The Accion U.S. Network is the largest microfinance network in the United States.
Dear Partners, Friends & Supporters

Our first full year has been one of great opportunity and great success. With the economy still struggling to find its way back to full health, Accion’s national footprint provided a means for donors, corporate partners and foundations to take action on behalf of the group that has proven time and time again to be the true engines of our economy—small businesses. Our work, that of the Accion U.S. Network, served to bolster the remarkable work of our five member organizations by adding new funds, programs and pathways to opportunity. In total, we provided more than $2 million in additional funding to member organizations in 2012 alone.

We didn’t achieve this on our own. Along the way, we’ve worked with corporations, foundations and organizations that have become true partners in our success. With the Boston Beer Company, we took Samuel Adams Brewing the American Dream, a program that began in Boston, Massachusetts, to reach more business owners from coast-to-coast. With the New York Stock Exchange, we launched a new event series for small business owners in partnership with Yelp. And with the U.S. State Department, we implemented Latin American Idea (La Idea), a program that is allowing Accion to provide more resources to the Hispanic entrepreneurship community.

Thanks to the financial support of Accion International, the Mott Foundation and the Citi Foundation, we have built a true forum for collaboration network-wide. We built an organizational infrastructure, set standards for governance and financial performance and are exploring ways to reach far greater numbers of business owners in the United States. This spirit of collaboration was fully (and wonderfully) evident at our first-ever Member Meeting in Estes Park, Colorado, where over 200 Accion staff members from over 25 cities gathered for three days of learning and exchange. We emerged smarter, more engaged and aware that we are all part of something much larger: the fight for financial inclusion in the United States.

The Accion U.S. Network staff, which now numbers seven, is energized, passionate and committed to our mission of building world-class microfinance organizations capable of bringing lasting economic change to families and communities across the country. We are motivated by this challenge, inspired by the small business owners that Accion works with in the United States—as well as globally—and grateful for the support that has allowed us to achieve so much.

With gratitude,

Gina Harman
Chief Executive Officer

Brad Henderson
Board Chair
Who We Are

When U.S. entrepreneurs have access to affordable capital small businesses grow, hardworking individuals are provided with job opportunity and communities thrive. The Accion U.S. Network increases essential access to capital by scaling innovation, creating groundbreaking partnerships and focusing on rigorous evaluation and research.

Small loans incite sustainable change, and we are uniquely positioned to bring this change to meaningful scale in the United States. Five Accion member organizations headquartered in cities throughout the United States form the largest micro- and small business lending network in the country.

Since 1991, organizations now part of the Accion U.S. Network have provided more than 46,000 loans totaling more than $360 million; they lent more than $36 million in 2012 alone.

The work of the Accion U.S. Network, established in 2011, supports these regional organizations in scaling impact and multiplies the opportunity created for small business owners nationwide. Globally, Accion (www.accion.org) is a pioneer in microfinance, reaching millions of individuals through its international network of partners.
<table>
<thead>
<tr>
<th>Category</th>
<th>Impact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans</td>
<td>46,084</td>
</tr>
<tr>
<td>Amount Lent</td>
<td>$360,148,504</td>
</tr>
<tr>
<td>Average Loan Size in 2012</td>
<td>$13,000</td>
</tr>
<tr>
<td>Net Loan Losses in 2012</td>
<td>3.9%</td>
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<tr>
<td>Loans Disbursed to Women</td>
<td>38%</td>
</tr>
<tr>
<td>Jobs Created in 2012</td>
<td>2,304</td>
</tr>
<tr>
<td>Jobs Sustained in 2012</td>
<td>5,471</td>
</tr>
</tbody>
</table>
Building National Partnerships

Groundbreaking corporate partnerships are allowing Accion to reach greater numbers of small business owners across the country, to deepen work in existing markets and to provide increased opportunities for entrepreneurial training.

**Samuel Adams**  
**Brewing the American Dream**  
*The Boston Beer Company*

In 2008, network member Accion East and Online launched the Brewing the American Dream program, a partnership with Samuel Adams, in Boston, Massachusetts. In 2012, we expanded the program nationally to provide loans and training opportunities to low- to moderate-income food and beverage entrepreneurs. In 2012 alone, the program disbursed close to $850,000 in loans to more than 80 entrepreneurs, and coached and mentored more than 700 individuals through Samuel Adams’ signature “Speed Coaching” events. Entrepreneurs had the chance to meet with a series of food and beverage experts on topics such as packaging, marketing and distribution.

**La Idea**  
**The U.S. Agency for International Development (USAID) and the U.S. Department of State**

In 2012, we launched our Latin America Idea (La Idea) partnership with the U.S. Agency for International Development (USAID) and the U.S. Department of State. La Idea, an initiative formed to support collaboration between business partners in the United States and Latin America, consists of three components: bilingual, customized networking and business-advising events across the Americas; an online community providing free, easy-to-access materials and connections to local and regional organizations; and the La Idea Business Pitch competition promoting partnerships between entrepreneurs in the United States and Latin America.

Since December 2012, Accion has organized more than 10 events with over 700 participants. On average, 93 percent of attendees responded that the event taught them useful strategies they could use to improve their business. To find out more about La Idea, visit www.laidea.co.

**NYSE Big StartUp**  
**Yelp and the New York Stock Exchange**

In March 2012, we partnered with the New York Stock Exchange (NYSE), which launched The Big StartUp, a nationwide jobs growth initiative. In addition to a $1.5 million contribution from NYSE, the initiative also gave birth to “Small Business Connections,” an event series that brought training opportunities to entrepreneurs in 11 U.S. cities. Yelp joined us as an event series partner, allowing us to deliver expert advice on social media for small businesses as well as information on financing opportunities to more than 620 entrepreneurs.

PHOTOS

Top: Jim Koch, brewer and founder of the Boston Beer Company and Samuel Adams Brewing the American Dream, coaches at a Chicago Speed Coaching event.  
Bottom: Expert coaches provide training at a San Antonio La Idea event.
Evaluation & Research

By focusing on rigorous portfolio analysis and outcomes evaluation, Accion is pushing U.S. microfinance to a higher standard.

Accion’s MicroTracker Study

Accion’s 2012 microTracker study provides industry-leading metrics for microfinance outcomes. Conducted by four members of the U.S. Network in coordination with California microlender Opportunity Fund and in partnership with the Aspen Institute, the study offers deep insight into microloan outcomes for job creation, business sustainability, and income generation.

“The microTracker project is a great example of how collaboration through the Accion U.S. Network has helped our work. By approaching the study together, we created not only economies of scale, but clear insight into microloan outcomes nationwide.”

Jill Aldridge
Vice President of Lending
Accion Chicago

<table>
<thead>
<tr>
<th>MICROTRACKER 2012 OUTCOMES RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.6 jobs created or retained by each borrower reporting employees</td>
</tr>
<tr>
<td>97% of businesses remain open one year after receiving a loan</td>
</tr>
<tr>
<td>32% of our borrowers report an increase in take-home pay</td>
</tr>
</tbody>
</table>

Accion U.S. Network Members: 2012 Highlights

Accion Chicago
To increase entrepreneurs’ access to funding, Accion launched the Chicago Microlending Institute—a public-private partnership designed to increase microloan access to small business owners within the city.

Accion Texas Inc.
In addition to expanding into eight states in the Delta region, 2012 Accion Texas provided over $17.9 million micro- and small business loans, an increase of 23 percent over the previous year.
Scaling Innovation

By creating forums for best practice sharing and innovation, we’re working to take Accion’s deep knowledge of local lending to national scale.

Working Together Across the U.S.

With more than 200 Accion staff working in 25 U.S. cities, our knowledge of local lending is perhaps the deepest in the country. We worked to foster collaboration and scale innovation within the U.S. Network at the individual staff member, department and organizational levels to ensure that our local knowledge and best practices are elevated to national scale.

In September 2012, U.S. Network staff and representatives from Accion’s international arm gathered for a three day Member Meeting in Estes Park, Colorado, to learn, explore and exchange ways to deliver funding and training opportunities to small business owners nationwide. This became a place where cross-member relationships and new ideas were born, including the products and channels for delivery that form the basis of our 2013 strategy, which we are delivering on today.

“The Member Meeting was essential in helping me make valuable connections with colleagues throughout the country. I’m regularly in touch with lending staff in other cities to share best practices, establish new partnerships and find new opportunities for our clients.”

Valery Belloso
Business Development Officer
Accion San Diego

Accion East and Online

The Sandy Recovery Business Loan Program has helped more than 80 small businesses with over $1 million in capital to repair damages caused by Superstorm Sandy.

Accion San Diego

Accion had a record year in lending, disbursing more than $2 million in loans—an 82 percent increase from the year before—and increasing its loan portfolio to nearly $3 million.

Accion New Mexico • Arizona • Colorado

Accion disbursed a record $5.6 million in new loans and received the national Access to Capital Award from the U.S. Department of Commerce’s Minority Business Development Agency.
Partnerships in Action

Trudy Alston was searching for a loan for her startup catering business but received “no” for an answer every time. An evening spent with expert coaches at a Samuel Adams *Brewing the American Dream* Speed Coaching event proved a turning point—today Harvest Time Café is a thriving business.

My business, Harvest Time Café, is a southern cooking and catering affair. I make a corn succotash that nobody else in the area makes and my fried green tomatoes are the “bread of life.” My business name comes from the fact that I use seasonal ingredients; and cook what the harvest brings me.

A few years ago I was going through a divorce and my husband and I worked at the same place; one of us had to go. I chose to leave and it was a rough period, I had very little money. One day my sister asked me to cook something for a housewarming party; I went into my pantry and found chocolate chips, sugar, flour and oatmeal. After that, I was asked to bake for seven more parties. It was then that I thought ‘I could make a business out of this.’

After many years of working in the nursing profession, I knew it was time to start living my dream, and that I needed a loan to do so. I didn’t have a business plan, but nobody bothered to tell me that I needed one. Finally, a local SBDC told me about Accion, and my loan consultant there told me about Speed Coaching.

I received a business education in a single night at my first Speed Coaching. I met with three or four coaches but didn’t tell any of them how little money I had. I walked out of there with ideas like making business cards and stickers to put on my take-out bags. I also got information on how to finally write my business plan and get all of the licenses I needed. After the event I felt that I had the confidence to do something small, like setting up at a festival.

Accion Chicago gave me a $1,000 *Brewing the American Dream* fund loan and I got started. I stretched that money so far—I hired someone to help at the festival, purchased ingredients, got stickers and magnets for my truck and bought catering equipment at an auction. I set up at a festival in downtown Park Forest selling chicken fajitas on a pita—we were a hit! I made $500 that night.

That was all in 2011. On February 1, 2012 I opened up a storefront catering business. I wanted a restaurant but didn’t have the money quite yet. But this place has a huge kitchen and a walk-up counter where I can do take-out meals. I have four high school students working 20 hours a week, and then two other part-time staff members. I’d still like to expand into a restaurant and hire even more people. With time, I know that I can meet that goal.

Trudy Alston
Owner of Harvest Time Café, Chicago, IL
Thanks to our Board, Staff, and Donors

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**JONATHAN BRERETON**  
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New Product Development Manager

**JANE BUKHS**  
Communications Specialist

**WITH THANKS TO THE ADDITIONAL ACCION STAFF MEMBERS WHO MAKE OUR WORK POSSIBLE.**

**DONORS AS OF DECEMBER 31, 2012**

**$1,500,000+**  
NYSE Big StartUp

**$500,000- $1,000,000**  
Citi Foundation  
Charles Stewart Mott Foundation  
Sam’s Club Giving Program  
Samuel Adams Brewing the American Dream  
Accion International

**$100,000-$499,000**  
Capital One Foundation  
Discover

**$50,000-$99,000**  
BBVA Compass Foundation  
Greenway Medical Technologies

**WITH SPECIAL THANKS TO OUR PRO BONO CONTRIBUTORS**  
Boston Consulting Group  
Goodwin Procter  
Sard Verbinnen & Co

**THANKS TO OUR ADDITIONAL STAFF MEMBERS WHO MAKE OUR WORK POSSIBLE.**

**ACCIION STAFF FROM ALL FIVE MEMBER ORGANIZATIONS AT OUR 2012 MEMBER MEETING IN ESTES PARK, COLORADO**