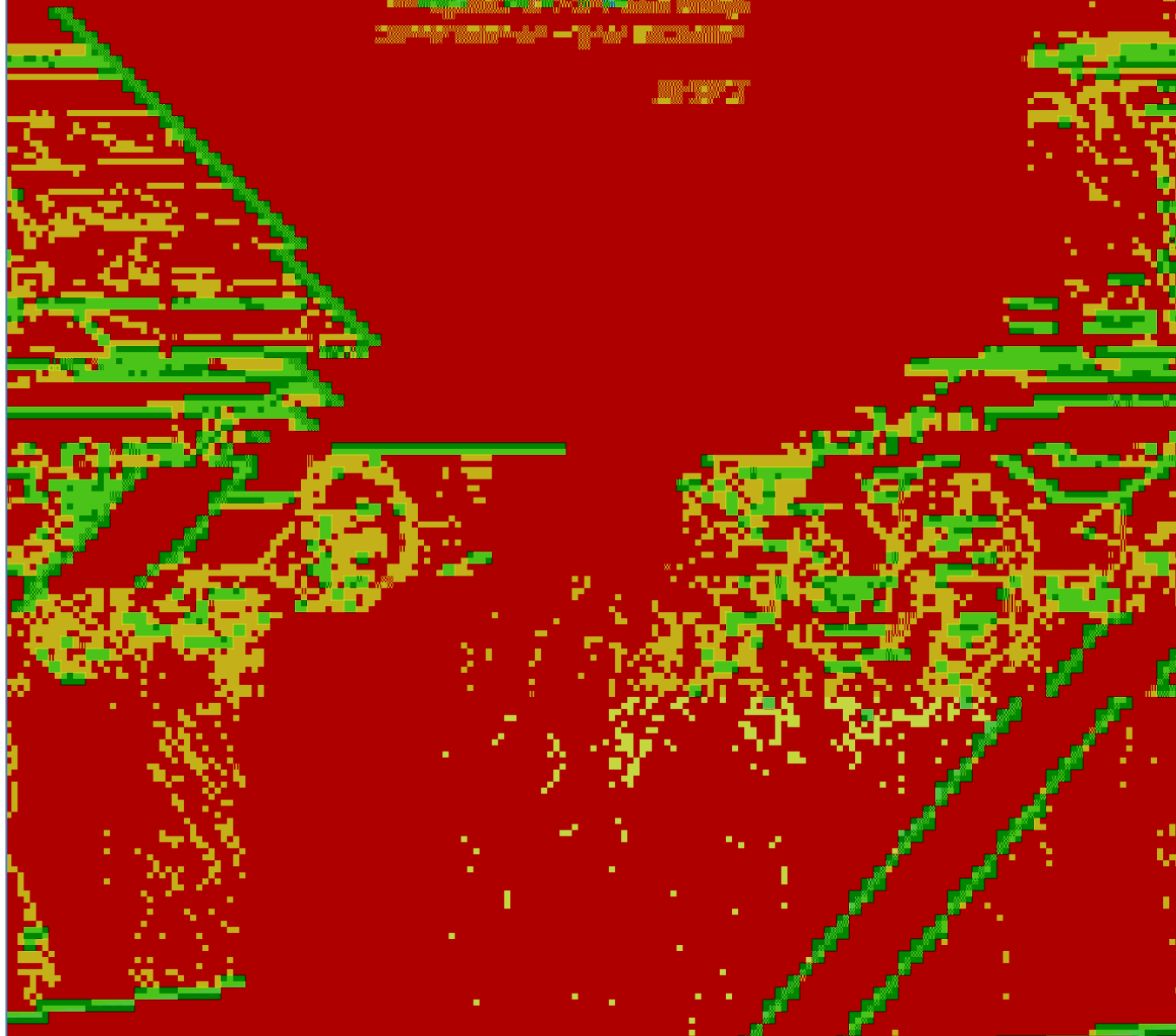




STOCKTON COMMUNITY COLLEGE
STUDENT SERVICES DEPARTMENT
COMMUNITY SERVICE - NEW ENGLAND
2019-2020



Community Service
2019-2020

Community Service
2019-2020

!"#\$%&'(&)*+%*†,

"#\$%!

4& D%E<';<B&F%G<%H&F%:'E+I&&K*%&4A2>

R(#05!5!(015(6+!5!6088!3; <_!UB(5!)7Z)B0,16!)75-(5(=!05!066(66/(5+!Q71S,5#!T17*: \$!06!
6+175#(1!(-,=(5) (!7G!0)0=(/ ,)!066(66/(5+!(GG,)0)2!U06!75(!1()7/ / (5=0+,75!7G!+B(!3; <3!
. (8G!. +*=2!+(0/`!+B,6!01(0!U06!=((/ (=!7G!: 1,5),: 08!, / : 71+05) (!05=!1(: 1(6(5+0+, -(!G0)*8+2!
U71S(=!+B17*#B!+B(,1!1(6: ()+, -(!6)B7786!U,+B!: 17#10/!)771=,50+716!+7!066(/R8(!0!17R*6+!
6(+!7G!066(66/(5+!+()B5,j *(!)06(!6+*=,(6!05=!050826(6k!+B(6(!G71/!+B(!)71(!7G!. ()+,75!_!7G!
+B,6!1(: 71+!\$!

O=,+,7508!"99!+(0/!/ (/R(16!)0/ (!G17/!+B(!\,-,6,756!7G!0)0=(/ ,)!0GG0,16!! . +*=(5+!
0GG0,16!!05=!O=/ ,5,6+10+,75!05=!D,505) (!06!U(88!06!G17/!+B(!CGG,) (6!7G!. (1-,) (!H(015,5#!
A7/ / *5,+2!&5#0# (/ (5+!456+,+*,7508!9(6(01)B`!456+,+*,7508!"8055,5#!T10=*0+(!. +*=,(6!
05=!+B(!D0)*8+2!. (50+(\$!45!0=,+,75!+7!(56*1,5#!,5: *+!G17/!0)1766!)0/ : *6!)7Z)B0,16!67*#B+!
+7!R0805) (!/ (/R(16!UB7!B0=! : 1,71!?. Ab&!(' : (1,(5) (!U,+B!5(U)7/ (16!+7!,5)8*=(!R7+B!0!
8(- (8!7G!1(: 71+,5#!)75+,5*,+2!06!U(88!06!7GG(1!7: : 71+*5,+, (6!G71!5(U!: 01+,),: 0+,75!05=! ,5: *+!\$!
EB(!G*88!8,6+!7G!+B76(!UB7!)75+1,R*+(=!+7!+B(!1(: 71+!0: : (01!R(87U)!

819: !	;"<: !	7+<:"8!>=?=@-*AB@%'CD! E&A!)22*&3)F*-G!
. 75,0!T75608-(6! A7ZAB0,1! ?)B(88(!?)\7508=! A7ZAB0,1!	\,1()+71!7G!0)0=(/ ,)!066(66/(5+k! "17G(6671!7G!"62)B787#2! "8055,5#!A7/ / ,++((!05=! D0)*8+2!A7/ / ,++(!	

6& | D%E<';<B&F%G<%H&F%:'E+I&&K*%&4A2>

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\05,(0!E7/m!

!"\$%&'()*+,-./:;<=>@

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45! ? 01) B! 3; < 3! . + 7) S + 75! 6 *) (666 * 882!) 7 / : 8 (+ (= ! , + 6! \ () (55, 08! . (86! . + * = 2! * 5) 75 = , + , 750882!
05 = ! U , + B! + U 7!) 7 / / (5 = 0 + , 756\$!!

8& | D%E<';<B&F%G<%H&F%:'E+I&&K*%&4A2>

!

2"#

D,505) (!A&C!7G!+B(!. 7*+B(15!9(#,7508!456+,+*+(!M. 94N!05=!&=*)0+,7508!E()B5787#2!E10,5,5#!
A(5+(1!M&EEAN!05=!i ,) (!" 1(6,=(5+!G71!. +*=(5+!OGG0,16\$!
!

. +7)S+75!0867!B06!0!5(U!" 17-76+!\$!D7887U,5#!\1\$. 00+S0/ : d6!1(+,1(/ (5+!,5!3; <_!05=! \1\$!
I (66(8/05d6!: 17/7+,75!+7!" 1(6,=(5+!+B(!L5,-(16,+2!)75=*)+(=!0!50+,75U,=(16(01)B!R(G71(!
6(8()+,5#!\1\$!H71,!i (1/ * (8(5!06!,+6!5(U!" 17-76+!05=!i ,) (!" 1(6,=(5+!G71!0)0=(/ ,)!OGG0,16\$!
\1\$!i (1/ (*8(5!@7,5(=!+B(!. +7)S+75!)7/ / *5,+2!0G+(1!6(1-,5#!5,5(!2(016!06!\ (05!7G!+B(!
A788(#(!7G!01+6!r!.),(5) (6!0+!Q(6+!AB(6+(1!L5,-(16,+2!7G!" (55628-05,0\$!45!+B,6!)0: 0),+2!\1\$!
i (1/ (*8(5!/050#(=!+B(!*5,-(16,+2!6!801#(6+!)788(#(!7-(16((,5#!05!055*08!R*=#(+!,5!(') (66!
7G!q! ; !/ ,88,75!UB,8(!#* ,=,5#!+B(!GG71+6!7G!<I!0)0=(/ ,)!=(: 01+/ (5+6!6, ' !,5+(1=,6), : 8,5012!
: 17#10/6!3f; !+(5*1(!+10)S!G0)*8+2!05=!F; ; ; !6+*=(5+6\$!

5"#2/@+).@#A.)+%()*:&#*0

D,50882!. +7)S+75!B06!R*,8+!,5)1(06,5#82!6+175#!R1,=#(6!+7!+B(!67*+B!c(16(2!)7/ / *5,+2!R2!
: 1,71,+X,5#16* : : 71+!7G!01+,6+,)!05=!)*8+*108!(5=(0-716!,5!+B(!806+!6(- (108!2(016\$!EB(!A0/ : *6!
01+!T088(12!UB,)B!B(8=!+,6!,50*#*108!(' B,R,+,75!U,+B!U71S6!G17/!+B(!i ,6*08!01+6!G0)*8+2!+B(!
2(01!7G!+B(!3; <3!. (8G!. +* =2!57U!B78=6!055*08!6B7U6!7G!G0)*8+2!05=!6+*=(5+!01+!06!U(88!06!0!
5*/R(1!7G!17+0+,5#!-,6+,5#!(' B,R,+,756\$!

?& | D%E<';<B&F%G<%H&F%:'E+I&&K*%&4A2>

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1F\$.)3%!(A!%4-!5770

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@-3%&(#!+#;6!+B(!&') *+,-(!. * / / 012\$!

!

@-3%&(#!;/(/

"#\$%&'(!3*!4#56'(5#!%!'!%7#!38)3!9":;+!

<#\$\$((&0=!"#?%- @2

!

@-*@%'CD!7-3(RR-#C)%&(#\$!A.(R!%4-!V&\$&%!g)R

!

.+7)S+75!1()(-=!+B1((!1()7// (5=0+,756!G17/!+B(!3; <3!. (8G!. +*=2!i ,6+,5#!E(0/\$!!EB(6(!
0: : (01!

2A& | D%E<';<B&F%G<%H&F%:'E+I&&K*%&4A2>

!

,56+,+*,75a6!055*08!: 8055,5#!05=!R*=#(+!)2)8(!+7!+B(!6+0+(a6!0: : 17: 1,0+,756!)2)8(!05=!)

EB(!6()75=!B08G!7G!+B,6!1()7 / (5=0+,75!0!1(-,(U!7G!.+7)S+75a6!#(5(108!(=*)0+,75!
: 17#10 / / ,5#!,6!0867!)7 / : 8(+(\$!D71!7-(1!+B1((!=())0=(6!+B(!J06,)! . S,886!MJO. I N!" 17#10 / !
B7*6(=!5!+B(!.)B778!7G!T(5(108!.+*=,(6!: 17-,=(=!6*: : 71+!G71!G,16+Z2(01!0+Z1,6S!6+*= (5+6!
UB7!(5+(1(=! .+7)S+75!,5!5((=!7G!0=,+ ,7508!1(67*1)(6!,5!0)0=(/ ,)!1(0=,5#!U1,+ ,5#!05=!
 / 0+B(/ 0+,)6\$!!O+!+B(!60 / (!+ / (!: 17#10 / !G0)*8+2!=(- (87: (=!0!U,=(!-01,(+2!7G!7+B(1!)7*16(6!
: 1, / 01,82!,5!+B(!L5,-(16,+2a6!T(5(108!.+*=,(6!71!YT[!)*11,)*8* / !,5!+B(6(!0)0=(/ ,)!6S,886!,5!
71=(1!+7!6(1-(!+U7!7+B(1!0*=(, (5)(6)!G,16+Z2(01!6+*= (5+6!UB7!: 80)(=!7*+!7G!1(j *,1(=!JO. I !
)7*16(6!05=!6+*= (5+6!UB7!)7 / : 8(+(!JO. I !)7*16(6!05=!U(1(!1(0=2!G71!,5+(1 / (=,0+(!8(- (8!
U71S\$!OG+(1! / *)B! =,6)*66,75!G0)*8+2!=(),=(=!+7!R170=(5!+B(!: 17#10 / a6!6)7: (!,5!71=(1!+7!
1()7#5,X(!+B(!(' : 05=(=!50+*1(!7G!+B(,1!U71S\$!
!

45!+B(!G088!7G!3; <<!+B(!D0)*8+2!. (50+(!1(-,(U(=!0!: 17: 7608!G71!0!D,16+Z2(01!.+*=,(6!MD9. EN!
: 17#10 / !06!=(- (87: (=!R2!05!0=ZB7)!U71S,5#!#17*: \$!45!\() (/ R(1!3; <<!+B(!G,508!1(: 71+!7G!
+B(!U71S,5#!#17*: !U06!6*R / ,++(=!+7!+B(!D0)*8+2!. (50+(!05=! \ (05a6!A7*5),8!R7+B!7G!UB,)B!
*505, / 7*682!0)) (: +(=!+B(!: 17: 7608a6!1()7 / / (5=0+,756!o [122-#C&OZX P7@;\[:-\].!@%'C&- \\$!](#)
[7-2.\(% p\\$!45!G088!3; <3!+B\(!D9. E!" 17#10 / !7G,\) ,0882!80*5\)B\(=!05=!+B\(!G7887U,5#!G088!\)7*16\(6!](#)

24& | D%E<';<B&F%G<%H&F%:'E+I&&K*%&4A2>

!

G,8(=!6,5)(!+B(!3;<3!(.8G!.+*=2]!<N(!1(6+! +7!5)8*=(!+B(!758,5(!J0)B(871!7G!)5)(!,5!
W*16,5#!\(#1(!A7/:8(+,75!:17#10!U,+B,5!+B(!6)7:(!7G!+B(!,56+,+*+,75d6!0)),+0+,75!
M?01)B!_`!3;<IN&N!0!(j*(6+!+7!0::17-(!+B(5(U! &=\$\\$,5!C1#05,X0+,7508!H(0=(16B,:!Mc*82!
3>`!3;<INk!05=!IN!0!(j*(6+!+7!0::17-(!+B(!J0)B(871!7G!.),5)(!O))(8!0+(=!W*1,6#!M71!
E1056)(8N!:17#10!7GG(1(=!0+!070G6!,56+1*)+,7508!6,+(!Mc*5(!3>`!<FN\$!!

!

M)R2'\$!@'66-\$%&(#\$7-\$'*)A.(R!%4-!@-*A!@%dCD

!

45!0==,+75!+7!+B(!+B1((!1())7//(5=0+,756!/0=(!R2!+B(!i,6,+5#!E(0/!+B)0/*6!
01+,*80+(+5!6*##(6+,7565!,+6!.(8G!.+*=\$!EB(!1/0,5,5#!:71+,7!7G!+B,6!6)+,75!:1(6(5+6!
+B(!L5,-(16,+2a6(6:756(!+7!+B(6(!,5+(1508!6*##(6+,75

!

M195K@!@KJJ:@;" +8?G##9;-?;1&\$14&\$&@ @68;8<\$+ @ \$ # & \$! \$, \$ \$ \$ & & (&71;169&\$
A+9&,767A\$N\$<

#

"1,71!+7!3;;>`.+7)S+75a66+,+*+,756!7G!G0)*8+2!8(0=(16B,:!)756,00!(=7!08!O66(/R82!
7G!+B(D)*8+205=!B(!D0)*8+2!L5,75!M.DEN\$!!EB0+!2(01`!B7U(B(D0)*8+2!.(50+(!
1(:80)(=!+B(!T(5(108O66(/R82!,505!(GG71+!+7!6+1(0/8,5(!+B(!#7-(1505)(!6+1*)+*1(\$!
O))71=,5#!+7!+B(!,1A756+,+*+,75`!+B(!D0)*8+2!.(50+(!6(1-(6!Y06!+B(!1(:1(6(5+0+,-(!R7=2!
(8)+(=!R2!+B(!D0)*8+2!+7!:17-,=(!0!D0)*8+2!-7,)(!,5!+B(!G71/*80+,75!7G!A788(#(!
:78,)2\$[!MO1+,)8(!4N!YEB(!.(50+(!/02!)756,=(1!052!A788(#(!/0++(1!75!,+6!7U5!,5,+0+,-(!71!0+!
+B(1(j*(6+!7G!+B(!D0)*8+2!O66(/R82`!+B(!A7//,++((6`!,5=-,*08!D0)*8+2!/(R(16`!
6+*=(5+6`!+B(!A788(#(!0=/,5,6+10+,75`!+B(!J701=!7G!E1*6+((6`!71!052!)0/*6!71#05,X0+,75\$!4+!

¥ A7//,++(!75!.+*(5+!OGG0,16

¥ A7//,++(!75!45G71/0+,75!E()B5787#2!05=!?(=,0!.(1-,)(6!

!

.+05=,5#!A7//,++((6!7G!+B(!.(50+(!01(!8,S(U,6(!)7/:76(=!7G!R7+B!.)B77!.(50+716!05=!Q+
H01#(!?(/R(16`!06!U(88!06!75(!71!/71(!('ZGG,),776,+756`!/76+!7G+(5!=10U5!G17!/!)0/:*6!
0=/,5,6+10+,75`!+7!(56*1(!0))(66!+7!1(j*,6,+(!,5G71/0+,75!05=!1(67*1)(6!G71!,5G71/(=!
=(),6,75Z0S,5#\$!

!

EB(!.(50+(a6!/((+,5#!6+1*)+*1(!0867!U71S680G(#*01!+1056:01(5)2!7G!#7-(1505)(\$
?((+,5#6!01(!B(8=!/75+B82!* R8,),X(=!U(88!,5!0=-05)(!+B17*#B7088)*8+2!(/0,8!
)7//*5,)0+,756`!05=!01(!7:(5!+7!+B(!:*R8,)!M,5)8*=,5#!R7+B!G0)*8+2!05=~~670~~*8+2!
/(/R(16!7G!)0/:*6N!*58(66!-7+(=!5+7!)876(=16(66,75\$!!!?71(7-(1`!+B(!.(50+(!,6!
)756+,+*,750882!1(j*,1(=!)+75-(5(!D0)*82!O66(/R82!/((+,5# 60+!8(06+!+B1(!!+,/(6!

1()1*,+/(5+!: 17) (66k!RN!*: #10=,5#!05=!6+05=01=X,5#!+B(!L5,-(16,+2!,=(5+,+2M,\$(!+B17*#B!
+B(!L5,-(16,+2a6!U(R6,+(!05=!67),08!/ (=,0!,=(5+,+2N!o

28& | D%E<';<B&F%G<%H&F%:'E+I&&K*%&4A2>

!

0)0=(/,): 17#10/6\$!CG!+B(6(!>_g!B78!=7)+7108!71!7+B(1!(1/,508!=(#1((6!05=!>eg!!01(!
+(5*1(=!71!+(5*1(Z+10)S\$!EB,6!,6!+B(!B,#B(6!5*/R(1!7G!)7*16(6!+0*#B+!R2!G*88Z+,/(!G0)*8+2!
7G!W(U!c(16(2d6!6(5,71!: *R8,!)!788(#(6!05=!*5,-(16,+,(6\$!

!

M195K@!@KJJ:@;" +8Y0#((&(\$14&\$@ @68;8<\$+@\$L>HJ\$;\$;7\$;((&(&=&71\$67(1,?=&71"

45!3; <; \. +7)S+75!; ,87+(=!+B(!758,5(!0=/,5,6+10+,75!7G!45=-,=*08!\(- (87: / (5+!05=!
&=*)0+,7508!066(66/ (5+!M4\&ON!05=! ,5!3; <3!R(#05!0=/,5,6+(1,5#14\&O!758,5(!G71!088!758,5(!
)8066(6!05=!088!G0) (Z+7ZG0) (!)8066(6!*58(66!0!G0)*8+2!/ (/R(1!=(6,#50+(=!7+B(1U,6(\$!EB(!
0-(10#(!1(6: 756(!10+(!G71!758,5(!6*1-(26!U06!F; g!05=!G71!,5Z)8066!: 0: (16*1-(26!f! g\$

D(887U6!1() (- (=!,56+1*)+,75!,5!B7U!+7!: 1(: 01(!G71!)75=*)+!05=!U1,+(!*: !: 17G(66,7508!
: (1Z)8066177/!(-08*0+,756\$!EB(!4D\!=,1()+71!U06!0867!1(6: 756,R8(!G71!(56*1,5#!+B0+!.)B778!
\ (056!05=!G0)*8+2!U(1(!R7+B!0U01(!7G!+B,6!: 17#10/!06!U(88!06!+B(!50/(6!7G!+B76(!UB7!
)7/: 8(+(!+B(!.4" &E(!' : (1,(5) (!05=!U(1(!0-0,80R8(!+7!)75=*)+!: ((1!(-08*0+,756\$!
!

E(5*1(=!G0)*8+2!6(8()+(!+B17*#B!05!0: : 8,)0+,75!: 17)(66!06!E(0)B,5#!D(887U6!U(1(!)B01#(=!
U,+B!+B(!1(6: 756,R,8,+2!7G!)0112,5#!7*+!0+!8(06+!G7*1!: ((1!(-08*0+,756!M06!=(6)1,R(=! ,5!+B(!
1(8(-05+!6()+,75!7G!+B(!" 17)(=*1(!G71!D0)*8+2!&-08*0+,75N!05=!0#1((=!+7!R(!0-0,80R8(!=*1,5#!
+B(!+U7!2(016!G7887U,5#!+B(!,!: 01+,),: 0+,75!G71!57!/71(!+B05!+B1(!R1,(G!)756*8+0+,756!U,+B!
G0)*8+2!UB7!01(!)0112,5#!7*+!: ((1!(-08*0+,756!R*+!B0-(!57+!0++(5=(=! .4" &E!+10,5,5#!O!G*88!
=(6)1,,: +,75!7G!+B(!: 17#10/!05=! ,+6!7*+)7/(6!,6!0++0)B(=!o122-#C&O!?!X "#\$%&% '%-!A(!
P)3!*%D!N-,*(2R-#%!M*)\$\$((R!+F\$-.)%&(#!5.(6.)R!H-F\$&%- p\$!
!

M195K@!@KJJ:@+8!_0#0.;1&\$8?;,68?-\$;1+\$=&&1\$(1?.&71\$;7.\$=;,R&1\$.&#;7."
#

.,5) (!+B(!3; <3!. (8G!. +*=2!+B(!)0/: *6!B06!,5+,0+(=!G7*1!

2?& | D%E<';<B&F%G<%H&F%:'E+I&&K*%&4A2>

!

+B0+!6(1-,)(Z8(015,5#!)7*16(6!0-(10#(!R(+U((5!I ; !05=!I _!6+*= (5+6!: (1!)8066\$!!A756(j * (5+82!
+B(!5* / R(1!7G!6+*= (5+6!UB7!)75+1,R*+(!+7!),-,)! (5#0#(/ (5+!+B17*#B!6(1-,)(Z8(015,5#!
7: : 71+*5,+, (6!B06!#17U5!6,5) (!3; <<!G17 / !>F; !6+*= (5+6!+7!3 K<3!6+*= (5+6r 71!<_ ; g\$!!

!

\ *1,5#!+B(!60 / (!: (1,7=!+B(!5* / R(1!7G!G0)*8+2!UB7!01(!,5)71: 710+,5#!),-,)!0)+,-,6 / !,5+7!
+B(,1!)8066177 / 6!B06! / 71(!+B05!=7*R8(=!05=!+B(!+7+08!5* / R(1!7G!6(1-,)(!B7*16!)7 / : 8(+(!
,6!57U!__`3K; !,5!)7880R710+,75!U,+B!<fe!)7 / / *5,+2!: 01+5(16\$!D,50882!57+!7582!=7(6!+B(!
7GG,)(!6: 75671!6(1-,)(!7: : 71+*5,+, (6!G71!6+*= (5+6!R*+!,+!0867!B78=6!1(G8)+,75!6(66,756!+7!
B(8: !6+*= (5+6!#106: !+B(!6,#5,G,)05) (!7G!+B(6(!0)+,-,+, (6!,5)8* =,5#!I <! =,087#* (!: 17#10 / 6!05=!

¥ &)757/,!)05=! 7),08!4/: 0)+6!7G!HOR71!?,#10+,75!+7!T*8G!A7*5+1,(6!G17/!+B(!. +0+(6!
7G!E(805#050!05=!05=B10!" 10=(6B!MO" N!
¥ e; !V(016!7G!\,; 87/ 0+,)!9(80+,756B,: !J(+U((5!EB(!L\$. \$!05=!D(=(108!\(/ 7)10+,)!
9(: *R8,)!7G!W(: 08!
¥ W0/,R,0a6!i 7+,5#!J(B0-,71!,5!45+(150+,7508!J7=(,6!
¥ EB(!45G8*(5)(!7G!. +*=(5+!0)+,-,6/!75!\7/(6+,)!05=!D71(,#5!" 78,)2!
¥ &)757/,!)D0)+716!7G!i ,78(5+!&' +1(/,6/!
¥ ? 01,5(!" 78,)2!0+!+B(!J7++7/!7G!+B(!" 805(+!
¥ . 7),08!?(=,0a6!J*++(1G82!&G6()+)!b7U!+7!A8,: !E(1171,6+6a!Q,5#6!C58,5(!

H0*5)B(=!R2!. ()1(+012!! (112!,5!3; <I !+B(!\,; 87/ 0)2!HOR!,6!0!: *R8,)Z: 1,-0+(!: 01+5(16B,: !
+B0+!(50R8(6!+B(!. +0+(\! (: 01+/(5+!+7!h)7*16(Z67*1)(h!1(6(01)B!05=! ,557-0+,75!1(80+(=!+7!
G71(,#5!: 78,)2!)B088(5#(6!R2!B015(66,5#!+B(!GG71+6!7G!6+*=(5+6!05=!G0)*8+2!(' : (1+6!0+!
)788(#(6!05=!*5,-(16,+,(6!0)1766!+B(!L\$. \$!!. +*=(5+6!: 01+),; 0+,5#!,5!. +7)S+75a6!\,; 87/ 0)2!HOR!
(' : 871(!1(08ZU718=!)B088(5#(6! ,=(5+,G,(=!R2!+B(!\ (: 01+/(5+!05=!U71S!*5=(1!+B(!#* ,=05)(!
7G!G0)*8+2!/(/R(16!UB7!01(!0*+B71,+,(6!,5!+B(,1!G,(8=6\$!EB,6!,5+,0+,-(!0887U6!6+*=(5+6!+7!
)75+1,R*+(!=,1(+82!+7!+B(!: 78,)2/ 0S,5#!: 17)(66!UB,8(!B(8: ,5#!+B(!. +0+(\! (: 01+/(5+!+0: !
,5+7!05!*5=(1*+,8,X(=!1(6(1-7,1!7G!,5+(88()+*08!)0: ,+08\$!

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. +7)S+75!6+*=(5+6!B0-(!0867!)75+1,R*+(=!+7!0!105#(!7G!,5+(150+,7508!-(5+*1(6\$!45!3; <K!
. +7)S+75a6!? 7=(8!L\$W\$!+10-(8(=!+7!W? LWZ97/ (!+082\$!45!W7-(/R(1!3; <F!+B(2!: 01+),; 0+(=!
,5!+B(!W0+,7508!? 7=(8!L5,+(=!W0+,756!MW? LWN!A75G(1(5)(!5! 7R(!c0: 05\$!05=! ,5!
. (: +(/R(1!3; <F!. +7)S+75!U06!75(!7G!7582!G7*1!,56+,*+,756!7G!B,#B(!(*=)0+,75!,5-,+(=!R2!
+B(!W(U!c(16(2!\ (: 01+/(5+!7G!&=*)0+,75!+7!1(: 1(6(5!+B(!6+0+(!0+!0!Y" (0)(! \02!V7*+B!
. * / / ,+![: 17#10/!0+!+B(!L\$W\$,5!W(U!V71S!A,+2\$!

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D,50882!. +7)S+75a6!\, -,6,75!7G!. +*=(5+!OGG0,16!6* : : 71+6!(5#0#(/ (5+!+B17*#B!6(- (108!
0-(5*(6! ,5)8* ,=5#!6+*=(5+!71#05,X0+,756!06!U(88!06!6(- (108!801#(Z6)08(! (5#0#(/ (5+!05=!
-78*5+((1!: 17#10/6!+B17*#B7*+!+B(!2(01!,5)8* ,=5#!+B(!\02!7G!H(0=(16B,: !+7!B(8: !6+*=(5+6!
B75(!6+175#!8(0=(16B,: !6S,886!M3FK!: 01+),; 05+6!,5!3; <_t<FNk!+B(!)0/: *6!T(+45-78-(=!D0,1!
MB(8=!75)(!0!+(1/ !<F! !05=!<K<!: 01+),; 0+,5#!71#05,X0+,756!1(6:)+,-(82!,5!3; <_t<FNk!05=!
08+(150+,-(!: ,1,5#!J1(0S!E1,: !U,+B!b0R,+0+G71!b*/ 05,+2\$!E7#(+B(1!+B(6(!60/ (!)0/: *6!
=,-,6,756!6* : : 71+! . +7)S+75a6!O/(1,)05!\(/ 7)10)2!05=! " 78,+)08!&5#0#(/ (5+!" 17@)+!M" &" N!
05=!6: 75671!(- (5+6!8,S(!+B(!A756+,*+,75!\02!. (1,(6!+B17*#B!UB,)B!U(88ZS57U5!0=-7)0+(6!
M1() (5+82!W,50!E7+(5R(1#!J1205!. +(- (5675!05=!05,+0!b,88N!=(8,- (1!S(257+(!0==1(66(6!75!
: *R8,)!: 78,)2!05=!) (757/,!)! ,66*(6\$!EB(2!0867!,5)8*=(=!+B(!\1\$? 01+,5!H*+B(1! ,5#!c1\$!\02!7G!
. (1-,) (!UB,)B!,5-78-(=!<K; ; !-78*5+((16!G71!0!=02Z875#!6(1,(6!7G!6(1-,) (!7: : 71+*5+, (6!05=!
1(G8()+,75!+B,6!: 06+!c05*012\$!EB(!/ 7++7!G71!+B,6!2(01a6!? HI !\02!7G!. (1-,) (!YE0S(!0!\02!C5^ [!
(' (/ : 8,G,(6!. +7)S+75a6!)7/ / ,+/ (5+!+B0+!+B(!1(6: 756,R,8,+2!7G!088!)0/: *6!/(/R(16!+7!57+!
7582!6B01(!+B(!U71S!R*+!0867!1(0: !+B(!1(U01=6!7G!1() 7#5,X,5#!6(1-,) (!06!/ 71(!+B05!
67/ (+B,5#!U(!=7\$!E7!6*)((=! ,+!5((=6!+7!R)7/ (!UB7!U(!01(\$!

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. +7)S+75!B06!)75=*)(=!+U7!: ,87+!6+*=, (6!7G!&66(5+,08!H(015,5#!C*+)7 / (6!6,5) (!+B(!3; <3!
. (8G!. +*=2\$!EB(!G,16+!,5!G088!3; <K!,5-78-(=!<<!G0)*8+2! / (/ R(16!+(0)B,5#!<3!: 1, / 01,82!G,16+Z
2(01!)7*16(6\$!EB(!6()75=! ,5!G088!3; <_!,5-78-(=!f! / 0@71!05=! / ,571!: 17#10 / 6!MO!+7+08!7G!_3!
G0)*8+2!+(0)B,5#!e; !)7*16(6N\$!&0)B!: ,87+!,5)8*=(=! : 17G(66,7508!(- (87: / (5+!7: : 71+*5+, (6!0!
)7 / / *5,+2!6: 0) (!,5!. +7)S+75!6!H(015,5#!?050#(/ (5+!. 26+(/ !05!(5=Z7GZ6(/ (6+(1!G7)*6!
#17*: !U,+B!6+*= (5+6!05=!057+B(1!U,+B!G0)*8+2! / (/ R(16!6+*= (5+!: 1(Z!05=! : 76+Z6(8GZ
: (1) (: +,75!j * (6+,7550,1(6!G0)*8+2!05=!6+*= (5+!1(G8()+,756!05=!066(66 / (5+!7G!+B(!: ,87+6\$!O!
: 1(: 010+712!6* / / (1!,56+,+*(!0++(5(=!R2!K_!G0)*8+2! / (/ R(16!: 1() (=(!+B(!6()75=! : ,87+!
\ *1,5#!(0)B!: ,87+!: 01+,), : 0+,5#!G0)*8+2! / (/ R(16!05=!6+*= (5+6!: ,87+(=!+U7!(8()+175,)!
: 71+G78,7!: 80+G71 / 6!J80)SR701=!05=! \ ,#,)0+,75\$!D7887U,5#!+B(!3; <K!: ,87+!. +7)S+75!
)75=*)(=!0!L5, -(16,+2ZU,=(!6*1-(2!+7!#0*#(!+B(!6*)) (66!7G!+B(!&66(5+,08!H(015,5#!
C*+)7 / (6\$!

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+B(!: ,87+6!05=!1(-, (U!7G!+B(!6+*= (5+!j * (6+,7550,1(6!05=!7G!+B(!G0)*8+2!05=!6+*= (5+!
1(G8()+,756!,5=,)0+(=!+B(!G7887U,5#!)

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¥ f3g!7G!G0)*8+2!05=! : 17G(66,7508!6+0G6!UB6+(=! R(=!G7866,750005(B(!)-1(G78)-1(8)-1(7U-1((f3g!)

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+22(.%#&%&-\$0

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)B088(5#(6!05=!7: : 71+*5,+,(6!UB,)B!2(+!8,(!0B(0=\$!06!57+(=!5!-,6)*66,75!0R7*+!+B(!
0: : 170)B!+7!+B(!"99!5!.)+,75!<!+B,6!,5G71 / 0+,75!B06!R((5!-((=!R2!+B(!G*88!)0 / : *6!
)7 / / *5,+2!05=!1(: 1(6(5+6!7*1!,56+,+*+,7508!)756(56*6!0R7*+!6,5#,G,)05+!01(06!7G!#17U+B!
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+55+7;K8";[! ?0##1+8R1+7S(\$J1-;7168\$K61<\$X;1&';<\$K;=0?(\$B#1;7;.,(\$F2\$C2\$Y2\$Z2\$;7.\$FF

\(6: ,+(=!GG,)*8+,(6!10,6(=!*1,5#!+B(!L5,-(16,+2a6!3; <KZ<_(G671+6!+7!(' : 05=!5+7!O+805+,)!
A,+2!+. +7)S+75!1(/0,56!)7 / / ,+(=!+7!+,6!5(#BR71,5#!)7 / / *5,+2\$!! 7! = 7(6!+B(!6+0+(!7G!W(U!
c(16(2!UB,)B!1() (5+82!=(6,#50+(=! . +7)S+75!06!05!05)B71!,56+,+*+,75!R()0*6(!7G!,+6! : 7+(5+,08!
+7!)75+1,R*+(!+7!+B(!,5+(88(+*08!67),08!) *8+*108!05=!()757 / ,)!06: ,10+,756!7G!0! = , - (16(!
: 7: *80+,75!05=!6(1-(!06!0!)0+0826+!G71!()757 / ,)! = (- (87: / (5+!,5!O+805+,)!A,+2!05=!+B(!67*+B!
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*1,5#!+B(!3; <_Z<F!0)0=(/ ,)!2(01!. +7)S+75!R(#05!: 8055,5#!,+6!1(-,6(=!706+08!)0 / : *6!
: 17@()+\$!EB(!5(U!87)0+,75!U,88!R(!+B(!6,+(!7G!+B(!78=!O+805+,)!A,+2!b,#B!.)B778!0!+!+B(!
,5+(16(+,75!7G!O+805+,)!O8R052!05=! " 0),G,)!0- (5*(6\$!"17@()+=!G0),8+,(6!U,88!,5)8*=(!0!
B7*6,5#!05=!6+*=(5+!) (5+(1!75!+B(!J701=U08S!G71!0R7*+_3; !6+*=(5+6k!0!: 01S,5#!#010#(!
+7: : (=!R2!5(U!7GG,) (6!G71!. 7*+B!c(16(2!T06!U,+B!f>!: 01S,5#!6: 0) (6!G71!*6(!R2!+B(!
L5,-(16,+2! . 7*+B!c(16(2!T06!05=!+B(!: *R8,)k!05=!05!0)0=(/ ,)!R* ,8=,5#!+B0+)05!
0))7 / / 7=0+(!* : !+7!<`f; ; !6+*=(5+6\$!

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\(- (87: / (5+!A71: \$!71!OA!\ (-)7!0!575Z: 17G,+! / 7=(8(=!G17 / !+B(!W(U!J1*56U,)S!
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67*1) (6!G71!+B(!O+805+,)!A,+2!)0 / : *6!,5)8*=(!q_ ; \$K! / ,88,75!,5!R75=6!G17 / !+B(!O+805+,)!

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QB,8(!. +7)S+75!B06!/0=(!#1(0+!6+1,=(6!7-(1!+B(!806+!G,-(!2(016!+B(!L5,-(16,+2!6+,88!G0)(6!
)B088(5#(6!+B0+!5((=!0=,+,7508!)756,=(10+,75!

Mb1<<:8J: !?GM;8?-1<\$>69&,\$1<

EB17*#B!+B,6!,5,+0+,-(!.+7)S+75!B06!)1(0+(=!+B(!)75=,+756!+7!(5#0#(!U,+B!0!=-,(16(!#17*:!
7G!0=-05)(=!#10=*0+(!6+*=(5+6!05=!1() (5+!"B\$\\$6!05=!+B(1(R2!R170=(5!7*1!1())1*+,5#!: 778!
G71!5(U!B,1(6\$

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45!0==,+75!+B(!CGG,)(!7G!\,-(16,+2!05=!&j*,+2!,5!)7880R710+,75!U,+B!+B(!CGG,)(!7G!+B(!"17-76!
6: 75671(=!+10,5,5#!,5!1()7#5,X,5#!05=!)711()+,5#!0)+6!7G!/,)17Z0##1(66,75!,5!+B(!U71S: 80)(!
05=!+B(!)8066177/!U,+B!+B(!#708!7G!)1(0+,5#!0!/71(!6*: : 71+,-(!5-,175/(5+!G71!088!
/(/R(16!7G!+B(!)7//*5,+2!R2!,/: 17-,5#!)7//*5,)0+,75\$!!05=!5!G088!3;<F!+B(!L5,-(16,+2!

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,5!+B(!)7*5+12!G71!)788(#(!R7*5=!6+*=(5+6!\ *(!+7!6: ,108,5#!)76+6!(0)B!2(01!/71(!05=!/71(!6+*=(5+6!01(!)B776,5#!+7!6+02!,5!6+0+(!: 1,/01,82!G71!G,505),08!)75)(156!

45!0==,+75!.+7)S+75!6!: (1) (-(!-08*(!+7!)788(#(ZR7*5=!6+*=(5+6!05=!+B(,1!G0/,8,(6!B06!R((5!75!+B(!1,6(!G71!6(- (108!2(016\$!EB(!L5,- (16,+2!B06!G01(=!(' +1(/ (82!U(88!,5!/052!Y+7: !A788(#(6[!8,6+6!6*)B!06!!#\$%&'(2\$`60-67A&,2\$5,678&1+7\$!&9688,6!6B7U6!,5!7*1!2,(8=!M6+*=(5+!=(: 76,+6N!+B0+!B06!(6)080+(!G71!/052!2(016\$!D,50882!5(U!*5=(1#10=*0+(!: 17#10//,5#!U,88!)75+1,R*+(!+7!,5)1(06(=!5+(1(6+!,5!.+7)S+75!M6(!=(+0,86!081(0=2!: 17- ,=(=!5!. ()+,75!3!G71!: 17#10/!#17U+BN\$!

;)F*-!YO!

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	L%&,&	/*BE%",&
4A22O4A2	JM3LMKALA	KOMP
4A24O4A2	JMQL)FRLR/	NO!
4A25O4A2	JMMLRNÆLC)OQ!

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6+*=(5+!8(015,5#!0: : (016!,5!. ()+,75!3!0R7-(#!45!0=,+,75!+7!+B0+!1()7 / / (5=0+,75!
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8(015,5#!5((=6\$!EB(!626+(/ !,6!R*+1(66(=!R2!75Z#7,5#!60)*8+2!(- (87: / (5+!,5)8* =,5#!05!
055*08!6(1,(6!76!066(66 / (5+!,56+,+*(6!71#05,X(=I+B17*#B!+B(!456+,+*(!671!D0)*8+2!
\(- (87: / (5+!!o122-# C&O!?)#!45!0=,+,75!+7!+10,5,5#!. +7)S+75!(5)7*10#(6!)7 / : 8,05) (!
+B17*#B!G,505),08!6*: : 71+!M6*)B!06!=(6,#50+(=!6*5=!671!: 17#10 / !066(66 / (5+N! / ()B05,6 / 6!
76!0))7*5+0R,8,+2!M)771=,50+7!a6!1(: 71+!6!05=!Y8-+(67A\$14&\$#105=!1(U01=6!05=!
1()7#5,+,75\$!!!

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066(66/(5+!: 1,71,+,(6!05=!1(67*1)(6!: *R8,)!05=!678,)+6!G0)*8+2!,5-78-(/(5+!05=!
)75+1,R*+,756!!EB,6!,5+(5+,750882!R,Z=,1())+,7508!626+(/!1(j * ,1(6!+B0+!: 17#10/6!(5#0#(!,5!

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,5)1(06(=!1(67*1) (6!671!066(66/(5+!05=!6*1+B(1!=- (87: (=!+B(!71#05,X0+,7508!610/(U71S!
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-08,=!066(66/(5+!1(6*8+6'!, / : 71+05+!,5=,)0+716!76!8(015,5#!05=!1(,5671) (=!+B(!,+ (10+, - (!05=!
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"17-76+!0: : 7,5+(=!05=!)B01#(=!0!\,1() +71!76!0)0=(/ ,)!066(66/(5+!U,+B!

,56+,+*(6!R2!)75+1,R*+,5#!+7!H96.&78&B(!066(66/ (5+!5(U68(++(1!=*1,5#!+B(!0)0=(/,)!2(01!

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, / : 8(/ (5+0+,75!7G!+B(!A7880R710+,- (!75!O)0=(/ ,)!A01((16!,5!b,#B(1!&=*)0+,75!MACOAb&N!
D0)*8+2!c7R!. 0+,6G0)+,75!. *1-(2!06!U(88!06!(' +(1508!6+05=01=X(=!066(66/ (5+!7G!)1,+,)08!
+B,5S,5#!,5!+B(!B(08+B!6), (5) (6\$!! . +7)S+75a6! .)B778!7G!b(08+B! .), (5) (6! . +7)S+75a6! / 76+!
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,5,+,0+,- (6!,5!DV<_k! / 052!7G!+B(6(!01(!75#7,5#!,5,+,0+,- (6!+B0+!6: 05!+B(!) *11(5+!2(01!
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5((=!G71!(-,=(5)(ZR06(=!(-08*0+,756!,5!71=(1!+7!B(8: !+B(/!+7!/0S(!=())6,756!+B0+!1(80+(!+7!
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H,+ (10)2!Q1,+(5ZA7/ / *5,)0+,75!05=!A,-)!05=!45+(1)*8*108!A7/ : (+ (5)2!05=!
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,5G71/0+,75!8,(10)2!05=!I ; I!U(1(!+(=!U,+B!+B(!5(U!b&4#B+(5!6*,+(!7G!)1,+),08!+B,5S,5#!
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b&4#B+(5!05=! , . S,886!+(6+6!01(!0++0)B(=lo122-#C&O!TX b:"64%-#!"#S%&%%'%&(#)!@3(-!
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W. . &!05=!D. . &!+7!#(+!R7+B!6+*=(5+!05=!G0)*8+2!: (16: ())+,-(6!75!(5#0#(/ (5+!05=!B78=!
=,6)*66,756!,5!+B(!066(66/(5+!)7/ / ,++((!OR7*+!+B(!G,5=,5#6!G17/!+B(6(!6+05=01=X(=!
/ (06*1(6!05=!+B(!0)+,756!+B0+!+B(2!6*##(6+#!EB(!CGG,)!7G!456+,+*,7508!9(6(01)B!: 01+5(16!
U,+B!+B(!4D\!=,1(+)+71!05=!+B(!\OO!+7!6+10+ (#,X(!G71!#(+,5#!+B(!U71=!7*+!+7!088!)7/ / *5,+2!
/ (/R(16!+7!B(8: !,5)1(06(!: 01+),,: 0+,75!10+(6!: *R8),X(!,5)(5+,-(6!05=!10,6(!0U01(5(66!7G!
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)B05#(6!,5!-01,7*6!,56+1*)+,7508!)7Z)*11,)*80!05=! (5-,175/(5+08!G0)+716!+B0+!)7*8=!0GG()+!
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+B(!)75+('+*08!(-08*0+,75!7G!+B(6(!G,5=,5#6#!AB05#(6!,5!7*1!6+*=(5+!(5#0#(/ (5+!: 17G,8(!05=!
,5!+B(!,56+,+*,7508!Y-08*(!0==(!,5!A1,+),08!EB,5S,5#!+B17*#B!+B(!AHOu!,5G71/!67/ (!
0)+,756!,5!+B(!0)0=(/ ,)!0GG0,16!: 8055,5#!05=! : 1,71,+X0+,75!7G!: 17@()+6\$!
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¥ EB(!. 7),08!Q71S!: 17#10/!,6!0))1(=,+(!R2!+B(!A7*5),8!75!. 7),08!Q71S!&=*)0+,75! MA. Q&N\$!

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¥ EB(!? O&\!: 17#10/!,6!0))1(=,+(!R2!+B(!E(0)B(1!&=*)0+,75!O))1(=,+0+,75!A7*5),8! ME&OAN!G71!O!: (1,7=!7G!6(- (5!2(016!G17 / !3; <! !+7!3; 3; \$!EB,6!0))1(=,+0+,75!) (1+,G, (6!+B0! +B(!? 06+(1!7G!O1+6!,5!&=*)0+,75!: 17#10/!B06!: 17-,=(=!(-,=(5) (!+B0!+,!0=B(1(6!+7! E&OAd6!j *08,+2!: 1,5),: 8(6\$!

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¥ EB(!? 06+(1!7G!.), (5) (!,5!C))*: 0+,7508!EB(10: 2!" 17#10/!,6!0))1(=,+(!R2!+B(! O))1(=,+0+,75!A7*5),8!G71!C))*: 0+,7508!EB(10: 2!&=*)0+,75!MOACE&N!7G!+B(!O / (1,)05! C))*: 0+,7508!EB(10: 2!O667),0+,75!MOCEON\$!

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¥ EB(!\7)+71!7G!" B26,)08!EB(10: 2!" 17#10/!,6!0))1(=,+(!R2!+B(!A7 / / ,66,75!75! O))1(=,+0+,75!,5!" B26,)08!EB(10: 2!&=*)0+,75!MAO" E&N\$!

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¥ EB(!? 06+(1!7G!.), (5) (!,5!A7 / / *5,)0+,75!\,671=(16!M?. A\N!: 17#10/!,5!. : (())B! H05#*0#(!" 0+B787#2!,6!0))1(=,+(!R2!+B(!A7*5),8!75!O)0=(/ ,!O))1(=,+0+,75!,5! O*=,787#2!05=! . : (())BZH05#*0#(!" 0+B787#2!MAOON!7G!+B(!O / (1,)05!. : (())BZH05#*0#(Z b(01,5#!O667),0+,75\$!

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O8+B7*#B!57!0)0=(/ ,!O))1(=,+0+,75!(' ,6+6!G71!A1, / ,508!c*6+,) (!+B(!G, (8=! =7(6!B0- (!7: +, 7508!) (1+,G,)0+,75\$!EB(!O)0=(/ 2!7G!A1, / ,508!c*6+,) (! .), (5) (6!MOAc. N!7GG(16!) (1+,G,)0+,75!G71!)1, / ,508!@*6+,) (!05=!B06! =(- (87: (=!0: : 17' , / 0+(82!G,6+2!6+05=01=6!06!(-,=(5) (!7G!(') (88(5) (! ,5!#10=*0+(!)1, / ,508!@*6+,) (! (= *)0+,75\$!. +7)S+75!L5,-(16,+2a6! ? O!,5!A1, / ,508!c*6+,) (! " 17#10/!,6!+B(!7582!#10=*0+(! : 17#10/!,5!+B(!+1,76+0+(!01(O!+B0!+B06!(015(=!+B,6!) (1+,G,)0+,75\$!

D,50882!05=!7G!: 01+,) *801!57+(!,5!O: 1,8!3; <F!. +7)S+75!L5,-(16,+2a6!.)B778!7G!J*6,5(66! (015(=!O))1(=,+0+,75!R2!+B(!O667),0+,75!+7!O=-05) (!A788(#,0+(!.)B7786!7G!J*6,5(66!MOOA. JN! 05!,5+(150+,7508!R7=2!UB76(!O))1(=,+0+,75!B06!R((5!(015(=!R2!8(66!+B05!_g!7G!+B(!U718=a6! R*6,5(66!: 17#10/ 6\$!!45=((=!. +7)S+75!U06!75(!7G!7582!G,- (!,56+,+*, 756!,5!+B(!L5,+(!. +0+(6!

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G(0+*1(6!0!)788()+,75!7G!+B(6(!/ 0+(1,086!G17/!+B(!: 06+!G(U!2(016\$!

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1(67*1)(6!,56+1*)+,75!7/ / *5,)0+,756!G0),8,+, (6!-,1+*08!: 1(6(5) (!05=!: (16755(8\$!O!)8(01!
7R@()+, -(!U06!=(8,5(0+(!G71!(0)B!01(0!05=!088!0)+,756!G,5=,5#6!05=!1(6: 756(6!01(!
6*/ / 01,X(!,5!+B(!0: : (5=(=!1(: 71+!o122-#C&O!WX <&F.).D!1\$\$-\$\$R-#%!7-2(.%p\$!

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UB7!#10=*0+(=!U,+B!/0@716t/,5716!,5!AB(/,6+12!A1/,508!c*6+,)(!b,6+71

A756*8+05+6a!1()7// (5=0+,756!01(!)756,=(1(=!5!+B(!)75+(' +!7G!,56+,+*+,7508!#7086!05=!

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I1'\$#55#5

.+7)S+75!R(8,(- (6!+B0!+!B7*#B+G*8!,5)8*6,- (!6+10+(#,)! : 8055,5#!,6!(66(5+,08!+7!,+6!)75+,5*(=! : 17#1(66!05=!6*)) (66\$!45!+B(!K4;,,;81&,6(168(\$+@\$HQ8&--&78&\$67\$g6A4&,\$!1?8;16+7 .+0+(6!A7//,66,75!75!b,#B(1!&=*)0+,75!6+0+(6!YO5!(GG()+,-(!,56+,+*+,75!,6!75(!,5!UB,)B! #17U+B! = (- (87: / (5+!05=!)B05#(!01(!+B(!1(6*8!+7G!0!+B7*#B+G*8!05=!10+,7508!: 17) (66!7G!6(8GZ (' 0/ ,50+,75!05=! : 8055,5#!05=!75(!,5!UB,)B!6*)B!0!: 17) (66!,6!05!,5B(1(5+!: 01+!7G!75#7,5#! 0)+,-,+, (6\$!EB(!50+*1(!05=!j *08,+2!7G!: 8055,5#!01(!0/ 75#!+B(!R06,)!,5=,)0+716!7G!,56+,+*+,7508! 6+1(5#+B\$!0!+,+6!R(6+!,56+,+*+,7508!: 8055,5#!6+, / *80+(6!, / 0#,50+,- (!05=!)1(0+,- (!: 17: 76086! 05=!0: : 170)B(6!G71!6+1(5#+B(5,5#!+B(!,56+,+*+,75\$[!

*1,5#!+B(!3; ; fZ; >!0)0=(/ ,)!2(01!. +7)S+75!R(#05!,+6!) *11(5+!)2)8(!7G!6+10+(#,)! : 8055,5#\$\$! A088(=!Y. +7)S+75!3; 3; [!G71!,+6!(/ : B06,6!75!0!)8(01!-,6,75!M3; t3; N!7G!)B05#(!05=!(/ : B06,6! 75!875#Z105#(!: 8055,5#!,+,+6!R06(=!75!G7*1!R170=! ,56+,+*+,7508!#7086]!H(015,5#!&5#0#(/ (5+! T87R08!OU01(5(66!05=! . *6+0,50R,8,+2!)788()+,5#!S57U5!06!H&T. \$!EB(1(!U06!05!(/ : B06,6!75! 678,) ,+5#!R170=!)7 / / *5,+2!,5: *+!0875#!+B(!U02!0R7*+!B7U!R(6+!+7!066*1(!. +7)S+75a6! ,5+(88() +*08!05=!G,505),08!U(88R(,5#!G71!+B(!875#Z+(1/ \$!

I\$ A75+,5* (!+B(!L5,-(16,+2a6!6+10+(#,)! : 8055,5#!: 17)(66!,5!0))71=05) (!U,+B!?,=8(!
. +0+(6!1())7// (5=0+,756!05=!UB,)B!0=B(1(6!+7!0!: 17)(66!+B0+!,6!,5+(#10+,-(!
)7880R710+,-(!+1056: 01(5+!

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O)0=(/,)!0GG0,16a!05=!+B(!CGG,)!7G!45G71/0+,75!E()B5787#2!. (1-,)(6!+7!,=(5+,G2!05=!
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+B(!60 / (!,56+,+*,75!,5!+B(!G7887U,5#!G088!6(/ (6+(1!B06!1(/0,5(=!)756,6+(5+82!B,#B!0+!feg!
G71!+B(!1() (5+!+B1((!G1(6B / (5!)7B71+6!D088!3; <3!D088!3; <1!05=!D088!3; <K\$EB(!L5,-(16,+2!6!
G1(6B / (5!1(+ (5+,75!10+(6!B0-(16+(0=,82!,5)1(06(=! ,5!+B(!: 06!+(5!2(016!G17 / !f<g!+7!+B(!
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OR7-(!+B(!G,6+2!: (1) (5+! / 01S\$D17 / !+B(! / 76+1() (5+!)7B71+7G!D088!3; <<_!_!g!7G!+B(! (5+(1,5#!
G1(6B / (5!0+! . +7)S+75!B0-(!#10=*0+(=!U,+B!0!R0)B(871a6!=(#1(!U,+B,5!G7*1!2(016\$45!
0=,+,75!G71!+B(!G,16+!, / (!,5! . +7)S+75a6!B,6+712!+B(!L5,-(16,+2a6!6,' Z2(01!#10=*0+,75!10+(!
(')((=(!e; g\$EB(!#10=*0+,75!10+(!G71!D088!3; ; >!)7B71+!,6!e! g!)7 / : 01(=!U,+B!+B(!
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: 78,)2!G71!G*88Z+, / (!*5=(!#10=*0+(!6+*=(5+6!,5!3; ; >\$!L5=(1!+B,6!6+1*)+*1(!6+*=(5+6!
(51788,5#!G71!)8066(6!R(+U((5!<3!05=!3; !)1(=,+6!: 02!+B(!60 / (!10+(\$!EB,6!: 17-,=(6!05!
)757 / ,!)5) (5+,-(!G71!6+*=(5+6!+7!#10=*0+(!,5!+B(!6B71+(6!+!, / (!: 766,R8(\$!D71!('0 / : 8(!
U,+B!. +7)S+75a6!G7*1Z)1(=,+6+1*)+*1(!6+*=(5+6!UB7!571 / 0882!+0S(!0!<FZ)1(=,+!)7*16(!870=!
MG7*1!)8066(6N!U7*8=! (GG)+,-(82!1() (-(!0!+*,+,75ZG1(!)7*16(!R2!6)B(=*8,5#!05!0==,+ ,7508!
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?050#(/ (5+!"805!M. &?"N!UB,)B!B06!8(=!+7!,5)1(06(=! (51788 / (5+6!,5!R7+B!,5)7 / ,5#!
*5=(!#10=*0+(!05=!#10=*0+(!6+*=(5+6\$A*11(5+82!+B(!: 8055,5#!#17*: !,6!G7)*6,5#!75!
(5B05)(=! / (06*1(6!05=! / (+1,)6!+1056G(1!6+*=(5+!(51788 / (5+6!6: 1,5#!+(1 / !0= / ,66,756!
6* / / (! (51788 / (5+!)75+,5*,5#!6+*=(, (6!05=!+B(!#17U+B!7G!+*,+,75!=(,6)7*5+,5#\$!!

!

J(#,55,5#!,5!c05*012!3; <F!S(2!0= / ,5,6+10+716!G17 / !&51788 / (5+! ?050#(/ (5+!45G71 / 0+,75!
E)B5787#2!. (1-,) (6!05=!456+,+*,7508!9(6(01)B!B0-(!)75+,5*(=!U71S,5#!+7#(+B(1!+7!
=(-(87: !0*+7 / 0+(=!05=!875# ,+*,508!1(: 71+6!+7!: 17-,=(!: (1+,5(5+!=0+0!G71!(51788 / (5+!
/ 050#(/ (5+!=(),6,75Z / OS,5#\$!EB(6(!5(U!1(: 71+6!7GG(1! / *)B!#1(0+(1!=(: +B!05=!R1(0=+B!7G!
=0+0!05=!01(!B(8: ,5#!. +7)S+75!+7!6+1(5#B(5!,+6!(51788 / (5+! / 050#(/ (5+!=(),6,75Z / OS,5#\$!
45!c*5(!3; <F!. +7)S+75!B76+(=! ,+6!G,16+!,56+,+*,75ZU,=(!(51788 / (5+! / 050#(/ (5+!6* / / ,+!,5!

6?&| D%E<';<B&F%G<%H&F%:'E+I&&K*%&4A2>

!

E7#(+B(1'!+B(6(!0)+,-,+(6!B0-(!B(8:(=!+.7)S+75!R*,8=!0!/71(!17R*6+!)7/:1(B(56,-(!
(51788/(5+!/050#(/(5+!:805!+B0+!/71(!GG()+,-(82!0==1(66(6!,5)1(/(5+08!05=16*6+0,5(=!
#17U+B\$!45!0==,+75'!+B,6!/71(!626+(/0+,)!:17)(66!,6!B(8:,5#!+B(!L5,-(16,+2!+7!R(++(1!
,5+(!10+(!,+6!(51788/(5+!/050#(/(5+!:8056!U,+B!7+B(1!6+10+(#,)!:8055,5#!(GG71+6!6*)B!06!
0)0=(/ ,)!:8055,5#!+B(!R*=#(+,5#!:17)(66!05=!G0),8,+,(6!05=!0/:*6!/06+(1!:8055,5#!

!

+,.-)!M(#3*\$&(#0 !**

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45!. (: +(/R(1!3; <F!*=*1,5#!B,6!,50*#*10+,75!0==1(66!"1(6,=(5+!l (66(8/05!=(6)1,R(=!
. +7)S+75!06!0!:80)(!UB(1(!Y+B(!+(0)B,5#Z8(015,5#!:17)(66!/ *6+!1(/0,5!0+!+B(!-(12!)71(!7G!
(-(12+B,5#!+B0+!U(!=7\$!+.7)S+75!)05!5(- (1!876(!6,#B+!7G!,+6!:1,/012!1(6:756,R,8,+2!+7!
:17-,=(!+B(!(':(1,(5)(6!,56+1*)+,75'!05=!('0/:8(6!+7!6*: :71+!/ (05,5#6*8!8(015,5#!,5!(0)B!
5(U#(5(10+,75!7G!6+*(5+6\$[!EB(6(!6(5+,/(5+6!)B7!?. Ab&a6!7U5!K4;,;81&,6(168(\$+@\$
HQ8&--&&UB,)B!6+0+(6!