



## Challenge Made, Challenge Accepted

### Fuqua challenges JAI to reach 10 million students annually by 2005

Famed philanthropist and business leader J.B. Fuqua of Atlanta handed a challenge to JAI: reach 10 million students annually by 2005.

JAI gladly accepted.

Along with the challenge, Fuqua also gave JAI four million reasons why it can reach the goal. In May, he gave JAI \$4 million – the largest grant in the organization's history.

Fuqua said he gave the money because he has seen the results of JAI's work.

"I analyze my philanthropic support the same as I do all of my investing—I look for the best bang for the buck," said Fuqua, who was inspired early in his career from books loaned to him by Duke University; he went on to build Fuqua Industries, now a multi-billion-dollar conglomerate. "I've met some of the kids who have been through Junior Achievement programs and the results are remarkable."

JAI leaders hold high praise

for Fuqua and his gift.

"Mr. Fuqua, we thank you and we accept your challenge to reach 10 million students – it's an aggressive goal but you've given us a history-making start with your generosity," said Mark Suwyn, JAI's board chairman and chairman of Louisiana-Pacific Corporation.

Suwyn added that Fuqua is "undoubtedly one of the best business minds ever and to have his support is phenomenal."

"To have support from this caliber of individual says a lot about our organization," said

Suwyn. "I believe others will follow Mr. Fuqua's lead and invest in our cause."

Paul Ostergard, JAI's president and CEO, said, "A big part of this contribution will be leveraged to garner more support on the heels of Mr. Fuqua's gift. We're at a pivotal time in history when we, as a movement, can truly make a difference in the lives of people hungering for a way of life that can be achieved through self-help."

Ostergard also said of Fuqua's gift that it was "one of

the kindest, most thoughtful grants" he's seen in his 30-plus years of working in corporate philanthropy.

And Sam Taylor, JAI chief operations officer, said Fuqua's gift "is just the lift we need right now" as the organization begins to revise its strategic plan to grow Junior Achievement globally.

"Mr. Fuqua can be assured that we will put his gift to work to provide support services to our Member Nations to spread the message of free enterprise throughout the world," said Taylor. ▲

#### junior achievement international corporate offices



## Fuqua truly a self-made and generous man

J.B. Fuqua never went to college - he couldn't afford it. When he was just two months old his mother died and his grandparents raised him on a Virginia tobacco farm. Despite the early difficulties, Fuqua taught himself history, business and finance by reading books borrowed by mail from the Duke University library.

In the 1950s, he bought a small brick manufacturing company and built it into a multibillion-dollar conglomerate. Today, at 83, he is one of the world's most prominent philanthropists and supporters of education, having given more than \$100 million. In 1999, *Worth* magazine named him one of the "Most Generous Americans."

Years after returning the books to Duke, Fuqua made good on his overdue fines by donating \$37

million to the university, which renamed its business school the Fuqua School of Business. Besides Duke, Fuqua provided financial support to dozens of educational, health and human services projects including a grade school in Virginia that became a model for rural education. To date, more than 10 colleges and universities have conferred honorary degrees on him.



The Fuqua Companies

# Turning 4 million dollars into 10 million students

The challenge has been made and JAI has accepted it. So how will JAI turn J.B. Fuqua's \$4 million grant into 10 million students annually?

"First, we're already updating our strategic plan to get our infrastructure in place," says Paul Ostergard, JAI's president and CEO. "Over the next several months we'll begin to pinpoint where we need to expand our regional strengths."

To achieve its goal, Ostergard said JAI will focus on four key areas:

- Member Nation Support & Service

- Financial Support
- Communications
- Technology

Ostergard said these are the areas the board has identified that will keep JAI focused on its growth goal.

"Much of the growth will come within JAI's current Member Nations as they expand existing programs and begin introducing innovative, cost effective, Web-based programs," said Ostergard.

Ostergard said that while Fuqua's gift is an extraordinary start, JAI will have to

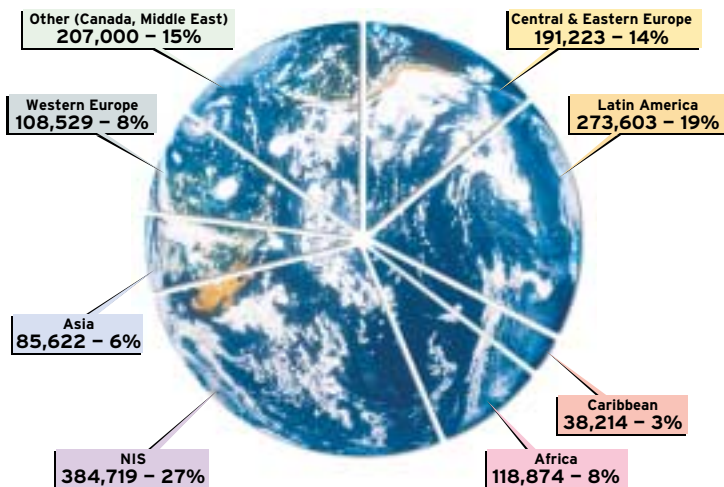
increase its funding from other contributors to reach the 10 million-student goal.

"We fully expect to leverage Mr. Fuqua's gift by attracting equal or greater matching funds," said Ostergard.

Other steps JAI will take over the next four years:

- Establish JA programs in 10-20 more countries.
- Establish regional offices to support the Member Nations.
- Use technology to launch new cross-border, web-based programs. ▲

*"With his generous gift, Mr. Fuqua is allowing JAI to do a quantum leap and enable the organization to work with a new set of dynamics. Managed appropriately, these dynamics will allow JAI to grow faster and stronger than in the previous stage." Constancio Larguia, co-founder, Patagon.com and Bumeran.com*



### Global Student Impact

JAI Member Nations Student Participants - 1999-2000

## Fuqua passionate about education

J.B. Fuqua is renowned for his support of education. Here are a few examples of his endeavors for education:

- Established the Fuqua School of Business, Duke University
- Created the Center for U.S.S.R. Manager Development, a training program at Duke for top Soviet managers to learn the ways of Western business and free enterprise
- Established the Fuqua International School of Christian Communications, Los Angeles
- Established the Fuqua School, a model K-12 school for rural education in Farmville, Va.
- Gift to the Lovett School, Atlanta, to build a multi-use facility in memory of his son, Alan Brooks Fuqua
- Gift to Fuqua School of Business to support faculty growth and academic programs
- Gift to Pace Academy to establish the J.B. Fuqua Chair of Public Speaking and Debate

# Chairman's Report



**Mark Suwyn**  
*Chairman & CEO,  
 Louisiana-Pacific  
 Corporation*  
*Chairman,  
 Junior Achievement  
 International*

It's rare when it happens but it's exciting when it does. I'm talking about when history is made. And in May, J.B. Fuqua made history when he gave JAI \$4 million to start us on our journey down a grand path to reach 10 million students annually by 2005.

And the kind of history Mr. Fuqua has made with his generosity is the kind that ushers in a better future. Literally millions of young people around the globe are now facing brighter tomorrows—hope for a better life through self-sufficiency for many generations to come.

I believe that's why Mr. Fuqua gave us that money. He knows what we're doing is working. He has said that he has met some of our students and said that the results were "remarkable." And he has said he analyzes his giving the same way he does all his

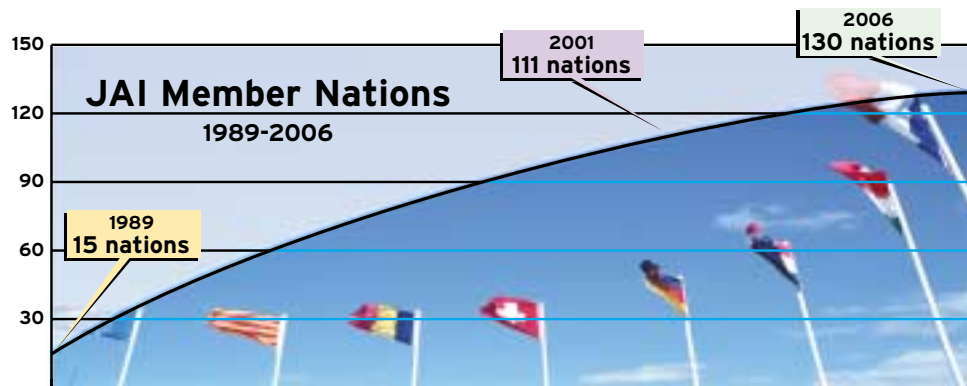
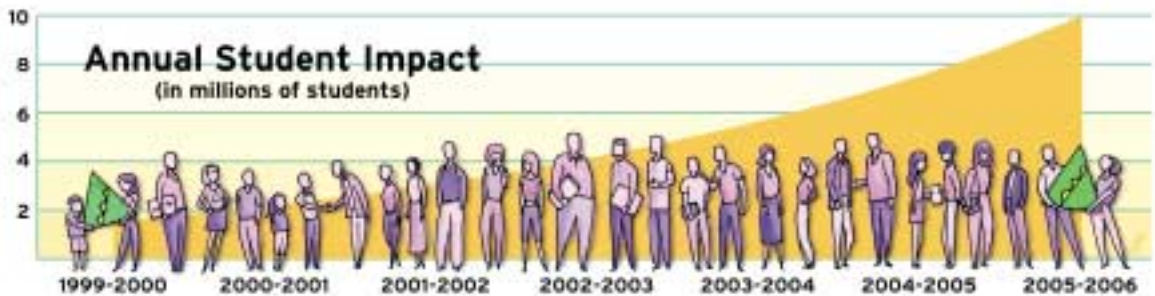
investing—he said he looks for the "best bang for the buck." Fellow JAI supporters, I submit that testimonials don't get any better than that.

But this is only the beginning. Mr. Fuqua's contribution has opened the door to more challenges - we now must cross the threshold into a new era for JAI. We now have to expand the ways we work with our Member Nations to accelerate their growth. We must develop the programs and material that allow each Member Nation to attract new supporters to spread these programs to every young person in their country. That, plus adding programs in new countries is the way we will meet that goal of 10 million participants per year.

I know we will do it. Our goal is aggressive, our resolve is strong and our cause is stronger still. Join us as we begin this most momentous journey. ▲

The Mission of Junior Achievement International is to recognize and serve Member Nations that develop and implement economic education programs for young people through a partnership between business and education. The programs are implemented by Member Nations to help young people gain an understanding of:

- the importance of market-driven economies;
- the role of business in a global economy;
- the commitment of business to environmental and social issues;
- the commitment of business to operate in an ethical manner;
- the relevance of education in the workplace; and,
- the impact of economics on their future."

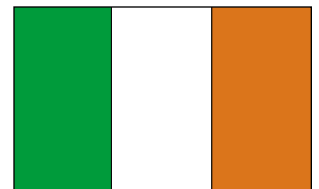


## Argentina, Ireland pilot accreditation process

JAI congratulates JA of Argentina and Ireland — the first two countries to receive accreditation under JAI's new Quality Accreditation Process (QAP), a pilot program started by JAI's board. Both countries passed easily, confirming their status as two of the best-run JAI Member Nations. Not surprising because JA Argentina captured the Fuqua Global Excellence Award and JA-Ireland won the Outstanding New Member Nation Award at the first JAI Awards and Recognition event in 1999.



QAP will be an important tool to improve JA activities throughout the world's offices and will ensure the quality and excellence of our programs as the growth of JA impacts students around the globe," said Eduardo Marty, executive director of JA-Argentina.



JAI will continue to implement the QAP to ensure high standards in all its Member Nation offices. The process includes objective, quantitative measurements and on-site visits to verify processes and gain feedback from all stakeholders. ▲

"Junior Achievement Argentina knows that the



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## Country Profile

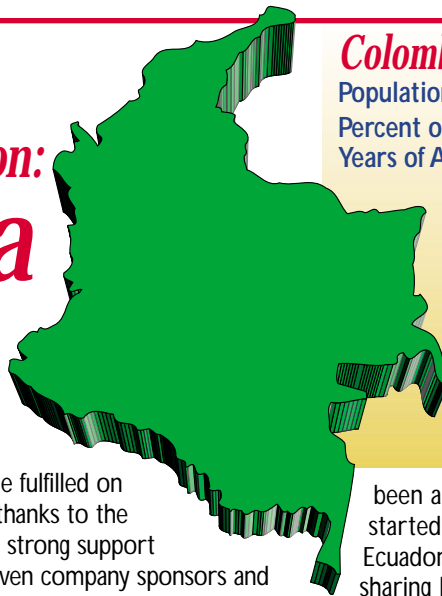
Year Founded:

1999

Number of  
Students Served:

12,000

## JAI Member Nation: Colombia



### Colombia

Population: 43,070,704

Percent of Population Less Than 15  
Years of Age: 25%

Board Members: 13

Languages Spoken: Spanish

Executive Director: Fernando  
Loaiza Cubides

Programs: K5, K6, K7, K8,  
K9, Leadership, Company  
Program, MESE and Banks  
in Action.

You have to look no further than the words of students to see that JA in Colombia is working.

A fifth grader wrote to her volunteer: "Thank you for everything you did for us. Now I know how companies work and how it's much easier to work with others."

A tenth grader in the Company program said, "If this program could be given throughout Colombia, within five years we would surely achieve what no government has been able to do so far-to educate youngsters with adult ideas and make out of them responsible, honest entrepreneurs."

Adults too are seeing the benefits. Hernan Echavarria, a prominent and widely known Colombian businessman and entrepreneur said, "the JAC programs should have been implemented in Colombia 60 years ago."

"JA programs are creating the entrepreneurial conscience our youth need," says Fernando Loaiza, JAC's executive director. "JA helps them assume the challenges the whole population is facing as a result of an unprecedented political and economic crisis here."

Loaiza, a Colombian business management consultant, first learned of JA during a business seminar in Singapore in 1998. There he met JAI board member Paul Chou. On his way home, Loaiza visited JAI's offices in

Colorado, met Sam Taylor and promised him he would incorporate JAC that year. A promise he fulfilled on December 17th thanks to the commitment and strong support obtained from seven company sponsors and cofounders, El Tiempo, Procter & Gamble, BankBoston, Pfizer, IBM, Coca-Cola and Amway Colombia and the cooperation by Eduardo Marty from JA Argentina.

And in August of 1999, JAC launched a pilot that included three programs in 10 schools reaching 650 students.

JAC has since steadily increased its programs and student reach. In that first school year, JAC reached 1,750 students. In the second year it taught 6,450 students – annual student growth of 268 percent. By December 2001 JAC will have grown to 12,200 students in just two and a half years. School participation has grown to 37 schools. And volunteers are up from 36 in 1999 to more than 200.

But JAC is far from resting. Its 2001-05 plan forecasts an average 100% annual student growth. It expects, by end of 2005, to have reached 220,000 students cumulatively.

JAC became so strong so fast that it's

been able to help neighbors get JA started. Last year, JAC helped start JA Ecuador by helping it create a pilot plan, sharing bylaws and providing the names of sponsors who could fund Ecuador.

"And to foster JAI's objectives and closer relationships among JA in the region, JAC promoted, hosted and led the first-ever Latin American board members meeting in Cartagena, on September 21-23, 2000. "Great challenging objectives and commitments were made," says Loaiza.

JAC's finances are sound, too. Its net worth from 1999 to 2000 nearly doubled. And, as of May 2001, the funding needed for 2002 has already been secured.

JAC's activities during its first two years clearly demonstrate its commitment to JAI's objectives. The response from both volunteers and students has been excellent.

"And that's our dream, to cover all the young student population of Colombia with JA programs," says Loaiza.

A dream that looks like it will become reality. ▲

## On Board

### A Profile of Junior Achievement International Board Members



**Rene Dahan**  
Senior Vice  
President,  
ExxonMobil  
Corporation

Rene Dahan fits perfectly with the Junior Achievement International (JAI) board of directors. First, he is a strong supporter of JAI. And, second, he's a man with vast international business experience.

"We are proud to support JAI efforts to educate youth around the world about free enterprise and business economics," Dahan said. "Through JAI young people learn that they are part of a global economy brought closely together by technology. They are presented with opportunities to understand the role they can play as productive citizens and creators of wealth with direct impact on their communities and communities around the world."

Dahan brings with him to JAI's

board abundant experience from his long and brilliant career in business at ExxonMobil. Dahan joined the Exxon organization in 1963 as a process technician at its refinery in Rotterdam, Netherlands. He became manager of the Esso Nederland's supply and planning department in 1973 and was named manager of its refining department in 1974.

He was named head of the corporate planning division of Esso Europe in London in 1977 and became manager of Esso Europe's natural gas department in 1979. He transferred to Exxon Corporation headquarters in the U.S. in 1981 as deputy manager of the petroleum products department.

He returned to Europe in 1983 as executive vice president of Esso B.V. in Breda, Netherlands, Exxon's affiliate responsible for oil and gas operations in Belgium, the Netherlands and Luxembourg. He became president and CEO of Esso B.V. in 1985.

Dahan was appointed executive vice president of Exxon Company International (ECI) in 1991. He was elected as vice president of Exxon Corporation and appointed president of ECI in 1992. He was elected as senior vice president of Exxon Corporation in 1995 and was named a director in 1998.

Dahan is also a member of the International Advisory Board of Instituto de Empresa. ▲