



:"456">/G3"H69/C@6"24"G25>".B290F0+""`:"4";/2,2,1"S:C;"H:/;0"G2>>"164"S:C"@C60"H69/C@6"S:C;"H:/;0"G2>>  
O,:G"G5/4"24",660@"4:"O,:G"4:"F/O6"456"l;:l6;"0692@2:,3"/,0"8;:F"45/4">2/H2>24S"2@"HC4"/"F2@ @46l"/G/S+"

" `<aY?^"5/@"6@4/H>2@560"/"F2,2FCF"9:FI646,96"8;:"C;"9>26,480@:8";"4;/2,2,1"9:,0C94"0692@2:,"F/O6;@"  
6/95"@6F6@46;+"%"4"2@";:/;6"4:"@66"/"H:/;0:l6;/46"4;C>S"9:FI646,4>S"G245:C4"/4">6/@4""0/S@"8"4;/2,2,1.  
H:/;0"FC@4"H6"8/F2>2;"G245"H/@29";C>6@"8"6=206,96";61;/02,1";6>6=/,963"9;602612>20S6@;"/18@52@4  
45;:C15>S"=6;@60"2,"/,/,/>S429/>"/l;:/95"4:"0646;F2,2,1"28"/"l:>29S"G/@"=2:>/460+"%"4"FC@4"H6"2,@4;C9  
TC6@42:,2,1"/,0"06>2H6;/42:,"4695,2TC6@+"%"4"@5:C>0"C,06;@4/,0"?/l6"\$;/CF/"XS,0;:F6"/,0"9:FF:,";/l6"FS4!  
bC;456;F;:6356;/2,1"H:/;0"F6FH6;@"",660"4:"H6"@6,@242]60"4:"G5/4"456"/>>6160"=2942F"2@"6Kl6;26,92,1+""  
; ( 2 ) 5 1

¥ >-(5&75!\*+!67\*#

#

D6,6;/>>S3"456"l;6l:,06;/,96"8"456"6=206,96"@4/,0;/0"2@"456"H6446;"@4/,0;/0+"\"5S"456,"/;6"9:>>616@"@l>2  
C@2,1"456"4G:"@4/,0;/0@n""^/,S"9:>>616@"866>"45/4"G56;6"6KIC>@2:,"2@"l:@@2H>63"456S"G/,4"4:"/ll>S'  
H68:;6"456S"/;6"G2>>2,1"4:"06l;2=6"/"@4C06,4C9/52@"\$52@"2@/"8/2;6@@@9:,@206;/42:,3"G5295"2@"  
C,06;@4/,0/H>6+"a:G6=6;3"2,;6/>24S3"24"2@",:4"456"H6@4"l;/94296+"%, "9:Fl>/2,4@"G56;6"/>9:5:>":":456;  
6@l692/>>S"0/46"0;C1@"/;6"2,=:>=603"24"2@",6/;>S"2Fl:@@2H>6"4:"5:>0"/"@4C06,4";6@l:,

6@l692=42:,, "525 (>5 3 ())JTJ 00)-1 (C>)1 (4)4 (6)5(0EM) (4`M) (4#)-4 (:)"6 3("/>)4 3)5 (")5 (,)-1 (

)+ X:F6"/>/G@"H/;/0F2@ @2:,:8"/,S"/I/@4"@6KC/>"6KI6;26,963"6=6,"G245"456"/99C@60N"  
'+ 7456;"@4/46@"/>:G"6=206,96":8"/I/@4"@6KC/>"6KI6;26,96"G245"456"/99C@603"HC4";,452,1"6>@6N"  
\_+ X:F6"@4/46@"/>:G"6=206,96":8"/I/@4"@6KC/>"6KI6;26,96"G245"456"/99C@60"4:"456"6K46,4"24"2@";,  
[+ 7456;"@4/46@"/>:G"16,6;/>"6=206,96":8"/I/@4"@6KC/>"6KI6;26,963"HC4";,674526@/5=60S5215  
0646;F2,2,1";6>6=/,96+"

" "

" ^2;;;,2,1"S:C;"@4/46f@"/;I6"@526>0";C>6"2@":,6"G/S"4:"069206";,"G5/4"8";F"456";C>6"@5:C>0"4/O6";,"S:C  
HC4"/"9/FIC@56;/2,1"2@";:4"/"9;2F2,/>:";92=2>"4;2/>3"/,0"S:C"5/=6"456"8;660:F"4:"069206";,69424,96S8C"  
G2>>"I;:=206+"\$56"O6S"4:"C@2,1";/I6"@526>0";C>6@"2@"4:"F/O6"@C;6"45/4"/>>"I;/4292I/,4@"C,06;@4/,0"4  
/I/>29/42:,"H68;:6"456"56;/2,1+"#"#=:202,1"456";6=6>/42:,"8"96;4/2,"6=206,96"/4"456"56;/2,1"2@"I;686;/H>6"4:"!  
069206";,"456";C>6f@"/I/>29/42:,"4:"8/94@"45/4"/;6"2,4;:0C960"2,"8;:,4:"8"45:@6"G5:"G2>>"H6"F/O2,1"/"82,/>"  
0646;F2,/,42:,"8"456":C49:F6":8"456"9:FI>/2,4+"Y=206,96"/>9O2,1"2,"9;602H2>24S"@5:C>0"/>@:,"4"H6"9;,@  
H:/;0+"e/@29"6=206,42;/S"4;/2,1"FC@4"8;:"456"56;/2,1"H:/;0"@:"45/4"456S"C,06;@4/,0"456@6,205@C6@"C  
4:"F/O6";,M56@I:4"0646;F2,/,42:,@+"""<aY?"^"ICH>2@56@/"F,C/>"9/366@56"Y=206,96"8;,"</FIC@"  
<:,0C94"V;:96602,1@

"

¥ 67\$1\$(-&-,\*(!\*+!-#\$!%\*32'&,(I

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" #4"@:F6"9:>>616"9:>>616"l;6@6,4@"456"9:FI>/2,4"/1/2,@4"456"/99C@603"/,0"456"/>>6160"=2942F"2@"  
G24,6@@"+"#4":456;"9:>>616@3"476126@C06,45;/160"G245"456";6@I:,@2H2>24S":8"F/O2,1"4562;:"G,"9/@6!  
/;1C2,1"456F+"7456;"9:>>616@"C@6"C,2,=:6=60@4"60@6,4"456"9:FI>/2,4"8;:"456"@MCC26@+"#"@S@46F"  
G56;6"456"@4C06,4@"/;1C6"4562;:"G,"9:FI>/2,4@L0686,@6@"2@"/"1::0">6/;,2,1"6KI6;26,963"HC4"456"=2942  
456":I42:,"8"5/=2,1"456"9:>>616";"/"@4066@6,4/42=6"l;6@6,4"456"9:FI>/2,4"28"@56"2@";,"4"CI"4:"24+"^,S"  
=2942F@"82,0"24"6FI:G6;2,1"4:"H6"F;:6"45,"G24,6@@"6@"/4"456"56;/2,13"/,0"9:>>616@"@5:C>0";:4"4/O6"/G  
2FI;:4/,4"56/>2,1":I;:4C,24S+"

" " "

¥ 8,9-,3!@5S\*9&-\$Y@5S,1\*7

!

#>>"@4C06,426@"2,"/9/FIC@56;/2,1"@5:C>0"H6"/>>:G60"4:"H;2,1"/0=2@:;@4:"456"56;/2,1+"X:F6"9:>>616!  
4:":,6"/0=2@:;6/953"G52>6":456;@"/>>:G"62456;"/I;6,4@3":,:456;"@CII:;46;@4:"H6"l;6@6,43"45:C15"2,"/"@2  
^,S">/;16"9:>>616@"/;6"/>@:"6FI>:S2,1"=2942F"/0=:9/46@"4:"56>l"1C206"=2942F@"45;:C15"456"56;/2,1"l;:96@  
56>l2,1"456F"4:"06/>"G245":456;M0206,4"2@"@C6@+"h66l"2,"F2,0"45/4"G56;6"@C95"@6;=296@"/;6":886;6!  
9:>>6163"\$24>6"%&"F/S";6TC2;6"S:C"4:"I;:=206@56=296@"4:"/99C@60"@4C06,4@"/"G6>>3"/,0"452@"2@"  
\6"0:;u4"l;686;"9;:82,2,1"/0=2@:;@4:"F6FH6;@:"8"456"9:>>616"9:FFC,24S+"\$52@"2@">2F242,1"4:"456"l;42!  
9/,"846,"4C;,"2,4:"H/0"ICH>2924S"0:G,"456";/03"H69/C@6"24"5106@>9G>2O6"456S"G6;6"4;S2,1"4:"O66l"45:  
TC264+"%"8"/,"/@"@/C>460"@4C06,4"1:6@"4:"456">:9/>"/I6"9;2@2@"96,46;"82;@4"8;:"56>l3"/,0"06=6>:l@"/";  
9:C,@6>;:"456;63"456;6"2@";,:6/@:,"4:"06l;2=6"456"9:FI>/2,/,4"8"452@"9:C,@6>;:"/0/56/66"/2,  
" "

¥ D,-#57&N&!UG!@9941\$5!>-45\$(-

/4"456"@95:;>"/4"456"42F6"456"/99C@60";6/II>26@3"24"F/S"H6"028829C>4";:2FI:@@2H>6"4:"5:>0"/"56";2,1+  
;6/OF2@@2:,"2@/"02@9;642:./;S"gC01F6,4"8:;456"/OF2,2@4;/42:;+""7";:6"5/,03"456"@4C06,4"5/@"H66,"8:C  
;6@I.;@2H>6"8:;:,"G;:;10:2,13"/,0"F/S";:4"5/=6"=2:>/460"456"l:>29S+""7,"456":456;"5/,024,620F"456"/99C@60"  
@4C06,4"9:C>0"l>/96"456";6@4":8"456"@4C06,4"l:IC>/42:,"2,"g6:l;/0S":8"/;:456;"/44/9O+""\$52@"FC@4"H6"06:  
9/@WHS@/@6"H/@2@"H69/C@6"24"2@5,6526"894"7,6"452,1"4:"H6"G;/S":8"2@"456";2@O":8">2/H2>24S"28'  
;6/OF24460"/,0"9:FF24@"/,:456;"/@ @/C>4+""\$56"=2942F2]60"@4C06,4"F/S"@C6":,"456"456:;S"45/4"456"@95:  
C,;6/@:./H>S"l>/960"52F":;56;"2,"g6:l;/0S"H69/C@6"24"F2154"5/=6"H66,"8:;6@66,"45/4";6/OF2442,1"456"@4C  
;6@C>4"2, "/00242:./>"/44/9O@+""

#

-.819/3# 6140.T51. #

# # #

\$56"/>>6160"=2942F"@5:C>0"l;6@6,4"52@":;56;"/>>61/42:,@82:@43"/,0"H6"/H>6"4:"9/>>"G24,6@ @6@+""\$56;6  
G5295"456"/>>6160"=2942F"9/,:4":;G2>>":4"l;6@6,4"52@":;56;"G,"9:FI>/2,4+""%4"2@":;4"C,C@C/>"8:;456"9:;0  
/OF2,2@4;/4:;4:"/II:2,4"/,0F2,2@4;/4:;4:"l;6@6,4"456"9:FI>/2,4"2,"456"=2942Fu@"@46/0+""%,8/943"@:F6"9:>>6'  
l;6@6,42,1"456"9:FI>/2,43"/,0:;>S"C@6"456"=2942F"/@/"G24,6@ @+""\$52@"2@":;4"456"H6@4"l;/94296+""%8"4:  
l;6@6,4"52@":;56;"G,"9:FI>/2,43"9:>>616@"@5:C>0";69:1,2]6"45/4"@:"0:2,1"F/S"H6"9/45;/429"/,0F/S"l>/S"/>;16  
l;:=202,1"/"=2942F"G245"9>:@C;6":;"/4">6/@4"/"@4;/4"4:"456"56/>2,1"l;:96@7(4%84565629425"16"l;6@6,4"456'  
9:FI>/2,43"456"=2942F">>5/@"456";2154"4:"H6"l;6@6,4"45:;C15:C4"456"6,42;6"l;:96602,1+""#,456;":l42:;8:;456"



\$56;6"2@"@:F6":=6;>/"F:,1"456"46;F@+"#HC@63"8:,"6K/FI>63"9/,"@21,28S"l5S@29/>"/HC@63"@6KC/>"/H  
/HC@6+"a;/@ @F6,4"6TC/46@"4:"45;6/4@3"2,/"8:;96"9:, @4;C94+"b:,"6K/FI>63"V:;86 @ @ @ 4,008,6346>>@"  
X46l5/,263"45/4"28"@56"0:6@",:4"@>66l"G245"52F3"56"G2>>"8/2>"56;+""\52>6":,":,6">6=6>"452@"G:C>0"H6"  
TC:"5;/@ @F6,43":,/, :456;"28"X46l5/,26"020"@>66l"G245"<;C0163"24"G:C>0"@6KC/>"/@ @/C>4"HS"8:;92H>€  
X46l5/,26G/@"45;6/46,60+"eS"C@6":8"456"45;6/43"<;C016"/lI>260"/"4Sl6":8"8:;96+" "\$52@"@5:C>0"l;=:O6"@  
/H:C4"G5/4"2@"@C882926,4"4:"9:, @424C46"/"45;6/43"/,0"45/4"G2>>"H6"02@9C@ @60"2FF602/46>S"H6>:G3

b2,/>>S3"456"8:C;45"6>6F6,4":8"8:;96"2@"9:6;92:;+"6"0682,6"24"/@"/"@S,;SF"8:;I;6@@C;63"0C;6@@3"9/g:>2;·  
\\6"H6>26=6"@4:;1>S"45/4"28"/,S":8"456"8:C;"4SI6@"8"8:;96"2@"C@603"9:6;92:;2@"456"4SI6":8"8:;96"F:"@4">2C  
9/F IC@"@6KC/>"F2@9:;0C94"9:FI>/2,4@+"%,"/"@6KC/>"9:;46K43"G6"0682,6"9:6;92:;"/@"/,"C;6/@:;/H>6"/F:C,4"  
6,1/16"2,"@6KC/>"/942=24S+"5/4"2@"C;6/@:;/H>6"2@"/"F/446;"8"9:FFC,24S"@4/0;0@3  
"

\\6"0682,6"9:6;92:;2,"46;F@":8"@60C942:;+"X:92648"0680C942:;"/@";6/@:;/H>63"/,0"9:6;92:;"/@"C;6/@:;/H>6  
e:45"2,>=>6"9:;=2,92,1"@:F6:;6"4:"0:"@:~F6452,1"S:C"G/,4"456F"4:"0:3"@:~5:G"0:"456S"4;C>S"02886;n"\$56"  
02@42,942:;2@"2,"G56456;"456"I6;@:;G5:2@"456":Hg694":8"456"I;6@@C;6"G/,4@:"H6"9@="2,960+"%,"  
@60C942:;3"456"@6KC/>"/0=;/96@"/;6"C>42F/46>S"G6>9:F6+"o:C"G/,4"4:"0:"@:~F6"9:;=2,92,13"/,0"456"I6;@:  
:Hg694":8"S:C;"@6KC/>"/446,42:;G/,4@4:"H6"9:;=2,960+"\$G2@4"FS"/;F3"%f>>"1:"/>.;1+"\$G:"I6:I>6"/;6"I>/S:  
1/F6+"<:6;92:;2@"02886;6,4"H69/C@6"S:C"G/,4"4:"9:;=2,96"@:~F6:;63"HC4"456S"F/O6"24"9>6/;"45/4"456S"0:'



2,46,@24S3"2@:>/42:,"/0"0C;/42:,"8"FS"l;6@@C;6+""7,96"S:C;"9:FFC,24S"l;66060"2"2@"/l;:l;2/46"8:,"  
S:C"4:">/H6>"FS"9:6;92:,"/@"8:;92H>6"9:FIC>@2:;,+

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\5/4"2@"9;2429/>"4:"C,06;@4/,0"56;6"2@"45/4"9:,@6,4"2@/"O6S">61/>"/,0"l:>29S"9:,96l4"45/4"/>>"9:>>616@"@5  
F:@4"5/=6"0:,6"@:+""<:,@6,4"2@/"F:06957,2@F"G56,"9:Fl;/60"4:"8:;963"G5295"2@"456"9>/@@"29";/l6"9:,@4;C94:  
:H@:>646+""b:;96"2@"H@:>646"H69/C@6"/,S"@6KC/>"9:,4/94"45/4"2@"HS"8:;96"2@"HS"0682,242:,"G245:C4"9:,  
/,42TC/460"H69/C@6":8"456"028829C>426@"2,"l:,"56;6"242@C,963/"C@603"/,0"l5S@29/>"@21,@"G6;6"l;6@6,4  
G/@"6/@2>S"l;:=6,+""\56;6"l5S@29/>"@21,@"G6;6";,4"l;6@6,43"456"9:C;4@">:O60"4:"l;:8"45/4"456"@6KC/>"9:,4  
456"G2>>:"8"456"=2942F3"/,0"45/4"G/@"l;:=60"HS"6=206,96+8"56"2@C,963,"6886943"G:C,0"Cl";6TC2;2,1"=2942F@  
;6@2@4+""\$52@"5/0"456":00"688694":8"l>/92,1"/"HC;06;,"456"=2942F"4:"G:C,0"56;/44/9O6;3"5/=6"G24,6@"@6@  
5/=6"52@"@O2,"C,06;"56;"82,16;,/2>@+""%4"/>@:"l>/960"=2942F@24,96/963"0@1,6@,"/44/9O6;3"9/C@2,1"G:;@  
5;/F+""#,"03"2,"456"9/@6":8"456"@/02@429"/l2@43"56;";6@2@4/,96"4C;,60"52F":,"/>>"456"F:;6+""

"

<:,@6,4"G/@"456"G/S"456">/G"Cl0/460"l;:8"@4/,0;/0@+""%4"@528460"456"HC;06,"8:;F"456"=2942F"4:";6@2  
456";6@l;,@2H2>24S"8:;:"H4/2,2,1"@6KC/>"l6;F2@@2:;,"456"/11;6@@";3";,"2,242/4:;:"8"456"@6KC/>"/942=2  
9:,@6,4"2@"456";2154":8"456"=2942F"4:"H6"C,F:>6@460"C,42>"@56"12=6@"9>6;";l6;F2@@2:;,"8:;@"6KC/>"/

" 1 ( " ) 3

;/;6";6>212:C@>S,060";C>6@"/4"9:>>616@"/882>2/460"G245"=;/;2:C@"8/245@3"/>F:@4"/>>"9:>>616@"5/=6"l:>  
2,9/l/924S+"X:F6"2FI;692@2:,"G245"556"@B";6@C>4@"2,">/9O":8"9>/;24S3"H69/C@6"l:>2926"0;06F43/4:"12=  
/;6";:4"@S,:;SF:C@"G245"2,9/l/924S"456"F6/,2,1":8"2,9/l/924S+"\";:@6"/;6";C>6@"45/4"@4/46"45/4"@6K"2@"l";5:

¥ e>:0@5:4"6S6@N  
¥ \$56"@F6>>":8"/>9:5:>":,"456"H;6/45N  
¥ X5/OS"6TC2>2H"2CFN  
¥ U:F242,1N  
¥ 7C4;/16:C@":;"C,C@"65/=2::N  
¥ W,9:, @92:C@,6"@ @+

`,6":8"456@6"8/94@3"6K9614"8:;"456">/@43"F/SMM@42/C8/456F@64290/924/42:,"eC43"456"l;:96@ @":8"  
82,02,1"@:F6:,6";6@l:, @2H>6"8:;"/"=2:>/42:,"8"456"@6KC/>"F2@9:,0C94"l:>29S"2,=:>=6@"/, /99,542:,"8"6=2  
/F:C,42,1"4:"/"@C882926,4":;"2,@C882926,4"F6642,1":8"456"@4/,0;/0":8"l;::83"G56456;"S:C"C@6"/"l;6l:,06;/,96  
6=206,96"AF:;6">2O6>S"45/,":4B3"9>6/;"/,0"9:;=2,92,1"6=206,963":;"/,S":456;"6=206,42;/S"@4/,0;/0+"X:F6":8"4  
@4/,0;/0@"F/S"H6"F64"G2456"9:FH2,/42:,"8"456"82;@4"@6=6,3":;"/>>"62154"8/94:;@+"b:;"6K/Fl>63"24"F215  
@:F6:,6"2@"l/@@2,1"2,/,0":C4":8"9:, @92:C@,6@ @3"/,0"456;6"2@/"5215"l;:H/H2>24S"456S"9:C>0"l/@@":C  
F2154"H6"F64"28"@:F6:,6"2@=":F242,1"@:7:2:6,486,"45/4"456S"/;6"@2Fl>S"2,"@C95"H/0"@5/l6"45/4"456S  
9/,,:4"H6"@/20"4:"5/=6"9/l/924S+"""

F@UPW@>IB

\$56"62154"9:,46K4"9>C6@>2@460"/H:=6"G2>>"/>@:"56>l"S:C"4:"/@ @ @ @"/,0"0646;F2,6"456"6K46,4":8"45  
/,0"2FIC460"O,:G>60163"1256;L52@"/G;/6,6@ @":8"G56456;"456"9:Fl>/2,/,4"6K52H2460"/,S":8"456@6"v@SFl  
#,:456;"2@ @C6"45/4":846,"06@6;=6@"/446,42:,"2,"456@6"9/.302 -1F3 (/)1 (.302 -1F6)-5 (-;3 (" )3 963 (S)2K6 8

4::R"0:6@,f4"8C,942:, "4:"6K9C@6"456"F2@9:,0C943"6@I692/>>S"@2,96"24"2@"/>F:@4"/>G/S@"02@2,16,C:  
=2942F2]603"G5S"020,f4"56"F/O6"/"9:FI>/2,4n""76,6"@I692829+""^:@4":8"456"42F63"G56,"@:F6:,6"/;1C6@"4  
G6;6"0;C,O"4::3"452@"2@"2,/OF2@ @2H>6"6=206,96+""\6"FC@4";6F6FH6;"45/4"/>F:@4"/>"9:>>616@"5/=6"/  
0;C,O"0:6@":4"6K9C@6"/"l:>29S"=2:>/42:,3"/,0"6=6,"28"S:C"0:,f4"5/=6"456"CS30H62,1"0;C,O"0:6@":4"  
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86F/>6"@4C06,4"2@"2,9/I/924/4603"/,0"456"F/>6"@4C06,4"2@"F6;6>S"0;C,O+""

L>M^AJZ#IQ#0QJP@#BAQJB

\6"gC@4F/C:"456"l;6F/4C;6"9:,9>C@2:,"45/4"H:45"@4C06,4@"/;6"2,9/I/924/4603"HC4"456"6=206,96"0:6@":4"  
45/4"/4"/>>+""%,",2,6"S6;/@3"G6"5/=6"YUY?"@66,"/4;C6"9/@6":8"FC4C/>"2,9/I/924S+""%":f4"0:CH4"24"6K2  
;/6+""\6"5/=6"@66,"l>6,4S":8"9@"G56;6"4G:"l6:l>6"G6;6"0;C,O3"HC4"45/4"2@":4"/"l:>29S"=2:>/42:,"/4"F:@4"9  
a:G"G:C>0"4G:"16,C2,6>S"2,9/I/924/460"l6:l>6"5/=6"456"l5S@29/>"9::;02,/42:,"696@ @/;S"8:;@"6KC/>"2,46;9:  
#,0"28"456S"0203"5:G"G:C>0"456S";6F6FH6;"24n""\$56"9:C;4@":l6;/46":,"456"l;6@CFI42:,"45/4"28"/"F,"2@"/H:  
6,1/16"2,"/,0"9:FI>646"456"/94":8"@6KC/>"2,46;9:C;@63"56"2@":4"2,9/I/924/4603"75B+""

<D@JPU^UPAIU#AQJ

\$56;6"2@"/,456;"2@ @C6"G245";6@I694"4:"2,9/I/924/42:,"+""^,S"9:,0C94"l/,696"163502@42,942:,"H64G66,"  
9:FI>/2,4@"G56;6"456"/99C@60"2,9/I/924/46@"456"=2942F3"/,0"9:FI>/2,4@"2,"G52962,456"92946@@"@6:8  
IC;l:@6@":8"/"9:,0C94"56;/2,13"G56456;"456"=2942F1/9246@":;,"4"@5:C>0":4"2FI/94"456"82,02,1+""\$56  
TC6@42:,"C,06;"456"l:>29S"2@"G56456;"456"=2942F"G/@"2,9/I/924/4603":4"5:G"@56"H69/F6"2,9/I/924/460+  
H6"G:;45"F6,42:;2,1"45/4"2,9/I/924S";C>6@"/;6":4"16016928293"@:"45/4"/,S:6"G5:"5/@"@6K"G245"/,"2,9/I/924  
l6;@:,"9/,"H6"56>0";6@l:,@2H>63";61;/0>6@@"8"G56456;"456"@240/92F/2@B6F6MF/>63"F/>MM  
F/>6":;86F/>MM86F/>6+B""\52>6"10,048"24/42:,"F/S":4"2FI/94"456"82,02,13"24"F/S"5/=6"/,"2FI/94":,"456"  
@/,942:,"+""%4"G:C>0"H6"l6;8694>S";6/@:./H>6"8:;"/,6>0C96@2;6"4:"12=6"/"5;/@56;@"/,942:,"4:"/"@4C06,4"  
/99C@60":8"06>2H6;/46>S"/,0"@C;6l4242:C@>S"l>S2,1"/"G:F/,"G245"@I2O60"IC,95":;"/;/l6"0;C13"45,"24"F2  
@4C06,4"/99C@60":8"5/=2,1"@6K"G245"/"G:F/,"G515,01/924/460+""

6QQH#LMEZJI#?G#ICD#8PP>BDE##>EDJI

#, "2,46;6@42,1"TC6@42:,"2@"H69/C@6"456"l:>29S"/@O@":4":>S"G56456;"456"=2942F"2@"2,9/I/924/4603"l  
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@5:60"5/=6"O:G,+""\$56"Q@5:C>0"5/=6"O:G,R"l/;4":8"456"l:>29S3"G5/4">/GS6;@"9/>>"9:,@4;C942=6"O:G<  
F2@>6/02,1+""%4"2@":4"/"CHg6942=6"TC6@42:,"8"G5/4"456"/99C@60"@5:C>0"5/=6"O:G,+""%4"2@"/,"-  
F2154"H6"H6446;"l5;/@60"/@QG5/4"G:C>0"/;6/@:./H>6"l6;@:;3"2,"456"l:@242:,"8"456"/99C@603"5/=6"O:G  
9:C;@63"/;6/@:./H>6"l6;@:,"0:6@":4"9>:C0"4562;"gC01F6,4"G245"/>9:5:>+""

6QQH#L>EZMDJI#?G#ICD#8@ @DZDE#XAPIAM

#4":,"l:2,4"2@"24"/l;l:2/46"4:"6K9C@6"/"=2:>/42:,98"HS"456"/99C@60"H69/C@6":8"l::;"gC01F6,4":;"/>/90":8"  
;6@l:,@2H2>24S"HS"456"=2942F+""\$G:"G:;1@"0:;,"4"F/O6"/;2154+""\$.H>/F6"456"=2942F"8:;2;;6@l:,@2H>





"

V>\$R4&!?'&7&113\$(-!&(5!-#\$!X,71-!@3\$(53\$(-[  
D,"!=\*47!6\*'9,\$1!?'5!<2!.(!%\*47-\W!  
eSJ"X/C,0;/"h+"X95C@46;3"Y@T+3"V/;4,6;3" `<aY?^"

9JIHQE>PIAQJ#

:886, @2=6"@C95"45/4"24"C,06;F2,6@"456"=2942Ff@"60C9/42:./>"6KI6;26,96"/,0"06,26@"6TC/>"/996@@"4:"/  
;6@:C;96@"/,0":II::4C2426@R+  
"



@95::>f@'29S"G/@"4:."H;:/0"/,0"=/1C6"/,0"l;:52H2460"/"@CH@4/,42/>"/F:C,4":8"l;:469460"@166953"56>0"45/4"  
@95::>"F/S",:4"l;:52H24"@16695"C,>6@@@456"@16695"G2>>"QF/46;2/>>"S"/,0"@CH@4/,42/>>"SR"2,46;86;6"G:  
:8"/l;:l;2/46"02@92l>2,6"2,"456":l;:8"456"@95:.">R+

#

<>MMUHG

#

<:;>616@"/,0"C,2=6;@2426@"FC@4"9;/;68C>>"S";6=26G"@6KC/>"5;/@@"F6,4"l;:2926@"4:"6,@C;6"45/4">/,1C  
l;:52H2460"6Kl;6@@2:,"2@"9>6/;>"S"/;429C>/4603"9:,@2@46,4"G245"456"@4A0,91692,4/0024256"2,"  
2,@424C42:,@"FC@4"/,/>Sj6"456">/,1C/16":8"@6KC/>"5;/@@"F6,4"l;:2926@"4:"6,@C;6"456"l;:52H2460">/,1C  
C,9:,@424C42:./>>"S"=/1C63"/FH21C:C@":;":=6;H;:/0+

<UJPIAQJAJZ#]QH#<DY>U@#2ABPQJE>PI  
FGK##FHDII#80#<QWQ@QSN#LT#

#

\$52@ "G66O3"% =2@2460"FS"8;26,0@"/,0"9:>>6/1C6@"/4"U2;12,2/"\$695+"##846;%"8/92>24/460"/"9:;0C94"4;  
9/F6"CI"4:"F6"/,0"6KI;6@ @60"45/4"56"16;962=60"F6"4:"H6"H2/@60"4:G;/0"@C@I6,@2:;"/,0"6KIC>@2:; "8:; @6I  
F2@9:;0C94"9:FI>/2,4@+"1a660"G245"FS"H2/@3"56" @/203"HC4"G:;06;60"5:G"FS"H2/@ "G:C>0"H6"16;962=60  
G5:"020";:4"/1;66+"%"1;660"G245"52F"45/4"%0:"5/=6"/"H2/@3"/,0"6KI>/2,60"45/4"24"2@":;4"/"16;@:;"/>"H2/@:  
I:;86@ @2:;"/>:"6"AF/SH6"1;686;6,96"2@ "456;68:;6"/"H64465/4612"/@B+"%"4"2@"/"H2/@ "45/4"5/@ "06=6>:160":=6  
S6;/@ "8"6KI6;26,96"G245" @6KC/>"F2@9:;0C94"9:FI>/2,4@3"/>G@C24@"/,0"1:;=6;F6,4"2,=6@421/42:; @+"%"9  
G:;45"6KI>/2,2,13"/,0"24"2@":;4"@:;F6452,1%"9:;96/>+"%" /"F"=6;S"CI8:;:4"/H:;C4;F95;21@/8@0:":;4"C@6"FS"  
4;/2,2,1 @"/@/"HC>>S"IC>I243"%0:"C@6"456F"/@/"I6;@C/@2=6"IC>I24"G56,%"H6>26=6"@4:;:1>S"45/4"/"I  
H6,6824"4:"45:@6"H62,1"4;/2,60+"%"e68:;6%"6KI>/2,"FS"H2/@3"%/94C/>>S",660"4:"6KI>/2,"FS">26G@":;H2/I  
"

A9\*)#F+2%5%5&#B+\*2(##[%2)j

%"l:;=2060"FS"82;@4"9:;0C94"4;/2,2,1"F:;6"45;,"8:C;466,"S6;/@"/1:3"/4"V6,,"X4/46"W,2=6;@24S+"%"G/>O60";  
["/0F2,2@4;/4:;@"/,0"@4/883":;>S"4:"H6"9:;8:;:460"HS"/,##@ @:92/46"E6/,"G5:"F;/9560"CI"4:"F63"54;@6963"  
/,0"06F/,060"4:"O:;G"QG5/4"/;6"S:C"56;6"8:;nR""%"6KI>/2,60"45/4"%G/@ "456;6"4:"0:"/9:;0C94"4;/2,2,1":;@6K  
F2@9:;0C94+"a6;";6@I: @6G/@3"Qo:C"9/f4"0:"45/4+R""%;6I>260"45/4"V6,,"X4/46"5/0"2,=2460"F63"/,0"G/@  
I/S2,1"F6"4:"0:"gC@4"45"X56" @/203"QeC4"28"S:C"4;/2,"C@3"24"G2>>"H2/@ "C@3"/,0"45/4"2@,f4"8/2;+R""%"  
/,S:;6"G:C>0"/C4:F/429/>>S"6TC/46"4;/2,2,1"G245"H2/@3"/,0"1:;46@460"45/4"%G/@":;4"456;6"4:"H2@6/6S:;6+  
8>/@560"2,4:"FS"5696,4>S"G56,"6%0,"456"5:>02,1"2,"456"D:F6@ "9/@6"452@ "@CFF6;+"%",D:F6@3"4G:"@C  
@4C06,4@ "95/>>6,160"456"8/2;6@ @:"8"4562;9/FIC@ "56;/2,1"H69/C@6"456"56;/2,1"<5/2;"G/@"/"8/9C>4S"FI  
2,=;>=60"G245"456">:9/>"/I6"9;2@2@ "96,46;+"%"\$56S"/@ @6;46G2454=2642F:@ "F/06"56;/"H2/@60"1692@2:;  
F/O6;+"%"\$56"gc016"2,"D:F6@ "G/@":;4"16;@C/0603"@644>2,1"456"F/446;"HS" @4/42,1"45/4"56"O,6G"=6;S"86C  
G6;6"l:; @6KC/>"/@ @/C>43"/,0"5/=2,1"/<5/2;"G5:"10@K42"/@ @/C>4"G/@":;4"/"H2/@2,1"8"94:;"/4"/>>+"  
"

o643"06@I246"456"8/94"45/4"/"8606;>D;C6@626F60"4:"H6":;456" @/F6"1/16"G245"F63"%5/=6"95/,160"FS"=:  
2,"456">/@4",2,6"S6;/@+"%"5/=6">2@46,60"4:"5C,0;60@ "8"/0F2,2@4;/4:;@ "06H/463"06>2H6;/46"/,0"069206'  
F2@9:;0C94"9:FI>/2,4@+"%"5/86,0"/,"C,H2/@60":;6"/F:;1@4"C@+"%"6"/>>3%"5/=6;6/>2]603"/;6"H2/@60+"%\6  
5/=6"=>C6"@S@46F@3"@6KC/>"I:;>2429@3"F:;"/>@3";6>212:C@ "H6>268@"/,0">286"6KI6;26,96@ "45/4"9:>:;  
\6"5CF/,@3"%82;/>>S"FC@4"/0F243"/;6"2,52;@696"15/4"##@ @:92/46"E6/,"4"V6,,"X4/46"G/@";2154z""\6"/9:;:  
6KI694"/"1:;96@ @4:"H6"H2/@ "8;66+"%"\$56;6"2@":;@C95"452,1+"%<:;0C94"4;/2,2,1@3"456"F602/3":;C;6KI6;26,  
/4424C06@"/>>"H2/@ "C@+"%"X:3"%/F"112/06;74299614"24@ "24632#H2>02@/1;66"G245"45/4"##@ @:92/46"E6/  
:;6"O6S"1:2,4+"%"X56"H6>26=60"45/4"H2/@ "G/@ "C,8/2;3"/,0"%0:;f4"452,O"45/4f@ "4;C6+"%"452,O"H2/@ "45/4"  
F/2,4/2:"Hg6942=24S"2@ "C,8/2;+"%"\$5/4"2@"/,2FI:;4/,4"02886;6,96+"%"^S"1:2@244722@ "05: @6"H62,1"4;/2,60"2  
G/S"45/4":=6;/>>2@ "H/>/,960+"%"G/,4"4:"H2/@ "S:C"/>244>6"2,"8/=:;:"456";2154@ "8"456"/99C@60"@4C06  
"

#,03%"G/,4"4:"H2/@ "S:C"/>244>6"2,"8/=:;:"8"456";2154@ "8"456"/>>6160"=2942F+"%"#03%"6"G245;102/04S:C  
4:"456"G24,6@ @6@3"/,0"456"2,46;6@4@ "8"456"9:>>616":;C,2=6;@24S+"%"0:;f4"F2,0"45/4"H2/@ "2@ "I;6@  
F/2,4/2,60":=6;/>>+"%"#@ ">:;1"/@ "G6"/;6"H/>/,960"/,0":Hg6942=63":C;6@C>4@ "G2>>"H6"8/2;3";4G245@4/02  
45/4"2,8>C6,96"/,0"2FI/94"C@"/,0":C;0692@2:; @+"  
"

/1)>\*5)%95#25-#=0>1")#%95

#  
%"5/=6"/"1;686;6,96"8:;@C@I6,@2:;"/,0"6KIC>@2:;3"/,0%"F/O6"45/4"9>6;/2,"4;/2,2,1@+"%"\$52@ "2@":;6"/;6/"G56;6  
8/=:;@3"16;5/I@3"456"/>>6160"=2942F+"%"eC43%"422@6@565/4"6,5/,96"456";2154@ "8"456"/99C@60"@4C06,4+"  
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@/,942:;@+"%"5/=6"/"06@2;6"4:"6,@C;6"45/4":C"@/,942:;@/464;4562@6=6;24S":8"456"=2:>/42:;3"/,0"H6>26=6"4  
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"

% "TC/>28S"452@"I;686;6,96+"` :4"/>>"@6KC/>"F2@9:,0C94"9:FI>/2,4@"/;6"857CC"@S-@,265"7/O6@"  
2,46;9:C;@6"/"F;6"61;612:C@"=2:>/42:, "45/, "8:,0>2,1":":456;" ,:2,=@2=6"@6KC/>"9:,4/94+"Z2O6"456">/G3"%  
456"C@6":8"G6/I:, @3"l;60/4.;S"l;94296@3"/,0"2,9/l/924/42,1"@:F6:,6"/;6"06@6;=2,1":8"5621546,60"9:, @6TC6,  
o6 @% "452,O"456;6"9/,"H6"/"02@42,942:,MM2,"46;F@":8"@/1942,5@366,2484C06,4"G5:"5/@"@6K"G245"@:F6

"

V/;4":8"FS"1:/>"G245"452@"/;429>6"2@"4:"6FI5/@2]6"45/4">61/>>S3"G56;6"456;6"2@"@6KC/>"2,46;9:C;@6":

2UJEUIQHG#1D^QHIDHBK#8#6Q@APG#]QH#\_UP>@IGN#,H>BIDDB#UJE#6H

\$52@":9CF6,4"2@":2,46,060"4":.C4>2,6"456"<:>>616f@":>29S";61;/02,1"F/,0/460";6l:;42,1":8"9:;96;;2,1"H65/=02@9;2F2,/42:;3"5;/@ @F6,4"/,0"9;2F6@":HS"6F1>:S66@+"%4"6KI/>2,@":H;268>S"456"F6/,2,1"/,0"IC;l:@6":8"F;6l:;46;@3":C4>2,6@":456">61/>"9:;46K43"/,0"/;429C>/46@"/ @4;/21548:;G;/0"@64":8"1C206>2,6@":8:;"/>>"6FI:

2UJEUIQHG#1D^QHIDHBK#8#6Q@APG#]QH#\_UP>@IGN#,H>BIDDB#UJE#6H

#  
\$56;6"/;6"8:C;"8606;/>">/G@"45/4"6@4/H>2@5";6@l:,@2H2>2426@":8:;6FI>:S66@":8"9:>>616@":4:;6l:;4"96;4/,0"2,9206,4@3"6@l692/>>S"@6KC/>"F200456"946;S"#94"2,"4/,06F"G245"456"U2:>6,96"#1/2,@4\F6,"?6/C45:;2]/42:;#94":8)"\_AU#B3"\$24>6"U%"/,0"\$24>6"%&+"Y/95":8"456@6"/;6/@":8"8606;/>">/G"5/@"/"028IC;l:@63"HC4"16,6;/>>S"456">/G@"/:6"2,46,060"4":l:;4694"F6FH6;@":8"456"9/FIC@":9:FFC,24S3"=2@24:;@"/,l8:;F"9;2F2,/>"/,0"02@9;2F2,/4:;S"H65/=2:;+"\$56";6@l2420026@4/H>2@560"HS"456@6">/G@"12=6";2@6"4:"4QF/,0/4:;S";6l:;46;+R""?6l:;42,1":8"9:;96;;2,1"/,0"02@;CI42=6"H65/=2:;@":2@":;4">61/>>S"F/,0/4603"HC4"2@"/"lF/,0/46"4:"/@ @2@4"456"e%"\$2,"6;/>S"206,42829/42:;"/,0"064602:;@24C/420042:;#>>S3"@4/46">/G"2FI:@6@F/,0/46@":G245";6@l694"4:"456";6l:;42,1":8"952>0"/HC@6"/,0"@6KC/>"/HC@6"/@":8:>>:G@x

,CD#RDZU@#00JIDYI

#  
\$56"<>6;S"#94"2,"4/,06F"G245"U#/#"9;6/46@"/"0C4S"8:;2,@424C42:,@4":;6l:;4"9;2F6@":2,"d"02886;6,4"9/46456H:;/06@4"@9:l6+"%4"2@":456"<:>>616"45/4"5/@":456"0C4S"4:;6l:;4"456@6"9;2F6@"/,0"8/2>C;6"4:"0"@:">@CH@4/,42/>"82,6@":H62,1"2FI:@60":;456"2,@424C42:;HS"456"E6l;/4F6,4":8"YOC9/42:;+"DC2060"HS"456"<>6;S"#94"/,0"@CH@6TC6,4"/F6,4@3"456"<:>>616"2@":6TC2;60"4:"0682,6"G5295"6F>6866@C@":X69C;24S"#C45:;2426"6C@4";6l:;4"9;2F6"2,8:;F/42:;456S";6962=6+"

\$56">/,1C/16":8"456"#94"G:C>0"/>>:G"456"<:>>616"4:"6K9>C06"@:F6"8/9C>4S"@:F6":8"456"42F6"/,0F/S"l:;8@4/88"8:;F"456":H>21/42:;4":;6l:;4+""XC95"/,0"/;953"5:G6=6;3";2@O@":9;6/42,1"9:;8C@2:;8:;8/9C>4S"/,0"@F2,2F/>2@4"/l:;/95"4:56"64529/>":H>21/42:;4":2,8:;F":C;9:FFC,24S"/H:C4"@6;2:C@":9;2F6@3"/,0F/O6@":4562,@424C42:;F:;6"=C>;6/H>6"4:"6,8:;96F6,4"/942:;+"

\$24>6"U%%"8:9C@6@":;@6KC/>"5;/@ @F6,4"2,"456"G:;OI>/96"/,0"8/2>C;6"4:"4/O6"/l:;l;2/46"/942:;9"/>6/0">2H2>24S"8:;456"<:>>616+"W,06;\$24>6"U%%"3"456">/G"9;6/46@"/"0C4S"4:;6l:;4"8:;6FI>:S66@":G5:"@CI6;6FI>:S66@3"2,9>C02,1"@4C06,4@":H62,1"/20"HS"456"<:>>616+"#@"G245"456"<>6;S"#94LU#/#3"452@":>/,1@:F6"8/9C>4S"/,0"@4/88"G:C>0"666K46;6l:;4"G52>6":456;@":F2154"H6"6K6FI460+"7,96"/1/2,3"5:G6=6;3"452@6>6942=6"/l:;/95"F/S"9;6/46"9:;8C@2:;"/,0";2@ON"/,0"24"8/2>@":4:"/O"/>>:8"C@":4:"@5;/6"456";6@l:;@2HF G:;O"l>/96"8;66":8"@6KC/>"5;/@ @F6,4+

\$24>6"%&"8:9C@6@":;6466"9:;@6TC6,96@":8/960"HS"=2942F@":8"16,06;"02@9;2F2,/42:;"/,0"@6KC/>"5;/@ @9;6/46@":H>21/42:;@":8:;456"<:>>616"4:"2,=6@421/46"/,0"4":l:;=206"/"QI:;FI4"/,0"6886942=6";6F60S+R"\$24>6456"<:>>616"4:"l:;=206"/@/86"6,=2:;F6,4"456@":4"2,46;86;6"G245"456"=2942Ff@":;2154"4:"IC;@C6"/,60C9/4:6FI>:SF6,4":l:;4C,2426@3"H6,6824@":;l:;2=2>616@+"\$56"<:>>616"2,9C;@":452@":H>21/42:;G56,"/"=2942F"54:"/"Q;6@l:;@2H>6"6FI>:S663R":;G56,"456"<:>>6163"2,"456"6K6@92146"9;63"@5:C>0"5/=6"O:;G,3"/H:C4"456/@ @/C>4":;5;/@ @F6,4+""#@"G245"456":456;">/G@3"456"0682,242:;":8"Q;6@l:;@2H>6"6FI>:S66R"C,06;\$2456"<:>>616"4:"4;6/4":;S"@:F6"8/9C>4S"/,0"@4/88"/@":F/,0/460";6l:;46;@":HC4"G245"456"8F6;B@ @2H2>/,0";2@O":8"2,@424C42:;"/>"6KI:@C;6+

0Q@@DZD#6Q@APG

#  
"00QJAEJIAU@AIG#UJE#1D^QHIAJZ#Q]#4]]DJBDB#5JEDH#,CAB#6Q@APG  
#

#>>"<:>>616"6FI>:S66@"A8/9C>4S3"@4/883"/0F2,2@4;/4:;@B"/;6"6KI69460"4:";6l:;4"/94C/>:"@C@I69460"0:  
5;/@F6,4"4:"/I;:l;2/46":88292/>@"2FF602/46>S3"45:C15"456;6"/;6"@:F6">2F2460"6K96I42:,@+"%,,";06;"4:"F  
2,8;F60"95:296@3"24"2@"2FI;:4/,4"4:"H6"/G;/6":8"9:,8206,42/>24S"/,0"F/,0/4;S";6l:;42,1";6TC2;6F6,4@"G56,"  
9:,@C>42,1"9/FIC@";6@:C;96@+"7,"9/FIC@3"@:F6";6@:C;96@"F/S"2,4/2,"9:;8206,42456S"/;6";4"  
;6TC2;60"4:";6l:;4"/94C/>:"@C@I69460"02@9;2F2,/42:,";5;/@F6,4"4:"/I;:l;2/46"<:>>616"6FI>:"@  
:886;2,1":I42:,@"/,0"/0=296"G245:C4"/,S":H>21/42:,"4:"2,8;F"/,":C4@206"/16F6S@"988292/>"C,>6@@"/";6l:;42,  
I;/4S"5/@";6TC6@460"2,8;F/42:,"4:"H6"@5;/60+"7456;";6@:C;96@"6K2@4"8:,";6l:;42,1"l;/426@"4:";6l:;4"9;2F6  
=2:>/42:,@"/,0"456@6";6@:C;96@"G2>>"4/O6"/942:,"G56,"/,,"2,9206,4"2@";6l:;460"4:"456F+"\$2616@456",1"06  
;6l:;42,1":I42:,@"/4456"<:>>616

UO0QJJAEDJIAU@#1D^QHIAJZ#

%8"/;6l:;42,1"l;/4S"G:C>0">2O6"456"064/2>@"8"/,"2,9206,4"4:"H6"O6I4"9:,8206,42/>3"456";6l:;42,1"l;/4S"F/S"  
¥ 7, M/FIC@">296,@60"l:;86@@2:;/>"9:C,@6>;@"/,0"@4/88  
¥ 7, M/FIC@"56>45"@6;=296"l:;=206;@"/,0"@4/88  
¥ I7, M/FIC@"U2942F"#0=:9/46@m  
¥ I7, M/FIC@"F6FH6;@"8"456"9>6;1SL95/l>/2,@G;:O2,1"G2452,"456"@9;l6":8"4562;">296,@C;6";:;02,  
¥ I#45>6429"4;/2,6;@m"A28">296,@603"l;2=2>6160"C,06;"@4/46"@4/4C46"/,0L:;6;=2@2"C;86;"456"@C  
56/>45"l:;86@@2:;/>B  
¥ 7889/FIC@"A,;MFI>:S66@BJ  
Z296,@60"l:;86@@2:;/>"9:C,@6>;@"  
Z:9/>"/l6"9;2@2@"9:C,@6>;@  
E:F6@429"=2:>6,96";6@:C;96@"  
Z:9/>:"@4/46"/@ @2@4/,96"/16,926@"  
<>6;1SL<5/l>/2;@

#>>"8"456"/H42@460"2,02=20C/>@"G2>>"F/2,4/2,"9:,8206,42/>24S"6K96I4"2,"6K4;6F6"9/@6@"8"2FF602/9:  
0/,16;:"/HC@6":8"/F2;,"+</FIC@"9:C,@6>;@"/I,0L:"456"YFI>:S66#@ @2@4/,96"V;:1;/Fm"/;6"/=2>/H>6"4:"5  
:8"95;/16"/,0"9/"H6"@66;,"/,"6F6;16,9S"H/@2@"OC;2,1";,;F/>"HC@2,6@@"5;61@6FI>:S66@">2@460"/H:=6"  
@CHF24"/,;SF:C@"@4/42@429/>"2,8;F/42:,"8:"<>6;S"#94"IC;l:@6@"C,>6@@"456S"H6>26=6"24"G:C>0"H6"  
9>26,43"l/426,4";"l;/2@52:;6;+"

?O\_QHMU@#1D^QHIAJZ#

#>>"<:>>616"6FI>:S66@"5/=6"/"0C4S"4:";6l:;43"C,>6@@"456S"8/>>"C,06;"456"Q<:,8206,42/>"?6l:;42,1R"@69:  
?6l:;42,1"l;/426@"F/S"G/,4"4:"9:,@206;9;/68C>>S"G56456;"456S"@5;/6"l6;@:;/>S"206,4282/H>6"064/2>@"G:  
9:,8206,42/>"6FI>:S66@45@6"064/2>@"FC@4"H6"@5;/60"G245"456"\$24>6"%&"<::;02,/4;+"YFI>:S66@"FC@  
@5;/6"/>"064/2>@"8"456";6l:;4@"456S";6962=6+"D6,6;/>S3"9>2F/46"@C;=6S@3"9>/@ @;:"F"G;242,1"/@ @:  
02@9C@ @2:,@3"5CF/, "@CHg694@";6@6;/953";"6=6,4@C@4565"265"/O;9569";"@V6/O"0:";4"l:;=206"  
;4296"45/4"FC@4"H6";6l:;460"4:"456"<::;02,/4;:"HS"6FI>:S66@3"C,>6@@"456";6l:;42,1"l;/4S"9>6;/>S"2,029/46  
G2@5"/;6l:;4"4:"H6"F/06+"?6F602/>"/942:,@"F/S";6@C>4"8;F"@C95"02@9>:@C;6@;"6145/9428;F/>

%8"/;6l:;42,1"l;/4S"0:6@,";4"G2@5"8:;4562;"/F6"4:"H6"@5;/603"0:6@,";4"G2@5"8:;"/,"2,=6@56(&)-4 (" )2 (<)-4



2UJEUIQHG#1D^QHIAJZ#5JEDH#ICD#0@DHG#8PI7X8;8N#,AI@D#X99#UJE#,AI@D#9:K  
3>AED@AJDB#]QH#.M^@QGDDDB#Q]#q###r#0Q@ @DZD

#

- )+ \$56"<:>>616"5/"@ "0682,60"/>>"6FI>:S66@3"H:45"8/9C>4S"/,0"l;:86@ @2:./>"@4/883"/@ "F/,0/4:;S";6l;:46  
45: @6"06@21,/4609:Q2Q6,42/>R+
- '+ \56,/, "6FI>:S66"H69:F6@ "/G;/6":8"/, "/>>6160"/94":8"@6KC/>"5;/@ @F6,43"02@9;2F2,/42:;";"/@ @/C>4  
6FI>:S66"FC@4"l;:FI4>S"9:,4/94"456"\$24>6"%&"<::;02,/4:;"/,0L:;xm+"\$56"6FI>:S66"@5:C>0"C@6"456'  
#@ @/C>4"?6l;:42,1"b:;F3"G5295"8;C;6":, "456"G6H@246"/4"l""m+"##>46;,/42=6>S3"456"6FI>:S66"F/S"  
\$24>6"%&"<::;02,/4:;"/,0"456,"8:>M;C;H"82>2,1"456"8:;F+
- \_+ %8"456";6l;:460"9:,0C94"/>@:"9:,@424C46@ "/l:@ @2H>6"9;2F63"456"\$24>6"%&"<::;02,/4:; "G2>>"l;:FI  
E6l;/4F6,4":8 "VCH>29"X/864S"/H:C4"456";6l;:43"45:C15"F/S"G2455:>0"206,4282/H>6"2,8:;F/42:;"/4"456  
02@9;642:;+
- [+ \56,/, "6FI>:S66"452,O@ "45/4"/" @4C06,4"F/S"H6"/H:C4"4:;6l;:4"/, "/94":8"@6KC/>"5;/@ @F6,43"02@9;  
:;"/@ @/C>43"456"6FI>:S66"@5:C>03"28"/4"/>>"l:@ @2H>63"46>>"456"@4C06,4"45/4"456"<:>>616"G2:  
:8"456"2,8:;F/42:;3"HC4"456"6FI>:S66"9/,,:4"F/2,4/2,"9:FI>646"9:,8206,42/>24S"/,03"2@";6TC2;60"4:;6l:



=+ eS"/,S":456;"I6;@:,"/1/2,@4"/,"/0C>4";:"S:C45"=2942F"G5:"2@":469460"8;:F"45/4"I6;@:,f  
/94@"C,06;"456"0:F6@429";:"8/F2>S"=2:>6,96"/G@":8"456;"G5:295245629;2F6":8"  
=2:>6,96":99C;;60+

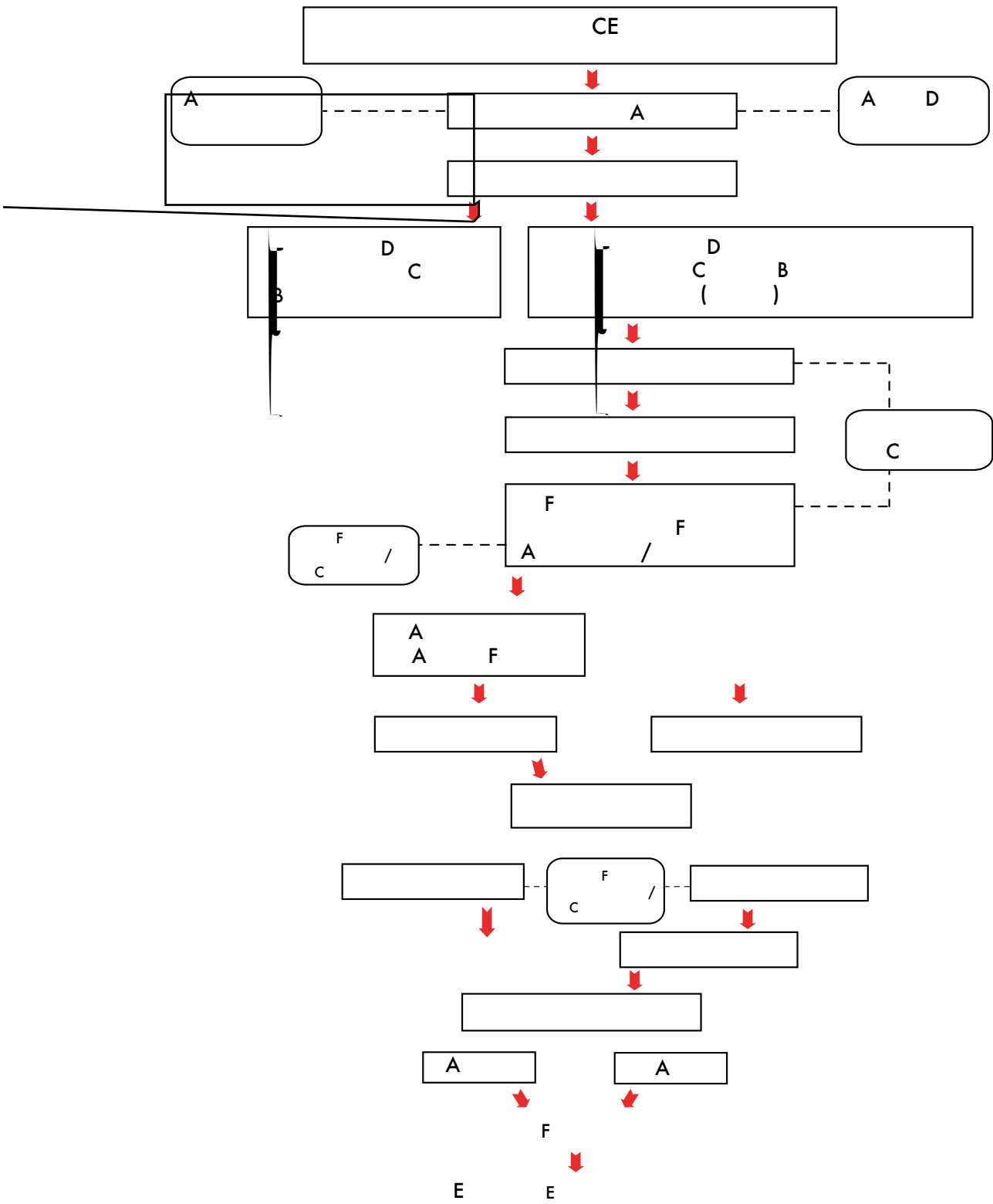
0+ E/42,1"U2:>6,96"U2:>6,96"9:FF24460"HS"/"I6;@:,"G5:"2@":;"5/@"H66,"2,"/"@:92/>";6>/42:,@521":  
;:F/,429";;"2,42F/46"/4C;6"G245"456"=2942F+

6+ X4/>O2J"Y,1/12,1"2,"/"9:C;@6":8"9:,0C94"02;69460"/4"/" @I692825/463@C>0"9/C@6"/";6/@:;/H>6"  
I6;@:,"4:J'  
2+ b6/;"8;:"456"I6;@:,f@" @/864S";:"456" @/864S":8":456;@N":;  
22+XC886;"@CH@4/,42/>"6F:42:;/>"02@4;6@ @+

8+ ?;HH6;S"\$56"4/O2,1";:"/446FI42,1"4:"4/O6"/,S452,1":8"=/>C6"8;:F"456"9/;63"9C@4:0S3";:"9:,4;>  
I6;@:,";:"I6;@:,@ "HS"8;:96";:"45;6/4":8"8;:96";:"=2:>6,96"/,0L;:"HS"IC442,1"456"=2942F"2,"86/;+

1+ #11;/=/460"#@ @/C#4C,>/G8C>"/44/9O"HS":,6"I6;@:,"Cl:,"/:456;"8;:"456"IC;l:@6":8"2,8>2942,1"









- ¥ Documentation of all proceedings is made, which may include written findings of fact, transcripts, or audio recordings.
- ¥ All persons involved in investigating and adjudicating grievance procedures will be comprehensively trained on

programs, Title IX coordinator training, school law enforcement Title IX training, and other employee Title IX training.

- ¥ University will have policies and procedures to protect against retaliatory harassment including how to report any subsequent problems. [ y/n ]
- ¥ Provide notification and assistance in reporting to local law enforcement. [ y/n ]
- ¥ Title IX coordinator reviews all evidence and sexual harassment/violence cases to ensure prompt and equitable remedies. [ y/n ]
- ¥ University will create a committee to identify and implement education strategies. [ y/n ]
- ¥ Issue and review policy statement and all faculty/staff/student grievance procedures to ensure equitable processes and compliance with Title IX. [ y/n ]
- ¥ Investigations and reports are aligned with Title IX guidelines. [ y/n ]
- ¥ Respond immediately to all grievances and allegations [ y/n ]

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"	,92.R9/.# e'+#T8g<#s7#	T8,. #	T8,.# <8,9<_9.7#	T.R8gc#	1.8<4/#_41# T.R8g#	/4,90.# ,4# 681,9.<c#
`7\$%<Y"7b"D?%YU#`<Y"\$7 <77?E%#\$7?'	"	#!;2>")	"	"	"	"
\$\$ZY"%&"YZ%D%e%Z%\$ EY\$Y?^%`YE	\2452,"" HC@2,6@@"0/	#!;2>"_	#!;2>_"	`L#"	`L#"	`L#"
#XX%D`^Y`\$"\$7" %`UYX\$%D#%\$7`"\$Y#^	\2452,"[" HC@2,6@@"0/	#!;2>""	#!;2>")("	o6@	7,6" %, =6@421/4:;": @29O":, "-45	`:4" ,66060"
`7\$%<Y"7b"%`UYX\$%D#%\$7`	U/;26@	"	#!;2>"))"	`: "	"	o6@
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A.#  
#  
9JIDH\ADSeBf#SAIC#;AIJDB#BeDBfK##  
?57"1-\*#(\*#524\*#25-#(%("##9:#(\*#%5(\*+,%\*N\*+U)Vm#(\*#524\*)#25-#+9"\*)#9:#9(\*+)#>+)\*5(m#(\*#"972(%95#25-#-2(\*#9  
N%(5\*))U\*)V#N2)MN\*+\*#%-\*5(%:;%\*-m#25-#\*(2%"\*#59(\*)#:+94#(9)\*#%5(\*+,%\*N).  
#  
4ICDH#9J]QHMu#AQJK#  
)+"#44/9560"/@"#I16,02K"<LE3"164560/942:, " "  
'+"?6>6=,/4"?6@206,96"Z286"2,8;;F/42:,3"#I16,02K"Y"  
\_+"X6KC/>"/@/@/C>4",C;@6"6K/F3"#I16,02K"b  
[+ "</FIC@ "@69C;24S";"l:>296";6l;:43"#I16,02K"D  
d+"YKI6;4";6l;:4@";.60/a1 0 0 C;;6, \*5 (B)-6IAQ  
"66"YKI6;4";6l;:4@"#44JI8##/F%:4 (:)-1 (9.57(9)3 (())6 (\*)4 (AD)-5 (S)-8 (e)-19.57(9(f)-1 (#S)-8 (AI)-1 (C)-4 19 (2)-4 (%")1 (#) (>)-4 ('

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"

\$52@";6l;4"/00;6@@6@"/>>6160"=2:>/42.;@":8"456"i`#^Y"7b"<7`EW<\$"<7EY"V7Z%#8"456"BA77%UY?X%\$om3"2,9>C02,1"l:@  
=2:>/42;,"8"456"IV7Z%#6mUYX\$%D#\$7?"`#^YA#BC#460"456"2,=6@421/42;,"2,4:"456@6"/>>61/42;,@#G52@066;F2,6"  
G56456;"24"2@"F;6">2O6>S"45/,";4"45/4"456;6"5/@"H66,"/"=2:>/42;,"8"456"IX\$WEY`\$"<7`EW<\$"<7EYLV7Z%<om+"  
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T#1D^QHI#SUBE7BDJBDJBDJBDJ5 (#)7 (1)2 Td [(Bm)]TJ 0 TTJ 0 TTJ 0 TT.439 Td [(TU7)2 (DJB)2 (D)2 465 (:4 (")1 (%)1  
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