$$
9;9; @;9A $"40563/4$!67086 $B/7C86D$
#2E63F6GH9;9; $
$
+$ (J6$3668/7K$L0D$40MM65$82$2G56;$08$9$075$G2MM$40MM$L0D$80N67FO8J6$
!6 7086$"53/7/D8G082$P=Q8@76 $ 67082GD$L6C$6G6D678$=
$

)R$&QQ/4/$2: """""#$%&%"()+"',%-&(." /0$$1."234+' ."5+(60$" """""78&%'()"9%-:+4;--3' "	STT!$-6<G6D67808/E6D:" #$%&%"()<$3&=%'3$.",%'.",>;(6."904-%1 " """""78&%'()""?3'% " "
"53/7/D8G08/E6$-6<G6D67808/E6D: #$%&%"()9+1."@++&9%-"/+&;'3."A3':BC+0D ."#+E+F;+' " 78&%'()"?3'% "	S&U$-6<G6D67808/E6D: #$%&%"()2+3 ."G6+=0"- 78&%'()"?3'% " "
V607DW",XD: #$%&%"()C+((;>%$."H6$>+'."4I7-+$J+3;6;--;':(3' " 78&%'()"?3'% "	S&)V $6<G6D67808/E6D: #$%&%"()5+$+J6;" $$$$$$$78&%'()"?3'% " "
!8C5678D:" #$%&%"()G+0$.K03JL."A+-L%$."/60+':."<3>%F " 78&%'()"M;>%'%F "	)#Y-$-6<G6D67808/E6D:"" #$%&%"()0--;=+' N<$%%'.",+-4+>-;."OL+>3(3" 78&%'()"?3'% " "
"MC37/$-6<G6D67808/E6: 78&%'()"A+-(%$&	TZ"$-6<G6D67808/E6D: #$%&%"()G;(+P;>+."5JG%%G6+' ."@$+F;%$."Q+1-3$. """""""Q63>E&3' " 78&%'()"2;-%1' $
)36G/8CD$-6<G6D67808/E6: #$%&%)"(5J/-3$1 "	S&!$ -6<G6D67808/E6D: #$%&%()"/+$:;--."@$%'J6."A6;(%."5+J;%P%R&L; $$$78&%'()"?3'% " "
T272G0GO$-6<G6D67808/E6: """#$%&%"()C%&&3R0-%1."T0F+'&L;" "	S&! !$-6<G6D67808/E6D: #$%&%"()#%(%$."S+$(.",+&;L0>+A;"-&3' ."2+>+' " 78&%'()"?3'% " "
Y676G0M$*7/8$-6<G6D67808/E6D: #$%&%"()5+&%:;+'."53'4+1." C%%."U+':"S;:::;'& " """""78&%'()"?3'% "" "	"

$
+$= [075$"4N72LM65K63678: $Q6%"-+'4"+JL'3R-%4:%>%'(";&"+"V3$>+-"&(+(%>%'("(6+("
$%J3:';F%&"(6%"6;&(3$1"+'4"-%:+J1"3V"J3-3';+-;&>"(6+("6+&";>E+J(%4"30$"
W'4;:%'30&"E%3E-%&."(6%;$"($+4;(;3'+-"(%$$;(3$;%&."+'4"(6%;$"E$+J(;J%&X"W(";&"+"&;>E
+'4"E3R%$V0-"R+1"3V"&63R;':"$%&E%J("+'4"+"(&R+E4&"J3$$%J(;':"(6%"&(3$;%&"
+'4"E$+J(;J%&"(6+("%$+&%4"30$"W'4;:%'30&"E%3E-%I&"6;&(3$1"+'4"J0-(0$%"+'4";(";&"+"
&(%E"(3R+$4&";'=;(;':"+'4"63'3$;':"(6%"($0(6X%'+(3$"4I7-+$J+3$%+4(6%C+'4"
7JL'3R-%4:%>%'(X"
"

++$=

Y'

:%>&X"/6+;$"5+(60$";&"(6+'LV0-"+'4"V%&"$+(;(04%"V3$"(6%"&0EE3$("+'4"
J3--%:;+-;(1"&6%"6+&"&%"+$30'4"30$"J+>E0&";("6+&"8%%"';'&E;$;X"/6+;$"
5+(60$";&"E$304"(3"8%"+">%>8%$"3V"(6%",%'+(%"+'4"(6%"]';=%$04;1X"(3"
(6%"E3&(N%-%J(;3"'(%+>"+&"R%-->"+1"&%'+(3$&";'"(6;&"$3>.",%'+(3$"
9%-:+4;--3",%'+(3$"U+':.",%'+(3$"9+1."+'4",%'+(3$"A3':BC+0D X"Q6%",%'+(%"
:+=%"+"$30'4"3V"+EE-+0&"%X
"
/6+;$"5+(60$"(6+'L%4"30$"=%(%$+'&"V3$"(6%;$"&%$=;J%$+'&">+L%"&+J$;V;J%&"
V3$"(6%"J3>>3"':334."V30:6("V3$"30$"V$%%43>&X"A;(63&%"$=;J%"3V"
=%(%$+'&."R%"R30-4"'3("+-R+1&"6+=%"(6%"V$%%43>&"(6+("R%"6+=%X
2%>;'4%$&."(6%"@+J0-(1"Q$0&(%%"'3>;'+(;3'&"+$%"40%"(3"(6%",%'+(%"81"
?3=%>8%$"YZ."YZYZ"X-&3.";V"130"+$%";'(%$%&(%4";'"&%$=;':"3"'(6%"7>%$;J+"'
W'&(;(0(;3'&"<%'%$+-"H40J+(;3"'2%=;%R"%+"&."(63&%"'3>;'+(;3'&"+$%"40%"81"
?3=%>8%$"!a."YZYZ"X
"
"
U=$PG23$8J6$XG6D/56$"8:
#$%&;4%'("#+E+F;+"'J3>>%'(%4"(6+&"(6%"R30-4"-;L%"(3"%J63"*#"7'+:'3&I"
J3>>%'(&"+830("(6%":-+&"&J%;-;':."80(";(';&'I("8$3L%"P0&("J$+JL%"Q6%$%"&"&(;--"
>3$%"R3$L"(3"43";'"(6+("+$%"&A%"'%%4"(3"$%>%>8%$"(6+("R6;-%"+">+P3$;(1"3V"
(6%"E3E0-+$"=3(%."+'4"Yba$4&"3V"/+-;V3$';+."=3(%4"V3$"(6%"N$%&(4"(6%"
&%J3'4"-+$:%&("'0>8%$";'"]X,X"6;&(3$1"=3(%4"%(-) -4 (%) -4 (")] TJ ET Q q6"]+"P$(

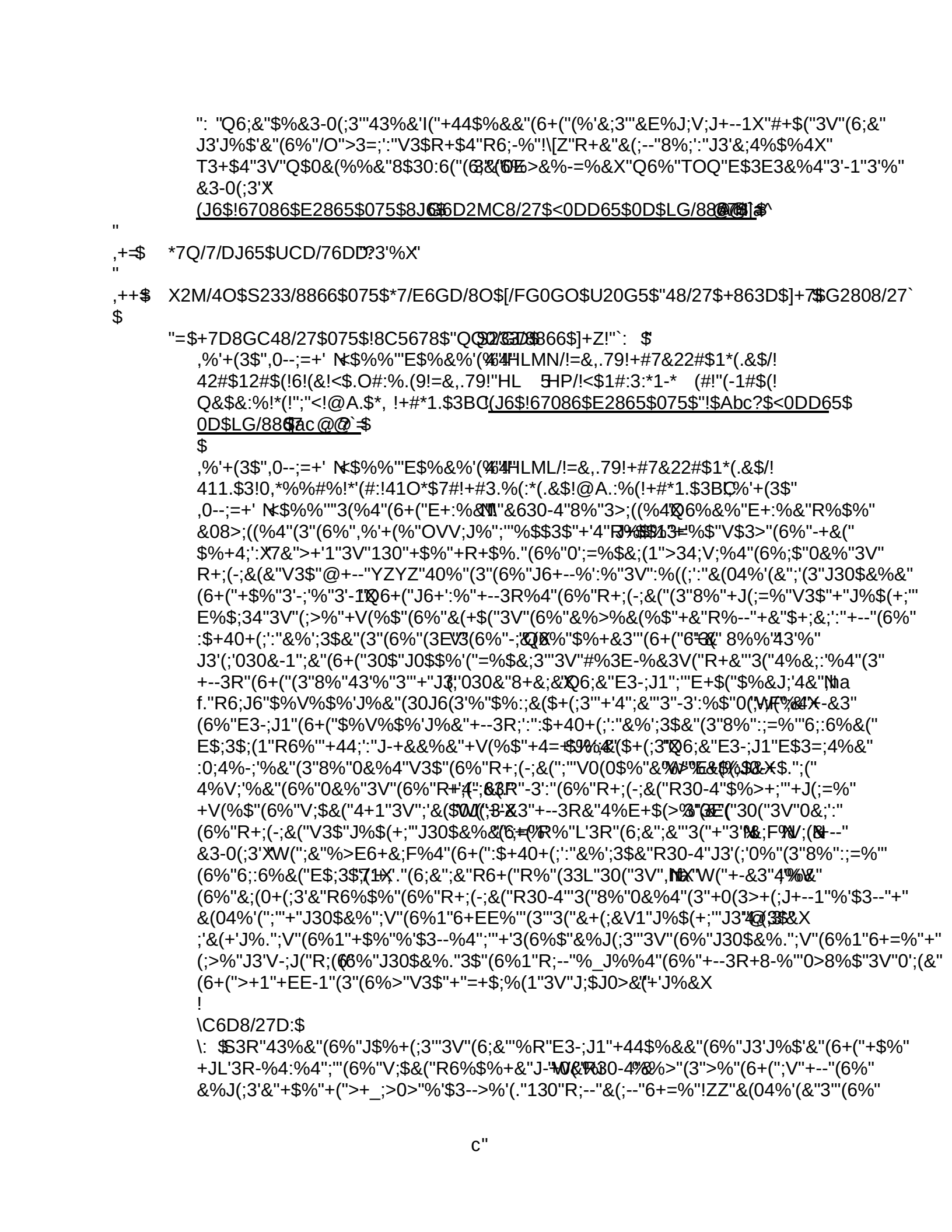
+V(%$"(6%";'+0:0$+(;3'X

\ "

\:$ 7$%"E+$(N(>%"-%J(0$%$"V+J0-(1"%-;:;8-%"V3$"(6%"H+$-1"H_;(/"#13"+>i
J-+$;V1"i
": $WI>":3;':"(3"4%V%$"(3"M3+"%"A$;:"6(X
S: $M3+"%"A$;:6(k"Q6%"!XZ.'"1%+"$%'(;(-%"4V+J0-(1"+$%"%-;:;"8$%X
\: $3."'3("E+$(N(;>%i""
": "Q6+(";&"J3$$%"J(X
"
\: $

\: $J30"6+=%"&+;4"130"+$%"$%(0$';':"(6%"$%J%'(",OQH,"+>%'4>%'(."R6;J6";&"
'3("(6%"&+>%"+&"=%(3;':"(X=%"'(6+("(6%"/,] "6+&"E+&&%4"+"$%&3-0(;3'"
&0&E%'4;':"(6%",OQH,"V3$"(6%"V+--."J+"'130":;=%"0&"+"'0E4+(%"3'"(6;&i
": ",%'4;':";("8+JL";&"+"R+1"3V"&+1;':"WI>'"3("&;:';':";(."80(";("R;--"6+=%"
J3>>%'(&"3'"(6%$%"+830("R61W"43'I("+'(;J;E+(%"&;:';':";(X%"4;4"6+=%"+"
E$%((3380&("4;&J0&&;3";'"(6%",%'+(%"3'"(6;"@X3$">%."(6%"&(04%'("=3;J%";&"+'"
;>E3$(+'("=3;J%#'4"W"P0&("43'I("&%%"(+L;':"(6%

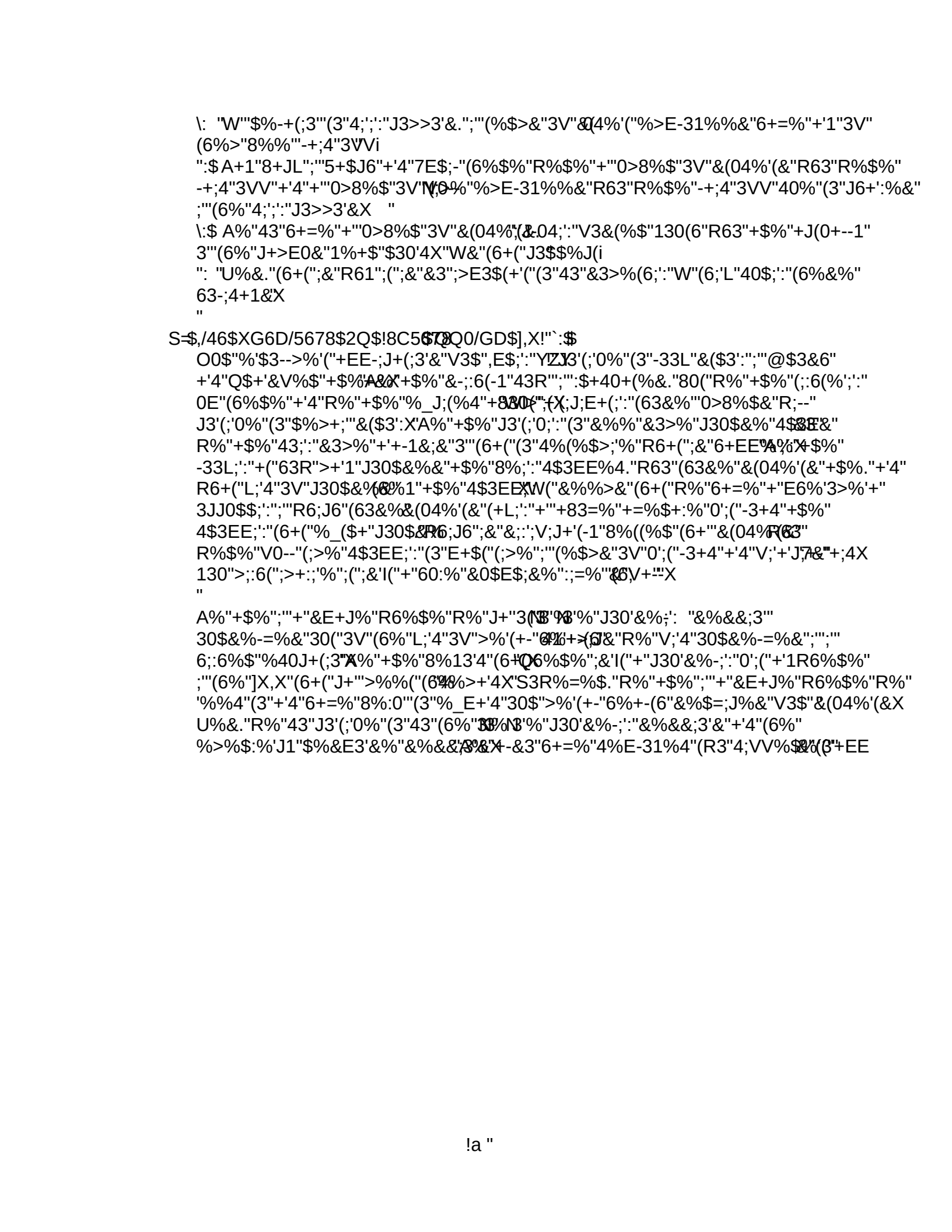
H/"5;'0(%&"3V'OJ(38%$"!h"YZYZ"?3"^0%&(;3'&'
"
U=$S27D678$0M6750C:
/3'&%'("/+-%'4+$"3V"?3=%>8%$"!"YZYZ Q6%$%"R+&"'3"4;&&%'("(3"(6%"
J3'&%'("J+-%'4+$"+&"E$%&%'(%81"7*/"5+$+J6;X'"'
!
S=9R64C8/E6$233/8866$"48/27$+863D!
,%'+(3$",%"'E$%&%'(%4"+">3(;3"'(3"&0&E%'4"(6%"$0-%&"0'4%$",(+'4;':"20"-%
!ZJ";"'3$4%$"(3"E$%&%'("+"$%&3-0(;3"'V$3>"(6%"V-33$"3V"(6%"Q6%"+3(%X"
R+&"&%J3'4%4"81",%'+(3$"U+':"Q6%",%'+(%"=3(%4"+'4">3(;3"'E+&&%4"R;(6"
>3$%"(6+"'+"(R3Q6;$4&">+P3$;(1"BXNDX'
"
,%'+(3$&",%"'+'4"U+':"E$%&%'(%4"#$%#!&'!()#!"#$*(#!+#%&,-(.&$/!
0&$1#2$.$3!4$(. 56,*78!+*7.%2!*$1!"9%(#2.7!+*7.%2!*$1!0*,,.$3!'&:!
";"<!47*1#2.7!"#$*(#!47(.&$%!(&!=:&2&(#!+*7.*,!>?-.(9!@A.$*,!
+#*1.$3BC",%=%$+-"&%'+(3$&"&E3L%";"'V+=3$"3V"(6;&"$%&3-0(;3""3(;':"(6+(";(";&"
;>E3$(+'("V3$"(6%"&%'+(%"(3"%_+>;'%";(&%-V;"J0"E+$$"(6%$%";&"+"=+-0%"3V"(6%"
,E%+L%$I&",%$;%&"(3";--0>;'+(%"E+$(&"3V",M,]"6;&(3$1X"W("R+&"+-&3"'3(%4"(6+("
(6%"$%V-%J(;=%"+EE$3+J6";&";>E3$(+'("V3$"(6%"7J+4%>;J",%'+(%"+'4"(6+("(6;&";&"+"
>3>%'("3V"($0(6"+'4"$%J3'J;-;+(;3'X"Q6;&"$%&3-0(;3"'(+-L&"+830"$"+J;&>"+'4"
$+J;&>";"'+"&1&(%>;J"6;&(3$;J+-"R+1"+'4"(;%&";("(3"3$:+';F+(;3'+-"J0-(0$%X"W(";&"



„ Zi

": "/3$$%J('X
\:

9%E+$(>%'(&"J+"'43"(6;&W(";&"P0&("+">+((%$"3V"J3>>0';J+(;':"R;(6"(6%"
&(04%'(&'X
"
S:$W"(6;'L";(";&"=%$1";>E3$(+'("(6+("4%E+$(>%'(&"6+=%"(6%"3E(;3'"3V"3E(;':"30(X
Q6%$%"+$%0'>8%$"3V"J3>E-;J+(%4"&;(0+(&(6+("R%"6+=%"R;(6"-+8&"(6+("J+'"
3JJ0$XW"+EE$%J;+(%"(6%"V+J("(6+("130"6+=%"$%J3:'';F%4"(6;&X
": "A%"R%$%"+4+>+'("(6+("4%E+$(>%'(&"8%"+8-%"(3"3E("30(X
"
U=$XG2Q6DD/270M$!80750G5D$S233/8866$]&X3'%"
$$
S=$&GK07/d08/27$0754$2E6G73678$S233/8866$]&ZY`:"



V;'4;':"+'4"-33L;':"+("4+(+"$;:6('"3R"V$3>"+J$3&&"(6%";'&(;(0(;3'"+&"R%--"+&"
J$%+(;':"R+1&"(3"::=%";'E0("3'"+'";'4;=;40+-"8+&;&X
"
7V(%$"E3&Q(6+'L&:;=;': ."+'4";'"&E$;':"&%>%&(%$30$"$%^0;$%>%'(&"+$30'4"
/O*W9"(%&(;':"6+=%"&6;V(%$3(6'6%$%"+'4"'(6%"&(+(%+'4"&(04%'(&"R;--"8%"
$%^0;$%4"(3"8%"(%&(%4"8%$%"(3"(6%"$%&;4%'J%"6+=%"8%%"'$%-+(;=%-1"-3R."
6+=%"8%%"'=%$1"V3$(0'+(%"+'4/'3(0$V9"'0>8%$&"6+=%"8%%"'$%-+(;=%-1"-3R."
63R%=%$."E08-;J"6%+-(6"$%J3>>%'4+(;3'&"6+=%"&6;V(%4"6%$%"&(4+(%"8%"
Q6;&";&"+"&-3R"(;:6(%';':.."80(";'"+'"%VV3$("(3"L%%E"30$"J+>E0'&&&&VV%"+&"
E3&&;8-%X
"
\C6D8/27D:$
\: $WI>"R3'4%$;':";V"+'1"3V"(6%"&(04%'(&"+$%":3;':"(3"8%"&(+1;':";'"(6%"43$>&"
3=%$"Q6+'L&:;=;':i ",3>%"3V"0&"6+=%"8%%"'6%-E;':"&(04%'(&"R6%$%"R%"J+'"
+'4"(6;&";&"+"E+$(;J0-+$-1";&3-+(;':"63-;4+1"R;(6"/O*W9"E$3(3J3-&"A6%'"W"R+&"+"
:$+40+(%"&(04%'(."W"6+4"(3"6+'4-%"+"&0;J;4%"+((%>E("+("(6%"]';=%$&;(1"3V"Q%_+&"
40$;':"(6;&"(;>%"3V"1%+W"3"P0&("R3'4%$";V"(6%$%"+$%":3;':"(3"8%";'(%$=%'(;3'"3$"
R+1&"(3"+44$%&&"(6;&X
": "Q6%"+'&R%$";&"1%&&XR;--"+-R+1&"6+=%"E%3E63%"+$%":3;':"(3"$%>+;'";'"
(6%"43$>&"+'4"R%"6+=%"&(R63'$%>+;'"+&"R%"-Q6%$%"R;--"J3'(;'0%"(3"8%"
R+1&"V3$"&(04%'(&"(3"+JJ%&&"&%$=;J%&X
S:"W"P0R&+("(%4"(3"&+1"(6+("(6%$%";&"'3(6;':"-;L%"6+=;':"60>+'"J3'(+J(."%=%';V"
;(";&"&3J;+--1"4;&(+'(."40$;':"(6%"63-;4+"Q6%"(R+&"$%+--1"R6+("W"R+&"(6;'L;':"3V"
+&"3EE3&%4"(3"(%-%E63'%"J30'&%Q6%"L"130X
$
V=$SJ/6Q$V/E6GD/8O$&QQ$/46G:
Q6%"OVV;J%"3V"9;=%"&(1.'+'4"W'J-0&;3'"BO9-W"E+$('%$%4"R;(6"&%=%$+-"
4;VV%$%'("3VV;J%&"E$%"-4"E3&(3'"V3$"&%&&;3'&"V3$"&(+VV"+'4"V+J0-(1X
Q6$30:6"+--"3V"&%&&;3'&"R6+("R%"6%+$4";&"(6+("(6%$%";&"+"L;'4"3V"&%J3'4+$1"
&($%&&"3$"+'_;%(1"81"%>E-31%%&"($1;':"(3"&0EE3$("(6%&$"&(B4%-"+&"
V+J;':"(6%"&($%&&%&"3V"8%;':"+'63>4"4%+-;':"R;(6'(6%;$"3R'"V+>;-1"+&"R%--"
>3=;':"%=%$1(6;':"(3"3'-;'%X"O'%"3V"(6%":$%+(%&("(6;':&"E%3E-%"R%$%"&%%L;':"
R+&"63R"(3"&(+1'J3'%J(%4"83(6"R;(6"(6%;$"&(04%'(&"+'4"(6%;$"J3--%+X"0%&
A6+("%>E-31%%&"+&"1;':";&"(6+("(6%1">;&&"$0";':';'(3"3(6%$%>E-31%%&"3'"
J+>E0&"+'4"6+=;':"(6+("J3'%J(;3'X "A%"6+=%"3VV;J%&"3'"J+>E0&"R6%$%"R%"
+$%":3;':"(3"&(+$("4%=%-3E;':"F33>"$33>&"+'4"4$%E$33>&"3'"J+>E0&"
R6%$%"%>E-31%%&"J+'"&63R"0E3X"R%%L"R6%'"R%%4"(6%&%"E3&("%-%J(;3'&"
3'"J+>E0&."R%"6+4"H>E+(6;+6%$%X"Q6%1"R%$%"+8-%"(3":;=%"0&"6%-EV0-"6;'(&"3'"
63R"(3"6+=%"4;+-3:0%."%"(JX
"
O'%"(6;':"(6+("J+>%"30("3V"(6%"%-%J(;3'"$%&E3'&%"J3>>;((%%";&"+"=%$1":334"
R3$L;':" $%-+(;3'&6;E"R;(6"]#9"+'4"30$"(%+>"3V"J+>E0-;+;&3'"V3-L&"R63-'"
R3$L%4"=%$1"6+'$4(%+>"3V"+830("Y["E%3E-%"&63R%4"0E"3'"J+>E0&"(3"8%"
&0EE3$(;=%"+'4"R%$%";+8-%"(3"R3$L"R;(6"&(04%'(&"B/O*W9"E$3(3J3-&"
3V"J30$&%A%"4%=%-3E%4E$340J(;=%"R3$L;':"$%-+(;3'&E
"

#$%&;4%'("#+E+F;+"'+-$%+(41L%4"+830("(6%"/+>E0&"/-;>+(%"Q3R"'S+--"
5%%(;':&"+'4"(6%"+"30'J%>%'("3V"(6%"'3>;'+(;3'&"V3$"(6%"J+>E0&"
/3>>;((%%"3"'9;=%$&;(1"+'4"W'J-0&;3'."R6;J6"R;--"6+EE%"'$;:6("+V(%$"(6%"(3R"'
6+--">%%(;':&"+'4"J3>%"30("(6%"V3--3R;':"R%"%LX
"
)=$S!*$ P04CM8O$(GCD"866:
7("(6%"%'4"3V"OJ(38%$"(6%"TOQ"&%-%J(%4"(6%"E$%&;4%'(&"V3$"83(6"/,]"H+&("
T+1"+'4"?3$(6$;4:%"X@3$"/,]"H+&("T+1"R%"J63&%"(6%"J0$$%'("/6+'J%--3$"
(6%"]';=%$&;(1"3V"7-+&"L+J6 3$+:%"X@3$"?3$(6$;4:%"R%"J63&%"(6%"J0$$%'("
E$%&;4%'("3V"/6+"%-"W&-+"4&X"T3X(6"E$%&;4%'(&"+$%"R3>%"'+'4"'3R"R%"6+=%"
(6$%%"V%>+-%"E$%&;4%'(&";"',+"'@$+'J;&J3."H+&("T+1."+'4"W'J63E%"
#$%&;4%'("#+E+F;+"'R;--"V;'4"(6%>"%+&1"(3"R3$L"R%"(6X"R"6+=%"!a"V%>+-%"
E$%&;4%'(&."+'4"h">+-%"E$%&;4%'(&"R;(6"3'%"&%+("8%;':"0'V;--%4"40%"(3"(6%"
=+J+'J1";"'/6+"%-"W&-+'4&X"Q6;&";&"[Ze"=&X"\Ze"X6+'J%--3$"A6;(%"
>%'(;3'%4"(6+("3=%$"6+-V"3V"(6%"E$%&;4%'(&"+$%"E%3E-%"3V"J3-3$."&3"R%"+$%"
%_($%>%-1"4;=%$&%"+("(6%"-%+4%$&6;E"-%=%-X
"
H=%$1",%E(%>8%$"(6%"/6+'J%--3$I&"OVV;J%"E$%&%'(&"(6%"804:%("$%"^0%&("(3"(6
TOQX"Q6%1"&0::%&(%4"(6+("R%"+&L"V3$"gYafXd">;--;3"';"'+44;(;3"'(3"30$"J0$$%'("
V0'4;':X "W"R+&"'3("&+(;&V;%4"R;(6"(6+(X"(6+&X::% 18.1455(>) -4 (4) -4 (") -2 (R) 2 (4) _-2 (()-4 (

E-%'+$1"%_(%'4%4"8%13'4";(&"J-3&;':"(;>%"V3$"3'%"6'3(6%"'(6%$%"R+&"+"
$%^0%&("V3$"+'"%>%$:%'J1">%%(;':"(6;&"R%%L"(3"+44$%&&"(6%"0'$%&3-=%4"

!f "

;>E+J("3"'&3>%"3V"30$"H(6';J",(04;%&"&%^0%'J"%&$%+"9."8%J+0&%";("R30-4"
$%^0;$%"(R3"4;VV%$%'("4;&J;"E-;'%&X
"
O0$"J+>E0&"R+&"&($3':-1";'"&0EE3$("3V";'J-04;':"(6%"R3$4"E$3:$+>&"+'4"'3("P0&("
V3J0&;':"3'"4%E+$(>%'(&7X&"+'"%_+>E-%."R%"+$%"(+-L;':"+830("E$3:$+>&"-;L%"30$"
7&;+' N7>%$;J+'",(04;%&"XQ6%$%"R+&"+-&3"&3>%"J3'J%$'"V$3>"&3>%"3V"(6%"V+J0-(1"
+830(";'J-04;':"3(6%$"E$3:$+>&"&0J6"+&"7>%$;J+'"+'4"M%R;&6",(04;%&"E$3:$+">&X
"
Q6%$%"R%$%"E+:%&"+'4"E+:%&"3V"J3'J%$'&"$%:+$4;':";>E-%>%'(+(;3'"+J$3&&"(6%"
^0%&(;3'XO'%"3V"(6%"L%1"(6;':&"(6+(">3&("3V"30$"0-(1."&(+VV."+'4"&(04%'(&"R30-4"
-;L%;&"(3"6+=%">3$%"J+>E0&"+0(3'3>1"+830(";>E-%>%'(+(;3'"+$30'4"(6%"H(6';J"
, (04;%&"$%^0;$%>%'("+'4">3$%"V-%_;8;-;(1"(3"+--3R"30$"J+>E0&"(3">+L%"(6%"
4%(%$>;'+(;3" 0.24 18%"

\: $O'"(6%"(3E;J"3V"J3'&;&(%'J1."R%$%"(6%$%"+'1"($%'4&"+>3':"&(04%'(&";'"(6%"
&0$=%1&"(6+("130"'3(;J%'4i
": "O'%"3V"(6%"($%'4&"R+&"(6+("(6%$%"R+&"+"-3("3V"J3'V0&;3'"+830("63R"(6;&"R30-4"
V;(";'(3":%'%$+-%40J+(;3'XA%"+-&3":3("+"-3("3V"$%&E3'&%&"V$3>"&(0'4%'(&
E+$(;J0-+$"J3--%:"R&3"R%$%"J3'J%$'%4"+830("E0((;':"(6;&";'(3"0EE%$"4;=;"&;3'
8%J+0&%"(6%1"4;4'"3("R+'("(6%"$%^0;$%>%'("(3"(+L%"+R+1"V$3>"(6%;$">+P3$"
J30$&%&"AX%"+-&3"&+R"J3>>%'(&"V$3>"&(04%'(&3-8("+0(3'3>1"+'4"(6%"J+>E0&"
>+L;':"(6%"4%J;&;3'&"+&"R%"--X
"
\: $WI>"+&&0>;':"(6;&"6+&"+-$%+41"8%%'"&%'("3VV"(3"C3':"T%+J6"+'4"WI>"R3'4%$;':"
;V"130"6+=%"+'1";>E$%&&;3'"+&"(3"R6%(6%$"(6%"V%%48+JL"R;--"8%"+JJ3$4%4"
;>E3$(+'J%"+'4"&3>%"L;'4"3V"V-%_;8;-;(1"R;--"%%3$";&"130$";>E$%&&;3'"(6+("
V%%48+JL"R+&"$%^0%&(%4"(3">3--;V1"(6%"J+>E0&%&i
": "W"43'I("(6;'L"(6%"V%%48+JL"R+&"$%^0%&(%4"P0&("(3">3--;V1"(6%"J+>E0&%&."80("W"
(6;'L"(6%$%";&"&3>%"(%'&;3'"+830("63R"8%&("(3">+'+:%"(6;&"&3"W"43'I("L'3R"63R"
>0J6"V-%_;8;-;(1";&"R;--"8%":;=%"SX3R%=%$."L'3R;':"C3$%"WI>"&0$%"6%"R;--"E30$"
3=%$"%=%$1"E+:%"8%J+0&%"(6+(";&"(6%"L;'4"3V"E%$&3"(6%"J+>E0&%&"V$3>"(6+("W"
43'I("+J(0+--1"L'3RX"W"+-&3"43'I("L'3R"%_+J(-1"R6+("(6%"3(6%$"J+>E0&%&"
&08>;((%4"X0(6%$"J+>E0&%&"6+=%"+-$%+41%44%4"(6%"-%+$';':"30(J3>%&";'(3"
:%'%$+-"%40J+(;3'"+'4"'3R"R%"+$%"R+;(;':"V3$"(6%"V;'+-;F%4"%_%J0(;=%"3$4%$X"?%%4"
(3"+EE-+04"(6%",%'+(%"+'4",%'+(%"-%+4%$&6;E"R63"6+=%"&-3R%4"(6;':&"43R"'3"'
30$"J+>E0&"(3"+--3R"V3$"J3'=%$&+(;3'&"R;(6"%(6';J"&(04;%&"X5+J6(1"X5+J60$k"A%"
(33L"+"4+(+4$;=%"'+EE$3+J6"+'4"W"8%-;%=%"(6+(">+L%&"30$"V;'4;':&">3$%"$380&("
&;'J%"R%"J+'"&E%+L"(3"(6%"&0$=%1"$%&E3'&%&"+'4"J+>E0&"J3"J%$'&X
"
\: $WI>";'"(6%"J3--%:%"3V"H':;'%%$;':"+'4"(6%$%";&"+"-3("3V"J3'J%$'"+830("(6;&

Q6+'L"130"V3$"+--3R;':">%"(3":;=%"130"(6%"E%$&E%J(;=%"3V$(6%"T3$0&(%%&"
3'"(6;&";&&0%W"'"(6%"&E$;':6(%"7,/,]"&0EE3$(%4"(6%";'J-0&;3'"3V"(6%"H(6';J"
,(04;%&"$%^0;$%>%'("3"(-3R%$"4;=;&;3'"<HW"'5+1."R6%'"(6%"TOQR%$%"
E$%&%'(%R4;(6"(6%"Q;(-%"*"J6+':%(";'J-04%4"3'-1"(R3";(%>&W("';'J-04%4"(6%"
J$%+(;3'"3V"+'"7$%+"@";'"(6%":%'%$+-"%40J+(;3'"E+JL+:%"3V"a"0';(&."+'4";'"3$4%$"(3"
-3JL";'(3"(6%":%'%$+%"40J+(;3'"0';(&"E+JL+:%."(6%1";'($340J%4"+"J0("(3"7$%+"9"
V$3>"!Y"0';(&"(3"h"0';(&"X

"

\C6D8/27D:$

S:$WI>"J3'J%$'%4"+830(";'J$%+&;':"(3"!Ya"0';(&X Q6%$%";&"+"-3("3V"3EE3&;(;3'"V$3>"
&(04%'(&"R63"+$%"J3'J%$'%4"+-$%+41"+830(":$+40+(;':"R;(6"!YZ"0";(&X

"

S:$Q6%"J3--%:%"3V"H':;'%%$;':":+=%"0E"+"-3("3V"0';(&";'"30$"E$3:$+>"(3":3"(3"!YZ"
0';(&X"7("!YZ"0';(&"R%"+$%"=%$1">0J6"3'"(6%"83$4%$"3V"6+=;':"%'30:6"(%J6';J+-"
0';(&"V3$"+JJ$%4;(+(;3'"X3%"+$%"=%$1"J3%$'%4"+830("+JJ$%4;(+(;3'";&&0%&"R;(6"(6%"
+44;(;3'"3V"+'3(6%$"(6$%"0%("J30$&%"X

"

S:$]'4%$"Q;(-%"*."(6%"!Ya"0';("-;>;("+J(0+--1"%_J-04%&"6;:6"0';("E$3:$+>&"+'4"
H':;'%%$;':";&"3'%"3V"(63&%"(("J30-4"8%"E%$>;&&;8-%"(3";'J$%"W&+44;(;3'."
7>%$;J+'"W'&(;(0(3'&"+'4"<H"R+;=%$&"6+=%"8%%"';'($340J%4"V3$"3(6%$"E$3:$+>&"
+J$3&&"(6%"&1&(%"Q6%$%"+$%"+-(%$'+(;=%&."(6%1"+$%"P0&("0:-1X

"

S:$]#$3=3&("#$3=3&("9%-"/+&;'3"%'J30$+:%4"V+J0-(1"(3"$%+4"(6%"J3>>"A"(&X
'%%4"(3"R+;("+'4"&%%"R6+("(6%"&1&(%>"4%"Q6%"6:6">E+J(">+P3$&"+$%"
J$;(;J+-"V3$"(3"0&0'4%$&(+'4"XA%"6+=%"(6;':&"3'"30$"J+>E0&"(6+("+$%"0';^0%"(3"0&"
&0J6"+&"30$"E61&;J+-"%40J+(;3'"0";(&X"(%%4"(3"E+1"+((%'(;3'"(3"+--"3V"(6%"=3;J%&";'"
(6;&"J3'=%$&+(;3'"X0$"H(6';J",(04;%&"V+J0-(1"+$%"E0((;':"+"-3("3V"(;4"%"+$:1"
;'(3"(6;&"+&"R%"--X

"

e=$ #6L$UCD/76DD$?3'%""

"

e+=$ "5f2CG73678: $Q6%">%%(;':"+4P30$'%4"+(")Zc"EX>"X

SJSU students, faculty, and staff are allowed on campus at this time. Whomever is planning this protest is strongly encouraged to research this further before moving forward with it due to these issues.

Q: A few people have raised concerns about dossiers and some security breaches. People are seeing faculty dossiers they shouldnÕt see via eFaculty, more this year than ever before. Also, the optional SOTES have been left in Personnel Action Files (PAF) and so may be considered in the review.
A: This is a question for the Provost. It sounds like an operational issue.
C: We have not heard of these breaches of confidentiality and will check into it. All SOTES go into the PAF. The only people that have access to the entire PAF are the President and Provost. I believe all the selected SOTES go into the working PAF or review.
C: The working PAF is the dossier and it excluded optional SOTES. I thought deans and department chairs had access to the PAF. We had the wife of a candidate put on his review committee. The problems have been corrected, but it was a rocky start.
A: That should not be happening. We will look at the process and fix it.
C: My impression was that it was a glitch and not intentional.
C: A lack of communication is causing problems. Lecturers and others are not having their emails responded to by Faculty Affairs.
C: I do know that Faculty Affairs lost a key player recently and that may be part of the problem.

4.! From the Policy Committees:
   a.

c.! From the Curriculum and Research Committee (C&R):
C&R has been working on establishing a General Education Review Panel (GRP) on American Institutions (AI). The Vice Provost for Undergraduate Education, chair of the General Education Advisory Committee (GEAC), and the AVC reviewed the AI GRP composition (delineated in policy) and also reviewed the campus message. The call for nominations was sent out by the senate chair this morning.

C&R will delay any further work on the Ethnic Studies requirement until December. In the

substantially down.
Q: Are there fees we have to pay Chartwells as part of the contract we signed?
A: There is a $400,000 management fee that was a part of the $7 million expenditures.

and Rankin and Associates will present the findings from the survey. Open forums will be

Executive Committee Minutes
November 16 , 2020
via Zoom, 12:00 p.m. to 1:30 p.m.

A: It asks for the Credit/No Credit option to be flexibly applied on campuses.

6.! From the President of Student Affairs (VPSA):
Our enrollment looks good for spring. We are up 21% in applications, but we are down 9% in graduate students. Our intent to enroll numbers are at about 84%, our graduate numbers are also up. However, what is of concern is the number of drops from fall to spring.

As noted earlier, the Community Safety and Policing Taskforce has been invited to come to the Executive Committee and also will meeting with other groups. Getting faculty input is fantastic. This allows the taskforce to address any disconnects. Also, we can look at staffing needs relative to a public institution.

Question:
Q: Have we gotten input from the San JosŽ Police Department and what is their role in our process?
A: We will get their input in several ways. First, one of the faculty members is a former police officer.

Q: It has been two years since the Senate passed the bullying resolution. It sounds like about 5% to 10% of faculty have experienced bullying. What is the current status of the committee? Will they be doing a report to the senate on December 7th? What progress has been made?
A: We are meeting on a regular basis. We have an obligation to report to the President and the Senate by December 7, 2020 to give an update. The charge of the committee is slightly different than just bullying. The gu

Q: When there is a change to the RTP process, it might be good to consider RSCA and allow for time to do the work we do. It might be helpful to have an analysis of how RSCA intersect

Executive Committee Minutes
November 23, 2020
via Zoom, 12:00 p.m. to 1:30 p.m.

Present: Curry, Day, Del Casino, Delgadillo, Faas, Frazier, Marachi, Mathur, McKee, Peter, Sasikumar, Sullivan-Green, White, Faas, Wong(Lau)
Absent: Papazian
Guests: Edith Kinney, Garrick Percival, Gil Zamora, Thalia Anagnos, Anoop Kaur

1.! From the Chair:
Senate Holiday Party is scheduled for 12/16/2020, 3:00pm-4:30pm. Chair is working with Zaynna Tello and Amber Armstrong for this event. We have received substantive number of nominations for the four campus faculty awards and committee chairs been given the nominations and instructions. Many student nominations this year, but need more guidance on how to submit nominations.

2.! The Executive Committee approved the consent agenda (Executive Committee Agenda of November 23, 2020, Executive Committee Minutes of November 16, 2020, and the Consent Calendar of November 23, 2020).

3.! Taskforce on Community Safety and Policing
Guests: Patrick Day (co-chair) Edith Kinney (co-chair), Garrick Percival, and Gil Zamora
Part of this meeting is one of a multitude of engagement meetings with the campus and some off-campus (e.g., governance organizations). Opportunity to share thoughts, and concerns with safety and policing and interplay between the

C. Students are staying in there. Students are sleeping in there.
A: What is UPDÕs job? What are policy issues and what are other things we should be doing?
C: Told students if caught after hours in the club room, no longer welcome there.
C: People have some good experiences with safety. But I have encountered unsafe experiences in the parking garages. I park by the stairs and only come in in the morning. Students who live on-campus have concern about walking across campus, and walking home after late hours library (pre-pandemic). Building community relationships is important to students. Demographic of students who donÕt feel safe with UPD. There is a conversation with students across campuses about changing UPDs. Is that a conversation happening here at SJSU? Any initiatives with these kinds of student concerns?
A: That is a lot to unpack. The taskforce has read articles on these issues and have surfaced these conversations (e.g., not having UPD). We will go to AS and talk with groups. We are the only downtown CSU.
A: We are looking at what would alternatives to public safety look like. How do we focus on public safety? Our location is important in how we best achieve these rules. If you have specific situations, please email those before we meet. Also noting DACA concerns with UPD.
A: If you have specific recommendations, please send via email.
C: Think about way students use in campus in reality. Students spend a lot of time between classes to collaborative work, and think about how spaces are available (e.g., homework, very late at night). Have a non-emergency number for UPD.
C: Do we have a non-emergency number? This is one of the issues of communications.
C: Reiterate issues with students. Club rooms and students are invited there, because they donÕt want to be alone. Have personally received poor assistance from UPD. In Clark Hall doors propped open, not always students, sometimes it is faculty and staff too. Clark, used for testing, testing guards harass our students, go into studentsÕ purses. Please think about the consequences about the loss of tutoring and overnig

those categories. It does come with communicating with students that we are not advisors, but noting their concerns to bring forward.
C: Concern with not disqualifying students this semester, we have spent a lot of time to catch students early to ensure that we get them on the road to success. We have a number of students who are doing worse this semester, but were not disqualified so we were not able to identify and provide support or gentle guidance.
C: Students are still adjusting to different impacts, personally donÕt think that we should punish them. Impacts have continued into this semester, financial pressures, family pressures. It is not that grades arenÕt a priority, they are. But it is difficult to prioritize with all of these continuing impacts, there are real-world issues that are affecting how they are doing in their classes.
C: How do you feel instead of CR/NC, being more liberal with withdrawal and retroactive withdrawal? NC is considered a repeat enrollee, with a W they can enroll as a first-time enrollee. Will that give students maximum flexibility?
C: Yes, that has been a road bump. For W that is harder for students, that is rock-bottom. CR/NC is still in the grey area. Both of those solutions are for different students, different populations. W is for students who have not been able to complete that work, whereas CR/NC is alleviating grade stress for students and giving option to complete work with grade that they are submitting.
C: From an academic affairs perspective, we have

not helping students academically based on the data we collected on our campus.

not addressing that, but there are other things that we can do so that we can assist our students in graduating. CR/NC does not solve things, and it may hinder our students who are thinking about graduate school. Need to be cautious.
C: We appreciate other measures, flexible withdrawals. But CR/NC addresses a population of students, where grades are not their priority. Not havimg a grade that truly reflects their academic work. Many competitive medical schools are accepting CR/NC, lesser schools not accepting CR/NC. We want to bring this forward in the most democratic way to the senate, we were hoping IS&A would bring this to the floor.
C: Do we think IS&A is the best place to bring forward a policy recommendation on CR/NC? Is there agreement in allowing students to do a retroactive withdrawal to replace WUs and Fs about to happen? Can we come up with a way, to wipe them out with a regular W?
C: That is a consideration, but concern when there is a dispute with a grade. Faculty need to change it, there is issue with grades being assigned by faculty, are we stepping on academic freedom?
C: No more than last spring.

SJSUAcademic Senate
December 7th, 2020 Consent Calen

%$ H&I+<.$-)<&JJ)#@"(+&#
%% "1145G$<F07727$";628$"1K05/2$-2G4768064:5
%&
%'! K3*:"+*)-:+"<56"-"75864*"*L7**+4".3*"*:65//)*:."7-;"<56".3*"75864*A"4.8+*:.4"935"
%(9,43".5"*:65//")-0";/-7* ".3*)4*/>*4"5:"-"9-,./,4.F"K3*:"-"+*;-6.)*:."*/*7.4".5"84*"

)) ! K3*:")8/.,;/*"@6-+8-.,:@"4. 8+*:.4"-6*")5>*+".5".3*".5;"5<".3*"/,4.A".3*0"9,//"C*"56+*6*+"
)* ! C-4*+"5:".3*".,)*".3*0"4,@:*+"8;"<56".3*"9-,./,4.F
*+!
" ! K-,./,4.4"9,//"C"84*+".5"-8.5)-.,7-//0"*:65//"-"75864*"8;".5".3*"*:65//)*:."7-;F"#.8+*:.4"
#! 935"-6"5:".3*".5;"5<"9-,./,4.")-0":5."C*"*:65//*+" ,<".3*0"-6*":5."-C/*".5"4-.,4<0"-//"
*$! :*7*44-60"75:+,.,5:4F"E3*4*"75:+,.,5:4")-0",:7/8+*".3*"<5//59,:@V
% ¥" K-,./,4.+"4.8+*:.4"9,//":5."C*"*:65//*+",<".3*0"-6*"*:65//*+",:"-:5.3*6"4*7.,5:"5<"
.3*"75864*F

!

! " !"#$%&!'$!("()$*#+,)-!+(. $
#" "/01234/$!25062 $ $ $ $ $ $ $ $ "! $789: $

! " !"#$%&! ' $("()$*#+,)-!+(. $

#" "/01234/$!25062 $

$" 78994/8:83$051$-2;209/<$7=3346622 $ $ $ $ $ "!$ >?@$

%' A2/23B29$?C$DE$E

&" F49;6-20145

' " $

(" H&I+7.$-)7&JJ)#A"(+&# '"'

) " "//2;;4B4:46K$45$78994/8:09$J06294$:;

* " $

!, " -2;/451; L$ +,) -$$

!! " $

!# " "

!$ " M<2920;L'"'" "./0123456"67083219:";6/01;6<"6/03$$886<<141512="29"355"80;;18053;">?326;135<

!%" 3:7 "

!&" "

!' " M<2920;L'"'"' .:<0;1:@"3886<<141512="<A9057"46"2A6";6<B9:<141512="9C"355"71D1<19:<"32"+E-

!(" 3:7":92 "51>1267"29"2A6"G886<<1456".7083219:"H6:26;I"2A6"H6:26;"C9;"J38052="

!) " K6D659B>6:2I"+E+F"L:C9;>3219:"M68A:959@=7"3L;980;6>6:2 ?"3:7 "

!* " M<2920;L'"'"' . O68021D6;76;-!!!!";6/01;6<"355"H+F"83>B0<6<"29"8;6326"3:7"

#, " 1>B56>6:2"B53:<"29"B;9>926"C38052="3:7"37>1:1<2;321D6"B;382186<"2A32"Q155"

#! " 3<<0;6"21>65="3886<<"29"80;;18053;">326;135<"C9;"355"<2076:2<I"3:7"<2326<"

##" 2A32:3"8A"83>B0 <"3:7"2A6"HA3:86559;S<"PCC186"<A355"B;9D176"C0:71:@I"

#$" ;6<90;86<I"3:7"2;31:1:@"29">6>46;<"9C"12<"83>B0<"89>>0:12="29"6:<0;6"

#%' 89>B513:86"Q12A"2A1<"6O68021D6"9;76;T"H+F"83>B0<6<"3:7"2A6"HA3:86559;S<"

#&" PCC186">3="89:<052"Q12A"+=<26>Q176"N;9C6<<19:35"K6D659B6:2"1:

```
$) "    -2;=:N21L  """ MA32"1C">326;135<"83::92"46">376"3886<<1456"706"29"268A:959@="51>123219:<"
$* "                   2A6:"3:"6/0355="6CC6821D6"3526;:321D6">0<2"46"8;63267"9;"B;9D1767?"3:7"46"12"
%,"                    C0;2A6";

%!"    -2;=:N21L  """ MA32"C38052="<A355"9467:"6@053;5="9C"3D3153456";6<90;86<"29"2;31:"
%#"                    2A6>"1:"76D659B1:@"3886<<1456"890;<6">326;135<"9;"6/0355="6CC6821D6"
%$"                    3526;:321D6<I"QA18A"3;6"9CC6;67"2A;90@A"83>B0<"0:12<"<08A"3<"2A6"H6:26;"
%%"                    C9;"J38052="K6D659B>6:2I"2A6"G886<<1456".7083219:"H6:26;I"GC"C9;73456
%&"                    [63;:1:@"+950219:<I"3:7"6H3>B0<?"3:7"46"12"C0;2"A6;

%'"    -2;=:N21L  """ MA32"355"C38052="3:7"<23CC"<A355"0:76;@9"3886<<141512="2;31:1:@"3BB;9B;132
%("                    2A61;"70216<?"3:7"46"12"C"0;2A6;

%)"    -2;=:N21L  """ MA32"2A6"3BB;9B;1326"\186"N;6<176:2X<Z"<A355"89:7082"3"43<651:6"
%*"                    3<<6<<>6:2"29"7626;>1:6"89>B513:86"Q12A"C676;355=">3:73267"3886<<141512="
                       ;6/01;6>6:2<"C9;"890;<6<"3:7"76<1@:326"2A6"3BB;9B;1326";6<90;86<"29"4;1:@"
```

($ " H92;256L""" G:3@:9<I"`38Y6;I"7aG53;839I"K0756=I"U3;2I"b30;I"b123c1>3I"bA3D05I"d3CC1:1I"
(%" d3<6@13:I"eA126"X8A31;Z
(& "B;256L """""""" +238Y

$"

"

"! !"#$%&!'$!("()$*#+,)-!+(. $

#! "/01234/$!25062 $ $ $ $ $ $ $ $ "! $789: $

$! +5;6<=/64>5$051$!6=1256$"??04<;$@>3346$62 $ $

% A2/23B2< C:D:$

E450F

! !

!

%(-2;>FQ21P" #$.5"5$%"=>=?"D3.0%123%/.5%".7E"5$%"6/2:%8725;"54"34/52/6%"54"76--485"
%) 7560%/57"@$4"%J-%82%/3%"K8%.5"$.807$2-7"5$.5".99%35"5$%28".3.0%123"
%* -%89481./3%"B;"%063.52/K"9.36A5;"./0"%/3468.K2/K"5$%1"54"34/720%8"5$%
&+ ¥" .772K/1%/5"49"./")/341-A%5%"P)Q"948"7560%/57"@$4"%J-%82%/3%".BA%"54"
&"! 341-A%5%"1475"B65"/45".AA"49"5$%"3468"7%@48E
&# ¥" .772K/1%/5"49"./"?/.65$482R%0"S25$08.@.A"PS?Q"K8.0%"2/75%.0"49"
&$ .772K/2/K"."9.2A2/K"K8.0%"PFQ"948"7560%/57"@$4".8%"6/.BA%"54"

!

"! !"#$%&!'$!("()$*#+,)-!+(. $
#! "/01234/$!25062 $
$! +57689/64:5$051$!691256$";;0487$<:3346622$ $ "!$ =>?@$
% A2/23B28$>C$DEDE$
&! F450$G20145H$
' ! "
(! $
) ! "
*! I&J+<.$-)<&KK)#A"(+&# $
"+! "32513256$<$6:$*54L28746M$I:G4/M$!=0N$
"" ! I8:B064:5$051$A47P90G4;4/064:5C$Q:808M$"32513256$192$6:$6R2$
"#! <&,+A O=?$I051234/
"$! "
"% "32517S$ $ #$%&'()%*+",-.%/+"0211"3-("*4'"5656 2565!"7/89':%/";'8("
"&!
"' !);;2/64L2S$ $ <::'9%8*'.+"*4(-=>4"*4'"5656 2565!"7/89':%/";'8(

"(! TR28207S$ $?4"'@AB<C2!D"E8$9':%/"/-$*%$=')"%*)"=$E('/'9'$*'9"9%)(=E*%-$"-3"
") ! =$%&'()%*+"-E'(8*%-$)"8$9")*=9'$*"/'))F"8$9

"* ! TR28207S$ $?4%)"9%)(=E*%-$"G%.."/-$*%$="'*4(-=>4"*4'"5656 2565!"7/89':%/";'8 (F"8$9"

#+! TR28207H" ?4"'#$%&'()%*+"/-$*%$=')"*-"*8I"')*'E)"*-")=EE-(*")*=9'$*)"*4(-=>4"E-.%/+"
#"! :-9%3%/8*%-$)"8$9"E(-/'9=(8."/48$>')F"8$9"

##! TR28207S" C8*8")4-G)"*48*"*4'("' 8(""J=%*+">8E)"*48*"%$9%/8*')")*=9'$*)"-3"/-.-("8("'
#$! 9%)E(-E-(*%-$8*'.+"833'/*'9"K+"*4'"/=(('$*"/%(/=:)*8$/')"8$9"G4-"G-=.9"
#% K'"9%)J=8.%3%'9"G%*4-=*"%$*'(&F$4%3$("'K'"%*

-27:GL21S$ $?48*"#$%&'()%*+",-.%/+"0211L"

! !

!

" ! !"#$%&!'$!("()$*#+,)-!+(. $
"/01234/$!25062

! "

!

$' ! 7&I+=.$

$(! -)=&JJ)#>"(+&# "

$)! "32513256$>$69 $*54K28;46L$79<4&LDMNO$

$*! "QQ94563256$9:$-2HP<08$G0/P<6L$)3Q<9L$82;

%+ >2<2645H$05$9?;9<262$82:2825/2

%'! "

%# !=(=C' K$,."&$30"/196-,.&"4,7,40"&1"91;;,?,0"3&"-,%.0"&$10,"%9%/,-39"6.3&0"&$%&"%4,"

%$ $1-,"&1"P.3&"Q"&,.64,R&,.64,"&4%95"7%9#&$30"L89;6/,0"&$,">1;;,?,"17"

C'

!

! " !"#$%&!'$!("()$*#+,)-!+(. $
#" "/01234/$!25062 $
$" 789:2;;4950<$!6051081;$=93346622 $

```
%+                                  7&I+=.$-)=&JJ)#>"(+&#          $
%!"                          "32513256$%$69$*54K28;46L$79<4$DF M$
%#   -)()#(+&#A$()#*-)$"#>$7-&J&(+&#$G&-$-)N*I"-$G"=*I(.$)J7I&.))!O$
%$                                          7-&=)>*-)!        $
%%                          -(7$  789/ 21P82;$98$%9456$"QQ94563256;
%&                                                  $
%"   Y ;!
%(   R;S!E518,/45,0!B15!D,%,.%31.G!",.45,G!$./!E51-1%31.
%)   Y; !
%*   R;*!    X1/3B3,/!E518,/45,0!B15!I13.%!A9913.%-,.%0
&+   !
&!"          R;*;'  !          =$./3/$%,0!2#1!#16/!C13.%!$9913.%-,.%0G!$0!3./38$%,/!3.!%#,35!
&#"                            $9913.%-,.%!6,%%,50!T&ZG!(;ZU!0#$66!+,!,>$64$%,/!%#,!
&$"                            /,9$5%-,.%!6,>,6!+:!$!81--3%%,,!23%#!5,95,0,.%$%31.!B51-!,$8#!
&%                             5,6,>$.%!/,9$5%-,.%G!$./!%#30!5,95,0,.%$%31.!66!+,514@#6:!
&&                             951915%31.$!%1!%$003@.-,.%!1B!%#,!8$./3/$%!,"#,!81--3%%,,!
&'"                            0#$66!+,!8#$35,/!+:!$!81--3%%,,!-,-+,5!B51-!%#,!#1-,!
&("                            /,9$5%-,.%!$0!3/,.%3B3,/!3.!%#,!$9913.%-,.%!6,%%,5;
&)"  !
&*"          R;*;Q!            X,-+,50!1.!C13.%!81--3%%,,0!0#$66!+,!,6,8%,/!$0!9,5!$66!.15-$6!
'+ "                           9518,/45,0!1B!91638:G!0$>,!1.6:!%#$%!$!8455,.%!/,9$5%-,.%!
'!  "                          81--3%%,,!-$:!  03-96:!/,03@.$%,!01-,!1B!3%0!$65,$/:!,6,8%,/!
'# "                           -,-+,50!B15!  03-46%$.,140!0,5>38,!1.!%#,!C13.%!81--3%%,,;
'$ "          !
'%"          R;*;R!            "#,!8#$35!1B!%#,!#1-,!/,9$5%-,.%!0#$66!#16%#,!.15-$6!B4.8%31.0!1B!
'& "                           8#$35!B15!#,!,>$64$%31.!$C13.%!$9913.%-,.%[!%#,!8#$35!%#,5!
"  "                           /,9$5%-,.%0!3.!2#38#!%#,!$9913.%-,.%!30!-$/,!$5,!,63@3+6,!%1!0,5>,!
'(  "                          1.!%#,!C13.%!/,9$5%-,.%,>,6!81--3%%,,!
')  "          !
'*  "          R;*;\ !          =$./  3/$%,0!2#1!#16/!C13.%!$9913.%-,.%0!$85100!-15,!%#$.!1.,!
(+"                            8166,@,!0#$66!+,!,>$64$%,/!+:!%#,!8166,@,!81--3%%,,!$./!%#,!8166,@,!
(!  "                          /,$.!8155,091./3.@!%1!%#,35!#1-,!/,9$5%-,.%;!!!
```


"

!"#$%&!'$!("()$*#+,)-!+(. $
"/01234/$!25062 $
789:2;;4950<$!6051081;$=93346622$
>2/23?28$@A$BC$$C $ $ $ $ $ $ $ "!$D@EF$
G450<-20145H
$
$
7&I+=.$
-)=&JJ)#>"(+&# !
"32513256$=$69 $*54K28;46L$79<4/LMNF
"OO94563256$9:$-2HP<08$G0/P<6L$)3O<9L$2;
>2<2645H$05$9?;9<26$2$2825/2$
!
!
-2;9<K21Q! "#$%!&'( )* !+,!$-,./,/!$0!0#12.!3.!%#,!0%435,16%!17!%#,!,89,4:%,/!:1;39<±
!
-064950<2Q "#,!>1;;,?,!17!@8%,./,/!$./!A.%,4.$%31.$;!&%6/3,0!2$0!,89;6/,/!741-!
91B,4$?,!6./,4!%#30!:1;39<!2#,.!%#,!:1;39<!2$0!$/1:%,/!3.!CD'(!03.9,!$%!
%#,!%3-!%#$%!91;;,?,!/3/!.1%!91.%$3.!7$96;%<=!&3.9,!%#,.E!%#,!91;;,?,!#$0!
+,,.!4,.$-,/!$./!7$96;%<!#$B,!+,,.!$003?.,/!%1!%#,!.,2!$9$/,-39!6.3%E!
-$53.?!%#30!,89;6031.$4<!;$.?6$?,!1+01;,%,!$./!6..,9,00$4<= !
!
"OO89K21Q$$$ F1B,-+,4! '* E!CDC!D
,962Q

#'

"

$&! 7&H+=.$

$' ! -)=&II)#>"(+&# "

$(! "32513256$>69*54J28;46K$79<4/$KDL M$

$)! "OO94563256$9:$-2GP<08$F0/P<6K$)3O<9K$22;

$*! >2:4545G$%94563256;45"OO94563256$H266$28;

%+ "

%'! X; "

%# "

%$ (;Q" @9913.&-,.&"6,&&,50

%% "

%& X; "

%'! "

%((;* " @"B13.&"%9913.&-,.&"188450"2$,."%."%9913.&-,.&"6,&&,5"09,83A3,0"&$%&"%"A%846&:"

-,-+,5"2366"$%=,"/4&3,0"3."-15,"&$%."1.,"/,9%5&-,.& "15",L43=%6,.&"4.3&

! "

"

```
$) "   -2?A>L21W"   J=;4"4=1"C/"K81;"]"@FG18"9565:5FB"81R3581>1B4:":=;@@"L1"8193219"A8F>"*"3B54:"4F"
$* "                '"3B54:"5B";22F89;B21"G54="4=1"8121B4"2=;BE1:"5B"J54@1"&I"A;B9"L1"54"

%+"   -2?A>L21W"   J=;4"4=1",388523@3>";B9"N1:1;82=",F>>54411"G5@@"L85BE"4F"4=1"K2;91>52"-1B;41"
%!"                4=1"2F>?@141";B9"3?9;419"C/"C3591@5B1:"AF8";??8F6;@"BF"@;418"4=;B"^;M"!+P"
%#"                #+#!X"

%$"   -064A50>2W   5:">F95A52;45FB"4F"-W-."C/"C3591@5B1:"?34:"-;B"W41".B5618:4M"5B"
%%    2F>?@5;B21"G54="4=1">1>F"A8F>"4=1",=;B21@@F8`:"7AA521";B9"2=;BE1:"G54=5B"J54@1"&X"a4"G5@@
%&    E561"4=1",388523@3>";B9"N1:1;82=",F>>54411"4=1"45>1"B11919"4F"1BE;E1"5B";"2FB:3@4;4561"
%'"   ?8F21::P";:"5:"4=1"48;9545FB"FA"4=1"K2;91>52"-1B;41P"4F";??8@1853;41;41"4=1"C/"C3591@5B1:"
%("   G54="4=1"B121::;8M"914;5@:"5B"F8918"4F"A3@@M"1012341"4=1:1"2=;BE1:"AF8"K2;91>52"7"[1;8"#+#!\##X"

%)"   (432>452$051$+3X>23256064A5W8:4"J5>1"O81:=>;B"1B4185BE"-W-."K["#+#!\##"G5@@"L1":3Lb124"
%*"   4F"4=1"3?9;41:"4F"K81;"]";B9"B1G"K81;"OX8;81B4"-W-.":4391B4:";B9"2FB45B3F3:@M"1B8F@@19"
&+"   ,;@5AF8B5;",F>>3B54M",F@@1E1"48;B:A18":4391B4:"G5@@"L1"=1@9"4F"4=1"C/"C3591@5B1:";@5EB19
&!"   4=158"2;4;@FE"85E=4:X

&#"   "XX=AL21W"   "      !!\$+\#+#+'''''''
```

((" -W-."1B8F@@19"$P*'%"A58:4"45>1"A81:=>1BP":F"4=1"B3>L18"FA":1245FB:"
() " B11919"5:":3L:4;B45;@X"

(* " j18"J54@1"&P"4=1"@FG18"9565:5FB"K81;"]"81R3581>1B4"G5@@"L1"8193219"A8F>
)+ " 4F""3B54:P";B9";:":32=P"4=181"G5@@"L1";":5EB5A52;B4"5>?;24"FB"A;23@4M";B9"
)! " OJ/-"5B"4=;4";81X"J=181"5:"4=1"?F41B45;@"AF8"@1243818:"4F"@F:1"4=158"bFL:";:"
)# " ;"81:3@4X"181">;M"L1";"41>?F8;8M"5B281;:1"5B";965:5BE"GF8c@F;9"AF8"
)$ " 91?;84>1B4:"931"4F"2;4;@FE"85E=4:"FA":4391B4:"G=F"G5@@"2FB45B31"4F"B119"*
)%" 3B54:"4F"A3@A5@@"K81;"]"81R3581>1B4:X

)&" G4505/40>$4X0/6W a4"5:"3B2@1;8";:"4F"4=1"4F4;@"A5B;B25;@"5>?;24"FA"4=5:"?F@52Mi"?F41B45;@"
)' " 8128354>1B4"FA";99545FB;@"A;23@4M"4F"41;2="G54=5B"4=1"B1G"C/"K81;";B9";"
)(" 8193245FB"FA"A;23@4M"OJ/"41;2=5BE"2F38:1:"G54=5B"K81;"]X