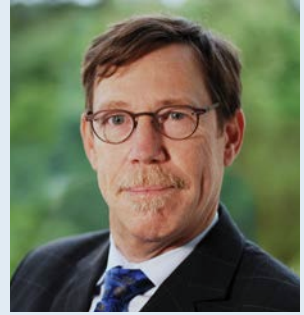


**MESSAGE FROM THE  
CHIEF OPERATING OFFICER**

“We will seek innovative solutions that work, deliver value for money and maintain our focus on achieving results that make a meaningful difference in people’s lives.”



I am thrilled and humbled by the prospect of following Al Siemens at the helm of FHI 360. Mindful of the challenges posed by a rapidly changing world, I am grateful to be working with such accomplished and passionate colleagues who have done so much to build a healthier, more prosperous world.

On Al’s watch, FHI 360 has grown into a top-tier development organization, one of the few capable of integrating a comprehensive 360° approach to solving human development problems. Our diverse expertise and practice areas put FHI 360 on the leading edge of advancing integrated solutions and documenting their impact.

As I look ahead, I will uphold our commitment to the science of improving lives so that FHI 360 continues to be a champion of “good development.” Stakeholders and beneficiaries need a voice. Solutions must be relevant and responsive to felt needs and owned by those involved. And we must deliver high-quality technical services and efficient business practices to achieve cost-effectiveness and take interventions to scale.

Being good stewards of the funding entrusted to us is a sacred charge. We will seek innovative solutions that work, deliver value for money and maintain our focus on achieving results that make a meaningful difference in people’s lives.

The essence of our work remains creating opportunities for those in need so that every person can achieve his or her potential and live in dignity. We are committed to helping those we work with build on what they have, on what they know and on what they can do to change their own lives.

Our past success prepares us to face the 21st century challenges in human development that lie ahead. There is much to do. We are ready.

Sincerely,

A handwritten signature in black ink that reads "Patrick C. Fine". The signature is written in a cursive, flowing style.

**PATRICK C. FINE**

FHI 360 CHIEF OPERATING OFFICER  
*Incoming Chief Executive Officer,  
effective May 1, 2014*