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+&5&-(%6!$:3$%&$)2$!2%$*&-B$*12(-&")!*$3(%-+$)-! .... !CD!
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3%"4$,,&")(5!3%(2-&2$,!()*!%$,3"),&8&5&-&$,!3"5&26! .... !CC!
(*+&,,&")!,-(-1,G)"-&4&2(-&")! .... !C0!
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$+"),-%(-$!+(,-$%6!"4!,@&55,!()!2"+3$-$)2&$,! .... !C7!
*IWLNJKSRKIJ!2LWXIKINYZ!HN!"SRP=!'SH[IN!RNU!*HOHKRP!2LWWTNHYR\LN]! .... !C7!
*IWLNJKSRKIJ!3LJH\^I!'LS_!;R`HKJ=!2LWWTNHYR\LN=!RNU!&NKISRY\LNJ]! .... !C7!
2LONH\^I!*HJXLJH\LNJ]! .... !Ca!
*IWLNJKSRKIJ!%IJXIYK!MLS!*H^ISJHKZ!RNU!&NUH^HUTRP!*HbISINYIJ]! .... !Ca!
-QI!KIRYQIS!YRNUHURKI!_NLcJ!QLc!KL!MRYHPHKRKI!YLLXISR\LN!RNU!XSLUTY\^HKZ]! .... !C<!
+LUIPJ!$KQHYRP!RNU!%IJXIYdTP!8IQR^HLSJ]! .... !C<!
+RHNKRHNJ!2LWXLJTSI!RNU!,IPM!2LNKSLP]! .... !C<!
$WL\LNRP!*HJXLJH\LNJ]! .... !C?!
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ED CA DE A E FAC A D AFF

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N(0%!OPO,!!!!!!!!!(&@($+'+Q#<<$)(A'&$! EF.A!RSTU!!
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4+#1'))#+!!
N#-'!OPP! !!KK(59)#%Q#<<$)(A'&$!! EF.A!UURO!!
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8$50%&(!V$(+'G6!4/A2A!
M))0).(%.!4+#1'))#+!!
N#-'!OPS! !!<@K$(+'GQ#<<$)(A'&$! EF.A!WRUO!!
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X'<0%&(!B+'30Y#!I5/#$.'%!4/A2A!!
4+#7-0.1(I)-0.5(510.2(R)0.2(U)0.2(O)]TJETQq0.-[.2(R)0Tf[(4V)-0.4(A)-05(0)-0.1(I)-00.4(&)-0.4(()-0.1(B)?4(#)

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5#%?+(.$<(.'!-#$!1#+!+'(5/0%?!./0)!).(?'!#1!-#$+!.'(5/'+!*+'*(+(.0#%!*+#?+(@A!7$+!8(&-!#1!./'!
8(9'!:%03'+)0.-!/()!(!<#%?!<'?(5-!#1!*+'*(+0%?!#$+!).$&'%.)!.#!)'+3'!0%!./'0+!5#@@$%0.0')!
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*())0#%!1#+!/'<*0%?!#./'+)A!M<<!#$+!1(5$<.-!@'@,'+)!/(3'!&011'+'%.!(+'()!#1!'F*'+.0)'!(%&!
&0).0%5.!*+(5.05'!(%&!+')'(+5/!'F*'+0'%5'A!B/'!BEM;=!*+#?+(@!0)!+0?#+#$)6!,$.!L!(@!5#%10&'%.!

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BEC G A CE F ED E A EACHE

4+#?+(@)!D0./0%!./'!E&$5(.0#%!2'*(+.@'%.!(.!7$+!8(&-!#1!./'!8(9'!:%03'+)0.-!*+'*(+'!./'! *+#1'))0#%(<!'&$5(.#+!.#!$%&'+).(%&!(%&!@''.!./'!5#@*+'/'%)03'!%''&)!1#+!&03'+)'!).$&'%.! *#*$<(.0#%)6!0%5<$&0%?!).$&'%.)!D0./!<0%?$0).056!5$<.$+(<6!(%&!<'(+%0%?!&011'+'%5')A![+(&$(.')!#1! #$+!*+#?+(@)!(+'!5#@@0..'&!.#!,'0%?!<01'<#%?!<'(+%'+)6!D/#!&'@#%).+(.'!5#%.'%.!(%&! *'&(?#?05(<!9%#D<'&?'6!D/0<'!(<)#!$.0<0G0%?!0%%#3(.03'!(%&!'11'5.03'!*+(5.05')!()!'./05(<! +'1<'5.03'!*+(5.0.0#%'+)!(%&!<'(&'+)!0%!./'!10'<&A!!

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;(%&0&(.')!1#+!).(%&(+&!B'F()!.'(5/'+c)!5'+.0105(.')!@$).!(5/0'3'!(!)(.0)1(5.#+-!<'3'<!#1! *'+1#+@(%5'!#%!./'!'F(@0%(.0#%)!*+')5+0,'&!,-!./'!I.(.'!X#(+&!1#+!E&$5(.#+!;'+.0105(.0#%A!M<<! (**<05(%.)!D0<<!,'!)5+''%'&!1#+!(!+'5#+&!#1!1'<#%-!#+!@0)&'@'(%#+!5#%305.0#%!./+#$?/!IMdNM6!(! %(.0#%(<!<'3'<!)'(+5/6!()!*+')5+0,'&!,-!).(.'!<(DA!!

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TA N''.!./'!*+#?+(@c)!)5+''%0%?!5+0.'+0(!+'?(+&0%?!,()05!)90<<)6![4M6!5#$+)'!/#$+)! 5#@*<'.'&!(%&!*+#1'))0#%(<!&0)*#)0.0#%)A!I#@'!#1!./'!+'C$0+'@'%.)!.#!,'!@'.!(+'!).(.'> @(%&(.'&6!(%&!#./'+)!(+'!)*'50105!.#!788:e)!5'+.0105(.0#%!*+#?+(@!!

OA ;#@*<'.'!./'!'&$5(.#+!*+'*(+(.0#%!*+#?+(@!H*+#?+(@!+'C$0+'@'%.)!D0<<!3(+-!,-!)*'50105!5'+.0105(.0#%)J!!

]A 2'@#%).+(.'!./'!+'C$0+'&!B'F()!'&$5(.#+!)90<<)!,-!*())0%?!./'!B'F()!EF(@0%(.0#%)!#1! E&$5(.#+!I.(%&(+&)!HBEFEIJ!5'+.0105(.0#%!'F(@)!X7B=!0%!-#$+!;#%.'%.!(+'(!H*'+!-#$+! &'?+''!*<(%J!(%&!./'!4'&(?#?-!(%&!4+#1'))0#%(<!d')*#%)0,0<0.0')!5'+.0105(.0#%!'F(@!H44d! E;>STJA!2#@(0%)!#1!<'(+%0%?!())'))'&!30(!;#%.'%.!(+'(!BEFEI!'F(@0%(.0#%!3(+-!,-! 5'+.0105(.0#%!(+'(b!/#D'3'+6!'(5/!&#@(0%!5#3'+)!./'!'&$5(.#+!).(%&(+&)!D/05/!(+'!)$**#+.'&!,-!)*'50105!5#@*'.'%50')!!

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^A M&/'+'%5'!.#!./'!I.(.'!X#(+&!#1!E&$5(.#+)!(&#*.'&! !HB'F()!E))'%.0(<!f%#D<'&?'!
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5#%.'%.!&0)50*<0%'!(%&!D0<<!'(+%!5'+.0105(.0#%!0%!?+(&')!R>ST!(%&!@(-!5/##)'!.#!(&&!(!
)*'50(<0G(.0#%h(&&0.0#%(<!5'+.0105(.0#%!0%!EI86!)*'50(<!'&$5(.0#%!(%&h#+!,0<0%?$(<!'&$5(.0#%A!!

B/+#$?/!./'0+!5#$+)'!D#+96!10'<&!'F*'+0'%5')!(%&!())'))@'%.)!).$&'%.)!(+'!'F*'5.'&!.#!
&'@#%).+(.'!@().'+-!#1!./'!)90<<)!#1!./'!)90<<)!(%&!5#@*'.'%50')!5(*.$+'&!0%!./'!B'F()!.'(5/'+!
).(%&(+&)6!()!0%&05(.'&!0%!;/(*.'+!S]^!#1!./'!;#@@0))0#%'+c)!d$<')!;#%5'+%0%?!E&$5(.#+!
I.(%&(+&)A!B/'!E&$5(.0#%!2'*(+.@'%.!0)!+')*#%)0,<'!1#+!#11'+0%?!./'!1#<<#D0%?!'&$5(.#+!
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M&&0.0#%(<<-!./'!5$++05$<$@!(.!788:!0%5#+*#+(.')!./'! !(%&!
!./(.!(+'!'@,'&&'&!0%!3(+0#$)!*'&(?#?05(<!5#$+)')!<'(+%0%?!#$.5#@')!(%&!
())0?%@'%.)A!(%&!*+#30&'!5#$+)'D#+9!(%&h#+!.+(0%0%?!()!#$.<0%'&!0% A!!
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A FE DE C ED F E E E CE ED CA DE A E

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CED E F A G EACE ED CA AD
C EAC

SA! M..'%&!(!BEM;=!HB'(5/'+!E&$5(.0#%!M&@0))0#%!;#/#+.J!I'))0#%!&$+0%?!./'!)'5#%&! D''9!#1!I'*.'@,'+!H1#+!)*+0%?!(&@0))0#%J!(%&!./'!)'5#%&!D''9!#1!"',+$(+-!H1#+!1(<<! (&@0))0#%JA! i !M**<05(%.)!(+'!'%5#$+(?'&!.#!(..'%&!(!BEM;=!)'))0#%!(.!<'().!(!-'(+!0%! (&3(%5'!#1!(**<-0%?!.#!'%)$+'!./(.!(<<!*+'+'C$0)0.'!5#$+)')!/(3'!,''%!.(9'%A!!

TA! M..(0%!($./#+0G(.0#%!1+#@!./'!5'+.0105(.0#%!#1105'+!HN(0%!OS]J!(.!./'!BEM;=! 0%1#+@(.0#%!)'))0#%!.#!.(9'!./'!]U>@0%$.'!.0@'&!D+0.0%?!)(@*<'!(%&!M55$*<(5'+! .').0%?!01!+'C$0+'&!H@$).!,'!5#@*<'.'&!*+0#+!.#!./'!)5/'&$<'&!0%.'+30'DJA!!

OA! M**<-!1#+!(!BEM8!(55#$%.!.#!(..(0%!(!BEM!L2!p!H+'C$0+'&!1#+!(**<05(.0#%J!BEM8hE;7I! (55#$%.!)'.$*!!!

]A! ;#@*<'.'!(**<05(.0#%!*+#5'))h+'C$0+'@'%.)!(55'))!?03'%!,-!./'!;'+.0105(.0#%!71105'+! (.!./'!BEM;=!L%1#!I'))0#%!.#!X<(59,#(+&!$%&'+!7+?(%0G(.0#%)g!B'@*<(.'!BEM;=!H)''! d'C$0+'&!2#5$@'%.)J!!

UA! ;#@*<'.'!(%&!*(-!1#+!./'!788:!;+0@0%(<!X(59?+#$%&!;/'59!(%&!BEM!B'5/%#<#?-!1''! HqSP!,(59?+#$%&!5/'59!(%&!qOU!BEM!.'5/!1''J!30(!./'!BEM;=!@(+9'.*<(5'!<0%9!H)'<'5.! d'?0).+(.0#%!"'')rBEM;=!M**<05(.0#%!"'')Jg! /..*)ghh@(+9'.*<(5'A#<<$)(A'&$hBEM;=(**!!

WA! I0?%!$*!1#+!(!BEM;=!0%.'+30'D!D/'%!*#+.1#<0#!0)!)$,@0..'&!0%!,<(59,#(+&!(%&!(<<! +'C$0+'&!&#5$@'%.)!,-!./'!(**<05(.0#%!&'(&<0%'!(%%#$%5'&!(.!./'!BEM;=!)'))0#%A!!

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F C A CA EF B E F
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B/'!B'F()!E&$5(.0#%!M?'%5-!HBEMJ!+'30'D'&!./'!B7E"8!0XB!+'C$0+'@'%.)!1#+!5'+.010'&!.'(5/'+)! D/#)'!&'?+''!D()!'(+%'&!#$.)0&'!./'!:%0.'&!I.(.')A!B/'!*$+*#)'!#1!./'!.').!0)!.#!&'@#%).+(.'! E%?<0)/!<(%?$(?'!*+#1050'%5-!1#+!(<<!5(%&0&(.')!D/#!&0&!%#.!5#@*<'.'!(%!$%&'+?+(&$(.'!#+! ?+(&$(.'!&'?+''!(.!(%!(55+'&0.'&!0%).0.$.0#%!#1!/0?/'+!'&$5(.0#%!0%!./'!:%0.'&!I.(.')!./(.!(+'! +'1<'5.03'!#1!./'!<(%?$(?'!)90<<)!./(.!.'(5/'+)!%''&A!M)!#1!75.#,'+!TPSR!BEM!0%!5#%)$<.(.0#%!D0./!).(9'/#<&'+)!0%.+#&$5'&!@0%0@$@!B7E"8!0XB!+'C$0+'@'%.)!1#+!'(5/!)'5.0#%!#1!./'!.').!.#! &'@#%).+(.'!E%?<0)/!<(%?$(?'!*+#1050'%5-!1#+!(<<!5(%&0&(.')!D/#!&0&!%#.!5#@*<'.'!(%! $%&'+?+(&$(.'!#+!?+(&$(.'!&'?+''!(.!(%!(55+'&0.'&!0%).0.$.0#%!#1!/0?/'+!'&$5(.0#%!0%!./'! :%0.'&!I.(.')!./(.!(+'!+'1<'5.03'!#1!./'!<(%?$(?'!)90<<)!./(.!.'(5/'+)!%''&g!@0%0@$@!)5(<'&!)5#+')!#%!./'!B').!#1!E%?<0)/!()!(!"#+'0?%!8(%?$(?'!0%.'+%'.>X()'&!B').!HB7E"8!0XBJ!#1!T]!1#+!

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d0)9!M))'))@'%.g!I0?%'&!788:!d0)9!M))'))@'%.!"#+@!H&0?0.(<!)0?%(.$+'!+'C$0+'&J!a!
3(<0&!1#+!103'!-'(+)!!
I5#+'!d'*#+.g!4+#30&'!*+##1!#1!)5#+')!./(.!&'@#%).+(.'!,()05!)90<<)!0%!+'(&0%?6!@(./6!
(%&!D+0.0%?!30(!#%'!#1!./'!())'))@'%.)!0%!./'!I.$&'%.!I$55'))!L%0.0(.03'!5/(+.!H)''!
5/(+.!,'<#DJA!4())0%?!)5#+')!@$).!,'!D0./0%!./'!*().!103'!-'(+)!!!
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80.A>d'(&0%?6!E%?<0)/!;#@*A>_+0.0%?6!w!;#<<'?'!M<?A>N(./!

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DEMONSTRATE MASTERY OF SKILLS AND COMPETENCIES

B/+#$?/!./'0+!5#$+)'!D#+96!10'<&!'F*'+0'%5')!(%&!())'))@'%.)6!).$&'%.)!(+'!'F*'5.'&!.#!
&'@#%).+(.'!@().'+-!#1!./'!)90<<)!(%&!5#@*'.'%50')!5(*.$+'&!0%!./'!B'F()!.'(5/'+!).(%&(+&)6!
____6!D/05/!
0%5<$&'g!0%).+$5.0#%(<!*<(%%0%?!(%&!&'<03'+-6!9%#D<'&?'!#1!).$&'%.)!(%&!).$&'%.!<'(+%0%?6!
5#%.'%.!9%#D<'&?'!(%&!'F*'+.0)'6!<'(+%0%?!'%30+#%@'%.6!&(.(>&+03'!*+(5.05'!(%&!*+#1'))0#%(<!
+(5.05')!(%&!+')#%)0,0<0.0')A!B/'!@().'+-!#1!./'!)90<<)!(%&!5#@*'.'%50')!(<)#!0%5<$&'g!

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&0?0.(<6!(%&!D+0..'%A!!

MA B/'!.'(5/'+!5(%&0&(.'!5#@@$%05(.')!5<'(+<-6!(55$+(.'<-!(%&!D0./!(%!(**+#*+0(.'!

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788:!I.$&'%.!=(%&,##9A!B'(5/'+!5(%&0&(.')!&'@#%).+(.'!/#%').-!(%&!0%.'?+0.-!,-! ,'0%?!.+$./1$<!(,#$.!,(59?+#$%&6!'F*'+0'%5')6!(%&!C$(<0105(.0#%)b!&#0%?!#%'c)!#D%! D#+9b!?030%?!5+'&0.!1#+!./'!0&'()!#1!#./'+)b!(%&!*+#30&0%?!*+#*'+!50.(.0#%!#1!)#$+5'! @(.'+0(<)A!!

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+$6%/8;"*!/&,$&/8$%&9*

MA B'(5/'+!5(%&0&(.')!./0%9!(%(<-.05(<<-!(,#$.!'&$5(.0#%(<!0))$')A!!

XA B'(5/'+!5(%&0&(.')!(+'!./#$?/.1$<<-!+'1<'5.03'!(,#$.!./'0+!*+(5.05'A!!

;A B'(5/'+!5(%&0&(.')!(+'!1<'F0,<'6!#*'%!.#!0%%#3(.03'!0&'()6!(%&!D0<<0%?!(%&!(,<'!.#! @#&01-!./'0+!,'<0'1)!(%&!*+(5.05')A!!

2A B'(5/'+!5(%&0&(.')c!C$').0#%)!(%&!.').!./'0+!())$@*.0#%)!(,#$.!.'(5/0%?!(%&!)5/##<0%?A!!

EA B/'!.'(5/'+!5(%&0&(.'!D0<<!&'@#%).+(.'!5#%.'%.!9%#D<'&?'!(**+#*+0(.'!1#+!./'!<'3'<! #1!5'+.0105(.0#%!./'-!(+'!)''90%?A!!

"A B/'!.'(5/'+!5(%&0&(.'!D0<<!&'@#%).+(.'!./'!'11'5.03'!$.0<0G(.0#%!#1!.'5/%#<#?-!1#+! 0%).+$5.0#%(<!*$+*#)')A!!

[A B/'!.'(5/'+!5(%&0&(.'!D0<<!&'@#%).+(.'!(%&!$.0<0G'!(!D0&'!3(+0'.-!#1!'11'5.03'! .'(5/0%?!*+(5.05')A!!

=A B/'!.'(5/'+!5(%&0&(.'!D0<<!$)'!1#+@(<!(%&!0%1#+@(<!())'))@'%.)!.#!'3(<$(.'!<'(+%'+)! (%&!.'(5/0%?!*+(5.05')!(%&!$.0<0G')!./'!10%&0%?)!0%!0%).+$5.0#%(<!*<(%%0%?!!

LA B/'!.'(5/'+!5(%&0&(.'!D0<<!+'5#?%0G'!).$&'%.)e!$%0C$'!*+0#+!9%#D<'&?'6!<01'! 'F*'+0'%5')!(%&!0%.'+').)!()!*(+.!#1!./'!!

5#%.'F.!1#+!<'(+%0%?!!

VA B/'!.'(5/'+!5(%&0&(.'!D0<<!*+#@#.'!).$&'%.!(5/0'3'@'%.!(.!(<<!<'3'<)!,-!*+#30&0%?! 'C$0.(,<'!<'(+%0%?!#**#+.$%0.0')A!!

fA B/'!.'(5/'+!5(%&0&(.'!D0<<!(**<-!'11'5.03'!*<(%%0%?!(%&!5<())+##@!#+?(%0G(.0#%!()!

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G#8%)1*!/&,$&/8$%&9*

MA I.+'))!N(%(?'@'%.!>!B/'!.'(5/'+!5(%&0&(.'!&'@#%).+(.')!./'!(,0<0.-!.#!&'(<!D0./!
5$++'%.!<01'!).+'))#+)!$)0%?!(**+#*+0(.'!5#*0%?!@'5/(%0)@)A!='!#+!)/'!/(%&<')!).+'))!
'11'5.03'<-!,-!$)0%?!(**+#*+0(.'!)'<1>5(+'!(%&!&'3'<#*0%?!)$**#+.03'!+'<(.0#%)/0*)!
D0./!5#<<'(?$')6!*'''+)6!(%&!#./'+)A!!

XA E@#.#%(<!(%&!N'%.(<!;(*(,0<0.0')!>B/'!.'(5/'+!5(%&0&(.'!$)')!)#$%&!K$&?@'%.6!
'@#.#%(<!(%&!)#50(<!)'<1>5#%.+#<6!(%&!)'<1>&'.'+@0%(.0#%!0%!*'+)#%(<!0%.'+(5.0#%)A!
B/'!.(5/'+!5(%&0&(.'!&'@#%).+(.')!./'!'@#.0#%(<!(%&!@'%.(<!/'(<./!+'C$0+'&!.#!
1$%5.#%!'11'5.03'<-()!(!.'(5/'+A!!

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:D.&/-)1*J</11&*

B/'!.'(5/'+!5(&0&(.'!'F/0,0)!@#.#+!(%&!)'%)#+-!(,0<0.0')!.#!(..'%&!(%&!*(+.050*(.'!0%!
5<())!(%&!10'<&!<(5'@'%.)6!D./!#+!D0./#$.!(55#@@#&(.0#%!()!+'5#@@'%&'&!,-!./'!
788:!M55'))0,0.-!71105'A!!

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&0)5+0@0%(.0#%6+!'F5<$&'&!1@!*(+.050*(.0#%!0%!./'!B'(5/'+!;'+.0105(.0#%!4+#?+(@A!M!
.'(5/'+!5(%&0&.'!D0./!(!&0)(0<0.-!@(-!,'!*+#.'5.'&!,-!I'5.0#%!UP]!#1!./'!m#5(.0#%(<!
d'/(,0<0.(.0#%!5.!(%&!./'!M@'+05(%)!D0./!20)(,0<0.0')!M5.!(%&!,'!'<0?0,<'!1#+!(!+'()#%(,<'!
(55#@@#&(.0#!./(.!D0<<!*+#&'!(%!'C$(<!#**#+.$%0.-!.#!@''.!./'!(5(&'@05!5+0.'+0(!+'<(.'&!
.#!*+#1'))0#%(<'/(30#+!(%&5/#<().05!*'+1#+@(%5'A!M%-!#./'+D0)'!C$(<010'&!.'(5/'+!
5(%&0&(.'!D0./!C$(<010'&!&0),0<0.-!D/#!+'C$').)!+'()#%(,<'!(55#@@#&(.0#%!@$).!%#.01-!
./'!71105'!#1!M5'))0,0<0.-!I'+5')!@(9')!+'5#@@'%&(.0#%)!+'?(+&0%?!(55#@@#&(.0#%A!!

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C A C C B C

C E

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B'F()!;'+.0105(.0#%!)''90%?!(**<05(%.)h5(%&0&(.')!@$).!+'(&!(%&!)0?%!./0)!(59%#D<'&?'@'%.!
1#+@g!!

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A A G ACADE C E E E A D FE A BEHA

-QHJ!XLPHYZ! cRJ!U I^ IPLX I U!RJ!R!JTXXLSK!KL!$UTYR\LN!YRNUHURK I!U I^ IPLXW I NK!RJ!R!XSLM I JJHLNRP.!
-Q I S I MLS I =!RNZ!` I QR^HLSJ!YLNKSRSZ!KL!KQLJ I!U I JYSH` I U!HN!KQ I -Q I!3SLK I Y\LN!LM!3TXHP!%HOQKJ!(W I NUW I NK!

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E2 : ;!]ORTg!B/ '!;+'(.03'!; /0<&g!M+.6!N$)056!
(%&!N#3'@'%.!!

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.#!#,)'+3'!0%).+$5.0#%6!,-!5#%.'%.!5'+.010'&!.'(5/'+)A!L%!(&&0.0#%6!5(%&0&(.')6!$%&'+!
)$*'+30)0#%6!D0<<!,'!5.03'<-!'%?(?'&!0%!0%).+$5.0#%(<!(5.030.0')!0%!($./'%.05!)5/##<!)'..0%?)!0%!(!
*$,<05!)5/##<!(55+'&'&!,-!./'!BEM!1#+!(%!(&&0.0#%(<!SU!5<#59!/#$+)A!4+'>)'+305'!.'(5/'+!
5(%&0&(.'!D0<<!D#+9!0./!(5.$(<!).$&'%.)!0%!5<())+##@)h0%).+$5.0#%(<!)'..0%?)6!(%&!./'-!D0<<!
5+0.05(<<-!+'1<'5.!#%!.'0+!#,)'+3(.0#%!'F*'+0'%5')A!H______________J!I.$&'%.)!D0<<!,'!+'C$0+'&!.#!
9''*!(!<#?!#1!./'0+!10&!'F*'+0'%5'!/#$+)!(%&!(5.030.0')!(%&!'%?(?'!0%!./#$?/.1$<!D+0..'%!
+'1<'5.0#%!(,#$.!D/!./'-!/(3'!#,)'+3'&A!!
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C CA EACH G E DE C

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.'(5/0%?!5(%&0&(.')!D0<<!D#+9!5<#)'<-!D0./!.'0+!@'%.#+!.'(5/'+!(%&!10'<&!)$*'+30)#+!.#!
&'3'<#*!./'0+!5#%10&'%5'!(%&!'F*'+.0)'!0%!*<(%%0%?!(%&!&'<03'+0%?!C$(<0.-!21#.0.5())-0.1(#)-0.3(+)0.4(!)(+)0.4&005

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- 4(+.050*(.0%?!0%!0%1#+@(<!(%&!1#+@(<!#,)'+3(.0#%)!!
- ;#%.+0,$.0%?!.#!./'!)5/##<!5#@@$%0.-!,-!*(+.050*(.0%?!0%!'3'%.)!)$5/!()!(1.'+!)5/##<!5<$,)6!1(@0<-!%0?/.)6!I$*'+!I(.$+&(-)6!.$.#+0%?!!

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J,"-/Q-*+1/%/-)1*C")-D/%6*@"&,$%&/>/1/8"&*R1/6%"5*'$*CSC"&&*

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SA 2'@#%).+(.'!(%!$%&'+).(%&0%?!#1!./'!5#@*<'F!5<())+##@!5#%.'F.g!!

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./'0+!())0?%@'%.!*<(5'@'%.!0%!M$?$).!#1!./'!%'F.!)5/##<!-'(+6!./'-!5#%5<$&'!./'0+!+')0&'%5-!0%!
2'5'@,'+A!!

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;<0%05(<!.'(5/0%?!+')0&'%.)!D/#!(+'!'@*<#-'&!,-!(!&0).+05.!(+'!'F*'5.'&!.#!5#@*<'.'!./'!
5#%&0.0#%)!#1!./'0+!+')0&'%5-!'@*<#-@'%.!5#%.+(5.)A!!

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M<<!5<0%05(<!.'(5/0%?!+')0&'%.)!(+'!'F*'5.'&!.#g!!

;#@*<'.'!u+).!SU!&(-)!#1!)5/##<6!STP!/#$+)!
;#@*<'.'!(.!<'().!TPz!&(-)!HSWP!/#$+)J!#1!10'<&!D#+9!&$+0%?!./'!)'@').'+!./'-!(+'!
'%+#<<'&!0%!E2 : ;!UOOPA!!HM<<!5(%&0&(.')!D0<<!5#@*<'.'!(%!(3'+(?'!#1!O!&(-)!(!D''9!#%!
./'0+!5(@*$)!,'1#+'!./'-!,'?0%!./'0+!5<0%05(<!.'(5/0%?!)'@').'+J!!
;#@*<'.'!(.!<'().!(%!(&&0.0#%(<!W!&(-)!#1!10'<&!D#+9!&$+0%?!./'!UOOP!)'@').'+)6!#+!0%!
2'5.5(%)-0.4(!)-0.5(0)-0.5(%)-0.5(!)-0.5(&)-.1(&)-0.4($)0.4(9)0.'.4(!).4($)-())0.2400.4(?)0D0#!10-0.5(0)

BEFEI!pT^O!I50'%5'!#1!B'(5/0%?!d'(&0%?!!

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SA ^PS!E8M!w!I50'%5'!#1!B'(5/0%?!d'(&0%?!!
TA ^PT!N(./'@(s5)!!
OA ^PO!I#50(<!I.$&0')!!
]A

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BEFEI!pSWP!4'&(?#?-!(%&!4+#1'))0#%(<!d')*#%)0,0<0.0')!E;>ST!
BEFEI!pSR\!M+.!!

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M<<>8'3'<!4/-)05(<!E&$5(.0#%!5'+.0105(.0#%g!!
BEFEI!pSWP!4'&(?#?-!(%&!4+#1'))0#%(<!d')*#%)0,0<0.0')!E;>ST!

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D#0#&P/)0!A:/.)(#%&!'/OO0*+*&()0!!!!
D#0#&P/)0!;)7P*(!4)&P/)P*!67%2#.#*&.1!;*$(!QD;46;R!!!
A'4!!

E<'@'%.(+-!;(%&0&(.')!HE;>WJ!(+'!+'C$0+'&!.#!)5#+'!T]Ph\P|!#%!./'!#%<0%'!;'+.01-!
B'(5/'+!*+(5.05'!.').!(%&h#+!T]P!B$.#+0%?!*+(5.05'!.').!(%&!(.!<'().!T]Ph\P|!#%!EM;=!
5#%.'%.!(+'(!Hd'(&0%?!^PS6!N(./!^PT6!I#50(<!I.$&0')!^PO6!I50'%5'!^P]6!w!"0%'!
M+.)h='(<./h4E!^PUJ!0%!#%'!.').>.(90%?!)'))0#%A!2'@#%).+(.0%?!+'(&0%'))!0%!0%&030&$(<!
)$,K'5.!(+'()!D0<<!#%<-!,'!(<<#D'&!D/'%!./'+'!(+'!#%<-!S>T!0%&030&$(<!)$,K'5.)!./'!
5(%&0&(.'!/()!%#.!*+'30#$)<-!&'@#%).+(.'&!+'(&0%'))A!!!!
@00!8)$*H0#&*!)$$*$$+*&($!)&:M%7!O7).(#.*!(*$($!+/$(!8*!()S*&!#&!%&*!$#((#&P!#&!)!
$*./7*!(*$(#&P!*&N#7%&+*&(!(%!8*((*7!$#+/0)(*!)&!%22#.#)0!(*$(#&P!*TO*7#*&.*!Q)0$%!
()S*&!#&!(<*!%7:*7!(<*!(*$(!#$!#&U!&%!V/+O#&P!27%+!%&*!$/8V*.(!)7*)!(%!)&%(<*7R!!

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SA ;<059!#%!./'!,<$'!nE%+#<<o!,#F!(%&!10<<!#$.!./'!%'5'))(+-!+'?0).+(.0#%!0%1#+@(.0#%6!
0%5<$&0%?!-#$+!BEM!L2!%$@,'+A!

TA "#+!n20).+05.h;/(+.'+o!5/'59!./'!,#F!1#+!nL!&#%e.!/(3'!#%'6o!1#+!n;(@*$)o!5/'59!./'!,#F!
1#+!nL!&#%e.!/(3'!#%'6o!1#+!n;$++'%.!M))0?%@'%.hd#<'o!5/##)'!n;'+.0105(.0#%!4+#?+(@!
;(%&0&(.'Ao!

OA ;<059!./'!,<$'!n+'?0).'+o!,#F!(.!./'!,#..#@A

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EACHE ED CA DE GA A DE

[redacted]

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HTSPJ!]O]>WRSS!,!"(F!HTSPJ!]OS>O^TR!!
;#<<'?'!#1!4+#1'))0#%(<!I.$&0')!!

7$+!8(&-!#1!./'!8(9'!:%03'+)0.-!!
]SS!IA_A!T]./!I.+''.!,!I(%!M%.#%0#!,!B'F()!,!R\TPR!!