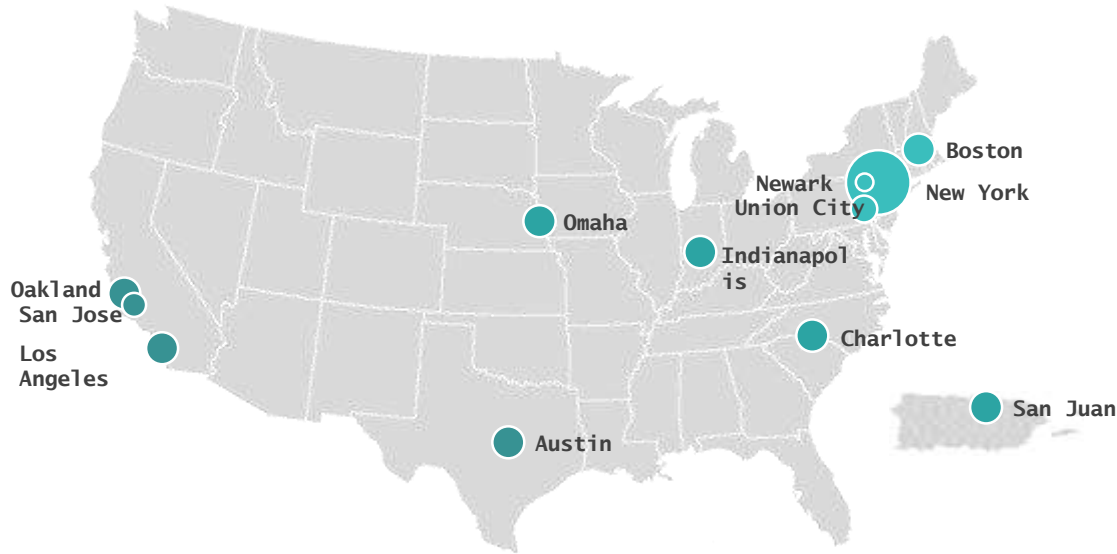




Grameen America Overview

Impact To Date

Since opening in New York in 2008, Grameen America has expanded to **12 U.S. cities** and served over 89,500 women.

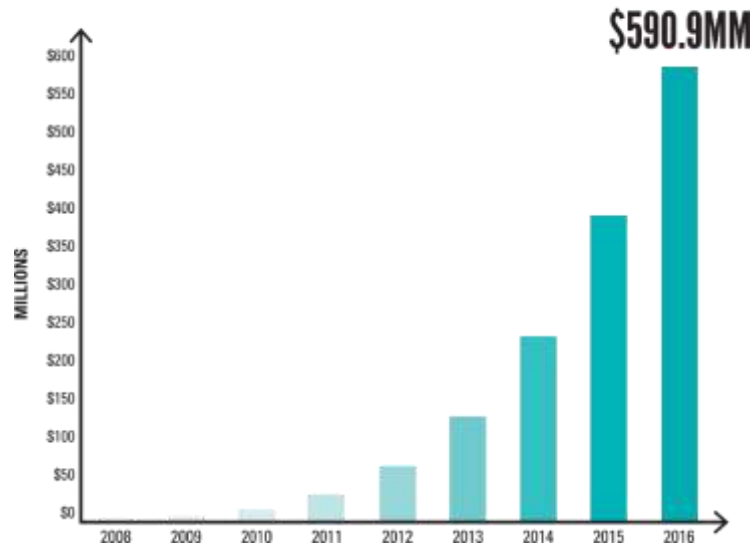


Member Impact

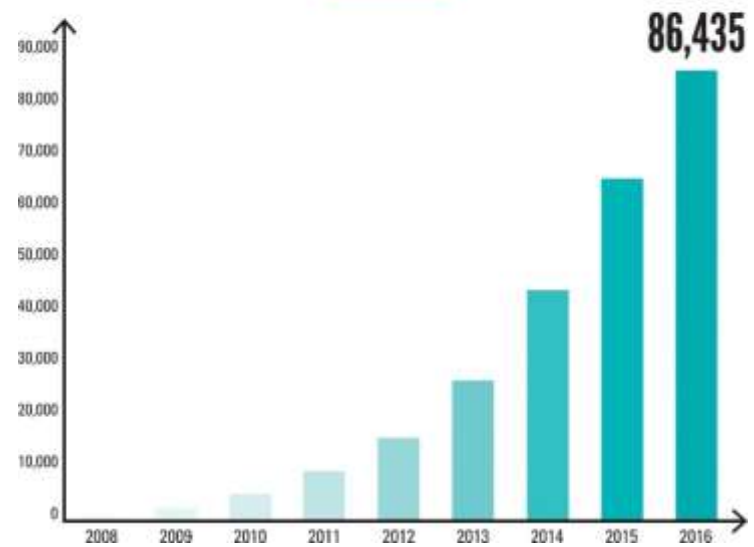
- 93,900** American Jobs created or maintained since inception
- \$5.8M+** Total member savings
- \$1,200** Average income boost Per year
- 637** Average credit score After first loan cycle

2016 Performance Milestones

LOANS DISBURSED

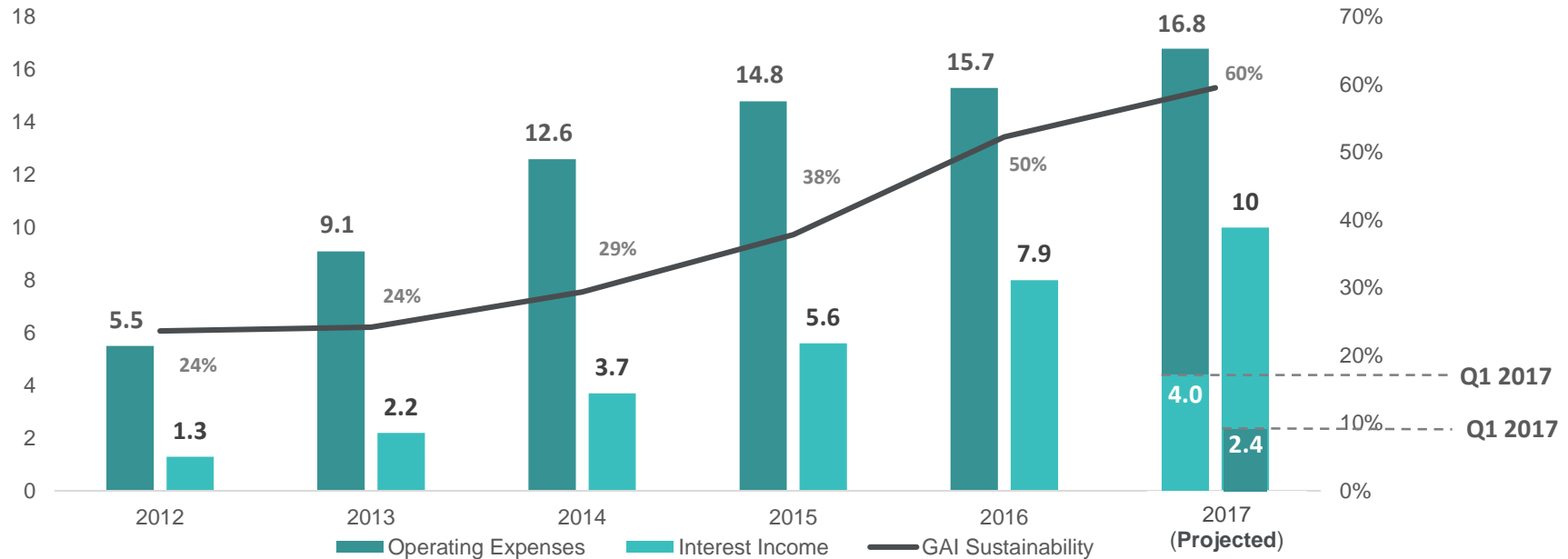


WOMEN SERVED

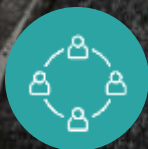


Reached 50% Total GAI Sustainability in 2016

We made significant progress towards overall organizational sustainability through key controls and cost management



Grameen: Enabling People and Relationships with Technology



POWERED BY  MAMBU



The big idea: Let's go beyond underwriting and transactions

Grameen wants to focus on the post-loan relationship

We talk to a lot of lenders who are focused on using technology to improve and automate underwriting

- Big Data to 'predict' who will pay using complex algorithms
- Alternative indicators to assess creditworthiness remotely
- **90+% of time/effort spent *prior to* loan disbursement**
- **Only a fraction of time spent on the post-disbursement relationship**
- "Hope and pray" model of lending

Grameen wanted to do the opposite – to enable our staff to look each Members in the eye

- **95% our staff time should be spent on the relationship *after* loan disbursement in weekly Center Meetings**
- **Only a fraction of time should be spent on the pre-loan underwriting and transactional elements**
- We decided to implement Mambu as our core banking solution starting in Q1 2016
- This enables us to support our Members, low-income women entrepreneurs, as they grow their businesses

How do we find technologies that fit our philosophy?

1

Business Process Improvement (BPI) – Relentless focus on time savings at face-to-face moments with Members

2

Trust – Our goal is for users to call it ‘ours’ before even going live

3

Standard Criteria – Data security, system controls, etc.

BPI: How to do better than custom

30+ years of Nobel prizewinning process can't be improved upon – right?

Background – Grameen used a system that was ‘built specifically for the Grameen Bank’

- “How can a non-custom software possibly deliver process improvements over one that was built just for us?”
- Should technology enable a current process, or an ideal process?
- Was it built for the *Grameen process*, or just the *Grameen Bank’s specific context*?

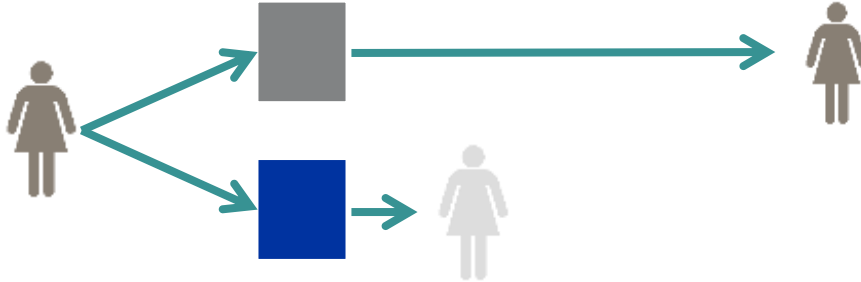
Challenge – How to adapt a model perfected where labor is relatively low-cost and accessible, and technology is relatively high-cost and inaccessible (Bangladesh), to an environment where the opposite is true (US)?

- Differences in internet access in Branches and Centers
- Differences in staff capacity
- Time-in-motion analysis to determine processes ripe for improvement to open up time with Members
- Frequent discussions with staff to determine frustrations with current process

Example: What does this look like in practice?

Before

In the Center: GAI staff records repayment on paper collection sheet, handwritten receipt for borrower

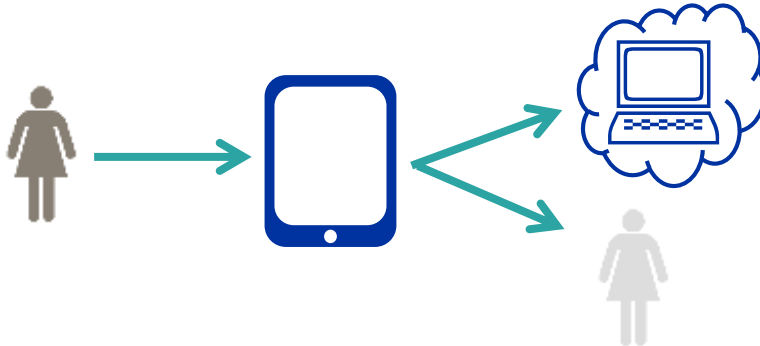


Back in the Branch: Staff refers to paper collection sheet to enter repayment information in MIS at branch



After

In the Center: GAI staff inputs repayment on mobile device, instant electronic receipt sent to borrower



From Triple to Single Data Entry: Member receipt and database records are from a single source, and paper is eliminated

- Increases transparency with instant payment feedback
- Reduces transcription errors from modifiable transaction records
- Reduces staff time on transactions while with Members
- Audit sped up by weeks, no more digging through piles of paper
- This is only one process: other processes streamlined also

Trust: Getting to ‘our system’

Old dogs and new tricks – transparency, ownership, and learning-by-doing

Pilot – We began in a single branch, to make sure the processes were dialed and reliable

- The best ideas we got for improvements to process, reports, and views came from the pilot
- Pilot branch was selected based on openness to experimentation combined with years of experience
- **Pilot staff were grilled and encouraged to speak transparently about the system, warts and all, at all-staff meetings**
- **All branches were included on system update emails** – even if they were not in the pilot branch

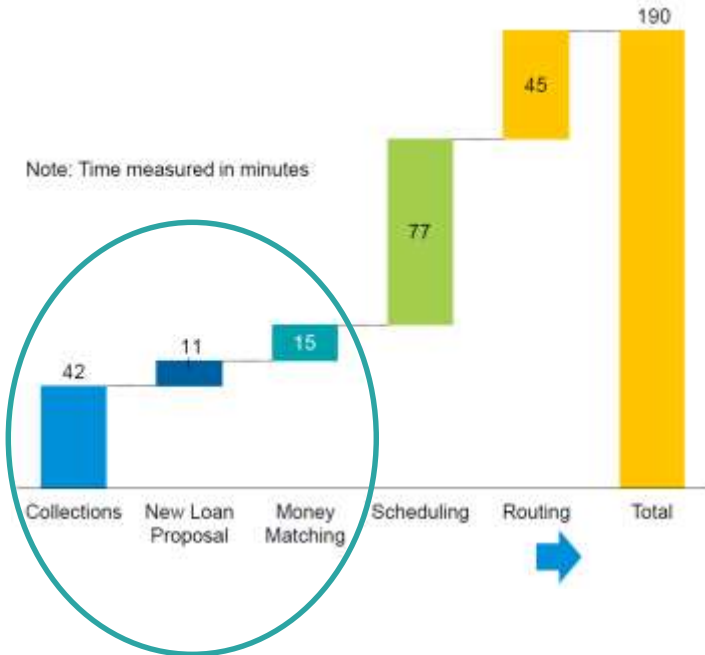
Rollout – We made sure all staff were supported and comfortable with the system before going live

- **Expanded the ‘Champion’ model to all branches**, for support, but also to have someone bought in
- **6 full weeks of training in the Sandbox, using actual data**, for all branches before going live
- Phased approach with 5 separate tranches
- Interactive internal roadmap implemented from the beginning, so new joiners could bring fresh perspective

What were the results?

According to a MetLife study we saved 68 minutes per employee per day in technology-driven process improvements

That's ~40 hours per week in an average branch – in other words, one FTE or 500 additional Members per branch



In addition, we learned;

- **How to engage staff** in large technology roll-outs
- **Lots about our Members**, from better data (no paper, dependent fields)
- That **paper** can be nearly **eliminated** from our operations
- **Insights into our Members willingness to use phones** for financial purposes
- How to **build** an effective and inclusive **road-mapping process**

Reimagining the GAI Center Meeting

Maximizing time saved through technology to enable member development programs

1

CENTER MANAGER-LED EDUCATION

- HQ to prepare content and curriculum for monthly trainings in partnership with external organizations
- Every month, all CMs and BMs receive virtual training on 1 particular topic (30-60 minutes)
- CMs deliver this education (20-30 minutes) to members during any Center Meeting of their choice within that month

2

PEER-LED KNOWLEDGE SHARING

- Every month, one member within a Center
- Chosen member leads 10-15 minute session on topic of her choice i.e. shares experiences and information with fellow center members (e.g. speaking about her own business experience, community issues, encouraging collective problem solving, etc.)

What now?

- We now have the capacity to serve 100,000 US entrepreneurs
- That's 10,000 more active borrowers with the same footprint
- We can give them some of their time back
- Weekly meetings add value, not consumed by administration
- We're focused on behavior change, business support and growth