

SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 11.1

Meeting Date: January 18, 2024

Subject: Presentation of the District Strategic Arts Plan

- Conference/Action
- Action
- Public Hearing

Division: Curriculum and Instruction/Culture and Climate and SEL/Visual and Performing Arts

Recommendation: It is the recommendation that the Board vote to adopt this 5-year Strategic Arts Plan for the district.

Background/Rationale: This District Arts Plan was created by a group of 10 VAPA teachers (District Arts Team) from Jan 2022 - June 2023 meeting monthly with input from a Community Arts Team (CAT) that met quarterly to review the work of the DAT. Both groups were facilitated by the District VAPA Coordinator. This plan details how, over the course of the next 5 years, arts instruction can be implemented across the district to ensure that every child has access to quality arts instruction during the school day.

Financial Considerations: The full scope of the financial implications over the next 5 years is unknown but a funding plan will be presented at a later date.

LCAP Goal(s): This Arts Plan adheres closely to SCUSD's Core Value and Guiding principle. The goal of this arts plan is to "level the playing field" and ensure that EVERY child in SCUSD has access to high quality art instruction at any school they attend and to prepare students for potential careers in the California Creative Economy. This District Arts Plan has elements that will positively address every single goal in the LCAP. If implemented with fidelity, students throughout the district will receive culturally

every other academic discipline while also helping to positively effect student mental health, social emotional learning, and contributes positively to school culture.

Documents Attached:

1. Executive Summary
2. District Arts Plan Draft

Estimated Time of Presentation: N/A

Submitted by: Yvonne Wright, Chief Academic Officer and CJ
DeAngelus, VAPA Coordinator

Approved by:

Board of Education Executive Summary

Visual and Performing Arts (VAPA)

Presentation of District Arts Plan

Jan

Board of Education Executive Summary

Visual and Performing Arts (VAPA)

Presentation of District Arts Plan
January 18, 2024



- a. Results will be reported as often as the board requests. Ideally, the VAPA department will provide yearly updates on Arts Plan progress annually (as mandated by the Board VAPA Policy)

VII. LESSONS LEARNED / NEXT STEPS

- a. Our next steps after adoption is to analyze the cost of arts plan implementation and develop a funding strategy for implementation of the plan over the next five years. This will be presented to the board at a later date.

6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W B H O D Q \$) 7

6 D F U D P H Q M R & L W
8 Q U L H G 6 F K R R O L W M F W

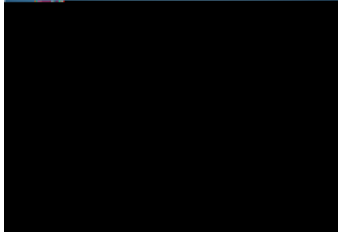
9 L V X D O D Q G 3 H U R U P L Q J \$ L W 0 D W M U 3 O Q
' 5 \$) 7



6 & 8 6 '9 L V X D Q G H U I R U P L Q J

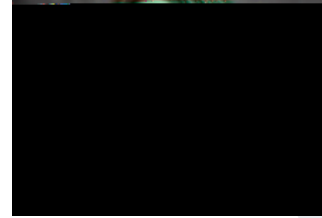
5 \$

%RDUG RI (GXFDMRQ 0 HP EHU



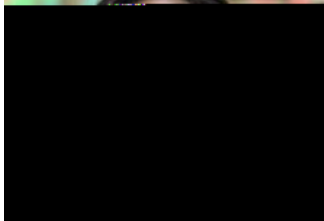
&KLOXD 5 KRGHV
3 UHMGHQW

%RDUG RI (GXFDMRQ 7UKVMH \$UHD



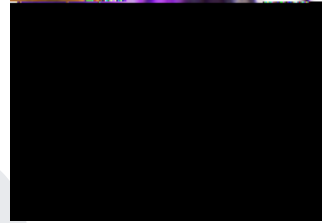
&KULMQD 3 UHFKHWW

%RDUG RI (GXFDMRQ 7UKVMH \$UHD



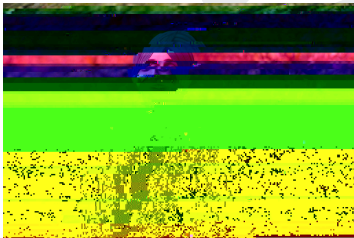
/ DYLOD * UDFH 3 KLOSV
W0LFH 3 UHMGHQW

%RDUG RI (GXFDMRQ 7UKVMH \$UHD



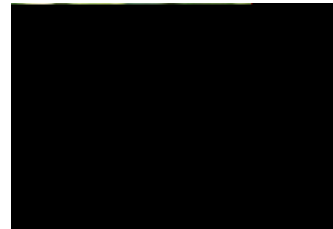
- DP HH 9 LDD

%RDUG RI (GXFDMRQ 7UKVMH \$UHD



- DVNVA 6 LQJ K
QG 9 LFH 3 UHMGHQW

%RDUG RI (GXFDMRQ 7UKVMH \$UHD



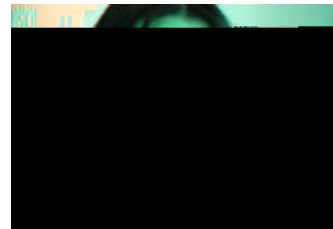
7D GRU. DA DMD

%RDUG RI (GXFDMRQ 7UKVMH \$UHD



7DUD - HDQH

%RDUG RI (GXFDMRQ 7UKVMH \$UHD



/ LDDQD 3 * UDFLH' 0 LDDU 6 HU XUD
6 WGHQW %RDUG 0 HP EHU

6 & 8 6 '9 L V X D O G H U I R U \$ U Q W V W H O U D Q \$) 7

' L V M F V D Q G & R P P X Q L W \$ U W 7 H D P V

' L V M F V \$ U W 7 H D P ' \$ 7

& - ' H \$ Q J H O X V - U	6 & 8 6 ' 9 L V X D O D Q G 3 H U R U P L Q J \$ U W & R R U G L Q D M U
- H U V % D N H U 9 L V X D O \$ U W	& . 0 F & D M K + L J K 6 F K R R O
/ H Q R U H ' H Y H U H X [9 L V X D O \$ U W	& . 0 F & D M K + L J K 6 F K R R O
7 \ O Q (L Q Z H F N 7 K H D M U	& . 0 F & D M K + L J K 6 F K R R O
0 R O H 0 R U L V R Q & K D U 9 L V X D O \$ U W	& . 0 F & D M K + L J K 6 F K R R O
- H Q Q I H U 1 D N D D P D 0 X M F) H U Q % D F R Q 0 L G G D I 6 F K R R O H R Q D U G R ' L 9 I Q F L	
0 D U H 5 R G U J X H J 9 L V X D O \$ U W	+ L U D P - R K Q V R Q + L J K 6 F K R R O
% U D Q 6 W R K 0 X M F	- R K Q) . H Q Q H G + L J K 6 F K R R O
6 D Q G U D : K L M K H D G 9 L V X D O \$ U W	. L V & D U V R Q : H W & D P S X V + L J K 6 F K R R O
' D Q L H O H < 7 -	



6 & 8 6 '9 L V X D Q G H U I R U \$ U Q W V W H O U D Q \$) 7

7 K 6 & 8 6 ' ' L V W D Q G P P X Q S L W M D P H P E H D U J H M I R O O D Z R W K V H H
I R O O R Z Q I Q B H L Q W Q G

& R Q W H Q W

" 6 H T X H G W D Q G D U G & X % D V F X O W R J U D W F I G H W H
" , Q V W U X B W W R Q G R O R J \\
" 6 W X G S H Q M V V P H Q W
" 3 U R I H V V H R Q D Q S P H Q W / H D U Q L Q J
") U H T X H Q F \ & R Q V H O W Y H Q F \\
" (T X L R M S U W Q V W U X F W L R Q

, Q I U D V W U X F W X U H

") D F L O L M T X H S P H Q W
" 3 D U W Q H U & R Q O S D E R U D W L R Q
" 3 U R J U S G P L Q L V W J H D W L R Q Q H O

6 X V W D L Q D E L O L W \

" / H D G H U V K L S
" & R P P X Q L F D W L R Q
" 6 W X G 9 R Q W H , G S W X G & H Q W H H U D I G Q L Q J
" 6 F K R % R P D S I Q Y R F > D F M 2 # E . | : o u E # C n D " \] ,

6 F K R R G > ; A o ! - 2 ^ R 4 7 Q D , , 7 P , , 7] 6 F K R R A

6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W B H O U D Q \$) 7

7KH6&86' 9LVXDODQG3HURUPLQ\$UW6WDMUJF3DQQLVDOJGHGRWKH
PRGHOGMFUEHGLQWKH6WDMUJF\$UW(GXFDNRQ3DQQLQ * XIGH ([SDQQLQ
\$FFHWVRWKH\$UWLQ6FKRRYDQG&RPPXQLWV SXEOLKHE\WKH&UHM&\$DQG
WKH/\$&RXQV' HSDUWHQVRI\$UW &XOMH\$UW(G&RDFWYH7KLVWDMZLGH
PHMRGLVFRQMGHUHGDEHMSUDFWHLDQGDV EHQXMDHGE\DOJHXP E HURI
GLWUFRQGXFRXQWVZKR KDYH FUDMG6WDMUJF\$UWGXFDNRQ3DQQLQKLV
PDQGHU

7KH6WDMUJF\$UW3DQQLQ3URFWW,QFOGHG

" \$QDMHMPHQVRIWKHFXUHQWUW SURJUDPVDQG SUDFWHVLQWKHGLWUFW
" 7KHHMDEOLKPHQVRI DQXSGDMG6&86' 'LVWUW\$UW(GXFDNRQ3DQQLQ
WDMZRXGJLYHGLWUFRQWVWKH6WDMUJF\$UW3DQQLQ
DQKH
" GHQMFDMRQRI D SUDFWDOYMRQIRUMH DUWIRUMH QHVpUpi -yAV'@rD •



6 & 8 6 '9 L V X D Q G H U I R U \$ U W 0 D M U 3 0 Q I O P I Q D M V K R Z \$ U W

,, 0 L V M R Q 6 W M P H Q W D Q G 9 L V M R Q

2 X U I L W W M S V D V D W D P Z H U H V R G H Y H S D F R K H M Y H P L V M R Q W M P H Q W
D Q G Y L M R Q W D V Z R X G J X I G H W H W D P W K U R X J K W H W D M U I F D U W S O Q Q I Q S U R F H W
7 K U R X J K D V H U H V R I F R Q Y H U D M R Q V D Q G H I H U F L V H W H ' L M E V \$ U W 7 H D P ' \$ 7
F U D I W G W H I R Q Z I Q J X I G Q J W M P H Q W

6 W M P H Q W R I 3 X L S R V H

7 K H 6 & 8 6 ' 9 L V X D D Q G 3 H U R U I Q \$ U W 0 D M U 3 0 Q I O P I Q D M V K R Z \$ U W
H G X F D M R Q L V N H V R F X O Y D M Q J F U H V H Z H O U R X Q G H G H P S D M H M F D Q G U M O H Q W
6 W M R Q 6 U P 3 A ; i ; i H . 6 7 3 0 (2 2 L b N E E

V X I K H
E X C E I

W H V

K K U R X J K A \$ p U p i - H W
\$ G F W ! \$ Y -
V R

; ô 3 3 4 ñ 4 T M V p U p i - H

2 D E

E

6 & 8 6 ' 9 L V X D Q G H U I R U \$ U Q W D V W B H O U D Q \$) 7

6 & 8 6 ' ' L W M F V \$ U W 7 H D P 6 W M P H Q V R I 9 D Q X H V

7 K H 6 & 8 6 ' ' L W M F V \$ U W 7 H D P W M Y H V V R F U H D M D Q H Q Y L R Q P H Q W R U R X U W X G H Q W
Z K H U H \$ // W X G H Q W K D Y H D F F H W V R K L J K T X D O W L Q M X K F V R Q L Q V H D U W I U R P

7. V K J U D G H : H Z L O N Q R Z W D V Z H K D Y H D F K L H Y H G R X U R D O Y Z K H Q Z H V H H

" (Q J D J H G W X G H Q W Z K R K D Y H E H Q H P S R Z H U H G V R F R Q M E X W M H J S H U P H Q W
D Q G F R O D E R U D M Z L V W H J R D O R I D U M V F H J S U H M R Q

" 6 W X G H Q W G H P R Q M D M Q W H L U X Q G H U M D Q G Q J R I W F K Q I T X H V W M U R X J K F U M T X H
U H O F V R Q D Q G F U H D M Y H S U R M F W R U R X V R P H V

" 3 U H S D U H G W X G H Q W F U H D M Q J S U R G X F L Q J U H O M D Q W D Q G F X O M U D O G L Y H U H
D U M D F W W D V D U H G L U F V O U H O M G V R W H & D O R L Q D \$ U W 6 W D Q G D U G V X V L Q J N H
Y R F D E X O U D Q G D Z I G H U D Q J H R I P D M U D O Y D Q G V N O Y E R V K I Q G Y I G X D O D Q G
F R O D E R U D M Y H O

" \$ V F K R R O A W M P W D W X S S R U W D Q G J X I G H V W X G H Q W M J G H Y H O S P H Q W D V Z K R O I
S H R S O I L Q F O G L Q J D U M V F H J S U H M R Q W M U R X J K Y D U R X V P H G L X P V

" 6 W X G H Q W W D F K H U / D Q G D G P L Q W M D R U / F U H D M Q J R S S R U W Q M V M I R U M H
F R P P X Q L W V R H Q J D J H Z L V Y D U R X V I R U P V R I D U M V F H J S U H M R Q

" (Y H U W X G H Q W H F H Y L Q J Q H F H M D U V X S S O H V D Q G D S S U R S U D M I D F L O M V V R
V X S S R U W D U W O D U Q J 7 K H M I Q F O G H V D I H D Q G I X Q F V R Q Q J X S V R G D M
W F K Q R O J \ W X G R H T X I S P H Q W D Q G D G H T X D M F R Q X P D E O I P D M U D O Y

3, P I J K V O R M E H I Q K L J K V F K R R O I L V Z D V Q R W R U M L V
S U R J U D P , F R P H V R V F K R R O I R U M L V S U R J U D P D Q G
H Y H U W L Q J H O H , J R W M U R X J K P \ Z K R O I G A O R N Q J
I R U Z D U G V R P X M F F O W '

. D M U Q 7 D A W R H & . 0 9 \$ 3 \$ 0 X M F F O W R I

6 & 8 6 '9 L V X D O G H U I R U \$ U W V W B H O W Q \$) 7

5 D M R Q D O H I R U V K H \$ U W 3 O Q

' H I L Q Q 2 X U 3 : K \ ' 7 K H & D V H I R U ([S D Q G L Q J \$ U W (G X F D M R Q L Q 6 & 8 6 '

, Q W H & . 0 F & D M F K \ & . 0 9 L V X D O D Q G 3 H U R U P L Q J \$ U W 9 \$ 3 \$
' H S D U W H Q W U H M H D U F K H G D Q G J U D S K H G G D M R E V M L Q H G E \ V X U Y H L Q J D F U R W V H F M R Q
R I W X G H Q W L Q Y L V X D O D Q G S H U R U P L Q J D U W F O W M H V V R G H M U P L G H K R Z S U H S D U H G W H A
Z H U H I R U V F R Q G D U D U W F R X U H V E D V H G R Q W H L U H [S R V X U H D Q G H [S H U H Q F H L Q D U W
F O W M H V L Q M Q R U K J K D Q G H O P H Q M U V F K R R O 7 K H E D W V R Z H G W D V R U H W D Q
K D O R I W H & . 0 W X G H Q W S R S X O M R Q K D G V Z R \ H D U R U O M V D Q D U S U R U V R W H L U
D U I Y D O R K L J K V F K R R O 2 Q Q W U H H S H U F H Q W K D Y H K D D E F H M A F O W H Q D U D U W
P R A C H P S U R Y H G E \ W H G L W E F W L Q W H L U H Q M H F D U H L D V W X G H Q W 6 1 7 D O
(P R M R Q D O H D U L Q J 6 (/ J U D G X D M R Q U D M V D Q G V F K R R O F O P D M D Q G F X O M U H D U H
D O Q H J D M Y H O D I I F M G E \ W H O F N R I D U W L Q V F K R R O : H K D Y H D Q R S S R U X Q L W V R
P D N H D F K D Q J H D M 6 & 8 6 '



n i / R R N L Q J 7 K U R X J K W H / H Q V R I D 6 W M Z I G H 3 H U V S H F M Y H

7 K H R O O R I Z Q Q R J U P I D W M I E R I O J \$ U W V K U H F H D Q V R O S W H G
K M L E N b I F D & D O L I R U Q L D @ V H F H Q W O ^ 2 5 g W V "" % o o E L D

6 & 8 6 '9 L V X D Q G H U I R U \$ U Q W V



6 & 8 6 '9 L V X D Q G H U I R U \$ U Q W D V W B H O U D Q \$) 7

7 K H 6 & 8 6 ' ' L W E V D Q G & R P P X Q W \$ U W 7 H D P V E H Q M H V K D W D O W X G H Q W
K D Y H V H I R O Z L Q U W K W

' H F O U M R Q R I V K H 5 L J K W I R U D O G V X G H Q W V R (T X L W L Q \$ U W / H D U Q L Q

7 K H U W K W R H T X L V D E O I D F F H W V R 3 U H I U H F R K H U H Q W D Q G V H T X H Q M D O
W D Q G D U G V E D V H G D U W O D U Q Q V K D W V S D U V R I V H F R U H F X U E X O P D Q G V K D W
S U R Y I G H V E R V L Q M J U D M G D Q G G L V F U H M Y L X D O D Q G S H U R U P L Q J D U W O D U Q Q
R S S R U V Q U V D Q G V H U W K W R H T X L V D E O I R X V R P H V D V D U H X O R I V K L V
D F F H W Z L M R X V G L M Q F V R Q R Q D F F R X Q V R I U D F H F X O M U H O Q J X D J H U H Q I R Q
Q M R Q D O R U L Q J H R J U D S K I F D O B F D M R Q R U G U D O M D M V

7 K H U W K W R V S H F I D C S U R M F V R Q I R U H Y H U V X G H Q W D U W V F D Q G D H M K H M F
G H Y H B S P H Q W 7 K H U W K W R S U R M F V R Q I U R P S R O F L H V D Q G S U D F V F H V V K D W
H ? ' @ r D p

6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W V W H O U D \$) 7

,9 6 & 8 6 ' 6 F K R R O % R D U G 3 R Q \ R Q W H 9 L V X D O D Q G 3 H U R U P L Q J \$ U W

\$ V S U W R W H 6 W D H F \$ U W 3 O C C I Q S U R F H W @ U P } W



6 & 8 6 '9 L V X D Q G H U I R U \$ U Q W V W H O U D \$) 7



6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W B H O U D Q \$) 7

6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W B H O U D Q
6 W U D V \$ H P D F Q G R D O V

7 K H I R O Z I Q V H F V R Q R X M Q H V K H W U H W D M U L F S L O U V D Q G W H J R D O D I P V I R F X V
I R U H D F K S L O U

6 W D M U L F 3 L O U & R Q M Q W

6 W D M U L F \$ L P 6 W Q G D U G V % D M H G & X U I F X O P 0 H M R G R G J \ D Q G
, Q W X F M R Q

" * R D O 3 U R Y I G H D K L J K T X D O W W Q G D U G V E D M H G \$ U W F X U I F X O P I Q P X M F
Y L V X D O D U W G D Q F H W H D M U D U W D Q G P H G D D U W F R O F W Y H O N Q R Z Q D V
9 \$ 3 \$ I Q 7 . D V Z H O D V G H Y H B S I Q J D Q I Q M U D M G D U W F X U I F X O P I Q
7 . Z L X D W H M P H Q W V R G H P R Q M D M W X G H Q / S U R J U H V

6 W D M U L F \$ L P 6 W X G H Q W 6 X S S R U W D Q G \$ F F H V V V R W K H \$ U W

" * R D O D 3 U R Y I G H H T X I W E O I D Q G F R Q M V M Q W D F F H V V R D U W R S S R U W Q W H V
I R U D O W X G H Q W G X U I Q W H V F K R R O G D D Q G W U R X J K ([S D Q G H G / H D Q Q J

" * R D O E 3 U R Y I G H S O M R U P V I R U W X G H Q W D Q G I D P L O W V R G B I G D E R X M H
H C 6 \$ P W W H F R Q G D U R S V R Q V D Q G S R M E I O W V R I F D U H U / I Q H J P D •

6 & 8 6 '9 L V X D Q G H U I R U \$ U Q W V W H O U D Q \$) 7

6 D F U D P H Q M R & L W 8 Q U L H G 6 F K R R O L W M F W

6 W D M U L F \$ U W 3 Q Q ' U D I W 0 H U M R Q

\$ E E U H Y D M R Q V

' \$ 7 ' L W M F V \$ U W 7 H D P

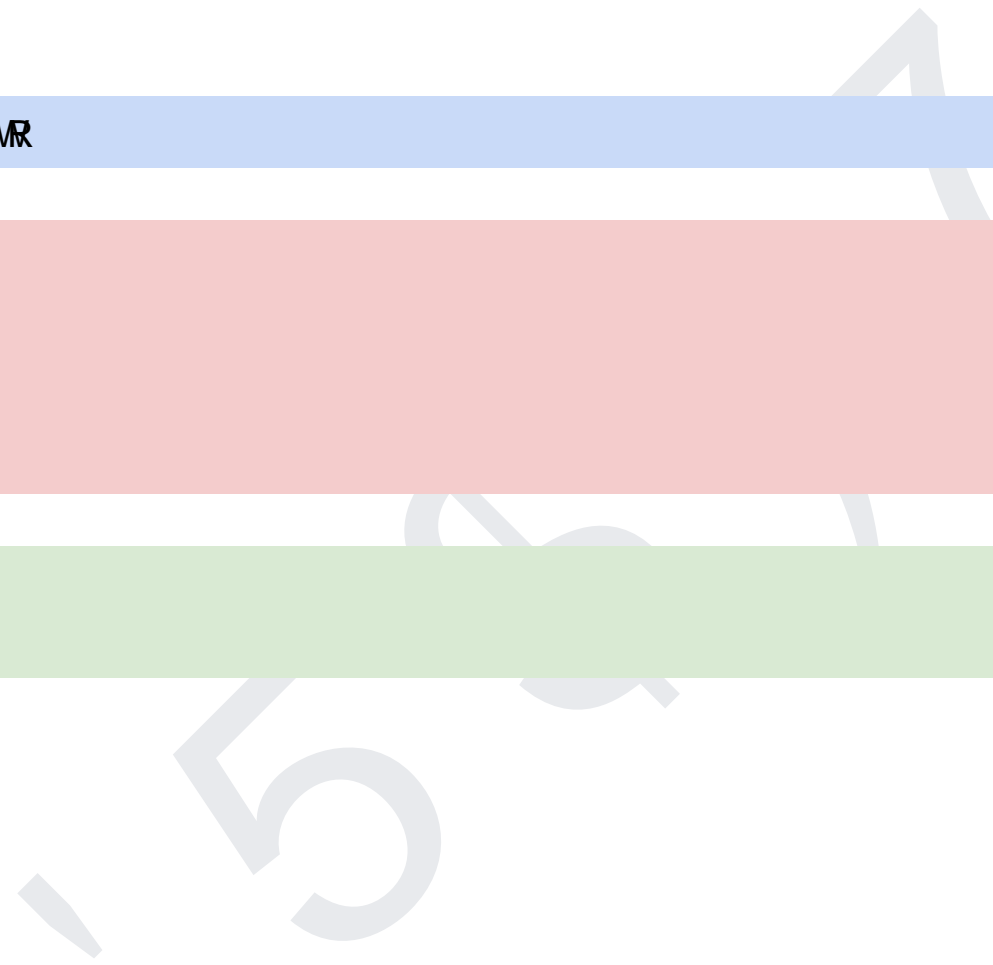
& \$ 7 & R P P X Q L W \$ U W 7 H D P

7 6 1 / 7 H D F K

6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W H O U D Q \$) 7

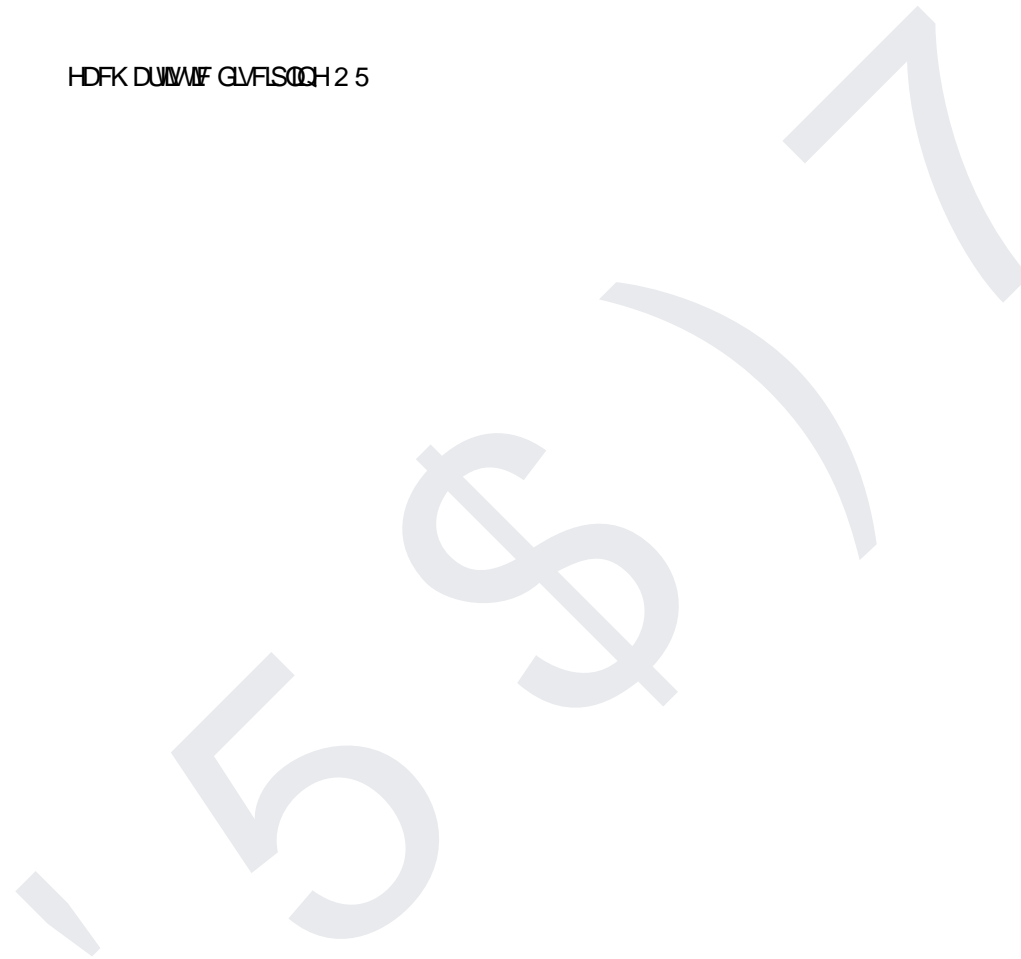
0/30

6 DFUDP HQMR



6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W V W H O U D \$) 7

HDFK DU W M F G V F I S C H 2 5



6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W V W H O U D \$) 7

V H H D S S H Q Q I \$



6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W 3 H O L D Q \$) 7

UHSRUWFDUGV

DWHQGRI \ HDU
IRUSURJUDP
IP SURYHP HQW

\$ @
3 KDMV

: RUNZ LW VFKRRMM
GDGHU/ FRXQV HQU/ VR
HQXUH WDV \$ 3 \$
FDWHV KDYH DFFXUDM
FRXUH G-MFUSVRQV
DQG WDVFRXUH
G-MFUSVRQV DUH
FRQLWV WURXJKRXW
WH GLWIEW

\$ XGLVFRXUH V @ELDQG
G-MFUSVRQV DFURW WH GLWIEWR
HQXUH FRXUH FRQLWV
WURXJKRXW WH GLWIEW
3 RMEQI 3' RU & 7 VP H Z LW
WDFKHU WDFKLU WH VDP H
~~EDFASQKRR~~
DWHV FUDM G-YHS DFFXUDM
DQG FRQLWVFRXUH
G-MFUSVRQV

~~FRQLWVFRXUH~~ G-YHS DQG
VXEP LW

GA
GWWG -Bnie 'j nbbjaeD

BEKBO

6 & 8 6 '9L V X D Q G H U I R U \$ L Q W D V W B H O U D \$) 7

6 WDMU LF 3 LQDU & RQMQV

6 WDMU LF \$ LP 6 WXGQW XSSRUWQDQ \$ FFHV VR WKH \$ UV

* RDO D 3 URYLGH HTXLWDEI DQG FRQMLWQW DFFHV VR DUW RSSRUWQW HV IRUDQ WXGQW GXUQJ WKH VFKRRO GD DQG WURXJK ([SDQGHG/ HDUQJ

* RDO E 3 URYLGH SOMRUP VIRUWXGQW DQG IDP LQHV VR QDUQ DERXVWKH SRWWHFRQGDU RSMRQV DQG SRMELQW HV RI FDUHUV LQ WKH FUDWVH HFRQRP \ RI & DQRLQD

3 KDVH	6 WDMU LFV	\$ FURQ 6 WMSV	3 HV/RQ V * URXS V 5 HVS RQMEI	%XGJHM HHGV	([SHFMG O HDVXUDEI 2 XWRP HV
3 KDVH	3 URYLGH HTXLWDEI DUW FQWVH LQ RQH RUP RUH DUW GLVLSQCH P XVF DUW WKH DMU GDCFH IRU DOHDP HQDU WXGQW LQ WKH GLWNEW	6 H 6 WDMU LF \$ LP DIRU WDLQJ WDMU LFV & RP P XQFDW Z LW VFKRRO W QDGHU VR LGHQW Z KDW DUWRUP VSHFDQW WKH Z RXG SUH HV KDYH SRMEO GHYHQS D V WMP IRU WDFKHU/ VR GHFLGH WKH VDP H Z D WDW VLM WDFKHU/ YRM RQ WKHU SUHS	9 \$ 3 \$ & RRUGD RU 6 LM / HDGHU/ 9 \$ 3 \$ 7 H D F K H U / 7 H D F K H U / 6 & 7 \$	9 \$ 3 \$ WDFKHU/ Z L Q C H G V R E H	
	3 URYLGH HTX D D F F H V VR DUW H Q F W Y H V VR D O WXGQW D W K H V H F R Q G D U Q M H O	: RUN Z LW VFKRRO W W FUHDM D VFKHGXI WDW HQXUH W D W D Q W X G Q W K D Y H HTXLWDEI DFFHV VR DUW FQWVH IH P DNQJ VXUH WDW VFKHGXI GRHVQ WFRQDFW Z LW RMHUFDGHP IF DFVWVH			

6 & 8 6 '9L V X D Q G H U I R U \$ U Q W D V W B H O U D Q \$) 7

3 KDMH : RUN VR H SDQG VWH
QXP EHURI HOP HQMU
WDFKHUSUHSV VR
VFKRRY GR QRWKDYH VR
FKRRVH EHV HHQ3 (
9\$3\$ DQG/ IEUDV

5 HMDFK VHXGQJ
IP SDFMRQV RI H SDQGQJ VWH
QXP EHURI HOP HQMU SUHSV
& UDM EXGJ HVSURSRVDO

9\$3\$ & RRLGDMRU
LWMEVO DQJHP HQW
%XGJHW

/ RQ VMUP
IXGQJ IRU
HOP HQMU DUW
SRVMRQV

6 VGHQW Z LQKDYH DFFHW VR ERV
3 (DQG\$UV FQWVH VDXJKVA
WDFKQJ VSHFDQW IQJUDGHV
7.

3 UMHQVSSURYH EXGJ HW
SURSRVDO 3.5 & (HFXVH
& DELQW

+5
6 FKRRO/RDUG

6 FKRROVM Z LQCR GRJ HUKDYH VR
YRM RQZ KLEK SUHS VWH Z DQW3 (
9\$3\$ RU/ IEUDV RUZ LQDMQW
KDYHP XQSRVQV IRUSUHSV

%UQJ DSSURYHG SURSRVDO
%XGJ HVDQG +5 ' HSDUW HQW
GXUQJ %XGJHW HYHSP HQW
0 HMQV % 0

6 & 7\$

3 KDMHV \$GYRDM IRU
FRP SUHKQMYH KJK
VFKRRY VR P RYH VR D
SHURG GA VR DQZ
VXGHQW P RUH
RSSRUVQVH VR VNH
HDFVH FQWVH

,GHQW WDVVQ VFKRRZ LK D
IRXU HDUSDQ IRU VWH DUW KDV
VHYHQ SHURG IQ SDFH VR
IDFQMD J LH] HUR SHURG
3 (RUHQXUH WDVHUR
SHURG/ GR QRW
GLSURSRVQDMO DIHFVQ\$3\$
VXGHQW

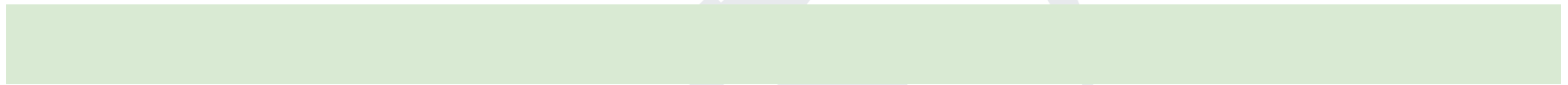
,GHQW HGXDMRQDOP RGHY RI
VFKRRY WDVWKDYH LQFUDVHG
RUH SDQGHG GA V RUXVQ H
FUHDVH VFKHGQJ IQ RUGHUR
DQZ VXGHQW VR VNH D 9\$3\$
HDFVH IRUDQIRXU HDV

: RUNZ LK FDUHUFKXQVHQJ
WVHS VXGHQW ILQG
QVQVH Z D V VR

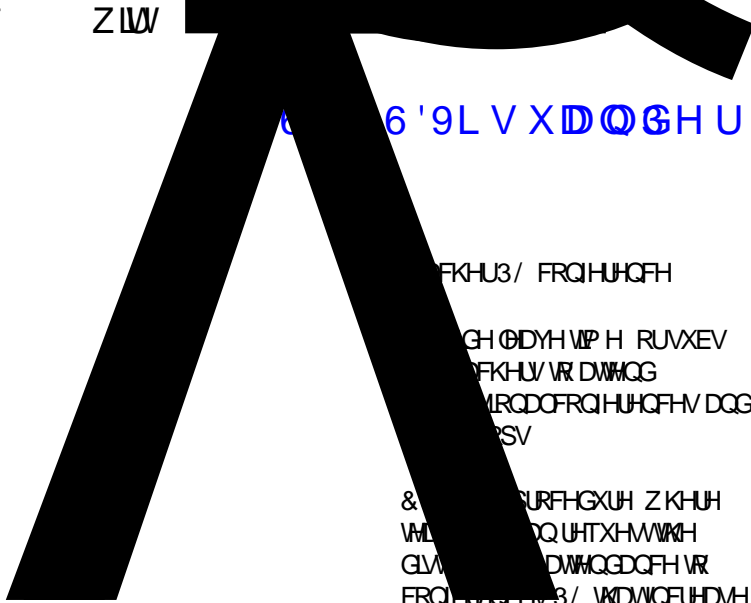
6 & 8 6 '9 L V X D Q G H U I R U \$ U Q W D V W B H O U D Q \$) 7

		<p>3 D U Q H U Z L W R X W M G H R U J D Q J D M R Q V V R W D O N V R W M G H Q W D E R X W F D U H H U V L Q W H D U W</p> <p>3 D U W F L S D M L Q + 6 F R O U H D Q G F D U H H U G D V (Q F R X U D J H D U W R U J D Q J D M R Q V V R S D U W F L S D M L Q + 6 F R O U H D Q G F D U H H U G D V</p>			
<p>\$ Q 3 K D M H V</p>	<p>(Q X U H W M G H Q W K D Y H D F F H W V R L Q R U P D M R Q D E R X W F R O U H D Q G F D U H H U V L Q W H D U W D W D O O Y H O Y</p>	<p>3 U R Y L G H U H R X U F H V D Q G R S S R U W Q U W H V I R U W M G H Q W D Q G I D P L Q H V R O D L Q D E R X W M H S R W W H F R Q G D U V R S M R Q V D Q G S R W M E L O W H V R I F D U H H U V L Q W H F U H D W Y H H F R Q R P \ R I & D O R L Q I D</p> <p>(Q X U H W D V O \$ 3 \$ W D F K H U V W D O N D E R X W Y D U R X V F D U H H U V L Q W H \$ U W G R W M W F D U W W R U 3 P X V F I D Q D W D O O B Y H O Y V R W M G H Q W X G G H U W D Q G W D W W H U H D U H P D Q W S H V R I M E V L Q W H & D O R L Q I D F U H D W Y H H F R Q R P \</p> <p>([S B U H F R Q G H F M Q J Z L W R * U D P P \ & D U H H U D V R E U I Q J U H R X U F H V R Q F D U H H U V L Q W H \$ U W V R 6 & 8 6 '</p> <p>, Q R U P S U R Y L G H W D I Q I Q I R U V F K R R O F R X Q W H Q U V R Q Y D U R X V F D U H H U V L Q W H D U W</p>	<p>9 \$ 3 \$ & R R U G Q D V R U 9 \$ 3 \$ 7 H D F K H U V 6 F K R R O & R X Q M H Q U V & L W 2 I I I E H R I \$ U W D Q G & X O M U H</p>	<p>3 R W M E O 3 / W P H I R U V F K R R O F R X Q M H Q U V</p>	<p>\$ Q W M G H Q W Z L O E H D Z D U H R I W H P D Q F D U H H U V L Q W H D U W D U H D Y D L O E O I</p> <p>6 W M G H Q W Z L O E H S U H S D U H G I R U F D U H H U V L Q W H \$ U W D I W M U K J K V F K R R O R U E H S U H S D U H G V R F R Q M Q X H W H L U S R W W H F R Q G D U V H G X F D M R Q L Q R L G H U R S X U X H D F D U H H U L Q W H \$ U W</p> <p>6 W M G H Q W Z L O K D Y H W H R S S R U W Q U W V R F R Q G H F V Z L W R O F D O D U W R U J D Q J D M R Q V W D V P D S U R Y L G H Z R U N R U L Q M L Q M K I S R S S R U W Q U W L Q W H & U H D W Y H (F R Q R P \</p>

6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W V W H O U D \$) 7



5
/



6 '9L V X D Q G H U I R U \$ L Q W D V W B H O U D Q \$) 7

FKHU3/ FRQHUHQFH

GH QDYH VP H RUVXEV

FKHU/VR DWMCG

MRQDQFRQHUHQFH/ DQG

PSV

& SURFHGXUH Z KHUH

WDMRQHUHQFH/VR DWMCG

GLVWUHQFH/VR DWMCG

FRQHUHQFH/VR DWMCG

WHLUNQRZ QGJH LQ WKH VXEMHFW

DUHD WDMRQH WDFK RURGH

WDMRQH Z RXQEH DEQH VR

WDFK IL WKH KDG P RUH WDLQJ

3 URYLGH WDLQJ IRUMH & \$ DUW

WDMRQH/VR DWMCG

3 URYLGH DUW WDFKHU/ Z LK

FURW GLVWUHQFH & 7 VP H VR P HHW

Z LK RMRQH WDFKHU/ LQ WKHU

FRQHUHQFH LQ

3 URYLGH DUW WDFKHU/ Z LK

LQHQHUHQFH/VR DWMCG

3 KDMH

3 URYLGH 9 \$ 3 \$ WDFKHU/

Z LK SURHMRQDO

GHYHQSP HQWQ

UHQYDQ/VRFLDO

HP RMRQDOHQWQ

WDMRQH/VR Z LK WKH DUW

3 URYLGH RSWQ WDLQJ

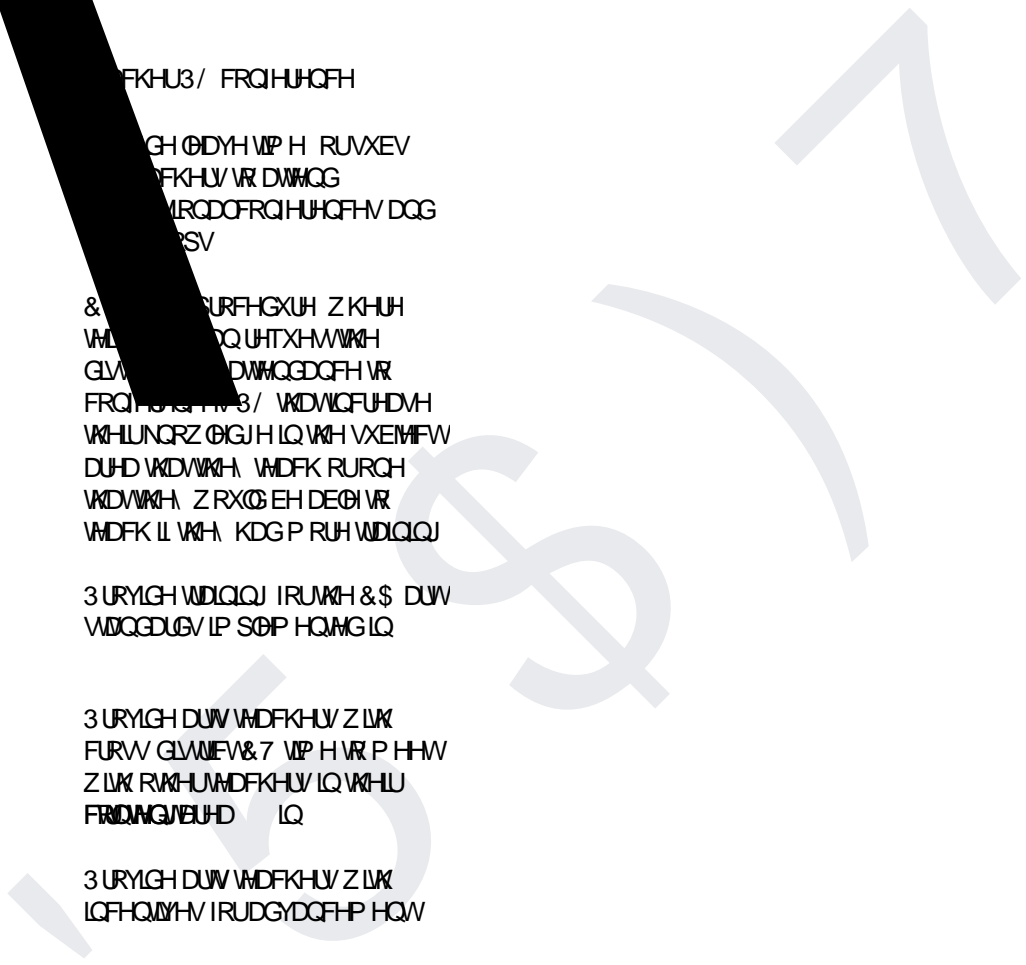
VHMRQV LQ YDURXV DUW

Z LK QGJH LQ WKHU

UHQYDQ/VRFLDO

HP RMRQDOHQWQ

WDMRQH/VR Z LK WKH DUW



6 & 8 6 '9 L V X D Q G H U I R U \$ U Q W V W H O U D Q \$) 7

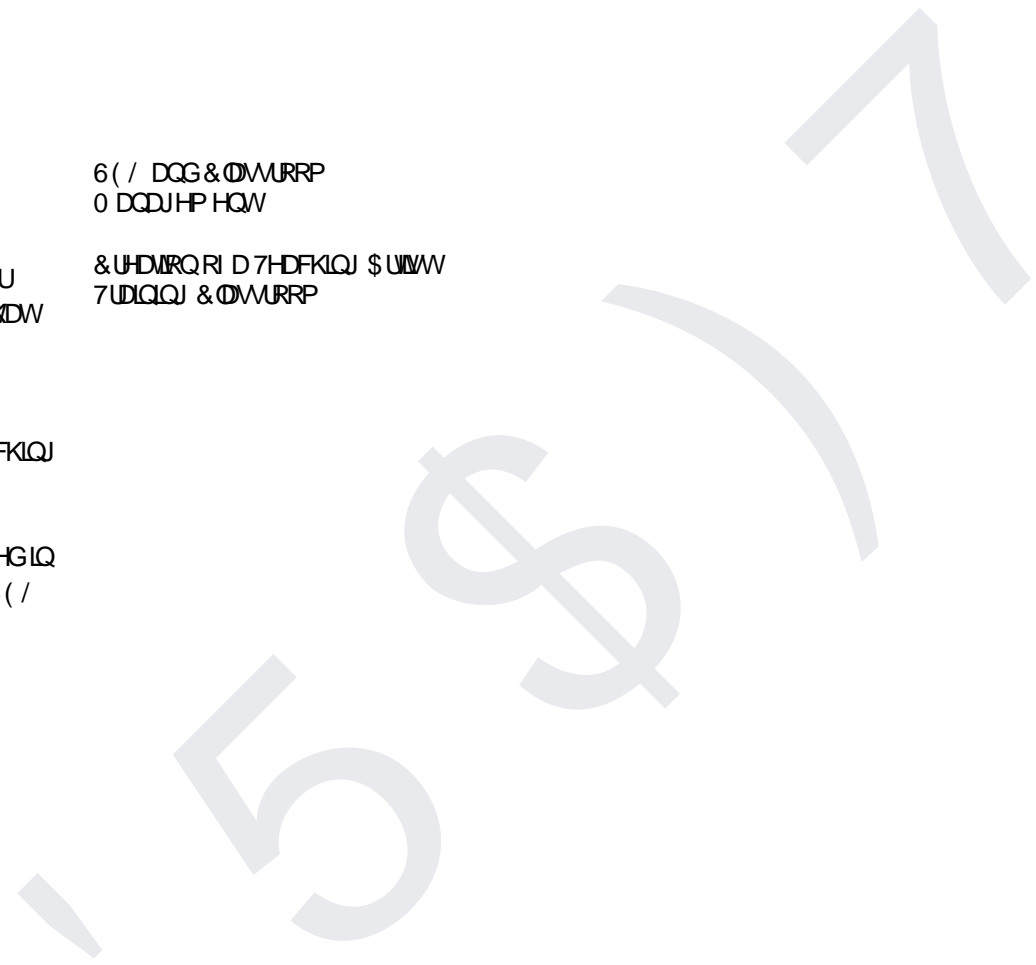
3 K D V H

([S D Q G D Q G
V \ W M P D M Y H
S U R I H W M R Q D O
Q D U Q Q W D I Q Q I R U
W M D F K I Q J D U M W W K D W
Z R U N Z I M L Q 6 & 8 6 '
F O M U R R P V

(Q X U H W D W D O M D F K I Q J
D U M W W S U R Y G H G E
6 & 8 6 ' R X M G H
S U R Y G H U V D U H W D I Q G H I Q
E D M F 6 (/ E \ R X U 6 (/
G H S D U W H Q W

6 (/ D Q G & O M U R R P
O D Q U H P H Q W

& U H D M R Q R I D 7 H D F K I Q J \$ U M W W
7 U D I Q Q J & O M U R R P



6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W V W H O U D \$) 7



6 & 8 6 '9

5
\$
)
^

6 & 8 6 '9L V X D Q G H U I R U \$ L Q W D V W B H O U D Q \$) 7

VKURXJK VWH LQGXFWRQ
SURJUDP

WDFKHU/ LQ VWHUGLVFISQCH

7HDFKHU/

LQGXFWRQ IRU
P HQRU
WDFKHU/

WDFKHU

5 HFUXLWH LVMQJ DQG
UHMHG DUW WDFKHU/ DV
P HQRU WDFKHU/

1 HZ WDFKHU/ Z LQDDUQ VNO
IURP P RUH H SHUHQFHG
WDFKHU/ WDVZ LOKHS WHP LQ
VWH FOWURRP

& UHDM FURW GLVMEFW
FRDERUDNRQ RSSRUVMQVH
VKURXJK J RRP Z HE P HMQJ
P RYH EH RQG VMM EDMHG
DMVJQP HQW

8 WQ H H SHUWH RI FXUHQW
H SHUHQFHG FUGHQW DQIG
WDFKHU/ VR VXSSRUVMH VNO
VHWRI QHZ H U WDFKHU/
VKURXJK LQMQRCDO
FRDERUDMYH VKDUQJ

& RQDFVWHFHQW UHMHG
9\$3\$ WDFKHU/ DERXW
EHFRP LQ P HQRU/ IRUQHZ
WDFKHU/ LQ VWHUGLVFISQCH

\$ Q
3 KDVHV

(QXUH WDVNDQ \$3\$
YDFDQFLHV DUH J LYHQ
DGH TXDM NRE
G-MFUSWRQ/ DQG DUH
LQDQGLV TXDDIHG
FHUWEDMG WDFKHU/
DV TXIENO DV

8 SGM NRE G-MFUSWRQ/ IRU
DQDUGLVFISQCHV LQ DQ
JUDGH QMYH

: RUNZ LK VFKRRMLM
DGP LQVMDNRQ DQG + XP DQ
QXURXJK

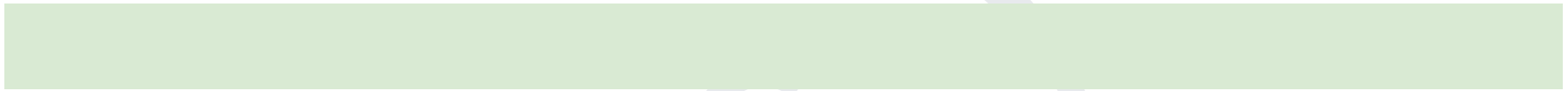
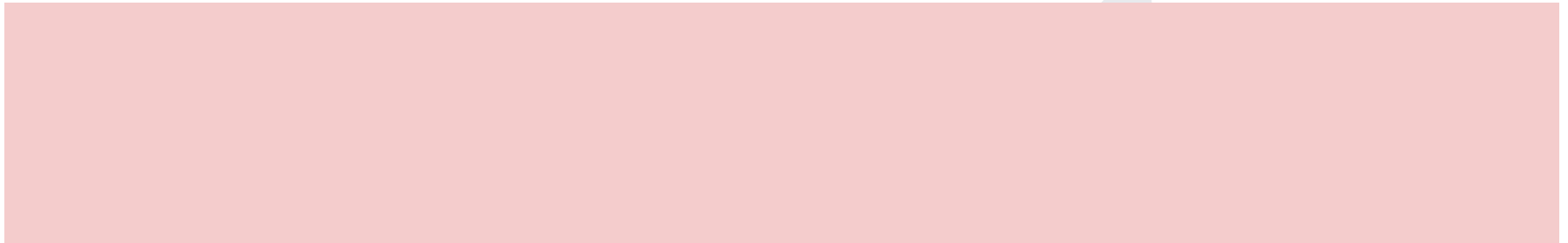
6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W V W H O U D \$) 7

SRWMEQ

FRP P XQFDM H



6 & 8 6'



150 \$

6 & 8 6 '9L V X D Q G H U I R U \$ L Q W D V W B H O U D Q \$) 7

	<p>DUW LQWVKFVRQ DQG SHURUP DGFH</p>	<p>VSDFH IDFLQWV UHTXHMV DQG HTXISP HQVR Z RUN VSHFLLFDQ Z LK 9\$3\$ RUJ DQJ DMRQV</p> <p>' LVFXW XWQJ SRWQMDO UHYHQXH JHQHUMRQ WDW FRXG EH FUHDNG Z LK SHURUP IQJ DUW YHQXH VRZ DUGV 9\$3\$ SURJUDP V LH Z KHQ DQ RUJ DQJ DMRQ UHQW RXVD IDFLQW D SRUMRQ RI VHIHH VKRXG JR VRZ DUGV 9\$3\$ EXGJHVRU SURMFW</p> <p>3 RMEQI FUHDNRQ RI D 3WUHP DQDUHU WISHQG VR FRP SHQMDM SHURQ UHSRQMEQI DWHH VHM QYHODXGLRUXP RU3\$ & XSNHS</p>	<p>%XGJHW ([HFXWYH & DELQHW</p>	<p>XSJUDGHV LW H L WQJ IDFLQWV DQG QYHUV HV LW KJK GHP DQG VSDFHV IRU FRP P XQW DQG RUSUMDM XVH</p> <p>6 WSHQGV IRU WUHP DQDUHU</p>	<p>,QFUDMHG UHYHQXH VKRXG SDUWQD EHGHVW 9\$3\$ SURJUDP V DWRVH VFKRRO</p>
<p>3 KDVH</p>	<p>,GHQW 9\$3\$ VSHFLLF FQWURRP VSDFHV RQ VFKRROFDP SXVH GXH VR LQFUDMHG WUWILQJ DQG RUSURJUDP JURZ VR</p>	<p>(YDQDM SRMEQI VSDFHV IRU SURJUDP HJ SDQMRQ</p> <p>(YDQDM SRMEQI VSDFHV IRU SURJUDP VXWLDQDELDV GDFH IORU/ DFRXWV WHDV HQWWRUDJH QHGV</p> <p>6 WDMUHF SDQQQJ IRU DGGQJ SRUWQI FQWURRP V GHGFDNG VR 9\$3\$</p>	<p>) DFLQWV 9\$3\$ ' HSDUW HQW %XGJHW</p>	<p>,QFUDMH IXGGQJ P DA EHQHGHG VR FUHDV XVDEQI 9\$3\$ VSDFHV RQ FDP SXVH</p>	<p>\$ QHOP HQDU VFKRRO Z LO KDYH DWDWRCH FQWURRP GHGFDNG VR DUW HGXFDMRQ</p>

6 & 8 6 '9 L V X D Q G H U I R U \$ U Q W D V W B H O U D Q \$) 7

F D M U R R P V I L W H U H L V Q R
L G H Q M D E G I V S D F H D V D W M

3 K D V H , Q F U H D M H I X Q G Q J D Q G
V X S S R U W R U M H O X M F
/ I E U D U V R E H D E G I V R
D F F R P P R G D M W H
I Q F U H D M Q J Q X P E H U R I
I Q M X P H Q W
U H S D L U V S X U F K D M H V
I U R P Q H Z W D I I

& O D U R X V R E V R O M L M P V
I U R P W H O / I Q R U G H U R
P D N H U R R P I R U G H Z H U
I Q M X P H Q W L M P V

([S D Q G W H Q X P E H U R I
Y H Q G R U V R W D W H S D L U V F D Q
E H G R Q H I Q D W P H O
P D Q Q H U

9 \$ 3 \$ & R R U G Q D M R U
% X G J H W
3 5 & & D E I Q H W
0 X M F / I E U D U D Q

, Q F U H D M H
I X Q G Q J I R U /
P X M F O E U D U
W U R X J K G L W M F V
/ & \$ 3

, Q M X P H Q W
E D U F R G Q J P D A
U H T X I L H D Q
D G G M R Q D O S H U
G H P R U
W D I I Q J I Q
R U G H U R
D F F R P S O K W H
W D N I Q D W P H O
P D Q Q H U

7 K H P X M F O E U D U Z I O F R Q M X H
I Q M X P H Q W I H S D L U V D Q G V K H H W
P X M F S X U F K D M H V I R U M H
G L W M F W

\$ O G L W M F V P X M F W D F K H U V Z I O
E H P I O D U Z I M W D X G E R R I
W H P X M F O E U D U

5 H S D L U V Z I O E H G R Q H I I L F H Q W
D Q G T X I F N O E V T X D O I H G U H S D L U
W F K Q L F D Q V

I I D A H

, Q F U H D M H W H Q X P E H U R I
V F R U H V W D W H D F K W D F K H U L V
D E G I V R S X U F K D M H W U R X J K
W H O /

2 U H Q W Q H Z W D F K H U V V R W H
I X Q F M R Q R I W H P X M F
O E U D U

% D U F R G H D O G L W M F V P X M F D C
I Q M X P H Q W I Q R U G H U R
P D N H I Q Y H Q R U W D F N Q J
H D M L H U

6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W B H O U D \$) 7

0 D V M S L F F H V '
\$ S S O R Q H J U D G H O M H O R D
S D U W F X O U D U W R U J D Q I D M R Q
D O W K J U D G H U V R D
S D U W F X O U D U W
R U J P X V H X P W H D W H

6 H P L S U R I H M R Q D O
R U F K H M D O F K R U D O
J U R X S V

6 P D O U B F D O
P X V H X P V

& R Q M G H U J U D G H O M H O
I R F X V H G S D U W H U K I S V Z L W
F R P P X Q L W R U J D Q I D M R Q V
6 D F U D P H Q R
3 K I O D U P R Q F 2 S H U D
& U R F N H U H M F

([S G R U H I Q M Q K I S V Z L W
P R U H F R P P X Q L W S D U W H U
D W H K L J K V F K R R O M H O

\$ O ' H Y H O S V W M P V I R U
3 K D M H V I Q F U H D M Q J
S X E O F I D P I O
D Z D U H Q H W R I 9 \$ 3 \$
S U R J U D P V S H U R U P D Q F
H V D V Z H O D V

6 & 86 '9LVXDQGHUIR UPLQJ

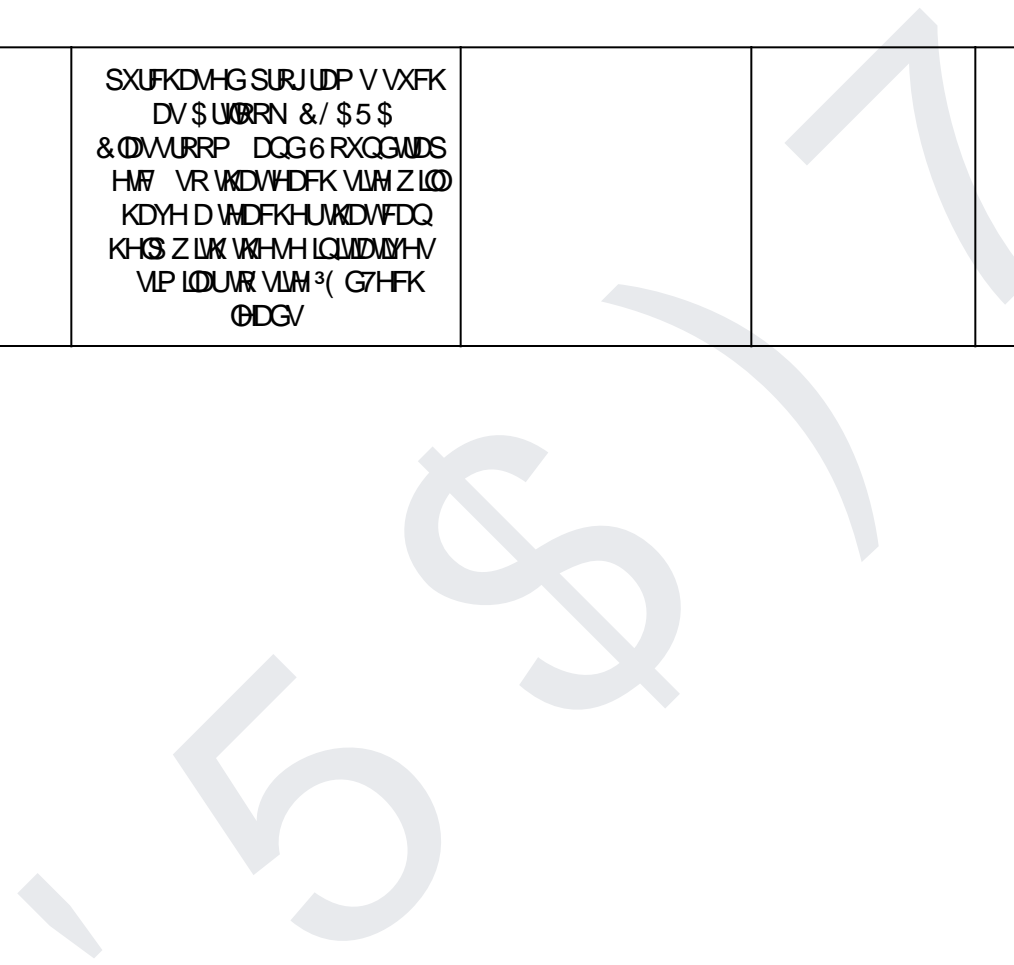


6 & 8 6 '9 L V X D Q G H U I R U \$ U Q W V



6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W H O L D Q \$) 7

		SXUFKDMHG SURJUDP V VXFK DV\$ UORN &/ \$5\$ & QMURRP DQG 6 RXQGMS HM7 VR WDVHDFK VLM Z LQ KDYH D WDFKHU WDFDQ KHS Z LK WVMH LQ WDMYHV VIP LQUR VLM ³ (G7FK GDGV			
--	--	--	--	--	--



6 & 8 6 '9 L V X D O G H U I R U \$ L Q U D V W H O U D Q \$) 7

GLWMEFWIHHGHUDUHD
DQG VLM OYHO
FRP P XQLEDMRQ DQG
P HWDJLQJ

IRU 6 & 8 6 ' 9 \$ 3 \$ 6 R F I D O
P H G I D Z H E V L M H M F

9 \$ 3 \$ 7 6 1 V

EXGJHMQHGV FRP P XQLEDMRQ VKRXG UH X O N Q

& U H D M W X F W U H V V R
V X S S R U W P R U H
FRP P XQLEDMRQ E H Z H H Q
D G P I Q L W A D M R U / D Q G 9 \$ 3 \$
W D F K H U V

& R P P X Q L E D M R Q V

6 L M \$ U W / H D G V

, P S U R Y H R Q J R I Q J
FRP P XQLEDMRQ U H J D U G Q J
W H D U W E H Z H H Q V F K R R O
V L M V D Q G G L W M E F W
D G P I Q L W A D M R U /

, Q F U H D M H F R P P X Q L E D M R Q V R
W D F K H U V I R U D U W I Q M U U D M R Q
W A D M U I H V

, P S U R Y H W H X M Q D M R Q R I
\$ U O R N R U M P I O U
S U R J U D P V V R I Q I R U P W H
FRP P X Q L W R I D U W
D Y D L O E L O W D W F K R R O V L M V

, Q F U H D M H W H I U H T X H Q F R I
F R Q M Q W Q H Z V O M M U H M F
W A D W F R P P X Q L E D M V D U W
F R Q M Q W S H U R U P D Q F H V V R D O
G L W M E F W F R P P X Q L W
P H P E H U V

& R P P X Q L E D M Z L M E R D U G
Y I D P R Q M O H F H X W Y H

6 & 8 6 '9L V X D Q G H U I R U \$ L Q W D V W B H O U D Q \$) 7

		<p>VXP P DU RI XSFRP LQ HYHQW</p> <p>\$ UH VSHFLLF 9\$3\$ 3GHZ V QMMU VR SXEQK IRUERDUG P HP EHV/ FLW FRXCFO FRP P XQLW WDNHRCQHV</p>			
3 KDVH	<p>& RP P XQFDM UHXQUD Z LK WH 6 FKRRO/RDUG DERXW SURJ UHV RQ WH 6 WDMJLF \$ UV 3 DQ</p>	<p>6 FKHXGDI MP H WURXJKRXW WH \ HDUDVERDUG P HMQJ V IRUDUV XSGDMV WAGHQV QGRUIHDMUHG RUVHGG P RQMO ERDUG FRP P XQFDMRQV IHDMUQJ XSGDMV NHS ERDUG P HP EHV/ LQRUP HG RQ 6 WDMJLF \$ UV 3 DQ SURJ UHV DGG DFFRP SQKP HQW</p> <p>, QFQGH WAGHQV HGEDFN LQ DUV SQQQJ DQG LQFQGH WAGHQVHSUHVHQDMYHV VR DMMQG DGG SDUWFLSDM LQ DUV SQQQJ DQG 6 & 8 6 ' %RDUG P HMQJ V</p> <p>& RP P XQFDM Z LK 6 FKRRO %RDUG RI LFH VR VFKHXGDI ERDUG XSGDMV GXUQJ WH \ HDU</p>	<p>9\$3\$ &RRUGDMRU</p> <p>\$ UV WDFKHV</p> <p>%RDUG 0 HP EHV</p>	1 R FRWW	<p>\$ QVFKRRCERDUG P HP EHV Z LQ EH LQRUP HG RQ 6 WDMJLF 3 DQ 3 URJ UHV DGG XSGDMG RQ JRLQV RQLQ WH 6 & 8 6 ' 9\$3\$ FRP P XQLW</p> <p>, QFUHVMHG FRP P XQLW DGG DGP LQ DZ DUHQHV RI RXUGLWNEV DUV SURJUDP V WH EHQHILW ERK DFDGHP LEDD DGG VRFDO HP RMRQD DGG WAGHQV RXWRP HV</p>
3 KDVH	<p>' HYHBS V WMP V VR FRP P XQFDM Z LK</p>	<p>: RUN Z LK & RP P XQFDMRQV GHSUW HQVR</p>	<p>9\$3\$ &RRUGDMRU</p>	1 RQH	

6 & 8 6 '9 L V X D Q G H U I R U \$ U Q W V W H O L D \$) 7

SDUHQW DQG VWH
FRP P XQLW DERXW
6 & 8 6 ' 9 \$ 3 \$
SURJUDP V FRCFHUW
HQUEKP HQW
RSSRUWQWV HW

FUHDW P DQDJH VRFDO
P HGLIRU9\$3\$
' HSDUW HQARUIHDWUH
P RUH



6 & 8 6 '9 L V X D Q G H U I R U \$ U Q Q D V W B H O U D \$) 7

6 WDMU LF 3 L Q U 6 X W D Q D E L O W
 6 WDMU LF \$ LP) X Q G Q J

- " * R D O D (W D E O K F O D U D O R F D M R Q J X I G H C H V I R U 3 U R S D Q G \$ U W % R F N * U D Q W X Q G Q J D Q G G H Y H B S P H D V X U H V I R U H Q V X U Q J D F F R X Q D E L O W W K U R X J K R X V W H V W M P D Q G U H S R U Q J V R W H 6 F K R R O % R D U G
- " * R D O E (W D E O K U H D E O I X Q G Q J V R X U F H V V R V X S S R U W P D L Q M L Q D Q G H J S D Q G W H 6 W D M U L F \$ U W 3 O Q I Q S H L S H M L W

3 K D V H	6 W D M U L F V	\$ F M R Q 6 W S V	3 H U R Q V * U R X S V 5 H V S R Q M E O I	% X G J H M H H G V	([S H F W G O H D V X U D E O I 2 X W R P H V
\$ O 3 K D M V H	& U H D M D Q G P D Q D J H D E X G J H V S O Q I R U I X Q G Q J G H M J Q D M G V R W H G L W M F V W K U R X J K 3 U R S , I 3 U R S I X Q G V D U H G L W M E X M G G L U H F V O V R V F K R R O W M V G H Y H B S G L W M F W J X I G D Q F H D Q G U H S R U Q J V R H Q V X U H W D W X Q G V D U H E H L Q J V S H Q W H T X L M D E O W K U R X J K R X V W H	% D M H G R Q 3 U R S) X Q G Q J * X I G H C H V ' H M U P I Q H W D I I Q J H T X L S P H Q V P D M U D V D Q G D G P I Q L W D M V H D O R F D M R Q I R U H D F K V L M W D I I Q J H T X L S P H Q V X S S O H V D Q G I R U D G P I Q L W D M V H F R W W 5 H Y L V H W K L V E X G J H W H D F K \ H D U D V I X Q G Q J I O F W D M V 5 H S R U W H J S H Q G L M U H S O Q	9 \$ 3 \$ & R R U G C D M R U % X G J H W + 5 6 L M / H D G H V	, Q F U H D V H G 9 \$ 3 \$ I X Q G Q J D V D U H X O V R I 3 U R S I X Q G Q J ' L W M F V P D A K D Y H V R I Q F U H D V H I X Q G Q J V R F H Q M D O R I I E H 9 \$ 3 \$ G H S D U W H Q V R P D Q D J H Q Z W D F K H U V I X Q G L Q J	3 U R S I X Q G Q J L V X M Q H G V R K L U H W D I D Q G V X S S R U W M P Z L W K S U R S H U H T X L S P H Q V q — V

TOB A R %XORI EK HQ
SUNKOR

6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W B H O U D Q \$) 7

GLWIEFW

DQG UH XOV VR VWH VFKRRO
ERDUG HDFK \ HDU

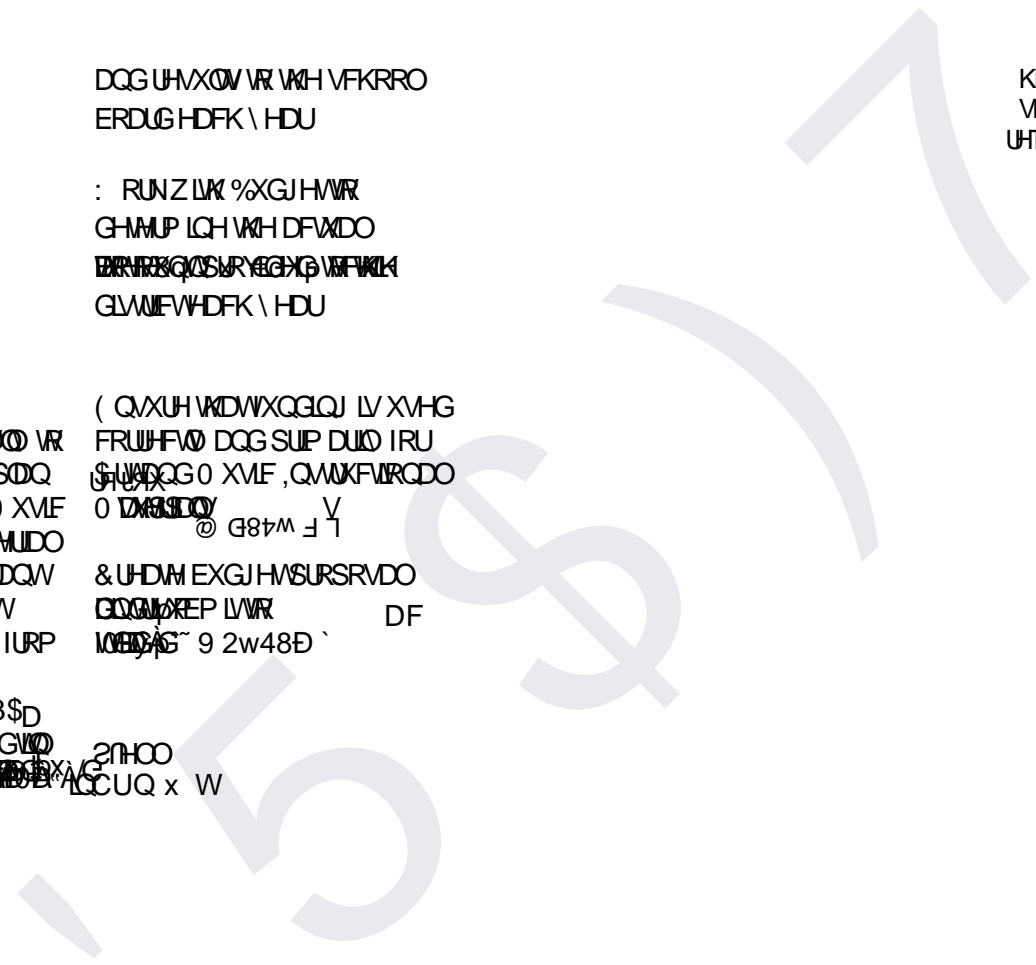
KRZ IXGGV Z LOEH GLWIEFW VR
VFKRRO DQG Z KD VWH UHSRUWJ
UHTXLUHP HQW DUH Z H FDQ VR QGLA
WLV VHFVRQ

: RUNZ LVR %XGJHVR
GHMUP IGH VWH DFVDO
~~ERDUG HDFK \ HDU~~
GLWIEFW HDFK \ HDU

3 KDVH

: RUN
IQMLGHSDFV HQW VV
FUHDM D EXGJHMSDQ
IRUWH \$ UV DQG O XMF
, QWKFVRQDO DMUDO
\$ 0,0 %DFN* UDQW
DQGRYHUHH WDW
SXU FKDVH V P DGH IURP
VWXSSEVWHH
H SDQMRQR 9\$3\$D
SURJUP V RXWCHGV
VWXSSEVWHH VWHH
300 D\

(QXUH WDWXGGQJ LV XVHG
FRUHFV DQG SUP DUO IRU
\$UV DQG O XMF , QWKFVRQDO
0 WXSSEVWHH
@ 92w48D ` V
& UHDM EXGJHMSRVRDO
DQGRYHUHH DF
VWXSSEVWHH 92w48D `



6 & 8 6 '9L V X D Q G H U I R U \$ U Q W D V W B H O U D Q \$) 7

		5 HSRUWEDFN VR WKH VFKRRO ERDUG DERXVWAMGHQW RXVFRP HV DV D UHVCQRI WMLV JUDQW			
\$ 0 3 KDMHV	,GHQW H VMLQDO IXQGQJ VRXUFH/ * UDCW) RXQGDMRQV/ IXCG UDLQJ HM/ \$ SSO IRUJUDQW WDW KHS VR EXLQ DQG H SDQG 9\$3\$ SURJUDP V WURXJKRXW WKH GLWNEW	%DMHG RQ VSHFLLHG QHHG/ VHFNJUDQWIXQGQJ RU SDUWHUIXQGQJ Z LWK DUW RUJ DQJ DMRQV VR EHQHILW VFKRRO/LMW	9\$3\$ &RRUGQDVRU * UDCW&RRUGQDVRU 6 LM / HDGHU 7HDFKHU	1 RGH	([VMLQDOIXQGQJ VRXUFH Z LQ EH LGHQWLHG VR KHS H SDQG 9\$3\$ SURJUDP V WURXJKRXW GLWNEWFRQMLWQZ LWK WKH 6 WDMU LF \$ UW 3 DQ \$ Q DGGMRQDOXSSOP HQDU IXQGQJ Z LQEH P DGH DYDLOE IRUDUW QHHG VR DGYDQFH HTXLU WURXJKRXWGLWNEW
\$ 0 3 KDMHV	,GHQW DQG DDFDM LQMLQDOIXQGQJ VRXUFH / &\$3 636\$ 3URS \$0,0 * UDCWVRWU WDMIXQGQJ SURJUDP V HM VR GLWNEV0\$3\$ SURJUDP V DV SDUWRI WKH 6 WDMU LF 3 DQ	5 HMLZ RYHUCOEXGJHWRU RQRLQJ DUWIXQGQJ EDMHG RQLGHQWLHG JDSV QHHG/ 3 URYLGH UHMRXUFH/DQG HQFRXUDJH DGP LQVNDVRU/ RQLQFOXGQJ WKH DUW LQWR D VFKRRQ/636\$ 3 DQ DQG XUDJH 7LQ, DQG 7LQ,,, IXQGQJ VRXUFH IRUDUW HGXFDMRQ	9\$3\$ &RRUGQDVRU / &\$3 ' UHFVRU 6 LM / HDGHU/ ([HFXWYH & DELQHW	,QFUHDMHG IXQGQJ Z LQEH QHGHG VR VXSSRUW SURJUDP H SDQMRQ	,QMLQDOUVRXUFH Z LQEH LGHQWLHG DQG XVHG VR KHS H SDQG 9\$3\$ SURJUDP V WURXJKRXWGLWNEW FRQMLWQZ LWK WKH 6 WDMU LF \$ UW 3 DQ

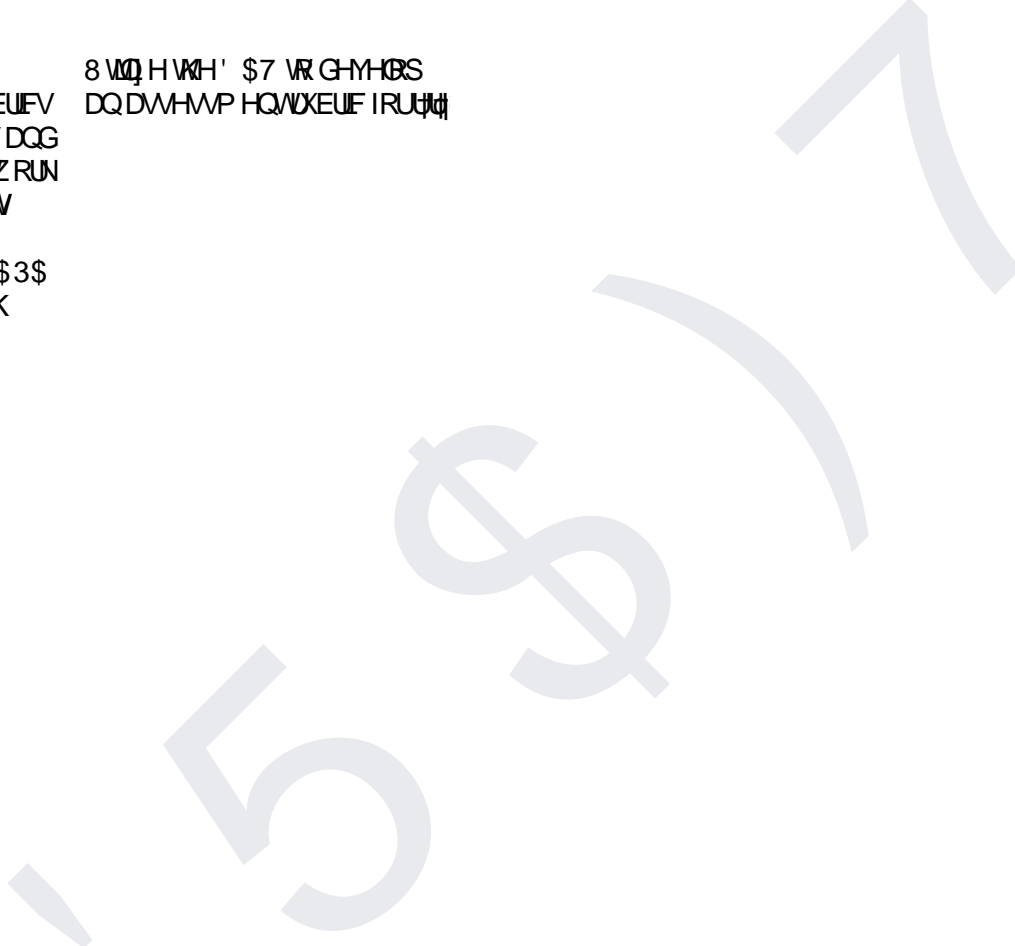
6 & 8 6 '9L V X D Q G H U I R U \$ U Q W D V W B H O U D Q \$) 7

<p>3 KDVH</p>	<p>(YDQDM VAGHQV SURJUHMRQ VURXJK DUW SURJUDP V DVVH VVMV ,QFOGLQJ VAGHQV DFFHW VR DGYDQFHG OYHO FRXUHV</p>	<p>' HMUP LQH HFK VMM/ H LMQJ FRXUH RI HUIQV LQFOGLQJ FRXUH OYHO , , , , \$GY + RQ \$3</p> <p>6 HFRQDU ' HYHBS VRRO VR P HDVXUH VAGHQV VUHQGV LQ FRXUH VHOFRQ DQG OYHOSURJUHMRQ</p> <p>3 UP DU ' HYHBS VRRO VR P HDVXUH DQG DVHW VAGHQV SURJUH V LQ VVH DUW</p>	<p>9\$3\$ & RRLQDMRU</p> <p>9\$3\$ 76V</p> <p>\$UW / HDGV</p>	<p>1 RQH</p>	<p>' LVMFVZ LGH GMD RQ V VMP DMF DUW DFFHW DQG JURZ VR SRMQMDQ LQGLYGDQ DUW V GLVFSQHV</p>
<p>3 KDVH</p>	<p>7HDFKHU(YDQDMRQ \$ VLVVVM ODHU/ LQ HYDQDMQ DUW HGXFDMRU/ Z LK SURHMRCDO ODUQJ RQ VVH & \$ 9\$3\$ WDFKIQ WQGDUG VR VDMVH DUH DEO VR HYDQDM DQDVSHW RI VVH OMRQ EHLQJ REVHUYHG</p>	<p>+ HS GHYHBS REVHUYDMRQ DQG HYDQDMRQ UXEUFV FUMMUD IRU DGP LQVMDRU/ VR DVHW DUW WDFKHU/ P RUH HIFVYHO</p>	<p>9\$3\$ & RRLQDMRU</p> <p>6 VM / HDGHU/</p> <p>7HDFKHU/ 6 & 7\$</p>	<p>1 RQH</p>	<p>6 VM ODHU/ Z LQKDYH P RUH NRZ OGH DQG LQ RUP DMRQ LQ RUGHU VR P HDQJ IXO HYDQDM 9\$3\$ WDFKHU/</p> <p>\$OQ\$3\$ WDFKHU/ Z LOEH HYDQDMG UH XDU</p>

6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W 3 H O U D Q \$) 7

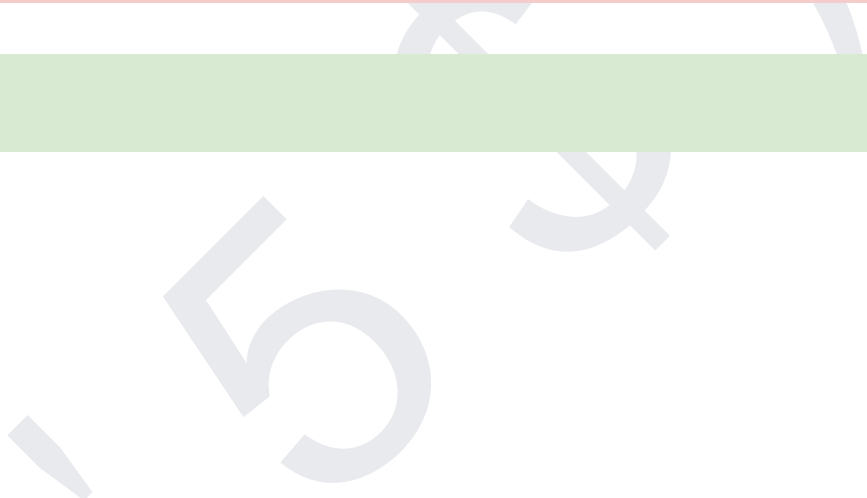
3 K D V H ' H Y H Q S
W X G H Q A E D V H G U X E U I F V
D Q G D W H M P H Q W D Q G
H Y D Q D M W X G H Q A Z R U N
V R W D F N \ H O U D D U W
S O Q S U R J U H W
V R Z D U G V W H & \$ 9 \$ 3 \$
6 W Q G D U G V D W H D F K
J U D G H O M H O

8 W Q H W H ' \$ 7 V R G H Y H Q S
D Q D W H M P H Q W X E U I F I R U H H



* R D O D \$ G R S V K S G D M G \$ U W (G X F D M R Q 3 R O F \ V R H Q X U H V K D W D U W L Q M W K F V R Q L V D F F H M E O I D Q G H T X L W D E O I
W K D Q M G Q W W I R X J K R X V W H G W E F W D Q G P D N H S X E F O D Y D I D E O I
B E G O ! H C (B E €

* R D O E & R R U G Q D M Z I W R W H U G H S D U F H Q W D Q G V I M O D G H U V R L Q F U H D M H X Q G H U W D Q G L Q J R I D F F H W V R W H
\$ U W D V D V R F I D O N F G A V L A N
B M
W A H f o Q j ' (B T) a - D - & G x H h C • V
* B D ! B 3 € B €



6 & 8 6 '9

500,000,000

6 & 8 6 '9L V X D Q G H U I R U \$ L Q W D V W B H O U D Q \$) 7

	FXUJEXOP V DWDQBYHO VR HQXUH WDM\$// WVGHQW KDYH DFFHW VR 9\$3\$ FRQMQV	, QMU UDW VWH DUW Z LK (/ \$ (/ ' W D Q G D U G I R U G Z H U J U D G H V , G H Q M D Q G G H I G H V H \$ U W D V D 7 I H U , I Q M U Y H Q M R Q I Q V H G L A N E V W / 0 7 6 6 3 Q Q ' H I G H Z K D W K L J K T X D O W I Q M A X F W R Q I Q V H D U W B R N W Q H D W D Q J U D G H Q M Y O Y & R P P X Q I F D W Z L K 6 S H F I D O (G X F D M R Q G H S D U W H Q V R H Q X U H W D W V H D U W D U H I Q F O X G H I Q D O 6 3 (' F O W U R R P V D Q G I Q I Q G Y G X D O 6 3 (' S D Q V Z K H U H D S S U R S U D W M	0 / ' ' U H F V R U 6 3 (' ' U H F V R U		DFFHW DUW QMVRQ DAZ KDMMHU QMHOMH DUH DEQ
3 KDMH	& R Q M D X H V R J U R Z D Q G X V D H Y D U R X V W M D F K I Q J D U W W H M G H Q F L H V F H Q M U H G D U R X Q G 6 (/ F R Q I F W H R O M R Q W N D M U I H V S U P D U D I Q 7 L Q , V F K R R O Y	& R Q M D X H V R E X I Q D Q G H J S D Q G V H W M D F K I Q J D U W W S U R J U D P W U R X J K 1 R L & D Q 6 F K R R O R I V H \$ U W & R Q M D X H V R S U R Y G H 6 (/ 3 / V H M R Q V I R U W M D F K I Q J D U W W E I R X U 6 (/ 7 6 1 V % X I Q W M D F K I Q J U H M G H Q F L H V I Q M R V H 9 \$ 3 \$ E X G J H W S R M E O D V 0 7 6 6 V H U H G I Q M U Y H Q M R Q V I Q 6 (/ "	9 \$ 3 \$ & R R U G Q D M R U \$ U W 3 D U Q H U 2 U J D Q J D M R Q V % X G J H W 6 (/ 7 H D F K I Q J 6 S H F I D Q W	7 H D F K I Q J D U W W U H M G H Q F L H V V K R X Q E H E X I O W I Q M R V H 9 \$ 3 \$ E X G J H W & X U H Q O W L V K D V E H H Q I X Q G H G P R A O W U R X J K W P S R U D V (6 6 (5 I X Q G Q J	2 X U P R W Y X Q H U D E Q I W V G H Q W D W R X U K L J K H W Q H H G V F K R R O Y Z I Q K D Y H D F F H W V R W H D M U 6 (/ U H M G H Q F L H V V R K H S Z L K W H L U V R F I D O P R M R Q D O D U Q J P H Q M O K H D O K F R P P X Q I F D M R Q V N O Y D Q G F R Q I F W H R O M R Q V N O Y
\$ Q 3 KDMHV	5 H M D U F K D Q G D S S O I R U J U D Q W W D M S U R U M Y H D Q G H P S K D M J H X V I Q J V H D U W V R I P S U R Y H 6 (/ D Q G	: R U N Z L K J U D Q V F R R U G Q D M R U Q F D O D U W R U J D Q J D M R Q V D Q G Q M R Q D O D U W J U D Q V R U J D Q J D M R Q V 6 D Y H V H	9 \$ 3 \$ & R R U G Q D M R U * U D Q & R R U G Q D M R U	1 R Q H	2 X M G H V R X U F H V R I I Q F R P H Z I Q E H D F F H W H G I Q R U G H V R K H S H J S D Q G 9 \$ 3 \$ D F F H W V R D O W M G H Q W I Q 6 & 8 6 ' Z L K D Q H P S K D M V R Q

6 & 8 6 '9 L V X D Q G H U I R U \$ L Q W D V W B H O U D Q \$) 7

WAGHQ/P HQMCKHDK
6 HHNZ UIM JUDQV WDW
IRFXV RQ FXQUDQ
UHSRQMYH DUW
HGXFDMRQ DQG IRFXV RQ
WDGMRQDQ
P DUJLQDQ HG
SRSXDMRQV IRUMFKRRQ
ZUM KJK QXP EHV RI
WMH SRSXDMRQV

0 XME 0 U + R D Q G H U I R U \$ L Q W D V W B H O U D Q \$) 7
) RXGGDMRQ 0 XME : LQH
VR LGHQW DQG DSSO IRUJUDQV
WDFDQ KHS VR H SDGG VWH
VFRSH DQG TXDQV RI DUW
HGXFDMRQ LQ 6 & 8 6 '

\$UV3DUVHU
2 WJDCJ DMRQV

P DUJLQDQ HG DQG XQGVHUXHG
SRSXDMRQV

\$SSHQGL VR EH DGGHG DIMU%RDUG DSSURYDO

9\$3\$ 6(\$ (`

