
! "##\$ %"&' ()"*+\$ ", (- (")\$ %. "/' %O1)\$

9! "#\$%&'% &()\$()*&

BOG% C:*.&(&

<p>!"#\$%&'()*+,-.*/:;<=>?@A B C D E F G H I J K L M N O P Q R S T U V W X Y Z [\] ^ _ ` { } ~ ¡ ¢ £ ¤ ¥ ¦ § ¨ © ª « ¬ ® ¯ ° ± ² ³ ´ µ ¶ · ¸ ¹ º » ¼ ½ ¾ ¿</p>
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)03%+, - ./# .8494.35%F 3%312.5.=1%5R%

+>/?eU9, 363; %J=2.1<9/=1<%J 917%.J >/6913=>5%N9605%=F94; %3, =1, ./9?=1%39, 0%=>4137.1<% U4=J %9F9431355%=%9, L1=F/3; <3J 316%=%96=13J 316%=%9, ?=10%

I = J J .g3; %=5N31; .1<%? J 3Y%F.60%<31>.13%1634356Y%=1%8>./; .1<%3/9?=150.N5%F.60% .456%(9?=15Y% +h?5Y%91; %1>.6%1; .2.; >9/5%.J N/7%U=4%03%3/9?=150.N5%03J 53/235%91; %1=6%95%9%J 3915%=%91% 31; D%<3%3, =<1.13%096%4>3%N94613450.N%91; %4>56%<4=F%196>49//7%=-234%?J 3D%<3%N49, ?, 3%03% N4.1, .N/35%830.1; %03% .598./67% =J J >1.67%5%9//7.1<% 47%1=60.1<%98=>6%>5%F.60=>6%>5`' %91; % 315>43%F 3%33L%=/>?=15%U4=J %4=>N5%096%923%64=1<%3N4353169?=1Y%91; %N43U3498/7%

5.0%#.84947%569b%J 3J 8345%9%J .06>43%=U%.8494.915%01; %569b%F.60%=13%+ h?5%N345=1J%01; %01%0; 2.5=4%U4=J %
603%+ , -./%&m, 3%=U%1; .<31=>5%1.?9?235%F0=%5% 1.50.19983%03%<4=>N%J 36%F33L/7%U4=J % 384>947%=%
+97%ABAC%03%U>/%+91; 963%01; %.56%=U%J 3J 8345%=U%03%0/911.1<%039J %J 97%83%U=>1; %1% NN31; .Q% 0%

=1%03% 35.<1%U%03%>4237%1; % =15>/69?=1V%1/=1<%F.60%J =43% =J N/363%435>/65V%J 97%83%=>1; %1% ! NN31; .Q%ZD%

)03%/911.1<%)39J %5%<4963U>/%U=4%03%? J 3%03%#.8494.35%69b%<923%1%0353% =15>/69?=15V%1; %U=4%03.4% 60=><0o>/% =J J 3165D%)03%1 33; 5%1; %; 395%; 31?n3; %04=><0%69b% =15>/69?=1%143%F=231%04=><0=>6% 603%91<>9<3%1; %3, =J J 31; 9?=15%1%0.5% , ?=1%1/91D%* =J 3%U%03%J =56%N=F 34U>/%U33; 89, L%F 3%0394; % .1%03% =15>/69?=1%5355.=15%F95%=1%03%N., %=U%>1; 345691; .1<%1; %435N3, 6D%*69b%J 3J 8345%3J N095.13; % 603%1 33; %U=4% >/6>49/%5315.?2.67%1%39; 3450.N%1; %F=4L%67/35V%1%64=1<% 35.43%=%U=, >5%1%4>60%1; % 43, =1, /.9?=1V%03%J N349?23%=%J 9L3%N9, 3%U=4%1; .<31=>5% >/6>49/%N4=6=, =/5V%03%29/>3%U% .5631.1<%1; % /3941.1<%1%5./31, 3V%1; %J 9.169.1.1<%1%1=1<e634J %2.3F%U%31<9<3J 316%1; %N94613450.ND%

)03%/911.1<%)39J %>53; %03%=>6, =J 35%U4=J %=>4% =15>/69?=15%1; %03%1 9//5%U=4% , ?=1%F 4.g31%87%03%)4>60% %G3, =1, /.9?=1%1 =J J .55.=1%)GI J%1%5%F 3//%1%5%.J ./94% 9//5%U4=J %03%N4=2.1, 3V%=>4% 9J N>5V%1; %03% /.84947%N4=U355.=1%1%5%>. ; 91, 3%U=4%=>4% 3/.8349?=15%1; % 3/.23498/35^1^D%<3%3QN3, 6%=%U=, >5%03%#.8494.35d% F=4L%<=.1<%U=4F94; %=1%8>./; .1<%3/9?=150.N5%F.60%1; .<31=>5% =J J >1.?35%=%096%F3% 91%83<.1%=%<4=F% =>4%1; .<31=>5%1.?9?235%=<36034%1%N94613450.ND%<0./3%F 3%==L%15N.49?=1%U4=J %03%ABEM%)GI %43N=46% 91; %L3N6%43, =1, /.9?=1%1%J .1; %1%5%=>4%>1; 34/7.1<%<=9/V%F 3%1/5=%0394; %1%03J 3%1%=>4% =15>/65% =1, .53/7% 3QN43553; %87%13%#.8494.35%69b%J 3J 834%1%5%F.60=>6%4>60V%0343%5%1=%43, =1, /.9?=1V %

K3%0923%<1.n, 916%F=4L%=% =%=%

DI):&(*%E \$%E :##%' (Z\$G)! r\$&

)03%#.8494.35%1; .<31=>5%1.?9?235%/911.1<%)39J % 323/=N3; %03%U=//=F.1<% , ?=15%U=4%03%+ , -./%
#.8494.35%=%9L3%1%03%3J 9.1; 34%=U%ABACD%; 395%U=4%5N3, .n, % , ?=15%=4.<.1963; %U=J % =J J .g33%
; 3/.8349?=15%=4%U=J % =6034%+ , -./%569b%J 3J 8345U%\$9, 0%5%43N4353163; %0343%F.60%9%50=46% 35, 4.N?=1%01; %

D1):&(%F=H%2(H\$()&G[% OGG\$()% (Z%@! *)%LY2D% (Z%2(Z:-\$(&O*F

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)03%+ , - .//%#.84947!#%

)03%ABAC%+ , - .//%#.84947%1 ; .<31=>5%1.?9?235%/911.1<%)39J %F.//%N34U=4J %65% >?35%U4=J % 384>947%N%
ABAC%04=><0%+ 97%W%ABAC%V%J =1605]D%* =J 3%J 3J 8345%J 97%83%95L3 ; %=%=.1%1%N4=I3, 6%F=4L%=4%N4=I3, 6%
=2345.<06%04=><0%03%356%=U%ABAC%9S34%03% =J N/3?=1%=U%03%1 ; .<31=>5%1.?9?235% , ?=1%/91D%

)03%ABAC%+ , - .//%#.84947%1 ; .<31=>5%1.?9?235%/911.1<%)39J %F.//%J 336%F 33L/7%U=4% B%=%SB%J .1>635%
; >4.1<%65%W/eJ =160%34J D%+ 3J 8345%F.//%83%95L3 ; %F.60%F=4L%N34U=4J .1<%)39J %9, ?2.?35%91 ; %9; 291, .1<%
; 3/.23498/35%=>65.; 3%=U%)39J %J 33?1<5D%)03%35?J 963 ; %?J 3%3X>.43J 316%U=4%#.84947%1 ; .<31=>5%1.?9?235%
@/911.1<%)39J %J 3J 8345%5%N%=%P%D=>45%N34%F 33L%1, />5.23%=U%F 33L/7%J 33?1<5%=U%03%U>//%<4=>ND%0%

Z>4.1<%65%J 91 ; 963%03%ABAC%+ , - .//%#.84947%1 ; .<31=>5%1.?9?235%/911.1<%)39J %F.//R%

Z323/=N%9%2.5.=1%U=4%9%+ , - .//%#.84947%096%U>//7%>NN=465%91 ; %F 3/, =J 35%03%1 ; .<31=>5%
, =J J >1.67%91 ; %9, ?23/7%N4=J =635%4>60%91 ; %3, =1, ./.9?=1D%
@34U=4J % =15>/69?=15%=%<96034%1U=4J 9?=1%U=4%65% 3/.23498/35%96%9%J .1.J >J %=13% =15>/69?=1%
F.60%#.84947%69b%91 ; %=13%F.60% 9J N>5%69L30=/; 345%U=4% ; 39%<31349?=1%91 ; % .5, =234.1<%133 ; 5%
91 ; %=13% =15>/69?=1%F.60%#.84947%69b%91 ; %=13%F.60% 9J N>5%69L30=/; 345%U=4%63/3, ?=1%91 ; %
N4.=4.?19?=1%=U%9, ?2.?35%91 ; %N4=I3, 65%=%1, /> ; 3%1%03% , ?=1%/91D%



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

%

Z3/=435#9@49g!%Z391a5&m, 3%J 3J 834%01; %3, =4; 34]%

+., 03//3%+ 9, /3=; %H.5>9/% 465% =//3, ?=15%569b%3N4353169?23]%

! 1; 439%u>9.9x 1.1%*, 0(')3(4)1(.)16(%) -6854x 005.000.240601.92cmBI460046594.1793- 1() -78(6)s000sc5(b) - 3(5-



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% % " ") (#! \$ \$



I = J J .6633%J 3J 8345%943%53/3, 63; %U4=J %9%.56%=U%2= />163345%91; %943%9NN=.163; %87%03%)4310=/J 3%Z391%=U%



_ =56%1; .<31=>5%>1; 34<49; >963%56>; 3165%95% + @G\$**%163415%>J J 34%ABAC%

W311%G./37% 55=, .963%Z391Y%*64963<., %1.?9?235Y%4=I3, 6%#39; %
! 119%Z75346Y% =4; .196=4%G3, 3.2.1<Y%4=, 355.1<Y%91; % 4, 0.29/%+ 9634.9/5Y%16341%D=56%
)3//.19%#.>Y% 4, 0.2.56% % .9.5=1%.8494.91%U=4%03%+ =503%*9U; .3% 4, 0.23Y%16341%D=56%
! 1; 439%U>9.9x 1.Y%# .9.5=1%# .8494.91Y%16341%D=56%

@4=2.; 3%03%8356%N=55.8/3%3QN34.31, 3%96%+, - .//%U=4%1; .<31=>5%56>; 3165%53/3, 63; %95% + @G\$**%163415%
*0943%3QN34.31, 35%91; %355=15%39413; %3<94; .1<%D=56.1<%1; .<31=>5%163415%9J =1<%# .8494.35%569UU%



: =!

:1; .<31=>5%.8494.91% =0=46%0.43%

W311%G./37% 55=, .963%Z391Y%*64963<., %1.?9?235Y@4=T3, 6%#39; %



:1; .<31=>5%N39L34%\$2316%96%03%#.8494.35R%_1=>4.1<% (=429/%+ =44.5539>a5%#3<9, 7%F .60% 94J 31%
G=83465=1%91; %G=8346%*N9; 3%

+., 03//3%+ 9, /3=; % 496=4%+ , - .//%H.5>9/% 465% //3, 6.=1%@4=I3, 6%#39; %
Z3/=435%#9@4966% 55.56916%=%03%#., 3eZ391%
+ 34.L9%G9J >1; =% =J J >1., 96.=15%+ 919<34%
#9>431%- =/; J 91% =J J >1., 96.=15%91; %\$23165% ; J .1.56496=4%
- F 31; =/71%&F 315%Z.43, 6=4%+ , - .//%H.5>9/% 465% //3, 6.=1%
! 11%Z334%&U., 3%=U%1; .<31=>5% 1.6.96.235%

_1=>4%03%3<9, 7%=U% (=429/%+ =44.5539>%91%1U/>316.9/% 1.50.19983%946.560%

K=4L%=F 94; %3, =1, ./.96.=1%87%1, 4395.1<%F 9431355%91; %>1; 345691; .1<%=U%1; .<31=>5%=N., 5%91; %1%
J 9L.1<%N94613450.N5%F .60%1; .<31=>5% =J J >1.6.35%95%56963; %1% 9//5%=% , 6.=1%wMB%91; %wME%4=J %03%
+ , - .//@4=2=56a5%) 95L% =4, 3%=1%1; .<31=>5%*6>; .35%91; %1; .<31=>5%\$; >, 96.=10%

">./; %1; .<31=>5%43/96.=150.N5%=1% 9J N>5%91; %837=1; %91; %83<.1%=%3941%N4=6=, =/5%4%O=56.1<%
:1; .<31=>5%N39L345%4=J %294.=>5% (=429/%+ =44.5539>%91%1U/>316.9/% 1.50.199830%

)03%&U., 3%=U%1; .<31=>5% 1.6.96.23%&::]91; %03%+ , - .//%#.8494.35%F .//% =e0=56%9%9/L%F .60% 94J 31%
G=83465=1%91; %G=8346%*N9; 3% >4.1<%1; .<31=>5% F 9431355%<33L5%*3N63J 834%ESeVBI%ABACJ%D%G=8346%
*N9; 3%5%91%&I.8F 3%946.56%91; %N946e6.J 3%U9, >/67%96%+ , - .//%_3%F .//%9/L%98=>6%0.5%946%N49, 6., 3%91; % (=429/%
+ =44.5539>a5%1U/>31, 3%=1%0.5%946%91; %1%0.5% =J J >1.670%) 03%53, =1; %09/U%=U%03%9/L%5%3; %87% 94J 31%
G=83465=10%*03%5%03% 919; 9%G35394, 0% 09.4%1% (=460% J 34., 91%1; .<31=>5%H.5>9/%91; %+ 9634.9/% >/6>43%
96% 94/36=1%01.2345.670%*03%095%8331%39; .1<%9%5, 0=/94/7%12356.<96.=1%16% (=429/%+ =44.5539>a5%=>6N>6%
91; %0.5%3<9, 7%1%.<06%=U%532349/%9>60316., .67%/9.J 50%

@>8/.,%0784.;%1e



:: 31?U7%+ , - ./% 9J N>5%1; .<31=>5%4=<49J 5%4=#.8494.35%&>6439,0%

(969/.3%<96345Y% 55=, .963%Z391Y%G35394,0% %*,0=/9450.N%4=T3,6%#39;]%

r96034.13%_911Y% 55=, .963%Z391Y%)39,0.1<%01; %#3941.1<%

V%.9.5=1%.8494.915%

*69b%J 3J 834%4=J %03%&m,3%=U%1; .<31=>5%1.?9?235%05% ; 2.5=4%

ED Z=, >J 316%03% >44316%1 36F=4L%=U%1; .<31=>5%4=<49J 5%96%+ , - .Z=6U3%&m(8)1(89J)%((91)%())JTJ TQ-1(580qO.2



!

)4.e#.1<>9/%<3/, =J 3%*.<19<3%W=4%#.8494.35%*N9, 35%01; %\$23165%

#9>431%- =/; J 91%W =J J >1., 9?=15%01; %\$23165% ; J .1.56496=4%
+ 34.L9%G9J >1; =%
-49NO., %Z35.<1%
&m, 3%=U%1; .<31=>5%1.?9?235%2.5.=1%01; %0NN4=29/5] %
' />316%r91.31aLh09%N39L34%, =1649, 6%4915/9?=1%F=4L]%

Z35.<1%F=4L%87%+, - ./%-49NO., %Z35.<1%W=4%5.<1%W396>4.1<%F3/, =J 3`%1%r91.31aLh09% + =09FL]V% 431, 0V%
91; %\$1</50%AC`%0%j`%N/9X>3%=%83%F9//eJ =>163; %1%03%31647%0439%=%0//%#.8494.35%8491, 035%01; %5N9, 350%
Z35.<1%=%83% 43963; %1%8=60%N=4649.6%01; %91; 5, 9N3%=4.3169?=15%=%0//=F%5=J 3%F30.8./67%05%=%
N/9, 3J 3160%Z35.<1%0/5=%N4.163; %=1%J =2398/3%F9<5%W=4%323165V%01; %0%2345.=1%=U%03% 35.<1%=%83%N/9, 3; %=1%
.1U=4J 9?=1%, 43315%1%03%#.8494.350%' 37=1; %03% 0=., 3%=U%91<>9<35V%03%2.5>9/%

@075., 9/%01; % .<.69/%5.<19<3% 3N/=73; Y%1569//3; Y%01; %2.5.8/3%=%>5345%

-49NO., % 35.<1%5=>4, 3%h/35%W=4%W>6>43%>53%

Z35.<15%W=4%4./1.<>9/%F3/, =J 3%5.<15%1%\$1</50Y% 431, 0%01; %r-91.31aLh09% + =09FL]R%

EE%8491, 0q, =//3, ?=1% =, 9?=15%F9//%J =>163; %N/9X>3]0%*.13%J 97%2947%87% =, 9?=1Y% 3N31; .1<%=1%

5N9, 30%*.J ./94/7Y%J 97%133; %8=60%D=4.1=169/%01; %234?, 9/% 35.<150%

M%J =2398/3%2345.=15%N=Ne>N%891134%W396034%F9<%36, D]%=83%>53; %06%323165Y%=>6; ==4%

=4.3169?=15%36, 0%

Z.<.69/%h/3%W=4%' 4.<06*.<1%5, 43315%ESAB%Q%EBPB%N.Q3/5]%

-49NO., %Z35.<1% 439?23%' 4.3U%>8J .g3; %+ 97%Ej Y%ABAC0%\$09, 6%5, 03; >/3%W=4% 3/.2347%=%83% =1n4J 3; 0% .J %

6=%0923% 35.<1%01; %N4=; >, ?=1% =J N/363; %=234%03%>J J 34qU9//01; %1569//9?=1%87%W91>947%ABAM0%

@4=I3, 6%a=//=>6R%

+ 336%F.60%-49NO., %Z35.<1% -Z]%= % .5, >55%N4=I3, 6q%N=55.8./.?35%J 97%12=/23%5.63%2.5.65%=%39, 0%

/=, 9?=1%=% =1n4J %=, 9?=15q%W=4J 96]%

H.5.6%39, 0% =, 9?=1%F.60%#.84947%_39; %=% % .5, >55%N=631?9/%N/9, 3J 316%

'.19/.13%5.13q%W=4J 96%W=4%39, 0% =, 9?=1%

'.19/.13%F=4; .1<%1% =15>/69?=1%F.60%4915/96=4%><<3563; %87%- 349/; .13%r.1<Y%&m, 3%=U%1; .<31=>5%

:1.?9?235Y%Z391Y%01; %#.84947% 98.1360%

G3, 3.23%N43/.J .1947% 35.<15q%; 395%W4=J %-Z%

! NN4=29/%=U% 35.<1% .43, ?=1%87%Z391q%#.84947% 98.136q%&m, 3%=U%1; .<31=>5%1.?9?235%

G3, 3.23%h19/% 35.<15%

'.19/%0NN4=29/%87%Z391q%#.84947% 98.136q%&m, 3%=U%1; .<31=>5%1.?9?235%

@4=; >, ?=1%

:1569//9?=1%=U%N075., 9/%5.<19<3%

! ; ; .?=1%=U% .<.69/%5.<19<3%=%5, 43315%

G=//=>6%=U%4923//.1<%5.<19<3q%8911345%06%323165%.D3D%=4.3169?=1Y% 4.31; 5%36, D]%

@4=J =?=1%=U%N4=I3, 6%=%83% =13%1% =15>/69?=1%F.60%&m, 3%=U%1; .<31=>5%1.?9?235Y%N=55.8/3%

.; 395R%9>1, 0%32316Y% =, .9/%J 3; .9Y%8/=<%N=56Y%055=, .963; %N9<3%=1%#.8494.35%F 385.63D



:1235?<963%&l #l d5%J 95L.1<%==/%9/439; 7% =J N/363]%	Z3, 3J 834%ABAV%
+ =1.6=4%1, =J .1<#l * _%9/439; 7%1%N/9, 3]%	+ 94, 0%ABAC%=1F94; %
Z35.<1% * _e#l * _%J 9NN.1<%	*3N63J 834e&, 6=834%ABAC%
)356%J 9NN.1<%01; %J 95L.1<%==/%	(=23J 834%ABAC%
:J N/3J 316%J 95L.1<%==/%	Z3, 3J 834%ABAC%
:1, =4N=4963%J 9NN.1<5%16=% 6= + %U%0NN4=N4.963%	Z3, 3J 834%ABAC%

'=4J 9/2=63%87%#.8494.35% =>1, ./%=%9; =N6%91; %31; =453%E]%03% ' #! e' ! ! "%G3, =J J 31; 96.=15%91; %A] % :1; .<31=>5%+ 966345% =J J .6633%*63N5%=%G3, =1, ./e! , 6.=1%

Z=, >J 316%J 9L.1<%3, =J J 31; 96.=15%=%03%#.8494.35%1; .<31=>5%1.6.96.235%*691; .1<% =J J .6633%=4% .163<496.=1%=U%03%*63N5%=%G3, =1, ./e! , 6.=1%16=%03%#.8494.35%1; .<31=>5%1.6.96.235%N/911.1<%F=4LD%

+ = ? = 1%91; %456%439; .1<% .5, >55.=1%	' .456%ABACeABAM%#.8494.35% =>1, ./%J 336.1<%
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!
% , + " ") *#! \$ \$!
- . -\$ - " !
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* , 0 = = / % = 0 % 1 U = 4 J 9 6 . = 1 % * 6 > ; . 3 5 %

.%53/3,65%ABACeABAK% 3//=F5%	W>13%ABAC%
I =1234596.=15%J =1<#.8494.35%69UU%1; % 3//=F5%8=>6%03.4% 3QN34.31, 35%1%03%W.456%7394%1; %>NN=46%1 33; 5%<=.1<%W=4F 94; 0%	W>13%W>/7%ABAC%
K4.63%=8% 35, 4.N?=10%	W>13%W>/7%ABAC%
*=/, .6% 3//=F5%N/9, 3J 316%=N?=15%W4=J %#.849.435%69b%	W>13%W>/7%ABAC%
:1% =//98=49?=1%F .60%>N342.5=45%1; % 3//=F5%19/.13%F =4L% N/9, 3J 31650%	! ><>56%ABAC%
ABAC% 3//=F5% =0=46%83<.15%F =4L%1%03%#.8494.35c%ABAV% =0=46% , =1?1>35%	#963% ><>56%ABAC%





#.8494.35%1649136%\$Z:;! %i %:% =16316%3U4350%

W311%G./37%N4=T3,6%39;]%
A#.#8494.35%69U%2=/>163345%

@4=2.; 3%35=>4, 35%=1%03%1649136%U=4%#.8494.35%69U%=1%\$Z:;! %01; %1; .<31=>5%=N., 5Y%1, />; .1<%49.1.1<%
929./98/3Y%1 3F5% %323165Y%8356%N49,6., 35Y%01; % 9J N>5%>NN=46%5342., 35%=>65.; 3%=U%03%#.8494.350%

G32.3F%306%1%03% >44316%\$X>.67Y%Z.2345.67Y%01; %1, />5.=1%\$Z:]` %1649136%NY NY=1c-1<(=)1((, >)-1(4431)-1,3)1(36

:1.6.9/%<4=>N%J 336.1<%= % .2.; 3%F=4L%Ø1; %Ø55.<1% 695L5Ø%	W>13%ABAC%
Z49U6%<.>; 3/.135%Ø1; %J 336%=%#32.3F%F=4LØ% %	W>/7%ABAC%
G32.3F%F.60%16343563; %569L30=;/; 345%Ø5%133; 3; % 91; %U.19/.13%<.>; 3/.135Ø%	! ><>56%ABAC%
@435316%<.>; 3/.135% =, >J 316%=%#.8494.35%I =>1, ./% 432.53%U%13, 355947%Ø1; %Ø31%N>8/.50%#35=>4, 3%Ø5% .163419/%#.8494.35% =, >J 31696.=1Ø%	*3N63J 834%ABAC%

(=13Ø%



*6963J 316%=1%1, />5.23%G35=>4, 3%Z35, 4.N6.=1%

! 119%Z75346Y% ==4; .196=4Y%G3, 3.2.1<%i %@4=, 355.1<Y%01; %i 4, 0.29/%+ 9634.9/5Y% ==//3, 6.=15Y%@4=I3, 6%#39; %
+ 3<91% 03//3FY%1634.J %i 55=, .963%Z391Y% ==//3, 6.=15%
! 1; 43F%* 31.=4Y% ==4; .196=4%\$eG35=>4, 35% %* 34.9/5Y% ==//3, 6.=15%

I 43963%01%=>6F94; %i9, .1<%6963J 316%=%03/N%=>4% =J J >1.67%>1; 345691; %0=F% 35, 4.N?=15% =J 3%16=%=>4%
, 969/=<>35Y%01; %0=F%F3% 43963% 35, 4.N?=15% =, 9//70%



K 3%J >56%U.456%B>./; %3/96.=150.N5%F.60%1; .<31=>5% =J J >1.6.35%83U=43% 3J 91; .1<%1U=4J 96.=1% U4=J %03J D%

K 3%J >56%U=, >5%=1%=>4%=F1%3941.1<%U% .456%(96.=15Y%+ h6.5Y%01; %1>.6% >/6>43%01; %0.56=47%05%0% U=>1; 96.=1%U=4%03%43, =1, ./96.=1%N4=, 355D%

I =//3, 6.1<%F=4L5%87%1; .<31=>5%N3=N/3%01; %43N435316.1<%1; .<31=>5%F=4/; %2.3F5%5% .UU., >/6%F.60% =>4% >44316% =//3, 6.=1% 323/=NJ 316%N49, 6., 35D%

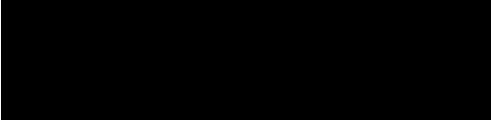
&>4% 35, 4.N6.23%N49, 6., 35%=U631%43.1U=4, 3% =/=1.9/%N345N3, 6.235c%1 33; 5%066316.=1D%

)03%01.2345.67%U%*4.6.50% /=>J 89%01; %03% .67%=U%491, =>234%043%J =; 3/5%=%U=//F D%

:1%N949//3/%=%03%1eN345=1% =15>/696.=15Y%F 3%0/5=%491%01%01=17J =>5%>4237%U=4%#.84947%69UU%03%<=9/5%=U% 603%>4237%F343%F=eU=//; %p%=%0//=F%69UU%=%N4=2.; 3%; 395%>NN/3J 316.1<%F096%F95% =164.8>63; %1%03%1e N345=1% =15>/65Y%01; %=%<3134963%1 3F%N4=I3, 6%; 395D%03%>4237%N4=2.; 3; %01%=%NN=46>1.67%U=4%0% 435N=1; 316%=%1; ., 963%J 3J 83450.N%1% =13%U%03%>1.2345.67e; 35.<1963; %3X>.67%<4=>N5Y%43N3963; %03%F=% X>356.=15%U4=J %03%1eN345=1% =15>/65Y%01; %164=; >, 3; %0433%1 3F%X>356.=15%3/963; %=%3X>.67%1.6.96.235% 435N=1; 3165%F9163; %=%533%01; %F0343%037%83/.323%+, - .//%095%66431<60%=%B>./; %>N=1D% //X>356.=15% 30, 3N6%03%U.456%F343%306%B=Q35%096%0//=F3; %>J 3F096%31<607%435N=1535D%

K 3%43, 3.23; %/P%435N=1535%=%03%69UU%>4237Y%U4=J %0NN4=Q.J 963/7%EPB%N3=N/3%F0=%43, 3.23; %6D%03% 5>4237%0//=F3; %U=4%J >/6.N/3%>8J .55.=15%N34%N345=1Y%01; %0343U=43%F3% 911=6% 9/, >/963%0%4>3%435N=153% 4963D%<3%05L3; %69UU%=% 3U34%U.//.1<%=>6%03%>4237%>16./%0U634%03.4% 3N946J 3169/%1eN345=1% =15>/696.=1Y% 5=%05%=%36%03J %43U/3, 6% =1%03%BQN34.31, 3%01; %U9, ./6963%03%., 0356%N=55.8/3%>4237%435N=1535D%

+ 9T=4%03J 35%43/96.1<%=%1; .<31=>5%03=N/35%043%43N=463; %0343c%J =43%<31349/% =J J 3165%096%J 97%0/5=% 9NN/7%=%1; .<31=>5%>N., 5%J 97%83%01; %0343U=43J 35%44 + 9=63U=4395%0031 (95%) 1 (2 (.4) 15%) e2 (.4) 15%N<36=%1 +



ED __=F% =>/; %03%+ , - .//#.84947%#b34%65%69b%#J =43%3X>.698/3Y1 , />5.23Y% .23453Y%#1; # , 355.8/3%
F=4L%312.4=1J 316t%%

AD __=F% =>/; %03%+ , - .//#.84947%#342. , 35Y%N9, 35Y% =//3, ?=15Y%=b34%03%+ , - .//% =J J >1.67Y%1, /> ; .1<%
:1; .<31=>5%N3=N/35Y%#J =43%3X>.698/3Y1 , />5.23Y% .23453Y%#1; # , 355.8/3%3QN34.31, 3Y%#1; %F=4L%
6=F94; 5%#3, =1, ./.9? =1t%

VD K096%N3, .n, %N4=I3, 65%#1; % , ?2.?35%#3/9?1<%=3X>.67Y%1, />5.=1Y% .2345.67Y%# , 355.8./67Y%#1; %
43, =1, ./.9? =1%#923%# .84947%#69b%#>1; 3469L31%1%03%N956Y%#F096%#923%037%#39413; %#4=J %0353%
3QN34.31, 35Y%#1; %F096%N4=I3, 65%#1; % , ?2.?35%F=>/; %037%.L3%=%>1; 3469L3%1%03%#>6>43t%%

ED \$9, 0% =15>/6%F .//#923%#6%3956%=13%J 3J 834%#4=J %39, 0%#/911.1<#>39J %N4353160%#13%F .//# , 6%#5%
J =; 3496=4%#1; %03%#3, =1; %#5%#1 =6369L34%#

AD H.5.6%#J 35%#43%# , 03; >/3; %8953; % =1%#>1.65a%30.5?1<#J 33?1<#N/910%# =15>/65%#0=>/; %83%# , 03; >/3; %
U=4%#AMeVB%#J .1>635%#1%03%#<31; 90%#

VD +33?1<5%#0=>/; %83%# , 03; >/3; %1%N345=1%F0313234%#N=55.8/3Y%#1; %F3%#0=>/; %5.J ./94/7%#g31; %1%
N345=10%_784.; %F .//#83%#>NN=463; %F031%#133; 3; 0%#

CD I =15>/69? =1%#>35? =15Y%\$Z: ! % 3n1.? =15Y%#1; % .U%#39; 7]%.56%=U%#3/32916%# 9/15%#%# , ? =1%#4=J %03%
)4>60% %G3, =1, ./.9? =1%# =J J .55.=1%#1; % =6034%#8=; .35%F .//#83%# .564.8>63; % =% .84947%#69b%#N4.=4%#=%
603%#456% =15>/69? =1%#355.=10%#

MD)=N., 5%#5/.; 3% 3, L%#N4=2.; 3;]%
9D "4.3U% 35, 4.N? =1%#U%03%#<=9/5qJ 91; 9635%#U%03%#/911.1<#>39J 50%
8D :164=; >, ? =1%#=%+ , - .//% 35.<1963; %3X>.67%#4=>N50%
, D u>35? =1%#E%# .163419//7%# =, >53;]R%# 5%#69b%#J 3J 834%1%03%+ , - .//#.84947%#F096%#F=>/; %7=>%
J =56%.L3%#%533%03%# .84947%# =%#%#; 291, 3%#>4%#>1; 345691; .1<%=U%#F=4LN/9, 3%3X>.67Y%
; .2345.67Y%1, />5.=1%#1; % , 355.8./67Y%#J N4=23%#>4%#N49, ?, 35Y%#1; %F=4L%#F94; 5%
43, =1, ./.9? =1t%

; D u>35? =1%#A%#3063419//7eU=, >53;]R%#1%#=#L.1<#6%# , - .//#.84947%#5%#342. , 35Y%#N9, 35Y%#1; %
, =//3, ? =15Y%#F096%#5%03%#B.<<356%#133; %7=>%533%1%#3/9? =1%#3X>.67Y% .2345.67Y%1, />5.2.67Y%
9, 355.8./67Y%#1; %#3, =1, ./.9? =1t%

3D %J =; 3496=4%F .//#923%#N4=J N65%#N4=2.; 3; % =%03J %50=>/; %03% =123459? =1%#4=>1; %03%
=4.<.19Y%#F=4; .1<%=U%03%#X>35? =15%#1 =6%#<3134963%#J >, 0%#33; 89, L0%#33% *)V+5%#&., (*+
W. #, Q%#&., 1%#\$X#4=4%#N=55.8/3%#N4=J N?1<#X>35? =150%#

UD I =15>/6%03%

%

ED)03%>4237%0=>/; %83% , , 355%.J .63; %=+% , - ./% =J J >1.67%8>6%1 =%19J 3%=4%3J 9./%0=>/; %83%
43, =4; 3; %030%03%>4237%0=>/; %83%01=17J =>50%

AD ! // =F%35N=1; 3165%=%n//%03%>4237%=>6%95%J 917%?J 35%95%03%69b%J 3J 834%F .5035%=%03/N%
N4353423%01=17J .670%

VD ! // %35N=1535%943%N?=19/c%1=60.1<%3X>.43; 0%

CD)03%>4237%F.//%83%J N/3J 3163; %1%+ ., 4=5=s%/j M% =4J 50%

MD u>35?=1%EF.//%.56%03%+ , - ./% 35.<1963; %3X>.67%<4=>N5%01; %12.63%35N=1; 3165%U%037% 0==53%
6=%1; ., 963%F0., 0%U%0353%<4=>N5%037%943%0%J 3J 834%=0%

jD u>35?=15%AeV%943%03%X>35?=15%W4=J %03%1eN345=1% =15>/69?=10%

kD VeC%9; ; .?=19%X>35?=15%F.//%83%9; ; 3; %F.60%03%<=9/%=U%<31349?1<%J =43%; 395%W=4%N=55.8/3%
N4=T3, 650%* 33%D. 4>#3+L. #, Q%&, 4l=4%5N3, .n, 50



%.163419//7U=, >53;]%

! 5%9%569b%J 3J 834%1%03%+, - .//%#.84947%F096%F=>/; %7=>%J =56%.L3%=%533%03%#.84947% =%=%9; 291, 3%=>4%
>1; 345691; .1<%-U%F=4LN/9, 3%3X>.67% .2345.67%1, />5.=1%91; %9, , 355.8./67%J N4=23%=>4%N49, ?, 35%91; %F=4L%
6=F94; 5%43, =1, /.9?=1t%

@4=J N?1<%X>35?=15W=4%JE%U% .5, >55.=1%9<5R%

o



&

)03%J =; 3496=45%=/3%1%69b% =15>/65%5%=%U49J 3%03% .5, >55.=1%95L%X>35?=15%91; %3/., .6%0=><0o>/%
435N=15350% 36%03% =16306%8>6%031%97%2347%.g/3%=1, 3%7=>%<36%=%03% =15>/69?=1%X>35?=150%

)03%J =; 3496=4%5%31, =>49<3; %=%95L%U=//=Fe>N%=4% /94.U7.1<%X>35?=15%=%43N396%89, L%9%N949N04953%U%9%
, =J N/30%915F34%=%315>43%6%F95%N4=N34/7%>1; 3456==; %91; %=%95L%U=4%9%N94?, .N916%=%3QN91; %=1%9%
, =J J 316%037a23%J 9; 30%

(=6369L345%J 97%9/5=%95L% /94.U7.1<%91; %U=//=F%>N%X>35?=15c%J 9L3%==J %U=4%03.4%N94?, .N9?=10%

[=>%J 97%83%95L3; %9%X>35?=1%96034%091%9%N94?, .N916%435N=1; .1<%=%7=>4%X>35?=10%Z=%7=>4%8356%=%
915F34%1%E%531631, 3%=% /394%>N%J .5, =1, 3N?=15%4%1=6%915F34%96%9//N%91; %43; .43, 6%89, L%=%03%N>4N=53%
=U%03%5355.=1%b%=>4%9/911.1<%9)39J 5%' , *#&'&0+=%569b%; 3950%U>35?=15% 91%83% .43, 63; %9<34%03%5355.=1%
6=F94; 5%03%39J %J 3J 8345%1%03%==J %4%=%W3110%

\$15>43%03%=>; 356%91; %J =56%39<34%2=., 35% =%1=6%9L3%234%03% =123459?=10%Z=%1=6%83%9U49.; %=597%096%
7=>a23%0394; %9%=%6%U4=J %=13%N94?, .N916%91; %1=F%7=>%F=>/; %.L3%=%0394%U4=J %=603450%

' =4%N4.29, 7%4395=15% =%1=6%9>; .=%4%2.; 3=%43, =4; %03%5355.=10%03%1=6369L34%F./%5.J ./94/7%1=6%43, =4; %

&

\$J 849, 3%./31, 3%N94?, .N9165%J 97%83%O.1L.1<%O=F%=F=4; %9% =164.8>?=1%=4%3231%6946%9/L.1<%=7//%
603%2=.; D%U%1=%=13%5%=b34.1<%9% =J J 316% =>16%5/=F/7%91; %5./316/7]%= 83U=43%J =2.1<%=1%=4%
43U49J .1<%7=>4%X>35?=1D%O.5%F.//%533J %.L3%91%86341.67%8>6%6a5%439//7%1=6D%6a5%>4N4.5.1</7%3b3, ?23D%
:U%N94?, .N9165%944.23%963% =%1=6%<=%89, L%=%394/.34% =16316%=% 96, 0%03J %-ND%
[=>%J 97%F.50%=%3J 9./%9% =N7%=U%03%u>35?=15%91; %Z3n1.? =15% =, >J 316%83U=43%03%5355.=1%=%03%
"491, 0qO1.6%O39; %U=4%03%<4=>N%7=>a43% =15>/?1<%F.60D%

&

)03%5, 4.N6%43U345%=%03%>4237%1%532349/%N/9, 35D% ; I>56%7=>4%43J 94L5%8953; %=1%F036034%F 3a23%9/439; 7%
.55>3; %03%>4237%96%096%N=.16%4%U%F 3%O9231a6D%
)0.5%5, 4.N6%5%1631; 3; %=83%=1/7%9/L.1<%N=.165 ~ J 9L3%03%5355.=1%7=>4%F 1%F.60%91<>9<3%91; % 9; 31, 3%
6096%5%1 96>49/%=%7=>D%

•:164=; >, 3%7=>453/U%O923%1 =6369L34%164=; >, 3%03J 53/235€%

uI %9F% ; 5%\$601., %+ .1=4.?35R%N345=15%F0=53%J =6034%=1<>3%5%1 3.6034% 431, 0%1=4%\$1</50%01; %F0=%
83/=1<%=%0%<4=>N%=6034%091%03%08=4.<.19/%N3=N/35%<4=>N%=4%03%2.5.8/3%J .1=4.?35%<4=>ND %

+ , - ./% ; ; 5%A*#- ")u | %N3=N/3%05%0% 35.<1963; %3X>.67%<4=>ND%

A*#- ")u | %)F=%N.4.6Y#358.91Y%-97Y%' .53Q>9Y%)4915Y%U>334Y%01; %1, />5.=1%U%N3=N/3%F0=%; 31?U7%05%N946%
=U%53Q>9Y%01; %<31; 34% .23453% =J J >1.?35Y%F0=%>53% ; ; .?=19/%34J .1=/=<.350%

K0./3%03%; 31?n, 9?=1%U%0353%<4=>N5%095%65%=4.<.1%1%3J N/=7J 316%01; %0.4.1<%N49, ?, 35Y%06%+, - ./%F 3%
30631; %03%>53%=U%0353%<4=>N5%=%=6034%04395%F0343%3X>.67% =1, 3N65%043%03%NU>/%49J 3F=4LY%4%
3Q9J N/3%1%.84947%5342., 35%=%>53450%

K031%F3%9/L%08=>6%\$X>.67Y%Z.2345.67Y%1, />5.=1Y%01; % , , 355.8./67%06%+, - ./Y%0353%043%03%<4=>N5%=U%
N3=N/3%F 3%043%9/L.1<%08=>60



)9L3%1=635%1%95% 369./3; %9%J 91134%95%N=55.8/30%03%1=635%J >56%691; %=1%03.4%=F1c%W=4%N4.29,7%#395=15%
;=%1=6%9>; .=%=4%2.; 3=%#3, =4; %03%5355.=1%95%9%1=6369L.1<%9.; %=4%5>NN/3J 3160%

Z=%1=6%#3, =4; %19J 35%=U%9g31; 335%=4%5N39L345c%9//%1=635%50=>/; %#3, =4; %1=164.8>?=15%F.60=>6%9g4.8>?=10%
)03%1=16316%=U%9% =164.8>?=1%J 97%.<19/%03%5N39L34#5%; 31?670%1%0.5% 953%#3, =4; %03% =J J 316%95%6%F95%
J 9; 3%91; %1 =%1=6%47%=%1 3e.; 31?U70%

! s34%164=; >, .1<%7=>453/U%63//%03%<4=>N%096%7=>%F.//%83%#3, =4; .1<% =J J 3165%F.60=>6%9g4.8>?=10%

:6%5%&r%=%95L%9%5N39L34%=%#3N396%9% 3469.1% =164.8>?=1%=%315>43%7=>%#3, =4; %6%9; 3X>963/70%

)03%1=6369L34%J 97%95L% /94.U7.1<%X>35?=15%=%5>NN/3J 316%03%J =; 3496=4#5%X>35?=150%

)03%J =; 3496=4%J 97%95L%7=>%=%955.56%1%L33N.1<%03%5355.=1%=1%?J 30%

)03%1=6369L34%J 97%9L3%1=635%1%N9N34%4%3/3, 64=1., 9//7%95%7=>%N43U34%8>6%037%J >56%83%5>8J .g3; %=%
603%9/911.1<%9J %1%9% .<.69/1%3Q6e5394, 098/3%W=4J 96%1=6%J 9<35%=U%N9N34%1=635]0%

' =//=F.1<%03%5355.=1%N/3953% 3N=5.6%1=635%1% D%

_923%03%X>35?=1%.56%091; 7%95%6%J 97%03/N%7=>D%

@43N943%9%3J N/963%W=4%7=>4%1=635%1%9; 291, 3%=U%03%5355.=1%=%923%7=>%?J 3% >4.1<%03%1=15>/60%

%



! , , 355.8./67%5%9%=>1; 9?=19/%N4.1, .N/3%13, 355947%W=4%03%#3J =29/%=U%8944.345%=%3X>.698/3%N94?, .N9?=1%1%
9//%95N3, 65%=U%.U3%87%N3=N/3%F0=%0923%9%#=1<e634J Y%N345.56316%=4%#3, >44.1<%N075., 9N%J 3169/Y%5315=47%
N57, 0.964., Y%=4%3941.1<%J N9.4J 316D%6%#3X>.435% 35.<1.1<%312.4=1J 3165Y%N4=<49J 5Y%5342., 35Y%01; %
N4=; >, 65%W4=J %03%=>6536Y%5=%037%043%0, , 355.8/3%=%N3=N/3%.2.1<%F.60%294.=>5%08./?35D%# , , 355.8./67%5%
<4=>1; 3; %1%03%#3, =<1.?=1%096%F096% =15?6>635%0% .598./67%8944.34%294.35%0, 4=55%2.5.8/3%01; %12.5.8/3%
98./67%# .b3431, 35D%

!

I 919; 9%G35394, 0%# ==4; .19?1<%# =J J .g33%I G I I]D%' 356%#49, ?, 35%1%\$X>.67Y%Z.2345.67%01; %1, />5.=1%1%
G35394, 0%#49, ?, 3%01; %Z35.<1D!
OgN5RqqFFFD5504,e, 450D<, D, 9qU>1; .1<en191, 3J 316q1U4UeU1U4q3; .e31<D95NQ



&

&

! //X>356.=15%43%=N6.=19/0%

%

)0.5%5>4237%5%1=17J =>5c%=>4%; 316.67%F.//%1=6%83% 9N6>43; %F031%N4=2.; .1<%15F3450%

%

:U%03%15F34%=%=13%>356.=1%J 97%J N/7%=>4%; 316.67%1; %U%0343%43%=6034%15F345%=>%F.50%=%5>8J .6% 91=17J =>5/7%33%/433%=%5>8J .6%03%5>4237%J >/6.N/3%.J 350%

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:U%7=>%F.50%=%2=>16334%=%F=4L%=1%1%\$Z: ! %=4%1; .<31=>5%1.6.96.23%N/3953%J 9.1%3; .90/.84947 • J , <./0, 90%

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)03%+, -./%#.8494.35%1; .<31=>5%1.6.96.235%9/911.1<%) 39J %439; %9%1>J 834%U%1 9//5%=%1 , 6.=1%56963J 3165% .55>3; %1%435N=153%=%03%ABEM%)4>60i %G3, =1, /.96.=1%1 =J J .6633%1.19/%43N=460%K<3%>53; %0353%95% <>. ; 91, 3%F031% 323/=N.1<%03% , 6.=15%=>6/.13; %1%0.5%N/910%1%03%U=//F.1<%N9<35%F3%J 9N%5=J 3%U% 60353%3063419/%1 9//5%=%1 , 6.=1%=%5N3, .U., %1 , 6.=15%=%83%9L31%=%, 9//70%K<3%2.3F%0.5%J 9NN.1<%95%9% 4.6., 9/% J 360=; %1=4%955355.1<%03%#.8494.35a%N4=<4355%91; %0=/; .1<%=>453/235%9, , =>1698/3%=%J 9L.1<%N4=<4355% 6=F94; 5%43, =1, /.96.=10% =4%0.5%J 9NN.1<%F3%=%L%03%N.4.6%U%9%1 9//%=%1 , 6.=1%96034%091%65%36634c%U=4% 309J N/3%U%9% 9//%J 316.=15%9%5N3, .U., %8=; 7%=%9L3%9, 6.=1%Y8>6%F3%943%1%9%5.J ./94%N=5.6.=1%=%9L3%03% 59J 3%7N3%U%9, 6.=1%F3%1, />; 3; %6%1%=>4%J 9NN.1<0%

)03%#.8494.35a%1 , 6.=15%J 9NN3; %1%03%U=//F.1<%N9<35%943%U%0433%<31349/%7N350% .456%0343%943%.J .63; e 634J %N4=T3, 65%096%9; 291, 3%03%=<9%>1; 34/7.1<%9%5N3, .U., %1 9//%=%1 , 6.=10%03%N4=T3, 6%:9[:+A4'9('&O.)(+ 7#(\$%2#+, 'O&)0#%5%91%309J N/3%U%0.5%7N30%* 3, =1; %0343%943%3UU=465%=%<4=F%1; .<31=>5%43N43531696.=1% 91; %5>NN=46%F.60.1% =43%.84947%5342., 35%>, 0%95% =//3, 6.=15%435=>4, 3% .5, =2347%91; %435394, 0%955.5691, 3%U% =U%F0., 0%03%N4=T3, 6%:9\.:+1#&*63+Y\$I '((+\$) 25. , +;&'0#&% ., +54%04) 2, +6%4+N' -4) 4'#, +% . *4#) \$/%5%91% 309J N/30%) 03%0.4; % 963<=47%943%1 , 6.=15% 35.<13; %=%8>./; % 9N9, .67%F.60.1%=>4%<91.196.=1%U=4%309J N/3%U% 603%N4=T3, 6%:9]:N'-4) 4'#, +;&'0#&% ., +;&'*) '*>#+, *) &'1'O+%2 2'***#%0%) 0353%943%=1/7%.J .1.J 9//7% 43N4353163; %1%03%J 9NN.1<%F0., 0%U=//F5%95%037% =>!/; %3X>9//7%9NN/7%=%J 917%. .UU34316%1 9//50%

:1%9; ; .6.=1%53/3, 63; %43/32916%9, 6.=15%U4=J %03%#.8494.35a% =J N91.=1%JW. '*3<H'>#4, '*3<+;&\$(. , '%&<+)&1+ 8\$S#, , '-('**3+J;H8_+8\$**%&+F()&+]`]a%943%1, />; 3; %03430%) 0353%943%; 316.U.3; %F.60%; 316.U.345%096%56946% F.60%\$Z:!'`D%) 03%; 316.U.34%N43U.0%::` 31=635%1; .<31=>5%1.6.96.235%9, 6.=15%91; %W %1=.16%9, 6.=15% 836F331%03%1; .<31=>5%1.6.96.235%91; %\$Z:!' %N/9150%

)03%9/911.1<%) 39J % =15.; 343; %U=>4%365%U%1 9//5%=%1 , 6.=1%95%9NN4=N4.963%=%<>. ; 3%=>4%F=4L0%) 0353%943% 43U3443; %=%87%1 9//%=%9, 6.=1%v` %1%03%U=//F.1<%N9<350%

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)03%)4>60%91; %G3, =1, /.96.=1%1 =J J .55.=1%U%1 919; 90%U%&% . 4'&O+/#+A4. */<+' #\$\$&\$('\$&O+6%4+/#+ G. *. 4#S+D. 22)43+%6+/#+G'&)(+' #5%4+*%6+/#+A4. */+) &1+' #\$\$&\$('\$)'%&+@%22', , '%&+6+@)&)1)0% ABEM%066N5Rqq1, 64D, 9q43, =4; 5q43N=465qw64, e43N=465%

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•+, -./%01.2345.67€%4=2=56a5%) 95L% =4, 3%=1%1; .<31=>5%56>; .35%01; %1; .<31=>5%3; >, 96.=10%G'&)(+
"#5%4*0%ABEK066N5RqqFFFDJ, <./D, 9qN4=2=56qU./35qN4=2=56qU.19/v43N=46vev, /391vevAkBj EkDN; U%

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@>8/., %1X>.47% =J J .55.=1%1%3/96.=15%83V6F331%1; .<31=>5%3=N/35%01; % 3469.1%N>8/., %5342., 35%
.1%u>h83, R%.5631.1<V%3, =1, ./96.=1%01; %N4=<43550%G'&)(+'#5%4*0%ABESD%
066N5RqqFFFD, 34ND<=>2DX, D, 9qU./39; J .1q'., 0.345v, /.3165qG9NN=46q'.19/v43N=46DN; U%

Call to action #	Call to action description	Areas in which McGill Libraries can contribute	Relevant actions from 2024 Action Plan
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TRC p.1: Child Welfare, Actions 1.iii.
and 1.iv

Call to action #	Call to action description	Areas in which McGill Libraries can contribute	Relevant actions from 2024 Action Plan
TRC p.7: Education for Reconciliation, 63	<p>We call upon the Council of Ministers of Education, Canada to maintain an annual commitment to Aboriginal education issues, including:</p> <ul style="list-style-type: none"> --- Developing and implementing Kindergarten to Grade Twelve curriculum and learning resources on Aboriginal peoples in Canadian history, and the history and legacy of residential schools. --- Sharing information and best practices on teaching curriculum related to residential schools and Aboriginal history. --- Building student capacity for intercultural understanding, empathy, and mutual respect. --- Identifying teacher-training needs relating to the above. 	Collections; Liaison services; Description	<p>II-6. Identify McGill campus Indigenous programs for Libraries outreach II-8. Assess Indigenous collections in the Libraries II-9. Inclusive subject headings project - Indigenous focus</p>
TRC p.8: Museums and Archives, Action 67	<p>We call upon the federal government to provide funding to the Canadian Museums Association to undertake, in collaboration with Aboriginal peoples, a national review of museum policies and best practices to determine the inalollec</p>		

Call to action #	Call to action description	Areas in which McGill Libraries can contribute	Relevant actions from 2024 Action Plan
Provost Task Force p.17-18: Research and the Academic Complement, Research Protocols and Requirements, Action 43	The Task Force calls upon our University to establish explicit requirements for McGill researchers (including faculty, postdoctoral fellows, students at the undergraduate and graduate levels, and research associates and assistants) who take up work that engages with Indigenous peoples, communities, histories or knowledges.	Collections; Liaison services; Description	II-6. Identify McGill campus Indigenous programs for Libraries outreach II-8. Assess Indigenous collections in the Libraries II-9. Inclusive subject headings project - Indigenous focus
Provost Task Force p. 18: The Academic Complement, Cluster Hire & Target-Setting, Action 44	The Task Force calls upon our University to set a target of at least 35 Indigenous tenure-track or tenured professors for appointment by 2032 (approximately 2% representation within 15 years).	Library workforce	II-4. Indigenous librarian cohort hire
Provost Task Force p. 18-19: The Academic Complement, Equitable Recruitment, Action 45	The Task Force calls upon our University to establish and support active, innovative and equitable recruitment strategies that respect and support Indigenous peoples.	Library workforce	II-4. Indigenous librarian cohort hire
Provost Task Force p.20: Building Capacity and Human Resources, Communications and Awareness Building, Action 50	The Task Force calls on our University to create a coordinated communications strategy on Indigenous initiatives, programs and people. This can take the form of an online hub or occur via print materials. In this connection, the Task Force further calls on our University to explore and develop systematic modes of increasing general awareness and community.	Outreach	J-3. Library web site EDIA & Indigenous initiatives content refresh
Viens Commission Report p.473: Action 4	Incorporate ethno-cultural data collection into the operation, reporting and decision making of public sector organizations.	Collections; Liaison services; Description	II-6. Identify McGill campus Indigenous programs for Libraries outreach II-8. Assess Indigenous collections in the Libraries II-9. Inclusive subject headings project - Indigenous focus
Viens Commission Report p.474: Action 15	Promote and permit bilingual and trilingual signage in establishments that serve large Indigenous populations who speak a language other than French.	Space	II-7. Tri-lingual welcome signage
Viens Commission Report p.475: Action 25	Make training developed in cooperation with Indigenous authorities that promotes cultural sensitivity, cultural competence and cultural safeguards available to all public service managers, professionals and employees who are likely to interact with Indigenous peoples. Out of respect for the cultural diversity of Indigenous nations, this training must be adapted to the specific Indigenous nation(s) with which the employees interact.	Library workforce	EDIA-3. Staff training program
Viens Commission Report p.475: Action 26	Provide ongoing and recurrent training to all public service managers, professionals and employees who are likely to interact with Indigenous peoples.	Library workforce	EDIA-3. Staff training program