545,076</td>
<td>-</td>
<td>13,545,076</td>
</tr>
<tr>
<td>Area license fees</td>
<td>4,427,645</td>
<td>-</td>
<td>4,427,645</td>
<td>-</td>
<td>4,427,645</td>
</tr>
<tr>
<td>Special events</td>
<td>1,052,048</td>
<td>-</td>
<td>1,052,048</td>
<td>-</td>
<td>1,052,048</td>
</tr>
<tr>
<td>Investment return</td>
<td>(299,093)</td>
<td>(126,666)</td>
<td>(425,759)</td>
<td>(36,160)</td>
<td>(461,919)</td>
</tr>
<tr>
<td>Other income</td>
<td>143,886</td>
<td>-</td>
<td>143,886</td>
<td>22,459</td>
<td>166,345</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>9,026,725</td>
<td>-</td>
<td>9,026,725</td>
<td>(9,026,725)</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total support and revenue** 32,951,617  (117,666)  32,833,951  (1,233,494)  31,600,457

#### Expenses

**Program services**
- Field services 11,485,756 - 11,485,756 - 11,485,756
- Communications and marketing 2,264,514 - 2,264,514 - 2,264,514
- Research and development 11,353,928 - 11,353,928 - 11,353,928
- Human resources 1,218,484 18,603 1,237,087 - 1,237,087

**Total program services** 26,322,682 18,603 26,341,285 - 26,341,285

**Support services**
- Management and general 5,740,690 1,933 5,742,623 - 5,742,623
- Fundraising 2,237,409 - 2,237,409 - 2,237,409

**Total support services** 7,978,099 1,933 7,980,032 - 7,980,032

**Total expenses** 34,300,781 20,536 34,321,317 - 34,321,317

#### Change in Net Assets

(1,349,164) (138,202) (1,487,366) (1,233,494) (2,720,860)

#### Net Assets, Beginning of Year

7,408,343 2,056,316 9,464,659 12,708,495 22,173,154

#### Net Assets, End of Year

$ 6,059,179 $ 1,918,114 $ 7,977,293 $ 11,475,001 $ 19,452,294
## JA Worldwide Statement of Activities

**Year Ended June 30, 2008**

### Support and Revenue

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Board Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal grants</td>
<td>$ 3,553,039</td>
<td>$</td>
<td>$ 3,553,039</td>
<td>$</td>
<td>$ 3,553,039</td>
</tr>
<tr>
<td>Contributions</td>
<td>1,676,818</td>
<td>9,000</td>
<td>1,685,818</td>
<td>11,108,071</td>
<td>12,793,889</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>727,755</td>
<td>-</td>
<td>727,755</td>
<td>-</td>
<td>727,755</td>
</tr>
<tr>
<td>Material sales</td>
<td>14,599,735</td>
<td>-</td>
<td>14,599,735</td>
<td>-</td>
<td>14,599,735</td>
</tr>
<tr>
<td>Area license fees</td>
<td>4,492,753</td>
<td>-</td>
<td>4,492,753</td>
<td>-</td>
<td>4,492,753</td>
</tr>
<tr>
<td>Special events</td>
<td>1,125,900</td>
<td>-</td>
<td>1,125,900</td>
<td>-</td>
<td>1,125,900</td>
</tr>
<tr>
<td>Investment return</td>
<td>(141,216)</td>
<td>(83,524)</td>
<td>(224,740)</td>
<td>(4,329)</td>
<td>(229,069)</td>
</tr>
<tr>
<td>Other income</td>
<td>43,740</td>
<td>-</td>
<td>43,740</td>
<td>8,799</td>
<td>52,539</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>14,413,444</td>
<td>-</td>
<td>14,413,444</td>
<td>(14,413,444)</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total support and revenue** | 40,491,968 | (74,524) | 40,417,444 | (3,300,903) | 37,116,541 |

### Expenses

#### Program services

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Board Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field services</td>
<td>12,337,672</td>
<td>-</td>
<td>12,337,672</td>
<td>-</td>
<td>12,337,672</td>
</tr>
<tr>
<td>Communications and marketing</td>
<td>2,386,472</td>
<td>-</td>
<td>2,386,472</td>
<td>-</td>
<td>2,386,472</td>
</tr>
<tr>
<td>Research and development</td>
<td>16,190,069</td>
<td>-</td>
<td>16,190,069</td>
<td>-</td>
<td>16,190,069</td>
</tr>
<tr>
<td>Human resources</td>
<td>1,267,121</td>
<td>62,972</td>
<td>1,330,093</td>
<td>-</td>
<td>1,330,093</td>
</tr>
</tbody>
</table>

**Total program services** | 32,181,334 | 62,972 | 32,244,306 | - | 32,244,306 |

#### Support services

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Board Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>6,103,780</td>
<td>4,425</td>
<td>6,108,205</td>
<td>-</td>
<td>6,108,205</td>
</tr>
<tr>
<td>Fundraising</td>
<td>2,327,383</td>
<td>-</td>
<td>2,327,383</td>
<td>-</td>
<td>2,327,383</td>
</tr>
</tbody>
</table>

**Total support services** | 8,431,163 | 4,425 | 8,435,588 | - | 8,435,588 |

**Total expenses** | 40,612,497 | 67,397 | 40,679,894 | - | 40,679,894 |

### Change in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Board Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(120,529)</td>
<td>(141,921)</td>
<td>(262,450)</td>
<td>(3,300,903)</td>
<td>(3,563,353)</td>
</tr>
</tbody>
</table>

### Net Assets, Beginning of Year

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Board Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7,528,872</td>
<td>2,198,237</td>
<td>9,727,109</td>
<td>16,009,398</td>
<td>25,736,507</td>
</tr>
</tbody>
</table>

### Net Assets, End of Year

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Board Designated</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 7,408,343</td>
<td>$ 2,056,316</td>
<td>$ 9,464,659</td>
<td>$ 12,708,495</td>
<td>$ 22,173,154</td>
</tr>
</tbody>
</table>
### JA Worldwide

#### Statements of Cash Flows

**Years Ended June 30, 2009 and 2008**

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$(2,720,860)</td>
<td>$(3,563,353)</td>
</tr>
<tr>
<td>Items not requiring (providing) operating activities cash flows</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>1,424,725</td>
<td>1,787,896</td>
</tr>
<tr>
<td>Gain on return of fixed assets under capital lease</td>
<td>(495)</td>
<td>(4,155)</td>
</tr>
<tr>
<td>Net realized and unrealized losses on investments</td>
<td>700,058</td>
<td>466,871</td>
</tr>
<tr>
<td>Contributions of fixed assets</td>
<td>(417,358)</td>
<td>-</td>
</tr>
<tr>
<td>Changes in assets and liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease in contributions receivable</td>
<td>2,911,124</td>
<td>1,288,368</td>
</tr>
<tr>
<td>Decrease (increase) in grants receivable</td>
<td>(168,251)</td>
<td>1,402,171</td>
</tr>
<tr>
<td>Decrease (increase) in accounts receivable</td>
<td>73,112</td>
<td>(387,579)</td>
</tr>
<tr>
<td>Increase in funds held for affiliates</td>
<td>1,085,117</td>
<td>124,126</td>
</tr>
<tr>
<td>Decrease (increase) in inventory</td>
<td>727,172</td>
<td>(1,427,664)</td>
</tr>
<tr>
<td>Decrease in prepaid expenses</td>
<td>155,456</td>
<td>323,948</td>
</tr>
<tr>
<td>Increase (decrease) in accounts payable and accrued liabilities</td>
<td>2,910,983</td>
<td>43,417</td>
</tr>
<tr>
<td>Increase (decrease) in deferred revenue</td>
<td>(239,593)</td>
<td>38,508</td>
</tr>
<tr>
<td><strong>Net cash provided by operating activities</strong></td>
<td>$619,224</td>
<td>$92,554</td>
</tr>
</tbody>
</table>

| **Investing Activities** |                 |                 |
| Purchase of investments | $(1,444,879)    | $(3,204,931)    |
| Purchases of fixed assets | -               | $(1,062,093)    |
| Proceeds from sale of investments | 597,583         | 1,887,445       |
| **Net cash used in investing activities** | $(847,296)      | $(2,379,579)    |

| **Financing Activities** |                 |                 |
| Repayments of capital lease obligations | $(167,613)      | $(194,375)      |
| Principal payments on debt | $(348,795)      | $(465,060)      |
| **Net cash used in financing activities** | $(516,408)      | $(659,435)      |

| **Decrease in Cash and Cash Equivalents** | 744,480         | 2,946,460       |

| **Cash and Cash Equivalents, Beginning of Year** | 1,378,431       | 4,324,891       |

| **Cash and Cash Equivalents, End of Year** | $633,951        | $1,378,431      |

| **Supplemental Cash Flows Information** |                 |                 |
| Interest paid | $45,753          | $36,404         |
| Acquisition of equipment through capital lease obligations | $639,887        | $537,907        |
| Contributions of equipment | $417,358        | -               |
| Capital lease obligations decreased from leased equipment traded in during the year | $453,535        | $202,837        |
Mr. Ainar D. Aijala, Jr.  
Global Managing Partner  
Deloitte Touche Tohmatsu

Mr. Alejandro Luis Bottan  
Regional Executive  
GE South America Area Operations, GE International

Mr. Michael Bray  
Clifford Chance

Ms. Catherine S. Brune  
Senior Vice President & Chief Information Officer  
Allstate Insurance Company

Ms. Susan B. Butler  
President (Retired)  
Accenture Foundation

Mr. N. Justin Chinyanta  
Chairman & Chief Executive Officer  
Loita Capital Partners

Mr. Paul C. Chou  
Chairman  
Chou Family Foundation

Mr. Jorgen M. Clausen  
President & Chief Executive  
Danfoss SA

Mr. John L. Clendenin  
Chairman & Chief Executive Officer (Retired)  
BellSouth Corp.

Mr. Gerald M. Czarnecki  
Chairman and Chief Executive Officer  
The Deltantenium Group, Inc.

Mr. Charles H. Dana  
Executive Vice President (Retired)  
Owens Corning

Mr. Ralph de la Vega  
President & Chief Executive Officer  
AT&T Mobility

Dr. Michel De Wolf  
CPA, Managing Partner  
DGST Reviseurs d’entreprises

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Chief Executive Officer  
PricewaterhouseCoopers LLP

Mr. Michael L. Ducker  
President, International  
FedEx Express

Ms. Tina S. Flaherty  
President & Chief Executive Officer  
Image Marketing International

Ms. Patricia L. Francy  
Treasurer/Controller (Retired); Special Advisor for Alumni Relations  
Columbia University

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Senior Vice President (Retired)  
Exxon Mobil Corporation

Mr. Donald E. Garretson  
Chief Financial Officer (Retired)  
3M

Mr. Peter Gbedemah  
Chief Executive Officer  
Gateway

Mr. W. Grant Gregory  
Chairman  
Gregory & Hoenemeyer, Inc.

Mr. Bengt Gunnarsson  
Senior Advisor  
Bata Group

Mr. Elwood D. Howse, Jr.  
President  
Cable & Howse Ventures

Mr. Donald Humphreys  
Senior Vice President & Treasurer  
Exxon Mobil Corporation

Ms. Yvonne C. Hunt  
Vice President, Global Philanthropy  
Hewlett-Packard Company Foundation

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Chairman & Chief Executive Officer  
El Pomar Foundation

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Managing Director  
Barclays Bank of Uganda Limited

Mr. Clyde D. Keaton  
President & Chief Executive Officer  
Argo Turboserve Corporation

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Global Vice Chairman-Risk and Compliance  
KPMG LLP

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Trustee  
The Little Family Foundation

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General Manager, Worldwide System  
Builder Channel  
Microsoft Corporation

Mr. Simon Martin  
Head of Group Corporate Sustainability  
HSBC Holdings plc

Mr. Bill Mathis  
Executive Vice President-Business Development  
MasterCard International

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Senior Vice President  
Legal, Compliance and Public Affairs  
General Counsel  
UPS

Mr. Denman K. McNear  
President & Chief Executive Officer (Retired)  
Southern Pacific Transportation

Mr. Per Moller  
Partner, Area Partner Matters EMEA  
Ernst & Young Baltic UAB

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Senior Financial Advisor  
Merrill Lynch

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President  
AIU Holdings, Inc.

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Chief Financial Officer  
E*T?RADE Financial
Mr. David Palenchar  
Senior Vice President, Programs  
El Pomar Foundation

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President & CEO (Retired)  
Commonwealth Energy Systems

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President – America’s  
Manpower, Inc.

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President & Chief Executive Officer  
JA Worldwide

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Vice Chairman & Chief Administrative Officer  
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Chairman, Global Leader Insurance Assurance Services  
PricewaterhouseCoopers LLP

Mr. Jean-Leopold Schuybroek  
Executive Chairman  
Interel

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President, Traveler’s Cheque Department  
American Express

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President  
The Pennsylvania State University

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Emerson

Mr. Michael D. Towers  
Eliot Avenue Wine Storage  
Partner

Mr. Edmundo Vallejo  
President & Chief Executive  
GE Money–Latin America

Mr. Francesco Vanni d’Archirafi  
Chief Executive Officer  
Global Transaction Services  
Citi

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President  
RRC-Kurchatov Institute

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Office of the Chairman & Chief Executive Officer  
The Coca-Cola Company

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President & Chief Executive Officer (Retired)  
Federal Express Corporation

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Senior Vice President – Corporate Affairs  
Capital One

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Vice President Corporate Marketing, EMEA  
Hewlett Packard Company
Sean C. Rush  
President & Chief Executive Officer

Jack E. Kosakowski  
Executive Vice President &  
Chief Operating Officer  
President – Junior Achievement USA

Timothy Armijo  
Chief Financial Officer

Howard D. Bartner  
Senior Vice President – Operations  
Junior Achievement USA

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Senior Vice President  
Education

Don Creveling  
Senior Vice President  
Human Resources

Peter V. Curcio  
Senior Vice President – Operations  
Junior Achievement USA

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Development

Cynthia Hofmann  
Senior Vice President  
Marketing and Communications

Tom Inscho  
Interim Senior Vice President  
Information Technology

Caroline Jenner  
Senior Vice President  
Europe Region

Linda Rimer  
Senior Vice President  
Asia/Pacific and Americas Regions

Soraya Salti  
Senior Vice President  
Middle East/North Africa Region

Steve Schmidt  
Senior Vice President – Operations  
Junior Achievement USA

Buzzy Thibodeaux  
Senior Vice President  
Junior Achievement USA

Shannan Beeler  
Vice President – Operations  
Junior Achievement USA

Ken Brown  
Vice President  
Procurement

Jackie Dant  
Vice President – Operations  
Junior Achievement USA

Lisa Frye  
Vice President  
Employment and Employee Relations

Christy Kunz  
Vice President – Operations  
Junior Achievement USA

Lamech Mbise  
Vice President  
Africa Region

Debra Stinton Othitis  
Vice President  
Development

Kevin Pacht  
Vice President  
Information Technology

Leslie Pierce  
Vice President  
Learning and Talent Management

Kris Ponciroli  
Vice President  
Field Fundraising Services

Oldo Vanous  
Vice President – Operations  
Europe Region
Final Thoughts

Covering the Subject

As you read the pages of JA Worldwide’s Annual Report, we hope you see just how proud the organization is to share its accomplishments with the public, to provide insight into our mission and to help young people around the world create financial success. We are all stakeholders in the future of the next generation. Let’s provide young people with the tools they need to build a healthy world economy.

There definitely is a need for the money-management programs JA and other educational organizations offer. Currently, globalization is creating a competitive marketplace that requires highly developed financial, entrepreneurial and work-readiness skills for success. Here are some quotes from high-profile professionals about what’s happening in the economy and how essential financial knowledge, skills and ethics are—not just to quality of life—but to survival.

"We have received many benefits as an organization, including personal development of the individual volunteers, contribution to our portfolio of corporate social responsibility programmes, strengthening our links with local schools, and enhancing our links with those businesses also involved in Junior Achievement."

Carmel O’Connor, Partner - Tax and Legal Services, PricewaterhouseCoopers-Europe

"I do think that people have an obligation to give back but that doesn’t necessarily mean that you give back just the traditional way. Maybe there’s new ways to give back and make a contribution. I’m looking forward to some mix of philanthropy—maybe through a somewhat different prism—as well as helping entrepreneurs build some significant new businesses."

Steve Case, America Online, Inc., U.S. Business Hall of Fame Laureate, inducted in 2009

"Through JA-YE, students learn at an early stage what starting up in business involves—taking responsibility with all the opportunities and risks that self-employment brings. With its network of teachers and business representatives, JA-YE supports qualified young people throughout Europe year in, year out. JA-YE thus makes an effective contribution to fostering innovation, growth and employment. And that is exactly what we need to make Europe fit for the future in the age of globalization."

Angela Merkel, Chancellor, The Federal Republic of Germany

"In order to teach one, you have to reach one. In order to reach one, you have to be relevant to that student’s life. And without relevancy, you have marginalized your ability to get your message across to that student."

Maynard Brown, 2006 JA Teacher of the Year

"I have always found that my view of success has been iconoclastic: success to me is not about money or status or fame, it’s about finding a livelihood that brings me joy and self-sufficiency and a sense of contributing to the world."

Anita Roddick, Founder of The Body Shop

"Educating our children is not just about imposing a body of knowledge on them. Rather, it involves preparing children from the early years for the world in which they will come of age."

Rania Al Abdullah, Queen of Jordan

"Entrepreneurship and education are two extraordinary opportunities that need to be leveraged and interconnected if we are to develop the human capital required for building the societies of the future. Entrepreneurship is the engine fuelling innovation, employment generation and economic growth. Only by creating an environment where entrepreneurship can prosper and where entrepreneurs can try new ideas and empower others can we ensure that many of the world’s issues will not go unaddressed."

Klaus Schwab, Founder and Executive Chairman, World Economic Forum
JA Worldwide® Purpose

To inspire and prepare young people to succeed in a global economy.

JA Worldwide® Values

Belief in the boundless potential of young people.
Commitment to the principles of market-based economics and entrepreneurship.
Passion for what we do and honesty, integrity, and excellence in how we do it.
Respect for the talents, creativity, perspectives, and backgrounds of all individuals.
Belief in the power of partnership and collaboration.
Conviction in the educational and motivational impact of relevant, hands-on learning.
Printing of the 2008-2009 JA Worldwide annual report was generously donated by

at&t

JA Worldwide believes that responsible stewardship of the environment helps create better lives for our young people.

This annual report was printed at Monroe Litho (www.monroelitho.com), which operates on 100 percent wind power, is a Certified Environmental Protection Agency Green Power Partner and a Forest Stewardship Council Certified Chain-of-Custody Supplier.

Monroe Litho is one of the first printers in the United States and the first one in the Northeast to be SGP Certified.
The intent of the Sustainable Green Printing Partnership is to encourage and promote participation in the worldwide movement to reduce environmental impact and increase social responsibility of the print and graphic communications industry through sustainable green printing practices.
Find out how YOU can make a difference.

JA Worldwide
www.ja.org