

# Performance Report

## Q4 2020



Two coffee farmer-members of ACPCU in Uganda lay down fertilizer—a climate-smart agricultural practice. This year was marked by strong coffee lending activity in the country and further development of climate advisory services around the world.



root capital

# OVERVIEW

F cch7 Ud]H'gYhg'hY'ghUbXUfX'Zcf'Z]bUbW]b[ 'U[ f]W'hi fU'Vi g]bYggYgžYbgi f]b[ 'hYgYs  
YbhYfdf]gYg UbX'hY'ZJfa ]b[ 'ZJa ]Yg'hUhihYmgi ddcfh \Uj Y'hY'hc'g'hYmibYXX'hc  
dfca ch' d'fcgdYf]m]b'hY'ZJW'cZ\UfXg\jd''&&&\$k Ug'U'dUfh]W'Uf'mWX'U''Yb[ ]b[ 'mYUfžVi hici fs  
dcfhZc`]c'fYgi `hg'g\ck 'hUhi]hg'dcgg]V'Y'hc'cj YfVca Y'UXj Yfg]m]k \Yb'k Y' ]b] Ygh]b'fYg]YbW''s  
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ghYUXZJghVca a ]ha Ybh'hc'ci f'W]Ybhg'k ]h'Vcb]bi YX'UWW'gg'hc'Z]bUbW]b[ žfYa ch'UXj ]gcfms  
gYfj ]W'gž'UbX'fYg]YbW''[ fUbhg''H\YgY'hc'g'UfY'\Y'd]b[ 'YbhYfdf]gYg'a U]bH]b'Vi g]bYggs  
Vcb]bi ]hmgc'hYmWUb'dfcj ]XY'cddcfh b]h]Yg'hc'ZJfa ]b[ 'ZJa ]Yg'h'fci [ \ci h'UbX'VYmcbX'h' ]gs  
dUbXYa ]W': cf'a cfY' ]bZc'fa Uh]cb'cb'ci f'UW]j ]h]Ygž'd'YUgY'fYUX'ci f'g] !a cbh' ]a dUWh'fYdcfh's  
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H\YgY'dfc[ fUa'g'UfY'gi ddcfhYX'VmihY'[ YbYfcg]m]cZci f'Vca a i b]m]cZXcbcf'g'UbX' ]b] Yg'hc'fg's  
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Ybgi fY'ci f'W]Ybhg'WUb'Vcb]bi Y'hc'gYfj Y'Ug'Yb[ ]bYg'cZ]a dUW''s

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ZJfa Yfg": cfm]g]! 'dYfW'bhicZ'hYgY'Vi g]bYggYg'UfY'[ YbXYf] ]bW] g]j YžUW]j Y'mWfYUh]b[ s  
cddcfh b]h]Yg'Zcf'k ca Yb'ZJfa YfgžYa d'cmYgž'UbX''YUXYfg''H\ ]g'mYUfžVi g]bYggYg'gi ddcfhYXs  
Vm'F cch7 Ud]H'dU]X''%''%6'X]fYWhim'hc'ZJfa Yfg , \*i 'cZ'hY'f'hc'H'fYj Ybi Yg''h'gd]h'cZs  
dUbXYa ]W'cW\_Xck bg''ja ]h]b[ ' ]b]dYfgcb'UW]j ]h]Ygž'h' ]g'mYUf'F cch7 Ud]H'i h]nYX'fYa ch'hc'g's  
hc'hU]b'& , %YbhYfdf]gYg'cb'hY'Z]bUbW]UžU[ fcbca ]Vž'UbX'a UbU[ Ya Ybhg\_]`g'bYW'ggUf'm]c's  
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K Y'fY'd'YUgYX'hc'fYdcfh'hUhi, 'i 'cZUW]j Y''cUbg'h' ]g'mYUf'Z''YX'W'fYX]h'bYXG'i ba YhVms  
Vca a YfW]U''YbXYfgž'i d'Zca '+'i ' ]b'&\$%-''H\YgY'\[ \! ]a dUWh'cUbg'gc'j Y'W]h]WU'WX'U''Yb[ Ygs  
cZ' ]ei ]X]m]UbX'ZYI ]V']m]Zcf'i bXYfgYfj YX'Vi g]bYggYg'k \Yb'hYmibYXX'hYa 'a cgh'ss

## S DcfhZc`]c'DYfZcfa UbW's

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WcgYX''cUbg'k ]h'&( 'bYk 'W]Ybhg' ]b'gd]h'cZ'hY'WX'U''Yb[ Yg'dcgYX'VmihY'dUbXYa ]W'h'E ( s  
&&&\$žci f'Uj YfU[ Y'ci hgf]UbX]b[ 'dcfhZc`]c'VU'UbW'k Ug'' ( % (A žU'+i 'XYW]bY'Zca 'ci f'Uj YfU[ Ys  
VU'UbW' ]b'E ( 'cZ'UghimYUf''H\ ]g'WXUb[ Y' ]g'U'VmdfcXi Wh'cZci f' ]a d'fcj YX'dcfhZc`]c'ei U']m]Ug'k Ys  
k fch'Xck b''Y[ UWh'cUbg'hc'Vcb]bi Y'ci f'g'fUhY' ]WfYzW'g' ]b''YbX]b[ 'hc'Vc'ZY'ž'Vc'Vc'Už'UbXs  
h'fY'bi h'Vi g]bYggYg''H\YgY' ]bXi gh]Yg'Vca df]gYX' -% 'cZci f'dcfhZc`]c'VU'UbW'h' ]g'ei UfhYfžs

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ħ 7 YbfU' 5a Yf]WU'UbX'A YI ]Wc'žk \YfY'h'Y'WcZYY'\Ufj Ygh]g'i bXYfk Umžci f'YbX]b[ 'UWhj ]hms  
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Wli gYX'Vmihk c'\i ff]WUbYg'h' ]g'ei Ufh'fž'ci f'WjYbhg'\Uj Y'g'ck b'Yi hfUc'fX]bUfmfYg] ]YbW'" ħs  
<cbXi fUg'UbX'B ]WfU[ i Užk \YfY'h'Y'\i ff]WUbYg' ]a dUWg'k YfY'\UfXYgh'Z'ž'ci f'UWhj ]hmi'h' ]gs  
ei Ufh'f'k Ug'bYUfm]XYbh]WU' hc'h'UhcZ&\$%- žXYgd]h'XUa U[ Y'hc'WcZYY'fYfYg'UbX'dfcWgg]b[ s  
ZUW] ]hYg'" ħ'DYfi žk Y'UWW'YfU'h'X'ci f'YUfm'ghU[ Y'Yb'fm]b]hc'h'Y'Wc'Wc'U'gY'Wc'fž'Z]b]g\ ]b[ 'h'Ys  
m'YUf'k ]h'ghfcb[ 'YbX]b[ 'fYgi 'hg'"K Y'X]gVi fgYX'~' '+A' hc'Wc'Wc'U'Ybh'f'f'gYg' ]b'h'Uh'Wc'i bhfmž'Us  
% \$i ' ]bWfYUgY'cj Yf'h'Y'dfYj ]ci g'm'YUf"s

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ħ 9 Ugh'5Z]WUž'ci f'Wc'a a ]ha Ybh'hc'i [ UbXU'g'WcZYY' ]bXi ghfm[ fYk žk ]h'X]gVi fgYa Ybhg'h'f'd' ]b[ s  
Wc'a dUfYX'hc'&\$%- žcZgYh]b[ 'fYXi W]cbg'hc'h'Y'? YbmU'b'a UWXUa ]U'UbX'F k UbXUb'WcZYYs  
gY[ a Ybhg'"? YbmU'g'a UWXUa ]U'Ybh'f'f'gYg'ZUWX'fYXi W'X'X'Ya UbX' ]b'5g]U'Xi Y'hc'h'Ys  
dUbX'Ya ]Wž'UbX'ci f'X]gVi fgYa Ybhg'hc'h'Y'gY[ a Ybh'Wc'bfUW'YX'&- i "'7 cbW ffYbhmž'U'XYW]bYs  
]b'X'Ya UbX'Zc'f'gdYW]U'hm'WcZYYž'Xi Y'hc'Wc'gi fYg'cZ]b[ dYfgcb'WUZY'gYfj ]W'Ufci bX'h'Y'k c'fXžs  
fYgi 'h'X' ]b'U' % i ' m'YUf'cb! m'YUf'XYW]bY' ]b'X]gVi fgYa Ybhg' ]b'F k UbXU"ss

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k cf\_]b[ 'h'fci [ '\Y[ UWmbcb'dYfZcfa ]b[ 'cUbg'UbX'hU\_]b[ 'U'dfi XYbh'UddfcUW'hc'i bXYfk f]h]b[ s  
f]g\_g'"5hm'YUf'YbXž'ci f'DcfhZ'c'! UHF ]g\_ fD5F E[ fYU'h'f'h'Ub' - \$'XUmg'XYWfYUgYX'hc'~ %) A s  
f! ") i ' E'UbX' ]g'Xck b'Zca '~ \*'&A' f% i ' E'Uh'h'Y'YbX'cZ&\$%- "'Cj Yf'h'Y'dUgh'k Y'j'Y'a cb'h'gž'k Ys  
k fch'Xck b'~ % \$" A 'cZdUghXi Y'cUbg'UbX'fY'Wc'j YfYX'~ \$"- A 'cZdfYj ]ci g'm'k f]h'f'cZs  
df]bW]dUž'fYgi 'h]b[ ]b'U'fU] ]b[ '%&! a cb'h'Y'h'k f]h'f'cZ'fU]c'cZ&\$i "'H\]g'XYWfYUg'k Ug'X'fj] Ybs  
Vmih'Y'k f]h'f'cZ'cZ'Y[ UW'c'Ubg' ]b'h'Y'A YI ]WUb'Z]g\Yf]Yg'gY'Wc'f' ]b'E'&&\$&\$'UbX'ch'Y'f'Y[ UW'ns  
'cUbg'c'f][ ]b'Uh'X'i d'hc'Y][ '\hm'YUf'g'd'f]c'f"s

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U[ f]W'hi fU'Vi g]bYggYg'cb'Vch'Ya Yf[ YbW'm7 C J -8! %- fYgdc'bgY'UbX' ]YbYfU'Vi g]bYggs  
\_bck 'YX[ Y'W]h]WU'hc'dfca ch]b[ 'cb[ !h'f'a 'dfc'gdYf]m' 'H\]g'ei Ufh'fž'k Y'cf[ Ub]nYX'U'gYf]Yg'cZs  
j ]fhi U'V]cgUZ'hmik cf\_g\cdg' ]b'@Uh]b'5a Yf]WU'hc'\Y'd'W]Ybhgž' ] Y I B 5: 97 ]b'DYfi žXYj Y'cds  
gUZ'f'hd'f'hc'Wc'g'hc'Ybgi fY'ga cch'cd'YfU]c'bg'Xi f]b[ 'h'Y]f'\Ufj Ygh'K Y'U'gc'Wc'bh]bi YXs  
gi ddc'f]b[ 'W]Ybhg' ]b'K Ygh'5Z]WU'hc'UWW'gg[ cj Yfba YbfU'h'U'YI Ya dh]cbg'UbX'7 C J -8! %- s  
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k ca Yb' k Y''UVcj Y'h'Y'[ cU'cZ' \$i 'gYhi bXYf'ci f'K ca Yb' ]b'5[ f]W'hi fY'ħ]h]Y' "H\]gs  
Wc'bh]bi Yg'Ub'i dk UfX'fYbX'Zc'f'h' ]g'W]h]WU'a Yf]W'Zca '&' i ' ]b'&\$% 'UbX' ' \$i ' ]b'&\$%- "ss

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WYUHY`a Ub]di`UV`Y`HUV`YUi`j`]gi U`nUh]cbg`Zcf`ci f`W]Ybhg`"6i g]bYggYg`]b`@Uh]b`5a Yf]WU`UFYs  
i`g]b[`h\Y`gcZfk UFY`hc`]bhY[ fUH\ž`UbU`mYž`UbX`g\UfY`]bZcfa Uh]cb`hUh]a dfcj`Yg`h\Y]fs  
XYW]g]cb!a U\_]b[`dck Yf`"K`Y`Ubh]W]dUH\`ž`fh\Yf`XYj`Y`cda YbhUbX`fc`ci h\fc] [ \ci h&\$\$%"ss

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ei U`]miUbX`U`ghfcb[`VU`UbW`g\YYh`"ž`&\$\$šZF cch7 Ud]HU`fYdcfhYX`U`gi fd`i`g`cZ`\$"- A žs  
]`i`ghfUh]b[`ci`f`Wcb]bi`YX`fYg]`]YbW`U[`U]bghU`W\U`Yb[`]b[`VUW`Xfcdž`UbX`dcb]h]cb]b[`i`g`hc s  
UW\Y`fUH`ci`f]a dUWh\fc] [ \`&\$\$%UbX`VYmcbX`"H\]g`Vi`]Xg`cb`U`~`") A`gi`fd`i`g]b`&\$%-`ž`Zcfs  
ci`f`Zci`fh`WcbgYW`h]j`Y`Ubbi`U`gi`fd`i`g`"ž`&\$\$šž`ci`f`ga`U`Yf`YbX]b[`dcfhZ`]c[`YbYfUH`Xs  
g][`h\mi`ck`Yf`YbX]b[`fYj`Ybi`Y`Wca`dUfYX`hc`&\$%-`ž`k`\]Y`h\Y`]a dfcj`YX`ei`U`]micZ`h\Y`dcfhZ`]cs  
fYgi`h\Y`]b`Wcbg]ghY`bhmYUf]c]Yf]mYUf`dfcj`]g]cb]b[`Yi`dYbgYg";`fUbhUbX`Wcb]f]Vi`h]cb`fYj`Ybi`Ys  
k`Ug`~`%`", A`]b`&\$\$šž`Xck`b`ž`ca`~`%+"`A`]b`&\$%-`"H\Y`cf[`Ub]nUh]cbU`gi`fd`i`g]b`&\$%-`k`Ugs  
`Uf[`Y`mXi`Y`hc`ž`bXfU]g]b[`Zcf`i`bfYghf]W\YX`bYhUggYhg`hc`]bWYUgY`ci`f`YbX]b[`WUdUW]mi`ž`s  
&\$\$šž`k`Y`d]j`chYX`hc`a`YYh\Y`bYXXg`cZW]Ybhg]a`dUW\YX`Vmih\Y`dUbXYa`]Vž]bWi`X]b[`s  
ž`bXfU]g]b[`Zcf`7`C`J`ž`!`%`fYgdcbgY"ss

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`~`%`")`A`]b`i`bfYghf]W\YX`bYhUggYhgž`~`+"%`A`]b`gi`VcfX]bUH`YX`XYVhž`UbX`~`(`")`A`cZgYb]cf`bchYgs  
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: ]bUbW`7`cfdcfUh]cb`hc`XYj`Y`cd`bYk`V`YbXYX`Z]bUbW`gi`ddcfhia`YW`Ub]ga`gž`gi`W`Ug`c`Ubs  
[`i`UfUbhYg";`i`UfUbhYg`Wc]j`Yf`Y][`]V`Y`dcfhZ`]c`gY[`a`Ybhgž`UfY`cb`miXYd`cmYX`]b`h\Y`Yj`YbhicZUs  
c`ggž`UbX`fYXi`W`h\Y`j`c`Uh]`]micZci`f`YbX]b[`dfc[`fUa`"H\]g`a`]`cZ]bUbW]b[`XYXdYbg`ci`fs  
UV]`]mihc`dfcj`]XY`]a`dUW\ž`ž`gi`ghU]bUV`Y`Z]bUbW]b[`hc`ci`f`W]Ybhg`"Ci`f`W]Ybhg`fYdUma`YbhfUH`Ygs  
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Yj`Yf`hc`U[`f]W`hi`fU`Vi`g]bYggYg`UbX`h\Y`ZUfa`]b[`ZUa`]`Yg`h\Y`migi`ddcfh`H\fc] [ \ci`h\h\Ys  
7`C`J`ž`!`%`dUbXYa`]Vž`h\YgY`Vi`g]bYggYg`\Uj`Y`g`ck`b`h\Y`mUFY`\_Ymihc`Ybgi`f]b[`h\Uhici`f`k`cfXs  
XcYgb`h`↑`ghVci`bW`VUW`ž`ca`h\]g`W]g]gž`Vi`hWUb`Vci`bW`Zcfk`UfX`]bhc`U`dfcgdYfci`gžs  
]bWi`g]j`Yž`UbX`fYg]`]Ybhž`hi`fY"ss

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# 2020 DASHBOARD

Results	
332	Total Businesses Reached
Lending Program Impact	
185	Businesses Reached <sup>1</sup>
46%	Percent Gender Inclusive Businesses
684K	Farmers Reached
39%	Percent Woman Farmers
16K	Employees Reached
51%	Percent Woman Employees
\$1.1B	Purchases from Farmers
\$1.2B	Total Sales for the Businesses
960K	Sustainable Hectares under Management
Lending Program	
\$115.7M	Loan Disbursements
\$41M	Average Outstanding Portfolio Balance <sup>2</sup>
\$320K	Average Outstanding Balance per Active Loan <sup>2</sup>
3.5%	Portfolio-at-Risk Over 90 Days <sup>2,3</sup>
20.3%	Net Write-off Ratio (Trailing 12 Months)
Advisory Services	
281	Businesses Served
2,924	Days of Training Delivered

<sup>1</sup> "Businesses Reached" includes the total number of clients with an outstanding loan balance at any point in the year-to-date period. See Terms and Acronyms.

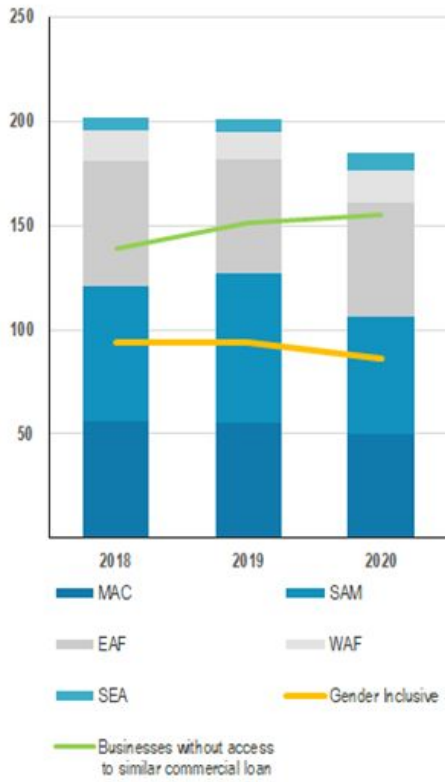
<sup>2</sup> Results are for the current quarter only.

<sup>3</sup> Figures represent performance as of the last day of the quarter.

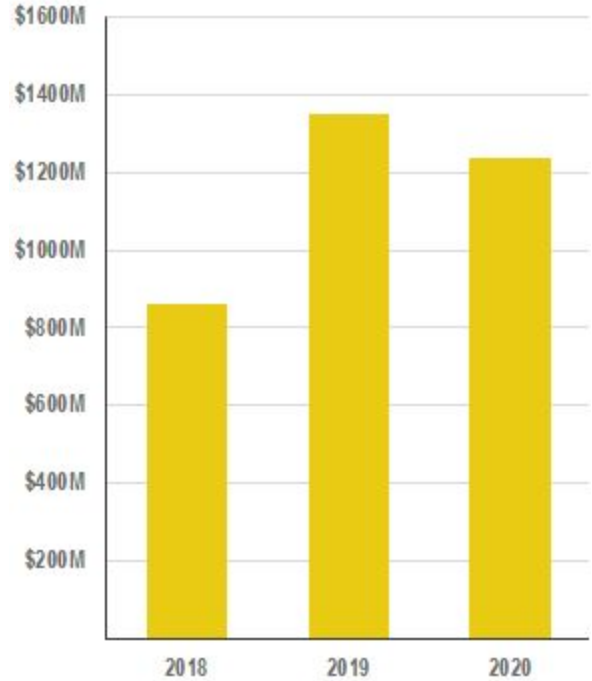
# PORTFOLIO PERFORMANCE

→ dUVs

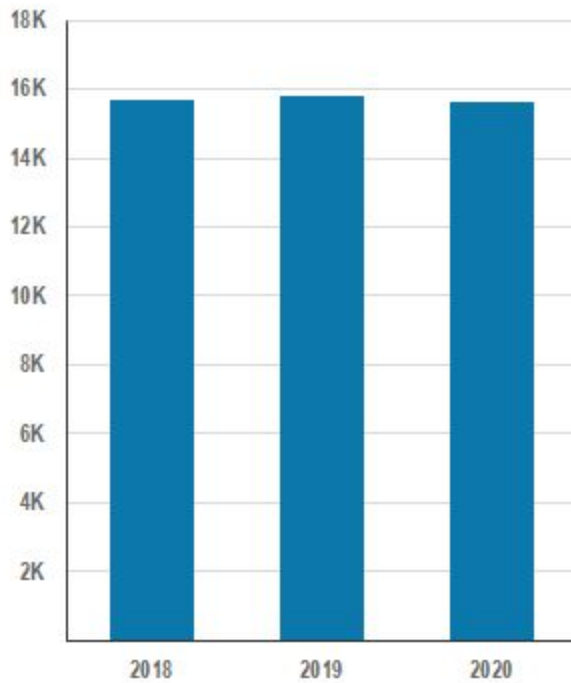
### Businesses Reached (Lending Program)



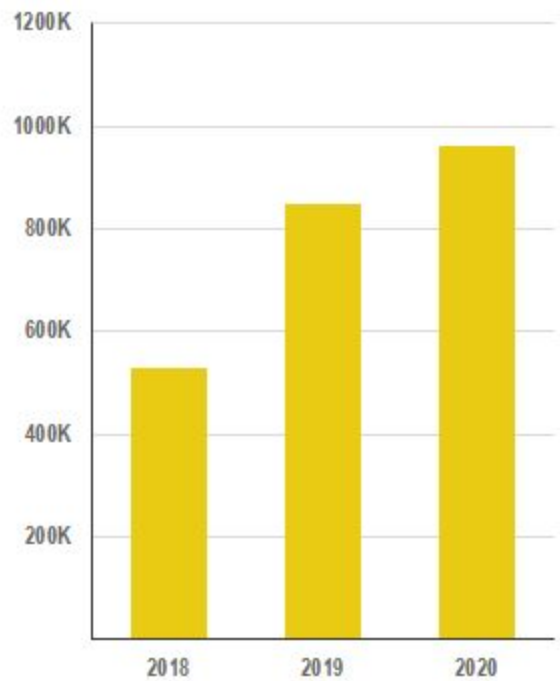
### Total Businesses' Sales



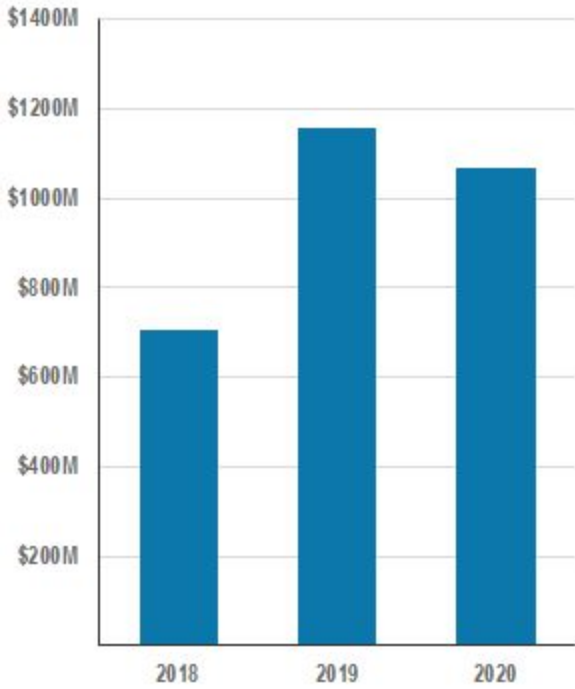
### Employees Reached



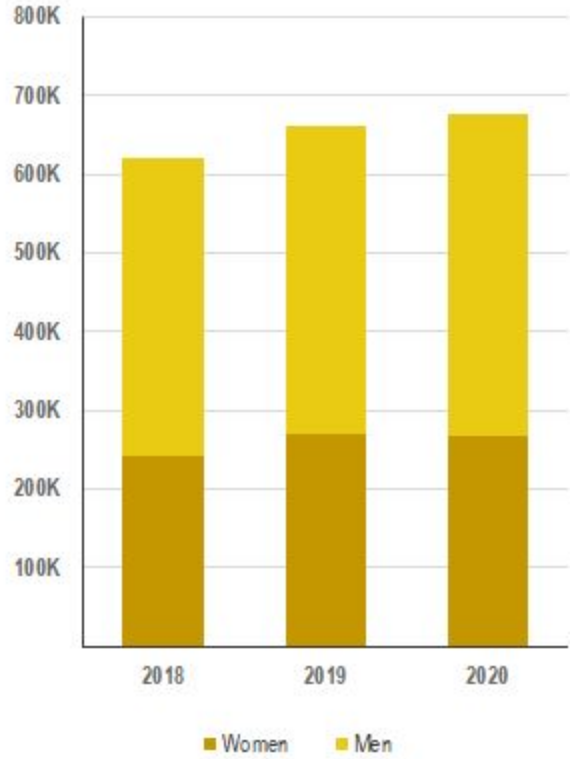
### Sustainable Hectares Under Management



### Purchases from Farmers

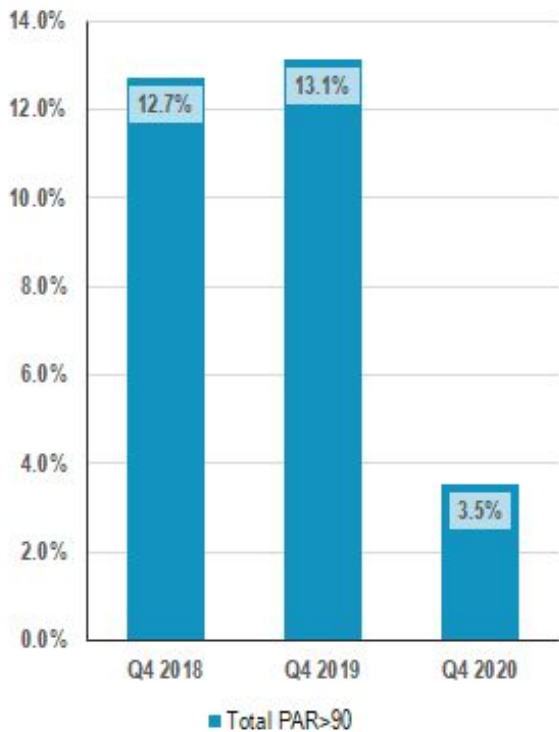


### Farmers Supplying Businesses

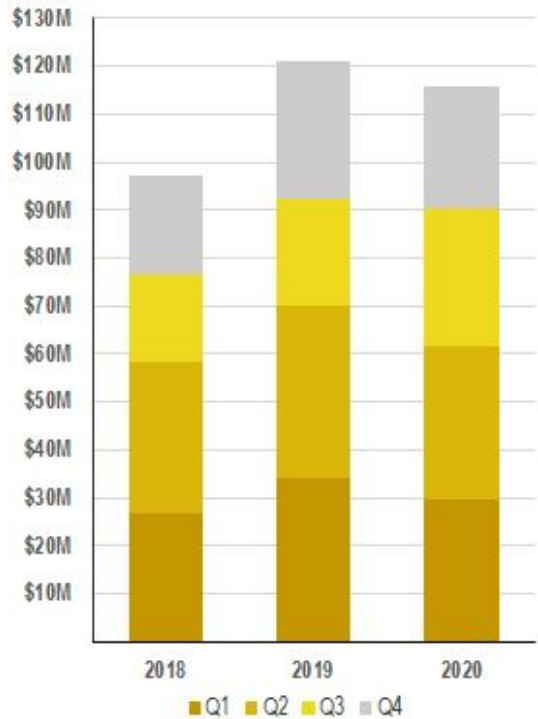


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@YbX]b[ / '5Xj ]gc fmGYfj ]Wgs

### Portfolio at Risk > 90 Days

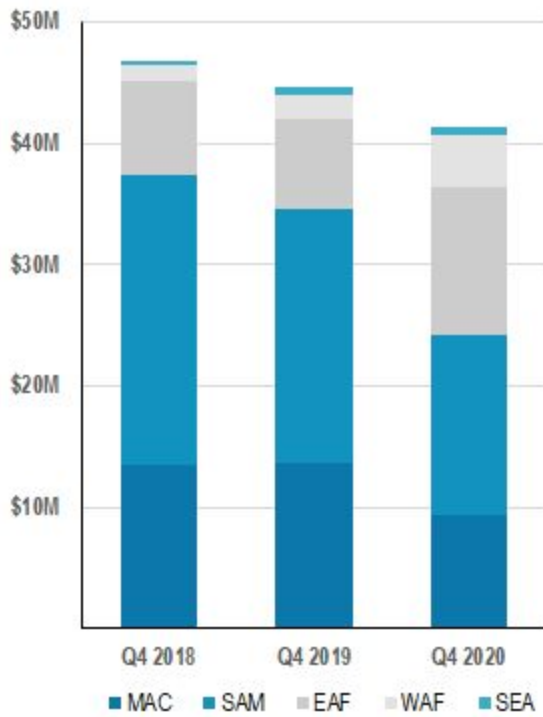


### Loan Disbursements

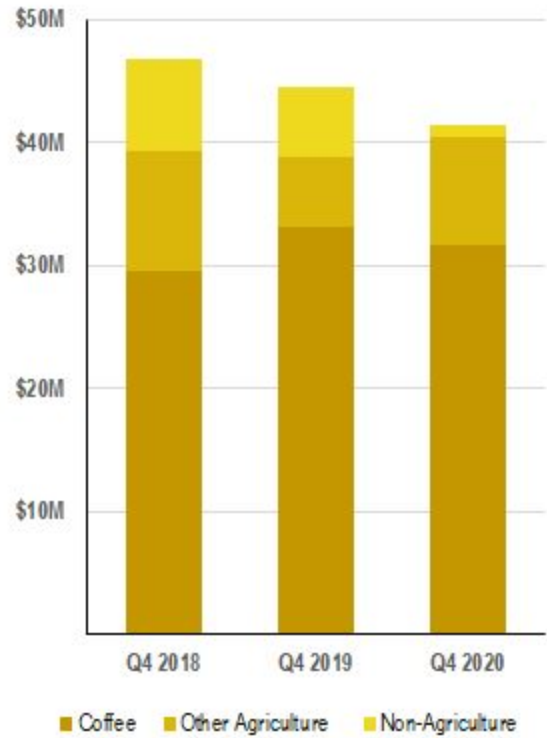


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### Average Balance by Region

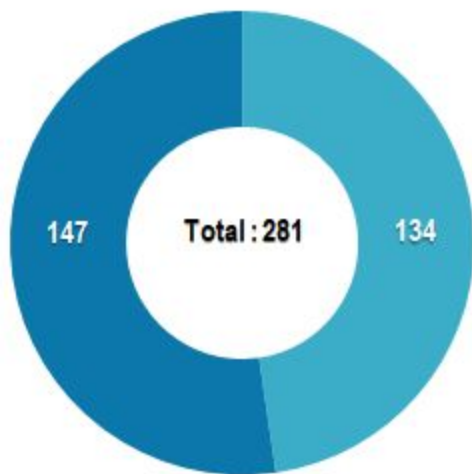


### Average Balance by Industry



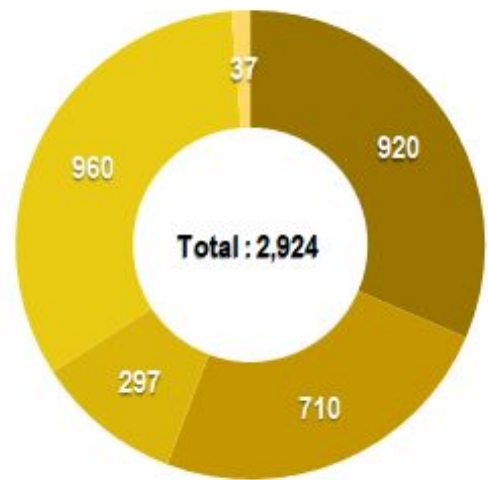
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### Businesses Served by Advisory Through Q4



Existing Lending Clients Potential Lending Clients

### Days of Training Delivered Through Q4



MAC SAM WAF EAF SEA



**Balance Sheet**

<i>Millions of USD</i>	Q4 2020	Q4 2019
Cash and Short-Term Investments	32.5	37.8
Loans Receivable	44.6	52.8
Allowance for Credit Losses	(4.2)	(10.5)
Loans Receivable, Net of Allowance	40.4	42.3
Other Assets	11.1	19.2
<b>Total Assets</b>	<b>84.0</b>	<b>99.3</b>
Senior Debt	44.5	55.7
Subordinated Debt	7.1	9.6
Other Liabilities	3.4	4.8
<b>Total Liabilities</b>	<b>55.0</b>	<b>70.1</b>
Unrestricted Net Assets	15.5	14.6
Net Assets with Restrictions	13.5	14.6
<b>Total Net Assets</b>	<b>29.0</b>	<b>29.2</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>84.0</b>	<b>99.3</b>
Debt-to-Equity Ratio*	2.0x	2.5x
Grant Net Assets**	16.3	15.5

\* The debt-to-equity ratio is adjusted to include subordinated debt as equity, reflecting its equity-like characteristics.S

\*\* Our grant net assets include off-balance-sheet conditional grants.

Reclassifications may have been made in the prior year to conform with the current year's presentation.

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<b>Statement of Activities</b>		
<b>Year-to-date as of December 31st</b>		
<i>Millions of USD</i>	<b>2020</b>	<b>2019</b>
<b>Revenue</b>		
Grant Revenue	9.0	9.7
Contribution Revenue	6.9	7.9
Lending Revenue	5.2	5.5
Interest and Other Income	0.9	0.6
<b>Total Revenue</b>	<b>22.0</b>	<b>23.7</b>
<b>Expenses</b>		
Operating Expenses	16.8	15.8
Provisioning Expense	2.9	2.8
Interest Expense	1.4	1.6
<b>Total Expenses</b>	<b>21.1</b>	<b>20.2</b>
<b>Surplus</b>	<b>0.9</b>	<b>3.5</b>

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[F`c`c`h`7`U`d`\]`h`U`'g`k`Y`V`g`\]`h`"5`X`X`\]`h`c`b`U`'n`z`d`U`g`h`d`Y`f`Z`c`f`a`U`b`W`'j`g`'b`c`h`\]`b`X`\]`W`\]`h`j`Y`'c`Z`Z`h`i`f`Y`'f`Y`g`i`'h`g`z`U`b`X`'b`c`'U`g`g`i`f`U`b`W`g`W\]b`s`  
 V`Y`'`\[`j`Y`b`h`U`h`h`Y`'B`c`h`g`k`\]'`V`Y`'f`Y`d`U`\]`X`"s`](#)

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:`c`f`U`X`X`]`h`c`b`U`'j`b`Z`c`f`a`U`h`c`b`z`d`Y`U`g`Y`'`[`c`'h`c`'k`k`k`"f`c`c`h`W`U`d`]`h`U`"c`f`[`'c`f`'Y`a`U`]'`j`b`Z`c`4`f`c`c`h`W`U`d`]`h`U`"c`f`[`"s`

'&\$\$`F`c`c`h`7`U`d`]`h`U`"5`"f`[`\`h`g`'f`Y`g`Y`f`j`Y`X`"S` S

# HYfa g'UbX'5Wfcbma gs

6i g]bYggYg'F YUWX'YX. 'K Y'fYdcfh' W]YbHg'fYUWX'YX 'hc'WUdh'fY'h\Y'bi a VYf'cZVi g]bYggYgs  
Z]bUbVWX'i g]b[ 'ci f'WUd]hU'"7']YbHg'fYUWX'YX'UFY'h\cgY'h\Uh\UX'Ub'ci hghUbX]b[ 'cUb'VU'UbVW'Uhs  
Ubmcdc]bh]b'h\Y'fYdcfh]b[ 'dYf]cX'"H\]g'g]U'W a i 'Uhj'Y'a Yf]W'W]YbHg'UFY'UXXYX'hc'h\Y'Ubbi U's  
hcU'j]b'h\Y'ei UfhYf'j]b'k \]WX'h\YmUFY'Z]fghfYUWX'YX"ss

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7cbhf]Vi h]cb'F Yj Ybi Y. 'F Yj Ybi Y'YUfbYX'Xi f]b[ 'h\Y'dYf]cX'k ]h\ci hXcbcf'fYghf]W]cbgzs  
[ YbYfU'mfYVW]j YX'Zca 'j]bX]j ]Xi U'g'cf'Zci bXUh]cbg"s

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8YVH'hc! 9ei ]m'h\Y'fUh]c'cZgYb]cf'XYVh'hc'h\Y'gi a 'cZi bfYghf]WYX'bYhUggYhg'UbXs  
gi VcfX]bUhYX'XYVh'c'ci f'WU'W'Uh]cb'fYUhg'gi VcfX]bUhYX'XYVhUg'Yei ]m'z'fYZYVW]b[ 'j]gs  
Yei ]m'[\_Y'WX'UfUWYf]gh]Vg"s

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; YbXYf! bWi g]j Y'7']YbHg. '5' [ YbXYf] bWi g]j Y'Vi g]bYgg:]g'cbY'k \YfY'k ca Yb'a U\_Y'i d'Uhs  
'YUgh' \$i 'cZYbhYfdf]gY'ZJfa Yf'gi dd']Yfg'UbX'Ya d'cmYgZ'cf'h\Y'YbHfdf]gY']g'k ca Ub! YX'UbXs  
k ca Yb'a U\_Y'i d'Uh'YUgh&\$i 'cZYbhYfdf]gY'ZJfa Yf'gi dd']Yfg'UbX'Ya d'cmYg"s

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; fUbi'F Yj Ybi Y. 'F Yj Ybi Y'YUfbYX'Xi f]b[ 'h\Y'dYf]cX'Z [ YbYfU'mZca 'Zci bXUh]cbg'cfs  
[ c] Yfba YbHg'i bXYf'a i 'h]mYUf'U[ fYYa YbHg"ss

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bhYfYgh'9I dYbgY. 'bhYfYghYI dYbgY'j]bW ffYX'cb'XYVh's

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bhYfYgh'bWca Y. 'bhYfYghfYj Ybi Y' [ YbYfUHX'cb'WUg\ 'UbX'j]b] Ygha YbHg"s

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@YbX]b[ 'F Yj Ybi Y. 'F Yj Ybi Y' [ YbYfUHX'Zca 'ci f'YbX]b[ 'UW]j ]h]Yg/Wca df]gYg'ZYg'UbXs  
]bhYfYghYUfbYX'cb'ci f'YbX]b[ 'dcfhZ'c"s

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BYhK f]hY! cZf Uh]c. '5' hfU]b[ '%&! a cbh\Z[ i fY'fYdfYgYbh]b[ 'h\Y'dfYj ]ci g'%&'a cbh\gfs  
k f]hY! cZgzbYhczfYw]j YfYX'Z bXgZ'Ug'U'dYfW'bhU[ Y'cZh\Y'Uj YfU[ Y'ci hghUbX]b[ 'VU'UbVW's  
Xi f]b[ 'h\Y'gUa Y'dYf]cX"s

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Dfcj ]g]cb]b[ '9I dYbgY. '5'ck UbVW'Zcf'cUb'cgYI dYbgY'cb'ci f'YbX]b[ 'dcfhZ'c]zbYhcZs  
fYw]j YfYX'Z bXg"s

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F Y [ ]cb'5Wfcbma g. 'A 57 'fA YgcUa Yf]WU' / '7Uf]VVYUbZ'G5A 'fGci h\ '5a Yf]WU'Z'95: 'fDUghs  
5Z]WU'Z'K 5: 'fK Ygh'5Z]WU'Z'G95'fGci h\YUgh'5g]U'Z"s

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