

DEF1< C?E>DI) E2<93 +38??<C

+EC95 E. , ?<25BD

E<5 = 5>D1BI +38??<



2020-21 +38??<G945 " = @B?F5 = 5>D
)<1>

, 12<5 ?6 C?>D5>DC

+38??< D5 = ?7B1@893C	3
) EB@?C5 1>4 (ED<9>5 ?6 D85 +")	4
+38??< ">6?B= 1D9?>	5
' 554C ACC5CC= 5>D	11
) <1>>9>7 6?B "= @B?F5 = 5>D	15
) ?C9D9F5 CE<DEB5 & E>F9B?> = 5>D	24
BE475D D? +E@@?BD ?1<C	25



1@AK HD9F AK H=F<AF? 9HHJGN9D : Q L@= ! MN9D GMFLQ O; @GGD G9J<

+") AED8?B9DI

O=; LAGF #DGJA<9 OL9LML=K J=I MAJ=K <AKLJA; L K; @GGD : G9J<K LG 9FFM9DDQ 9HHJGN= 9F< J=I MAJ= AE HD=E =FL9LAGF G> 9 O; @GGDOA<= &E HJGN=E =FL -D9F O&- >GJ =9; @ K; @GGD AF L@= <AKLJA; L L@9L @9K 9 K; @GGD ?J9<= G> ! GJ # 1@AK HD9F AK 9DKG 9 J=I MAJ=E =FL >GJ 19J?=L< OMHHGJL 9F< &E HJGN=E =FL 10 & 9F< GE HJ=@=FKAN= OMHHGJL 9F< &E HJGN=E =FL O & K; @GGDK HMJKM9FL LG #O 9F< L@= "N=JQ OLM<=FL OM; ; ==<K ; L "OO

1G : = <=KA?F9L=< 9K 10 & 9 K; @GGD E MKL @9N= GF= GJ E GJ= "OO KM: ?JGMH K OAL@ 9 #=<=J9D &F<=P : =DGO 1@AK HD9F K@9DD : = 9HHJGN=< : Q L@= <AKLJA; L 1@=J= 9J= L@J== O9QK 9 K; @GGD ; 9F : = <=KA?F9L=< 9K O &

@9N= 9 K; @GGD ?J9<= G> ! GJ #
@9N= 9 ?J9<M9LAGF J9L= G> GJ DGO=J
@9N= 9F GN=J9DD #=<=J9D &F<=P : =DGO

#GJ L@=K= K; @GGDK L@= O&- K@9DD : = 9HHJGN=< : Q L@= <AKLJA; L 9K O=DD 9K L@= MJ=9M G> O; @GGD &E HJGN=E =FL

1@= #DGJA<9 ! =H9JLE =FL G> "<M; 9LAGF #! , " O&- L=E HD9L= E ==LK 9DD KL9LMLGJQ 9F< JMD= J=I MAJ=E =FLK >GJ LJ9<ALAGF9D HM: DA; K; @GGDK 9F< AF; GJHGJ9L=K 9DD ; GE HGF=FLK J=I MAJ=< >GJ K; @GGDK J=; =ANAF? 1ALD= & >MF<K 1@AK L=E HD9L= AK J=I MAJ=< : Q OL9L= G9J< G> "<M; 9LAGF /MD= #DGJA<9 <E AFAKLJ9LAN= G<= >GJ 9DD FGF ; @9JL=J K; @GGDK OAL@ 9 ; MJJ=FL ?J9<= G> ! GJ # GJ 9 ?J9<M9LAGF J9L= GJ D=KK ! AKLJA; LK E 9Q GHL LG J=I MAJ= 9 O&- MKAF? 9 L=E HD9L= G> ALK ; @GGKAF? >GJ K; @GGDK L@9L <G FGL ZL L@= 9>GJ=E =FLAGF=< ; GF<ALAGFK 1@AK <G; ME =FL O9K HJ=H9J=< : Q K; @GGD 9F< <AKLJA; L D=9<=JK@AH MKAF? L@= #! , " K K; @GGD AE HJGN=E =FL HD9FFAF? O=: 9HHDA; 9LAGF DG; 9L=< 9L [OOO \[GJA<9; AE K GJ?](#)

) EB@?C5 1>4 (ED<9>5 ?6 D85 +")

1@= O&- AK AFL=F<=< LG : = L@= HJAE 9JQ 9JLA>9; L MK=< : Q N=JQ K; @GGD OAL@ KL9C=@GD<=JK LG J=NA=O <9L9 K=L ?G9DK ; J=9L= 9F 9; LAGF HD9F 9F< E GFALGJ HJG?J=KK 1@= #DGJA<9 ! =H9JLE =FL G> "<M; 9LAGF =F; GMJ9?=K K; @GGDK LG MK= L@= O&- 9K 9 VDANAF? <G; ME =FLW : Q ; GFLAFM9DDQ MH<9LAF? J=ZFAF? 9F< MKAF? L@= HD9F LG ?MA<= L@=AJ OGJC L@JGM?@GML L@= Q=9J 1@AK HJAFL=< N=JKAGF J=HJ=K=FLK L@= O&- 9K G> L@= V! 9L= * G<AZ=<W DAKL=< AF L@= >GGL=J

) 1BD ": +38??< ">6?B= 1D9?>

+38??< &9CC9?> 1>4 . 9C9?>

) B?F945 D85 C38??<'C = 9CC9?> CD1D5 = 5>D

L OMKA= " 1GD: =JL "D=E =FL9JQ O; @GGD O= OADD HJGNA<= E =9FAF?>MD D=9JFAF? =PH=JA=F; =K
O@=J= =N=JQ KLM<=FL OADD J=9; @ 9; 9<=EA; =P; =DD=F; = AF =N=JQ ; D9KK =N=JQ<9Q

) B?F945 D85 C38??<'C F9C9?> CD1D5 = 5>D

"N=JQ KLM<=FL 9L OMKA= " 1GD: =JL "D=E =FL9JQ OADD : = AFKHAJ=< 9F< HJ=H9J=< >GJ KM; ; =KK AF
; GDD=?= 9 ; 9J=J 9F< DA>=

+38??< %5145BC89@ , 51 =

&5 = 25BC89@

&<=FLA>Q L@= F9E = =E 9AD 9<<J=KK HGKALAGF LALD= 9F< BG: <MLA=K J=KHGFKA: ADALA=K >GJ =9; @
E =E : =J G> L@= K; @GGD D=9<=JK@AH L=9E :

' 1 = 5 , 9D<5 #?2 DED95C 1>4 * 5C@?>C929<9D95C

, MJ &FKLJM; LAGF9D)=9<=JK@AH L=9E E ==LK LOA; = 9 E GFL@ LG =F?9? AF L@= >GDDGOAF? 9; LANALA=K / =NA=O MFAN=JK9D K; J==FAF? <9L9 9F< DAFC LG AFKLJM; LAGF9D <=; AKAGFK / =NA=O HJG?J=KK E GFALGJAF? <9L9 9L L@= ?J9<= D=N=D 9F< ; D9KKJGGE D=N=D LG A<=FLA>Q KLM<=FLK O@G 9J= E ==LAF? 9F< GJ =P; ==<AF? : =F; @E 9JCK 9L E G<=J9L= JAKC GJ 9L @A?@ JAKC >GJ FGL E ==LAF? : =F; @E 9JCK >L=J HAFHGAFLAF? 9J=9K G> O=9CF=KK L@= L=9E GMLDAF=K HJG>=KKAGF9D <=N=DGHE =FL GHHGJLMFALA=K >GJ L=9; @=JK 1@= L=9E OADD 9DKG ; GDD9: GJ9L= J=?MD9JDQ HJG: D=E KGDN= K@9J= =Y=; LAN= HJ9; LA; =K =N9DM9L= AE HD=E =FL9LAGF E 9C= <=; AKAGFK 9F< HJ9; LA; = F=O HJG; =KK=K 9F< KCADDK 1@= L=9E OADD >9; ADAL9L= L@= HJG; =KK G> : MAD<AF? ; GFK=FKMK AF; J=9KAF? AF>J9KLJM; LMJ= 9F< E 9CAF? <=; AKAGFK 9: GML AE HD=E =FL9LAGF G> GMJ AFKLJM; LAGF9D HJG?J9E

SO@9F9 <9E K -JAF; AH9D <9E K NAKAGF 9F< E AKKAGF AK <=E GFKLJ9L=< : Q L@= MK= G> <9L9 <JAN=F AFKLJM; LAGF AE HD=E =FL9LAGF G> K; @GGD OA<= /1& MK= G> J=K=9J; @ : 9K=< AFL=JN=FLAGFK 9F< HJGNA<AF? GF?GAF? HJG>=KKAGF9D <=N=DGHE =FL >GJ L@= >9; MDLQ 9F< KL9Y F9DQR=K 9; 9<=E A; : =@9NAGJ9D <9L9 9F< ; GDD9: GJ9L=K OAL@ <AKLJA; L KH=; A9DAKL 9F< GMLKA<= 9?=F; A=K LG HJGNA<= AFL=JN=FLAGFK 9F< KMHGJL >GJ KLM<=FLK O@G 9J= H=J>GJE AF? 9L N9JAGMK 1A=JK " FKMJ=K ; GFKAKL=FL H9J=FL AFNGDN=E =FL 9F< ; GE E MFA; 9LAGF =Y=; LAN=DQ KMHGJL L@= AFKLJM; LAGF9D ; 9J=J G> 9DD KLM<=FLK

<9E K O@9F9 -JAF; AH9D

S1=E A9 OA: D=Q KKAKL9FL -JAF; AH9D X1J9AFK * GFALGJK 9F< &E HD=E =FLK - &O 9F< O9F>GJ< %9JE GFQ OG; A9D 9F< " E GLAGF9D =@9NAGJ9D OLJ9L=?A=K HJG?J=KK XHJ=K=FL AF>GJE 9LAGF AF J=?9J<K LG K; @GGD OA<= ; D9KK : =@9NAGJ X)=9<K L@= =@9NAGJ9D /1& L=9E AF ; GFBFMF; LAGF OAL@ L@= K; @GGD HKQ; @GDG?AKL AF GJ<=J LG A<=FLA>Q KLM<=FLK O@G 9J= <==E =< 9L JAKC X -9JLA; AH9L=K AF : =@9NAGJ 9F< 9; 9<=E A; <9L9 ; GDD=: LAGF : Q LJ9; CAF? <AK; AHDAF= J=>=JJ9DK 9F< GY=JK HJG>=KKAGF9D <=N=DGHE =FL >GJ L@= >9; MDLQ LG <=N=DGH AFL=JN=FLAGFK 9F< KLJ9L=?A=K LG @=DH AE HJGN= GN=J9DD ; D9KKJGGE : =@9NAGJ X GFLAFMGMKDQ =N9DM9L=K ; GFL=FL KL9F<9J<K 9F9DQR=K <9L9 LG E 9C= AFKLJM; LAGF9D <=; AKAGFK 9F< 9; LAN=DQ D=9<K 9F< H9JLA; AH9L=K AF HJG>=KKAGF9D <=N=DGHE =FL GHHGJLMFALA=K

S* 9JC=K@A9 -GO=DD ! GFFA=K= 1@GE HKGF / =9<AF? 9F< * 9L@ &FL=JN=FLAGFAKLKX)=9<K L@= ; 9<=E A; /1& L=9E OMHHGJLK L@= 9< &" - -JG; =KK AF ; GFBFMF; LAGF OAL@ L@= K; @GGD HKQ; @GDG?AKL 9F< ?MA<9F; = ; GMFK=DGJ AF GJ<=J LG A<=FLA>Q KLM<=FLK O@G 9J= <==E =< 9L JAKC 9F< AF F==< G> KMHGJL K=JNA; =K &E HD=E =FLK KE 9DD ?JGMH ! AY=J=FLA9L=K AFKLJM; LAGF9D HJG?J9E >GJ . KLM<=FLK 9F< E GFALGJK HJG?J=KK

S JA; 9 JA<?=K , MJ / =9<AF? G9; @ X OMHHGJLK L=9; @=JK 9K L@=Q =F@9F; = L@=AJ ; GFL=FL CFGOD=<?= 9F< AFKLJM; LAGF9D HJ9; LA; =K X / =K=9J; @=K 9F< HJ=K=FLK L=; @FGDG?Q F=; =KK9JQ LG E 9F9? = 9F< <AKHD9Q <9L9 HJGNA<=K HJG>=KKAGF9D <=N=DGHE =FL 9F< L=; @FA; 9D KMHGJL LG L=9; @=JK 9F< KL9Y J=?9J<AF? <9L9 E 9F9? =E =FL 9F< AFKLJM; LAGF9D HMJHGK=K X KKAKLK L=9; @=JK LG <=N=DGH AFKLJM; LAGF9D KLJ9L=?A=K L@9L OADD @=DH KLM<=FLK MK= 9F< ; GFLAFM= LG : MAD< L@=AJ

DAL=J9; Q KCADDK L@JGM?@ ; GFL=FL D=9JFAF?
 S* =DG<Q * ; ! M\ = X , MJ * 9L@ G9; @ X)=9<K HJG>=KKAGF9D
 <=N=DGHE =FL K=KKAGFK >GJ L=9; @=JK LG =F@9F; = L@=AJ ; GFL=FL
 CFGOD=<?= 9F< AFKLJM; LAGF9D HJ9; LA; = X OMHHGJLK 9F< 9F9DQR=K
 KLM<=FL 9KK=KKE =FL <9L9 X KKAKLK L=9; @=JK OAL@ AFKLJM; LAGF9D
 <=; AKAGFK : 9K=< GF 9KK=KKE =FL <9L9 X -JGNA<=K KMHHGJL >GJ
 ; D9KKJGGE E GLAN9LAGF 9F< E 9F9?=E =FL KLJ9L=?A=K X -JGNA<=K
 L=9; @=J J=KGMJ; =K J=D9L=< LG AFKLJM; LAGF 9F< ; MJJA; MDME X * G<=DK
 =Y=; LAN= <AY=J=FLA9L=< AFKLJM; LAGF X 4GJCK LGO9J<K E ==LAF?
 <AKLJA; L AE HJGN=E =FL ?G9DK
 S\$=F=NA= O@=JJ=J =@9NAGJ9D OAL= G9; @X-JGNA<=K AFKLJM; LAGF9D
 D=9<=JK@AH LG L@= -/! " 2FAL D=9<K HJG>=KKAGF9D <=N=DGHE =FL LG
 >9; MDLQ 9F< KL9Y X ; GDD9: GJ9L=K OAL@ KL9Y LG AE HD=E =FL : =@9NAGJ9D
 AFL=JN=FLAGFK 9F< AFKLJM; LAGF9D KLJ9L=?A=K F9DQR= KLM<=FL
 <AK; AHDAF= <9L9 9F< HJ=K=FL AF>GJE 9LAGF AF J=?9J<K LG K; @GGD OA<=
 ; D9KK : =@9NAGJ X)=9<K L@= =@9NAGJ9D /1& L=9E AF ; GFBMF; LAGF
 OAL@ L@= K; @GGD HKQ; @GDG?AKL AF GJ<=J LG A<=FLA>Q KLM<=FLK O@G 9J=
 <==E =< 9L JAKC X -9JLA; AH9L=K AF : =@9NAGJ 9F< 9; 9<=E A; <9L9
 ; GDD=; LAGF : Q LJ9; CAF? <AK; AHDAF= J=>=JJ9DK 9F< GY=JK HJG>=KKAGF9D
 <=N=DGHE =FL >GJ L@= >9; MDLQ LG <=N=DGH AFL=JN=FLAGFK 9F<
 KLJ9L=?A=K LG @=DH AE HJGN= GN=J9DD ; D9KKJGGE : =@9NAGJ X
 GFLAFMGMKDQ =N9DM9L=K ; GFL=FL KL9F<9J<K 9F9DQR=K <9L9 LG E 9C=
 AFKLJM; LAGF9D <=; AKAGFK 9F< 9; LAN=DQ D=9<K 9F< H9JLA; AH9L=K AF
 HJG>=KKAGF9D <=N=DGHE =FL GHHGJLMFALA=K

1=E A9 OA: D=Q KKAKL9FL -JAF; AH9D X1J9AFK * GFALGJK 9F< &E HD=E =FLK
 - &O 9F< O9F>GJ< %9JE GFQ OG; A9D 9F< " E GLAGF9D =@9NAGJ9D
 OLJ9L=?A=K HJG?J=KK XHJ=K=FL AF>GJE 9LAGF AF J=?9J<K LG K; @GGD
 OA<= ; D9KK : =@9NAGJ X)=9<K L@= =@9NAGJ9D * 100 L=9E AF
 ; GFBMF; LAGF OAL@ L@= K; @GGD HKQ; @GDG?AKL AF GJ<=J LG A<=FLA>Q
 KLM<=FLK O@G 9J= <==E =< 9L JAKC X -9JLA; AH9L=K AF : =@9NAGJ 9F<
 9; 9<=E A; <9L9 ; GDD=; LAGF : Q LJ9; CAF? <AK; AHDAF= J=>=JJ9DK 9F< GY=JK
 HJG>=KKAGF9D <=N=DGHE =FL >GJ L@= >9; MDLQ LG <=N=DGH AFL=JN=FLAGFK
 9F< KLJ9L=?A=K LG @=DH AE HJGN= GN=J9DD ; D9KKJGGE : =@9NAGJ X
 GFLAFMGMKDQ =N9DM9L=K ; GFL=FL KL9F<9J<K 9F9DQR=K <9L9 LG E 9C=
 AFKLJM; LAGF9D <=; AKAGFK 9F< 9; LAN=DQ D=9<K 9F< H9JLA; AH9L=K AF
 HJG>=KKAGF9D <=N=DGHE =FL GHHGJLMFALA=K

%G<?= &FKLJM; LAGF9D
 1GE A9 G9; @

JA<?=K &FKLJM; LAGF9D
 JA; 9 G9; @

* ; ! M\ = &FKLJM; LAGF9D
 * =DG<Q G9; @



K <=ZF=< MF<=J /MD= #DGJA<9 <E AFAKLJ9LAN= G<= #GJ E GJ= AF>GJE 9LAGF
 ;DA: C @=J=

E1B<l / 1B>9>7 +l CD5= C

CEBB5>D O51B

, 85 >E= 25B ?6 CDE45>DC 2I 7B145 <5F5< D81D 5H8929D 5138 51B<l G1B>9>7
 9>4931D?B <9CD54:

">4931D?B	B145 %5F5<
\$ 1 2 3 4 5 6 7 8 9 10 11 12	, ?D1<

+ME : =J G> KLM<=FLK =FJGD=<

LL=F<9F; = : =DGO H=J; =FL

, F= GJ E GJ= KMKH=FKAGFK

GMJK= >9ADMJ= AF ")

GMJK= >9ADMJ= AF * 9L@

)=N=D GF KL9L=OA<= ")
 9KK=KKE =FL

)=N=D GF KL9L=OA<= * 9L@
 9KK=KKE =FL

, 85 >E= 25B ?6 CDE45>DC G9D8 DG? ?B = ?B5 51B<l G1B>9>7 9>4931D?BC:

">4931D?B	B145 %5F5<
\$ 1 2 3 4 5 6 7 8 9 10 11 12	, ?D1<

OLM<=FLK OAL@ LOG GJ E GJ= AF<A; 9LGJK

, 85 >E= 25B ?6 CDE45>DC 945>D9M54 1C B5D19>55C:

">4931D?B	B145 %5F5<
\$ 1 2 3 4 5 6 7 8 9 10 11 12	, ?D1<

/=L9AF=< OLM<=FLK MJJ=FL 6=9J

OLM<=FLK J=L9AF=< LOG GJ E GJ= LAE =K

D1D5 D89C 41D1 G1C 3?<<53D54 ?B <1CD E@41D54
 * GF<9Q

) B9?B O51B - AC * 5@?BD54

, 85 >E= 25B ?6 CDE45>DC 2I 7B145 <5F5< D81D 5H8929D 5138 51B<l G1B>9>7
 9>4931D?B:

">4931D?B B145 %5F5<
\$ 1 2 3 4 5 6 7 8 9 10 11 12 , ?D1<

+ME : =J G> KLM<=FLK =FJGD=<

LL=F<9F; = : =DGO H=J; =FL

, F= GJ E GJ= KMKH=FKAGFK

GMJK= >9ADMJ= AF ") GJ * 9L@

)=N=D GF KL9L=OA<= 9KK=KKE =FL

, 85 >E= 25B ?6 CDE45>DC G9D8 DG? ?B = ?B5 51B<I G1B>9>7 9>4931D?BC:

">4931D?B B145 %5F5<
\$ 1 2 3 4 5 6 7 8 9 10 11 12 , ?D1<

OLM<=FLK OAL@ LOG GJ E GJ=

AF<A; 9LGJK

, 85 >E= 25B ?6 CDE45>DC 945>D9M54 1C B5D19>55C:

">4931D?B B145 %5F5<
\$ 1 2 3 4 5 6 7 8 9 10 11 12 , ?D1<

/=L9AF=< OLM<=FLK MJJ=FL 6=9J

OLM<=FLK J=L9AF=< LOG GJ E GJ= LAE =K

) B9?B O51B - - @41D54

, 85 >E= 25B ?6 CDE45>DC 2I 7B145 <5F5< D81D 5H8929D 5138 51B<I G1B>9>7 9>4931D?B:

">4931D?B B145 %5F5<
\$ 1 2 3 4 5 6 7 8 9 10 11 12 , ?D1<

+ME : =J G> KLM<=FLK =FJGD=<

LL=F<9F; = : =DGO H=J; =FL

, F= GJ E GJ= KMKH=FKAGFK

GMJK= >9ADMJ= AF ") GJ * 9L@

)=N=D GF KL9L=OA<= 9KK=KKE =FL

, 85 >E= 25B ?6 CDE45>DC G9D8 DG? ?B = ?B5 51B<I G1B>9>7 9>4931D?BC:

">4931D?B B145 %5F5<
\$ 1 2 3 4 5 6 7 8 9 10 11 12 , ?D1<

OLM<=FLK OAL@ LOG GJ E GJ=

AF<A; 9LGJK

, 85 >E= 25B ?6 CDE45>DC 945>D9M54 1C B5D19>55C:

HJ

1. E++A +E27B?E@ C@539M31<<I B5<1D9>7 D? (ED3?= 5C 6?B &E<D9@<5 +E27B?E@C

, MJ 9F< +\$000 O; A=F; = <9L9 J=N=9D=< L@9L GFIDQ G> GMJ
KLM<=FLK O=J= HJGZ; A=FL AF L@= 9J=9 G> K; A=F; = 1@AK O9K E 9AFL9AF=<
H=J; =FL9?=>JGE D9KL Q=9J 1@AK K; GJ= 9DA?FK OAL@ GMJ DGO J=9<AF? HJGZ; A=F; Q
K; GJ

AB51 ?6

F?3EC

D5C3B9@D9?>

1>4

* 1D9?>1<5:

)=9JFAF? =P; MJKAGFK 9DKG HJGNA<= @9F<K GF J=9D OGJD< =PH=JA=F; =K >GJ
A<=FLAZ=< ; GFL=FL 9J=9 D=9JF=<

A3D9?> +D5@C D? " = @<5 = 5>D

; LAGF OL=H K
! =K; JAHLAGF
-JG>=KKAGF9D ! =N=DGHE =FL 1=9; @=JK OADD H9JLA; AH9L= AF O==CDQ ; GE E GF HD9FFAF? AF O@A; @
L@=Q MK=)9F?M9? = JLK #DGJA<9 OL9F<9J<K * 9L@ #DGJA<9 OL9F<9J<K +=PL \$=F=J9LAGF O; A=F; =
OL9F<9J<K 9F< AL=E KH=; K LG ; MKLGE AR= AFKLJM; LAGF9D E 9L=JA9DK AF GJ<=J LG <=KA?F JA?GJGMK
AFKLJM; LAGF 19KCK AF; DM<= : ML 9J= FGL DAE AL=< LG AFL=J9; LAN= BGMJF9D =FLJA=K K@GJL 9F<
=PL=F<=< J=KHGFK=K AFN=KLA?9LAGF J=[=; LAGFK <AY=J=FLA9L=< AFKLJM; LAGF 9F< : D=F<=<
D=9JFAF? HD9L>GJE K /<9<AF? G9; @ 1ALD= & E 9L=JA9DK
#A=D<LJAHK OLM<=FLK OADD 9LL=F< N9JAGMK D=9JFAF? =P; MJKAGF Z=D<LJAHK AF; DM<AF? : ML FGL
DAE AL=< LG O1 / O" #A=D<LJAH LG =F?9? = AF KL9F<9J<K : 9K=< 9; LANALA=K OAL@ 9 >G; MK GF
O; A=F; = 1=; @FGDG?Q " F?AF==JAF? 9F< * 9L@ 2FAKA?
1=9; @=JK 9F< D=9<=JK@AH L=9E OADD H9JLA; AH9L= AF -JG>=KKAGF9D ! =N=DGHE =FL 9F<
; GF>=J=F; =K L@9L OADD =F@9F; = L@=AJ AFKLJM; LAGF9D HJG?J9E AF ?MA<=< J=9<AF? E 9L@=E 9LA; K
K; A=F; = 9F< L=; @FGDG?Q " PHDA; AL))& -! 9F< ; GFKMDLAF? >JGE %=AFF=E 9F 2FAKA?
)=9<=JK@AH L=9E OADD <=N=DGH 9F< MLADAR= E GFALGJAF? LGGDK LG LJ9; C 9F< E GFALGJ
=Y=; LAN=F=KK G> GMJ AFKLJM; LAGF9D HJG?J9E K 2FAKA?
1MLGJK 9F< O9LMJ<9Q O; @GGD HJGNA<= LA=J=< AFKLJM; LAGF9D KE 9DD ?JGMH K=JNA; =K 9F<
<AY=J=FLA9L= D=KKGFK : 9K=< GF L9J?=L=< <9L9 K=LK 9F< =PHDA; AL >G; MK G> KL9F<9J<K
2FAKA? 1ALD=
&E HD=E =FL9LAGF G> 9 : =@9NAGJ KMHGJL KQKL=E OAL@ L@= 9<<ALAGF G> KMHGJL KH=; A9DAKL LG

2. ">CDBE3D9?>1<) B13D935 C@539M31<<I B5<1D9>7 D? E%A

, MJ 9F< /<9<AF? <9L9 J=N=9D=< L@9L GF1Q G> GMJ KLM<=FLK
O=J= HJGZ; A=FL AF L@= 9J=9 G> J=9<AF? 1@AK O9K 9 <=; J=9K= >J

AB51 ?6

F?3EC

D5C3B9@d9?>

1>4

* 1D9?>1<5:

DAE AL=< LG AFL=J9; LAN= BGMJF9D =FLJA=K K@GJL 9F< =PL=F<=< J=KHGFK=K
AFN=KLA?9LAGF J=[=; LAGFK <AY=J=FLA9L=< AFKLJM; LAGF 9F< : D=F<=< D=9JFAF?
HD9L>GJE K /=9<AF? G9; @ 1ALD= & E 9L=JA9DK
1=9; @=JK 9F< D=9<=JK@AH L=9E OADD H9JLA; AH9L= AF -JG>=KKAGF9D ! =N=OGHE =FL
9F< ; GF>=J=F; =K L@9L OADD =F@9F; = L@=AJ AFKLJM; LAGF9D HJG?J9E AF ?MA<=<
J

21C54
+DB1D57I :



&FKLJM; LAGF9D -D9FFAF? , F; = F=PL KL=HK 9J= <=L=JE AF=< L@JGM?@ HJG?J=KK E GFALGJAF? L@=
E 9L@ ; G9; @ 9F< 9<E AF L=9E OADD 9KKAKL L=9; @=JK AF HD9FFAF? J=E =<A9LAGF D=KKGFK 9F< KE 9DD
?JGMH AFKLJM; LAGF LG 9<<J=KK 9J=9K G> <=Z; AL 9F< <=L=JE AF= L@= : =KL O9Q LG 9<<J=KK KLM<=FL
E 9KL=JQ G> KL9F<9J<K

) 5BC?>
*5C@?>C92<5 E 9F<9 * 9JAGF ; 9J<GR99 <MN9DK; @GGDK GJ?

4. ">CDBE3D9?>1<) B13D935 C@539M31<<I B5<1D9>7 D? +D1>41B4C-1<97>54 ">CDBE3D9?>

1@= HJAE 9JQ JGD= G> L@= KMHHO=E =FL9D KKAKL9FL -JAF; AH9D AK LG HJGNA<=
 9<<ALAGF9D AFKLJM; LAGF9D KMHHGJL LG ; GFL=FL 9J=9K AF KL9F<9J<K 9DA?F=<
 AFKLJM; LAGF GF<M; L HJG>=KKAGF9D <=N=DGHE =FL 9F< AF<=HL@ KLM<Q G>
 KL9F<9J<K NA9 KL9F<9J< D=9FAF? / O <=N=DGHE =FL -JGNA<= ; GFL=FL L=9; @=JK
 OAL@ =PHDA; AL &FKLJM; LAGF9D <=DAN=JQ <=N=DGHE =FL 9F< ; G9; @AF? ; Q; D= KMHHGJL
 LG AF; J=9K= KL9F<9J< 9DA?F=< AFKLJM; LAGF9D <=DAN=JQ KLM<=FL 9; @A=N=E =FL
 ; DGKAF? L@= 9; @A=N=E =FL ?9H AF L=KL=< ?J9<=K OMHHGJL ; GJ=)=9JFAF?
 F?3EC ; GE E MFALA=K * GFALGJK AFKLJM; LAGF9D HJ9; LA; =K NA9 L@= OL9F<9J< 49DCL@JGM?@
 D5C3B9@D9?> 1GGD O41 KM; ; =KK G> 9DD KLM<=FLK AF L@= D=9JFAF? =FNAJGFE =FL =FKMJ=
 1>4 9DA?FE =FL G> L@= ; MJJA; MOME AFKLJM; LAGF 9F< 9KK=KKE =FL HJG; =KK=K LG
 * 1D9?>1<5: HJGE GL= =Y=; LAN= KLM<=FL H=J>GJE 9F; = 9F< KMHHGJL L@= =Y=; LAN= MK= G>
 : =F; @E 9JCK D=9JFAF? 9F< =PH=; L9LAGFK >==<: 9; C E =9KMJ=K LG AFKLJM; LAGF9D
 KL9Y LG =FKMJ= 9; ; GMFL9: ADALQ >GJ 9DD H9JLA; AH9FLK =F?9?=< AF L@= =<M; 9LAGF9D
 HJG; =KK OMHHGJL HJGE GL= HGKALAN= D=9JFAF? ; MDLMJ= HJGNA<= KMHHGJL 9F<
 >J9E =OGJC >GJ =Y=; LAN= KL9F<9J<K : 9K= < AFKLJM; LAGF9D HJG?J9E <=DAN=JQ
 ; G9; @AF? AFKLJM; LAGF9D KL9Y AF 9HHDA; 9LAGF G> : =KL HJ9; LA; = >GJ AF; J=9KAF?
 KLM<=FL ?JGOL@

&51CEB512<5 OL9F<9J<K DA?F=< &FKLJM; LAGF OADD AF; J=9K= GF L@= O41 >JGE 9 LG 9 GJ
 (ED3?= 5: @A?@=J AF L@= 9J=9 G> 9KK=KKAFF? KLM<=FL D=9JFAF? OAL@ ; GFKAKL=FL ; GDD9: GJ9LAGF
 G> <9ADQ O9DC L@JGM?@K 9F< O==CDD 9F9DQKAK O41 <9L9

) 5BC?>
 B5C@?>C92<5
 6?B O@9F9 <9E K 9<9E KK <MN9DK; @GGDK GJ?
 = ?>9D?B9>7
 ?ED3?= 5:

K KL9L=< AF)=9<=JK@AH GFL=FL (FGOD=<=?= 4= ?G GF LG KM??=KL
 L@9L 9DD 9<E AFAKLJ9LGJK @9N= KGDA< E 9KL=JQ G> 9L D=9KL GF= KM: B=; L 9F< L@=
 D=9JFAF? 9F< L=9; @AF? G> AL 9F< L@9L L@=Q <=N=DGH =PH=JLAK= AF GL@=J KM: B=; LK
 : Q HGKL@GDAF? L@9L AK ; GF<M; LAF? AF <=HL@ =PHDGJ9LAGFK G> 9F AE HGJL9FL : ML
 EF945>35- : GMF<=< KDA; = G> L@= KM: B=; L @GO AL AK D=9JF=< 9F< @GO AL AK L9M?@L 4=
 21C54 ; GF; DM<= OAL@ 9F =PHDGJ9LAGF G> @GO ; GFL=FL CFGOD=<=?= 9F< D=9<=JK@AH
 +DB1D571 : CFGOD=<=?= EA?@L : = AFL=JLOAF=< 9F< KM??=KLAGFK >GJ >MJL@=J J=K=9J; @
 @LLHK OOO BKLGJ GJ? KL9: D= K=I

" FKMJ= KLM<=FLK 9J= =PHGK=< LG KL9F<9J<K 9DA?F=< AFKLJM; LAGF L9KCK 9F<
 9KK=KKE =FLK

GFL=FL KH=; A9DAKL 9J= FGF 9<E AFAKLJ9LAN= H==J LG H==J KMHHGJL KL9Y O@G ; 9F
 * 1D9?>1<5 HJGNA<=< BG: =E : ==<<= HJG>=KKAGF9D D=9JFAF? 9F< ; G9; @AF? KMHHGJL DL@GM?@
 6?B =Y=; LAN= AF AFKLADDAF? ; J=<A: ADALQ OAL@ H==JUK ?JGMHK H==J ; G9; @=K ; 9FFGL
 EF945>35- HJGNA<= 9FQ =N9DM9LAN= GJ KME E 9LAN= <AJ=; LAGF GJ >==<: 9; C L@=J=>GJ= 9FQ
 21C54 F=; =KK9JQ L=9; @=J HJG>=KKAGF9D ?JGOL@ HD9FFAF? 9F< GJ HJG?J=KKAN= 9; LAGF
 +DB1D571 : L@9L J=I MAJ=K E GJ= AFL=FKAN= 9; LAGF E MKL : = G: K=JN=< <G; ME =FL=< 9F<
 KMHHGJL=< : Q 9<E AFAKLJ9LAN= KL9Y GFDD

A3D9?> +D5@C D? "= @<5 = 5>D

OMHHGJL L@= K; @GGDUK 9; 9<=E A; D=9<=JK@AH <=N=DGHE =FL 9F< HJG>=KKAGF9D D=9JFAF?
 9KKAKL9FL HJAF; AH9DK ; G9; @=K AFL=JN=FLAGFAKL AFKLJM; LAGF9D D=9<K LG =FKMJ= L@= KM; ; =KK G> 9DD
 KLM<=FLK AF L@= D=9JFAF? =FNAJGFE =FL NA9 D=9JFAF? 9J; K (M<<AF? OL9F<9J<K KK=KKE =FL G>
 KL9F<9J< =L;

) 5BC?>
* 5C@?>C92<5 O@9F9 <9E K 9<9E KK <MN9DK; @GGDK GJ?

#9; ADAL9L= HJG>=KKAGF9D <=N=DGHE =FL OAL@ &)1 GF L@= OL9F<9J<K 9K=< &FKLJM; LAGF9D /=NA=O
HJG; =KK

) 5BC?>
* 5C@?>C92<5 1GE A9 %G<?= @G<?=L <MN9DK; @GGDK GJ?

GF<M; L O==CDQ JGMF<K G> OL9F<9J<K 9K=< &FKLJM; LAGF9D 9F< O41 <9L9 9F9DQKAK G> G: K=JN=<
AFKLJM; LAGF 9K <=ZF=< AF L@= KL9F<9J<K : 9K=< AFALA9LAN= JM: JA; 9F< <AY=J=FLA9L= KMHHGJL

) 5BC?>
* 5C@?>C92<5 1=E A9 OA: D=Q KA: D=QL <MN9DK; @GGDK GJ?

1J9AF &FKLJM; LAGF9D)=9<=JK@AH 1=9E &)1 GF L@= J=D9LAGFK@AH : =LO==F L@= O&- 9F< L@=
KL9F<9J<K : 9K=< AFALA9LAN= J=I MAJ=E =FLK LG =FKMJ=

) 5BC?>
* 5C@?>C92<5 O@9F9 <9E K 9<9E KK <MN9DK; @GGDK GJ?

OMHHGJL -) HJG; =<MJ=K OAL@ E =9KMJ9: D= AE HJGN=E =FL S +GN=E : =J KL9F<9J<K : 9K=<
J=NA=OK HJAGJ LG EA< Q=9J 9KK=KKE =FL LG =KL9: DAK@ G: K=JN9LAGF9D <9L9 9F< EA< Q=9J
9KK=KKE =FL <9L9 ; GE H9JAKGF <MJAF? OAFJ=L : J=9C

) 5BC?>
* 5C@?>C92<5 E 9F<9 * 9JAGF ; 9J<GR99 <MN9DK; @GGDK GJ?

OMHHGJL 9F< HJGE GL= 9 HGKALAN= D=9JFAF? ; MDLMJ= HJGNA<= KMHHGJL 9F< >J9E =OGJC >GJ =Y=; LAN=
KL9F<9J<K : 9K=< AFKLJM; LAGF9D HJG?J9E <=DAN=JQ 9F< ; G9; @AF? AFKLJM; LAGF9D KL9Y AF L@=
9HHDA; 9LAGF G> : =KL HJ9; LA; =K >GJ AF; J=9KAF? KLM<=FL D=9JFAF? =KH=; A9DDQ AF L@= 9J=9 G> J=9<AF?
E 9L@=E 9LA; K 9F< GL@=J >GMF<9LAGF9D KCADDK

) 5BC?>
* 5C@?>C92<5 1=E A9 OA: D=Q KA: D=QL <MN9DK; @GGDK GJ?

KK=KKAF? KLM<=FL D=9JFAF? LG =FKMJ= OL9F<9J< DA?FE =FL 9F< E 9KL=JQ NA9 D=9JFAF? / O
#O 9KK=KKE =FLK 9F< H=J>GJE 9F; = L9KCK

) 5BC?>
* 5C@?>C92<5 JA; 9 JA<?=K <=; 9JE =F9 <MN9DK; @GGDK GJ?

A449D9?>1< +38??<G945 "= @B?F5= 5>D) B9?B9D95C

>L=J ; @GGKAF? QGMJ J=9 K G> #G; MK =PHD9AF @GO QGM OADD 9<<J=KK L@= J=E 9AFAF? K; @GGDOA<=
AE HJGN=E =FL HJAGJALA=K

-E138 1B51 ?6 6?3EC 81C 1 = ?>9D?B9>7 3?=@?>5>D D81D G9<< 25 EC54 3?>C9CD5>D<I D?
5>CEB5 D81D C"&+ @B9?B9D95C 1B5 1 6?3EC 1>4 D81D 9D 9C @?C9D9F5<I 9= @13D9>7 D85

