

# FINANCIAL STATEMENTS

**SEPTEMBER 30, 2016** 

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#### INDEPENDENT AUDITORS' REPORT

To the Board of Directors GLAAD, Inc.

#### Report on the Financial Statements

We have audited the accompanying financial statements of GLAAD, Inc. (a nonprofit organization), which comprise the Statement of Financial Position as of September 30, 2016, and the related Statements of Activities, Functional Expenses, and Cash Flows for the nine-month period then ended, and the related notes to the financial statements.

#### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of GLAAD, Inc. as of September 30, 2016, and the changes in its net assets and its cash flows for the nine-month period then ended in accordance with accounting principles generally accepted in the United States of America.

# INDEPENDENT AUDITORS' REPORT

continued

# Other Information

Summarized Comparative Information

Harrington Group

We have previously audited GLAAD Inc.'s 2015 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated April 29, 2016. In our opinion, the summarized comparative information presented herein as of and for the twelve-month period December 31, 2015, is consistent, in all material respect, with the audited financial statements from which it has been derived.

Pasadena, California January 31, 2017

# STATEMENT OF FINANCIAL POSITION

September 30, 2016 With comparative totals at December 31, 2015

	<b>T</b> T			emporarily Restricted	2017	2015
ASSET'S		nrestricted	R	testricted	 2016	 2015
Cash Grants and pledges receivable, net (Note 3) Prepaid expenses and other assets Charitable trust Investments (Note 4) Property and equipment (Note 5)	\$	1,101,880 86,595 338,127 36,374 3,572,346 50,474	\$	259,860 1,244,000	\$ 1,361,740 1,330,595 338,127 36,374 3,572,346 50,474	\$ 1,204,758 50,000 247,960 517,262 2,777,361 71,772
TOTAL ASSETS	\$	5,185,796	\$	1,503,860	\$ 6,689,656	\$ 4,869,113
LIABILITIES AND NET ASSETS LIABILITIES						
Accounts payable	\$	26,948	\$	_	\$ 26,948	\$ 60,814
Accrued liabilities (Note 6)		362,306			362,306	194,691
Deferred revenue (Note 7)		189,267			 189,267	65,098
TOTAL LIABILITIES		578,521			578,521	320,603
NET ASSETS						
Unrestricted		2,217,195			2,217,195	2,440,586
Unrestricted board designated (Note 2)		2,390,080			2,390,080	1,785,502
Temporarily restricted (Note 10)				1,503,860	 1,503,860	 322,422
TOTAL NET ASSETS		4,607,275		1,503,860	 6,111,135	 4,548,510
TOTAL LIABILITIES AND NET ASSETS	\$	5,185,796	\$	1,503,860	\$ 6,689,656	\$ 4,869,113

# STATEMENT OF ACTIVITIES

# For the nine months ended September 30, 2016 With comparative totals for the twelve months ended December 31, 2015

	Unrestricted		emporarily Restricted	Ni	ine Months 2016	Twelve Months 2015	
REVENUE AND SUPPORT							
Contributions	\$	2,085,502	\$ 1,244,000	\$	3,329,502	\$	2,907,914
In-kind revenue (Note 2)		2,082,455			2,082,455		561,727
Media Awards program		3,823,108			3,823,108		3,355,870
Less: direct costs (Note 12)		(2,281,697)			(2,281,697)		(2,060,917)
	'	1,541,411	-		1,541,411		1,294,953
Special events - other events		631,376			631,376		880,878
Less: direct costs (Note 12)		(528,059)			(528,059)		(597,130)
		103,317	=		103,317		283,748
Investment gain (loss) income		176,331			176,331		(2,654)
Amortization of discount of charitable trust					-		52,361
Miscellaneous income		58,472			58,472		60,001
Net assets released from program restrictions		12,562	(12,562)		-		-
Net assets released from time restrictions		50,000	 (50,000)				
TOTAL REVENUE AND SUPPORT		6,110,050	 1,181,438		7,291,488		5,158,050
EXPENSES							
Program services		4,347,889			4,347,889		3,611,941
Management and general		499,462			499,462		748,806
Fund development		881,512	 		881,512		1,072,929
TOTAL EXPENSES		5,728,863	 		5,728,863		5,433,676
CHANGE IN NET ASSETS		381,187	 1,181,438		1,562,625		(275,626)
NET ASSETS, BEGINNING OF YEAR		4,226,088	 322,422		4,548,510		4,824,136
NET ASSETS, END OF YEAR	\$	4,607,275	\$ 1,503,860	\$	6,111,135	\$	4,548,510

# STATEMENT OF FUNCTIONAL EXPENSES

For the nine months ended September 30, 2016

With comparative totals for the twelve months ended December 31, 2015

							Total Expen		kpens	enses	
	]	Program	Ma	nagement		Fund	Ni	ne Months	Tw	elve Months	
		Services	ano	d General	De	velopment		2016		2015	
Salaries	\$	1,202,096	\$	126,545	\$	444,075	\$	1,772,716	\$	2,237,916	
Payroll taxes and benefits		215,814		22,719		79,725		318,258		415,029	
Total personnel costs		1,417,910		149,264		523,800		2,090,974		2,652,945	
		4 (70 000		205		5.460		4 (85 544		25.007	
Media materials and publications (Note 2)		1,672,038		205		5,468		1,677,711		35,996	
Travel		305,523		72,948		104,109		482,580		466,327	
Occupancy		287,009		119,477		71,764		478,250		656,245	
Outside services (Note 2)		293,407		71,799		78,281		443,487		769,439	
Other programmatic expenses		102,730		323		17,857		120,910		307,241	
Telephone		54,008		21,349		14,111		89,468		92,492	
Fees		48,817		14,472		10,244		73,533		90,822	
Insurance		33,715		14,048		8,429		56,192		83,081	
Miscellaneous		21,640		7,935		14,813		44,388		19,315	
Depreciation		18,627		7,762		4,657		31,046		38,413	
Meetings and conferences		20,488		2,247		8,167		30,902		32,489	
Professional fees		13,200		5,500		3,300		22,000		22,115	
Equipment lease and maintenance		12,212		5,048		3,029		20,289		50,721	
Supplies		13,218		3,724		2,675		19,617		20,329	
Dues and subscriptions		11,687		894		5,297		17,878		9,544	
Direct mail expense		11,652		2,429		2,810		16,891		56,720	
Postage and printing	-	10,008		38		2,701		12,747		29,442	
TOTAL 2016 FUNCTIONAL EXPENSES	\$	4,347,889	\$	499,462	\$	881,512	\$	5,728,863			
TOTAL 2015 FUNCTIONAL EXPENSES	\$	3,611,941	\$	748,806	\$	1,072,929			\$	5,433,676	

# STATEMENT OF CASH FLOWS

# For the nine months ended September 30, 2016 With comparative totals for the twelve months ended December 31, 2015

	Nine Months 2016		Two	elve Months 2015
CASH FLOWS FROM OPERATING ACTIVITIES:				
Change in net assets	\$	1,562,625	\$	(275,626)
Adjustments to reconcile change in net assets to net cash				
provided by operating activities:				
Depreciation		31,046		38,413
Change in reserve for doubtful receivables		-		133,139
Amortization of discount of charitable trust		-		(52,361)
Unused donated travel vouchers (other assets)		(55,515)		(69,060)
Investment (income) loss		(176,331)		2,654
(Increase) decrease in operating assets:		, ,		
Pledges receivable		(1,280,595)		(155,479)
Prepaid expenses and other assets:		(34,652)		22,622
Charitable trust		480,888		1,034,524
(Decrease) increase in operating liabilities:				
Accounts payable		(33,866)		(48,919)
Accrued liabilities		167,615		61,945
Deferred revenue		124,169		(35,982)
NET CASH PROVIDED BY OPERATING ACTIVITIES		785,384		655,870
CASH FLOWS FROM INVESTING ACTIVITIES:				
Purchase of investments		(618,653)		(3,293,804)
Proceeds from sale of investments		-		2,789,216
Purchase of property and equipment		(9,749)		(14,705)
NET CASH (USED) BY INVESTING ACTIVITIES		(628,402)		(519,293)
NET INCREASE IN CASH		156,982		136,577
CASH, BEGINNING OF YEAR		1,204,758		1,068,181
CASH, END OF YEAR	\$	1,361,740	\$	1,204,758

#### NOTES TO FINANCIAL STATEMENTS

#### 1. Organization

GLAAD, Inc. ("GLAAD"), formerly known as Gay & Lesbian Alliance Against Defamation, Inc., is a non-profit organization that has been granted exempt status under the section 501(c)(3) of the Internal Revenue Code.

GLAAD is the world's lesbian, gay, bisexual, and transgender (LGBT) media advocacy organization promoting and ensuring fair, accurate and inclusive representation of people and events in the media as a means to build a culture that embraces full acceptance of the LGBT community, thereby eliminating homophobia, transphobia and discrimination based on gender identity and sexual orientation.

GLAAD works with print, broadcast, and online news sources to bring people powerful stories from the LGBT community that builds support for equality and accelerates acceptance of LGBT people. And when news outlets get it wrong, GLAAD is there to respond and advocate for fairness and accuracy.

GLAAD's Entertainment Media Team accelerates acceptance by advocating for fair, accurate, and inclusive representation of LGBT people in the media including film, television, comics, video games, and music. This team also combats problematic content and instances of defamation in entertainment. As part of the entertainment program, the GLAAD Media Awards recognize and honor media for their fair, accurate and inclusive representations of the lesbian, gay, bisexual and transgender (LGBT) community and the issues that affect their lives. They also fund GLAAD's work to amplify stories from the LGBT community that build support for equality and acceptance. The GLAAD Media Awards are held annually in Los Angeles and New York.

GLAAD's Spanish-Language & Latino Media program shares the stories of LGBT people via Spanish-language and Latino news and entertainment media to build acceptance of LGBT people and increase support for equality among the fastest growing population in the U.S. The program provides vital resources to advocates and media alike on how to communicate with this audience both in the U.S. and abroad.

GLAAD's Transgender Media program accelerates acceptance for transgender people by increasing the quantity and quality of transgender representation in news, entertainment, and digital media. This team also challenges depictions of transgender people that are stereotypical, sensationalistic, or based on misinformation. The team works directly with transgender people who wish to tell their stories in the media, helping them craft their messages and giving them the tools they need to be effective when talking to journalists.

GLAAD's Southern Stories initiative tells the stories of LGBT people and their allies in the U.S. South to create a cultural shift towards acceptance and understanding in the region.

#### NOTES TO FINANCIAL STATEMENTS

#### 1. Organization, continued

GLAAD's Global Voices initiative aims to build LGBT acceptance across the globe by sharing stories of LGBT people and their families around the world and helping LGBT advocates build capacity for change in their own cities and countries. As part of this initiative, in October 2015, GLAAD launched a United Kingdom (UK) operation as part of its growing global work to accelerate acceptance of the LGBT community. This is a subsidiary of GLAAD, Inc. As of yet, there are no employees in the UK and no operations. However, it is an expectation of GLAAD to expand operations going forward.

As reflected in these financial statements, GLAAD changed its year end from December 31 to September 30.

#### 2. Summary of Significant Accounting Policies

A summary of the significant accounting policies applied in the preparation of the accompanying financial statements is as follows:

#### **Basis of Presentation**

The accompanying financial statements have been prepared on the accrual basis of accounting.

#### Accounting

To ensure observance of certain constraints and restrictions placed on the use of resources, the accounts of GLAAD are maintained in accordance with the principles of net asset accounting. This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into net asset classes that are in accordance with specified activities or objectives. Accordingly, all financial transactions have been recorded and reported by net asset class as follows:

**Unrestricted**. These generally result from revenue generated by receiving unrestricted contributions, providing services, and receiving interest from investments less expenses incurred in providing program-related services, raising contributions, and performing administrative functions.

Unrestricted Board Designated. These are comprised of resources that the Board of Directors has established as being designated for operation purposes. The Board has designated 25% of the 2016 operating revenues to be kept in reserve. These funds are segregated in a separate account and are invested in fixed income funds, money market funds, or common stocks. For purposes of complying with net asset accounting, these funds of \$1,990,080, and \$400,000 which was approved for the study of GLAAD Institute of Acceptance, totaling \$2,390,080 are included in the unrestricted net assets at September 30, 2016.

#### 2. Summary of Significant Accounting Policies, continued

**Temporarily Restricted.** GLAAD reports gifts of cash and other assets as temporarily restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or the purpose of the restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as net assets released from program or capital restrictions. GLAAD had \$1,503,860 of temporarily restricted net assets at September 30, 2016.

**Permanently Restricted.** These net assets are restricted by donors who stipulate that resources are to be maintained permanently, but permit GLAAD to expend all of the income (or other economic benefits) derived from the donated assets. GLAAD had no permanently restricted net assets at September 30, 2016.

#### Contributions and Pledges Receivable

Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Unconditional promises to give that are expected to be collected in future years are recorded at fair value, which is measured as the present value of their future cash flows. The discounts on those amounts are computed using risk-adjusted interest rates applicable to the years in which the promises are received. Amortization of the discount is included in contribution revenue. Conditional promises to give are not included as support until the conditions are substantially met. Pledges receivable of \$1,330,595 at September 30, 2016 is expected to be collected over multiple years (see Note 3).

#### Investments

GLAAD values its investments at fair value. Fair value of contributed investments has been measured on a non-recurring basis using quoted prices for identical assets in active markets. Unrealized gains or losses (including investments bought, sold, and held during the nine-month period) are reflected in the Statement of Activities as gain or loss on investments. Short-term highly liquid money market deposits that are not used for operations are treated as investments.

#### Fair Value Measurements

Generally accepted accounting principles provide guidance on how fair value should be determined when financial statement elements are required to be measured at fair value. Valuation techniques are ranked in three levels depending on the degree of objectivity of the inputs used with each level:

Level 1 inputs - quoted prices in active markets for identical assets

Level 2 inputs - quoted prices in active or inactive markets for the same or similar assets

Level 3 inputs - estimates using the best information available when there is little or no market

GLAAD is required to measure certain investments, a charitable trust, and donated goods and services at fair value. The specific techniques used to measure fair value for these financial statement elements are described in the notes below that relate to each element.

#### 2. Summary of Significant Accounting Policies, continued

#### Concentration of Credit Risks

GLAAD places its temporary cash investments with high-credit, quality financial institutions. At times, such investments may be in excess of the Federal Deposit Insurance Corporation insurance limit. GLAAD has not incurred losses related to these investments.

GLAAD holds investments in the form of mutual funds, equities, and money market funds. The Board of Directors routinely reviews market values of these investments.

## **Property and Equipment**

Property and equipment are recorded at cost if purchased or at fair value at the date of donation if donated. Depreciation is computed on the straight-line basis over the estimated useful lives of the related assets. Maintenance and repair costs are charged to expense as incurred. Property and equipment are capitalized if the cost of an asset is greater than or equal to one thousand dollars and the useful life is greater than one year.

#### **Donated Materials and Services**

Contributions of donated non-cash assets are measured on a non-recurring basis and recorded at fair value in the period received. Contributions of donated services that create or enhance non-financial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation, are recorded at fair value in the period received. For the nine-month period ended September 30, 2016, GLAAD recorded \$2,380,455 in donated goods/materials, hotel and travel vouchers, and professional services. Of that amount, \$298,000 was related to events and was included as part of special event revenue and expenses; \$2,026,940 was related to operational expenses and was included in travel expense and outside services in the Statement of Functional Expenses; and, the remaining \$55,515, which reflects the value of unused travel vouchers, was included in "prepaid and other assets" at September 30, 2016. The amount of \$55,515 is expected to be expensed in the subsequent year due to the one-year term on the travel vouchers received. The \$2,026,941 of in-kind expenses included in the Statement of Functional Expenses for the nine-month period ended September 30, 2016 was allocated as follows:

Program Services	\$1,876,799
Management and General	93,839
Fund Development	<u>56,302</u>
_	\$2,026,940

Included in the \$2,380,455 of in-kind donations for the nine-month period ended September 30, 2016 was donated airtime for public service announcements valued at \$1,651,586, which accounts for the increase in-kind donations over the prior period. The donated airtime was included in media materials and publications in the Statement of Functional Expenses for the nine-month period ended September 30, 2016.

#### NOTES TO FINANCIAL STATEMENTS

#### 2. Summary of Significant Accounting Policies, continued

#### **Income Taxes**

GLAAD is exempt from taxation under Internal Revenue Code Section 501(c)(3) and California Revenue and Taxation Code Section 23701d.

Generally accepted accounting principles provide accounting and disclosure guidance about positions taken by an organization in its tax returns that might be uncertain. Management has considered its tax positions and believes that all of the positions taken by GLAAD in its federal and state exempt organization tax returns are more likely than not to be sustained upon examination. GLAAD's returns are subject to examination by federal and state taxing authorities, generally for three and four years, respectively, after they are filed.

#### **Functional Allocation of Expenses**

Costs of providing GLAAD's programs and other activities have been presented in the Statement of Functional Expenses. During the nine-month period, such costs are accumulated into separate groupings as either direct or indirect. Indirect or shared costs are allocated among program and support services by a method that best measures the relative degree of benefit. GLAAD uses salary dollars to allocate indirect costs.

#### Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect reported amounts of assets, liabilities, revenues, and expenses as of the date and for the period presented. Actual results could differ from those estimates.

## **Comparative Totals**

The financial statements include certain prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with GLAAD's financial statements for the year ended December 31, 2015, from which the summarized information was derived.

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#### NOTES TO FINANCIAL STATEMENTS

# 2. Summary of Significant Accounting Policies, continued

## **Subsequent Events**

Management has evaluated subsequent events through January 31, 2017, the date which the financial statements were available for issue. No events or transactions have occurred during this period that appear to require recognition or disclosure in the financial statements.

# 3. Grants and Pledges Receivable

Grants and pledges receivable are recorded as support when pledged unless designated otherwise. Additionally, all grants and pledges are valued at estimated fair value at September 30, 2016, and are deemed fully collectible. Accordingly, no allowance for doubtful accounts has been recorded. Discount rates ranging from .5% to 3% has been used to calculate the present value of pledges receivable. Pledges receivable at September 30, 2016 are expected to be collected as follows:

Within one year	\$ 744,000
One to five years	<u>596,400</u>
	1,340,400
Less: unamortized discount on pledges receivable	(9,805)
• •	\$1,330,595

#### 4. Investments

Investments at September 30, 2016 consist of the following:

Mutual funds	\$2,771,841
Equities	428,598
Money market funds	<u>371,907</u>
	<u>\$3,572,346</u>

# 5. Property and Equipment

Property and equipment at September 30, 2016 consist of the following:

Computers and equipment	\$ 1,232,793
Furniture and fixtures	299,323
Leasehold improvements	247,496
	1,779,612
Less: accumulated depreciation	(1,729,138)
	\$ 50,474

Depreciation expense for the nine-month period ended September 30, 2016 was \$31,046.

#### NOTES TO FINANCIAL STATEMENTS

#### 6. Accrued Liabilities

Accrued liabilities at September 30, 2016 consist of the following:

Accrued vacation	\$202,376
Other accrued liabilities	<u>159,930</u>
	\$362,306

#### 7. Deferred Revenue

At September 30, 2016, deferred revenue of \$189,267 consists of revenue received for the Media Awards to be held in the next fiscal period. The amounts will be recorded as earned in the period in which the event is held.

# 8. Commitments and Contingencies

# **Obligations Under Operating Leases**

GLAAD leases certain facilities and equipment under operating leases with various terms. Future minimum payments, by year and in the aggregate, under these leases with initial or remaining terms of one year or more, consist of the following:

Year ended September 30,	
2017	\$402,227
2018	101,670
2019	9,986
	\$513.883

Rent and lease expenses under operating leases for the nine-month period ended September 30, 2016 was \$493,027.

#### 9. Fair Value Measurements

The table below presents the balances of assets measured at fair value at September 30, 2016 on a recurring basis:

	Level 1	Level 2	Level 3	<u>Total</u>
Mutual funds				
Intermediate-term bond	\$1,851,478	\$ -	\$ -	\$1,851,478
World bond	334,233			334,233
Nontraditional bond	375,640			375,640
Large growth	102,734			102,734
World allocation	107,756			107,756
Total mutual funds	2,771,841	<u> </u>	<u> </u>	2,771,841
Equities				
Large blend	218,346			218,346
World stock	111,621			111,621
Mid-Cap growth	98,631			98,631
Total equities	428,598		=	428,598
Total	<b>\$3,200,439</b>	<u>\$</u>	<u>\$ -</u>	<b>\$3,200,439</b>

The fair values of mutual funds and equities have been measured on a recurring basis using quoted prices for identical assets in active markets (Level 1 inputs).

The table below presents the transactions measured at fair value during the nine-months ended September 30, 2016 on a non-recurring basis:

	Level 1	Level 2	Level 3	<u>Total</u>
Donated goods/materials	\$ -	\$ 613,000	\$ -	\$ 613,000
Donated professional				
services		<u>1,767,455</u>		<u>1,767,455</u>
Total	\$ -	\$2,380,455	\$ -	<b>\$2,380,455</b>

The fair value of donated goods/materials and donated professional services have been measured on a non-recurring basis using quoted prices for similar assets in inactive market (Level 2 inputs).

# 10. Temporarily Restricted Net Assets

Temporarily restricted net assets of \$1,503,860 at September 30, 2016, are restricted for the following purposes:

Time-restricted	\$1,244,000
Public service announcements	118,210
Leadership & Mentoring Academy program	75,000
Transgender Media program	36,650
Faith Work & Media Initiatives	30,000
Total	\$1,503,860

During the nine-month period ended September 30, 2016, GLAAD released \$62,562 of temporarily restricted net assets, of which \$12,562 was released from program restrictions, and \$50,000 from time restrictions.

# 11. Employee Benefit Plan

GLAAD has an Internal Revenue Code Section 403(b) qualified defined contribution retirement plan covering all of its employees, subject to certain eligibility requirements. GLAAD makes contributions at designated percentages of earnings in accordance with plan provisions. Employer contributions under this plan for the nine-month period ended September 30, 2016 were \$26,013, which were applied from the forfeiture account in the 403(b) plan.

# 12. Media Awards and Other Special Events Direct Costs

Direct costs for the Media Awards and other special events at September 30, 2016 are as follows:

		Other	
	Media Awards	<b>Special Events</b>	<u>Total</u>
Event costs	\$2,036,232	\$472,469	\$2,508,701
Personnel costs	144,000	38,332	182,332
Travel	62,822	12,620	75,442
Outside Services	32,885	584	33,469
Other	<u>5,758</u>	<u>4,054</u>	9,812
Total	<u>\$2,281,697</u>	<u>\$528,059</u>	<u>\$2,809,756</u>