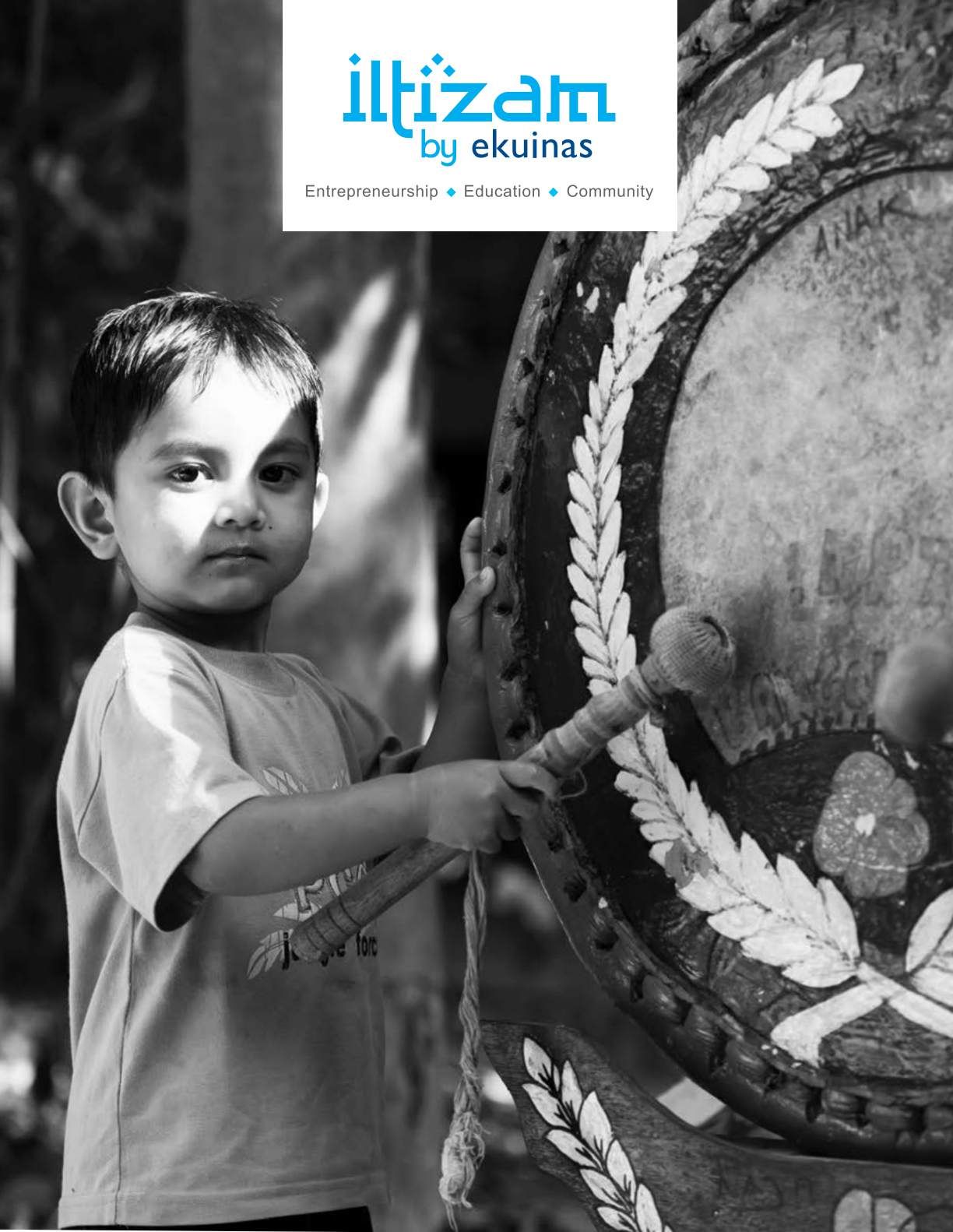


iltizam
by ekuinas

Entrepreneurship ♦ Education ♦ Community



OPEN >



ENTREPRENEUR MENTORSHIP PROGRAMME

Formerly known as the Entrepreneur Capacity Building Programme before the establishment of ILTIZAM, it is aimed at building the skills that a micro and small enterprise (MASE) needs to realise its potential and enhance its capability. Essentially, we want to help small Bumiputera entrepreneurs that do not fall under Ekuinas' investment criteria by giving them access to our resources and forging partnerships. These companies were taken through a six-month to one-year engagement process during which key business issues are identified and addressed.



2013

In collaboration with the Boston Consulting Group (BCG):
Bibah Songket



2014

Al Quds Travel Sdn Bhd



2016

- Proquaz Sdn Bhd
- Biz Connexion Sdn Bhd



2017

- Parabox Sdn Bhd
- KinderKaizen by EYTC Group and Resources Sdn Bhd



2018

Raw Denim House

2015

- EightDesigns Sdn Bhd
- Fatihah Frozen Sdn Bhd



2019

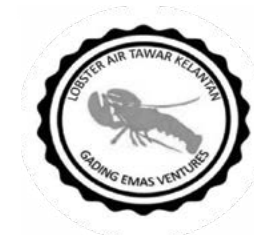
Kapten Batik

ENTREPRENEUR MENTORSHIP PROGRAMME COLLABORATIONS

2018

Pemangkin Usahawan Sosial Hebat (PUSH) Programme

In collaboration with MyHarapan and Malaysian Global Innovation and Creativity Centre (MaGIC), the initiative creates micro-franchising opportunities for businesses which are considered as impact driven to scale their business and social impact by providing employment or business opportunities for the B40 communities across Malaysia.



Social Project Challenge

Collaboration with MyHarapan to encourage students from 10 schools across the country to address social issues facing the country using a social enterprise business model.



2019

Social Business Challenge

Collaboration with MyHarapan to encourage members of the community to formulate ideas designed to address and improve the socio-economic livelihood of communities. A programme for the Sabah underprivileged communities was piloted.



ILTIZAM PROFESSIONAL DEVELOPMENT PROGRAMME (PDP)

Formerly known as the Ekuinas Portfolio Company Graduate Trainee Programme (EPCGTP), PDP focuses on graduates from low-income families, mostly from the rural areas, who have been unemployed for more than six months and have not been a part of any management-training programme. Through this programme, they are given the opportunity to learn and develop professional skills in a structured and professional manner by working either at Ekuinas, our portfolio or partner companies.

2012 The Ekuinas Portfolio Company Graduate Trainee Programme (EPCGTP) was introduced with nine trainees.



2013 23 trainees.



2015 59 trainees.



2017 75 trainees.



2019 The 2019 batch saw 76 trainees recruited for the programme. Since inception, more than 80% of our executive trainees managed to secure permanent graduate level employment.



2014 40 trainees.

2016

Following the launch of ILTIZAM, the EPCGTP was renamed as ILTIZAM Professional Development programme (PDP) and accepted 75 trainees.



2018

75 trainees.



EDUCATION EMPOWERMENT PROGRAMME (EEP)

A. Education Fund

2013

RM1.8 million was distributed to 800 students under the Cosmopoint Group Education Fund.

2014

Ekuinas provided scholarships to the Cosmopoint Group amounting to RM1.8 million.

2015

Approximately 1,300 students had received assistance through three schemes: Dana Bestari, Dana Potensi and Dana Sara Diri.

2016

ILTIZAM disbursed RM2.3 million to ILMU Education Fund to provide financial assistance to students from underprivileged backgrounds studying at Kuala Lumpur Metropolitan University College, Cosmopoint College, UNITAR International University and Asia Pacific University (APU).

2017

The programme was renamed as ILTIZAM Education Fund. During the year, a total of RM2.0 million was disbursed to enable 767 students pursue their tertiary education.

Ekuinas also supported UNITAR International University for its sponsorship scheme for students in the Business and Technology Education Council (BTEC).

2018

A total of RM2.0 million was disbursed for 1,616 students to continue their tertiary education.

2019

ILTIZAM disbursed RM2.0 million to assist close to 1,200 students at our institutions in particular those who excel academically but faced financial challenges.



2011-2019

Ekuinas pledged RM1.0 million to a special education trust fund, Yayasan Peneraju Pendidikan Bumiputera (Yayasan Peneraju), that was set up to assist deserving Bumiputera students to fully realise their potential.

Ekuinas, through ILTIZAM continues to support Yayasan Peneraju from 2016 to 2019 with a yearly commitment of RM600,000, which brings the total cumulative amount to RM3.4 million since 2011.

We look to extend our support to Yayasan Peneraju in the future to ensure Bumiputera students will continue to have access to quality education.

EDUCATION EMPOWERMENT PROGRAMME

B. Oil & Gas Marine Training and Development Programme

In support of the Malaysian marine sector and to address the shortages of Bumiputera senior officers in the industry, we sponsor deserving Bumiputera employees from Icon Offshore Berhad (ICON) and Orkim Sdn Bhd (Orkim) to undergo various levels of training at Akademi Laut Malaysia (ALAM).



2016 RM500,000 was provided to support 10 employees from Icon Offshore Berhad (ICON) and Orkim Sdn Bhd (Orkim) to undergo training at ALAM.



2018 RM600,000 was invested to support 26 candidates from ICON.

2017

RM600,000 was allocated to sponsor 41 candidates from ICON.



2019

RM600,000 was utilised to assist 26 candidates from ICON to be trained at ALAM.

EDUCATION EMPOWERMENT PROGRAMME

C. School Support Programme

Through this programme, Ekuinas assists Sekolah Kebangsaan Bukit Lanjan (Asli) (SKBL) and Sekolah Kebangsaan Tun Abdul Razak (SKTAR). Both of these schools serve the Orang Asli communities.

2015

We began providing assistance to SKBL, a school located in the vicinity of our office that provides primary education to 120 Orang Asli children in the Desa Temuan community.

- Sponsored after-school tuition classes for Year Four to Year Six students in Bahasa Malaysia, English and Mathematics subjects. This is a yearly effort that is still on-going until today.
- Improved the school's library to inculcate reading habit among the Orang Asli students.



2016

ILTIZAM collaborated with Khazanah Nasional Bhd's PINTAR Foundation to formally adopt SKBL.



An educational field trip was organised for SKBL's pupils with their first LRT ride to Petrosains and the Petronas Twin Towers' Skybridge.



2018

SKTAR becomes the second Orang Asli school to be officially adopted by ILTIZAM.



SKTAR and SKBL visited the National Museum, KL City Gallery and the National Science Centre.

2019

ILTIZAM arranged for a special benchmarking visit to Sekolah Kebangsaan Manson in Cameron Highlands for pupils of SKBL and an educational visit to Penang for pupils of SKTAR.



EDUCATION EMPOWERMENT PROGRAMME

D. Back-to-School Programme

This annual initiative helps to provide underprivileged families with the assistance needed to enable their children to continue attending school. The beneficiaries are typically students from households that fall under the B40 classification living in rural areas.



2017 Collaborated with Canggih, Al-Ikhsan and Skuad Senyum, ILTIZAM reached out to 16,000 underprivileged students from over 300 schools across the country.



2018 Collaborated with the Ministry of Education, school district offices and Jabatan Kemajuan Orang Asli (JAKOA) to provide assistance to 2,237 students from 55 schools across 13 states.



2019 Assisted 2,995 students from 44 schools across 14 states.

COMMUNITY ENRICHMENT PROGRAMME



2014

- Ekuinas collaborated with a Non-Governmental Organisation (NGO), PUSAKA to preserve the art of making Rebana Ubi.



- Ekuinas staff and volunteers from its education portfolio companies responded to a national crisis when six states in Malaysia were hit by floods.



2016

- Provided hospital beds and shower trolley for the senior citizens in Rumah Ehsan Warga Emas in Kuala Kubu Bharu.

- Contributed hearing aids to patients who suffer from hearing problems through Pertubuhan Membantu Pesakit Parah Miskin.

- Provided basic items such as kitchen appliances, music and IT equipment

to Program Pendidikan Khas Integrasi of Sekolah Kebangsaan Klang, to be utilised for the blind students as part of their training programme to acquire relevant life skills.

- ILTIZAM supported a show by Tunas Tari Production titled Seven Kingdoms. Three pupils from our adopted school, SKBL took part in the performance and we sponsored meals to the performers, crew and volunteers, as well as purchased bulk tickets to the show.

2017

ILTIZAM collaborated with MyHarapan by sponsoring three social businesses namely Hospital Beyond Boundaries, Al Hikmah Group, and Bluebear, to provide free basic health check and hygiene products to the Orang Asli communities in Kampung Kiala Woh in Tapah, Perak.

COMMUNITY ENRICHMENT PROGRAMME



2018

- ILTIZAM and Institute Onn Ja'afar (IOJ) collaborated on Jom Breakfast programme, a soup kitchen initiative that provides breakfast for underprivileged children and the homeless in Chow Kit, Kuala Lumpur.



- ILTIZAM collaborated with The Batik Boutique to open a new centre. This unit served as both workshop and training centre for underprivileged women who live at the surrounding area of government-subsidised housing flats in Kota Damansara.



- ILTIZAM donated food and non-food items to the underprivileged community during the holy month of Ramadhan for a total of approximately RM160,000, which benefited more than 5,200 individuals.
- ILTIZAM also made financial contributions to Badan Amal Kebajikan Al-Miezan, Persatuan Orang-orang Cacat Anggota Malaysia, Hidayah Centre Foundation, Tabung Thalassaemia Malaysia, Tilawah Al-Quran Programme and Festival Kuantan Kreatif.

- ILTIZAM also embarked on another collaboration with MyHarapan to organise the Social Project Challenge 2018 to encourage the youth to address social issues facing the country using a social enterprise business model.

COMMUNITY ENRICHMENT PROGRAMME



- ILTIZAM supported Jerayawara Pekan Bangsawan Warisan Budaya 2018, a roadshow that celebrated and promoted Teater Bangsawan, which is part of the Malay cultural heritage.

2019

- ILTIZAM sponsored five wheelchairs for disabled persons at Persatuan Kesejahteraan Rakyat Malaysia.

- Sponsored development programme & education activities to help those under the care of Persatuan Orang Pekak Terengganu, to be more independent.

- Supported Program Tilawah Al-Quran Pelajar Pendidikan Khas (OKU) by sponsoring canopy & food for the event at Sekolah Kebangsaan Seksyen 11, Kota Damansara.

- Assisted single mothers and their families who are diagnosed with serious illnesses through Kelab Ibu Tunggal Sentuhan Kasih.

- ILTIZAM disbursed over RM200,000 via the collaboration with 41 organisations during the month of Ramadhan. The contribution in terms of monetary and non-monetary benefitted 7,746 people from B40 classification, communities living in government-subsidies housing (PPR), Tahfiz students and underprivileged communities nationwide.



- Continued the collaboration with the IOJ for the second year to sponsor and serve breakfast for underprivileged students and homeless people in Chow Kit, KL.

- A new collaboration with Pertubuhan Tindakan Wanita Islam Malaysia (PERTIWI) under their program, PERTIWI Soup Kitchen. PERTIWI Soup Kitchen is an outreach project which was set up and managed by PERTIWI, to provide regular meals to the homeless and poor people.



INTRODUCTION

Since its inception, Ekuinas has persistently pursued its objectives to create long-term value with enduring and positive impact socially, particularly for the Bumiputera community. As a responsible corporate citizen and private equity firm with a Bumiputera mandate, Ekuinas' Corporate Social Responsibility (CSR) efforts through ILTIZAM, strive to facilitate continuous social progress through opportunities that will enable individuals, families and communities to thrive and achieve abiding success.

ILTIZAM comprises three pillars: entrepreneurship, education and community. The objectives of ILTIZAM's initiatives are aligned with Ekuinas' overall mission and CSR guiding principles, which are to empower genuine Bumiputera entrepreneurs and directly impact the Bumiputera community.

ILTIZAM'S PILLARS AND PROGRAMMES



In the year that was 2019, ILTIZAM built on the momentum of its programmes and increased the commitment across all three pillars. Each effort within ILTIZAM continues to be underpinned by values of sound governance, transparency and accountability. The Board and CSR Committee oversight not only reinforces the importance of the programme, but also the stewardship that is pivotal to the overall development of the Bumiputera community at large.

Following its five-year mark since the launch of ILTIZAM, Ekuinas took the opportunity to review and further strengthen its governance framework, specifically in improving its standard operating procedures (SOP) and improvements were done with the view to institutionalise best practices to achieve greater efficiency, quality and uniformity of execution.

In 2019, ILTIZAM disbursed RM8.0 million across the three pillars, impacting nearly 12,000 beneficiaries across the country. This brings Ekuinas' total contribution towards its CSR to RM40.0 million since inception.

ILTIZAM's commitment remains, to help those in need to realise their potential – be it through providing aid in the form of education or capacity building for business. We believe we can play a significant role in providing the essential opportunity to enable individuals make the leap towards success. This is the value and commitment that resonates throughout Ekuinas and is reflected in our key performance indicators (KPI) where all staff are required to spend at least a day in one of ILTIZAM's initiatives.

For 2019, we are pleased to report 96.0% participation from Ekuinas' staff contributed their time towards our programmes (2018: 93.0%). The additional resource in the form of staff participation has allowed our programme to flourish further in different areas. For example, in addition to providing mentorship to the entrepreneurs and unemployed graduates, we also included community programmes where staff can easily participate in, such as the Jom Breakfast programme in collaboration with Institut Onn Ja'afar (IOJ). Many volunteered in food packing and distribution of free breakfast and dinner for the underprivileged children and homeless within the Klang Valley area. They were also involved in the distribution of essential grocery items to the urban poor living in government-subsidised housing (PPR) flats.

ILTIZAM FOR ENTREPRENEURSHIP



“

We are lucky to have found ILTIZAM who understood our vision as well as the challenges we were facing. Working with them helped us to improve our business processes which allowed us to continue pursuing our passion in jeans making and also to ensure our business is sustainable.”

Ahmad Safuan Nizam Kamarudin,
Founder of Raw Denim House
(EMP 2018 beneficiary)

Within this ambit, the ILTIZAM Entrepreneur Mentorship Programme (EMP) plays a role in building a robust pipeline of Bumiputera micro and small businesses across the country. This capacity building programme targets unique, high potential and dynamic companies that fall outside of Ekuinas' investment criteria, with the goal of providing both financial and non-financial capacity building support according to the businesses' need.

To qualify for this one-year programme, companies will be assessed through the Micro and Small Enterprise (MASE) diagnostic tool, developed specifically to identify and address key business challenges systematically and objectively. It is through this that we can truly determine the key areas of needs, such as system implementation, financial management and marketing tools/strategies.

KAPTEN BATIK

Kapten Batik is a premium local producer of men's batik shirts. The idea started with the founders' appreciation of batik and the desire

to incorporate the batik-wearing tradition in everyday fashion and making batik shirts synonymous with comfort and effortless style. With this idea in mind, they started making shirts with their '*batik you can wear everyday*' philosophy as the key value proposition whilst using fresh and unique batik designs from different countries.

The brand originally focused on classic slim fit men's shirts made from batik sourced from Kelantan and Terengganu, as well as other countries such as Indonesia and India. Their range of collections has since evolved to incorporate modern and contemporary motifs featuring geometrical and floral themes.

After undergoing the MASE tool, we identified three key business challenges faced by Kapten Batik and formulated an action plan to address them including to strengthen its basic retail SOP such as process optimisation to improve its efficiency in managing stock; visual merchandising and store layout to attract more customers.



ILTIZAM FOR ENTREPRENEURSHIP



Other efforts include building brand awareness and increasing online reach to elevate Kapten Batik from a word-of-mouth to a go-to batik brand. In addition, detailed planning of its marketing and promotional calendar and the execution of high impact digital media marketing campaigns that would translate to an increased popularity of Kapten Batik.

As the project progressed with Kapten Batik, we identified more value creation initiatives that could be done such as securing premium sales channels through Ekuinas' network and a collaboration with EMP's previous participant, Raw Denim House.

As Kapten Batik's business continues to grow and gain popularity, putting in place a roadmap and strategy will ensure that the brand remains true to its promise of offering consistent high quality products and service standards. With these in place, our goals are to ensure Kapten Batik will be able to improve customer purchase experience and continue to differentiate itself from the competitors through its modern and unique designs.

ILTIZAM MENTORSHIP PROGRAMME COLLABORATION

In 2018, ILTIZAM worked with MyHarapan on the Pemangkin Usahawan Sosial Hebat (PUSH) Programme that aimed to produce dynamic, resilient and inclusive entrepreneurs, as well as generate and increase the income of the underprivileged community through apprenticeship. This collaboration continued successfully in 2019 and its success encouraged ILTIZAM to embark on a new programme called the Social Business Challenge (SBC) to pave the way for more social business entrepreneurs to develop.

Driven by the same vigour of the PUSH Programme, it aims to identify the best three social businesses that are ready to enter the next phase which will also indirectly create more job opportunities for the beneficiaries as well as the intended community. The SBC pilot programme was kicked off in Sabah with 58 business submissions and eventually 10 were shortlisted. The top ten businesses will go through a pitching session to a panel of five judges and one will be selected as the winner in December 2020.

“

Through ILTIZAM EMP, we were able to establish adequate systems and processes to ensure we can continue to achieve consistent growth for our business. Throughout the programme, ILTIZAM followed our progress closely, demonstrating a high level of commitment in helping micro and small enterprises like ours. To this day, we continue to maintain a very close relationship with Ekuinas and we highly recommend any micro entrepreneurs or Bumiputera enterprises who are looking to scale their businesses to work with ILTIZAM. ”

Outren Nada Ahmad, CEO of Proquaz Sdn Bhd (EMP 2016 beneficiary)

ILTIZAM FOR EDUCATION



“

Nurturing our next generation is key to the progress of the community. Corporate support such as ILTIZAM has helped significantly in alleviating the financial burden of parents and allowing the children to continue learning at school. We are grateful for the continuous support that Ekuinas has provided to our school and our community since 2015. We hope to leverage on this assistance to ensure that no students are left behind. ”

Harun Othman, Principal of Sekolah Kebangsaan Bukit Lanjan (Asli) – School Support Programme and Back to School beneficiary

Education has been and continues to be the catalyst for social and economic empowerment in communities. It is a fundamental right of an individual and a necessity for any country to develop and thrive. It is therefore, our responsibility to build human capital and upskill our youth in preparation of the rapidly evolving digital and new economy. ILTIZAM's education pillar specifically looks to cater to individuals through a clear and structured path comprising the following:

- i. **ILTIZAM Education Empowerment Programme**
 - a. School Support Programme
 - b. Back-to-School Programme
 - c. Provision of assistance to Yayasan Peneraju Pendidikan Bumiputera
 - d. ILTIZAM Education Fund
 - e. Oil & Gas Marine Training and Development Programme
- ii. **ILTIZAM Professional Development Programme**

ILTIZAM EDUCATION EMPOWERMENT PROGRAMME

In 2019, we continue to increase our commitment in the programmes to support the mandate of developing more Bumiputera talents.

ILTIZAM's journey through education saw it supporting several initiatives targeted at improving education opportunities for communities especially students from disadvantaged backgrounds. Under the ILTIZAM School Support Programme, Ekuinas adopted two schools located within the Orang Asli settlements. During the year, RM120,000 was allocated to two schools namely Sekolah Kebangsaan Bukit Lanjan in Damansara Perdana (SKBL) and Sekolah Kebangsaan Tun Abdul Razak in Kuala Kubu Bharu (SKTAR) for the benefit of 370 pupils.

Some programmes completed for the schools are Kelas Gemilang tuition classes where free tuition classes were provided for subjects such as English, Bahasa Malaysia, Mathematics and Science. As part of the adoption programme under PINTAR Foundation, the teachers from both schools were also given the opportunity to upskill themselves by attending a Leadership Programme by PINTAR.



ILTIZAM FOR EDUCATION

ILTIZAM also organised a special benchmarking visit to Sekolah Kebangsaan Manson in Cameron Highlands for SKBL and an educational visit to Penang for SKTAR. This is to provide the young minds with exposure to different surroundings due to their families' financial situation and explore other forms of educational methods through outdoor learning, which is in line with the 21st century education learning.

As for the nationwide initiative, the Back-to-School programme, ILTIZAM continues to assist underprivileged students to prepare for the new schooling year by providing basic school necessities to ease the burden of the families that typically fall under the B40 classification living in rural areas. The programme benefitted a total of close to 3,000 students from over 44 schools across all 14 states.

ILTIZAM carries on its commitment to improve the quality and quantity of Bumiputera talents. Financial assistance of RM600,000 was provided to Yayasan Peneraju Pendidikan Bumiputera (Yayasan Peneraju) to assist 22 students to pursue their tertiary education at Ekuinas' education institutions. To date, ILTIZAM's total contribution to Yayasan Peneraju amounts to RM3.8 million over the past nine years.

In addition, under the Education Fund, ILTIZAM also provides direct support to deserving Bumiputera students studying at Ekuinas' education institutions such as Cosmopoint College, Kuala Lumpur Metropolitan University College and UNITAR International University. For 2019, we disbursed RM2.0 million to assist close to 1,200 students, in particular those who excel academically but faced financial challenges.

As an O&G producing nation, the demand for senior talents to operate vessels is high, especially for Bumiputera talent, as it is a requirement by the industry for vessel operators to have a crew matrix comprising local employees in different ranks and seniority. Well into its fourth year, ILTIZAM continues to address the issue by accepting 26 Bumiputera crew from Icon Offshore Berhad and Orkim Sdn Bhd through the O&G Marine Training & Development Programme to undergo the programmes at Akademi Laut Malaysia (ALAM).

ILTIZAM PROFESSIONAL DEVELOPMENT PROGRAMME

The ILTIZAM Professional Development Programme (PDP) was formulated to provide on-the-job work experience for unemployed or underemployed Bumiputera graduates from low-income families at Ekuinas' portfolio companies as well as partner companies such as Habib Jewels, Yayasan Peneraju, FashionValet, KAF Investment Group and Dagang NeXchange, to name a few.

The programme positioned itself as a capacity building initiative that provides Bumiputera graduates the skills, capabilities and experience before they enter the workforce. Every year, PDP offers 75 trainees the unique opportunity for one year to learn the essential skills to thrive in any workplace. Furthermore, the trainees are given access to coaching and mentoring sessions targeted at developing a professional attitude.

2019 saw a total of over 1,200 applications, which was then shortlisted to 360 candidates who were assessed across three assessment centres in Kuala Lumpur, Kuala Terengganu and Kota Kinabalu and eventually, 75 were selected and placed at 23 portfolio and partner companies.

To attest to the continued success of the programme, since inception, more than 80% of our graduate trainees managed to secure permanent graduate level employment in various companies and government agencies.

“

Excellence cannot be achieved without proper training and experience. The ILTIZAM PDP was a great stepping-stone for graduates like me to hone my talent and skills in preparation for the working world. Throughout this programme, trainees were equipped with the right knowledge and tools to improve their overall skill sets including English communication, self-development and leadership trainings which are valuable at workplace.”

Syafiq Shamsul (PDP Batch 2015)



The ILTIZAM Community Enrichment Programme represents its third pillar. The focus and efforts are cognisant of ILTIZAM's responsibility to elevate the Bumiputera community through the many programmes under ILTIZAM.

As in previous years, ILTIZAM disbursed over RM200,000 via the collaboration with 41 organisations during the month of Ramadhan. The contribution in terms of monetary and non-monetary benefitted 7,746 people from B40 classification, communities living in PPR, Tahfiz students and underprivileged communities nationwide.

ILTIZAM continued its collaboration with the Institut Onn Ja'afar for Jom Breakfast Programme to sponsor breakfast for underprivileged children and homeless in Chow Kit, Kuala Lumpur area. Another new collaboration was also initiated with Pertubuhan Tindakan Wanita Islam Malaysia (PERTIWI) to sponsor their soup kitchen project that provides regular meals to the homeless and poor around Kuala Lumpur.

ILTIZAM also supported efforts by several Non-Governmental Organisations (NGO) to improve the quality of life of those under their care such as Persatuan Kesejahteraan Rakyat Malaysia, Persatuan Orang Pekak Terengganu, Sekolah Kebangsaan Seksyen 11 in Kota Damansara and Kelab Ibu Tunggal Sentuhan Kasih.



APPRECIATION

We would like to thank our Board members, stakeholders and staff at Ekuinas for their continued support and involvement in the programmes. ILTIZAM has certainly come a long way from the first commencement of the graduate trainee programme in 2012 with an intake of nine and now we have reached out to much bigger and broader communities. Certainly, our achievements would not have been possible without the unwavering support and contribution from all stakeholders.

It remains our mission to continue serving the underprivileged and the underserved, and provide them with the opportunities to realise their potential. It is our hope that all of ILTIZAM's beneficiaries, since the inception, will continue to strive for the best and make the most of the opportunities that have been presented to them to achieve greater success and create a positive impact by giving back to others.

