34-%(-%5#

"6" ,7,389:;,#$8 / /<= #6666666666666666666666666666666666666666#>"
6" !""#,?,=@ #1,= A=/<?3,#<?<B $:$#66666666666666666666666666666666#C"
345" 67 8"9296:;".<2=>?'@A<2"B".<=@444444444444444444444444444444444"C"
343" 8 97@D96E2<6?7FAG9H"'96I<6?72.9"4444444444444444444444444444"5J"

"6 ,7,389:;,#$8 / / <=

911)U-+V)/W"%&!&0+!0"-)". //)0)" 1"2)$".&/), !+&X*")!)(0W"&!,"U !-+!Y+!0"- ",)V)/ Z"&!")!)(0W"
U !*)(V&-+ !"UY/-Y()" &*"!)V)("[))!"% ()"U(YU+&/4""I+*U&/";)&("\I;]"3055"*&$"&"#."DW,("U !*)(V&-+ !E
,(+V)!"(&-)"()*-(YU-Y(+!0"- &-"U Y/,"*+0!+1+U&!-/W"+!U()&*")"/)U-(+U+-W"U *-*4""A-"&/* "*&$"-)"+!-(,YU-+ !" 1"
-)"()^Y+()%)!-"1 ("&//"#."'Y[/+U"=)U- ("<(0&!+_&-+ !*"- "ZY(U &*)"U&([!" 11*)-*"&-"`3Q"Z)("- !!)" 1"
U&([!",+ a+,)")^Y+V&/)!-*"- "!)Y-(&/+_)"-)+(" Z)(&-+ !&/"U&([!")%+**+ !*4"""@)" !0 +!0"*YZZ (-" 1"&//"
-&b) /,)("P"-)"'(V+!U)R"?&!&0)%)!-R"I&UY/-WR"=-&11R"&!,"=-Y,)!-*"P"$+//"[)"+%Z)(&-+V)"- "[)"&[/)"- "
%))-".2.X*"I;3O5K")!)(0W"(),YU-+ !"-&(0)-*" 1"Lc"1 (")/)U-(+U+-W"&!,"K3c"1 ("!&-Y(&/"0&*4""

@ +*"=-(&-)0+U"9!)(0W"?&!&0)%)!-"'/&!"\=9?']"Z(V+,)*"&!"YZ,&-)" !"-)"*-&-Y*" 1"-)".2."9!)(0W"
?&!&0)%)!-"'(0(&%"- &-"[)0&!"+!"Z&(-!)(* +Z"$+- "#."DW,("+!"H)U)%[)("3OOd4""@)"=9?'"
Y%%&(+_)"-)"Z)(1 (%&!U)"()*Y/-*" 1"-)"'(0(&%X*"1+(*-"-$ "W)&(*" 1" Z)(&-+ !R"1+*U&/"W)&(*"3O5O"&!,"
3055 4""A-"&/* "Z(V+,)*"-)")!)(0W"%&!&0)%)!-"*-(&-)0W"1 ("I;3053 4"""

1&4)&'0#$%'%K5#

9!)(0W"?&!&0)%)!-"'(0(&%"Z(0()**"+*"%)&*Y(),"&0&+!*-"Z)(1 (%&!U)"+!"-)"[&*)/+!)"W)&(R"I;3OONR"
-)"W)&("Z()U),+!0"-)"*-&(-" 1"-)"'(0(&%4""A!"I;3O5O"\-)"1+(*-"W)&(" 1"-)"9!)(0W"?&!&0)%)!-"
'(0(&%]R".2."'(+!U)":) (0)".&%ZY*"[Y+/,+!0*"U !*Y%),"&"- -&/" 1"5JRJ5KROOO")^Y+V&/)!-"b+/ $&--"
Y(*"\)b8]" 1")/)U-(+U+-W"&!,"!&-Y(&/"0&*"&-"&"U *-" 1"`CNJROOO4""A!"I;3055".2."'(+!U)":) (0)"
U !*Y%),"5QRQJQROOO")b8 " 1")/)U-(+U+-W"&!,"!&-Y(&/"0&*"&-"&"U *-" 1"`L53RKOO4"""

I(%"I;3OON"\-)"[&*)/+!)"W)&(]"- "I;3O5OR"- -&/"[Y+/,+!0")!)(0W"\)/)U-(+U+-W"&!,"!&-Y(&/"0&*]"
U !*Y%Z-+ !"+!-)!*+-W"\)b8 e%^{3}]"+%Z(V),"[W"Cc"&!,"U *-"+!-)!*+-W"\`e%^{3}]"+%Z(V),"[W"5Oc4""@)"
*+0!+1+U&!-"U *-"*&V+!0*"&% Y!-+!0"- "&ZZ(a+%&-)/W"`LLROOO"&()",Y)"- "&"U %[+!&-+ !" 1"(),YU),"
)!)(0W"U !*Y%Z-+ !"&!,"1&V Y(&[/)"!&-Y(&/"0&*"Z(+U)*"+!"I;3O5O4""A!"I;3055"- -&/")!)(0W"U !*Y%Z-+ !"
+!-)!*+-W",)-)(+ (&-),"[W"3c"&!,"U *-"+!-)!*+-W"+%Z(V),"[W"dcR"[- "&*"U %Z&(),"- "I;3OONR"-)"
[&*)/+!)"W)&(4""@ ",)-)(+ (&-+ !"+!"U !*Y%Z-+ !"+!-)!*+-W"+*"/&(0)/W"&--(+[Y-),"- "!&-Y(&/"0&*"U !*Y%),"
[W"'(+!U)":) (0)"@)U !+U&/"9,YU&-+ !".)!-()"U !*-(YU-+ !4""@)*)"()*Y/-*", "! -"&UU Y!-"1 ("W)&(E- E
W)&("$)&-)("V&(+&-+ !*"\&"*+0!+1+U&!-",(+V)("+!")!)(0W"U !*Y%Z-+ !]4"""

HY(+!0"-)"1+(*-"W)&(" 1"-)"9!)(0W"?&!&0)%)!-"'(0(&%"\I;3O5O]R")!)(0W"U !*Y%Z-+ !"Z)("=-Y,)!-"IY//"
@+%)"9^Y+V&/)!U)"\I@9]"&!,")!)(0W"U *-"Z)("I@9"+%Z(V),"[W"dc"&!,"5Jc"()*Z)U-+V)/W4""@ +*"-()!,"
()*Y/-),"1(%"&"U %[+!&-+ !" 1"&" +0)("I@9R"/ $)("- -&/")!)(0W"U !*Y%Z-+ !R"&!,"1&V Y(&[/)"!&-Y(&/"
0&*"Z(+U)*"+!"I;3O5O"&*"U %Z&(),"- "I;3OON4""HY(+!0"-)"*)U !,"W)&(" 1"-)"9!)(0W"?&!&0)%)!-"
'(0(&%"\I;3O55])!)(0W"U !*Y%Z-+ !"Z)("I@9",)-)(+ (&-),"Kc"&!,"U *-"Z)("I@9"+%Z(V),"[W"dcR"[- "
&*"U %Z&(),"- "I;3OON4""@ +*"-()!,"+*"/&(0)/W",Y)"- "-)"+!U()&*),"!&-Y(&/"0&*"U !*Y%Z-+ !"&** U+&-),"
$+- "':"@9."U !*-(YU-+ !4""@)*)"I@9"%)-(+U*", "! -"&UU Y!-"1 ("W)&(E- EW)&("$)&-)("V&(+&-+ !*4"

7UU Y!-+!0"1 ("$)&-)("V&(+&-+ !*R"[- ")/)U-(+U+-W"&!,"!&-Y(&/"0&*"Z)(1 (%&!U)"+!"&//"'(+!U)":) (0)"

!&-Y(&/"0&*"Z)(1 (%&!U)",)-)(+ (&-),"[W"554NcR"[- "&*"U %Z&(),"- "-)"I;3OON"[&*)/+!)"W)&(4""@)"
Z ("!&-Y(&/"0&*"Z)(1 (%&!U)"+*"/&(0)/W"&--(+[Y-),"- "!&-Y(&/"0&*"U !*Y%),"[W"':"@9."U !*-(YU-+ !4""@ "
% ()"&UUY(&-)/W"&**)**"?&+!".&%ZY*"Z)(1 (%&!U)R"':"@9."U !*-(YU-+ !"!&-Y(&/"0&*"U !*Y%Z-+ !"$+//"[)"
,),YU-),"1(%"?&+!".&%ZY*"U !*Y%Z-+ !" !U)"-)"U !*-(YU-+ !"U !*Y%Z-+ !"+*"()U !U+/),"$+- "-)"
U !*-(YU-+ !"U !-(&U- (4"

9!)(0W"(),YU-+ !"-&(0)-*" &V)"[))!"*)-"1 ("&U +)V+!0"&"Lc"+%Z(V)%)!-"+!"[Y+/,+!0")/)U-(+U+-W"
Z)(1 (%&!U)"&!,"K3c"+%Z(V)%)!-"+!"[Y+/,+!0"!&-Y(&/"0&*"Z)(1 (%&!U)"[W"-)")!," 1"I;3O5K4""#W"-)"

A!"I;3053".2."$+//")a-)!,"-)"9!)(0W"?&!&0)%)!-"'(0(&%"- "6)0+ !&/".&%ZY*)*"&!,"$+//"+!V)*-+0&-)"

6 !""#,?,=@ #1,= A= / <?3,#<?<B $:$#

I;3OON"P"-)"W)&("Z(+ ("- "+!+-+&-+!0".2.X*"9!)(OW"?&!&0)%)!-"'(0(&%"P"+*"Y*),"&*"-)"[&*)/+!)"Z)(+ ," &0&+!*-"$ +U "Z(0()**"- $&(,"%))-+!0"'(0(&%" [f)U-+V)*"$+//"[)"%)&*Y(),4""@ +*"*)U-+ !"Z(V+,)*"&!" &!&/W*+*" 1".2."1+*U&/"W)&(E !EW)&")!)(OW"Z)(1 (%&!U)"1(%"-)"1 // $+!0"Z)(*Z)U-+V)*g"

- 6&$")!)(OW"U !*Y%Z-+ !"&!,"U *-"
- 8)&-)(E! (%&/+_),"Z)(1 (%&!U)"
-

W)&("*+!U)"I;3OON"\1(%"dLc"- "dNc]"$ +/)"- -&/"?&+!".&%ZY*")!)(OW"U *-"+!U()&*)," !)"Z)(U)!-"\1(%" dCc"- "dLc]",Y(+!0"- &-"Z)(+ ,4""

2 -)"&O&+!"- &-"&!&/W*)*"Z()*)!-),"+!"- +*"*)U-+ !", "! -"&UU Y!-"1 (" T + !"-%)# (+ ,

9<OB,#"P#,B,39=:3:9 #3A?$8 / 19:A?0#3A$9#N#:?9,?$:9:,$#O #O8:BG:?@#

	,B,39=:3:9 #3A?$8 / 19:A?									,B,39=:3:9 #3A$9							
		!D#			!D#		""#			!D#			!D#				
8%*2*%.# / (%(&#B4+'%*4-	<&('#S0 U	ST'5(2*-(U	"!	""#	ST'5(2*-(U	"!	S%4#V'%(U	"!	""#	ST'5(2*-(U	"!	""#	ST'5(2*-(U	"!	""#	"!	""
?&+!".&%ZY*"\+!U/Y,+!0"6)*+,)!U)]	KL#NL3	Q#N55#3O0	Q#LCN#CO0	Q#JCL#3O0	5QC	5Q3	5JJ	E3c	Edc	KJ5#K3J	KJL#53J	K5K#5NK	Q4NN	N45J	Q43Q	3c	Edc
2+U /* !"#Y+/,+!0	5#J3L	5d0#L30	5LC#LC0	5LK#Q30	53L	53J	533	E3c	EJc	5J#NKJ	5Q#0CN	5J#3KL	5O4JL	5O4QC	N4Nd	5c	EQc
!"7"#(+!b"@(&,)*"B"@)U ! / 0W".)!-()	Q#JL3	QQ3#C0O	QJC#Jd0	QOJ#KC0	505	500	N3	E5c	ENc	KN#5CN	JO#JJK	KC#KNC	L45C	L4KN	C4CQ	Kc	ELc
<@@=,@<9,	EE0WX"	C0CEE0F !	ED 0WE!	C0"EF0!W!	"EW	"EF	">X	Y Z	YWZ	[>DF0E X	[E! 0C>F	[>C>0W C	[W6W"	[W6DX	[W6""	Z	YWZ

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9<OB,# P#?<98=<B#@<$#3A?$8 / 19:A?0#3A$9#N#:?9,?$:9:,$#O #O8:BG:?@#

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9<OB,#>P#9A9<B#,?,=@ #3A?$8 / 19:A?0#3A$9#N#:?9,?$:9:,$#O #O8:BG:?@#

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9<OB,#EP#I, #1,= A= / <?3,#:?G:3<9A=#H#$98G,?9# 8BB#9: / ,#,R8:;<B,?3,#

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,B,39=:3:9 #S\]^_.&U#

?<98=B#@<$#S(\]^_.&U#

9A9<B#,?,=@ #S(\]^_.&U#

:@8=,#E#,?,=@ #3A?$8 / 19:A?#1,=3,?9<@,#0=,<IGA]?#0 #08:BG:?@

:@8=,#F#,?,=@ #3A$9#1,=3,?9<@,#0=,<IGA]?#0 #08:BG:?@#

6](' %^(&Y?4&0 '2*b(V#1(&`4&0 '-+(#

?Y/-+EV&(+&[/)"()0()**+ !"&!&/W*)*"Y*+!0" +*- (+U&/".2.")!)(OW"U !*Y%Z-+ !",&-&"&!,"9!V+(!%)!-"
.&!&,&"$)&-)",&-&"1 ("'(+!U)":) (0)"7+(Z (-"+!,+U&-)"- &-"[- ")/)U-(+U+-W"&!,"!&-Y(&/"0&*"
U !*Y%Z-+ !"&()",(+V)!"[W")&-+!0",)0())",&W*3"\DHH]4""@)()1 ()")!)(OW"U !*Y%Z-+ !"Z)("*^Y&()"
%)-()"1/ (*Z&U)"Z)("DHH"+*"Y*),"&*"-)"Z(+%&(W"[Y+/,+!0")!)(OW"Z)(1 (%&!U)"+!,)a"\#9'A]4""""

@&[/)"Q"*Y%%&(+_)*")/)U-(+U+-W"Z)(1 (%&!U)"\b8 e%3eDHH]"1(%"-)"[&*)/+!)"W)&("\I;3OON]"- "Z()*)!-4""
@)*)",&-&"&()"Z()*)!-),"0(&Z +U&//W"+!"I+0Y()"C4""7*",)% !*-(&-),"[W"-)"DHH",&-&R" 1"-)"- ())"W)&(*R"
I;3055"$&*"U /,)*-"&!,"I;3050"$&*"%+/,)*-4""9/)U-(+U+-W"Z)(1 (%&!U)"+!"&//"[Y+/,+!0*",)-)(+ (&-),"1(%"
I;3OON"- "I;3050"&!,"+!"&00()0&-)"\$)+0 -),"- "1/ ("*Z&U)]"[W"J4Lc4""""8)&-)(E! (%&/+_),")/)U-(+U+-W"
U !*Y%Z-+ !"$&*" +0)*-"\$ (*-"Z)(1 (%&!U)]"+!"-)"?&+!".&%ZY*4""7-"/)&*-"+!"Z&(-R"- +*"+*",Y)"- "-)"
1&U-"- &-"% *-"6)*+,)!U)"*Z&U)")&-+!0")!)(OW"%&!+1)*-*" !"-)"?&+!".&%ZY*"#."DW,("%)-)(4""=Y[E
%)-)(+!0"-)"6)*+,)!U)")/)U-(+U+-W"$ Y/,"&// $"1 ("- +*")!)(OW"U !*Y%Z-+ !"- "[)"*)Z&(&-)/W"&**+0!),"- "
-)"6)*+,)!U)"(&-)("- &!"- "-)"?&+!".&%ZY*4"7/* R"&"*+0!+1+U&!-"Z)(U)!-&0)" 1"?&+!".&%ZY*"/+0 -+!0"+*"
Z(V+,),"[W"+!)11+U+)!-"@53"1/Y ()*U)!-"/+0 -*4""A!"I;3055R")/)U-(+U+-W"Z)(1 (%&!U)"+%Z(V),"+!"&//"
[Y+/,+!0*"&!,"+!"&00()0&-)"[W"d43c"&*"U %Z&(),"- "I;3OON4"

7*"* $!"+!"@&[/)"C"&!,"I+0Y()"LR"!&-Y(&/"0&*"Z)(1 (%&!U)"\)b8 e%3eDHH]"1(%"I;3OON"- "I;3050"
+%Z(V),"+!"-)"6)*+,)!U)"&!,"#(+!b"#Y+/,+!0R"[Y-",)-)(+ (&-),"+!"-)"?&+!".&%ZY*"&!,"2+U /* !"
#Y+/,+!04""A!"I;3055"!&-Y(&/"0&*"Z)(1 (%&!U)"+%Z(V),"\&*"U %Z&(),"- "I;3050]"+!"&//"[Y+/,+!0*")aU)Z-"
1 ("+!"-)"?&+!".&%ZY*4""700()0&-),"()/&-+V)"- "1/ ("*Z&U)R"!&-Y(&/"0&*"Z)(1 (%&!U)"+!"-)"- ())"
[Y+/,+!0*",)-)(+ (&-),"[W"Q4Kc"1(%"I;3OON"- "I;3050"&!,"[W"554Nc"+!"I;3055"&*"U %Z&(),"- "I;3OON4""
@)",)-)(+ (&-+ !"+!"?&+!".&%ZY*"Z)(1 (%&!U)"+!"I;3055"+*"/+b)/W",Y)"- "U !*Y%Z-+ !"&** U+&-),"$+- "
':"@9."U !*-(YU-+ !4""@ "[)--)("&**)**"?&+!".&%ZY*"!&-Y(&/"0&*"Z)(1 (%&!U)"*without*"-)"+!1/Y)!U)" 1"
':"@9."U !*-(YU-+ !R"&--)%Z-*"$+//"[)"%&,)"- "()% V)"':"@9."!&-Y(&/"0&*"U !*Y%Z-+ !"1(%"-)"?&+!"
.&%ZY*"- -&/" !U)"':"@9."U !*Y%Z-+ !"+*"()U !U+/),"$+- "-)"U !*-(YU-+ !"U !-(&U- (4""6)*+,)!U)"
!&-Y(&/"0&*"U !*Y%Z-+ !"Z)("*^Y&()"%)-()"+*"*+0!+1+U&!-/W"/ $)("- &!"+!" -)("[Y+/,+!0*"&*R"Y!/+b)"-)"
-)("[Y+/,+!0*R"%YU " 1"-)"6)*+,)!U)"*Z&U)")&-+!0"+*"Z(V+,),"[W")/)U-(+U+-W"(&-)("- &!"!&-Y(&/"0&*4""
2+U /* !"#Y+/,+!0"!&-Y(&/"0&*"Z)(1 (%&!U)"$&*"U !*+*-)!-/W"$ (*)"- &!"- &-" 1"?&+!".&%ZY*"&!,"#(+!b4""
@ +*"+*"/&(0)/W",Y)"- "-)"1&U-"- &-"-)"[Y+/,+!0X*"!&-Y(&/"0&*")&-+!0"*W*-)%*"\(&,+&!-"0&*")&-)(*R"-$ "
1Y(!&U)*R"&!," !)"%&b)EYZ"&+("Y!+-]" &,"! "!+0 -"*)-[&Ub"U&Z&[+/+-+)*4""7*",+*UY**),"+!"-)"7ZZ(V),"
'(f)U-*"*)U-+ !R"Z(0(&%%&[/)"-)(% *-&-*"1 ("-)*)"*W*-)%*"$)()"+!*-&//),"+!"/&-)"7Z(+/"30554"

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[%] ( )*#+,! -)!.)) -*/" 0(112*.) * 3)*" .) 45 647 849- #6) 7)*#6).+" 4:). * ;).+4- 45 #+3)< =,) (11+" *""+!,)-54.):)./ -)!.)) >)9"+ " #6) *:).*!) -*+9/ 4 #-44.#)3;).*# .)+" ?)947 #6) @?*9*,8) ;4+,#A 0#6) #)3;).*# .) *# 76+86 * ? +9-+,!B" 6)*#+,! "/"#)3),!*!)"2< C4.)D*3;9)$#6.)) (11" 74 9- ?) *""+!,)-#4 * ? +9-+,! 7+#6 * ?*9*,8) ;4+,# 45 'E F> 4, * -*/ 7+#6 *, *:).*!) 4 #-44.#)3;).*# .) 45 'G F><

6> <))&()'%(#1&*-+(#@(4&)(#3'0MK5#9'&)(%#<%%'*-0(-%#

9!)(OW"(),YU-+ !"-&(0)-*"*)-"+!".2.X*" &!Y&(W"3O5O"=9?'"&()"-(&!*/&-),"+!"- +*"=9?'"- "#9'A"
\)b8 e%3eDHH]"Z)(1 (%&!U)E[&*),"-&(0)-*4""@)"3O5O"=9?'"*)-")!)(OW"(),YU-+ !"-&(0)-*"[&*)," !"
+%Z/)%)!-+!0" V)("&"Z)(+ ," 1"- ())"1+*U&/"W)&(*"\I;3O55"- (Y0 "I;3O5K]"&//"Z -)!-+&/")!)(OW")11+U+)!UW"
Z(f)U-*"+,)!-+1+),"+!"&",)-&+/),")!)(OW"&Y,+-"- &-"$&*"U %Z/)-),"+!"3OOd4""<!U)"&//"Z(f)U-*"&()"
U %Z/)-)R"&!!Y&/")/)U-(+U+-W"U !*Y%Z-+ !"+*")aZ)U-),"- ",)U()&*)"[W"&ZZ(a+%&-)/W"KQ5ROOO"b8 "&!,"
&!!Y&/"!&-Y(&/"O&*"U !*Y%Z-+ !"+*")aZ)U-),"- ",)U()&*)"[W"&ZZ(a+%&-)/W"3ROOO": 4""A!"3OON"&"1)&*+[+/+-W"
-Y,W"$&"U %Z/)-),"1 ("YZ0(&,+!0"-)")a+*-+!0"?&+!".&%ZY*"U +//)("&!,"[+/)("Z/&!-*4""@)"*-Y,W"
)*-+%&-),"- &-"&!!Y&/")!)(OW"*&V+!0*"$ Y/,"[)"dQR3OO"b8 "&!,"LRCOO": "1 ("-)"U +//)("&!,"[+/)("
Z/&!-*R"()*Z)U-+V)/W4"". %[+!+!0")*-+%&-)*"1(%"-)"3OOd")!)(OW"&Y,+-"&!,"-)"3OON"1)&*+[+/+-W"*-Y,WR"
&!!Y&/")!)(OW"*&V+!0*" !U)"&//"Z(f)U-*"&()"U %Z/)-)"\I;3O5K]"&()")aZ)U-),"- "[)"JKCR3OO"b8"+!"

*&V)"&/% *-"JLROOO"b 8 eW)&("+!"U !*Y%Z-+ !"\`KR5OO"eW)&(]"&!,"YZ"- "N4K"b 8 "+!",)%&!,"\`NOOeW)&(]4""
@)"/ !0)(E/+1)"/&%Z*"$+//"&/* "()*Y/-"+!"*+0!+1+U&!-"/&[Y("*&V+!0*"&** U+&-),"$+- "/&%Z"()Z/&U)%)!-4"""""

A!"=)Z-)%[)("3O55R".2."$+//"[)0+!" 11)(+!0"&"?),+U&/"6&,+ 0(&Z W"\?),"6&,]"Z(0(&%4""@$ ")a+*-+!0"
(%*"\KE335"&!,"KE33J]"+!"3OO"#/ Ub"&()"UY(()!-/W"[)+!0"()! V&-),"1 ("- +*"ZY(Z *)4""6)U 0!+_+!0"- &-"
TE(&W")^Y+Z%)!-"&** U+&-),"$+- "-)"Z(0(&%"$+//"+!U()&*)"?&+!".&%ZY*")/)U-(+U+-W"U !*Y%Z-+ !"&!,"
,)%&!,R".2."()^Y+(),",Y(+!0"-)"*)(V+U)"Z(UY()%)!-"Z(U)**"- &-")!)(OW")11+U+)!UW"[)"[Y+/-"+!- "-)"
,)*+0!"1 ("?),"6&,"%)U &!+U&/"&!,"/+0 -+!0"*W*-)%*4""7!")!)(OWE)11+U+)!-"(1E- Z"Y!+-"$+//"[)"+!*-&//),"
$+- "V&(+&[/)"*Z)),"U !-(/*"&!,"&!"&+(E*+,)")U ! %+_)("- &-"$+//"&// $"-)"*W*-)%"- " Z)(&-)"+!"1())"
U /+!0"% ,)K4""H)*+0!"*+%Y/&-+ !*"* $"- &-")^Y+ZZ+!0"-)"Y!+-"$+- "&!")U ! %+_)("$+//"%)&!"- &-"+-"
$+//" Z)(&-)"+!"1())"U /+!0"% ,)"- ",)/+V)("-)"V&*-"%&f (+-W" 1"*Z&U)"U /+!0",)%&!,k"%)U &!+U&/"

!" #$%&'%()*+#,-(&).# / '-')(0(-%#12'-

.2."()U 0!+_)*"- &-")!0&0+!0"-)"*-Y,)!-"[,W"+*"V)(W"+%Z (-&!-"+!",)V)/ Z+!0"&!")!)(0W"U !*)(V&-+ !"e"
Y-&+!&[+/+-W"UY/-Y()" !"U&%ZY*4""7--)%Z-*"- "1 (%"&".2.":())!"@)&%"[- "+!"3O0N"&!,"3050"$)()"
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"Update conservation goals in energy policy to accurately reflect available funding and

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"Develop energy conservation plans that correlate potential savings from both capital projects

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"Establish departmental energy coordinators and leverage "green teams" to improve broader participation in the energy conservation program. Create check-lists to be used for conducting walkabouts to identify energy-saving opportunities or ensure compliance with established procedures."

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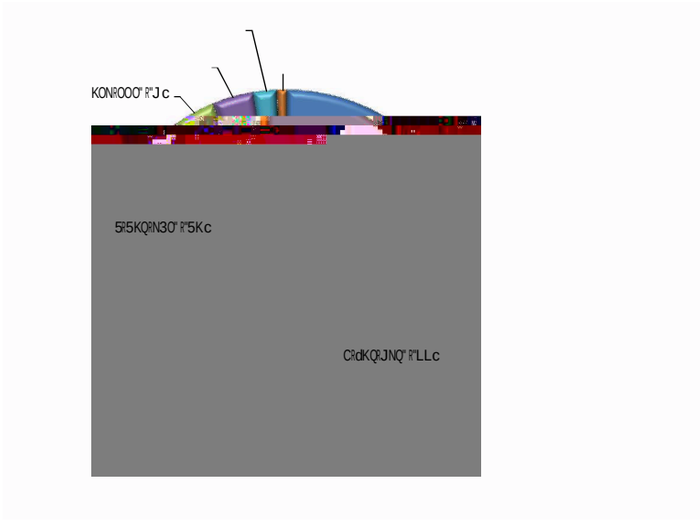
"Ensure more effective communication of the energy policy to the broader organizational stakeholders and utilize available energy usage data in a meaningful format to raise employee energy awareness in general."



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