

Organization of American States

Fund for Indirect Cost Recovery (FICR)

SCHEDULE A

Sources of ICR: Financing by Area

(in USD)	2019	2018	2018	2017	2016
	February 28	February 28	December 31	December 31	December 31
	Preliminary and unaudited				
Sources of ICR					
ICR collection from Specific Funds:					
Chapter 1 - Secretary General	-	-	26,823	13,377	-
Chapter 2 - Assistant Secretary General	-	-	21,480	155	411
Chapter 3 - Principal and Specialized Organs	173,997	174,645	1,268,770	790,588	1,104,988
Chapter 4 - Strategic Counsel for Org Dev & Man for Results	6,875	1,340	58,376	97,709	45,511
Chapter 5 - Secretariat for Access to Rights and Equity	-	6,707	28,789	67,267	69,983
Chapter 6 - Secretariat for Strengthening Democracy	1,010,467	196,085	1,879,749	2,614,005	2,123,889
Chapter 7 - Executive Secretariat for Integral Development	4,239	30,180	426,721	545,213	843,188
Chapter 8 - Secretariat for Multidimensional Security	61,328	81,669	2,017,302	2,231,753	1,158,458
Chapter 9 - Secretariat for Hemispheric Affairs	5,361	45,602	208,568	423,299	403,121
Chapter 10 - Secretariat for Legal Affairs	6,507	3,900	30,427	176,647	80,645
Chapter 11 - Secretariat for Administration and Finance	57,828	-	13,455	-	-
Chapter 12 - Basic Infrastructure and Common Costs	-	-	5,330	-	19,200
Chapter 13 - Oversight and Supervisory Bodies	-	-	-	-	-
Other	-	-	-	-	5,674
Subtotal	1,326,602	540,129	5,985,790	6,960,014	5,855,068
Add: Interest Income	-	-	1,050,343	523,985	426,155
Add: net transfers and prior year related transactions	46,909	-	54,926	-	75,360
Total sources of financing	1,373,511	540,129	7,091,058	7,483,999	6,356,583

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SCHEDULE B
Uses of ICR: Uses by Area

(in USD)	2019	2018	2018	2017	2016
	February 28	February 28	December 31	December 31	December 31
	Preliminary and unaudited				
Uses of ICR					
Execution:					
Chapter 1 - Secretary General	130,278	-	33,159	-	-
Chapter 2 - Assistant Secretary General	86,075	45,975	51,700	56,531	157,818
Chapter 3 - Principal and Specialized Organs	17,500	17,500	35,000	35,000	47,750
Chapter 4 - Strategic Counsel for Org Dev & Man for Results	967,355	1,036,699	1,030,537	987,195	991,368
Chapter 5 - Secretariat for Access to Rights and Equity	120,608	-	91,856	-	-
Chapter 6 - Secretariat for Strengthening Democracy	582,520	547,814	457,809	568,391	530,369
Chapter 7 - Executive Secretariat for Integral Development	218,112	298,524	285,690	235,789	196,233
Chapter 8 - Secretariat for Multidimensional Security	471,350	464,766	420,196	398,889	547,171
Chapter 9 - Secretariat for Hemispheric Affairs	122,823	127,015	118,044	142,258	75,358
Chapter 10 - Secretariat for Legal Affairs	-	-	-	-	-
Chapter 11 - Secretariat for Administration and Finance	1,400,747	1,432,479	1,399,637	1,605,518	1,319,949
Chapter 12 - Basic Infrastructure and Common Costs	177,932	100	309,701	91,103	184,027
Chapter 13 - Oversight and Supervisory Bodies	1,025	888	95,728	108,677	82,900
Other	-	-	-	-	-
Total execution	4,296,325 (A)	3,971,761	4,329,057	4,229,351	4,132,941
Add: transfer to the Technology Fund	-	-	5,200,000	-	-
Add: net transfers and prior year related transactions	-	5,397	-	90,538	-
Total uses of ICR	4,296,325	3,977,158	9,529,057	4,319,889	4,132,941

A) Includes payroll obligations in the amount of USD 3,106 thousand and non payroll obligations in the amount of USD 458 thousand.

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SCHEDULE C

Statement of Changes in Fund Balance

(in USD)	2019	2018	2018	2017	2016
	February 28	February 28	December 31	December 31	December 31
	Preliminary and unaudited				
Add: sources of financing					
ICR collection from Specific Funds	1,326,602	540,129	5,985,790	6,960,014	5,855,068
Interest income earned from Specific Funds	-	-	1,050,343	523,985	426,155
Transfer from Specific Fund Termination Reserve Fund (604)	-	-	-	-	-
Net prior year related transactions and other income	46,909	-	54,926	-	75,360
Total sources of financing	1,373,511	540,129	7,091,058	7,483,999	6,356,583
Less: uses of ICR					
Execution:					
Personnel	3,613,742	3,305,374	2,647,932	2,637,866	3,120,427
Non-personnel	610,937	586,306	1,340,407	1,217,653	542,367
Non-personnel (taxes)	71,798	80,082	340,871	373,832	470,148
Total execution	4,296,477 (A)	3,971,761	4,329,210	4,229,351	4,132,941
Transfer to the Technology Fund	-	-	5,200,000	-	-
Net prior year related transactions	-	5,397	-	90,538	-
Total uses of ICR	4,296,477	3,977,158	9,529,210	4,319,889	4,132,941
ICR Operations Subfund (ICROS), sources of financing minus uses	(2,922,966)	(3,437,030)	(2,438,152)	3,164,110	2,223,642
Add: ICR Reserve Subfund (ICRRS)	3,272,519	5,710,671	5,710,671	2,546,561	322,919
Fund balances at end of period	349,553	2,273,641	3,272,519	5,710,671	2,546,561

A) Includes payroll obligations in the amount of USD 3,106 thousand and non payroll obligations in the amount of USD 458 thousand.

Organization of American States

Fund for Indirect Cost Recovery (FICR)

SCHEDULE D

Sources and Uses of ICR: Summary by Area

(in millions of USD)

	2019		2018		2018		2017		2016		
	February 28		February 28		December 31		December 31		December 31		
	Preliminary and unaudited										
	Sources	Uses	Sources	Uses	Sources	Uses	Sources	Uses	Sources	Uses	
Sources and Uses of ICR by Area											
Chapter 1 - Secretary General	-	0.130	-	-	0.027	0.033	0.013	-	-	-	
Chapter 2 - Assistant Secretary General	-	0.086	-	0.046	0.021	0.052	0.000	0.057	0.000	0.158	
Chapter 3 - Principal and Specialized Organs	0.174	0.018	0.175	0.018	1.269	0.035	0.791	0.035	1.105	0.048	
Chapter 4 - Strategic Counsel for Org Dev & Man for Results	0.007	0.967	0.001	1.037	0.058	1.031	0.098	0.987	0.046	0.991	
Chapter 5 - Secretariat for Access to Rights and Equity	-	0.121	0.007	-	0.029	0.092	0.067	-	0.070	-	
Chapter 6 - Secretariat for Strengthening Democracy	1.010	0.583	0.196	0.548	1.880	0.458	2.614	0.568	2.124	0.530	
Chapter 7 - Executive Secretariat for Integral Development	0.004	0.218	0.030	0.299	0.427	0.286	0.545	0.236	0.843	0.196	
Chapter 8 - Secretariat for Multidimensional Security	0.061	0.471	0.082	0.465	2.017	0.420	2.232	0.399	1.158	0.547	
Chapter 9 - Secretariat for Hemispheric Affairs	0.005	0.123	0.046	0.127	0.209	0.118	0.423	0.142	0.403	0.075	
Chapter 10 - Secretariat for Legal Affairs	0.007	-	0.004	-	0.030	-	0.177	-	0.081	-	
Chapter 11 - Secretariat for Administration and Finance	0.058	1.401	-	1.432	0.013	1.400	-	1.606	-	1.320	
Chapter 12 - Basic Infrastructure and Common Costs	-	0.178	-	0.000	0.005	0.310	-	0.091	0.019	0.184	
Chapter 13 - Oversight and Supervisory Bodies	-	0.001	-	0.001	-	0.096	-	0.109	-	0.083	
Other	-	-	-	-	-	-	-	-	0.006	-	
Subtotal	1.327	4.296	(A)	0.540	3.972	5.986	4.329	6.960	4.229	5.855	4.133
Add: Interest Income	-	-	-	-	1.050	-	0.524	-	0.426	-	
Add: net transfers	-	-	-	-	-	5.200	-	-	-	-	
Add: net prior year related transactions	0.047	-	-	0.005	0.055	-	-	0.091	0.075	-	
Total	1.374	4.296		0.540	3.977	7.091	9.529	7.484	4.320	6.357	4.133

A) Includes payroll obligations in the amount of USD 3,106 thousand and non payroll obligations in the amount of USD 458 thousand.

2018 Fund for Indirect Cost Recovery (FICR)
 Budget Execution Status Report and Transfers between Chapters by Chapter, Sub-Program and Object of Expenditure
 From January 1, 2019 to February 28, 2019
 (in thousands of USD)

Chapter / Area / Object of Expenditure	Original Appropriation AG/RES. 1 (LIII-E/18) (a)	Transfers (b)	Modified Appropriation (c)	Expenditures (d)	Obligations (e)	Unobligated Appropriation (f = c - d - e)	% of Appropriation Transfers (g = b/a)
Chapter 1 - Secretary General							
Office of the Secretary General (14A)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	492.7	-	492.7	20.1	110.2	362.4	0.0%
Sub-Total	492.7	-	492.7	20.1	110.2	362.4	0.0%
Budgetary Adjustments (24X)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	-	-	-	-	-	-	0.0%
Chapter 1 - Secretary General Total	492.7	-	492.7	20.1	110.2	362.4	0.0%
Chapter 2 - Assistant Secretary General							
Coordinating Office for the Offices and Units of the General Secretariat in the Member States (24C)							
(1)-Personnel	89.7	(22.4)	67.3	-	67.3	-	-25.0%
(2-9)-Non-Personnel	-	28.2	28.2	9.4	9.4	9.4	0.0%
Sub-Total	89.7	5.8	95.5	9.4	76.7	9.4	6.4%
Budgetary Adjustments (24X)							
(1)-Personnel	-	22.4	22.4	-	-	22.4	0.0%
(2-9)-Non-Personnel	-	(28.2)	(28.2)	-	-	(28.2)	0.0%
Sub-Total	-	(5.8)	(5.8)	-	-	(5.8)	0.0%
Chapter 2 - Assistant Secretary General Total	89.7	0.0	89.7	9.4	76.7	3.6	0.0%
Chapter 3 - Principal and Specialized Organs							
Inter-American Juridical Committee (CJI) (34E)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	35.0	-	35.0	3.5	14.0	17.5	0.0%
Sub-Total	35.0	-	35.0	3.5	14.0	17.5	0.0%
Budgetary Adjustments (34X)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	-	-	-	-	-	-	0.0%
Chapter 3 - Principal and Specialized Organs Total	35.0	-	35.0	3.5	14.0	17.5	0.0%

2018 Fund for Indirect Cost Recovery (FICR)

Budget Execution Status Report and Transfers between Chapters by Chapter, Sub-Program and Object of Expenditure

From January 1, 2019 to February 28, 2019

(in thousands of USD)

Chapter / Area / Object of Expenditure	Original Appropriation AG/RES. 1 (LIII-E/18) (a)	Transfers (b)	Modified Appropriation (c)	Expenditures (d)	Obligations (e)	Unobligated Appropriation (f = c - d - e)	% of Appropriation Transfers (g = b/a)
Chapter 4 - Strategic Counsel for Org Dev & Man for Results							
Office of the Strategic Counsel for Organizational Development and Management for Results (44A)							
(1)-Personnel	251.5	(76.5)	175.0	-	175.0	-	-30.4%
(2-9)-Non-Personnel	139.3	243.6	382.9	63.7	123.1	196.2	174.9%
Sub-Total	390.8	167.1	557.9	63.7	298.1	196.2	42.8%
Department of Planning and Evaluation (44B)							
(1)-Personnel	616.3	(52.8)	563.5	83.8	479.7	-	-8.6%
(2-9)-Non-Personnel	22.3	-	22.3	15.1	-	7.2	0.0%
Sub-Total	638.6	(52.8)	585.8	98.9	479.7	7.2	-8.3%
Department of External and Institutional Relations (44E)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	47.5	-	47.5	9.0	18.0	20.5	0.0%
Sub-Total	47.5	-	47.5	9.0	18.0	20.5	0.0%
Budgetary Adjustments (44X)							
(1)-Personnel	-	124.4	124.4	-	-	124.4	0.0%
(2-9)-Non-Personnel	-	(243.6)	(243.6)	-	-	(243.6)	0.0%
Sub-Total	-	(119.2)	(119.2)	-	-	(119.2)	0.0%
Chapter 4 - Strategic Counsel for Org Dev & Man for	1,076.9	(4.9)	1,072.0	171.6	795.7	104.6	-0.5%
Chapter 5 - Secretariat for Access to Rights and Equity							
Secretariat for Access to Rights and Equity (54A)							
(1)-Personnel	115.7	4.9	120.6	21.0	99.6	-	4.2%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	115.7	4.9	120.6	21.0	99.6	-	4.2%
Budgetary Adjustments (54X)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	-	-	-	-	-	-	0.0%
Chapter 5 - Secretariat for Access to Rights and Equity	115.7	4.9	120.6	21.0	99.6	-	4.2%

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From January 1, 2019 to February 28, 2019

(in thousands of USD)

Chapter / Area / Object of Expenditure	Original Appropriation AG/RES. 1 (LIII-E/18) (a)	Transfers (b)	Modified Appropriation (c)	Expenditures (d)	Obligations (e)	Unobligated Appropriation (f = c - d - e)	% of Appropriation Transfers (g = b/a)
<u>Chapter 6 - Secretariat for Strengthening Democracy</u>							
Secretariat for Strengthening Democracy (64A)							
(1)-Personnel	571.4	(44.9)	526.6	78.7	447.9	-	-7.8%
(2-9)-Non-Personnel	89.7	38.0	127.7	18.0	38.0	71.7	42.4%
Sub-Total	661.1	(6.9)	654.3	96.6	485.9	71.7	-1.0%
Budgetary Adjustments (64X)							
(1)-Personnel	-	44.9	44.9	-	-	44.9	0.0%
(2-9)-Non-Personnel	-	(38.0)	(38.0)	-	-	(38.0)	0.0%
Sub-Total	-	6.9	6.9	-	-	6.9	0.0%
Chapter 6 - Secretariat for Strengthening Democracy Total	661.1	(0.0)	661.1	96.6	485.9	78.6	0.0%
<u>Chapter 7 - Executive Secretariat for Integral Development</u>							
Executive Secretariat for Integral Development (74A)							
(1)-Personnel	212.2	(3.8)	208.4	34.8	173.6	-	-1.8%
(2-9)-Non-Personnel	51.5	-	51.5	9.7	-	41.8	0.0%
Sub-Total	263.7	(3.8)	259.9	44.5	173.6	41.8	-1.5%
Budgetary Adjustments (74X)							
(1)-Personnel	-	3.8	3.8	-	-	3.8	0.0%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	-	3.8	3.8	-	-	3.8	0.0%
Chapter 7 - Executive Secretariat for Integral Development	263.7	0.0	263.7	44.5	173.6	45.6	0.0%
<u>Chapter 8 - Secretariat for Multidimensional Security</u>							
Secretariat for Multidimensional Security (84A)							
(1)-Personnel	371.6	-	371.6	63.1	308.5	-	0.0%
(2-9)-Non-Personnel	-	-	-	9.0	4.5	(13.5)	0.0%
Sub-Total	371.6	-	371.6	72.1	313.0	(13.5)	0.0%
Executive Secretariat of the Inter-American Drug Abuse Control Commission (CICAD) (84G)							
(1)-Personnel	103.5	(17.3)	86.3	-	86.3	-	-16.7%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	103.5	(17.3)	86.3	-	86.3	-	-16.7%
Budgetary Adjustments (84X)							
(1)-Personnel	-	17.3	17.3	-	-	17.3	0.0%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	-	17.3	17.3	-	-	17.3	0.0%
Chapter 8 - Secretariat for Multidimensional Security Total	475.1	-	475.1	72.1	399.3	3.8	0.0%

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Chapter / Area / Object of Expenditure	Original Appropriation AG/RES. 1 (LIII-E/18) (a)	Transfers (b)	Modified Appropriation (c)	Expenditures (d)	Obligations (e)	Unobligated Appropriation (f = c - d - e)	% of Appropriation Transfers (g = b/a)
Chapter 9 - Secretariat for Hemispheric Affairs							
Secretariat for Hemispheric Affairs (94A)							
(1)-Personnel	127.1	(4.3)	122.8	19.8	103.0	-	-3.4%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	127.1	(4.3)	122.8	19.8	103.0	-	-3.4%
Budgetary Adjustments (94X)							
(1)-Personnel	-	4.3	4.3	-	-	4.3	0.0%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	-	4.3	4.3	-	-	4.3	0.0%
Chapter 9 - Secretariat for Hemispheric Affairs Total	127.1	0.0	127.1	19.8	103.0	4.3	0.0%
Chapter 11 - Secretariat for Administration and Finance							
Department of Human Resources (114B)							
(1)-Personnel	214.8	25.2	240.0	40.0	200.1	-	11.8%
(2-9)-Non-Personnel	63.5	-	63.5	13.3	-	50.2	0.0%
Sub-Total	278.3	25.2	303.5	53.2	200.1	50.2	9.1%
Department of Financial Services (114C)							
(1)-Personnel	692.4	0.9	693.3	94.0	599.3	-	0.1%
(2-9)-Non-Personnel	34.5	-	34.5	5.8	-	28.7	0.0%
Sub-Total	726.9	0.9	727.8	99.8	599.3	28.7	0.1%
Department of Procurement Services (114E)							
(1)-Personnel	348.2	(2.5)	345.7	56.9	288.7	-	-0.7%
(2-9)-Non-Personnel	51.9	-	51.9	10.0	-	41.9	0.0%
Sub-Total	400.1	(2.5)	397.6	66.9	288.7	41.9	-0.6%
Department of General Services (114F)							
(1)-Personnel	92.7	-	92.7	15.1	77.6	-	0.0%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	92.7	-	92.7	15.1	77.6	-	0.0%
Budgetary Adjustments (114X)							
(1)-Personnel	-	(23.6)	(23.6)	-	-	(23.6)	0.0%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	-	(23.6)	(23.6)	-	-	(23.6)	0.0%
Chapter 11 - Secretariat for Administration and Finance	1,498.0	(0.0)	1,498.0	235.0	1,165.7	97.3	0.0%

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From January 1, 2019 to February 28, 2019

(in thousands of USD)

Chapter / Area / Object of Expenditure	Original Appropriation AG/RES. 1 (LIII-E/18) (a)	Transfers (b)	Modified Appropriation (c)	Expenditures (d)	Obligations (e)	Unobligated Appropriation (f = c - d - e)	% of Appropriation Transfers (g = b/a)
Chapter 12 - Basic Infrastructure and Common Costs							
OAS Enterprise Resource Management System (ERP/OASES) (124C)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	335.8	-	335.8	30.9	125.9	179.0	0.0%
Sub-Total	335.8	-	335.8	30.9	125.9	179.0	0.0%
Building Management and Maintenance (124D)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	139.0	-	139.0	-	-	139.0	0.0%
Sub-Total	139.0	-	139.0	-	-	139.0	0.0%
Home Leave (124I)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	-	2.7	2.7	-	2.4	0.3	0.0%
Sub-Total	-	2.7	2.7	-	2.4	0.3	0.0%
General Insurance (124E)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	25.0	-	25.0	6.0	12.8	6.3	0.0%
Sub-Total	25.0	-	25.0	6.0	12.8	6.3	0.0%
Budgetary Adjustments (124X)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	-	(2.7)	(2.7)	-	-	(2.7)	0.0%
Sub-Total	-	(2.7)	(2.7)	-	-	(2.7)	0.0%
Chapter 12 - Basic Infrastructure and Common Costs Total	499.8	-	499.8	36.9	141.0	321.9	0.0%
Chapter 13 - Oversight and Supervisory Bodies							
Board of External Auditors (134C)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	145.2	-	145.2	1.0	0.0	144.2	0.0%
Sub-Total	145.2	-	145.2	1.0	0.0	144.2	0.0%
Budgetary Adjustments (134X)							
(1)-Personnel	-	-	-	-	-	-	0.0%
(2-9)-Non-Personnel	-	-	-	-	-	-	0.0%
Sub-Total	-	-	-	-	-	-	0.0%
Chapter 13 - Oversight and Supervisory Bodies Total	145.2	-	145.2	1.0	0.0	144.2	0.0%
Grand Total	5,480.0	-	5,480.0	731.7	3,564.6	1,183.7	0.0%
Total ICR Budget Program							
(1)-Personnel	3,807.1	-	3,807.1	507.3	3,106.5	193.3	0.0%
(2-9)-Non-Personnel	1,672.9	-	1,672.9	224.4	458.1	990.4	0.0%
Grand Total	5,480.0	-	5,480.0	731.7	3,564.6	1,183.7	0.0%

SCHEDULE E

% Variance of
Original
Appropriation
 $(h = d + e / a - 1)$

N/A
-73.6%
-73.6%

N/A
N/A
N/A

-73.6%

-25.0%
N/A
-4.0%

N/A
N/A
N/A

-4.0%

N/A
-50.0%
-50.0%

N/A
N/A
N/A

-50.0%

SCHEDULE E

% Variance of
Original
Appropriation
 $(h = d + e / a - 1)$

-30.4%
34.1%

-7.4%

-8.6%
-32.4%

-9.4%

N/A
-43.2%

-43.2%

N/A
N/A

N/A

-10.2%

4.2%
N/A

4.2%

N/A
N/A

N/A

4.2%

SCHEDULE E

% Variance of
Original
Appropriation
 $(h = d + e / a - 1)$

-7.8%

-37.6%

-11.9%

N/A

N/A

N/A

-11.9%

-1.8%

-81.1%

-17.3%

N/A

N/A

N/A

-17.3%

0.0%

N/A

3.6%

-16.7%

N/A

-16.7%

N/A

N/A

N/A

-0.8%

SCHEDULE E

% Variance of
Original
Appropriation
 $(h = d + e / a - 1)$

-3.4%

N/A

-3.4%

N/A

N/A

N/A

-3.4%

11.8%

-79.1%

-9.0%

0.1%

-83.3%

-3.8%

-0.7%

-80.8%

-11.1%

0.0%

N/A

0.0%

N/A

N/A

N/A

-6.5%

SCHEDULE E

% Variance of
Original
Appropriation
 $(h = d + e / a - 1)$

N/A
-53.3%

-53.3%

N/A
-100.0%

-100.0%

N/A
N/A

N/A

N/A
-25.0%

-25.0%

N/A
N/A

N/A

-64.4%

N/A
-99.3%

-99.3%

N/A
N/A

N/A

-99.3%

-21.6%

-5.1%
-59.2%

-21.6%