# 2019

# SUSTAINABILITY AND IMPACT

REPORT





# FROM OUR CEO

# **GLORIA NELUND**

We are very pleased to present our 2019 Sustainability and Impact Report. TriLinc was founded on the belief that the power of capital markets can be used to solve pressing socioeconomic and environmental challenges, and that companies that employ sustainable business practices, in the long term, make better investments. Further, we believe that you should "practice what you preach," so our team, individually and collectively, contributes with both time and money to support underserved communities.

TriLinc employs a disciplined environmental, social and governance (ESG) screening process to assess a company's sustainability policies and practices as a way to mitigate certain potential risks. This screening program was enhanced in 2019 as we finalized our Environmental and Social Management System (ESMS), which incorporates our ESG Assessment Framework alongside our ESG due diligence, monitoring, and decision-making requirements, process and procedures, and roles and responsibilities. We take a deeper dive into our precise methodology in the "Environmental & Social Management System" section of this report.

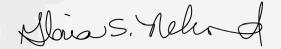
In addition to our ESG program, our impact tracking and reporting disciplines are designed to prove that capitalism can be used as a force for good. We achieve impact in three meaningful ways: 1) through the impact objectives of the funds we sponsor and manage, 2) through the local and global impact being achieved by our borrower companies, and 3) through the personal efforts of our TriLinc team.

The first two categories are discussed in detail within this report, so I want to take this opportunity to tell you more about how TriLinc employees demonstrated their commitment to our purpose this year.

Individually, our team members volunteer in their local communities and provide support to local charities. TriLinc also promotes a culture of giving back to our community by encouraging employees to take paid time off to volunteer with their communities. As a team, we regularly participate in several community outreach programs, a few of which are highlighted below.

Impact can be difficult to achieve. It takes commitment, dedication, hard work, a hands-on approach, and most importantly, great people. I hope you will see this report as an illustration of the success you have helped us achieve delivering impact via our funds, our company, and our employees. Thank you for taking this journey with us!





- Change for the World is a collection jar for an annual team selected charity, where team members can dress casually on Fridays by contributing \$5. In the past two years TriLinc's team donated close to \$5,000 to two organizations: the Show Hope Foundation, that helps fund adoption aid grants for families; and FOREFRONT, which seeks to enable every person, equip leaders, and establish self-sustaining communities via a four pillar approach: water/sanitation, education, medical, and empowerment.
- Feed My Starving Children is an annual event where TriLinc's team members and their families participate in an evening of hand-packing meals specifically formulated for malnourished children in low-income countries.
- Through **TreePeople's Urban Forestry** program, TriLinc's team members helped plant 22 trees along Marbrisa Street in Huntington Park, which at their planted size, will help sequester 38.4lb of  $\mathrm{CO}_2$  in the first year, and increase annually thereafter as they grow.
- Through the annual **Backpack Drive** and **Thanksgiving Food Drive**, TriLinc team members personally buy backpacks and back-to-school supplies and quantities of Thanksgiving food items for each respective drive, and we pack them for distribution to underprivileged children in neighboring communities and local families in need.

# **WHO WE ARE**

# **ABOUT TRILING GLOBAL**

TriLinc Global, LLC (TriLinc Global or TLG) was founded on the belief that significant private capital is needed to help solve some of the world's pressing economic, social, and environmental issues. TLG is a private investment sponsor dedicated to creating innovative impact funds with the potential for competitive market-rate financial returns and positive, measurable impact.

TLG owns TriLinc Global Advisors, LLC (TLGA, and together TriLinc), which is the advisor to the TriLinc Global Sustainable Income Fund (TGSIF), a private debt fund that provides debt financing to growth-stage small and medium enterprises (SMEs) primarily operating in developing economies throughout Latin America, Southeast Asia, Sub-Saharan Africa, and Emerging Europe.



TriLinc defines impact investing as investing with the specific objectives of achieving both a competitive financial return and a positive, measurable economic, social, and/or environmental impact.



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# ABOUT TRILINC GLOBAL SUSTAINABLE INCOME FUND

TGSIF's impact thesis is centered on the notion that SMEs are both the foundation and building blocks for sustained economic development, as they:

- 1. Create jobs
- 2. Provide stable and growing incomes
- 3. Pay taxes to local government institutions through increased revenue and profit
- 4. Drive local production of quality goods and services
- 5. Propel growth of the middle class in their communities

TriLinc's ability to offer both short-term trade finance facilities and longer-dated term loans helps make it possible for growing enterprises to access flexible and timely capital, supporting economic development and competitiveness in countries that lack adequate financing activities. By providing access to financing for growth-stage SMEs that also meet ESG and impact criteria, TriLinc believes that TGSIF is strengthening the backbone of economies while unlocking meaningful impacts throughout the developing world.

There is no guarantee that TriLino's investment strategy will be successful or will avoid losses. Investment in a pooled investment vehicle involves significant risk, including, but not limited to: no secondary markets; limitations on liquidity, transfer and redemption of ownership interest. TGSIF is dependent upon its advisor and investment partners to select investments and conduct operations. The investment vehicles sponsored and advised by Tril inc are not suitable for all investors.

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**INDUSTRY PARTNERS:** 









# **DEFINITIONS**

# Developing Economy

TriLinc generally defines a developing economy as a country with a national income classified by World Bank as upper-middle income and below.

### Farned Revenue

An organization's total revenues less contributed revenues (grants and donations).

# Impact Reporting and Investment Standards (IRIS)

A catalog of performance metrics that leading impact investors use to measure social, environmental, and financial success, evaluate deals, and grow the credibility of the impact investing industry.

### Net Income

An organization's net profit before donations.

# Payments to Government

Value of all transfers to the government made by the organization during the reporting period, including corporate income or profit taxes.

# Permanent Employee Wages

Value of wages (including bonuses, excluding benefits) paid to all full-time and part-time employees of an organization.

# Permanent Job

A job that is occupied by either a paid full-time or part-time employee, not including seasonal employees.

# Small and Medium Enterprises (SMEs)

Businesses with five to 500 employees. For businesses in the agricultural and aquaculture sectors, fewer than 1,000 employees.

# Sustainable Development Goals (SDGs)

A collection of 17 interrelated global goals set out by the United Nations to mobilize efforts to end all forms of poverty, fight inequities, and tackle climate change, while ensuring that no one is left behind.

Direct lending for a specified amount, tenor and interest rate calculation. For SMEs, loan sizes generally range from \$5,000,000 to \$15,000,000, with tenors of approximately three to five years.

# Trade Finance

Short-term financings provided to importers and exporters in order to facilitate the international trade of goods. Transaction sizes generally range from \$500,000 to \$5,000,000 with terms of three to 12 months, often with revolving capability, i.e., the flexibility to draw down, repay and redraw funds for multiple import/export contracts.

# **IMPACT OBJECTIVES**



### Access to Education

Business activities that actively seek to provide schooling to students who previously were not in school.



Business activities that actively seek to provide electricity to households or organizations.



### Access to Financial Services

Business activities that actively seek to provide individuals and/or organizations with access to finance that previously did not have such access.



# Affordable Housing

Business activities that actively seek to provide housing in which the associated costs are at a level that does not threaten other basic needs or an individual's income.



# Access to New Markets

Business activities that enable access to new markets for products/ services produced and sold by the organization.



### Access to New Products

Business activities that produce and sell product/services that are considered to be new and/or innovative in the destination market.



# Agricultural Productivity

Business activities that actively seek to increase the amount of agricultural product/service produced and sold by the organization.



# Capacity-Building

Business activities that actively seek to provide training and/or technical assistance to individuals and/or organizations.



Community Development Business activities that actively seek to provide financially profitable products and/or services to local community end-users.



### Employee Ownership

Business activities that actively seek to promote and increase employee ownership of the organization.



# Business activities that actively employ energy conservation

techniques to reduce the amount of energy needed to carry out current processes or tasks



# **Environmental Conservation**

Business activities that actively seek to conserve the environment.

# Equality & Empowerment

Business activities that actively promote equal access to the organization's employment opportunities and products for all beneficiaries.



# Food Security

Business activities that actively seek to increase the number of individuals and/or households that have access to sufficient food to maintain a healthy lifestyle.



Health Improvement/Health & Wellness Business activities that actively seek to sustain and/or improve healthy lifestyle.



Business activities that actively seek to increase the total number of paid full-time and part-time employees employed by the organization.



# Productivity & Competitiveness

Business activities that actively seek to increase the amount of product/service produced by the organization.



# Pollution Prevention/Waste Management

Business activities that actively seek: (a) collection, transport, treatment and disposal of waste: (b) control, monitoring and regulation of the production, collection, transport, treatment and disposal of waste; and/or (c) prevention of waste production through in-process modifications, reuse and recycling.



# **S** Wage Increase

Business activities that actively seek to increase the value of wages (including bonuses, excluding benefits) paid to all full- and part-time employees.

# A GLOBAL NETWORK OF INSTITUTIONAL-CLASS

# INVESTMENT PARTNERS

TriLinc's investment partners have been carefully selected based on their demonstrated track records, years of experience in their asset class, independent risk controls, and established networks in their specific regions, countries, and local markets. With access to a robust pipeline of highly selective investment opportunities, this team of investment managers works closely with TriLinc to help source, evaluate, and monitor impact investment opportunities across the globe.



# LATIN AMERICA

### THE ROHATYN GROUP

- 17 year history in private investments
- Over \$558 million in transaction experience
- · Principals have combined experience of 164 years



- 12 year history in direct lending
- Over \$427 million in transaction experience
- Principals have combined experience of 74 years



- Founded in 2019, a new emerging markets asset management firm
- Over \$3.1 billion in transaction experience
- Principals have combined experience of 47 years

# SUB-SAHARAN AFRICA



- 15 year history in private investments
- Over \$938 million in transaction experience
- Principals have combined experience of 64 years



- 11 year history in trade finance
- Over \$4.1 billion in transaction experience
- Principals have combined experience of 42 years



- Founded in 2019, a new emerging markets asset management firm
- Over \$3.1 billion in transaction experience
- Principals have combined experience of 47 years



- 12 year history in trade finance
- Over \$512 million in transaction experience
- Principals have combined experience of 129 years



- 7 year history in trade finance
- Over \$1.5 billion in transaction experience
- Principals have combined experience of 76 years

# EMERGING EUROPE



- 5 year history in private credit
- Over \$317 million in transaction experience
- Principals have combined experience of 75 years

# SOUTHEAST ASIA



- 6 year history in direct lending
- Over \$5.1 billion in transaction experience
- Principals have combined experience of 96 years



- 16 year history in direct lending
- Over \$337 million in transaction experience
- Principals have combined experience of 42 years



- 12 year history in debt and equity investments
- Over \$16.5 billion in credit transaction experience
- Principals have combined experience of 93 years



- 2 year history in secured direct lending and asset-backed securitization
- Over \$223 million in transaction experience
- Principals have combined experience of 45 years

Investment Partner data depicted is as reported to TriLinc by Investment Partners on an annual and ad hoc basis. Investment Partner data depicted above is primarily as of December 31, 2018. Investment Partner relationships are subject to change. Capital deployed by Investment Partners is not solely in connection with TriLinc products or transactions and may apply to Investment Partner firms, products, or personnel as relevant. Years of experience refers specifically to the industry related experience of the Investment Partner personnel with whom TriLinc works both at their current firms and/or at prior firms. There is no assurance that an Investment Partner's past performance will be indicative of future results.



# SUB-SAHARAN AFRICA

**12** SMEs Financed

**5,050**Permanent Jobs Supported

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Developing Economies

\$63.6M

# **TGSIF OVERVIEW**

# **TGSIF IS CENTERED ON A SINGLE IDEA:**

Providing access to finance for growth-stage SMEs, particularly in developing economies, is both a profitable investment proposition and a robust and effective driver of job creation, poverty alleviation, and long-term sustainable economic development impact opportunity.

During the Reporting Period (September 27, 2017 – December 31, 2019), TGSIF financed \$146.6 million in term loans and trade finance transactions to 23 enterprises operating or trading into 20 developing economies and supporting 9,860 permanent jobs.[1]



# LATIN AMERICA

SMEs Financed

**3,599**Permanent Jobs Supported

**3**Developing Economies

\$28.6M INVESTED



# SOUTHEAST ASIA

**3** SMEs Financed

72
Permanent Jobs Supported

**3** Developing Economies

\$25.7M INVESTED



# EMERGING EUROPE

**4** SMEs Financed

**1,139**Permanent Jobs Supported

**3** Developing Economies

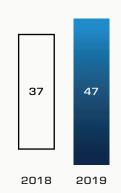
\$28.7M INVESTED

# **# OF BORROWERS**

TERM LOANS VS. TRADE FINANCE



# # OF TRANSACTIONS [1]



# **AMOUNTED INVESTED**



# PERMANENT JOBS SUPPORTED [2]



Data for 2018 represents a 15-month reporting period between September 27, 2017 and December 31, 2018. Data for 2019 represents a 12-month reporting period between January 1, 2019 and December 31, 2019. 1. For the purposes of this report, the "number of transactions" is defined as the number of times TGSIF disbursed capital to borrower companies during TGSIF's entire Reporting Period (September 2017 - December

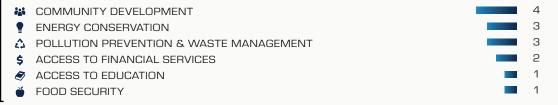
2. Employment figures stated above: (1) represent the number of permanent employees reported by each borrower at the time of initial TGSIF financing or during the company's latest annual review; and (2) include two developed economy borrowers in Hong Kong that supported a total of 59 jobs and traded into two developing economies in South and East Asia. Amount invested does not include temporary investments.

# **IMPACT THEME BREAKDOWN**

BY BORROWER (1)

Since TGSIF's inception, borrower companies' impact objective selections have signaled their meaningful intent to contribute to building sustainable communities, strengthening their workforce, and/or enhancing their global competitiveness.

# **9 BUILDING SUSTAINABLE COMMUNITIES**



# **9 STRENGTHENING WORKFORCE**



# **? ENHANCING GLOBAL COMPETITIVENESS**



# 2018 VS. 2019 (2)



Data for 2018 represents a 15-month reporting period between September 27, 2017 and December 31, 2018. Data for 2019 represents a 12-month reporting period between January 1, 2019 and December 31, 2019. 1. Number of borrowers which have chosen each objective. Borrowers select at least one objective out of 19 options provided by TriLinc. Borrowers may choose multiple objectives. Objectives which are a part of the portfolio's five core metrics (job creation, wage growth, increased revenues, increased net profits, increased taxes to local governments) have been excluded from this list.

# **ESG ASSESSMENT FRAMEWORK**

TriLinc's ESG assessment framework is fully integrated into TGSIF's investment and portfolio management processes and procedures.

# WHY WE DO IT

TriLinc's environmental, social and governance (ESG) program is based on the conviction that ESG attributes are not only central to the sustainability and non-financial impacts of investments, but can have a material effect on the long-term risk and return profile of investors' portfolios. For TriLinc, ESG is equal parts supporting sustainable businesses and mitigating risk.

# WHAT WE REQUIRE

Prior to receiving TriLinc financing, each prospective borrower company's business activities are assessed by TriLinc against the International Finance Corporation's (IFC) Exclusion List, relevant host country environmental, labor, and corporate governance laws and regulations, and its intention towards achieving international ESG best practices. In 2019, TriLinc developed its Environmental and Social Management System (ESMS), which is a principles-based framework for evaluating borrower company environmental and social practices according to the World Bank's IFC Environmental and Social Performance Standards, recognized as the environmental and social evaluation benchmark in developing economies. In addition to these requirements, TriLinc also confirms that each borrower's business activity is consistent with TriLinc's industry position statements. For example, TriLinc's industry position regarding forestry activities requires borrower companies to verify and certify the sustainability of their practices against the standards of an internationally recognized independent third party, such as the Forest Stewardship Council and/or the Programme for the Endorsement of Forest Certification.

# **HOW WE DO IT**

TriLinc integrates its ESG analysis into its investment due diligence. analysis, decision-making, portfolio management, and reporting disciplines. As a part of this integration, TriLinc's ESG and Impact Team, led by its Director of ESG and Impact, works with and provides training to its investment partners in gathering ESG-relevant data that enables TriLinc to evaluate the ESG policies, procedures, and impacts unique to each borrower company and transaction. Under the guidance of its ESMS (see next page), TriLinc performs research on the borrower's geographical, industry, and regulatory contexts, borrower performance against the requirements listed above, the TriLinc use of proceeds, the location of the business activity, and borrower relationships with their employees. suppliers and contractors, customers and local communities, and their governance practices that serve to protect their capital providers. On an ongoing basis post-investment, TriLinc works with its investment partners to develop an ESG monitoring program that is tailored to each borrower company, including a notification protocol in the chance a material ESGrelated incident were to occur. At a minimum, each borrower company is required to provide its commitment to TriLinc's ESG requirements through an annual documented re-certification and reporting process.

# ESG DUE DILIGENCE & MONITORING



# **SCREEN**

- Adherence to the IFC Exclusion List and TriLinc's Industry Position Statements
- Commitment to and reputation for sustainable and ethical business policies and practices



# **DUE DILIGENCE**

- Geographical and industry contexts
- Compliance with local legal and regulatory requirements
- Adherence to relevant local or international voluntary standards or certifications
- Compliance with international ESG best practices, specifically TriLinc's Environmental and Social Management System (ESMS) and the IFC's Environmental and Social Performance Standards



# MONITOR

- Activities against the IFC Exclusion List and TriLinc's Industry Position Statements
- Compliance with local legal and regulatory requirements
- Adherence to relevant local or international voluntary standards or certifications
- Compliance with borrower-specific monitoring plan, including any reporting and/or action required by TriLinc's ESMS, which incorporates the IFC's Environmental and Social Performance Standards



### REPORT

 Periodic and annual reporting on portfolio and borrower company-specific ESG policies, practices, and performance highlights

# ENVIRONMENTAL & SOCIAL MANAGEMENT SYSTEM

Developed in 2019, TriLinc's Environmental and Social Management System (ESMS) further enhances the firm's ESG Assessment Framework, detailing TriLinc's ESG due diligence, monitoring, and decision-making requirements, process and procedures, and roles and responsibilities.

# **HOW WE DO IT: A DEEPER DIVE**

At its core, TriLinc's ESMS provides guidance to TriLinc's Investment Team on how to consistently evaluate and categorize investments based on their environmental and social risk considerations, perform the corresponding level of ESG due diligence, and effectively monitor ESG performance after investment. Based on the IFC's environmental and social risk categorization methodology, TriLinc evaluates the ESG risks associated with each potential borrower company investment and categorizes it as Category A (high ESG risk), Category B (medium ESG risk), or Category C (low ESG risk). The categorization of each borrower company is performed prior to investment as part of TriLinc's ESG and investment due diligence and analysis (see previous page). Under TriLinc's ESMS, the ESG categorization determines the scope and applicability of IFC's Environmental and Social Performance Standards, which are the benchmark for evaluating the practices of developing economy companies. Consisting of eight separate categories, the IFC Environmental and Social Performance Standards provide guidance for evaluating the following business practices, polices, and procedures: Environmental and Social Risk Management; Labor and Working Conditions; Resources Efficiency and Pollution Prevention; Community Health, Safety, and Security; Land and Resettlement; Biodiversity; Indigenous People; and Cultural Heritage.

# **IFC PERFORMANCE STANDARDS**



Should a borrower company's activity be assessed as Category A, an investment decision would require approval from TriLinc's Sustainability and Impact Committee, whose members include TriLinc's Chairman and CEO, Chief Investment Officer, and Director of ESG and Impact, amongst others, as well as from TriLinc's Investment Committee. Additionally, TriLinc requires that on-site ESG due diligence be performed on any borrower companies engaged in activities in this category, with a specific action plan to mitigate identified risks.

# THE TEAM

TriLinc's ESMS is managed by the company's ESG and Impact Team, which is part of the Investment Team and comprised of the Director of ESG and Impact and supporting analysts. The Director of ESG and Impact reports directly to TriLinc's Chief Investment Officer, manages the ESG and Impact Team, and provides ESG recommendations and reports to TriLinc's Sustainability and Impact Committee, Investment Committee, Credit Committee, and the Private Funds Oversight Committee.

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# **IMPACT ASSESSMENT FRAMEWORK**

TGSIF has an overall impact objective of economic development through providing access to finance to under-served, growth-stage SMEs operating primarily in select developing economies. TriLinc measures contribution to economic development through the collection, tracking, and reporting of five core metrics, which are aggregated across the fund's portfolio.

By creating jobs, providing steady and growing incomes, and often providing training and other employee benefits, borrower companies help workers in their local communities to generate income, build assets, and sustain livelihoods, thus fostering a stable middle class. By paying taxes to local government institutions based on increased revenue and net profits, borrower companies contribute significantly to the development of vibrant communities with the potential to improve local infrastructure, education, and healthcare systems, among others.

# **TGSIF CORE METRICS**

- Job Creation
- Wage Growth
- Increased Revenues
- Increased Net Profits
- Increased Taxes to Local Governments

# **IMPACT MEASUREMENT**

Further, TriLinc believes it is important for borrower companies to be aligned with TriLinc's mission to create positive, measurable impact and, therefore, borrower companies must self-identify and provide baseline data for at least one company-specific impact objective, using the Global Impact Investing Network's (GIIN) Impact Reporting and Investment Standards (IRIS) metric catalog and taxonomy. Under TriLinc's impact assessment framework, each borrower company must select at least one impact objective from a list of 19 objectives provided by TriLinc. These impact objective selection options are in addition to TGSIF's core metrics of job creation, wage growth, increased revenues, increased net profits, and increased taxes to local governments. TriLinc elected to use IRIS metrics in an effort to support the standardization of performance metrics across the impact investment industry. The IRIS metrics play an integral part of TriLinc's impact assessment framework in capturing data across all sectors and industries. Impact data is collected through TriLinc's proprietary Baseline Impact Assessment, and then annually thereafter, to track each borrower company's progress against its selected impact objective(s). Additionally, TriLinc assesses each borrower company's contribution to sustainable development through the alignment of impact objectives with specific Sustainable Development Goals (SDGs).

# **REPORTING**

Results from TGSIF's baseline and annual impact assessments of both portfolio-level impact objectives and borrower company-selected impact objectives are reported through various mediums, including borrower-company-specific investment and impact summaries, quarterly portfolio and impact updates, and annual sustainability and impact reports. TriLinc assesses the results of its impact measurement program through TGSIF's lifecycle and incorporates findings into TriLinc's strategic decision-making processes.

# IMPACT DUE DILIGENCE & MONITORING



# **SCREEN**

- Adherence to the IFC Exclusion List and TriLinc's Industry Position Statements
- Commitment to and reputation for sustainable and ethical business policies and practices



# **DUE DILIGENCE**

- Geographical and industry contexts
- Compliance with local legal and regulatory requirements
- Ability to contribute to the social and economic development of its local community, economy, workforce, and environment, including contributions to achieving the UN Sustainable Development Goals



# MONITOR

 Borrower company performance and contributions to portfolio-wide and borrower company-specific impact objective metrics



# **REPORT**

 Annual reporting of portfolio-wide and borrower company impact objective metrics, mapped to the UN Sustainable Development Goals, to investors in an independently assured annual sustainability and impact report

# A NOTE ON THE SUSTAINABLE DEVELOPMENT GOALS

In 2015, the SDGs were adopted by all United Nations Member States as a call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030. After five years of mobilizing governments, civil society, the private sector, and individuals, important progress has been made, but overall action to meet the SDGs by 2030 is not yet advancing at the speed or scale required. With over 700 million people still living in extreme poverty and a global unemployment rate of 5% (approximately 172 million people), the urgency to act to improve livelihoods, reduce inequalities, and provide meaningful and decent employment opportunities worldwide is immediate.[1]

Complementing the critical efforts put forward thus far by all sectors of society, TriLinc believes that channeling private capital will be the key differentiator in achieving the SDGs over the next 10 years. In response to this challenge, TriLinc will continue its practice of aligning its investment activities to the SDGs in order to further evaluate its contributions, and those of its borrower companies, toward broad socioeconomic development across the world. In 2020, TriLinc will also look to integrate the SDGs into its impact assessment and measurement framework to better contextualize and publicly report how TGSIF and each of its borrower companies are making measurable results in achieving the SDGs. Finally, it is equally important to TriLinc that it, and the greater ESG and impact investment community, serve as the platform to mainstream SDGs in financial services industry, both in the U.S. and globally, to mobilize capital to meet SDG targets by 2030. At TriLinc, the SDGs are embedded in our mission and vision, and we are committed to working over the next 10 years with our industry counterparts, investors, governance committees, investment partners, and borrower companies to systemically deepen awareness of the SDGs and the immediacy of action.



1, United Nations, About the Sustainable Development Goals: Decade of Action, 2020.

# **FUND-LEVEL IMPACT ASSESSMENT**

TriLinc tracks TGSIF's impact at both the fund and the individual borrower-company level. The fund's impact objectives center on creating positive economic development impacts through providing access to finance to growth-stage SMEs operating in developing economies. TriLinc measures TGSIF's contribution to economic development through the collection, tracking, and reporting of impact data aggregated across the fund's portfolio.



TriLinc believes that the key to economic growth and environmental sustainability is a thriving middle class, which is driven by successful "responsible" small and medium-sized businesses.



As its core impact thesis, TriLinc believes that growth-stage SMEs are both the foundation and building blocks for sustained economic development. By creating jobs, providing steady and growing incomes, and often providing training and other employee benefits, borrower companies help workers in their local communities to generate income, build assets, and sustain livelihoods, thus fostering a stable middle class. By paying taxes to local government institutions based on increased revenues and net profits, borrower companies contribute significantly to the development of vibrant economies. Research demonstrates that companies that strive to balance the needs of all stakeholders and run their companies responsibly in the long run will outperform those that do not. Success comes down to people who want to be productive, self-sufficient, have meaning and purpose in their work, and who will work hard to achieve goals when given the opportunity. TriLinc believes that by investing in "responsible" companies that are willing to be held accountable, those companies can create jobs, pay fair and increasing wages, and raise the tax base for the community. In TriLinc's view, a higher tax base has the potential to improve local infrastructure, education, and healthcare systems, among other benefits.

# **DATA COLLECTION PROCESS**

As a barometer to gauge TGSIF portfolio-wide impact, TriLinc collects core economic development data from each borrower at the time of initial TGSIF financing and on an annual basis thereafter. During the Reporting Period, TGSIF provided financing to 23 borrowers; twenty-one, or 91%, of these borrowers were in TGSIF's portfolio for at least one year. As such, TriLinc was able to perform annual impact assessments on these borrowers. Nineteen were still part of TGSIF's outstanding portfolio as of December 31, 2019, while two had exited the portfolio. Data from these borrowers is annually aggregated to demonstrate progress on each of TGSIF's Core Metrics over the life of the Fund. The data shown below represents average percentage changes between baseline impact data reported at the time of initial TGSIF financing, and latest impact data reported to TGSIF for each Core Metric. Borrower companies typically report on data from the previous fiscal year, which may cause borrower company data to appear out-of-date depending on what time of year initial TGSIF funding occurred. At the fund level, in aggregate, TriLinc's borrower companies experienced growth in staffing, wages paid, and sales.

# **FUND-LEVEL IMPACT ASSESSMENT**

AVERAGE PERCENT CHANGE SINCE INCEPTION

223%	INCREASED REVENUE	I I	299%	PERMANENT FEMALE
333%	INCREASED TAXES	 		EMPLOYEES
156%	INCREASED WAGE GROWTH	 	839%	EMPLOYEES TRAINED
99%	INCREASED JOB CREATION	 		
27%	INCREASED NET PROFIT	1		

# BORROWER-LEVEL ANNUAL IMPACT ASSESSMENT

TGSIF borrower companies demonstrate their intent to create positive impact by self-selecting and reporting on one or more economic, social, and/or environmental impact objective that best represents their business activities and operational goals in their respective geographical and/or industry context. Since TGSIF's inception, impact objective selections have signaled an intent by TGSIF borrower companies to contribute to building sustainable communities, strengthening their workforce, and/or enhancing their global competitiveness. In 2019, TriLinc categorized the impact objectives selected by TGSIF borrower companies under these three major impact theme pillars, which directly support the overall economic development impact thesis of TGSIF. Impact performance against these themes and objectives are analyzed by TriLinc on an annual basis for each borrower company that has been in TGSIF's portfolio for over one year.

During the Reporting Period, TriLinc performed annual impact assessments for 21 TGSIF borrower companies which had been a part of TGSIF's portfolio for one year or more. Nineteen of these borrowers were still part of TGSIF's outstanding portfolio as of December 31, 2019, while two had exited the portfolio.

The data shown in the chart below represents average percentage changes between baseline impact data reported at the time of initial TGSIF financing, and latest impact data reported to TGSIF (ranging from one to two years after initial funding). Where applicable, baseline and annual impact data are aggregated amongst multiple borrower companies that have selected the same impact objective(s). Impact data presented in the chart is intended to provide an insight into borrower company progress towards attaining their self-identified impact objective(s) during TGSIF financing.

In past TGSIF sustainability and impact reports, TriLinc has reported annual progress on those borrower companies that selected either job creation and/or wage increase as their impact objectives. Since metrics related to these objectives relate to measuring the impact of TGSIF at the fund-level, TriLinc has required borrower companies to focus on impact metrics and objectives that complement and are supplemental to the TGSIF fund-level impact metrics.

# BORROWER IMPACT OBJECTIVE PROGRESS[1]

\*BORROWERS MAY SELECT MULTIPLE OBJECTIVES

BUILDING SUSTAINABLE COMMUNITIES	# OF BORROWERS	AVG. GROWTH
ACCESS TO FINANCIAL SERVICES	2	352%
FOOD SECURITY	1	39%
ENERGY CONSERVATION	3	13%
POLLUTION PREVENTION & WASTE MANAGEMENT	2	8%
COMMUNITY DEVELOPMENT	3	1%
ACCESS TO EDUCATION	1	-38%
STRENGTHENING THE WORKFORCE		
EQUALITY & EMPOWERMENT	2	1,784%
CAPACITY-BUILDING	9	126%
EMPLOYEE OWNERSHIP	1	5%
ENHANCING GLOBAL COMPETITIVENESS		
ACCESS TO ENERGY	2	1,483%
PRODUCTIVITY & COMPETITIVENESS	8	31%
AGRICULTURAL PRODUCTIVITY	2	-1%
ACCESS TO NEW PRODUCTS	2	-13%
ACCESS TO NEW MARKETS	3	-71%

<sup>1.</sup> Impact objective progress is represented by average percentage changes between impact data reported at the time of initial TGSIF financing, and latest impact data reported to TGSIF (ranging from one to two years after initial funding). No additional data is gathered from borrower companies after repayment of TGSIF's loan.

# BORROWER ENVIRONMENTAL & SOCIAL ACTIVITIES

In addition to collecting, tracking, and reporting on TGSIF borrower-selected impact objectives, TriLinc gathers information on the strategies and practices each borrower employs to reduce its environmental footprint, further local community development, and foster employee equality and empowerment.

# BORROWER COMPANY ENVIRONMENTAL & SOCIAL ACTIVITIES % OF REPORTING TGSIF BORROWERS 56.5% CHARITABLE DONATIONS 52.2% COMMUNITY SERVICE 82.6% ENERGY SAVINGS 95.7% INCLUSIVE HR POLICIES (1) 60.9% WASTE REDUCTION 47.8% WATER CONSERVATION

# **COMMUNITY ENGAGEMENT**

Mobile Network Operator (Jersey)

In addition to expanding mobile telephone access in The Gambia, Sierra Leone, Uganda, and the Democratic Republic of the Congo, the Mobile Network Operator has developed an affordable 3G smartphone for segments of the population that previously were unable to afford mobile technology and had limited access to essential services like healthcare, banking, and education services. The company is also extensively involved in the communities where it operates, including programs and initiatives for health improvement, youth participation in sports and music, community empowerment and education, African history awareness, and landmark restoration.

# **ENERGY EFFICIENCY AND WASTE REDUCTION**

Mall Operator (Croatia)

As a part of developing a modern shopping center in western Croatia, the company focused on incorporating elements of sustainable design and infrastructure, including energy-efficient LED lighting and an on-site rainwater collection system for watering vegetation. The company's shopping center is the only retail facility in Croatia to receive the country's Class A Energy Efficiency Certificate, and it is currently undergoing the LEED Building Design and Construction certification process.

Wheel Manufacturer (Netherlands)

The company's Turkey-based subsidiary specializes in the production of aluminum alloy wheels for automobile manufacturers throughout Turkey and Europe. Located in one of Turkey's major manufacturing and trading hubs on the country's west coast, the company utilizes a metal recycling system that minimizes waste and integrates scrap aluminum by-product back into the production process. Additionally, the company has invested in new foundry equipment that will generate an increase in energy savings.

# **INCLUSIVE HR POLICIES**

SME Financier (Botswana)

The company has a social and ethics committee that oversees various human resource policies and procedures, including the company's HIV/AIDS awareness, prevention, and support policy. The SME Financier also launched an innovative company stock participation program for employees and provides critical benefits to its workforce, including short-term disability and life insurance, parental leave, and policies addressing sexual harassment, as well as fair hiring and recruiting, career advancement, and compensation.

# RESPONSIBLE ENVIRONMENTAL MANAGEMENT

Tank Farm Operator (Ghana)

Dedicated to improving the intermittent access to energy and electricity in Ghana, the Tank Farm Operator develops facilities to import, store, and distribute fuels across the country. As part of the company's project development cycle, the Tank Farm Operator has established and implemented project specific environmental and social management systems that are consist with both local and international standards, including the World Bank's IFC Performance Standards, and seek to conserve water resources, reduce construction and operational waste, and make efficient use of energy.

Investments highlighted in this section were selected with the following criteria: 1) were not selected to be highlighted in the borrower case study sections of this report; 2) reported impact data between January 1, 2019 and December 31, 2019; 3) were companies operating in the industrial sector and incorporated the three environmental practices (energy savings, water conservation, and waste reduction) or had highest number of employee benefits or implemented both community service and charitable donation practices; and 4) after controlling for criteria 1-3, had the highest outstanding loan balance as of December 31, 2019. Borrower companies operating in the industrial sector have been highlighted for their environmental practices in this section as they represent the largest percentage of TGSIF's outstanding portfolio as of December 31, 2019 and operate in a sector generally understood at a global level to require significant environmental impact mitigation investments. The investments highlighted have been selected to illustrate TGSIF's investment approach and are not intended to represent performance, nor selected on the basis of performance or any performance-related criteria. The highlighted investments may or may not have been profitable. This is a speculative investment and, as such, involves a high degree of risk. There is no guarantee that future investments will be similar. Nothing contained above shall constitute a recommendation or endorsement to buy or sell any security or other financial instrument.

# AGRICULTURE & AGRO-PROCESSING SECTOR CASE STUDIES

6

SMEs FINANCED

\$2.3M

AVG. DRAW SIZE

\$31.6M

INVESTED

14

**TRANSACTIONS** 

1,187

PERMANENT JOBS SUPPORTED

342

**FEMALE JOBS SUPPORTED** 

607

**EMPLOYEES TRAINED** 

# **COUNTRY BREAKDOWN**

# OF BORROWERS BY COUNTRY

NIGERIA 2
GHANA 1
MAURITIUS 1
ROMANIA 1
UGANDA 1



Data presented for the Reporting Period. The agricultural and agro-processing sector data depicted above includes a sector reclassification for one borrower once classified in the industrial sector. Investments highlighted in this section were selected with the following criteria: 1) were in TGSIF's portfolio for more than one year; 2) reported impact data between January 1, 2019 and December 31, 2019; and 3) after controlling for criteria 1-2, were the three positions with the highest outstanding loan balance as of December 31, 2019 operating in the agricultural or agro-processing sector. Unless otherwise noted, impact data represented in each of the case studies in this section represents the year (Reporting Year) that each borrower company reported such impact data to TriLinc. The investments highlighted have been selected to illustrate TGSIF's investment approach and are not intended to represent performance, nor selected on the basis of performance or any performance-related criteria. The highlighted investments may or may not have been profitable. This is a speculative investment and, as such, involves a high degree of risk. There is no guarantee that future investments will be similar. Nothing contained above shall constitute a recommendation or endorsement to buy or sell any security or other financial instrument.



# FRUIT JUICE PROCESSOR

Ghana

As recently as 2016, it was estimated that approximately one-third of farm produce in Ghana went to waste annually due to post harvest handling and supply chain issues.[1] In particular, the country's lack of produce storage facilities and poor quality of existing storage infrastructure historically hindered the country's agricultural productivity and impeded Ghanaian farmers' ability to efficiently bring their product to both domestic and international markets. With agriculture representing 54% of Ghana's GDP and approximately 52% of the country's labor force, an inadequate supply chain not only limits the country's economic growth prospects but also has direct impacts into the livelihoods of most Ghanaians and their families.[2]

Recognizing the increasing supply chain deficiencies in Ghana and the need for value addition in its produce industry, the Fruit Juice Processor has quickly grown into the largest fruit juice processing facility in West Africa with its own in-house cold storage facility. Specializing in the processing of primarily tropical fruit into juice and juice concentrate products, the company sources from over 3,000 smallholder farmers in Ghana and exports to mostly customers in Europe and West Africa. As a part of its relationship with suppliers, the Fruit Juice Processor's farm school programs provide ongoing technical advice, training, and access to credit to smallholder farmers to help them lower production costs and improve crop quality and quantity. To guarantee product quality and ensure the sustainability of its products, the company is a member of the international Sure-Global-Fair (SGF) platform and Central Region Citrus Farmers Association of Ghana, and has received certifications from Flocert Fair Trade and Ecocert.

In 2017, TGSIF extended a term loan facility to the Fruit Juice Processor to facilitate its continued growth and diversify its electricity supply from an unreliable grid connection to an on-site 1MW solar farm. In addition to strengthening the country's produce supply chain with environmentally and socially sustainable solutions, the company is an important employer for the community in which it operates. With 150 permanent employees at the end of 2017, the Fruit Juice Processor is focused on developing the local labor pool with training opportunities in occupational health and safety and food safety management best practices. The Fruit Juice Processor also provides its workforce with benefits that include disability coverage, life insurance, parental leave, and participation in the company's retirement plan. Furthermore, to promote sustainable development in its community, the company donates to a variety of local initiatives, including projects at the local hospital and building local schools. Recently, the Fruit Juice Processor built a small-scale day care center in its community and has been in the planning stages of building a public septic tank system.

# TERM LOAN INVESTMENT TYPE

# **DECEMBER 2017**

INITIAL INVESTMENT YEAR

# \$12,000,000

TOTAL INVESTED

# OF TRANSACTIONS











# AGRICULTURAL PRODUCTIVITY

Average Client Agricultural Yield [MT/Hectare]

2017 2018

30 18



# **CAPACITY-BUILDING**

Employees Trained: Total

2017 2018

147 252



# COMMUNITY DEVELOPMENT

Number of Community Facilities Financed

> 2017 2018 **2 2**

Value of Community Facilities Financed

2017

\$50,000 \$12,500

Communities Served

2017 2018

2

2. Food and Agriculture Organization of the United Nations. FAO in Ghana: Ghana at a glance. 2020.

<sup>1.</sup> International Trade Centre. Fruit Processing Boosts Ghana's Fruit Industry. May 2016.

# **TERM LOAN**

INVESTMENT TYPE

# **OCTOBER 2017**

INITIAL INVESTMENT YEAR

# \$5.188.230

TOTAL INVESTED

2

# OF TRANSACTIONS









# **FOOD SECURITY**

Total Units/Volume: Sold (MT)

2018 2017

2019 11,173 24,136 17,320

# **CAPACITY-BUILDING**

**Employees Trained Total** 

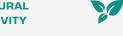
2018 2019 60 100

Individuals Receiving Training [1]

2019 2018 246 298

# **AGRICULTURAL PRODUCTIVITY**

22



Land Directly Controlled: (Hectares)

2017 2018 2019 2.350 6.090 6.090

Land Directly Cultivated: (Hectares) 2017 2018 2019 1,740 3,450 3,628

\_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_



# **GRAIN PROCESSOR**

Uganda

In 2017, approximately 23% of the population, or 237 million people, were estimated to be undernourished in Sub-Saharan Africa. More than half of the region's undernourished populations lived in Eastern African countries, including Uganda, which had an undernourished population of 17 million in 2016 and continues to grow. To combat this, the United Nations Food and Agriculture Organization (FAO) has recommended supporting farmers' engagement in commercial production, fostering intraregional trade and training, and employing the region's younger populations entering the workforce.[2]

The Grain Processor entered a disaggregated and relatively underdeveloped Ugandan agricultural sector in 2012 with the vision to scale sustainable crop production and develop structured supply chains and wholesale solutions for grains and oilseeds. Since commencing operations, the Grain Processor has become the leading grain and oilseed aggregator and distributor in Uganda, sourcing product from its own farming operations and from smallholder farmers via a network of over 60 collection centers. The company's sourcing platform has effectively simplified the Ugandan supply chain for grains and oilseeds, which was previously characterized by various intermediaries between the farmer and local and regional markets. As a result, the company has empowered farmers with more direct market access, lower transaction costs, and more competitive pricing. Additionally, the company provides farmers with competitively priced agricultural inputs, agronomy training, and working capital financing.

In 2017, TGSIF extended a term loan facility to the Grain Processor to support the purchase and conversion of land in western Uganda to a rainfed maize and soybean farm. The company's proprietary farming operations and smallholder farmer trainings implement practices that address the social, economic, and environmental dimensions of sustainability, such as: employment opportunities and improved livelihoods for the local community; increased agricultural yields and productivity; and protection of natural resources and land degradation through crop rotation, responsible application of fertilizer, and minimum tillage. With over 24,000 metric tons of grain products sold in 2019, the Grain Processor is having a meaningful impact on the food security of Uganda and its neighboring countries.

# **MANUFACTURER**

Romania

Between 2010 and 2018, Romania had one of the highest economic growth rates in the European Union; as a result, the incidence of poverty, particularly in major urban areas, has reduced.[1] Notwithstanding these achievements, poverty rates in rural areas (which represent 46% of the country's population) have remained high, with almost 50% of the rural population being either at risk of poverty or social exclusion.[2] Economic mobility in these regions is fairly limited to agricultural trades, small city industries, or migrating to the country's larger urban centers.

As a family-owned business that has been in operation since 1993, the Frozen Bakery Products Manufacturer has become nationally recognized for its fresh and frozen breads, pastries, and pretzels. Additionally, the Frozen Bakery Products Manufacturer owns and operates 11 retail stores throughout the country. As a significant stakeholder and contributor to reducing economic and social disparities in its communities, the company received the European Economic Area (EEA) Grant to automate production line processes and integrate renewable energy generation into its production facility's energy matrix. As result of the EEA Grant, the company installed solar panels, improved procedures to regulate nocturnal/diurnal product refrigeration and freezer temperature cycles and installed automated flour distribution silos to reduce waste in its supply

In 2018, TGSIF provided a term loan facility to the Frozen Bakery Products Manufacturer to help the company capitalize on its expanding footprint and finance a new production facility for its frozen bakery products. As a part of its new production facility, the company is implementing similar automation and energy efficiency measures that were implemented under the EEA Grant for its existing operations. This includes the development of a small-scale solar farm to both power its operations and generate revenue from the sale of excess power to the national grid. Further, the company has implemented a new HVAC system that recovers heat generated by its production equipment.

The Frozen Bakery Products Manufacturer looks to continue expanding its workforce by mobilizing talent from the local community. In 2019, the company employed 233 employees, approximately 67% of whom are female. Additionally, the firm seeks to support its employees' professional growth by providing both general and position-specific training, including occupational health and safety training and advanced baker courses. As an involved member in its community, the Frozen Bakery Products Manufacturer sponsors local sport activities and provides in-kind bakery donations to local civil society organizations, churches, and schools.

# FROZEN BAKERY PRODUCTS









**TERM LOAN** 

**INVESTMENT TYPE** 

**JULY 2018** 

\$8.260.000

# OF TRANSACTIONS

TOTAL INVESTED

INITIAL INVESTMENT YEAR







Units/Volume Produced (MT)

4,677 3.750

**PRODUCTIVITY &** 

Impact data for the Grain Processor corresponds to the company's fiscal year, which ends December 31,

2. FAO. Africa Regional Overview of Food Security and Nutrition. 2018.; FAO in Uganda. Programmes and Projects. 2020.

- 1. The World Bank. The World Bank in Romania: Overview: Economy. October 18, 2019
- 2. Eurostat Regional Yearbook 2019. June 2019.
- 3. The EEA and Norway Grants. Increasing frozen foods production by hi-efficient equipment and green energy, decreasing



# INDUSTRIAL SECTOR CASE STUDIES

10

SMEs FINANCED

\$4.4M

AVG. DRAW SIZE

\$66.2M

**INVESTED** 

15

**TRANSACTIONS** 

3.291

PERMANENT JOBS SUPPORTED

1.443

**FEMALE JOBS SUPPORTED** 

3,009

**EMPLOYEES TRAINED** 

# **COUNTRY BREAKDOWN**

# OF BORROWERS BY COUNTRY

GHANA	2
BRAZIL	/
CAPE VERDE	/
CROATIA	,
HONG KONG	/
MALAYSIA	/
MEXICO	,
NETHERLANDS	/
SOUTH AFRICA	,



Data presented for the Reporting Period. The industrial sector data depicted above includes a sector reclassification for certain borrowers once classified in the service sector. Investments highlighted in this section were selected with the following criteria: 1) were in TGSIF's portfolio for more than one year; 2) reported impact data between January 1, 2019 and December 31, 2019; and 3) after controlling for criteria 1-2, were the three positions with the highest outstanding loan balance as of December 31, 2019 operating in the industrial sector. Unless otherwise noted, impact data represented in each of the case studies in this section represents the year (Reporting Year) that each borrower company reported such impact data to TriLinc. The investments highlighted have been selected to illustrate TGSIF's investment approach and are not intended to represent performance, nor selected on the basis of performance or any performance-related criteria. The highlighted investments may or may not have been profitable. This is a speculative investment and, as such, involves a high degree of risk. There is no guarantee that future investments will be similar. Nothing contained above shall constitute a recommendation or endorsement to buy or sell any security or other financial instrument

# **WASTE-TO-FUELS PROCESSOR**

Mexico

In 2019, Mexico generated over 2% of global municipal solid waste (MSW), totaling approximately 40 million tons per year, while accounting for approximately 1.6% of the world's population.[1] As living standards and disposable incomes continue to rise in most urban areas in Mexico, the country's MSW production growth rate outpaces the supply of waste management infrastructure and resources available to effectively sort and process the country's refuse. As a result, the Mexican government continues to look for efficient and innovative ways to manage and increase its inventory of waste collection capacity and disposal projects.

Understanding this dynamic, the company has partnered with a leading U.S. technology and development company to build and operate up to five waste-to-fuels processing facilities that convert MSW to low-carbon jet fuel. Based on technology patented by its U.S. partner, each new waste-to-fuels facility is expected to divert approximately 600,000 tons of MSW feedstock from landfills, converting it into approximately 31.5 million gallons of ultra-low carbon synthetic crude fuel per year. The crude fuel will then be transported to California for refining into a jet fuel blend that is sold to airport fuel service providers. Compared to an equivalent amount of non-renewable petroleum-based fuel, this process intends to avoid the emission of over 200,100 MT of CO2.

In 2017, TGSIF provided a term loan facility to this borrower company to support the technology transfer and deployment in the Mexican market, including the technical and service agreement with the company's U.S. partner. The transfer of this waste-to-fuel technology into the Mexican marketplace is expected to offer operational cost savings for waste service providers throughout the growing metropolitan areas in Mexico. Additionally, construction and operation of the feedstock processing and biorefinery facilities throughout the country are expected to generate an abundance of local employment opportunities, including permanent and temporary construction positions and numerous indirect jobs throughout the local economy. Since TGSIF's investment, the company has been working to obtain MSW contracts, further relationships with potential long-term investment and commercial partners, and finalize its site selection process in Mexico.

# **TERM LOAN**

INVESTMENT TYPE

# **OCTOBER 2017**

**INITIAL INVESTMENT YEAR** 

# \$6,575,000

TOTAL INVESTED

# OF TRANSACTIONS









**WASTE MANAGEMENT** 

Expected to divert an estimated 600.000 tons of municipal solid waste from landfills per processing



# **TERM LOAN**

INVESTMENT TYPE

# **OCTOBER 2017**

INITIAL INVESTMENT YEAR

# \$16.760.000

TOTAL INVESTED

3

# OF TRANSACTIONS







# **ACCESS TO ENERGY**

Client Organizations: Total 2017 2018 2019

3

Energy Delivered For

2017

11.848.540

Service Sale (kWh)

2018

26

280.871.320 2019

375,215,476

# **POWER PRODUCER**

Ghana

In 2016, Ghana's 3.8 gigawatts (GW) of installed electricity capacity was derived from a combination of oil- and gas-fired power plants (58% of capacity) and three hydroelectric power facilities (42% of capacity) and generated approximately 13.000 gigawatt hours (GWh). While Ghana's energy matrix has led the country to have one of highest electrification rates in Sub-Saharan Africa, the country suffers from cyclical electricity shortages due to an irregular natural gas supply from the West Africa Gas Pipeline and low seasonal rainfalls.[1]

Since 2014, power shortages in Ghana have had negative impacts on both economic growth and have prompted a rising demand from the country's industrial sector to have on-site gas-fired power at their facilities to limit operation downtime and maintain productivity levels. Concerned about the impact of power shortages on economic growth and competitiveness, the Ghanaian government has sought to support private sector infrastructure projects across the country that facilitate the increased diversification and capacity of the country's energy matrix through gas-

Recognizing the country's increasing demand to reduce electricity shortages and support economic growth, the Power Producer develops, operates, and maintains distributed on-site gasfired power generation facilities throughout Ghana for industrial clients. As a cost competitive and cleaner alternative to oil- or coal-fired power and more reliable source of energy than the country's hydronower resources, the company's focus on providing gas-fired power solutions strike the important balance between satisfying the country's economic growth objectives, becoming energy secure, and transitioning to a cleaner and more efficient energy matrix.

In 2017, TGSIF provided a term loan facility to the company to support the expansion of the company's footprint and develop further project sites throughout the country. Since TGSIF's initial investment, the company's power facilities have grown to generate more than 392 million kWh in 2019. As a responsible employer, the Power Producer provides its employees with comprehensive health insurance, parental leave, retirement plans, housing and transportation allowances, anti-sexual harassment, fair hiring, compensation, and career advancement policies. The company is also an engaged member of the community and has created an internship and trainee program where aspiring college graduates receive hands-on skill trainings from the company's engineer staff. Conscious of its potential impact on the environment, the company's environmental management plans were designed in line with the Ghanaian and international standards, including the World Bank's IFC Performance Standards.

# SHIP MAINTENANCE & REPAIR SERVICE **PROVIDER**

Brazil

With a land mass approximately the size of the United States, a population of 209.5 million, and GDP of \$1.9 trillion in 2018, Brazil houses the largest population and economy in Latin America and the Caribbean. However, the percentage of unemployed working-age Brazilians (12.3% or over 17.9 million people in 2018) poses a significant challenge to the country's economic and social development.[1] The unemployment obstacle in Brazil is prevalent throughout all of its 26 states and pervades both urban and rural communities alike. The state of Rio de Janeiro, home to perhaps Brazil's most well-known city, is no exception in experiencing a limited supply of job opportunities for its residents.

Located in the state of Rio de Janeiro, the Ship Maintenance & Repair Service Provider established operations in a municipality that borders the Guanbara Bay and houses a diverse platform of industries, including maritime and shipping, and gaining it the nickname "Manchester Fluminense" or the Manchester of Rio de Janeiro. Notwithstanding its reputation, the municipality of São Gonçalo suffers from a high rate of unemployment, with approximately 11.9% of its more than one million inhabitants unemployed.[2] In this context the Ship Maintenance & Repair Service Provider made the strategic decision to leverage the experience of the local maritime industry to develop a commercial ship docking and repair station in the industrial coastal area of São Gonçalo and provide important employment and training opportunities for the local community.

Understanding the company's economic and social value proposition, TGSIF provided a term loan facility in 2018 to the Ship Maintenance & Repair Service Provider to further develop the company's shipyard and accommodate vessel sizes that currently cannot be serviced in São Goncalo. Since TGSIF's investment, the company has commenced its shipyard expansion project. Once fully operational, it is anticipated that the company will source from the local labor pool to increase its staff from 35 to over 100 employees, all fully trained in best practices in occupational health and safety as well as waste management. To develop the local workforce. the company has identified various technical schools in the São Gonçalo vicinity where it will sponsor technical courses for students to obtain the training and knowledge required to become a company employee upon graduation. In addition to its capacity-building initiatives, the company actively participates in the São Gonçalo's local "Clean-Up Day," an environmental awareness project that cleans up local beaches and raise awareness among the local population about the importance of recycling and waste management.

# **TERM LOAN**

INVESTMENT TYPE

# **DECEMBER 2018**

INITIAL INVESTMENT YEAR

# \$7.500.000

TOTAL INVESTED

# OF TRANSACTIONS







# **CAPACITY-BUILDING**

Employees Trained: Total

35

13



# **PRODUCTIVITY &** COMPETITIVENESS

Units/Volumes Produced (ships serviced)

> 2018 2019 18 22

1. The World Bank. World Bank Open Data. Retrieved: February 2020.

2. Instituto Brasilerio de Geografia e Estatistica. São Gonçalo. 2019. 27 1. U.S. Energy Information Administration: Ghana. May 2018.



# **SERVICE SECTOR CASE STUDIES**

SMEs FINANCED

\$2.7M

AVG. DRAW SIZE

\$48.8M

**INVESTED** 

18

**TRANSACTIONS** 

5,382

PERMANENT JOBS SUPPORTED

1,618

**FEMALE JOBS SUPPORTED** 

4,336

**EMPLOYEES TRAINED** 

# **COUNTRY BREAKDOWN**

# OF BORROWERS BY COUNTRY

BOTSWANA	1
BRAZIL	1
COLOMBIA	1
HONG KONG	1
JERSEY	1
ROMANIA	1
TANZANIA	1



Data presented for the Reporting Period. Investments highlighted in this section were selected with the following criteria: 1) were in TGSIF's portfolio for more than one year; 2) reported impact data between January 1, 2019 and December 31, 2019; and 3) after controlling for criteria 1-2, were the three positions with the highest outstanding loan balance as of December 31, 2019 operating in the service sector. Unless otherwise noted, impact data represented in each of the case studies in this section represents the year (Reporting Year) that each borrower company reported such impact data to TriLinc. The investments highlighted have been selected to illustrate TGSIF's investment approach and are not intended to represent performance, nor selected on the basis of performance or any performance-related criteria. The highlighted investments may or may not have been profitable. This is a speculative investment and, as such, involves a high degree of risk. There is no guarantee that future investments will be similar. Nothing contained above shall constitute a recommendation or endorsement to buy or sell any security or other financial instrument.

# FIBER OPTIC NETWORK PROVIDER

Colombia

In 2000, approximately 43% of people in the United States had access to the internet and were, therefore, able to quickly achieve efficiencies in productivity, competitiveness, communication, and education. In the same year, only 2.2% of Colombians had access to the internet, further hindering the country's social and economic development. Ten years later, in 2010, the technology gap between the two countries persisted, with 72% of the U.S. and 37% of Colombia having access to the internet.[1] Recognizing this deficiency and the difficulties posed by the mountainous Colombian landscape to expand internet access, the government of Colombia launched the National Fiber Optic Network Project as part of its "Vive Digital" initiative to increase internet penetration across the country in an effort to alleviate poverty, create jobs, and increase the public and private sectors' competitiveness and productivity.

In 2011, the Fiber Optic Network Provider was selected by the government of Colombia to develop and operate the country's largest and most advanced fiber optic network in the country, which includes over 400 towers and more than 26,000 kilometers of inter-urban fiber across 924 municipalities and 2,000 public institutions. Seven years later, in 2018, the development and buildout of the fiber optic network was complete and helped to boost internet connectivity throughout the country to 64% of the population. Notwithstanding these remarkable advances, the company was working to further expand the network's subscriber base, including telecommunications and cable operators as well as government entities, corporations, and SMEs.[2]

In order to further scale and expand the footprint of its network, TGSIF provided a term loan facility to the Fiber Optic Network Provider to support the financing of "last mile" fiber build-out to new customers as well as customer premise equipment and installation expenses. During 2019, the company had a client base of over 16,000 organizations (including approximately 5,000 SMEs) and 130,000 households. In the same year, the company also extended new access to more than 15,000 organizations. In regions of the country where electricity supply is less reliable, the company has invested in solar energy to power a select number of nodes connecting the network to local community end-users. In addition to its mandate to expand internet access throughout Colombia, the Fiber Optic Network Provider is concerned with providing quality employment opportunities to Colombians with benefits that include health insurance, maternity/paternity leave, life insurance, and fair hiring and compensation policies.

# **TERM LOAN**

INVESTMENT TYPE

# **OCTOBER 2018**

INITIAL INVESTMENT YEAR

# \$6,000,000

TOTAL INVESTED

# OF TRANSACTIONS



# PRODUCTIVITY & COMPETITIVENESS

COMPETITIVENESS

Client Organizations: Total

2018 2019 **16,692 16,224** 

Client Organizations: SMEs

2018 2019 **9.023 4.942** 

Client Organizations:

Provided New Access
2018 2019

18,833 15,505

Client Households: Total

155,183 132,329

2. TriLinc and Investment Partner Due Diligence. 2018.

<sup>1.</sup> The World Bank. World Bank Open Data. Retrieved: February 2020.





# **TERM LOAN**

INVESTMENT TYPE

# **NOVEMBER 2017**

INITIAL INVESTMENT YEAR

# \$8.560.000

TOTAL INVESTED

# 2

# OF TRANSACTIONS





# **CAPACITY-BUILDING**

Employees Trained: Total

2017 2018 2019 370 134 2.258

# EQUALITY & EMPOWERMENT

30

Permanent Employees: Females

514

2017 2018 2019 **12 28 658** 

# IT SERVICE PROVIDER

Brazil

In 2017, the government of Brazil launched the Brazilian Digital Transformation Strategy to promote economic growth, productivity, and competitiveness, as well as to support the growing use of online services to facilitate government-to-citizen communication and services. From the launch of this initiative, the Brazilian information technology market grew 9.8% between 2017 and 2018, reaching \$47 billion.[1] Catalyzing this growth into 2019 is the country's demand for solutions in the information security, big data and analytics, e-government cloud, and the Internet of Things (IoT) technology segments. Between 2019 and 2022, it is estimated that \$108 billion will be invested to facilitate the country's digital transition, requiring the hiring of approximately 70,000 trained IT professionals per year until 2024.[2] Despite a working age population of 143 million in Brazil in 2015, there continues to be a limited supply of IT professionals that can meet the pace of investment and employee demand.[3]

Recognizing the growing demand for IT solutions and personnel prior to the launch of the government's digital strategy, the IT Service Provider aligned its business model to focus on hiring and training Brazilian IT professionals to provide data solutions to mid-size companies and government institutions, including virtualization, back-up site, service desk, and infrastructure services. In 2017, TGSIF provided a term loan facility to expand the IT Service Provider's footprint in Brazil and finance equipment purchases related to a series of new service contracts. Since TGSIF's investment, the company increased its employee count from 165 in 2017 to 3,022 in 2019, upon finalizing its acquisition of a Brazilian-based IT telecommunications company. Between 2018 and 2019, an average of 76% of employees received job-specific trainings on software systems and cloud computing platforms.

In addition to providing training to its growing workforce and filling the Brazilian IT employment gap, the IT Service Provider is focused on improving the ratio of women in its workforce, which at the end of 2019 represented 22% (658 employees) of its permanent employee count. Furthermore, the company is concerned with the well-being of its employees and provides its personnel with policies addressing health and dental insurance, disability coverage, life insurance, parental leave, childcare support, sexual harassment, fair hiring, and fair career advancement. The company is an active member of its community and makes donations to non-profit healthcare institutions in Brazil that provide free medical treatment to underprivileged youth and adults, including a Sao Paulo-based cancer treatment facility that serves over 3,000 children and adolescents per year.

# MOBILE PHONE DISTRIBUTOR

Hong Kong
(for the benefit of India)

Prior to the widespread introduction of cellular phones into the global marketplace, the costs of connecting both rural and urban communities to landline infrastructure in India prohibited scale and excluded both low- and middle-income populations from the benefits of increased connectivity. However, with the proliferation of cellular phones in India starting in the early 2000s, increased access to mobile phones has transformed the communications landscape by scaling affordable mobile telephone solutions and closing the digital divide between income groups. Between 2000 and 2017, mobile cellular subscriptions in India climbed from 3.6 million (0.339 per 100 people) to 1.17 billion (87 per 100 people) whereas in the United Sates, they climbed from 109.5 million (39 per 100 people) to 400 million (123 per 100 people) during the same time period.[1]

Understanding the continued increase in demand for cellular phones in India, the Mobile Phone Distributor partnered with large multinational telecommunications and consumer electronics companies to serves as their mobile phone product distributor in the country. Founded in 1998, the Mobile Phone Distributor is a Hong Kong-based distributor and manufacturer of consumer electronics and household appliances. Under its distribution agreements in India, the Mobile Phone Distributor works with its Indian trading partner to distribute throughout most of the country's 35 states. In parallel to its focus on expanding its presence in India, the Mobile Phone Distributor also emphasizes the importance of using technology to close the education divide in India. In the state of West Bengal, the company supports a computer education center with donations for computers, software, furniture, and on-going operating expenses.

In 2017, TGSIF provided a trade finance facility to the Mobile Phone Distributor to finance the company's acquisition of mobile phones from its supplier base for distribution in India. Since TGSIF's investment, the company has facilitated the introduction of branded consumer electronics with functionalities considered to be new and innovative for Indian market. Furthermore, the company remains committed to India's social development. In 2018, the company-sponsored technology education center in West Bengal trained 25 students on how to use technology to start their own future businesses. The company's affiliate directs a percentage of sales from its proprietary phones to support youth education programs throughout the country.

# **TRADE FINANCE**

**INVESTMENT TYPE** 

# **SEPTEMBER 2017**

INITIAL INVESTMENT YEAR

\$14,687,200

TOTAL INVESTED

**11**# OF TRANSACTIONS

O DESERT WORK AND



# ACCESS TO EDUCATION

School Enrollment: Total (Students)

2017 2018 2019 **40 25 25** 



# PRODUCTIVITY & COMPETITIVENESS

Supplier Organizations: Total

 2017
 2018
 2019

 700
 730
 810

<sup>1.</sup> SelectUSA. Brazil Country Commercial Guide: Brazil - ICT - Information and Communications Technologies. September 2019.

<sup>2.</sup> Brazilian Association of Information and Communication Technology Companies. ICT Sector Report 2019. May 2019.

<sup>3.</sup> The World Bank. World Bank Open Data. Retrieved: February 2020.



# **DISCLAIMER**

This Report (the "Report") is for informational purposes only, is being furnished on a confidential basis, and is intended solely for the persons receiving it; any reproduction or distribution is prohibited and illegal. This document does not constitute an offer of securities and is intended for reference only. The information contained in this summary is not complete.

This Report contains forward-looking statements (including, without limitation, statements concerning the use of financing provided to borrowers and the expected impact that borrowers will have using financing provided by TriLinc) that are based on TriLinc's current expectations, plans, estimates, assumptions, and beliefs that involve numerous risks and uncertainties, including, without limitation, uncertainties with respect to the future operating performance of the borrower and the local markets in which borrowers operate. Although these forward-looking statements reflect TriLinc's belief as to future events, actual events or TriLinc's investments and results of operations could differ materially from those expressed or implied in these forward-looking statements. To the extent that TriLinc's assumptions differ from actual results, the ability to meet such forward-looking statements may be significantly hindered. You are cautioned not to place undue reliance on any forward-looking statements.

Further, there are substantial risks associated with TriLinc's ability to achieve its objectives, including, without limitation, changes in applicable laws, rules, and regulations, risks associated with the economic environment, the financing markets, and risks associated with TriLinc's ability to execute on its business plan.

The information on which this Report is based has been obtained through industry contacts, publicly available sources, and investment partners. Specific data is as of December 31, 2019, unless otherwise indicated, and TriLinc does not undertake any responsibility to update any information.

TriLinc Global, LLC ("TLG") is a holding company and an impact fund sponsor founded in 2008. TriLinc Global Advisers, LLC ("TLGA") is a wholly-owned subsidiary of TLG. TLGA is an SEC registered investment advisor. Unless otherwise noted, TLG and TLGA are collectively referred throughout this Report as "TriLinc." SEC registration does not indicate a certain level of skill or training.

An investment in TGSIF can only be made after delivery of an offering memorandum, limited liability company agreement, and subscription agreement (the "Offering Documents"). You should review carefully and completely the Offering Documents and risk factors, as disclosed in the Offering Documents, prior to making a decision to invest. You should rely only on the information contained in the Offering Documents in making your decision to invest. Investors should not construe the contents of this Report as legal, tax, investment or other advice. Investors must consult their own advisors.

No securities commission or regulatory authority in the United States or in any other country has in any way passed upon the merits of an investment with TriLinc or the accuracy or adequacy of this Report or the materials contained herein.



RSM US LLP

# INDEPENDENT ACCOUNTANT'S REVIEW REPORT

To the Managing Member
TriLinc Global Sustainable Income Fund, LLC

We have reviewed the select data identified in the attached Appendix A included in TriLinc Global Sustainable Income Fund, LLC's (the Company) 2019 Sustainability and Impact Report as of and for the year ended December 31, 2019. The Company's management is responsible for presenting the select data in the 2019 Sustainability and Impact Report in accordance with (or based on) the assessment criteria described in the "Definitions" section of the 2019 Sustainability and Impact Report. Where possible, the Company has incorporated definitions from Impact Reporting and Investing Standards (IRIS) version 3.0, which it has identified as an objective basis against which it assesses and reports data. Our responsibility is to express a conclusion on the select data identified in Appendix A included in the 2019 Sustainability and Impact Report based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to the select data identified in Appendix A included in the 2019 Sustainability and Impact Report in order for it to be in accordance with (or based on) the criteria. A review is substantially less in scope than an examination, the objective of which is to obtain reasonable assurance about whether the select data identified in Appendix A included in the 2019 Sustainability and Impact Report is in accordance with (or based on) the criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. We believe that our review provides a reasonable basis for our conclusion.

Based on our review, we are not aware of any material modifications that should be made to the select data identified in Appendix A, included in the 2019 Sustainability and Impact Report, in order for it be in accordance with (or based on) with the assessment criteria described in the "Definitions" section of the 2019 Sustainability and Impact Report.

RSM US LLP

Stamford, Connecticut July 6, 2020

# APPENDIX A

Select data identified from the TriLinc Global Sustainable Income Fund LLC 2019 Annual Sustainability and Impact Report

- A. The length of organizational history in trade finance, debt and equity investment, direct lending, private credit, or private investment; total dollar amount of transaction experience; geographical focus; and combined experience of the principals of the following investment partners:
- 1. The Rohatyn Group
- 2. Alsis Funds
- 3. Origin Funding Partners
- 4. Helios Investment Partners
- 5. Barak Fund
- 6. Scipion Capital
- 7. Africa Merchant Canital
- 8. CEECAT Capital
- 9. TransAsia Private Capital
- 10. EFA Group
- 11. Asia Impact Capital
- 12. Lending Ark
- B. Total number of borrowers financed during the reporting period and as stratified by the following transaction types:
- 1. Trade Finance
- 2. Term Loans
- C. Number of transactions made to developing economies in total and as stratified by the following geographical regions:
- 1. Sub-Saharan Africa
- 2. Latin America
- 3. Southeast Asia
- 4. Emerging Europe
- D. Amounts invested and number of borrowers financed in total and as stratified by the following geographical regions:
- 1. Sub-Saharan Africa
- 2. Latin America
- 3 Southeast Asia
- 4. Emerging Europe
- E. Number of reported permanent jobs supported (IRIS 3.0 Metric 018869) (also shown as "permanent employees" and "jobs supported") in total and as stratified by the following geographical regions, including developed economy borrowers trading into the following geographical regions:
- 1. Southeast Asia
- 2. Latin America
- 3. Emerging Europe
- 4. Developed Economy Borrowers Trading into South & East Asia
- F. Total number of draw transactions since inception, amounts invested, and permanent jobs supported.

- G. The number of borrowers that initially selected each impact objective in their baseline impact assessment form since inception:
- 1. Community Development
- 2. Energy Conservation
- 3. Pollution Prevention & Waste Management
- 4. Access to Financial Services
- 5. Access to Education
- 6. Food Security
- 7. Capacity-Building (IRIS 3.0 Metric 014229)
- 8. Equality & Empowerment
- 9. Employee Ownership
- 10. Productivity & Competitiveness
- 11. Access to New Products
- 12. Access to Energy
- 13. Access to New Markets
- 14. Agricultural Productivity
- H. The percentage increase from 2018 to 2019 for the following measures:
- 1. Jobs Supported
- 2. SMEs Financed
- 3. Employees Trained
- I. Total number of borrowers for which impact assessment data has been collected since inception and the number of these borrowers that are currently included in the investment portfolio.
- J. The number of active borrowers aligned with each of the below impact objectives and the average progress towards each of the below impact objectives since inception expressed as a percentage of baseline assessment data:
- 1. Access to Financial Services
- 2. Food Security
- 3. Energy Conservation
- 4. Pollution Prevention & Waste Management
- 5. Community Development
- 6. Access to Education
- 7. Equality & Empowerment
- 8. Capacity-Building (IRIS 3.0 Metric 014229)
- 9. Employee Ownership
- 10. Access to Energy
- 11. Productivity & Competitiveness
- 12. Agricultural Productivity 13 Access to New Products
- 14 Access to New Markets
- K. The average percent changes between current and baseline impact data reported at the time of initial TGSIF financing and the latest impact data reported to TGSIF for the following measures:

- 1. Increased Revenue (IRIS 3.0 Metric PI1775)
- 2. Increased Taxes (IRIS 3.0 Metric FP5261)
- 3. Increased Wage Growth (IRIS 3.0 Metric 019677)
- 4. Increased Job Creation (IRIS 3.0. Metric 018869)
- 5. Increased Net Profit (IRIS 3.0 Metric FP3274)
- 6. Permanent Female Employees (IRIS 3.0 Metric 012444)
- 7. Employees Trained (IRIS 3.0 Metric 014229)
- L. The percentage of borrowers that engage in the following Environmental and Social Activities as reported by borrowers during their latest annual assessment as stratified by the following strategies and practices:
- 1. Charitable Donations
- 2. Community Service
- 3. Energy Savings
- 4. Inclusive HR Policies
- 5. Waste Reduction
- 6. Water Conservation

# **SECTOR CASE STUDIES**

- M. Number of Agriculture and Agro-Processing, Industrial, and Service Sector borrowers and transactions financed during the Reporting Period and as stratified by country.
- N. Total dollar amount and average dollar draw size of Agriculture and Agro-Processing, Industrial, and Service Sector borrowers financed during the Reporting Period.
- O. Number of jobs supported, female jobs supported, and employees trained by Agriculture and Agro-Processing, Industrial, and Service Sector borrowers during the Reporting Period.
- P. For each borrower case study, the investment type, initial investment year, total amount invested, and number of transactions since inception.
- Q. Information included in the case studies for Agriculture and Agro-Processing, Industrial, and Service Sectors, as it relates to the individual borrower, as reported by the borrower during the periods presented:
- Case Study #1: Fruit Juice Processor
- 1. Average Client Agricultural Yield (IRIS 3.0 Metric P13468)
- 2. Employees Trained (IRIS 3.0 Metric 014229)
- 3. Number of Community Facilities Financed (IRIS 3.0 PI8007)
- 4. Value of Community Facilities Financed (IRIS 3.0 PI2410)
- 5. Communities Served (IRIS 3.0 Metric PI2476)
- 6. Number of Permanent Employees (IRIS 3.0 Metric 018869)
- Case Study #2: Grain Processor
- 1. Total Units / Volume Sold (Metric Tons) (IRIS 3.0 Metric PI1263)
- 2. Employees Trained (IRIS 3.0 Metric 014229)
- 3. Individuals Receiving Training (IRIS 3.0 Metric 2998)
- 4. Land Directly Controlled
- 5. Land Directly Cultivated (IRIS 3.0 Metric 011674)
- 6. Number of Grain Products Sold (IRIS 3.0 Metric P11263)

- Case Study #3: Frozen Bakery Products Manufacturer
- 1. Megawatt-Hours of Energy Conservation (IRIS 3.0 Metric 016697)
- 2. Megawatt-Hours of Renewable Energy Generated for Use (IRIS 3.0 Metric 2496)
- 3. Client Organizations (IRIS 3.0 Metric P19652)
- 4. SMEs (IRIS 3.0 Metric PI4940)
- 5. Metric Tons of Agriculture Products Produced (IRIS 3.0 Metric P11290)
- 6. Number of Permanent Employees (IRIS 3.0 Metric 018869)
- 7. Percentage of Female Employees
- Case Study #5: Power Producer
- 1. Client Organizations (IRIS 3.0 Metric P19652)
- 2. Kilowatt-Hours of Energy Delivered for Service Sale (IRIS 3.0 Metric
- 3. Kilowatt-Hours of Energy Produced for Service Sale (IRIS 3.0 Metric
- Case Study #6: Ship Maintenance & Repair Service Provider
- 1. Employees Trained (IRIS 3.0 Metric 014229)
- 2. Units/Volume Produced (Ships Serviced) (IRIS 3.0 Metric P11290)
- 3. Number of Permanent Employees (IRIS 3.0 Metric 018869)
- Case Study #7: Fiber Optic Network Provider
- 1. Client Organizations (IRIS 3.0 Metric P19652)
- 2. SMEs (IRIS 3.0 Metric PI4940)
- 3. Provided New Access to Client Organizations (IRIS Metric 3.0 P12575)
- 4. Client Households (IRIS Metric 3.0 P17954)
- Case Study #8: IT Service Provider
- 1. Employees Trained (IRIS 3.0 Metric 014229)
- 2. Permanent Female Employees (IRIS 3.0 Metric 012444)
- 3. Number of Employees (IRIS 3.0 Metric 018869)
- 4. Percentage of Female Employees
- 5. Average Percentage of Employees Receiving Job Specific Training
- Case Study #9: Mobile Phone Distributor
- 1. Supplier Organizations (IRIS 3.0 P19566)
- 2. School Enrollment (IRIS 3.0 PI2389) 3. Access to New Products

34 35



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