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

=J!KH7BGL>F7KGH!

!

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

!

B)!O' 0!' !`N5*)!*+*%5%: !#%!)\$*!%*O0!3*0V!')!)\$*!!"#\$\$%&'()*+,%- . 0!Q#(V5%: !\$50!
(*: N, ' (!S')N(3' X!%5: \$)!,')*!0\$5L[!)\$*%I(*6#()**(!=5<\$' * ,!&#O5*\$' 3!\$50!(' 3' (!N6!
L#(!' %X)\$5%: !)\$')!; 5: \$)!; ' V*' !,')*(N%!L#(!)#; #((#Oa0!6' 6*(0!

!

. (#N%3!b6; [#%! . N: N0)!c[!>?@@[!)\$*!65<)N(*!3*0V!06#))*3!0#; *)\$5%: !O5)\$!
6#)*%)5' ,0!&#O5*!(*<' ,,0d!

!

(.,)' / %0'%)%**&' +,%1#&' -123",)'45%'6",#1#+ '2%, '4#'(/133),'

A???!6*#6,*!O*(*)' ((*)*3!#+*(!L#N(!%5: \$)08\!-N0*0!' %3!<' (0!O*(*)!0*)!' ,5: \$)! %3!
0\$#60!,##)*38!W5+*!35*3!5%!5%<53*%)0!35(*<),X!(*,')*3!#!)\$*!+5#,*%<*8!

!

;3'/%0'%24<*)3)*&'*%/*)00F'-,4-),'%#%,2.12'04,3'45')#G1,4#<)#3=';3'/%0'-,)33&'
02%,&'%23*8=

' N)\$#(5)')5+*!#(!%#)8!B)!O' 0!35LL5<N,)!)#!V**6!)(' <V!#L!O\$*(+5#,*%<*!O' 0!L,' (5%: !
' %3!)#!O\$')!*K)*%8!WN()\$*(; #(*!)\$*!0)#(X!O' 0!N%L#,35%: !+*(X!,')*!')!%5: \$)! %3!
' (,X!5%)\$!; #(%5%: [!*' 05,X!U,#05%: !; #(%5%: !%*O06' 6*(!3** 3,5%*08!

!

D\$*!<\$' ,,*,%: *0!#L!(*6#()5%: !)\$*!(5#)0[! ' 0!O*,,!' 0!)\$*!N%5` N*!<5(<N; 0)' %<*0!#L!)\$*!
0)#(X[!LN*,, *3!)\$*!(50*!5%!05: %5L5<' %<*!#L!' !%*O!)##,!5%)\$*!(*6#()* (a0!V5)IU' : 8!
DO5))*(!' ,(*' 3X!*0)' U,50\$*3!' 0!' !6#O*(LN,!; *35N; !3N(5%: !U(*' V5%: !%*O0!*+*%)0!
0N<\$!' 0!)\$*!R: X6)5' %!E*+##,N)5#%@?!' %3!)\$*!=N; U' 5!)*((#(!'))' <V0@@[!<' ; *!)#!)\$*!
L#(*!3N(5%: !)\$*!GP!(5#)08!

!

Q)4-*)'G),&'9"128*&'+43'34""#\$),03%#\$'3.%3'&4""24""\$'51#\$'4"3')@3,)<)*&'9"128*&
7'<"2.'5%03), '3.%#&4""24""\$'6&4#1#+'3.)'-4*12)'7'/.%3'/%0'+41#+4#6&
4481#+'%3'(/133),=(:)', 1430'\$)51#13)&\$)<4#03,9.3)\$)5""#)00'45'(/133),'
%0%'344*'34'9"128*&'G),15&4,'2.)28'4"3'4,'24,,464,%3)'04<)3.1#+'3.%3'&4"".)%,'
+41#+4#9

!

D\$*!; #0)!6(#; 5%*)!*K6#%*)!#L!DO5))*(!3N(5%: !)\$*!(5#)0!O' 0!] ' N,!T*O50[!' !
(*6#()*(!')!)\$*!!"%, \$1%#T5V*!&#O5*!\$*!: #)!\$50!L5(0)!0%5LL!#L!)\$*!0)#(X!L(#; !)\$*!
O53*,X!(*)O**)*3!/(*6NU,50\$*31!

DO5))*(!O' 0!N0*3!UX!)\$*!; *35' !U#)\$!#!: ')\$*(!5%L#(; ')5#%!' U#N)!)\$*(5#)0!' %3!)#!
U(#' 3<' 0)!%*O0!' U#N)!)\$*; 8B)!353!%#)!(*6, '<*)\$*!; #(*!)(' 35)5#%' ,!; *)\$#30!#L!

!!9(*' ,,X+5()N' ,!)O**)*3d!J&* ,5<#6)*(!\$#+*(5%:!' U#+*!. UU#))' U' 3!')!@. =!/50!' !
(('*!'+*%)18M!B%!(*) (#06*<!)!\$50!)O**)!<' ((5*3!<#%053*(' U,*!(,* ,*+' %<*!' %3!U*<' ; *!
' !65*<*!#L!)\$*!\$50)#(5<' ,!%' ((')5+*'!' U#N)!-5%!T' 3*%a0!3*')\$8!
!!9U' (' <V#U' ; '!)O**)*3[!' ,#%: 053*'!' !6\$#)#!#L!\$5; 0* ,L!5%' %!*; U(' <*!O5)\$!O5L*!
=5<\$* ,,*d!JW#N(!; #(*!X*' (08M!FU' ; ' !<\$#0*!)#!)O**)!U*L#(*!; ' V5%:!' %X!#)\$*(!
6NU,5<!<#; ; *%!)#%!)\$*!%5: \$)!#L!\$50!(*!*, <)5#%8!D\$50!)O**)!O' 0!(*!O**)*3!; #(*!
)\$' %!h@?[???!)5; *0[!U*<#; 5%:!)\$*!; #0)!O53* ,X!<5(<N,')*3!6#0)!5%!DO5))* (a0!
\$50)#(X8!
!
DO5))* (!O' 0!%#)!\$*!#%,X!)\$*!0#N(<*!#L!%*OO!5%!*' <\$!<' 0*[!%#(!O' 0!5)!%*<*00' (5,X!

;5&4"3448'(133),4"3'45'3.)'9"%314#F%'0'3.4"+.'13'\$1\$#N3')@103F';/4"\$\$.%G)'
+43%'2%**5,4<'3.)'A#)/0B'\$)08%'3'04<)'-41#3'4,;'/4"\$\$.%G)'.)%,\$%'64"3'13'4#'
3.)',%\$14='U'3'3.)'\$155,)#2)'/13.'(133),10'3.%3'3#)/0B'\$)08'/4"\$\$.%G)'
.)%,\$%'64"3'13"#31*'<1\$#1+.3F'-.46%6*&F%'#\$3.)',%\$14'/4"\$\$.%G)',-4,3)\$'
18#31*'3.)#)@3<4,#1#+F'-.46%6*&=';3'<%+'.%G)'6)#'3.%3;'/4"\$\$.%G)'%.%\$'
)#4"+.'31<)'34'+)3'6%28'\$4/#3.),)=?!

!

D' X,#(13*0<(5U*0!)\$50!J5; ; *35' <X!#L!DO5))* (M! 0!#%*!#L!5)0!0) (*%:)\$0!L#(!)\$*!
; *35' 8!"N0)! 0! %!5%#<*<%)!UX!0)' %3*(!5%! . UU#))#U' 3!N%O5))5%: ,X!U(#V*!)\$*!0)#(X!
#L! !GS!(' 53!#%!-5%!T' 3*%a0!<#; 6#N%3!!,#<' ,0!)566*3!7#N(%' ,50)0!#L!)#!: #5%: 0!#%!
)\$ (#N: \$#N!)!)\$*!GP!3N(5%: !)\$*!>?@@!(5#)08!

!

] ' N,!T*O50!0' X0!\$*!O' 0!: N53*3!)\$ (#N: \$!#%*!#L!)\$*!; #0)!3(' ; ')5<!*650#3*0!#L!)\$*!
(5#)0!UX!3*)' 5,0!6#0) *3!)#!DO5))* (8F%)\$*!)\$5(3!5: \$)!#L!(5#)5%: [! . N: N0)!h!!(5#) * (0!
\$' 3!)' V*%!#+' (!' %!0') *!5%!&' <V%*X8.)!)\$*!0<*%* [!' !6#,5<*<' (!O' 0!U*5%: !
0\$#O* (*3!O5)\$!(#<V08!B!)'))(' <)*3!06* <' ,!')*)%5#%!O\$*%5!0)' ()*3!)#!(*+*(0*!
(*+*' ,5%: !)\$*!6(*0*%<*!#L!' !3(5+*(8!D\$*(5#)* (0!J; #UU*3M!)\$*!<' ([!O5)\$! !; ' %!
6#50*3!#%!)#6!)\$*!(##L!O5)\$! !<#%<(*)*!U,#<V!O5, *!#)\$* (0!)(5*3!)#!(56!)\$*!3##(0!
#6*%8>@!

!

;3'/%0%'0'2*40)'%0';2%<)'34'0))1#4*92)'45512),81**)\$A6"3B'.)'<%#%+)\$34'
\$,1G)455/13.'.10/1#\$02,)##0.%33,)=\$=

!

] #,5<*)\$*%L,##3*3!)\$*!' (*' !0*%35%: !(5#) * (0!L, **5%: !' <(#00! !6' (V!<\$' 0*3!UX!
6#,5<*!#%!\$#(0*!U' <V8!

!

;5';N\$6)#%'?4",#%*103'24G),1#+'3.)'WS',1430F'4,'%#&4304,2)G1*#31*'
%64"3'CXXYF';/4"\$\$.%G)'?'03'54**4)/\$'-4*12)0!.,#0'4,*448)\$54,'-'<)0'45'
0<48)='U'3';0%1\$A4#'(133),B/.),)'\$1\$'3.)',143),0/

"" ; *0!-' ,,[!O\$#!O' 0!; #%5)#(5%:!)O**)0!L(#; !)\$*!"%,\$1%##*O0(##; [!L#N%3!
DO5))*(!O' 0!%#)!' ,O' X0!(* ,5' U, *!' %3!#L)*%!L5,, *3!O5)\$!' !, #)!#L!N0* , *00!%#50*8!-N)!\$*!
0' X0!%#)\$5%: !<#N,3!V**6!N6!O5)\$!5)0!06**3!L#(!(*6#()5%:!)\$*(5#)08!
!

J.%3'(/133),!%\$/%0'3.%3')G,&#)'/%0'3.),)'%*,)%\$&%#'\$04'3.)'0)24#\$%'5)
5)/-)-4-*')'+%3.),)\$'4"301\$)'%.4"0)F'3.%3'/%0'%-)% ,1#+:'\4"/),)#N3'+41#+
34'8))-"/13.'(/133),F'6"3'&4"24"*\$"0)'13'34'<%8)'&4",0)*G)0'5%03),'%#\$'13'

!

;5'04<)3.1#+10'+41#+G1,%*F'13'6)2430,&F'6"3')9"%**&'%'*43'45'/.%3';\$4'10'
<4#134,1#+/(133),'54,'6,)%81#+#)/0=!4F'13N0'#43'#)2)00%,1*&'6)24<)'%'61+'
034,&F'6"3';24"*\$'0%&'L.)&F';NG)'?"03'#4312)\$'3.%83'342\$10#%'3'3.10'
02.44*1#'#*%.4<%F';3.1#8'3.10'10'04<)3.1#+/)#)\$'3'48%'3N=';3<1+.3'#43'
. %G)' +4#)'G1,%*F'6"3'13N0'04<)3.1#++3.%3'/)#)\$'34'448%'3=

!

?+\$.+\$3!% @%5+0\$% **%*

!

- * < ' N0*!#L!<#%<*(%0!' U#N)!(*,5' U5,5)X!/350<N00*3!,')*(!5%)\$*!0*<)5#%#%!
+*(5L5<')5#%1!L*O!)O**O!L(#; !N%V%#O%!DO5))*(!' <<#N%)O!<' %!U*!6NU,50\$*3!' O!
%*OO!UX!<(*35U,*[!; '5%0)(*'; !; *35' !#N),*)O! =' %X!#L!)\$*!O**O!<5(<N,')*3!
3N(5%: !)\$*!GP!(5#)O!O*(*!U' 0*3!#%!,5)),*!; #(*!)\$' %!(N; #N(!#(13*,5U*(')*!
L',05L5<')5#%8!B)!O' O!<#; ; #%!L#(!6*#6,*!)#)O**)! !65<)N(*!#(165* <*!#L!5%L#(; ')5#%!
5%+5)5%: !)\$*!5; 6(*005#%!)\$')!)\$*X!O*(*)\$*!0#N(<*!#L!5)[!O\$*(* O!)\$*X!\$' 3!05; 6,X!
)' V*%!5)!L(#; !' %#)\$*(!' <<#N%)!

!

. O!\$' O!U**%!0\$#O%[\$#O*+*(!7#N(%',50)O!<#N,3!<' (*LN,,X!N0*!)\$*!5%L#(; ')5#%!
6#0)*3!#%!DO5))*(!#!\$*,6!: N53*!)\$*5(!(*6#()5%: 8!Q5)\$' !,5)),*!; #(*!)5; *[!
7#N(%',50)O!<' %!0*5f*!N6#%!)\$*!6*(0#%!U*\$5%3!' !DO5))*(!' <<#N%)!#!X5*,3!LN()\$*(!
5%L#(; ')5#%!L#(!0)#(5*0!

!

4N(5%: !)\$*!GP!(5#)O!["" ; *O!- ' ,,!O' O!U' 0*3!')!)\$*!#L5<*!#L!)\$*!!"%, \$1%#%!P5%: O!
H(#008!&*!0')!' ,#%: 053*! !7#N(%',50)!<N(')5%: !' !,5+*!U,#: !3*)' 5,5%: !)\$*!(5#)O! - ' ,,!
\$' 3!)O#!O<(*%0!N6!0\$#O5%: !' !O)(5%: !#L!<#%)5%N#N0!0** (<\$*O!#%!DO5))*(!L#(!
3*)' 5,O!(* , ')5%: !#!)\$*!(5#)O!&*!O' O!<#%0)' %),X!<#; U5%: !DO5))*(!L#(!)*(; O!ON<\$' O!
kGP(5#)O!k(5#)O<,*' %N6!J(5#)OM!' %3!)\$*!%' ; *O!#L!V*X!O)(**O)! %3!' (*' O!O\$*(*!

S#43.),,) %04#54,\$41#+3.%3'10'3.%3')2%#3)**3.)034,&'6).1#'\$34'6,1\$)
3.)-.434'6)2%"0')/)'%G)'34'0-)%8'34'3.%3'-),04#34'+)3-),<10014#34'"0)'13=
(.)54,)F'/)N,)'%6*)'34'3",#13'5,4<'%' ,%#4<'2*1-'4#\4"("6)'3.%3%'#&4#'
2%#0))F'1#34%'034,&=

!

. 00#<5') *3] (*00!3(*O!#%!)\$*!J\$X6*(I,#<' ,M!5%L#(; ')5#%!6#0)*3!)#!DO5))* (I5%!
#(3*(!#)!(*6#(!#%!)\$*!R: X6)5' %!E *+#,N)5#%!5%!" %N' (X!>?@&!

!

;3'A(/133),B/'%0'"0)\$%0%'#1#54,<%314#64%, \$=';3'/%0'81#\$242%*,
0.%,1#+=';/'%0'54**4/1#+'-)4-*)'3.%3';8#)'/),)'1#\$1031#23#)1+.64",.44\$0='!
J)/),)'6"1*\$1#+'"-%'-123",)'45'/.%3 ')@%23*&'/%0'+41#F4#=#

!

R+ *%!O5)\$5%!)\$*!: *#: (' 6\$5<' ,!%*KN0!#L!)\$*!N6(505%: !5%!H' 5(#!j !D' \$(5(!S`N' (*!j!
)\$*(*!O*(*!\$X6*(I,#<' ,!0#N(<*0!)O**))5%: !3*)' 5,!3#O%!)#!: #5%: 0!#%!'); *35<' !
)*)0[!#%!6*(5; *)*(0!#(!)\$*!6' , '<*8!

!

[#<<N65*3<'5\(#!T#X!R,!-5\(5\)' '%X!!](#)
[=*35<' ,!ON66,5*0!%**3*3!' \)!\)*; 68!\\$#065\)' ,!' \)!\)\\$ \(5\(d!%*<V!ON66#\(\)0!' %3!
0\)5\)<\\$5%: !\)\\$ \(*' 3!k7' %>^!!](#)
[?>g?>g>?@!E*6,X!E*\)O**\)!W' +#\(5\)*!>h!!](#)

!

[*,L#N,5#!. U3*,!E' \\$; ' %!&N00*5%!!](#)

!
B%!' !>??c!0)N3X!6NU,50\$*3!5%!(*,')5#%!)#IU,#: :5%: [!Q*5!53*)5L5*3!' !V5%3!#L!
<#,,*:5',5)X!' ; #%: !#%,5%*!<#; ; N%5)5*0!5%!0N66#(!#L!350<#+*(5%:!)\$*!)(N)\$8

!
Q)4-*)%,,),)%\$&'54,'5"bb&'2,)\$161*13&'c15'#43'344'<"2.d=(.)&'3%8)'1#54'/13.'%'
+,%1#45'0%*3F'/%32.'3.)'/%,#1#+4-1#14#01+#0F'%'#\$<%8)'3.)1,'4/#?'\$+<)#3'
2%**0='E4,04,F24#2),#0%,)'-%,3*&'6%*%#28\$%#)/'81#'\$45'2,)\$161*73&#'
)3.40%'64'3'3.)'+4%*0'45'3.)'013)0F'0"2.'3.%3')G)#'15'3.)&'\$4#43'3,"03%''+44\$'
2."#8'45'3.)%'\$1)#2)F'3.)&'3,"03'3.)'013)'%#\$'24<<"#13&'%0%'P4*)=

!
B2)5:!*)12.+ \$3 !

!
D\$*!6#0*(!#L!,')(:*!; N,)5!0V5,,*3!#%,5%*!<#; ; N%5)5*0!)#13(5,,!)\$*5(!O'X!)#!'\$' (3!
L'<)0!\$'0!*%<#N(' : *3!0#; *!7#N(%',50)0!)#!'<)5+*,X!'0V!L#(!\$*,6!)\$ (#N: \$!' !6(#<*00!
V%#O%!0!J<(#O3!0#N(<5%: M8!D\$*!53*' [!6')5<N,' (,X!5%!(*,')5#%!)#!DO5))* (!!50!
<#%)(#+*(05',!' ; #%: !7#N(%',50)08!

!
D\$*!7#N(%',50)!; #0)!#L)*%!'00#<5')*3!O5)\$!<(#O3!0#N(<5%: !+5' !DO5))* (!50!. %3X!
H' (+5%8!-N))(X!<5)*0!'!<'0*!3N(5%: !<#+*(' : *!#L!)\$*!T5UX' %!G6(505%: !O\$*(*!H' (+5%!
)O**)*3!)\$*!5; ' : *!#L!' %!*K6,#3*3!; N%5)5#%0!0\$*,,'! %3!'0V*3!L#(!<,N*0!#%!
O\$*)\$*(!#(!%#)!5)!O'0!#L!B0(' * ,5!#(5: 5%8^?!D\$*!W' <*U##V!6' : *!#L!' %!. ('U5' %!; *35' !
#N),*)!|. ,!=' %' (' ![\$'3!0N: : *0)*3!)\$')!)\$*!O\$*,!,; 'X!\$' +*!<#; *!L(#; !B0(' * ,8H' (+5%!
)O**)*3d!

!
'<' (+5%!. %3X!H' (+5%!!
D\$*X!B4!5)!0!B0(' * ,58=' XU*!; ' XU*!#)#!C**3!\$*,6!)#B4!5)8!. %X#%*Z!E!
[97' %@^*: Xd!5\)0!6#0\)*3!#%!. ,!=' %' \(' !\] \(*00!W-!\\$\)\)6dgg: ##8: ,gT=L*G!!](#)
[?Ag@>g?@!E*6,X!E*\)O**\)!W' +#\(5\)*](#)

!

D\$*!"%,\$1%#0!] ' N,!T*O50!\$' 0!' !+*(XIL5(; !6#05)5#%!' : ' 5%0!)\$*!0#()!#L!<(#O3!
0#N(<5%: !N0*3!UX!H' (+5%#

!

^G),&4#)' .%0%'81#\$'45'\$155),)#3'-.1*404-.12%*'64"#\$,&'54,'/.%3N0'%22)-3%6*)'
%#\$/.%3'10#N3='R4,<)F'3.%3N0'?"03'#43'9"13)',1+.3=';031**'3.1#8'3.),)'10%'24#3,%2
/.)6&F',)+%,,\$*)00'45'3.)'54,<'45'#54,<%314#F',)%\$),0'/%#3'"0'A?4",#%*1030B'34'
)03%6*10.'04<)'54,<'45'3,"3.'4,'%22",%2&=':S#\$';3.1#8'3.),)'10%'\$)+,))'45'
,)0-4#0161*13&F'-%,312"*%,*&'/.)#'&4"N,)'1#'3.)'<1\$03'45%'143F'3.%3'/.)#'&4"
0)#\$%'3/)3'0%&1#+L10'3.),)'%f,4&\$4#51,)MN)*430'45'f,4&\$4#%,)'
+41#+34'3.1#8F'L%.F'04<)3.1#+N0'+41#+4#FN')G)#'15'&4'"0%1\$'01<-*&'L2%#'%#&4#
G),15&4,'10'3.10'3,^MN

!

D\$*(*!' (*!' ,0#!3#NU)0!' U#N)!\$#O!*LL*<)5+*!<(#O3!0#N(<5%: !+5' !DO5))*(!50!' 0!' !
%*O0!:')\$*(5%: !)##,S#; *!L**,'! %!*K6,5<5)!<' ,!L#

ED!9] 'N,T*O50d!Bl; !\$* ' 35%:!)#D#)) *%\$' ; !(5#)0!. 3+5<*!' %X#%*Z!pp!25+*!; *!
0)(*%:) \$8!2*)!' !], ' 0; ' !DY[!45K#%08!^>q8!
[?hg?cg>?@!E*6,X!E*\)O**\)!W' +#\(5\)!^!!](#)

!

C#%*)\$* ,*00[!T*O50!L#N%3!0N<\$!)O**)!O*(*!* (' ,X!O#() \$O\$5,*!3N(5%:!)\$*!
(5#)08!

!

Q)4-*)'+)#"1#)*&'/%#3)\$'34'.)*-7'-%,3*&'6)2%"0)'13N0'%<4<)#3'45'21G12'2,1010F'
04'-)4-*)'5))*3.)&'%.%G)'%'\$"3&'%*<403'34'81#\$'4524%64,%3)/13.'?4",#%*1030'
:":5'&4""%08'3.)<'/.%3'3.)&'3.1#8F'&4"N**+)3'%**'04,30'45""0)'4001854#F'
6"3'15'&4""%08'3.)<'54-)215120'A&4""+)3'5",3.)!B=

!

R+*%!L#(!' !O* ,IL#,,#O*3!' <<#N%)!\$#O*+*(!!)\$*(*!O**; 0!,5), *!<* ()'5%)X!' U#N)!

!

;\$1\$#N3',)*10)'13'9"13)'%0'<"2.%3'3.)'31<)'6"3'0"60)9")#3*&F'3.)'-)4-*)'/.4'
)'3/)31#+') ,)'G),&'<"2.'-4-*)'18)'<)F'15'&4'"18)=)g),&'<"2.'/.13)F'
<1\$(\$*)2*%00'-,45)0014#%*0'/.4'/),)'/%32.1#+4',)-4,31#+43.),'3.1#+0'3.%3'
3.)&N\$'.),)\$4,'/%32.1#+3)**&4,'/%32.1#+4"3'3.)'/1#\$4/'%#\$'04'13'/%0'%04,3'
45%'0)*)231#+24<<"#13&'45'-)4-*)'381#+34')%2.'43.),F',)%**&='a4#)'45'
3.)'-)4-*)'1#G4*G)\$'1#3.),1430'/),)'3/)31#+F'4,'3.)'-4*12)F'%#\$'43'3.%3'<%#&'
<)<6),0'45'3.)'24<<"#13&'/.4'/),)'4,03'%55)23)\$'6&'13'/),)'3/)31#+'
,)%**&4

!

D\$*!6(#L5,*!#L!NO*(0!#%!0#<5',!; *35' !,5V*!DO5))*(!W' <*U##V!' %3!T5%V*3B%'+ (5*0!
&#O*+*(!5)!50!<,*' (!)\$')!%#%*!' (*!')!(N,X!(6*(0*%)')5+*!0' ; 6,*!#L!)\$'
6#6N,')5#%8!

!

&*,06*(!\$' 0!' (: N*3!)\$*!K50)*%<*!#L!' !J35: 5)' ,IN%3* (<' 00M8B%!'\$* (!(*<V#%5%: !)\$*!
JN%3*(<' 00M!50!6#6N,')*3!UX!' !: (#N6!5%<(*' 05%: ,X!; #(*!350' 3+ ' %)' : *3!5%!)\$*5(!
' U5,5)X!)#!NO*!)\$*!5%)*(%*)!' %3!#)\$*(!5%L#(; ')5#%!' %3!<#; ; N%5<')5#%!
)*<\$%#,#: 5*08!T#O!*3N<')*3!' %3!N%*; 6,#X*3!6*#6,*!' (*!L' (!,*00!,5V*,X!)#!\$' +*!' !
U(#' 3U' %3!5%)*(%*)!<#%*%<)5#%!')!\$#; *![' %3!)\$*X!\$' +*!5; 6(#+*3!,*00!L#(!
<#%*%<)5+5)X!#+*(!5; *!<#; 6' (*3!O5)\$!U*)*(!#LL!:(#N608c@!

!

&*,06*(a0!' (: N; *)!L5%30!0#; *!ON66#()!5%!' !(' %: *!#L!ON(+*X0!6(#L5,5%: !0#<5' ,!
; *35' !NO*(08!

!

. !>?@>!ON(+*X!UX!] *O!L#N%3!)

!

WN()\$(!(*0*' (<\$!0N66#()0!)\$*!%#)5#%#!#L!DO5))*(!' 0!' !(* , ')5+ * ,X!0; ' , ,!IX#N%: !' %3!
6# ,5)5<' , ,X! *%: ' : *3!<#; ; N%5)X8!D\$*!>?@>!E*N)* (0!B%0)5)N)*!45: 5)' ,!C*OO!E*6#()!
\$5: \$,5: \$)*3!' !J%*OO!' U0#(U*3M!0*<)5#%#!#L!)\$*!6#6N, ')5#%![O\$5<\$!(*6(*0*%)*3!, *00!
)\$' %!@?!6*(< *%)!#L!O53*(!0#<5*)X8!D\$*!: (#N6!O' 0!J3506(#6#()5#%') * ,X!5; 6#() ' %)!
5%!)\$*!<(*')5#%[!<#%ON; 6)5#%[!' %3!350)(5UN)5#%#!#L!%*OO[M!)\$*!(*6#()!L#N%38!D\$*!
: (#N6![O\$5<\$!(*6(*0*%)*3!' U#N)!i !6*(< *%)!#L!)\$*!6#6N, ')5#%!<#+* (*3!UX!)\$*!
(*6#()!O' 0!; #(*! ,5V* ,X!)#!<#; ; *%)!#% !%*OO[!O5<*! 0! ,5V* ,X!)#!0\$' (*!%*OO!' %3!
' <<*00*3!J05: %5L5<' %) ,X!; #(*!0#N(<*0!#L!%*OOM8B; 6#() ' %) ,X!)\$*!J%*OO!' U0#(U*3M!
N0*3!DO5))*(!JL' (!; #(*!\$**' +5 ,X!)\$' %!#)\$*(!0#<5' ,!%*)O#(VOM8!D\$*X!O*(*)X65<' , ,X!
; *%[!' : *3!>^!)#!A\!#L)*%!#O%5%: !' !)' U,*)!' %3!; #0!5%)*(*0)*3!5%!5%)*(%')5#%' ,!
' %3!6# ,5)5<' ,!%*OO8c\!!

!

SV*6)5<50; !' ; #%: !0#; *!7#N(%' ,50)0!' U#N)!DO5))*(!' 0!' !V5%3!#L!J*<\$#!<\$' ; U*(M!50!
' ,0#!0N66#() *3!UX!(*0*' (<\$!5%!)#!0#<5' ,!5%)*(' <)5#%0!+5' !DO5))* (8! .!0)N3X!UX!
&NU*(; ' %!/*)' ,! ,##V*3!')!A?b[i \?!DO5))*(!' <<#N%)0![O\$5<\$!#%!' +* (' : *!\$' 3!
6#0)*3!>^!)O**)0!\$' 3!h^!# , ,#O*(0!' %3!L# , ,#O*3!h?!#)\$*(O8!D\$*!0)N3X!L#N%3!
; #0)!' <)5+*!' <<#N%)0!5%)*(' <)*3!O5)\$!#% ,X!' !+*(X!0; ' , ,!L(' <)5#%#!#L!)\$*5(!
<#%* * <)5#%0!/' <<#N%)0!)\$*X!

!
C*5)\$*(!7#N(%',50)!350; 500*0!)\$*!*K50)5%: !+' ,N*!' %3!6#)*%)5' ,!#L!DO5))*(!L#(!)(*%3!
(*<#: %5)5#%[\$#O*+*(8!S#<5' ,!0<5*%)50)0!; ' (V*)5%: !6(#L*005#%' ,0!' %3!*+*%!
6#,5)5<' ,!*K6*(0!\$' +*!L#N%3[!')! ,*' 0)[!6#)*%)5' ,!5%!)\$*!5%05: \$)0!DO5))*(!<#N,3!X5* ,38!
!
&*(; 53' !' (: N*0!' !6, '<*!#L!DO5))*(!5%!' !%*O!J' ; U5*%)!; *35' M!O\$5<\$!<#,, *<)0!%*OO!
' %3!6*(06*<)5+*0!L(#; !; N,)56,*!' %3!35+*(0*!0#N(<*08!. !LN)N(*!35(*<)5#%L#(!

SJ!7MK77I B!/E!/!HI ME!" I LK>" !
!

)-13.)30'3.%3'1#3),-,)3'3.)'/4,*\$≡!

Q\$*(!7#N(%',50)0!0N<\$!' 0!T*O50!' (!)\$*; 0*,+*0!*%<#N(' : *3!' %3!*%<#N(' : 5%:!
#)\$*(0!)#!6NU,50\$!05: %5L5<' %)!%*O0!)#!DO5))*(!U*L#(*!5)! ' 66*' (0!*,0*O\$*(!)\$50!
0**; 0!U#N%3!)#!3(' O!, ' (: *(!' N35*%<*0!)#)\$*!; *35N; 8

!

. !0)N3X!UX!P. 2((0!!,%83270407. !11(,%8Tj ET-0. 327040Tf[(. !)-0. 2(0)-0. 4(. X)0. 1(!)-0. 4(!)-0.

] ' N,!T*O50!' %3!HCCa0!]5*(0!=#(: '%!O*(*)\$*!0*<#%3!' %3!)\$5(3!; #0)!5%L,N*%)5' ,!
' <<#N%)0[!L#,,#O*3!UX!- -H!C*OO[!BDY!C*OO[!- -H!U(*' V5%: !' %3!)\$*!2N' (35' %!')!
L#N(!)\$(#N: \$!0*+*%&. !LN()\$*(!)\$(*%!*OO!#(: '%50')5#%0!O*(*!5%!)\$*!)#6!>?&!
!
F)\$*(!(*0*' (<\$!0N66#()0!)\$50!L5%35%: &W#(!*K' ; 6,*[! ' !>?@?!0)N3X!#L!#+*(!05K!
; 5,,5#%!' <<#N%)0!L#N%3!%*OO!#(: '%50')5#%0!O*(*!' ; #%: !)\$*!; #0)!L#,,#O*3!' %3!
(*O**)*3&H* ,*U(5)X!' <<#N%)0!O*(*!)\$*!; #0)!6#6N,' (!L#(!; *)5#%0&^>!

!

7*%B%\$%2;0%:!)\$0%\$0E2%3%: !

!

DO5))*(!<' %!' ,0#!X5*,3!<#%)*%!)L(#; !#)\$*(0!)\$')!50!5%!0#; *!O' X!%*O0!O#()\$X!
O\$*%!(*<X<, *3!#%!#)\$*(!6,')L#(; 08!

!

D\$*!- -H!\$' 0!*; 6,#X*3!' !O\$#,*)*' ; !#L!7#N(%' ,50)0!)#!\$' (%*00!JN0*(! : ***(')*3!
<#%)*%M!/G2H1!' <(#00!5)0!; N,)56,*!6,')L#(; 08!D\$*!- -Ha0!G2H!)*' ; !05)0!')!)\$*!
<*%)(*!#L!)\$*!%*O0(##; !05L)5%: !)\$(#N: \$!*; '5,0[!<#; ; *%)0!#%!0)#(5*0!)O**)0!
65<)N(*0!' %3!6#0)0!#%!W' <*U##V8!

!

W4481#+'%3'3.)'24#3)#3'3.)&0))F'3.)'?4",#%*1030'<%8)'%#')\$134,1%*'?"\$+<)<#3'
%64"3.%3N0'0),14"0'%#\$',)*G%#3=(.)&'G),15&'3.)'04",2)0'45'3.)'24#3)#3'
24<1#+'1#='K#2)'13N0'2*)%,)\$'13'2%#6)"0)\$'6&'%**'U#&#<)\$1%=

!

!

(.)'5""1\$13&'%#\$'0-))\$'45'3.)')G)#3'/%0',)%**&'<%\$)'54,'(/133);#%0'
3/))31#+03"55'%#\$'3.%3'/%0'+1G1#+'%#4#+41#+'\$)02,1.)314#45#'\$
/.%3N0'+41#+4#'%#\$';N<#43'0.%28*)\$'6&'3.)'1\$)%'45'.%G1#+34'013'\$4/#'%#\$'
03,"23",)'%*4#+),'-1)2)≠;3'5)*3'G),&'<"2.*18)'3.%3'/%0'3.)'<403"0)5""%#\$'
)55121)#3'/%&'#43'4#*&'45'+)331#+3.)'1#54,<%314#4"3'34'3.)'/1\$),'-4-"%314#'
6"3'%*0,)%**&'34'+)3'13'6%28'34'3.)#)/0,44k=

RK' ; 6,*0!#L!D' X,#(a0!#U0*(+')5#%' ,!)O***)0!5%<,N3*d!

!

[9; \(; '\)\)\\$*O\)' X,#\(!HN\(\(X0!5%!kU\(5K\)#%!,*' \(*3!#N\)8\] 6,!<' \(\(X5%: !L,'\)!0<\(*%!\) +0!
*\)<' O' X!#\(!,# 3: !5%\)#!<' \(08!!](#)

[?hg?i g>?@@!](#)

!

[; \(; '\)\)\\$*O\)' X,#\(!=' \)\)\\$*O!D' X,#\(!](#)

. 6#<' ,X6)5<!0<*%*0!5%!k<(#X3#%8S; #V*!)##!)\$5<V!)#!3(5+*!)\$(#N: \$!' %3!0)5,,!

0#; *O' X!L(#; !L5(*!!

[?hg?hg>?@@!](#)

!

[9; \(; '\)\)\\$*O\)' X,#\(! \(505%: !\)*%05#%0!5%!R,\) \\$' ; \[!6#,5<*!L#\(; 5%: !' !V*\),*!](#)

[\\$\)\)6dgg\)O5\)65<8<#; gcA; i ,A!k,#%3#%\(5#\)0](#)

!
RK' ; 6,*0!#L!D' X,#(a0!)O***)0!L(#; !L' (l(5: \$)!3*; #%)(')5#%0!5%<,N3*d!
!
[9A\)A#334+, 3#8:\(\)!](#)D*%0*!')!,5+*(6##,!0)k+2:!' %3!' %5!L' 0<50)0!+!<,#0*8!
-50\$#6:')!*<,#0*38]#,!\$* ,5<#6!#+*(\$* 38!
?bg?Ag>?@@!
!
[!9A\)A#334+, 3#8:\(\)!](#)-5: !6#,5<*!6(*0*%<*!5%!TN)#%!L#(!k+2:!'3*; #8!D#O%!
U#'(3*3!N68!
?>g?^g>?@@!
!
[9A\)A#334+, 3#8:\(\)!](#)k+2:!'6*(L#(; 5%: !L#(!)\$*!; *35' !#N)053*!,N)#%!6NU8!.,,' \$!
' ,,' \$!O\$#!)\$*!LN<V!50!' ,,' \$!O*!' (*!)\$*!L'; #NO!*3,!!
?>g?^g>?@@!
!
. !0)N3X!#L!)\$*!DO5))*(!' <<#N%)0!#L!@^?l7#N(%' ,50)0!' %3!; *35' !#(: ' %50')5#%0!L#N%3!
ON<\$!<#%<*%)(')*3!(,5+*!)O***)5%: !0)(#%: ,X!5%<(*' 0*3!L#,,#O5%: !' %3!5%L,N*%<*8!
!
Q4031#++'%'24#2)#3,%3)\$#'"<6),45'3/)30'1#%'0.4,3'31<)7LZ#)3'
6",031#)00N*1G)'3/)3#+%'#')G)#3F'54,')@%<-*F'2%#1#2,)%0)'&4",'
)#+%+<)#3'VX'-),2)#3'<4,)'3.%#&4",')@-23)\$6%0)*1#)=
!
D\$*!3' 5,X!%*O0!<X<,*!3#*0!%#)!<#%050)*%),X!X5*,3!3(' ; ')5<!U(*' V5%: !%*O0!
0<*%' (5#0!0N<\$!' 0!*K)(*; 50)!6#,5)5<' ,!3*; #%)(')5#%0!' %3!O53*106(*' 3!(5#)5%: [!
\$#O*+*(8! = *35' !#(: ' %50')5#%0!' %3!7#N(%' ,50)0!#L)*%!)\$*(*L#(*![(*+*())#!)O***)5%: !
J' !U5)!5V*!\$* 3,5%*!O(5)*(0!Mph!O\$5<\$!<(*')*0!' !(50V!#L!U* <#; 5%: !; N%3' %*8!
&#O*+*(!' 0!&' \$%!%#)*0!(!)O***)!<' %!U*!O(5))*%!5%!; ' %X!35LL*(*)!O' X08!
!
DO5))*(a0!0)N3X!#L!@^?l7#N(%' ,50)0!' %3!%*O0!#(: ' %50')5#%0!0\$#O*3!' <<#N%)0!O5)\$!

!

S0%' +)#),%*', "*)F';\$4'3,&'34',)-*&'34'%#&3.1#+'3.%3N0'#43'A2,"\$)'-),04#%*' %6"0)B=:'U"3'15';N<'.4#)03F'\$",1#+'3.)',1430';\$1\$#N3'&36)2%"0)'; /%0'+)331#+'04'<%#&',)-*1)0'%#\$';/%0'04'6"0&'3.%3'13'/%0#N3'<&'-,1<%,&' 24#2),#%'3'3.)'31<}>#

!

D\$*!7#N(%',50)0!0' O!0#; *!+' ,N*!5%!(*06#%35%: [!O\$*(*!6#005U, *!#)!*%<#N(' : *! O#()\$O\$5,*!350<N005#%!' %3!)#!%N()N(*!6#)*%5' ,!LN)N(*!0#N(<*08!

!

45%

D\$50!; #(*!6*(0#%' ,50*3!' 66(#' <\$!)*%30!)#!6,' <*'! !7#N('% ,50)!; #(*!5%053*!#L' !
0)#(X8!B)!<' %!(50V!<#; 6(#; 505%:!' %X!<,' 5; 0!)#!#U7* <)5+5)X!' !7#N('% ,50)!; ' X!; ' V*8!
]#0*)5!' (: N*0!\$')!5)!' ; #N%0!)#!' !J)(' %0L#(; ')5#%#!#L!7#N('% ,50)5<!6(' <)5<*'! %3!
53*%)5)X!U*5%:!*LL* <)*3!+5' !DO5))* (M8!"#N('% ,50)0!' (*!(*!<' 0)! 0!J5%35+53N' ,!
(*6#()*(IU(' %

TJ!FGHFP>EKGH!

!

H;20!),!06%!I+35!

!

D\$*(!' 66*' (0!)#!U*!0#; *!' ; U5: N5)X!' U#N!)\$*!5; 6#()' %<*!#L!DO5))*('! 0!' !
U(#' 3<' 0)!6,')L#(; !L#(!)' 35)5#%' ,!%*O0!; *35' 8!D\$*(!*!50!%#!3506N)5%: !)\$')!5)!50!
' ,(*' 3X!' !6#6N,' (!0#N(<*!#L!%*O0!L#(!; ' %X!6*#6,*8!&#O*+*(!5)!50!%#)!<,*' (!)\$')!

UJ!CKCPKGNB/VOW!

!

#.:%9+. !;20+.(%*

. %' %5' 3#N[!S[!Q*500*%U' <\$* (!4[!E* ' [!-[!]5* (5!R[!Y50!W[!T5%[_!] (#<)* (!E!
&' ,L6*%%X[!]!>??b!mSN66#()5%: !W(' ; *!. %' ,X050!N05%: !D*K)! =5%5%: a[!5%!Q,42))\$1#+0'

; 5<(#U,#: : 5%: !5%!5%L#(; ' ,!<#; ; N%5<')5#%!')!O#(Va[!5%!;#3),#%314#%*'f4#5),)#2)'

4#!'--4,31#+!4"- ' Q#(V[!66>\AI>^>FS' %5U*,!B0,' %3[!W,#(53' 8!

!

!

K\$(\$%!.;.:%9+.!;20+.(%*

-' ,,[!'

!
mE*' 35%: !)\$*!E5#)0d!B%+*0)5: ')5%: !R%: , '%3a0!SN; ; *(!#L!450#(3*(a[!' <<*00*3!
"' %N' (X!>>[!>?@A!
[\\$\)\)6dgg*6\(5%\)08,0*8' <8NVg\c>bi g@gE*' 35%: s>?\)\\$*s>?\(5#\)0s>h6NU,50\\$*3s>b86
3L!!](#)

!
E#0*%[!>??c!mD\$*!] *#6,*!W#(; *(,X!P%#O%!' 0!)\$*!. N35*%<*a[!' <<*00*3!W*U(N' (X!
A[!>?@A!
[\\$\)\)6dgg7#N\(%' ,50; 8%XN8*3Ng6NUf#%*gO*U,#: 0g6\(*00\)\\$5%Vg>??cg?cg>i g66,0L\(
\(8\\$\); .!!](#)

!
S; 5)\$[!. !>?@!mH* , ,!5%)*(%)!N0*!>?@>a[!' <<*00*3!"" %N' (X!>b[!>?@A!
[\\$\)\)6dgg6*O5%\)*\(%\)#\(: gE*6#\(\)0g>?@>gH* , ,!B%\)*\(%\)!G0*I>?@>8' 06K!](#)

!
J. !0>(')*: X!L#(!0*' (<\$[M!DO5)*)(!L#(!C*O0(##; 0[!' <<*00*3!W*U(N' (X!@[!>?@A!

!

T' %: , *X!Q!m2#,30; 5)\$0!+0!E#)\$0<\$5,30d!)\$*0*!)O**!)O!O5,,!)*)' (!N0!' 6' ()a!(.)'
(*)+,%- . [!' <<*00*3!W*U(N' (X!>c[!>?@A!

\$(6dggOOO)*, *: (' 6\$NVg)*<\$%#,#: Xg)O5))*(gbA>@>c>g2#,30; 5)\$0!+0!
E#)\$0<\$5,30I)\$*0*!)O**!)O!O5,,!)*)' (!N0!' 6' ()8\$); ,.!'

!

mT#%3##!' %3!GP!(5#)0!3' X!)\$(*!' L)*(; ')\$!j !DN*03' X!b!. N: N0)!>?@a[!
I"%,\$1%#=#24#&"&<*00*3!" %N' (X!>b[!>?@A!

\$(6dggOOO8: N' (35' %NVgNVgU,#: g>?@&g' N: g?bg,#%3#%l(5#)0!+5#, *%<*I
,##)5%: I,5+*!

!

mT#%3##!(5#)0!(' 50*!<#%<*(%0!' U#N)!>?@>!F,X; 65<0a[!H-S!C*O0[!' <<*00*3!
W*U(N' (X!@A[!>?@A!

\$(6dggOOO&U0%*O0&#;_ g0)#(5*0g>?@&g?hg?hg^?@Ac\g; ' 5%>??hbc>h8\$); ,!!

!

mT#%3##!(5#)0d!6\$#)#: (' 6\$*(0!)' (: *)*3!UX!,##)* (0a[!I"%,\$1%#=#24#&"&<*00*3!

W*U(N' (X!@A[!>?@A[!\$))6dggOOO8: N' (35' %NVg; *35' g>?@&g' N: g?bg,#%3#%l
(5#)0!6\$#)#: (' 6\$*(0!)' (: *)*3!

!

L\$0%2-+%5*

!

W*(: N0!- * ,,[!S#<5' ,!= * 35' !' %3!G2H!R35)#(!j !B%)* (%')5#%' ,[!. 00#<5') * 3!] (*00!

W*U(N' (X!^[!>?@A[!T#%3#%&!

!

"" ; *0!- ' ,,[!4')' !7#N(%' ,50)![!(.)'!'%, \$1%# [!' ' %N' (X!>b[!>?@A[!T#%3#%&!

!

= '))\$*O!D' X,#(!E*6#()*(!!(.)'!'%, \$1%# [!' ' %N' (X!A?[!>?@A[!T#%3#%&!

!

=5<\$' * ,!&#O5*[!. 0050)' %)!C*O0!R35)#(!W4#\$4#^G)#1#+!3%#\$P0,\$U(N' (X!@!

>?@A[!T#%3#%&!

!

] ' N,!T*O50[!S6 * <5' ,!] (#7* <)0!R35)#(!!(.)'!'%, \$1%# [!' ' %N' (X!>h[!>?@A[!T#%3#%&!

!

!

G).+;(!9%:+;!:;0;=;*%* !

!

\$##)ON5)*8<#; !

!

VN((*%),X8<#; !

!

0#<5' ,; *%)5#%8<#; !

!

)#60X8<#; !

!

!

!