

The Emerging Markets Traders Association is a not-for-profit corporation dedicated to promoting the orderly development of fair, efficient and transparent trading markets for Emerging Markets instruments and to helping integrate the Emerging Markets into the global financial marketplace.

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Three interrelated themes are essential to understanding the transformation and the dynamics of our marketplace. The first theme is the broadening of the investor base. The second theme is the broadening of the Emerging Markets asset class, both in terms of geographic diversity and different types of assets. The final theme, and one closely related to the first two but in a way very crucial to future EMTA activities, is the transformation of the debt itself.

Part of what lies behind these trends is obviously the change in the investor base, which has moved from traditional investors to crossover investors. Whether the crossover is happening from the high grade side or from the high yield side or from the currency side, it's happening in such a tremendously consistent way that we can no longer talk about a specialized niche market. We must identify Emerging Markets now as very much a part of the investment mainstream.

The broadening of the asset class is associated with the surge in local market activity that has created a subasset class within the Emerging Markets asset class. There is little basis for differentiation from the mainstream Developed Markets other than the obvious credit risk spreads that those instruments carry. This local market activ-



Jorge V. Jasson is EMTA's New York Co-Chair. He is Head of Global Emerging Markets at The Chase Manhattan Corporation, responsible for origination, sales, trading and research for all Emerging Market fixed income securities, loans, equities, foreign exchange and derivatives, on a global basis.



Frederic Z. Haller is EMTA's London Co-Chair. He is Head of Emerging Markets at Deutsche Morgan Grenfell. He also serves as a member of the Group Executive Committee of the Deutsche Bank Group and the Management Committee of Deutsche Morgan Grenfell.

ity was the important story for 1996, with foreign non-resident participation exceeding U.S.\$8 billion.

A perfect example is Russia. Rising investor interest, and the manner in which the Russian authorities have responded to it by making the investment climate increasingly friendly to the foreign investor, only whets our appetites for the more

exotic investment opportunities on the next frontier, what we might call the emerging Emerging Markets.

The third important theme is the transformation of the debt itself. The debt will eventually be repaid, exchanged or bought back in private secondary market transactions, but we no longer have a pipeline of Brady restructurings to feed the market. Brady Bonds are now both the core of our market, while at the same time representing a subset that will diminish over time.

With these three themes in mind, one of EMTA's most important initiatives for 1997 is increased participation in local markets. EMTA is pursuing various projects to address industry concerns by applying our international expertise to the local marketplaces. We've done this very successfully by, among other things, working with local regulators and market participants in developing standard documentation. Local market participants have increased their involvement with EMTA, and we welcome their input and other contributions.

Jorge V. Jasson

Frederic Z. Haller

Measured by some recent standards, 1996 was a relatively calm year for the Emerging Markets. Of course, market performance was strong almost across the board. There were few, if any, surprises.

1994 and 1995 taught us all to expect the unexpected. Difficult market conditions helped make the case for why stronger systems were necessary and desirable.

1996 was a good year for working quietly to build better market infrastructure. Increasingly, we have seen EMTA's role as one of helping to integrate the Emerging Markets more into the mainstream of the global trading and investment marketplace.

Foremost among EMTA's efforts has been the design and construction of an Emerging Markets Clearing Corporation. During 1996, we made great progress toward our goal of bringing EMCC operational by mid-1997, thanks in large part to our strong partners in the National Securities Clearing Corporation complex. Working also with representatives of Euroclear, Cedel and ISMA, 1996 was characterized by the formation of a broad industry

consensus that EMCC will significantly reduce risk and improve operational efficiency in the trading of Emerging Markets debt instruments. During 1997, in addition to testing and implementing EMCC for Brady Bonds and related Emerging Markets Eurobonds, we will begin the challenging process of introducing appropriate Local Market instruments into EMCC.

1996 also saw considerable progress toward the long-awaited completion of the country debt restructuring process and in the re-entry of many Emerging Market countries into the voluntary capital markets.

EMTA was formed six years ago – in a very different environment – largely in response to a widespread perception that there was a compelling need for greater efficiency and transparency in the Emerging Markets trading industry. Although our industry has taken great strides toward our goal of an orderly marketplace, it is not quite time for us to declare victory over all inefficiency and disorder. There is much work left to do, but it is a different type of work, to be done under different circumstances.

The continuing integration of the Emerging Markets into the trading and investment mainstream has had broad implications for all market participants. For EMTA, it means that our projects are no longer undertaken solely in reaction to urgent needs of the marketplace. More often than not, EMTA's current efforts are more pro-actively designed to meet the future needs of our industry, by improving market systems and infrastructure on multiple fronts. As our marketplace has matured, EMTA's role has evolved from firefighting to architecture.

Despite this evolution of roles, our methodology has been remarkably consistent. EMTA remains a forum for market participants to identify, discuss and address ways to make our marketplace work better, for the mutual benefit of traders, investors and issuers alike.

Years ago, it was fashionable to compare our marketplace to a frontier town. Recently, things have become a great deal more civilized. The frontiers of our marketplace are now in the Local Markets

themselves, as sophisticated investors increasingly look directly to Local Markets for purer risk and higher yields. Many Emerging Markets countries are admirably meeting the challenges of reforming their economies and adapting their capital markets to meet the needs of foreign investors.

For our part, local marketplaces, which are composed of both global and local participants, generally seem to seek, and need, more orderly development to accommodate the capital flows into them. In the past year, EMTA's Local Market projects have concentrated on repos and securities lending, as well as standard documentation for Local Markets FX derivatives. We have also worked to encourage stronger systems for custody, clearance and settlement. In general, marketplaces seem to thrive on greater efficiency, transparency and operational certainty, probably because they help build investor confidence.

Most of these projects cut across various Local Markets; some are specific to a single one. These projects tend to

involve fixed income instruments but may, on a case-by-case basis, involve other financial instruments or products as well. Our experience to date confirms that our membership wants more consistent standards and practices, where appropriate, across markets, and improved



Michael M. Chamberlin has been EMTA's Executive Director since January 1994. Previously he was a partner of Shearman & Sterling, where he concentrated on international financings, including Mexico's restructuring under the Brady Plan and global debt offerings for Petróleos de Venezuela.

regulatory and legal environments. All of these projects require the same emphasis on consensus-building that has characterized EMTA's efforts to date.

In general, our current vision for EMTA is to help promote the orderly development of the

Emerging Markets increasingly at the Local Markets level, and to help integrate the Emerging Markets more closely into the global marketplace, mostly through collaboration with other organizations, whether global or locally based. Much of this work will involve EMTA's acting as a catalyst or coordinator for other groups, with one important goal being to help ensure that the capacity and willingness of these other groups to identify and address the needs of the Emerging Markets trading community are strengthened in the process.

In all these endeavors, we hope and believe that we are still on the right path, but as has often been the case in the past, without a very clear map. As always, we need and welcome our members' input, involvement and support to make sure that we keep moving at the right speed and in the right direction.

A handwritten signature in black ink, which appears to read "M. Chamberlin". The signature is fluid and cursive, written over a white background.

Michael M. Chamberlin

“Investors have a wider selection of globally diversified investment opportunities than ever before.”



PETER R. GERAGHTY

*Managing Director at
ING Barings and former
EMTA Chairman*

Emerging Markets Trading and Investments

Emerging Markets trading has evolved in the past decade from a small group of LDC debt traders into a global over-the-counter trading market for debt instruments that services the needs of a sophisticated investor base. As the Emerging Markets have developed, they have diversified beyond Latin America to include Russia, Central and Eastern Europe, Asia and Africa. Investors now have a wider selection of geographically diversified investment opportunities than ever before with an ever greater variety of investment instruments and risk characteristics.

Size of the Marketplace

The past few years have seen exceptional growth in the overall size and depth of the trading market for Emerging Markets instruments. Total trading volumes for debt instruments alone have risen from U.S.\$734 billion in 1992 to over U.S.\$5 trillion in 1996, an increase that reflects the growing importance of Emerging Markets debt to the trading and investment communities worldwide.

Investment Instruments

As the voluntary capital markets have re-opened throughout the Emerging Markets, and the internal capital markets become more highly developed, Brady Bonds have been supple-

mented by an ever wider variety of local currency instruments, as well as predominantly U.S. dollar and U.S. dollar-indexed securities issued by both public and private sector issuers in the international capital markets. At the same time, the increased need for equity investment throughout the Emerging Markets has created a myriad of opportunities in the rapidly developing private sectors. Along with the rapid increase in the diversity of instruments, and in the development of the marketplace for them, has come greater liquidity, as well as greater innovation in the development of derivative instruments and other hedging techniques to permit better risk management.

Market Participants

Market participants include the major financial institutions worldwide, as well as a variety of local entities. In recent years, the market has expanded to include an ever-growing range of institutional investors seeking higher yields than are normally available in the developed economies.

Trading and Settlement

The marketplace for Emerging Markets debt instruments is mainly an over-the-counter market composed of dealers, brokers and investors located worldwide but linked informally through a network of broker screens as well as normal telecommunications channels.

Actual trading is conducted orally, either directly between dealers or between dealers and investors or, in the case of Brady Bonds, often through brokers. Settlement in Brady Bonds is normally made through Euroclear or Cedel.

In general, the trading and settlement of Brady Bonds occurs in accordance with customary international securities practices (including certain procedures for the U.S. institutional markets). Due to the unique origins and characteristics of Brady Bonds and the marketplace for trading them, EMTA has developed numerous Market Practices for Brady Bond trading, including T+3 settlement.

The introduction of EMTA's Match-EM system in 1995 expedited the processing of trades of Brady Bonds and loans by permitting nearly instantaneous electronic confirmation and matching. In mid-1997, EMTA will launch an Emerging Markets Clearing Corporation (EMCC) to reduce counterparty risk and improve operational efficiency in the clearance of Brady Bonds and other Emerging Markets debt instruments.

Loan trading and settlement generally is conducted in accordance with EMTA Market Practices and standard documentation.

The Emerging Markets Traders Association is dedicated to promoting the orderly development of fair, efficient and transparent trading markets for Emerging Markets instruments and to helping integrate the Emerging Markets into the global financial marketplace.

EMTA's Origins

EMTA was formed largely in response to the trading opportunities created by the sovereign debt reschedulings under the Brady Plan. In an effort to develop mechanisms to trade Brady Bonds more efficiently, a small group of debt traders from major international financial institutions pooled their resources to form EMTA in late 1990.

Membership/Structure

EMTA has approximately 168* member institutions, including leading financial institutions worldwide. EMTA's approximately 65* Full Members actively trade Emerging Markets instruments.

EMTA's Board of Directors is composed of leaders in Emerging Markets trading who actively identify and address key industry issues through their participation in various EMTA Working Groups.

Headquartered in New York City, EMTA has a full-time staff of 20 professional and support personnel. EMTA also maintains an informal presence in London.

Better Risk Management and Efficiency

Managing risk in the rapidly evolving Emerging Markets trading business is a major challenge. EMTA's efforts have improved market efficiency and reduced risk by ensuring that trading transactions settle more quickly and, in the case of its standard netting arrangements, by allowing market participants to reduce their aggregate counterparty exposure. EMTA's Match-EM System and the new Emerging Markets Clearing Corporation were developed by EMTA to respond to the need to reduce counterparty risk and improve operational efficiency in the trading of Brady Bonds. Other measures to promote greater efficiency in the trading market for bonds and loans include EMTA's Standard Terms for Assignments of Loan Assets. By facilitating better risk management, EMTA enables individual market participants to conduct their activities with greater confidence, efficiency and safety and helps to reduce systemic risk.

More Transparency

By publishing its annual Volume Survey of debt trading and its Month-End Pricing Survey and by promoting standard Market Practices and a better information flow within the Emerging Markets, EMTA helps to ensure greater market transparency for the benefit of investors and other market professionals. In addition to acting as an information clearinghouse, EMTA's Match-EM system permits EMTA to collect and disseminate market volume and price data on a nearly real-time basis.

Voluntary Self Regulation

EMTA actively promotes the highest standards of integrity and professionalism by providing a forum for voluntary self-regulation. EMTA's Code of Conduct for the trading of Emerging Markets instruments encourages all market participants to have appropriate trading policies to ensure that the marketplace remains as professional as possible. Through the adoption of general trading principles and more specific Market Practices, EMTA also strives to develop a better common understanding of market conventions that promote appropriate market discipline, as well as greater efficiency and transparency.

* as of March 17, 1997



“EMTA is a forum for market participants to identify, discuss and address key issues necessary to the orderly development of the Emerging Markets trading industry.”

KATHLEEN M. WELLS

*Vice President
J.P. Morgan*

ROBERT SALVADOR

*Vice President
Chase Manhattan Global Emerging
Markets Loan Operations*

“EMCC will reduce counterparty risk and bring greater operating efficiency to Emerging Markets debt trading.”



DAVID M. KELLY

*President and Chief Executive Officer
National Securities
Clearing Corporation*

KEITH C. KANAGA

*Vice President
International Securities
Clearing Corporation
and CEO of EMCC*



EMTA Co-Chair Jorge V. Jasson (Chase) and NSCC President and CEO David M. Kelly sign the EMCC Memorandum of Understanding. Standing (left to right) Joseph C. Willing (J.P. Morgan), Michael M. Chamberlin (EMTA), Guido A. Mosca (J.P. Morgan) and Gary C. Dolan (Merrill Lynch).

On August 7, 1996, representatives of EMTA and the NSCC signed a Memorandum of Understanding to develop the Emerging Markets Clearing Corporation (EMCC), an industry-owned utility that will clear trades of Brady Bonds and other Emerging Markets instruments. EMCC will improve efficiency and reduce counterparty risk throughout the trading marketplace.

The EMCC agreement followed an extensive review by an EMTA working group of the needs of the marketplace in light of the rapid growth of Brady Bond trading volumes and the increasing trend toward the use of broker screens by the interdealer market. This working group, which consisted of a diverse group of industry representatives from all sectors of the Emerging Markets trading community, conducted a thorough study of the technical, financial and political feasibility of the EMCC project.

EMCC, which is expected to begin operations in mid-1997, will initially provide clearing services for Brady Bonds and Emerging Markets Eurobonds. Subsequent instruments are expected to include Local Markets instruments.

The EMCC project is a good example of EMTA's process of convening industry working groups that identify market needs and function as an effective forum for market participants to pool their resources to review alternatives, reach industry consensus, solicit technical expertise and then implement an appropriate response. This process affords all market participants with the opportunity to be heard, without sacrificing the need for decisive action once industry consensus is reached.

In the months since the EMCC agreement was signed, an EMCC policy group, composed of major market participants from both the dealer and broker communities, as well

as representatives from NSCC, Euroclear, Cedel and the International Securities Markets Association (ISMA), has worked, in part through operations, risk management and legal/regulatory subcommittees, to design EMCC specifications and policies and to supervise EMCC's construction and implementation by NSCC's technical team. Systems testing began in April 1997, and EMCC's rollout is expected to begin by early Summer.

As soon as EMCC is operationally ready and approved by the U.S. and U.K. regulatory authorities, additional studies will begin to determine which Local Markets instruments should be included. These studies will review such issues as instrument characteristics, trading patterns and settlement methods, as well as counterparty risks and local legal and regulatory feasibility.

Growth in the Local Markets

Investor interest in the Emerging Markets accelerated in 1996, reflecting optimism about recent macroeconomic reforms in many countries. Many Emerging Markets governments have opened their markets to greater foreign participation by liberalizing regulations that had previously inhibited investment.

Although large increases in Emerging Markets trading activity occurred across all asset classes in 1996, there were particularly large gains in the trading of local instruments. According to EMTA's 1996 Volume Survey, the proportionate share of overall trading activity represented by the Local Markets increased for the second consecutive year. EMTA's strategic focus has evolved to meet the needs of this shift in trading activity.

EMTA's Role

EMTA has well-established contacts throughout the Emerging Markets, which are used to clarify and reform local regulations and practices. For example, EMTA has recently worked on a number of projects to improve netting legislation and to promote securities law reform in selected jurisdictions. In addition to supporting legislative reform, EMTA also develops market practices

and standard documentation to increase market transparency, liquidity and efficiency.

Expertise acquired by EMTA in one market is often helpful when another market reaches a similar stage of development. This cross-pollination has proven valuable both within and across regions. For example, EMTA will soon apply the results of its securities financing work in Latin America to Central and Eastern Europe, as securities lending and repos become more prevalent there. Through its efforts in selected Local Markets, EMTA promotes reform in the emerging capital markets as a whole.

EMTA's Local Market agenda is set by EMTA's Board through a Local Markets Policy Group. Individual projects are managed by working groups composed of local representatives with input from London and New York members as appropriate. Both local and global participants are involved in project development, ensuring widespread support. EMTA has ongoing projects in a number of product areas, including FX, derivatives, securities financing and local money markets.

Increasingly, EMTA's role in promoting the integration of the Emerging Markets into the global marketplace has led to extensive collaboration with other globally-oriented associations such as PSA-The Bond Market Association (PSA), the International Swaps and

Derivatives Association (ISDA) and the International Securities Market Association (ISMA), which bring their experience in specific product areas to benefit market participants in the Emerging Markets.

Building Local Infrastructure

EMTA assists local market regulators as they revise local regulations to better accommodate cross-border investment. Working with market participants and other industry associations, EMTA has been able to offer needed expertise to regulators in Argentina and Poland, for example, as they build better market infrastructure.

According to both local and international market participants, one necessary step for Argentina's integration into the global capital markets is the formation of a viable on-shore derivatives market. To accomplish this goal, Argentina has created a Derivatives Market Development Commission to make its regulatory environment more consistent with the needs of the global derivatives markets.

In a recent discussion with EMTA members, J. Andres Hall, Director of the Argentine Securities and Exchange Commission (CNV), highlighted issues to be addressed by the Commission. These issues include netting and margining provisions and



“We look at organizations such as EMTA and ISDA as playing a significant role in helping form our markets.”

J. ANDRES HALL

*Commissioner of
the Argentine Securities
and Exchange Commission*

“We asked EMTA to coordinate foreign investor comments to our new act on public trade in securities because of EMTA’s high level of commitment to its members and our market.”



BEATA STELMACH

*Director of the
Secretariat of the Polish
Securities Commission*

defining tax and accounting treatment for derivatives. The ultimate goal of these reforms is to encourage on-shore derivatives transactions, and in doing so, to open up the Argentine derivatives market to more market participants.

By providing comments and investor perspectives on the CNV's draft regulations and derivatives plans, and by promoting ISDA participation, EMTA and its members have been able to speed the pace of reform and positively influence its direction.

In Poland, local regulators asked EMTA to provide foreign investor input on their new Securities Act. Working with local counsel, EMTA provided a detailed market response to the draft legislation. Of special importance to EMTA members were provisions designed to ease the burden of trading due to lack of recognition of nominee ownership; provisions affecting foreign intermediaries; a provision easing restrictions on issuing Polish securities in the form of ADR/GDRs; and reporting requirements for acquisitions of large holdings by affiliated companies.

Enhancing Transparency

As part of its efforts to promote increased market transparency, EMTA has distributed a series of statements clarifying local Polish regulations and market practices on topics such as powers of attorney,

letters of authority, nominee accounts, custodian/brokerage relationships, mirror accounts and Treasury bond trading and settlement issues.

In Latin America, EMTA has worked to develop comprehensive questionnaires on securities financing, derivatives and FX issues for local counsel in Argentina, Brazil and Mexico. Based on their responses, EMTA created a series of explanatory memoranda for global market participants.

In Russia, EMTA has convened a forum to discuss the regulations for Russian S-Accounts and GKO's, which are subject to widely differing interpretations. EMTA also maintains a regular dialogue with the Russian Central Bank, the Moscow Interbank Currency Exchange and the Moscow Fixed Income Association to provide EMTA members with timely information about developments in these markets. In addition, EMTA has been working with global and local market participants to help resolve the market disruptions caused by recent attachments of Ministry of Finance Bonds by the Russian criminal justice authorities.

Promoting Consistency

EMTA works to promote consistency in regulations, infrastructure and market practices across markets. Such consistency is critical for integrating local markets fully and efficiently into the global market.

At EMTA's request, a working group co-sponsored by EMTA, ISDA and the FX Committee of New York is revising the 1992 ISDA FX and Currency Option Definitions to create basic documentation for deliverable and non-deliverable forward and option transactions involving Emerging Market currencies.

In a project critical to the use of derivatives and repos throughout the Emerging Markets, EMTA (together with ISDA, ISMA and PSA) has explored the enforceability of netting provisions in master documentation with local counsel in Argentina, Mexico, Brazil, Poland, Russia and the Czech Republic. An EMTA working group has also recommended detailed market practices for repos of sovereign instruments.

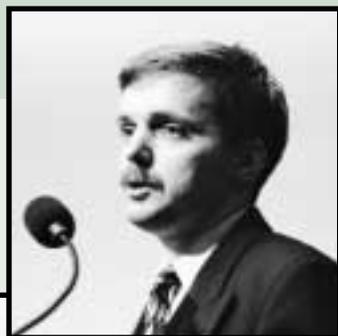
EMTA is working with the Mercado Abierto Electronico (MAE), the Argentine electronic over-the-counter market for fixed income instruments, to develop standard trading documentation, including a Master Agreement for cash-settled forward sales of securities. The MAE is also considering developing a Master Repo Agreement with EMTA input.

These Local Markets activities reflect EMTA's commitment as a forum to help integrate the Emerging Markets into the global financial marketplace.

1996

ANNUAL MEETING

EMTA's Annual Meeting is an opportunity for market participants in Emerging Markets to gather and hear remarks by leading market professionals and government officials of Emerging Market countries. EMTA's 1996 Annual Meeting featured keynote speakers Dr. Guillermo Chapman, Panama's Minister of Planning, Dr. Augusto P. de la Torre, Governor of the Central Bank of Ecuador and Andrei A. Kozlov, Deputy Chairman of the Central Bank of Russia, who described the current economic situation and programs in their respective countries.



▲ Andrei A. Kozlov
◀ Dr. Augusto P. de la Torre
▼ Dr. Guillermo Chapman



"The key idea in the government's proposal is to accelerate the pace of reform. Ecuador has to walk faster in order to be on equal footing with the rest of the region."

Dr. Augusto P. de la Torre
Governor of the Central Bank of Ecuador

"Panama has great potential for investors. Our continued economic reforms, specifically in the banking and financial sectors and trade policy, will maintain Panama's status as one of the leading Emerging Markets."

Dr. Guillermo Chapman
Panama's Minister of Planning

"It is difficult to create a new financial system, but we think it is possible. In a year or two, Russia will have the same principles as the majority of Western countries. We also plan to allow foreigners in 1997 to participate directly as traders or dealers in this market from their terminals without Russian intermediaries."

Andrei A. Kozlov
Deputy Chairman of the Central Bank of Russia



EMTA PANEL DISCUSSIONS

EMTA 1996 Co-Chairs
Jorge V. Jasson (Chase) and Peter R. Geraghty (ING Barings) reviewed current market conditions and trends and surveyed EMTA's goals for 1997. EMTA Executive Director **Michael M. Chamberlin** reaffirmed EMTA's commitment to promoting the integration of the Emerging Markets into the global marketplace.

As part of the Annual Meeting, EMTA presented three panel discussions on issues of critical importance to Emerging Markets professionals. **Luis Viada (Standard & Poors)** served as Moderator on the Economic Outlook for the Emerging Markets panel. Panelists included **Lawrence Brainard (Chase Manhattan)** discussing Russia, **Paulo Leme (Goldman Sachs)** on Mexico, **Arturo Porzecanski (ING Barings)** on Brazil, **Jose Luis Daza (J.P. Morgan)** on Argentina and **Joyce Chang (Merrill Lynch)** on Ecuador, Panama and Peru.

EMTA Director **Bruce Wolfson (Bear Stearns)** moderated a panel on Regulatory Changes in the Emerging Markets. Panelists included **Ricardo Ortiz Certucha (Indeval)**, **Jacek Jonak (Polish Securities Commission)** and **Igor Bazhan (Russian Federal Commission on Securities Markets)**.

EMTA Director **Wayne Lyski (Alliance Capital Management)** moderated a panel discussion on Investor Perspectives on the Emerging Markets and Local Markets Investments. Mr. Lyski posed questions to his panel of experts, which included **Ashwin Vasani (Oppenheimer Management Corporation)**, **Mark Siegel (Putnam)** and **Arminio Fraga (Soros Fund Management)**.

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1996 FINANCIAL REVIEW

Operating Highlights

	For the Year Ended December 31,				
	1996	1995	1994	1993	1992
Market trading volume (in billions of U.S.\$)	\$ 5,297	\$ 2,739	\$ 2,766	\$ 1,979	\$ 734
Brady Bonds	2,686	1,580	1,684	1,021	248
Non-Brady Eurobonds	658	233	164	177	23
Loans	249	175	244	274	229
Local Markets Instruments	1,188	571	518	NA	NA
Number of Members at year end:					
Full	63	60	83	75	64
Associate	35	43			
Affiliate	51	43	69	43	14
Local Markets	5				
Total Members	154	146	152	118	78
Revenue					
Membership dues	\$1,652,167	\$1,337,250	\$1,364,250	\$ 894,500	\$ 677,528
Fees for program services	1,711,782	2,212,351	1,434,922	—	—
Directors' support (assessments and donated services, facilities and supplies)	1,151,250	1,170,000	1,312,500	787,949	171,423
Other	416,137	148,620	30,675	13,203	10,371
Total revenue	4,931,336	4,868,221	4,142,347	1,695,652	859,322
Expenses					
Staff	2,490,805	1,763,810	1,269,064	366,983	117,174
Office	372,247	309,775	201,987	91,436	54,619
Communications	251,085	335,653	260,433	11,241	—
Professional services	1,198,475	2,153,877	1,945,580	839,169	767,051
Conferences, receptions and travel	240,713	235,549	196,415	250,707	1,049
Total expenses	4,553,325	4,798,664	3,873,479	1,559,536	939,893
Increase (decrease) in net assets	378,011	69,557	268,868	136,116	(80,571)
Net assets:					
Beginning of year	425,858	356,301	87,433	(48,683)	31,888
End of year	\$ 803,869	\$ 425,858	\$ 356,301	\$ 87,433	\$ (48,683)

During 1996, EMTA worked to strengthen market infrastructure, including development of the Emerging Markets Clearing Corporation (EMCC). Other major projects included:

(a) its Local Markets initiative, with several projects underway involving Argentina, Mexico, Poland and Brazil;

(b) continuing operation of EMTA's Multilateral Netting Facility for loans, and for stale Argentina interest claims. A total of 873 trades of Russian loans, aggregating U.S.\$3.2 billion principal amount, were netted and closed in 1996. The first stage of Argentina interest netting was completed in December 1996 (interest obligations aggregating U.S.\$5.7 million);

(c) the Match-EM electronic post-trade matching and confirmation system, which is expected to be integrated into EMCC during 1997;

(d) publication of monthly average prices for the most active Brady Bonds and Loan Assets and the annual EMTA Debt Trading Volume Survey. In addition, EMTA began disseminating daily Match-EM volume and average prices to

the marketplace via major wire services in 1996; and

(e) Various Market Practices and standard documentation.

Membership in EMTA increased by eight members (or 5%) during 1996, as the total number of Members at year-end 1996 reached 154. This included an increase of three Full Members, and the addition of the Local Markets category, which included five Members in 1996.

Revenue

Overall revenue in 1996 remained nearly unchanged from 1995 at \$4.9 million. A 23% decrease in revenues from program services (Multilateral Netting Facility and Match-EM) of \$500,000 (from \$2.2 million in 1995 to \$1.7 million in 1996) was offset by increased Membership dues of \$315,000 and in other revenue of \$268,000, as more fully described below.

Membership dues rose by 24%, to nearly \$1.7 million in 1996, due to increases both in the level of annual dues for each Membership category and in the number of Members.

The two individual components of revenue from program services both fell from 1995 levels.

Fees from the Multilateral Netting Facility declined \$400,000 from \$1.5 million to \$1.1 million as the backlog in Russian loan settlements was substantially reduced by prior nettings. These fees are projected to further decline in 1997, as the Russian loan restructuring is expected to result in a decline in trading volumes and in improved efficiencies in the process of trade settlement. The projected decline in revenue from netting of Russian loan trades is expected to be partially offset by an increase in nettings of stale interest claims. The fees from Match-EM usage declined by \$123,000 in 1996, from \$693,000 to \$570,000.

EMTA continued to reduce Director assessments, as the basic assessment on non-officer Directors declined from \$30,000 in 1995 to \$27,500 in 1996. The total revenue from Board assessments also declined, by \$19,000, to \$1.15 million.

Other revenue increased by \$268,000, to \$416,000 in 1996. Other revenue includes consulting fees and expense reimbursements of \$150,000 relating to EMCC, consulting fees of \$200,000 from another

trade association, investment income of \$57,000 and a small amount for sales of the Debt Trading Volume Survey. Investment income increased by \$10,000 in 1996, largely due to increased emphasis on prompt billing and collections and investing excess cash.

Expenses

Total 1996 expenses declined by 5% from \$4.8 million in 1995 to less than \$4.6 million in 1996. The largest factors underlying this reduction were (a) a decrease in program services expenses because of the lower levels of Match-EM usage and multilateral loan trade nettings, and (b) a continuing shift in professional work from outside service providers to in-house staff (partially offset by increased staff costs).

Staff costs increased by \$727,000 (or 41%), largely because of a continuing shift of professional work to in-house staff that was begun in late 1995, including the addition of several staff lawyers. Total staff at the end of 1996 stood at 20, an increase of 4 from the end of 1995.

Expenses for outside professional services decreased by \$1 million (or 44%) to \$1.2 million in 1996 from \$2.2 million in 1995. This decrease included a reduction in outside legal fees of \$166,000 due to the fact that more legal work was performed by staff lawyers (partially offset by increased use of non-U.S. law firms in carrying out an increased Local Markets workload that began in the second half of 1996). The program service fees related to Match-EM dropped by \$215,000 (or 31%) to \$432,000 in 1996. This was due to lower volume through the System, in addition to reduced expenses for add-on consulting projects. Program service expense for the Multilateral Netting Facility dropped to \$8,500 in 1996 from \$519,000 in 1995. This was due to the fact that software maintenance and repairs to the Facility were performed by EMTA staff in 1996, with no new enhancements being built by the provider. Public relations expense declined by \$60,000 in 1996, to \$97,000, as some work was moved in-house and the scope of activities was curtailed somewhat. Finally, data collection and production of

the Debt Trading Volume Survey was brought in-house in 1996, resulting in a savings of \$40,000 from 1995.

Office costs increased by \$62,000 to \$372,000 in 1996 from \$310,000 in 1995 (a 20% rise). Communications expense decreased to \$251,000 in 1996 from \$336,000 (a 25% reduction). These offsetting changes were caused primarily by moving much of the printing work in-house (thereby moving the expense from communications to office), increased use of broadcast fax in lieu of delivering hardcopy documents, and decreased broadcast fax rates. These changes continue a trend that was begun in 1995.

The conferences, receptions and travel costs increased by 2% from 1995 to 1996, to \$240,000. This resulted from offsetting (a) increases in staff travel of \$38,000, due mostly to implementation of the Local Markets initiative, and (b) decreases in conferences, receptions and meetings of \$33,000, due mostly to the decision to forgo a holiday reception in 1996.

FINANCIAL STATEMENTS

Consolidated Statements of Financial Position

	December 31,	
	1996	1995
Assets		
Current assets:		
Cash and cash equivalents	\$1,979,349	\$ 912,181
Directors' assessments receivable	68,750	—
Dues and fees receivable from Members	149,357	211,935
EMCC subscriptions receivable	917,000	—
Prepaid expenses and other assets	5,200	13,112
Total current assets	3,119,656	1,137,228
Property and equipment:		
Leasehold improvements	89,112	89,112
Computer equipment and network	95,628	74,832
Furniture and fixtures	80,607	77,761
Telecommunication equipment	38,000	30,654
Less accumulated depreciation	303,347 (133,655)	272,359 (61,853)
Total Assets	169,692 \$3,289,348	210,506 \$1,347,734
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued expenses	\$ 636,543	\$ 572,407
Unearned Membership dues	35,000	297,000
Payable to EMCC	1,752,500	—
Total current liabilities	2,424,043	869,407
Deferred rent expense	61,436	52,469
Total liabilities	2,485,479	921,876
Net assets	803,869	425,858
Total Liabilities and Net Assets	\$3,289,348	\$1,347,734

The accompanying notes are an integral part of these financial statements.

FINANCIAL STATEMENTS

Consolidated Statements of Activities

	For the Year Ended December 31,	
	1996	1995
Revenue		
Membership dues	\$1,652,167	\$1,337,250
Fees for program services	1,711,782	2,212,351
Directors' assessments	1,151,250	1,170,000
Investment income	56,766	46,830
Other	359,371	101,790
Total revenue	4,931,336	4,868,221
Expenses		
Compensation, benefits and related taxes	2,490,805	1,763,810
Occupancy	142,847	147,210
Office supplies and administration	157,598	111,411
Depreciation	71,802	51,154
Telecommunications	183,902	183,750
Shipping and delivery	53,047	78,722
Printing of documents for Member services	14,136	73,181
Legal	483,082	648,818
Program consultants	441,112	1,206,572
Public relations and annual report	203,934	254,934
Audit, tax and computer consultants	70,347	43,553
Conferences, receptions and meetings	78,838	112,045
Travel, lodging and meals	161,875	123,504
Total expenses	4,553,325	4,798,664
Increase in net assets	378,011	69,557
Net assets, beginning of year	425,858	356,301
Net assets, end of year	\$ 803,869	\$ 425,858

The accompanying notes are an integral part of these financial statements.

FINANCIAL STATEMENTS

Consolidated Statements of Cash Flows

	For the Year Ended December 31,	
	1996	1995
Cash flows from operating activities		
Increase in net assets	\$ 378,011	\$ 69,557
Adjustments to reconcile increase in net assets to net cash provided by (used for) operating activities:		
Depreciation	71,802	51,154
(Increase) decrease in Directors' assessments receivable	(68,750)	—
(Increase) decrease in dues and fees receivable from Members	62,578	(187,604)
(Increase) decrease in EMCC subscriptions receivable	(917,000)	—
(Increase) decrease in prepaid expenses and other assets	7,912	(13,112)
Increase (decrease) in accounts payable and accrued expenses	64,136	(114,705)
Increase (decrease) in payable to Director	—	(257,274)
Increase (decrease) in unearned Membership dues	(262,000)	297,000
Increase (decrease) in payable to EMCC	1,752,500	—
Increase (decrease) in deferred rent expense	8,967	52,469
Net cash provided by (used for) operating activities	1,098,156	(102,515)
Cash flows from investing activities		
Payments for purchases of property and equipment	(30,988)	(221,650)
Net cash used for investing activities	(30,988)	(221,650)
Increase (decrease) in cash and cash equivalents	1,067,168	(324,165)
Cash and cash equivalents, beginning of year	912,181	1,236,346
Cash and cash equivalents, end of year	\$1,979,349	\$ 912,181

NOTES TO FINANCIAL STATEMENTS

I. Organization

The Emerging Markets Traders Association ("EMTA") is a non-profit service organization, formed in 1990, with the principal mission of promoting the orderly development of fair, efficient and transparent trading markets for Emerging Markets instruments. EMTA's primary sources of revenue are Membership dues, Directors' assessments and, through its subsidiaries, fees for program services.

2. Summary of Significant Accounting Policies

Principles of Consolidation and Operations of Subsidiaries

The 1996 consolidated financial statements include the accounts of EMTA and its four subsidiaries, described in the next paragraph. Intercompany accounts and transactions are eliminated in consolidation. The 1995 financial statements

include the accounts of EMTA only, as the four subsidiaries were organized in 1996. Certain 1995 amounts have been reclassified to conform to 1996 presentation.

The subsidiaries were organized to perform the program services to participating Members, for which they charge fees, in carrying out EMTA's mission. The subsidiaries include: (a) Match-EM, Inc., which operates an electronic post-trade matching and confirmation system, (b) Net-EM, Inc., which operates a multilateral netting and clearing facility for outstanding trades of loans, warrants and other instruments, (c) Clear-EM, Inc., which serves as EMTA's interface with Emerging Markets Clearing Corporation (EMCC), a clearing corporation currently being developed; and (d) EMTA Black Inc., a holding company for the three subsidiaries noted above. EMTA Black Inc. owns 100% of the common stock of the other three subsidiaries; EMTA owns 100% of the common stock of EMTA Black Inc.

Membership Dues and Directors' Assessments

EMTA's membership contained four categories during 1996:

Full Members – active market participants that, directly or through affiliates, trade or invest in Emerging Markets instruments;

Associate Members – market participants that, directly or through affiliates, trade or invest in Emerging Markets instruments, but which are smaller and less active than Full Members;

Affiliate Members – non-market participants that are nevertheless interested in Emerging Markets trading such as advisors, vendors, law firms, rating agencies, consultants and individuals; and

Local Markets Members – locally-based market participants that, directly or through affiliates, trade or invest in Emerging Markets instruments.

FINANCIAL STATEMENTS

The Local Markets category was added in 1996 as part of EMTA's focus on several initiatives in South America and Eastern Europe. The other three Membership categories existed in 1995.

EMTA's membership term and fiscal year are the same. Membership dues and Directors' assessments are billed in advance and are recorded as unearned Membership dues and Directors' assessments in the Consolidated Statement of Financial Position at the beginning of the year to which they pertain. The unearned Membership dues and Directors' assessments are then amortized to income throughout the year as earned. Membership dues and the related unearned Membership dues recorded in the prior year's Consolidated Statement of Position have been reclassified to conform to 1996 presentation as described above. Members who do not pay their annual dues within 60 days of billing may be suspended from membership in EMTA. The Board of Directors may levy special assessments on Members to defray certain expenses. Such special assessments

are to be equal for all Members of the same class. Additionally, the Board may agree to levy additional assessments on Directors (payable by the Members that employ them) to meet working capital deficiencies.

Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

Excess funds are maintained in either: (a) an interest-bearing money market account with a bank that is also an EMTA Member, or (b) an income-producing mutual fund managed by the same bank. This mutual fund invests in high quality short-term obligations of corporations, governments and

banks and is carried at fair value. Balances in these two accounts are included in cash and cash equivalents in the Consolidated Statement of Financial Position.

Property and Equipment

Amortization of leasehold improvements is provided on a straight-line basis over the shorter of the estimated lives of the improvements or the related lease, beginning at the lease inception date. Depreciation of computer, network and telecommunications equipment is provided on a straight-line basis over estimated useful lives of three years. Depreciation of furniture and fixtures is provided on a straight-line basis over estimated useful lives of five years.

Software Development Costs

Costs associated with the development of the computer program for the Multilateral Netting Facility are expensed as incurred and are recorded as program consultants expense in the Consolidated Statement of Activity. Such costs were nil in 1996 and approximately \$289,000 in 1995.

3. Summary of Expenses

Following is a summary of program and non-program expenses:

	Year ended December 31,	
	1996	1995
Program expenses		
Direct:		
Multilateral Netting Facility	\$ 31,483	\$ 394,309
Match-EM	474,826	820,469
Clear-EM	212,123	—
Documentation and Market Practices	173,806	239,023
Publications, including Trading Volume Survey and asset price quotes	400	59,083
Conferences, receptions and meetings	78,838	112,045
Other	7,033	253,853
Indirect (primarily staff and facilities costs)	2,223,888	1,721,375
Total program expenses	3,202,397	3,600,157
Non-Program expenses		
Direct:		
Public relations and membership development	203,934	254,934
General administration	94,871	132,204
Indirect (primarily staff and facilities costs)	1,052,123	811,369
Total non-program expenses	1,350,928	1,198,507
Total expenses	\$4,553,325	\$4,798,664

FINANCIAL STATEMENTS

4. Summary of Revenue

The individual components of the primary revenue categories are set forth below:

	Year ended December 31,	
	1996	1995
Membership dues:		
Full	\$1,156,667	\$ 912,000
Associate	317,500	302,250
Affiliate	153,000	123,000
Local Markets	25,000	—
	\$1,652,167	\$1,337,250
Fees for program services:		
Multilateral Netting Facility	\$1,141,868	\$1,518,858
Match-EM	569,914	693,493
	\$1,711,782	\$2,212,351

Income Taxes

EMTA is exempt from federal income tax under the provisions of Section 501(c)(6) of the Internal Revenue Code. However, EMTA is subject to tax on any unrelated business taxable income. Similar provisions of tax codes of state and local jurisdictions also apply. The operations of EMTA's subsidiaries are subject to income tax; however, 1996 operations generated no taxable income.

5. Office Space Lease

In January 1995, EMTA entered into an agreement to lease independent office space in a new location for a period commencing March 1, 1995 and expiring January 31, 2003, with an option to renew for five additional years at a rate of 95% of the fair market rental at July 31, 2002. The annual rent is \$124,614 plus EMTA's proportionate share of increases in property taxes and other building expenses after the first year. In addition, EMTA paid no rent for six months in 1995 and for three months in 1996. An EMTA Member employing a Director has provided a letter of credit (subject to partial reimbursement by three other Members that also employ Directors) to provide additional security to the landlord of EMTA's performance under the lease.

EMTA occupied office space in a building owned by an EMTA Member and purchased much of its computer equipment and office supplies from that Member until March 31, 1995. These expendi-

tures consisted of rent expense of \$28,200 and various office services of \$18,913 in 1995.

6. Employee Benefit Plans

Effective January 1, 1994, EMTA adopted a non-contributory, defined contribution employee benefit plan for its employees. Employees who have at least 1,000 hours of service in a calendar year are eligible to participate. Balances in participants' accounts are fully vested at all times. Employer contributions may range from 0% to 15% of eligible compensation, at the election of EMTA each year. The 1996 and 1995 contributions were 12% and 9% of eligible compensation, which amounted to \$155,710 and \$83,775, respectively. These amounts are included in compensation, benefits and related taxes in the Consolidated Statement of Activity.

Effective January 1, 1997, EMTA adopted a 401(k) Plan, whereby participants are allowed to contribute up to 15% of taxable compensation to the Plan, subject to statutory limitations. EMTA matches the first 4% of such participant contributions. EMTA contributions are made in the calendar quarter following the participant contributions. All employees are eligible to participate, and all balances in participants' accounts are fully vested at all times.

7. Commitments – Emerging Markets Clearing Corporation (“EMCC”)

In 1996, EMTA entered into an agreement with a subsidiary of National Securities Clearing Corporation (NSCC), an unrelated entity, to develop EMCC, which is to perform clearance, multilateral netting, and risk management for trades of Emerging Markets debt instruments. EMTA is primarily responsible for coordinating industry decision-making regarding EMCC development, ownership and funding. In this connection, EMTA, through its subsidiary Clear-EM, Inc., has provided management and legal expertise and certain administrative services, including billing and collection of EMCC's initial funding requirements. These receivables are recorded as EMCC subscriptions receivable, and the related credit is recorded as payable to EMCC, in the Consolidated Statement of Position. The total amount to be billed for EMCC subscriptions is estimated at \$3.65 million, of which \$2.5 million was billed in 1996. The proceeds are to be used for development and implementation of EMCC, including approximately \$3 million in payments to the NSCC subsidiary, of which \$750,000 was paid in 1996. In addition, Clear-EM, Inc. earned \$150,000 in 1996 for its EMCC consulting work, which is recorded as other revenue in the Consolidated Statement of Activities. It is expected that EMTA will ultimately own a minority interest in EMCC, with the other shares owned by various EMTA Members and NSCC.

**To the Board of Directors of the
Emerging Markets Traders Association**

In our opinion, the accompanying consolidated statements of financial position and the related consolidated statements of activities and of cash flows present fairly, in all material respects, the financial position of the Emerging Markets Traders Association and its subsidiaries (the “Association”) at December 31, 1996 and 1995, and the results of their activities and their cash flows for the years then ended in conformity with generally accepted accounting principles. These financial statements are the responsibility of the Association’s management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with generally accepted auditing standards which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for the opinion expressed above.

Price Waterhouse LLP

New York, New York
February 28, 1997

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FULL MEMBERS

Full Members are institutions which, directly or through affiliates, actively trade Emerging Markets instruments.

ABN Amro Hoare Govett	HSBC Midland
Alliance Capital Management	Indosuez Capital
Australia and New Zealand Banking Group Limited plc	ING Barings
Arab International Bank	Inverworld Securities
Banco Mercantil Venezolano	J.P. Morgan
Banco Safra	Kleinwort Benson
Banesco Casa de Bolsa	Lazard Frères
Bankers Trust	Lehman Brothers
Bank of America	Merrill Lynch
Bank Boston	Morgan Stanley
Banque Nationale de Paris	Most-Bank
BB Securities Limited	Nikko Europe
Bear Stearns	Paribas Capital Markets
Bozano, Simonsen Securities	Prebon Yamane
Cantor Fitzgerald	Refco Securities
Cargill Financial Services	Renaissance Capital Group
Chase Manhattan	Republic National Bank of New York
Citicorp Securities	RMJ Securities
Credit Lyonnais Securities	Salomon Brothers
Credit Suisse First Boston	Santander Investment
Daiwa Securities	SBC Warburg
Deutsche Morgan Grenfell	Scotia McLeod
Donaldson Lufkin & Jenrette	Smith Barney Europe
Dresdner Bank	Societe Generale
E.D. & F. Man Global Markets	Standard Bank London
EuroBrokers Maxcor	Tradition (North America)
Euro-American Capital Corp.	Trigone Capital Finance
Exprinter International Bank	Tullet & Tokyo International Securities
Fidelity Investments	UBS Securities
Garantia Banking Limited	Valores Finamex Internacional
Goldman Sachs	Vnesheconombank
HBK Investments	West Merchant Bank
Henry Ansbacher	

Associate Members

Associate Members are institutions that trade Emerging Markets instruments but are smaller and less active than Full Members.

Banco BMG
Banco Inverlat
Banco Rio de la Plata
Bank Handlowy w Warszawie
Banque Commerciale pour l'Europe du Nord-Eurobank
Banque de Reescompte et de Placement
Banque Worms
Boavista Banking
Chapdelaine Corporate Securities
Compagnies d'Escomptes Financiers
Creditanstalt Bankverein
Del Plata Investment Corporation
Deltec Asset Management Corporation
European Inter American Finance
Excel Banco
Finacor
Financial Portfolio Consulting
Garban International
LAFISE
Lloyds Bank
Lopez Leon Brokers
LTCB International .
Moscow Narodny
NationsBanc Capital Markets
New Alliance Corporation
Nomura Securities
Oppenheimer International
Pactual Overseas Corporation
Prudential Securities
Rigas Komercbanka
Sanvest
Socimer
Tokyo-Mitsubishi Securities
UBAF Asset Trading
Union Bancaire Privee
Wasserstein Perella

Local Market Members

Local Market Members are locally-based market participants that, directly or through affiliates, trade or invest in Local Markets Instruments.

Banco Comafi
Banco Sul America
Banco Tornquist
Financiera Rigton

Affiliate Members

Affiliate Members are institutions that may not trade Emerging Markets Instruments, but have a strong interest in the Emerging Markets trading industry.

Allen & Overy
Arthur Andersen
Ashurst Morris Crisp
Atlantic Security Bank
Banca Nazionale del Lavoro
Bank of Montreal
BFG Bank
Bloomberg Financial Markets
Buteler & Peralta Ramos
Carlsmith, Ball, Wichman, Murray, Case & Ichiki
Cedel Bank
Chicago Mercantile Exchange
Cleary, Gottlieb, Steen & Hamilton
Clifford Chance
Commerzbank
Davis Polk & Wardwell
Dewey Ballantine
Diffusion Finance S.A.R.L.
Dow Jones Telerate
East-West United Bank
EBSCI Industries
Eurasco Zurich
Euroclear

Exis Corporation
Frustum Group
Grantham, Mayo, Van Otterloo & Co.
Hammond Suddards
Hughes Hubbard & Reed
IBS
Intercapital Securities
International Asset Transactions
International Bank of Miami
King & Spalding
Knight-Ridder Financial
Libra Funds Management
Linklaters & Paines
Lovell, White, Durant
Mayer, Brown & Platt
Mellon Trust
MG Finance
Milbank, Tweed, Hadley & McCloy
Montpelier Asset Management Limited
Moody's Investors Service
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Omega Advisors
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Richards Spears Kibbe & Orbe
SEI Global Capital Investments
Shearman & Sterling
Simpson Thacher & Bartlett
Slaughter and May
Soros Fund Management
TCW Americas (LA)
TCW Americas Capital
Telekurs
Turan Corporation
Watson, Farley & Williams
Weil, Gotshal & Manges
Winthrop, Stimson, Putnam & Roberts

Full, Associate, Local Markets and Affiliate Members as of March 17, 1997

EMTA PROFESSIONAL STAFF

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Deputy Director

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Russia/Eastern Europe

Membership

Jacqueline Rushing

Information Systems

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Local Markets Marketing

Mandy Sleigh

European Coordinator

Aviva Werner

Senior Legal Counsel

EMTA is grateful to John

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(Shearman & Sterling)

and Christopher Saul

(Slaughter and May) for

their legal advice and

ongoing commitment to

servicing its Members.

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