## CENTER FOR FLORIDA HISTORY ORAL HISTORY PROJECT

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!"#$%&!$ '('!#)*( $+(,-./(01234-5(62+(
!"#$%&!$ '$%*( 61789(0+(:8-;17(
<=>?#!="*( <1@8A1-B5(CA.24B1(
:?#$*(( ?D24A(EF5(EGGH(
( ?D24A(EF5(EGGH(
( )I,-./(01234-5(62+(
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"#!! "$!%&'(!)*!+&'(*!",!-(%.&'!&%/!0!&'!1%2(!&3&)%!&4!4.(!5&6!78))2(!18!9%16! "&:4)%;!
+:;;!1%!5&<(!"1:41%,!!=1/&$!)*!>?:)!!AB;!&%/!6(!&:(!.(:(!41!:(*C'(!1C:!21%D(:*&4)1%*!&%/!
1:&!.)*41:)(*!18!":,!"&:4)%:*!16%!?1!)4)2&!!&%/!FC*)%(**!2&:((:;!&*!6(!!!&*!4.(!2&:((:!18!
5&641%!G.)!(*,!!":,!"&:4)%;!$1C!'(%4)1%(/!!&*4!4)'(!4.&4!$1C!6(:(:>**)*4&%4!91!)2)41:!18!4.(!
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"#!!O&/!$1C!<%16%!.)'!F(81:(!5&6!92.1181!
9#!!+(**!L)@*1%I!!!
"#!!J(*,!
9#!!0(!6&*! '$!8&4.(:||*!1:)3)%&@!@&6!?&:4%(:,!
"#!!>%/!.16!'&%$!$(&:*!6&*!4.&4!&84(:!$1C!314!1C4!18!5&6!92.11\\ippli;!6&*!4.&4!?:(44$!VC)2<I!
9#!!>F1C4!461!1:!4.:((,!
"#!!+C*4!AKB!$(&:*I!!W16;!9.(:)88!18!H1%<!G1C%4$!&4!4.&4!4) ' (!6&*! "1%:1(!T:&%%(%,!!-1!$1C!
. &D(!&%$!)%4(:(*4)%3!:(21)(24)1%*!18!.)*!8):*4!21C?((!18!$(&:*!)%!188)2(!!!O(!6&*!((24(/;!0!
4.)%<;!)%!PQRS.!
9#!!0!:('('F(:!.)'!6.(%!.(!6&*!&!Y!!
"#!!G1%*4&F@(I!
9#!!G1%*4&F(X!!J(&.;!F(81:(!4.&4,!! " 1%:1(!T:&%%(%!6&*!&%!&F*1)C4($$!414&@$!8)%(!?(:*1%!&%/!
&6!(%81:2( ' (%4!188)2(:,!!O(!6&*!1%(!18!4. (*(!?(1?(1?(!4.&4!/)/%!4!<%16!.16!41!/1!&%$4.)%3!</pre>
6:1%3,!!O(!/)/!%14!410(:&4(!21::C?4)1%!1:!')*4:(&4'(%!18!?:)*1%(:*!1:!4.(!?CF0)2,!!O(!6&*!&%!
)/(&@!9.(:)88,!!!
"#!!>%/!$1C!.&/!&!2.&%2(!41!61:<!6)4.!.) '!D(:$!2@1*(@$;!0!3C(**;!/C:)%3!4.1*(!$(&:*,!
9#!!H:(44$! 'C2.;!$(&.,!
"#!! - 1!$1C!:('('F(:!.16!'&%$!$(&:*!$1C!*(:D(/!)%!4.&4!2&?&2)4$1!
9#!!04! ' C*4!.&D(!F((%!0)<(!8)D(;!0!4.)%<,!
"#!!Z)D(!$(&:*I!!0%!&![1F!0)<(!4.&4;!6(:(!$1C!&F0(!41!&0*1!?:&24)2(!0&6!?:)D&4(0$I!
9#!!04!6&*!?&:4K4) ' (,!!04!6&*!1%!$!461!/&$*!&!6((<,!
"#!!=61!/&$*!&!6((<,!!=61!8C@!/&$*!&!6((<!$1C\\/!31!/16%\!41!4.(!1\\\)2(!&\\/!/1!6.&4!\$1C\\
%((/(/!41!/1,!
9#!!91:4!18!461!8C@!/&$*,!!91 ' (4) ' (*!)4!6&*! ' 1:(!4.&%!461\!*1 ' (4) ' (*!)4!6&*!0(**,!!
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"#!! L (:(!4.(:(!&%$![C/3(*!4.&4!$1C!61:<(/!6)4.!&4!4.&4!4) ' (!$1C!21%*)/(:(/!1C4*4&%/)%31!
9#!! L (@!+C/3(!^1$!> ')/1%!6&*!+C/3(!18!4. (!G:) ')%&!!G1C:4!18!^ (21:/,!!O(!6&*!1C4*4&%/)%3,!!
>*!&!' &44(:!18!8&24;!.(!' &$!.&D(!F((%!4.(!1:)3)%&!!+C/3(!18!4.(!G:)')%&!!G1C:4!18!^(21:/,!!
TC4!. (!6&*!&!8)%(!?(:*1%,!!TC4!4.&4!6&*!4. (![C/3(!6(!/(&4!6)4.! ' 1*4!184(%!F(2&C*(!. (!6&*!
[C/3(!18!1C:!21C:4;!+C/3(!>')/1\%,!
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9#!!0!:('('F(:!4.1*(;!1.!$(&..,!
!
"#!!G&%16 (!31!)%41!4.1*(!&!®)440(!F)41!!L (:(!4.1*(!'('1:&F0(!41!$1C1!!T(2&C*(!6(ID(!1FD)1C*\$!/1%(!4.(!PQ`S!2&'?&)3%,!
!
9#!!0!:('('F(:!4.(!.(&/VC&:4(:*!6&*!1C4!1%!4.(!%1:4.!(%/!18!416%,!
!
"#!!PQ`R!!
!
"#!!PQ`R!!
!
9#!!J(&.,!!>%/!6(!/)/!8C%/:&)*)%3;!=&'?&!/)*4:)FC4)1%;!4.)%3*!18!4.&4!*1:4,!
!
"#!!G&%1$1C!6&&<!'(!4.:1C3.!4.(!8C%/:&)*)%3!?:12(**1!!O16!6&*!)4!1:3&%)_(/!!!L(:(!4.(:(!21'')44((!'('F(:*1!!!)2)4(/!21%!)FC4)1%*!8:1''!4.(',!!!)9#!!J1C!6(:(!3)D(%!&%!&**)3%(/!!)*4!&%/!$1C!*1!)2)4(/!21%!)FC4)1%*!8:1''!4.(',!!!!)9#!!J(&.,!
!
"#!!G&\(\frac{1}{2}\) (14.&4!$1C!<%(6,!
!
"#!!H(1?\(\frac{1}{2}\) (14.&4!$1C!<%(6,!)!!" '.'',!!!=:$!41!)%4)')/&4(!a(',!!L.&4(D(:!&??(&:(/!&??:1?:)&4(!&4!4.(!''1''(%4,!)))))
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9#!!W14!: (&0$,!!=. ($!6(:(!*C22(**8C0,!!!
"#!! L . &4!<)%/!18!) ' ?&24!/1!$1C!4.)%<!4. &4!5&641%!F()%3!)%!4. (!9(%&4(!18!4. (!d%)4(/!94&4(*!
. & / !81 : !H1 | < !G1 C% 4$ ; ! . & / !& | * 1 !81 : !5 & < ( | & % / I !
9#!! L (@;!$1C!<%16;!.&D)%3!.&/!461!d%|4(/!94&4(*!9(%&41:*!6)4.)%!4.(!*&'(!2(%4C:$!)*!&!:(&@!
&2.)(D('(%4,!
"#!!^(&@$!4.:((!)8!$1C!4&@<!&F1C4!H&:<!=:&''(@,!
9#!!=.&4\*!4:C(,!!04\*!&!:(&\!&2.)(D('(%4!81:!&!416%;!&!21''C%)4$!18!4.)*!*) (,!!04\*![C*4!&!311/!
4.)%3!41!.&D(;!$1C!<%16;!&!d%)4(/!94&4(*!9(%&41:!8:1'!/16%!4.(!*4:((4!4$?(!4.)%3,!
"#!!-)/!$1C!8((0!0)<(!$1C!21C0/!2&00!.)'!&%$!10/!4)'(I!
9#!!J(*,!
"#!!7FD)1C*\$!$1C!61C\\/%\\4!2&\\!!.)'!&\\!4.(!4)'(!\81:!\&\$!1\\/!4.)\%3,!
9#!! L (00;!0!/)/%I4,!
"#!!TC4!$1C!/)/%||4|.&D(!&%$!21%2(:%!&4!&@,!!L&*!)|4!(&*$!81:!$1C!41!3(4!4.:1C3.!)|8!$1C!6&%4(/!
41!2&@!.) '!)%! L &*.)%341% I!
9#!!08!0!6&%4(/!41!4&0<!41!.)'!&F1C4!&%$4.)%3;!0!314!4.(!?..1%(!%C'F(:!8:1'!]@*61:4.;!a2&C*(!
] 0 * 61:4.!.&/!4.(!.1'(!?.1%(,!!0!4.)%<!0!.&/!4.(!.1'(!?.1%(!%C'F(:!411;!FC4!0!6&*!&8:&)/!18!
@1*)%3!)4,!!91!6.(%!0!.&/!*1 ' (4.)%3!0!6&%4(/!41!*&$;!0!61C0/!2&@!4.(!.1C*(!&%/!4&0<!41!.) ' ,!!!</pre>
"#!!-)/!5&641%!0)D(!)%!5&<(0&%/!4.(!6.10(!4)'(!.(!6&*!)%!4.(!9(%&4(;11:!/)/!.(!'1D(;!1:!.16!
184(%!/)/!.(!*4&$!.(:(|
9#!!O(!@)D(/!1%!G1D(%4:$!81:!&!6.)@(;!&%/!.(!@)D(/!1%!5&<(!O1@)%3*61:4.!81:!&!6.)@(;!&%/!
4. (!4) ' (!18!4. (! '1D)%3!8:1 '!(&2.!18!4.1*(!0| '!%14!*C:(,!!=.(:(!2& '(!&!4) '(!6.(%!.(!/)/%|4!
.&D(!&!.1C*(!.(:(,!!0!4.)%<!.)*!:(*)/(%2(!14.(:!4.&%!=&@&.&**((!61C@/!.&D(!F((%!>%%&!
" &:)&;!0!4.)%<,!!!
"#!!>*!&!d,9,!9(%&41:;!.(!1FD)1C*$!.&/!&%!)'?&24!1:!)%D1®D('(%4!)%!&??1)%4)%3!Z(/(:&@!
188)2)&(*;!?:1F&F($!)%!Z(1:)/&;!4.&4!6(:(!&??1)%4(/,!
!
9#!!J(*,!
"#!!G(:4&)%$![C/3(*;! ' &$F(!?:1*(2C41:*;!4.1*(!461!?:) ' &:)\$,!! -)/!.(!(D(:!21%*C\\!6)\4.!\$1C!
1%!&%$!18!4.1*(!&??1)%4'(%4*!&*!8&:!&*!4.(!8)4%(**!81:!4.1*(!)%/)D)/C&@*!4.&4!.(!6&*!)%D1@D(/!
)%!&??1)%4)%31!
9#!!W1,!
"#!!G&%!$1C!:('('F(:!&%$!18!4.(!?(1?(!4.&4!.(!&??1)%4(/I!
9#!!J(&:::.!(!&??1)%4(/!U(1:3(!G&::.!
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"#!!G&%!$1C!:(8)(24!1%!4.&4!&!0)44)(!F)41!! L &*!4.&4!*1 ' (4.)%3!4.&4!<)%/!18!:&)*(/!*1 ' (!
($(F:16*I!
9#!!0%)4)&@$!$(*;!FC4!U(1:3(!G&::!4C:%(/!1C4!41!F(!1%(!18!1C:!&F*1@C4(!D(:$!F(*4!Z(/(:&@!
[C/3(*!(D(:!F(2&C*(!.(!6&*!/)!)3(%4,!
"#!!O16! 'C2.!18!&!:10(!/1!$1C!4.)%<!5&641%!?0&$(/!)%!4.&41!
9#!!0%!U(1:3(!F()%3!&??1)%4(/I!
"#!!^)3.4,!
9#!!PSS e,!
"#!!PSSe,!
9#!!7 . !$(& . ;!*C:(,!
"#!! L . (%! . (!&??1)%4( /! " :,!G&::;!/1!$1C!4.)%<!4. (:(!6(:(!*1 ' (!.&:/!8((@)%3*!&4!&@!6)4.!
:(3&:/!41!H(4(:*1%I!!-1!$1C!4.)%<!H(4(:*1%!6&%4(/!4.(!?1*)4)1%I!
9#!!W1,!
" #!!W1,!
?:&24)2)%3!\&6!413(4.(:!&4!4.&4!4)'(,!
"#!! - 1!$1C!4.)%<!4.&4!5&641%!&%/!U(1:3(;!1FD)1C*\$$!.(||*!&!Z(/(:&\$!+C/3(!&%/!5&641%!)*!&!
9 (%&41:;!/1!$1C!4.)%<!4. ():!: (184)1%*.)?!2.&%3 (/!&4!&10!884(:!.(!F(2& '(!&![C/3(;!1:!/1!$1C!
4.)%<!4.($!*4)@!6(!&)1!!(,
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"#!!7 .!4.&4|**!:)3 .4;!$1C!41\||/! ' (!&F1C4! . (:,!!U11/,!!>%/! . (!?:&24)2 (/!:)3 .4!/16%;!1:!:&4 . (:! . (!
6&*!Y!!
9#!!7%!5) ' (,!
"#!!7%!5) ' (!94: ( (4;!1<&$,!
9#!!0%)4\&@$!4. ($!6(:(!)%!4.(!F&*('(%!18!4.(!=.(@'&!O14(@,!
"#!!]D(%!&*!+C/3(I!
9#!!7.;|%1;!%1;!%1;!%1;!%1,!!L.(%!.(!6&*!&??1)%4(/!+C/3(;!.(!6&*!)%!4.(!H(4(:*1%!Z):'!1%!
5) ' (!94: ( (4,!!!
"#!!-)/!5&641%!(D(:!4&!<!41!$1C!&F1C4!T1F!U:&.&'!/C:)%3!$1C:!21%D(:*&4)1%*I!
9#!!W1;!0!<%(6!T1F!U:&.&'!)%/(?(%/(%4\$!18!5&641%,!
"#!! L . &4!/1!$1C!4.)%<!f5&641%|*q!4.1C3.4*!1%!T1F!U:&.&'!6(:(I!!-1!$1C!4.)%<!4.($!61:<(/!
413(4.(:!?:(44$!6(@1!
9#!! L (@!T1F!U:&.&'!&%/!5&641%!G.)@(*!6(:(!4.(!*&'(!<)%/!18!?(:*1%*,!!!=.($\!:(!F14.![C*4!
311/!3C$*;!:(&@$,!!=.(:(!6&*!(D(:$!:(&*1%!41!<%16!4.&4!4.&4!?&):!&!66&$*!8C%24)1%(/!6(@!
413(4.(:,!!!
"#!!T$!4.(!4)'(!6(!3(4!C?!)%41!PQ`R;!6.)2.!)*!4.(!*(21%/!2&'?&)3%!4.&4!5&641%!61C\!/!.&D(!
41!:C%;!4.&4!6&*!4.(!$(&:;!18!21C:*(;!+)' '$!G&:4(:!6&*!()(24(/!Y!!
9#!!^)3.4,!
"#!!-1!$1C!4.)%<!4.&4:!6(@!.(!1FD)1C*@$!61C@/!.&D(!*C??1:4(/!G&:4(:!*)%2(!.(!6&*!&!
- ( ' 12:&4;!FC4!/1!$1C!4.)%<!.(!.&/!&%$!14.(:!8((i)%3*!&F1C4!G&:4(:||*!2&%/)/&2$!1:!.)*!
H: (*)/(%2$!4.&4!.(!(D(:!*.&:(/!6)4.!$1CI!!>%/!8((!!8:((!41!*?(2C\&4(!1\%!4.&4!)\8!\$1C\\/!\9\<(;!
(D(%!)8!.(!/)/%\\4!*&$!)4!81:!*C:(,!
8:&%<\$,!!=. ($!?:1F&F\$!*.&:(/!&!\14!18!4.(!*&'(!D)(6*,!!
"#!! - 1!$1C!:('('F(:!&%$4.)%3!&F1C4!4.&4!PQ`R!2&'?&)3%!4.&4!*4)2<*!1C4!)%!$1C:!')%/I!
9#!!74. (:!4. &%!G&:4(:!6)%%)%3;!$1C! ' (&%!!
"#!!74. (:!4.&%!G&:4(:!6)%%)%3;!0!3C(**!5&641%||*!2&'?&)3%!81:!4. (!9(%&4(,!
9#!! L . 1 ' !/)/!G . ) ( *!: C%!&3&)%*4!)%!PQ`R I!
"#!!0!4.)%<!)4!6&*!h&%!H110(!?(:.&?*;!1:!6&*!4.&4!PQcAI!
9#!! L (@!)%!PQ`R;!6.1(D(:!)4!6&*!6&*!&!%1%(%4)4$!0!:('('F(:!4.&4,!!04!6&*!&!*.11K)%,!!!
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"#!!T$!PQcA;!.)*!%(b4!(@(24)1%;!.(!.&/!F(21'(!VC)4(!6(@!:(*?(24(/!)%!4.(!9(%&4(!&%/!18!
21C:*(!6&*!D(:$! 'C2.!)%D1\(\bar{D}(/!)\)%!4.(!TC/3(4!G1 ' ')44((!&\)%<!)4!6&*!)\(\bar{PQc}\)i!4.&4!.(!
&24C&@$! ' &/ (!&!F)/!81:!4. (!@(&/(:*.)?!&3&)%*4!9(%&41:!T$:/,!! - 1!$1C!:( ' ( ' F(:!&%$!18!4.1*(!
)%2)/(%4*;!1:!/)/!$1C!81@16!4.&4!)%!4.(!%(6*?&?(:I!!7:!/)/!$1C!&*<!&F1C4!.)'I!
9#!!+C*4!)%!4. (!%(6*?&?(:,!
!
"#!!W16!PQci;!6.(%!.(!!1*4!4.&4!F)/!81:!4.(!!(&/(:*.)?!&%/!4.(%!.(!6&*!1%!4.(!TC/3(4!
G1 ' ')44((;!F$!4.&4!4) ' (!H:(*)/(%4!^(&3&%!.&/!F((%!(@(24(/!))%!PQcS,!!-1!$1C!:('('F(:!)8!
. (!.&/$!*?(2)8)2!8((1)%3*!&F1C4!H:(*)/(%4!^(&3&%!4.&4!.(!(D(:!(b?:(**(/!6)4.!$1C!!
9#!!W1,!
"#!!7FD)1C*\$!.(!6&*!)%D1\D(/!)%!4.(!FC/3(4!/)88)2C\4)(*;!&%/!18!21C:*(!6(!6(:(!:C%%)%3!D(:$;!
D(:$!!&:3(!/(8)2)4*,!! L 1C!/!$1C!21%*)/(:!5&641%!<)%/!18!&!/(8)2)4!.&6<!1:!<)%/!18!&!8)*2&!!
21%*(:D&4)D(I!
9#!!0!61C0/![C/3(!.)'!41!F(!21%*(:D&4)D(!:(&0$,!
" #!!Z)*2&\(\)!21\(\%\)* (:D&4\)D(\(\,!\)
9#!! " ' . ' ' .!!!
"#!!=.&4!6&*!4.(!4)'(!6.(%!(D(:$4.)%3!6&*!2.&%3)%3,!!-('12:&4*!6(:(!01*)%3!3&*:!01*)%3!
*4(&':!&%/!(D(:$F1/$!6&*!4C:%)%3!^(?CF@2&%!)%!4.)*!&:(&!?&:4)2C@&:@$,!!-)/!.(!(D(:!(b?:(**!
8:C*4:&4)1%!6)4.!4.&4!1:!/)/!.(!(D(:!4&@<!&F1C4!)4!1?(%@$!6)4.!$1CI!
!
9#!!W1.!
"#!!-1!$1C!4.)%<!.(!6&*!8:C*4:&4(/!6)4.!4.(!8&24!4.&4!&!@14!18!4.)*!6&*!.&??(%)%3!)%!4.(!*1C4.!
?&:4)2C(&:($1!
9#!!0\\\ '\!*C:(\!.(\!61C\text{0}/\!.&D(\!F((\%;\!:(&\text{0}\$,\!!\!
"#!!G&%!$1C!*C'' '&:) (!$1C:!16%!FC*)%(**!&24)D)4)(*!/C:)%3!4.(!PQcS*;!0!3C(**1!! L &*!$1C:!
?:&24)2(!2.&%3)%3!&4!&@I!!L.&4!6(:(!*1'(!18!$1C:!FC*)%(**!&24)D)4)(*!&4!4.&4!4)'(I!
9#!!0%!4. (!0&4(!PQRS*!4.:1C3.!4. (!'')/!PQ`S*;!0!6&*!)%!4. (!21%/1')%)C'!FC*)%(**,!!0!
' &)%4&)%(/!&!&6!188)2(,!!0!6&*!4.(:(!?(:)1/)2&@$!FC4!81:!4.(! ' 1*4!?&:4;!0!6&*!)%D1@D(/!)%!
/ (D($1?)%3!21%/1')%)C'*!)%!h(%)2(!&%/!)%!51%3!T1&4!N($;!*C22(**8C@$!0!')3.4!&//,!!=.(%!
&#1%3!21 ' (*!4. (!3&*!2:)*)*!)%!4. (! ' )/!PQ`S*!&%/!4. (!*(21%/!.1 ' (!FC*)%(**!6 (%4!*4:&)3.4!
)%41!4.(!4&%<,!!0!4.(%!6(%4!F&2<!41!?:&24)2)%3!&6!8C@K4)'(;!FC4!0!/)/!*1!&84(:!/(2)/)%3!4.&4!4.(!
F(*4!6&$!81:!'(!41!/1!)4!6&*!41!&%*6(:!&@!'$!20)(%4*!?.1%(!2&@*!&%/!4C:%!4.():!FC*)%(**!1C4!
6)4.1C4!4.('!.&D)%3!41!2&@!&%/!&*<!'(!&F1C4!)4,!!=.(!4:&/(K188!81:!4.&4!6&*!4.&4!0!/)/%#4!.&D(!
41!6 (&:!&!21&4!&%/!4) (,!!0!)%*4)4C4 (/!4. &4!&%/!0!. &/!&!4: ('(%/1C*\displays)**C22 (**8C\displays)**B$!$ (&:*,!!04!
61:<(/!1C4!6(@,!
"#!!91!$1C!/)/%M4!.&D(!41!31!41!21C:41!
9#!! L . (%!0!6 (%4!41!4. (!21C:4.1C*(;! '$!2®)(%4!6&*!)%!/&%3(:;!a2&C*(!0!/)/%II4!<%16!6.&4!4. (!
. ( @!0!6&*!/1)%3,!!TC4!0!<% ( 6!4. &4!*1!0!/)/%l4,!!W1;!\|D(!F((\%!)\%!4.(!4:&\%*&24)1\%.\|EC*)\|C**;!1.!
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"#!!-)/!*.(!(D(:!4:$!41!3(4!$1C!41!.(@?!.(:!6)4.!(*4&F@)*.)%3!4.(!Z@1:)/&!O1C*(|!!!
9#!!7.;|*.(!.&/!9&:&.!" &2N&$!F(&4!&@!18!C*!C?!&!014,!!J(&.,!!9C:(,!!9&:&.||*!&%14.(:!1%(!18!
4.1*(!?(1?%(!$1C!2&%%14!*&$!%1!41,!!J(&.;!6(!&@!314!)%D1@(/!)%!4.(!Z@1:)/&!O1C*(,!!!
"#!! L (:(!$1C!*C:?:)*(/!6.(%!$1C!.(&:/!.(!6&*%!!31)%3!41!:C%!&3&)%I!
9#!!W1,!!]%1C3. ||*!(%1C3.,!
"#!! L . &4!/)/!$1C!4.)%<!6.(%!.(!0(&1!! L . &4!/)/!$1C!4.)%<!.(!6&*!31)%3!41!/1!!!=.)%<)%3!F&2<!
1%!4.)%3*:!/)/!$1C!4.)%<!a6(@!1<&$!5&641%|*!.&/!4.(!Pc!$(&:*!)%!4.(!9(%&4(||1!!
9#!!0!4.1C3.4!.(!6&*!31)%3!41!0)D(!&4!4.(!F(&2.!&%/!(%[1$!)4;!.1%(*40$,!
"#!!-)/!$1C!011<!81:6&:/;!'&$F(;!41!F()%3!6)4.!.)'!&!0)40(!'1:(!&%/!/1)%3!*1'(!8C%!*4C88!
413(4.(:1!
9#!!7:!*(()%3!.)'!/16%!4.(:(;!$1C!<%16,!!aG&C*(!*((!&@!4.(!5&<(@&%/!3C$*!.&%3!1C4!&4!4.(!
F(&2.!)%!4.(!*C''(:4)'(,!!!
"#!! L (:(!$1C!*C:?:)*(/!6.(%!$1C!81C%/!1C4!.(!6&*!31)%3!41!:C%!81:!U1D(:%1:I!
9#!!W1,!
"#!! L . (%!6&*!4. (!8):*4!4) ' (!$1C!. (&:/!. (!6&*!31)%3!41!/1!)41!!!
9#!!>4!@C%2.!1%(!/&$,!!!
"#!!-)/!.(!(D(:!4(@!$1C!F(81:(!)4!6&*!&%%1C%2(/I!
9#!!J(&..!!]@*61:4.!&%/!0!.&/!0C%2.!6)4.!.)'!&%/!.(!410/!C*,!!0!4.)%<!.(\\/!&\!:(&/$!410/!
] 0 * 61:4.,!!=. (%!. (!410/! ' (!4. (!*& ' (!4.)%3!?: (44$! ' C2.,!!!
"#!!-)/!.(!(b?:(**!&%$!*?(2)8)2!/)*&??1)%4'(%4!1:!8:C*4:&4)1%!6)4.!4.(!2C::(%4!&/')%)*4:&4)1%;!
6)4.!"&:4)%( I!
9#!!W1;!.(![C*4!6&%4(/!41!/1!)4;!$1C!<%16,!!!
"#!!J(&.;!.(!4.1C3.4!.(!21C0/!/1!&!F(44(:![1F!6)4.!)4,!
F((%!4.(:(,!!0!'(&%;!.(||**!&!311/!3C$;!FC4!.(!6&*!D(:$!*C22(**8C@!)%!4.(!:(*4&C:&%4!FC*)%(**!
)%!=&' ?&!&%/!.(!*.1C@/\\D(!*4&$(/!4.(:(;!:(&@$!&%/!4:C@$,!!O(!&%/!.)*!6)&(!.&/!&!/(@)3.4\\C@1
: ( *4&C:&%4,!!!
"#!!W16!6.&4!:(*4&C:&%4!6&*!4.&4!&3&)%I!!=.&4!6&*%|4!4.(!h&!(%2)&!U&:/(%!6&*!)4I!
9#!!W1;10!2&%!4&<(!$1C!41!4.(!*?14;!FC4!0!2&%\\\!4(\!!$1C!4.(!%&'(!18!)4,!!0!'(&\%!0!21C\!/!)D(!$1C!
*4:&)3.4!4.(:(,!
"#!!J(&.;!)4!6&*%||4!4.(!h&@(%2)&!U&:/(%;!4.1C3.;!6&*!)4||!!!
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9#!!W1,!W1,!
"#!!7<&$;!0\\D(!\&\\6&\$*!*C*?(24(/!4.&4!6&*!)4,!
9#!!= . &4||*!&%14. (:!@1%3K4) ' (!9?&%)*.!?@&2(,!
"#!!0*!4.&4!:(*4&C:&%4!*4)@!31)%3!!
9#!!h&!(%2)&!U&:/(%* I!
"#!!W1;!.)*;! "&:4)%( ||*,!!!
9#!!W1,!
"#!!=. ($![C*4!F:1<(!4.(!6.10(!4.)%3!C?!!
9#!! L (@;!)4! . & /!&%14 . (:!%& ' (!!&4(:!1%!&%/!0!4.)%<!)4! ' &$! . &D(![C*4!/)*&??(&:(/,!
" #!! - )/!$1C!*C??1:4!U1D(:%1:! " &:4)%(_!6 . (%! . (!:&%!81:!U1D(:%1: I!
9#!!W1,!
"#!!5(4|*131!F&2<!41!4.&4!2&'?&)3%.!!L.&4!/)/!$1C!4.)%<!&F1C4!4.(!:C'1:*;!8):*4;!&%/!4.(%!4.(!
)%81: ' &4)1%!8:1 ' !5&641%!.) ' * (1814. &4!. (!6&*!F()%3!4: (&4(/!81:!/(?:(**)1%1!!-)/!$1C!. &D(!&%$!
4.1C3.4*!1%!4.&4I!
9#!!W1,!!0! ' (&%!)4||*!C%/(:*4&%/&F((,!!!
"#!! - 1!$1C!:('('F(:!.16!4.&4!?%$$(/!1C4!)%!4.(!2&'?&)3%I!
9#!!0! / 1%||4!4.)%<!)4! 6&*!&!: (&@!)**C(,!
"#!!H:1F&F@$!F(2&C*(!.(!&//:(**(/!)4!81:4.:)3.4@$!Y!!
9#!! - (&4!6)4.!)4,!
" #!!>%/!4. (%!4.&4!6&*!)4,!
9#!!J(&.,!
"#!! L . &4!6&*!4. (!4.)%<)%3!. (:(!)%!5&<(l&%/;!)8!$1C!. &/!41!31!F&2<!41!4. &4!*C ' '(:!18!PQQS1!!
L (:(!4.($!*&$)%3!a6(@!4.(!1@/! '&%!)*!31)%3!41!4:$!41!/1!4.)*;!.(\\*!314!4.)*!(31!4:)?\\!1:!6&*!)4!
a&0:)3.4;!5&641%||*!3(44)%3!F&2<!)%41!?10)4)2*||I!| L &*!4.(:(!&!3(%(:&0!1?)%)1%!.(:(!)%!5&<(0&%/!
&F1C4!)4I!
9#!! L (0;10!4.)%<! (D(:$1%(!6&*!/(0)3.4(/!41!*((!.) ' !3(4!F&2<!)%;!$(&.,!
"#!! L (:(!4.1*(!6.1!*&)/!.(!1C3.4!41![C*4!3)D(!)4!C?!&%/!%14!/1!&%$!18!4.)* I!
!
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"#!!T$!4.&4!4) ' (!)%!PQQS;!5&<(@&%/!&%/!H1|<!G1C%4$!6&*!:(&@$!31)%3!^(?CF@2&%,!!-)/!
5&641%!.&D(!&%$!/)88)2C4$!3(44)%3!.)*!10/!F&*(!F&2<!413(4.(:!6)4.!2&'?&)3%!21%4:)FC4)1%*!1:!
*C??1:41!
9#!!O&88!18!.)*!8:)(%/*!&%/!*C??1:4(:*!6(:(!^(?CF@)2&%*,!!0\\D(!F((%!&!^(?CF@)2&\%!81:(D(:\\!C*4!
%(D(:!.&D(!D14(/!81:!1%(,!! L (@;!4.&4||*!%14!4:C(;!0!.&D(,!!TC4!(**(%4)&@$!0||D14(/!-('12:&4,!
"#!! L (@!$1C! ' C*4!%14!F(!D14)%3!4. (%!&4!&@!%16!)8!$1C!.&D(%M4!D14(/!81:!1%(;!a2&C*(!$1C! ')3.4!
&*!6(@![C*4!\&$!1C4!&\413(4.(:;!\a2&C*(!4.(:(\\*!\%1!-('12:&4*!41!(D(\%!D14(!\81:!\&\\$'1:(,!
9#!!=(@!'(!&F1C4!)4,!!J1C!<%16;!6.(%!0!:(3)*4(:(/!^(?CF@)2&%;!6.&4!6&*!*1!C%C*C&@;!)4!2&'(!
8:1 '!&!/:C%<(%!F(4!8:&%<\$,!!>!8:)(%/!18! ')%(!.&/!F(4!1%(!&%14.(:!6(!61C\)/%|4!*.16!C?!4.(!
%(b4! '1:%)%3!&%/!:(3)*4(:!^(?CF))2&%,!!>%/!&4!%)%(!1||2|12<;!6(!6(:(!4.(:(!&%/!6(!:(3)*4(:(/!
^ (?CF()2&%,!!
"#!! - 1!$1C!:('('F(:!6.&4!$(&:!4.&4!6&*I!
9#!!0!/1%|4!<%16;!6(!6(:(!1%|4.(!8:1%4!?&3(!18!The Ledger!)4!6&*!*1!:&:(,!!04!6&*!*1'(4.)%3!
( * (,!!= ( &2 . !$1C!%14!41!/:)%<!&%/! ' &<(!F(4*,!!!
"#!!04! 'C*4!.&D(!F((%!&!?:(44$!(b2)4)%3!*C''(:!6)4.!5&641%,!
9#!!7 . !$(& . :!*C:(.!
"#!!-)/!$1C!(D(:!31!41!&%$!18!4.(!2&'?&)3%!(D(%4*I!
9#!!J(*,!!!
"#!!^&@)(*I!
9#!!J(*,!
"#!!-)/!$1C!31!1C4!18!4.(!21C%4$!81:!&%$I!
9#!!0!6 (%4!41!1%(!)%!T:11<*D)@(;!81:!(b&'?@(;!&%/!?@&2(*!@)<(!4.&4,!!!
"#!!G&%!$1C!21 ' ' (%4!1%!TC//$! " &2N&$\\*!&24)D)4)(*!1:!)%D1\\D( ' (%4!)\%!4. (!2& ' ?&)3%1!! - 1!
$1C!<%16!TC//$! " &2N&$1!
9#!!0!:11 ' (/!6
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4. (:(!%(D(:!.&*!F((%!&%$!8)%(:!?(:*1%!4.&%!TC//$,!!O(!6&*!&%!)/(&!! '&42.!81:!5&641%,!!0!
 ' (&%!4. ($!6(:(!&®)<(,!!!
"#!!J1C!61C0/!.&D(!F((%!&4!dZ!&4!4.&4!4)'(;!)%!PQ;SI!
9#!!O(00!0!6&*!)%!.)3.!*2.110,!
"#!! L 16;!.)3.!*2.11@$1C! ' (4!TC//$,!! L .&4!&F1C4!21@(3(I!!-)/!$1C!<%16!TC//$!)%!21@(3(I!
9#!!J(&.;!*C:(,!!
"#!!0%!5&6!92.11@!4111!
9#!!0%!21@(3(;!0!/1%|4!:('('F(:!)%!5&6!92.110,!!9((!&!014!18!4.(!3C$*!6(%4!188!)%41!4.(!
*(:D)2(,!!0!/)/%ll4,!!>%/!0!?:1F&F@$!314!1C4!18!5&6!92.11@!F(81:(!TC//$!/)/,!
"#!!G&%!$1C!*C''&:)_(!TC//$\\*!)\%D1\\\D(''(\%4!)\%!4.&4!2&''?&)3\%\\I!!-1!\$1C!:(''('F(:!&\$4.)\%3!
*?(2)8)2&@$!4.&4!$1C!21C!/!21''(%4!1%!4.&4!61C!/!1%2(!&3&)%!)%/)2&4(!4.&4!.(!6&*!4.(!:)3.4!
3C$!81:!5&641%!)%!4.)*!Y!!
9#!! L (@!. (!&%/!G.)@(*!2&' ?&)3%(/!)%/(?(%/(%4$;!0! ' (&%;!4. ($!/)/\%4!31!413(4. (:,!!>\%/!
TC//$!61:<(/!4.(!&:(&*!18!4.(!94&4(!)%!6.)2.!.(!.&/!4.(!3:(&4(*4!:(*?1%*(;!?14(%4)&!!
:(*?1%*(;!&%/!G.)@(*!61:<(/!4.(!")&')!U1@/!G1&*4!&:(&!.)'*(@!F(2&C*(!4.&4|*!6.(:(!.(!
. & / !4. (!F(*4!21%4&24*,!!>%/!4. ($! ' & / (!&!4:( ' (%/1C*!4(& ' !F(2&C*(!1FD)1C*!$!4. ($!61%,!!!
"#!! L 1C\|/!\$1C!\*\$!4.\&4!^. (\&!\&\/!>\%\(!6\)(:(!2\)1\(!\&\*!\&\*!21\)\&F1:\&41:\*I!!-)/!4. (\$!3(4!
&11%3!?:(44$!6(11!
9#!!0!/1%||4!<%16!(%1C3.!&F1C4!4.&4!41!*&$,!!0!2&%||4!)' &3)%(!4.&4!4.($!6(:(%||4,!!!
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! 9\#!!J(?,!!=.&4M*!G.)@(*,!!!
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W1!1%(!21C\(!\)(!()(:)!\(!()(:)!\(!()(:)!\)()(!!*&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4.\)&\(!4
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