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B!K<:7;B9P7!<7KB<C:9K!567!C:=P6B<K7!HM!B!'%)&2!MH<!9H9YBPBC7L:P!PH9CJP5A!H<!B!29:H9!K<:7;B9P7!B007K:9K!B!P0B==YV:C7!;:H0B5:H9!HM!56:=!&K<77L795A!V:00!S7!N<HP7==7C!B5!%57N!_I!

/:BC(E0(

0:56:9!M:M5779!4TF@!CB>=!HM!567!7;795!K:;:9K!<:=7!5H!567!K<:7;B9P7!H<!BM57<!567!'%)&2!<7B=H9BS0>!=6HJ0C!6B;7!X9HV9!HM!567!7;795!K:;:9K!<:=7!5H!567!K<:7;B9P7A!567!BKK<:7;7C!'%)&2!H<!567!29:H9!LB>!=JSL:5!B!V<:5579!K<:7;B9P7!5H!567!,7NB<5L795!16B:<!H<!BCL:9:=5<B5:;7!C7=:K977!:9!567!'%)&2W=!P6B:9!HM!PHL LB9CA!V:56!B!PHN>!5H!567!&==:=5B95!3:P7!D<7=:C795!HM!#JLB9!(7=HJ<P7=!-MM:P7<!B9C!567!29:H9I!"67!,7NB<5L795!16B:<!H<!BCL:9:=5<B5:;7!C7=:K977!V:00!=P67CJ07!B!L775:9K!V:56!567!'%)&2!5H!S7!670C!V:56:9!579!4TG@!CB>=!HM!<7P7:N5!HM!567!V<:5579!K<:7;B9P7I!"67!,7NB<5L795!16B:<!H<!BCL:9:=5<B5:;7!C7=:K977!V:00!=JSL:5!B!V<:5579!B9=V7<!5H!567!BKK<:7;7C!'%)&2!H<!29:H9!V:56:9!M:M5779!4TF@!CB>=!HM!=JP6!L775:9KA!V:56!B!PHN>!5H!567!&==:=5B95!3:P7!D<7=:C795!HM!#JLB9!(7=HJ<P7=!B9C!567!29:H9I!

/:BC(G0(

$9!567!7;795!567!K<:7;B9P7!:=!9H5!=B5:=MBP5H<:0>!BC]J=57C!B5!%57N!TA!567!BKK<:7;7C!'%)&2!H<!567!29:H9A!V:56:9!M:M5779!4TF@!CB>=!BM57<!<7P7:N5!HM!567!%57N!T!B9=V7<A!LB>!=JSL:5!B!V<:5579!BNN7B0!HM!567!%57N!T!B9=V7<!5H!567!,7B9!:9!567!'%)&2W=!P6B:9!HM!PHL LB9CA!H<!6:=!H<!67<!C7=:K977A!V:56!B!PHN>!5H!567!&==:=5B95!3:P7!D<7=:C795!HM!#JLB9!(7=HJ<P7=!I!"67!,7B9A!H<!C7=:K977A!V:00!=P67CJ07!B!L775:9K!V:56!567!BKK<:7;7C!'%)&2!B9C!<7N<7=795B5:;7!HM!567!29:H9A!5H!S7!670C!9H5!LH<7!56B9!MHJ<5779!4Td@!CB>=!BM57<!<7P7:N5!HM!567!%57N!_!BNN7B0I!"67!,7B9A!H<!C7=:K977A!V:00!=JSL:5!B!V<:5579!B9=V7<!5H!567!BKK<:7;7C!'%)&2!V:56:9!M:M5779!4TF@!CB>=!BM57<!567!%57N!_!L775:9KA!V:56!B!PHN>!5H!567!&==:=5B95!3:P7!D<7=:C795!HM!#JLB9!(7=HJ<P7=!B9C!567!29:H9I!

/:BC(U0(

$9!567!7;795!56B5!567!K<:7;B9P7!:=!9H5!=B5:=MBP5H<:0>!BC]J=57C!B5!%57N!_A!567!BKK<:7;7C!'%)&2!H<!567!29:H9A!V:56:9!M:M5779!4TF@!CB>=!BM57<!<7P7:N5!HM!567!%57N!_!B9=V7<A!LB>!=JSL:5!B!V<:5579!K<:7;B9P7!BNN7B0!5H!567!D<H;H=5A!H<!C7=:K977A!V:56!B!PHN>!5H!567!&==:=5B95!3:P7!D<7=:C795!HM!#JLB9!(7=HJ<P7=!B9C!567!29:H9I!"67!D<H;H=5A!H<!C7=:K977A!V:00!=P67CJ07!B!L775:9K!V:56!567!BKK<:7;7C!'%)&2!B9C!<7N<7=795B5:;7!HM!567!29:H9A!5H!S7!670C!9H5!0B57<!56B9!M:M5779!4TF@!CB>=!BM57<!<7P7:N5!HM!567!%57N!U!BNN7B0I!"67!D<H;H=5A!H<!C7=:K977A!V:00!=JSL:5!B!V<:5579!B9=V7<!5H!567!BKK<:7;7C!'%)&2!V:56:9!M:M5779!4TF@!CB>=!BM57<!=JP6!L775:9KA!V:56!B!PHN>!5H!567!29:H9I!

!%# * ?N::B2(4?BSB2:1:N@20(

&00!K<:7;B9P7=!N<7=7957C!B5!%57N=!T!56<HJK6!U!HM!56:=!%7P5:H9!dIT!V:00!S7!:9!V<:5:9K!H9!B!MH<L!BK<77C!5H!S>!567!NB<5:7=!B9C!N<H;:C7C!S>!*B9BK7L795A!=:K97C!S>!567!BKK<:7;7C!'%)&2A!B9C!=75!MH<56!567!=N7P:M:P!N<H;:=:H9=!HM!567!&K<77L795!B007K7C!5H!6B;7!S779!;:H0B57C!B9C!567!=N7P:M:P!<70:7M!=HJK65!S>!567!BKK<:7;7C!'%)&2A!H<!567!K<:7;B9P7!V:00!S7!C77L7C!5H!6B;7!S779!VB:;7CI!

!&# - 2N@2(#BC?BSB2:1:N@20(

!'# , @CNBS(@P(* ?N::B2(" ?NBT12MBS0(

2NH9!<7P7:N5!HM!B!V<:5579!K<:7;B9P7!H<!V<:5579!BNN7B0!=JSL:557C!S>!B!'%)&2!:9!BPPH<CB9P7!V:56!567!N<HP7CJ<7!=75!MH<56!:9!%57N=!T!56<HJK6!U!HM!56:=!%7P5:H9!dIT4! * B9BK7L795!V:00!MJ<9:=6!B!PHN>!HM!=BL7!5H!567!29:H9I! &!PHN>!HM!B9>!V<:5579!B9=V7<!HM! * B9BK7L795!J9C7<!%57N=!T!56<HJK6!U!HM!56:=!%7P5:H9!dIT!V:00!S7!MH<VB<C7C!5H!567!29:H9!=:LJ05B97HJ=0>!V:56!:5=!=JSL:==:H9!5H!567!BKK<:7;7C!'%)&2I!

!(# #BC?BSB2:1:N@2(1:(" ?NBT12MB(%BB:N2JS0(

&!'%)&2!LB>!S7!<7N<7=7957C!B5!567!L775:9K=!670C!NJ<=JB95!5H!%57N=!T!56<HJK6!U!HM!567!N<HP7CJ<7!=75!MH<56!:9!56:=!%7P5:H9!dIT!S>!B!29:H9!<7N<7=795B5:;7I!

/BM:N@2(V0G(K(!?DN:?1:N@20(

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"67!29:H9A!V:56!567!V<:5579!PH9PJ<<79P7!HM!567!BKK<:7;7C!7LN0H>77A!LB>!=JSL:5!B!K<:7;B9P7!56B5!6B=!S779!N<HN7<0>!N<HP7==7C!56<HJK6!567!N<HP7CJ<7!=75!MH<56!:9!%7P5:H9!dIT!HM!56:=!&<5:P07!5H!M:9B0!B9C!S:9C:9K!B<S:5<B5:H9I! "67!707P5:H9!HM!B<S:5<B5:H9!=6B00!S7!LBC7!S>!=JSL:55:9K!V<:5579!9H5:P7!HM!=JP6!:9579 5A!=:K97C!S>!B!29:H9!<7N<7=795B5:;7A!5H!567!&==:=5B95!3:P7!D<7=:C795!HM!#JLB9!(7=HJ<P7=!H<!C7=:K977!V:56:9!M:M5779!4TF@!CB>=!BM57<!<7P7:N5!HM!567!B9=V7<!B5!%57N!U!HM!%7P5:H9!dIT4.@!HM!56:=!&<5:P07I! &!29:H9!K<:7;B9P7!=JSL:557C!5H!B<S:5<B5:H9!CH7=!9H5!<7aJ:<7!7LN0H>77!PH9=795I!

!$# /BRBM:N@2(@P(!?DN:?1:@?0(

* B9BK7L795!B9C!567!29:H9!BK<77!5H!LB:95B:9!B5!B00!5:L7=A!B!NB970!HM!56<77!4U@!9BL7C!B<S:5<B5H<=A!H97!4T@!HM!V6HL!=6B00!S7!BNNH:957C!5H!67B<!7BP6!K<:7;B9P7!56B5!:=!BNN7B07C!5H!B<S:5<B5:H9!NJ<=JB95!5H!%7P5:H9!dI_4&@!HM!56:=!&K<77L795I! (H5B5:H9!HM!B<S:5<B5:H9!PB=7=!BLH9K!=JP6!B<S:5<B5H<=!=6B00!S7!:9!B0N6BS75:PB0!H<C7<!S>!567!B<S:5<B5H<W=!0B=5!9BL7I! &=!HM!567!7MM7P5:;7!CB57!HM!56:=!&K<77L795A! * B9BK7L795!B9C!567!29:H9!6B;7!=707P57C!(:P6B<C!.0HP6A!$<B!`BMM7!B9C!`H=7N6!%6B<9HMM!B=!L7LS7<=!HM!=B:C!NB970I! $M!H97!=JP6!B<S:5<B5H<!:=!9H!0H9K7<!BS07!5H!=7<;7A! * B9BK7L795!B9C!567!29:H9!=6B00!:LL7C:B570>!9BL7!B!<7N0BP7L795!B<S:5<B5H<I! "67!<7N0BP7L795!B<S:5<B5H<!=6B00!B==JL7!567!H<C7<!:9!567!<H5B5:H9!670C!S>!567!B<S:5<B5H<!56B5!67!H<!=67!:=!<7N0BP:9KI!

)RP7N5!:9!567!PB=7!HM!567!;H0J95B<>!<7=:K9B5:H9!HM!B!9BL7C!B<S:5<B5H<A!9H!B<S:5<B5H<!LB>!S7!<7LH;7C!S>! * B9BK7L795!H<!567!29:H9A!7RP7N5!S>!LJ5JB0!BK<77L795!HM! * B9BK7L795!B9C!567!29:H9A!H<!MH<!PBJ=7I! $M! * B9BK7L795!H<!567!29:H9!BNN7B0=!567!C7P:=:H9!B9C!BVB<C!HM!B9!B<S:5<B5H<!5H!B!PHJ<5!HM!BNN<HN<:B57!]J<:=C:P5:H9A!56B5!B<S:5<B5H<!=6B00!S7!=J=N79C7C!M<HL!BNNH:95L795=!J9C7<!56:=!&K<77L795!N79C:9K!=JP6!BNN7B0!B9C!=6B00!S7!<7LH;7C!:M!567!C7P:=:H9!

N<HK<7==:;70>!C:=P:N0:97CA!SJ5!*B9BK7L795!LB>!:9!:5=!C:=P<75:H9!VB<9A!<7N<:LB9CA!5<B9=M7<A!C7LH57A!=J=N79CA!H<!C:=P6B<K7!B!''%)&2!V:56HJ5!M:<=5!N<H;:C:9K!N<HK<7==:;7!C:=P:N0:97!:M!567!P:<PJL=5B9P7=!=H!VB<<B95I!$9!56:=!&<5:P07!FA!8C:=P6B<K7?!B9C!8C:=P:N0:97?!L7B9!H90>!567!57<L:9B5:H9!HM!B!''%)&2W=!B==:K9L795!H<!B!=J=N79=:H9!V:56HJ5!NB>!MH<!9H9YBPBC7L:P!PH9CJP5A!B9C!=6B00!9H5!:9P0JC7!B9>!BC;7<=7!BP5:H9!SB=7C!JNH9!BPBC7L:P!N7<MH<LB9P7I!

/BM:N@2(80G(K(''B?AN21:N@2(<IB(:@(ZI1RN:Y(@P(*@?[(4?@3IM:0(

!"#''B?AN21:N@2(P@?(!M13BANM(ZI1RN:Y0(

&==7==L795!HM!567!aJB0:5>!HM!B!''%)&2W=!VH<X!N<HCJP5!:=!SB=7C!JNH9!BPBC7L:P!]JCKL795I!

ZB:0J<7!HM!B!''%)&2W=!VH<X!N<HCJP5!5H!L775!7RN7P57C!=5B9CB<C=!HM!BPBC7L:P!aJB0:5>!:=!B9!BNN<HN<:B57!<7B=H9!5H!57<L:9B57!B!''%)&2W=!7LN0H>L795I!$9!=JP6!PB=7=A!567!57<L:9B5:H9!:=!9H5!=JS]7P5!5H!567!]J=5!PBJ=7!=5B9CB<C!N<H;:C7C!:9!56:=!&<5:P07!F!B9C!567!N<H;:=:H9=!HM!&<5:P07!dCH!9H5!BNN0>I!

!$#''#BTNB\(@P(''B?AN21:N@2(<BMNSN@20(

''%)&2=!9H5:M:7C!56B5!567:<!7LN0H>L795!:=!57<L:9B57C!NJ<=JB95!5H!%7P5:H9!FI_4&@!HM!56:=!&<5:P07!F!LB>!<7aJ7=5!B!<7;:7V!HM!567!57<L:9B5:H9!C7P:=:H9!5H!567!,7B9!HM!567!%P6HH0!H<!1H007K7!:9!V6:P6!567!''%)&2!:=!79<H007C!V:56:9!579!4TG@!PB079CB<!CB>=!HM!9H5:M:PB5:H9!HM!567!57<L:9B5:H9!C7P:=:H9I!)BP6!,7B9!V:00!B99JB00>!9BL7!B!DB970!HM!56<77!MBPJ05>!L7LS7<=!4B9C!H97!B057<9B57@!MH<!56:=!NJ<NH=7A!SJ5!B!,7B9!6B=!567!C:=P<75:H9!5H!BNNH:95!C:MM7<795!H<!BCC:5:H9B0!MBPJ05>!L7LS7<=!5H!B;H:C!B!NH5795:B0!PH9M0:P5!HM!:957<7=5!H<!V679!NB<5:PJ0B<!BPBC7L:P!7RN7<5:=7!:=!97P7==B<>!5H!BCC<7==!567!:==J74=@!:9;H0;7CI!''67!29:H9!V:00!S7!:9MH<LC!HM!567!PHLNH=:5:H9!HM!567!DB970A!B9C!567!,7B9!V:00!PH9=:C7<!PH9P7<9=!<B:=7C!S>!567!29:H9!<7KB<C:9K!567!DB970W=!L7LS7<=I!&!''%)&2!LB>!<7aJ7=5!56B5!B!29:H9!<7N<7=795B5:;7!S7!N<7=795!B5!B!L775:9K!B5!V6:P6!567!''%)&2!N<7=795=!6:=!H<!67<!PB=7!5H!567!DB970I!''67!DB970!V:00!B==7==!H90>!V67567<!567!57<L:9B5:H9!C7P:=:H9!VB=!SB=7C!H9!BPBC7L:P!]JCKL795!H<!VB=!MH<!9H9YBPBC7L:P!PH9CJP5A!B9C!N<H;:C7!56B5!B==7==L795!5H!567!,7B9!HM!567!%P6HH0!H<!1H007K7!:9!V6:P6!567!''%)&2!:=!79<H007CI!''BX:9K!:95H!BPPHJ95!567!DB970W=!<7PHLL79CB5:H9A!567!,7B9!V:00!C7P:C7!:M!567!57<L:9B5:H9!C7P:=:H9!VB=!SB=7C!H9!BPBC7L:P!]JCKL795!H<!VB=!MH<!9H9YBPBC7L:P!PH9CJP5I!''67!,7B9!V:00!9H5:M>!567!''%)&2!HM!6:=!H<!67<!C7P:=:H9!V:56:9!579!4TG@!PB079CB<!CB>=!HM!567!DB970W=!<7PHLL79CB5:H9I!$M!567!,7B9W=!B==7==L795!:=!56B5!567!57<L:9B5:H9!C7P:=:H9!VB=!MH<!9H9YBPBC7L:P!PH9CJP5A!567!''%)&2!LB>!M:07!B!K<:7;B9P7!NJ<=JB95!5H!&<5:P07!d!HM!56:=!&K<77L795I!''67!C7P:=:H9!HM!567!,7B9!:=!M:9B0I!

/BM:N@2(80U(K(>1NRI?B(:@(#B:1N2(12(!SSNJ2AB2:0(

)BP6!B==:K9L795!P7B=7=!B5!567!79C!HM!567!C7=:K9B57C!B==:K9L795!N7<:HCI!''67!7RN:<B5:H9!HM!B9!B==:K9L795A!*B9BK7L795W=!MB:0J<7!5H!HMM7<!B9!B==:K9L795A!<7B==:K9L795A!H<!B!''%)&2W=!0H==!HM!<7LJ97<B5:H9!MH<!=7<;:P7=!N<H;:C7C!CJ7!5H!NHH<!BPBC7L:P!N7<MH<LB9P7!:=!9H5!PH9=:C7<7C!C:=P:N0:97!H<!C:=P6B<K7!B9C!:=!9H5!=JS]7P5!5H!567!]J=5!PBJ=7!=5B9CB<C!N<H;:C7C!:9!56:=!

B<7!9H5!C:<7P50>!<7=NH9=:S07!MH<!567!HJ5PHL7!HM!567!<7=7B<P6I!!$9!=HL7!PB=7=A!B! ' %) & 2 !LB>!
<7P7:; 7!B9!BNNH:95L795!56B5!:=!B!PHLS:9B5:H9!HM!SH56!<7=7B<P6!B9C!57BP6:9K!CJ5:7=I!!#HV7; 7<A!B!
' %) & 2 !PB99H5!S7!<7aJ:<7C!5H!VH<X!LH<7!6HJ<=!56B9!56H=7!MH<!V6:P6!567>!<7P7:; 7!
PHLN79=B5:H9I!!$9!567!7; 795!B! ' %) & 2 !:=!B=X7C!5H!VH<X!LH<7!6HJ<=!56B9!56H=7!MH<!V6:P6!567>!
B<7!PHLN79=B57CA!567>!LB>!PH95BP5!567! ' <BCJB57!&==HP:B57! , 7B9!V:56:9!567:<!%P6HH0!H<!
1H007K7I!

!$# <I:NBS(' H1:(!?B(&@:(!CC?@C?N1:B0(

"67!VH<X!N7<MH<L7C!S>!B! ' %) & 2 !=6HJ0C!S7!S797M:P:B0!5H!SH56!567! ' %) & 2 !B9C!567!
BPBC7L:P!H<!57BP6:9K!J9:5[!CJ5:7=!=6HJ0C!S7!0:L:57C!5H!5B=X=!56B5!S797M:5!SH56!567!BPBC7L:P!J9:5!
B9C!BC; B9P7!567!N<HM7==:H9B0!C7; 70HNL795!HM!567! ' %) & 2I 0 H<X!B==:K9L795=!V:00!S7!LH<7!
BPBC7L:PB00>!=JS=5B95:; 7!56B9!BCL:9:=5<B5:; 7A!SJ5!LB>!:9; H0; 7!BCL:9:=5<B5:; 7!5B=X=!56B5!B==:=5!
:9!567!H; 7<B00!BPBC7L:P!79C7B; H<I! "&W=!B9C!(&W=!B<7!9H5!7RN7P57C!5H!N<H; :C7!N7<=H9B0!
=7<; :P7=!MH<!B!=JN7<; :=H<I!

/BM:N@2(F08(K(#1NSN2J(, @2MB?2S(!D@I:(:HB(/M@CB(@P(#BSC@2SNDNRN:NBS0(

' %) & 2 !=JN7<; :=H<=!=6HJ0C!PH9M7<!V:56! ' %) & 2 =!7B<0>!:9!B!=7L7=57<!5H!<7; :7V!
B==:K9L795=!B9C!7=5:LB57!6HJ<0>!7RN7P5B5:H9=!MH<!567!=JPP7==MJ0!PHLN075:H9!HM!B==:K9L795=I!

&! ' %) & 2 !LB>!<B:=7!PH9P7<9=!BSHJ5!567!=PHN7!HM!<7=NH9=:S:0:5:7=!HM!B9!BNNH:95L795!5H!
567! ' %) & 2W=!=JN7<; :=H<A!PHH<C:9B5H<A!H<! , 7B9I!

/BM:N@2(F0F(K(4@S:N2J(@P(-21SSNJ2B3(!T1NR1DRB(!CC@N2:AB2:S0(

* B9BK7L795!V:00!PH95:9J7!567!NH=5:9K!HM!J9B==:K97C!B; B:0BS07!BNNH:95L795=!H9!567!
29:; 7<=:5>!V7S=:57I!

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/BM:N@2(]0E(K(!SSNJ2AB2:S0(

2907==!=N7P:M:PB00>!0:L:57C!S>!56:=!&<5:P07!^A!C7P:=:H9=!<7KB<C:9K!B==:K9L795=!N<H; :C7C!
5H!' %) & 2 =!:9; H0; 7!BPBC7L:P!]JCKL795!B9C!=6B00!S7!LBC7!:9! * B9BK7L795W=!=H07!C:=P<75:H9I!

/BM:N@2(]0G(K(4B?P@?A12MB(@P(!SSNJ2AB2:S0(

' %) & 2 =!V6H!B<7!N<H; :C7C!B9!B==:K9L795!:9!<75J<9!MH<!B!M:9B9P:B0!B:C!BVB<CA!=5:N79C!
H<!VBK7=!V:00!S7!N<H; :C7C!V:56!K797<B0!KJ:C70:97=!B9C!7RN7P5B5:H9=!<7KB<C:9K!567!N7<MH<LB9P7!
HM!B9!B==:K9L795I!&! ' %) & 2 !LB>!:9C:PB57!B!N<7M7<79P7!B=!5H!V6:P6!N<HM7==H<4=@!567! ' %) & 2 !
S70:7; 7=!B9!B==:K9L795!VHJ0C!LH=5!S797M:5!567! ' %) & 2A!B9C!B!C7NB<5L795!H<!N<HK<BL!V:00!
PH9=:C7<!B! ' %) & 2W=!=5B57C!N<7M7<79P7!V679!LBX:9K!B==:K9L795=I! $M!B! ' %) & 2W=!N7<MH<LB9P7!
:9!B9!B==:K9L795!:=!9H5!L775:9K! * B9BK7L795W=!7RN7P5B5:H9=A! * B9BK7L795!LB>!<7B==:K9!567!

V:56!567! ' %) & 2W=!HS0:KB5:H9!5H!=B5:=MBP5H<:0>!N7<MH<L !B00!57<L =!B9C!PH9C:5:H9=!HM!6:=!H<!67<!
B==:K9L795!B=!B! ' %) & 2I! $M!567!H567<!7LN0H>L795!:=!B5!&L7<:PB9!29:;7<=:5>A!567!5H5B0!9JLS7<!
HM!6HJ<=!VH<X7C!:9!B!VH<XV77X!PB99H5!7RP77C!5V795>!4_G@!J907==!B9!7RP7N5:H9!:=!BJ56H<:Q7C!:9!
V<:5:9K!S>!567!3:P7!D<H;H=5!MH<!(7=7B<P6!B9C!,7B9!HM! ' <BCJB57!%5JC:7=I!

!#'+,5$(^(K(,6%4$&/!'+6&(!&<()$&$>+'/(

/BM:N@2(^0E(K(41Y(#1:B0(

"67!1HLN79=B5:H9!%P67CJ07!MH<! ' %) & 2=!=75!MH<56!:9!&NN79C:R! - 97!5H!56:=!&K<77L795!
:=!NB<5!HM!56:=!&K<77L795!B9C!V:00!S7!567!NB>!<B57!MH<! ' %) & 2=!V6H!B<7!PHLN79=B57C!:9!56B5!
LB997<I!

/BM:N@2(^0G(K(41Y(4B?N@3S0(

' %) & 2=!V6H!<7P7:;7!<7LJ97<B5:H9!:9!567!MH<L !HM!=5:N79C=!H<!VBK7=!V:00!S7!NB:C!H9!B!
5:L70>!SB=:=!:9!BPPH<CB9P7!V:56!567!29:;7<=:5>W=!9H<LB0!SJ=:97==!HN7<B5:H9=I!

/BM:N@2(^0U(K(LB1R:H()B2BPN:S0(

ZH<!567!0:M7!HM!56:=!&K<77L795A! * B9BK7L795!V:00!PH95:9J7!5H!LBX7!B;B:0BS07!67B056!
S797M:5=!:9!567!=BL7!LB997<!B=!56H=7!S797M:5=!V7<7!LBC7!B;B:0BS07!5H! ' %) & 2W=!:9!567!_G_TY
_G__!&PBC7L:P!/7B<I! * B9BK7L795!V:00!N<H;:C7!B!VB>!:9!V6:P6! ' %) & 2=!PB9!BPP7==!
:9MH<LB5:H9!<7KB<C:9K!567!67B056!S797M:5=A!:9P0JC:9K!;:=:H9!B9C!C795B0!S797M:5=A!56B5!B<7!
B;B:0BS07!5H!567LI!

/BM:N@2(^0V(K(4?@PBSSN@21R(<BTBR@CAB2:0(

!"# "B2B?1R0(

' %) & 2=!V:00!6B;7!BPP7==!5H!567!<7=HJ<P7=!B9C!B==:=5B9P7!N<H;:C7C!S>!&L7<:PB9!
29:;7<=:5>W=!179<!HM!"7BP6:9KA!(7=7B<P6!B9C!E7B<9:9KA!7RP7N5!:9!PB=7=!V67<7!BPP7==!5H!
NB<5:PJ0B<!<7=HJ<P7=!:=!7RN0:P:50>!0:L:57CI!

!$# 4?@PBSSN@21R(<BTBR@CAB2:(>I23(P@?(4H0<0(/:I3B2:(" /$! - S0(

,J<:9K!567!57<L!HM!567!&K<77L795A! * B9BK7L795!V:00!P<7B57!B!D<HM7==:H9B0!
,7;70HNL795!ZJ9C!HM!e_GAGGGA!56<HJK6!V6:P6!B!D6I,I!=5JC795! ' %) & 2!LB>!BNN0>!5H!567!
&==HP:B57!3:P7!D<H;H=5!MH<!&PBC7L:P!&MMB:<=!MH<!<7:LSJ<=7L795!MH<!7RN79=7=!:9PJ<<7C!:9!
N<HM7==:H9B0!C7;70HNL795!HNNH<5J9:5:7=!:9!V6:P6!567! ' %) & 2!:=!B9!BP5:;7!NB<5:P:NB95!B9C!6B=!
<7P7:;7C!BNN<H;B0!M<HL!567! ' %) & 2W=!C7NB<5L795!H<!N<HK<BLA!B9C!=P6HH0!H<!PH007K7!C7B9W=!
HMM:P7I! &! ' %) & 2!V6H=7!BNN0:PB5:H9!:=!BPP7N57C!V:00!S7!<7:LSJ<=7C!B9!BLHJ95!56B5!LB5P67=!

5G7!BLHJ95!N<H;:C7C!S>!567!'%)&2W=!C7NB<5L795A!N<HK<BL!H<!=P6HH0A!9H5!5H!7RP77C!eFGGI!
$9!7RP7N5:H9B0!P:<PJL=5B9P7=!B9C!:9!*B9BK7L795W=!=H07!C:=P<75:H9A!:M!B!C7NB<5L795A!N<HK<BL!H<!=P6HH0!BNN<H;7C!SJ5!MB:07C!5H!N<H;:C7!B9>!MJ9C:9K!MH<!567!'%)&2W=!NB<5:P:NB5:H9!:9!567!N<HM7==:H9B0!C7;70HNL795!BP5:;:5>A!567!LB5P6:9K!<7aJ:<7L795!HM!56:=!%7P5:H9!fId4.@!LB>!S7!VB:;7C!S>!567!D<H;H=5!H<!6:=!H<!67<!C7=:K977I!

/BM:N@2(^08(K(5B1TB0(

*B9BK7L795!V:00!PHLN0>!V:56!,I1I!B9C!Z7C7<B0!0BV!:9!N<H;:C:9K!07B;7!5H!'%)&2W=!V6H!L775!567!70:K:S:0:5>!<7aJ:<7L795=!MH<!07B;7!J9C7<!HM!56H=7!0BV=A!B9C!V:00!9H5!<7CJP7!567!07B;7!B;B:0BS07!5H!70:K:S07!'%)&2=!CJ<:9K!567!57<L!HM!56:=!&K<77L795I!

/BM:N@2(^0F(K()?B1S:PBB3N2J(/ICC@?:0(

'%)&2W=!6B;7!BPP7==!5H!0BP5B5:H9!<HHL=!N<H;:C7C!S>!*B9BK7L795A!5H!S7!J=7C!MH<!56B5!NJ<NH=7I!

/BM:N@2(^0](K(/IAAB?(*@?[(6CC@?:I2N:NBS0(

*B9BK7L795!V:00!N<H;:C7!B!VB>!

PH95<:SJ5:H9=!B=!P7<5:M:7C!:9!V<:5:9K!S>!567!D<7=:C795!H<!) R7PJ5: ; 7! , :<7P5H<!HM!567! 2 9:H9!B9C! <7L:5!=JP6!CJ7=A!M77=!H<!PH95<:SJ5:H9=!5H!567! 2 9:H9I!DB><H00!C7CJP5:H9=!PB9!S7!PB9P7007C!S>!B! ' %) & 2 W=!:9C: ; :CJB0!V<:5579!9H5:P7!5H!567! 2 9:H9! ; :B!P7<5:M:7C!LB:0I! "67! ' %) & 2 W=!P7<5:M:7C! LB:0!:=!5H!S7!BCC<7==7C!5H\!) R7PJ5: ; 7! , :<7P5H<!Y %) $ 2 A!EHPB0!FGGA!T_!"BM5! 1 HJ<5A! (HPX ; :007A! * B<>0B9C!_GfFGI! "67! 2 9:H9!V:00!5679!9H5:M>! * B9BK7L795!HM!B9>!PB9P7007C!L7LS7<=6:N=!B9C! N<H ; :C7!567! ' %) & 2 W=!H<:K:9B0!9H5:P7=!HM!<7=:K9B5:H9!5H!567!&==:=5B95! 3 :P7!D<7=:C795!HM! # J L B9! (7=HJ<P7=!V:56:9!579!4TG@!CB>=!HM!<7P7:N5I!

!$# >@?A(@P(<B3IM:N@2(!I:H@?Na1:N@20(

* B9BK7L795!V:00!6H9H<!C7CJP5:H9!BJ56H<:QB5:H9=!J=:9K!MH<L=!56B5!B<7!MJ<9:=67C!5H! 7LN0H>77=!S>!567! 2 9:H9I!!$9!567!7 ; 795!567! 2 9:H9!B057<=!567!BJ56H<:QB5:H9!MH<L!:9!B9>!LB997<A! :5!BK<77=!5H!=JSL:5!567!<7 ; :=7C!MH<L!5H!567! 2 9: ; 7<=:5>!MH<!:5=!<7 ; :7V!B5!07B=5!56:<5>!4UG@!PB079CB<! CB>=!N<:H<!5H!567!7MM7P5: ; 7!CB57!HM!=JP6!97V!MH<LI!

!%# 41YAB2:(@P(!JB2MY(>BB0(

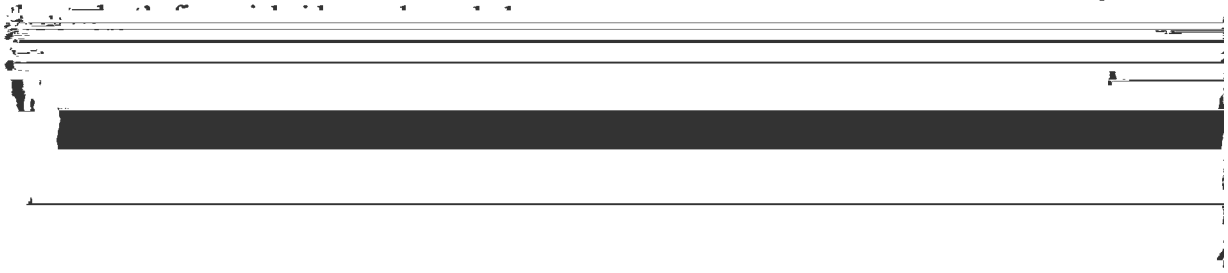
1HL L79P:9K!JNH9!567!7MM7P5: ; 7!CB57!HM!56:=!&K<77L795!B9CA!J907==!7R7LN57C!S>! %7P5:H9!gIh4 , @!HM!56:=!&K<77L795A!B9>! ' %) & 2 !V6H!S7PHL7=!BMM:0:B57C!V:56!&L7<:PB9! 29: ; 7<=:5>!:9!B!K<BCJB57!C7K<77!N<HK<BL!MH<!567!M:<=5!5:L7!H9!H<!BM57<! , 7P7LS7<!_GA!_GTf!4B9C! V6H!CH7=!9H5!707P5!5H! ; H0J95B<:0>!6B ; 7!CJ7=!C7CJP57C!NJ<=JB95!5H!%7P5:H9!gIh4&@!HM!56:=! &K<77L795@!=6B00A!V:56:9!56:<5>YH97!4UT@!CB>=!BM57<!6:=!H<!67<!:9:5:B0!CB57!S7PHL:9K!B!L7LS7<! HM!567!SB<KB:9:9K!J9:5!=JS]7P5!5H!

0 B=6:9K5H9!1H007K7!HM!EBV!Z700HV=!6HJ<0>!<B57\

)MM7P5:;7!`J0>!TA!_G__A!567!L:9:LJL!6HJ<0>!<B57!=6B00!S7!eThITG!N7<!6HJ<I

-9!`J0>!TA!_G_U!567!6HJ<0>!<B57!=6B00!:9P<7B=7!S>!eGI_F!N7<!6HJ<!H<!5H!567!97V!,1!
L:9:LJL!VBK7A!V6:P67;7<!:=!K<7B57<I

DocuSign Envelope ID: 20BD3771-D6C9-45A8-A99B-B577278E11CD

Side Letter – Su ort for Ph.D. Students

During the life of this Agreement (2022-2025), the parties agree to discuss, in the Labor [illegible] Management Committee, the relative priority that should be given to different types of support for Ph.D. students going forward, including the amount of the annual stipend, extending financial support for an additional year, and waiver of the maintain matriculation fees for the first year after [illegible]