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2#-?&/;!J&\$#6#!&B!K-1/#5?,\$(!81,9#5:,(;!1!Z-:)9,\$\$#!!>Z3!453!T#:(#5!, :!%&1: ,/#5#/#!&1#!&B!()#!

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B-%O\$(!-(!748!453!W-; /#1!A&5@#/#1! O\$(,+\$#!:%) &&\$!/9,: &1:!B&%O:,16!&1!%) -\$\$#16,16!#?) -9,&5!
-1/!%) ,\$/5#1!A,()!-O(,: ' !: +#%(50' !/,: &5/#53!!*)#!A-: !-\$: &!()#!-: : ,(-1(!/5#%(&5!&B!(5-,1,16!-(!
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,1(#5#: (:!B&%O:!&1!-O(,: ' !: +#%(50' !/,: &5/#5!#-5\$;!%) ,\$/)&&/#/0%-(,&1!+&: ,(9#!?#) -9,&5!
:O++&5(!-1/!+5&9,/16!#BB#%(9#!+5&B#: ,&1-\$/#9#\$&+' #1(!B&5!:%) &&\$!+#5: &11#3\$!!

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3L!,: !-!+5&B#: : &5!&B!#-5\$;!%) ,\$/)&&/#-1/!:#%,-\$!#/0%-(,&13!!T#!#-51#/#!
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K,56,1,-!1!#?&()!)#!J&\$\$#6#!&B!. /0%-(,&1!-1/!)#!J&\$\$#6#!&B!Q#/,%,1#3!!T#!?#6-1!) ,: !%-5#5!1!
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_&1!-!^3\!:%-\$# !&9#5-\$\$\$B&5!()#!' -:(#50:!/#65##!-1/!,1!()#!' -=&5!-5#-!&B!(O/;! ,1!()#'
' -:(#50:!/#65##!,,:!#C+#%(#/#R!!

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. 16\$,:)!' O:(!O?' ,(!-!%O55#1(!:%&5#B&5!()#!>#:(!&B!, 16\$,:)!-!-!N&5#61!W-160-6#!_>7. NW!
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:&O5%#:3!M!-1!&1H-%-/#' ,%\$#((#5!&B!5#B#5#1%#!,:1#%#:: -5;L,(!:) &O\$/!?!B5&' !-!+5&B#::,&1-\$!
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-++\$,-(,&1: !#C%##/:(!)#!10' ?#5!&B!-9-\$-?#&!&+#1,16:3!I ++\$,-1(!' O:(!O?' ,(!)#!-++\$,-(,&1!
+-%@-6#L!,1%\$O/,16!()#!&1\$,1#165-/O-(#!(O/#1(!-++\$,-(,&1!-1/!-\$!5#\$(#/#!' -(#5,-\$: !1!&!\$-(#5!
)-1!Q-5%)!X!&B!()#!-/' ,: ,&1!%;%\$#!;#-53!!

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+5#\$', -1-5;!5#9,#A!&B!%&' +\$#(#!-++\$,-(,&1: !L!()#!-/' ,: ,&1: !%&' ' ,((#A,\$\$,19,(#!#\$,6,?#&!
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-+,\$,%-1(!A,\$\$!%&' +&:#!-!:+&1(-1#&O:!5#: +&1:#!(&-!DO#: ,(,1!5#6-5/,16!:+##,-\$!#/O%-(,1!
+&\$,%;!-1/!+5&%#/O5#:!,1!())#!81,(#/!*(-#:3!!

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N&5!-/',((#/!:(O/#1(:!())#!: +&1(-1#&O:!A5,(,16!:-' +\$#!A,\$\$!:#59#!-:!?-:,\$,1#!' #-:O5#!&B!
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8+&1!-/',:.,&1!&1#!&B!())#!B&\$\$&A,16!(A&!-%,&1: !A,\$\$!-++\$;!?-:#!/&1!())#!' #-1!: %&5#!
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- o LM''#\$+##''-&! *4\$4#?'&+5M0%'&/' '*%0/%%, &'54#45-5'&\$+##, +*, &'W*+##?'%P6DPX9'
M''4#\$&YV!B!())#!' #-1!: %&5#!#C%##/:'! ,1, ' 0' !:(-1/-5/:!())#!:(O/#1(!/&#: !1&(!1##/!(&!
#16-6#!,1!-1;!%&55#%(,9#!-%,&13!!*(O/#1(:!)&O\$/!%&1(,10#!(&!5#B,1#!())#5!A5,(,16!: @,\$\$:!
(&!-%),#9#!%&' +#(#1%#!-: !#C+##(#!/B&5!:%)&\$-5:!,1!),6)#5!#/O%-(,13!!
- o LM''#\$+##''-&! *4\$4#?'&+5M0%'&/' '*%5%\$&'54#45-5'&\$+##, +*, &'W*+##?'%(6P7XP6DD'
M''4#\$&YV!I \$()&O6)!#9#5;!: +##,-\$!#/O%-(,1!2)343!:(O/#1(!A,\$\$!5#%#9#!B##/?-%@!,1!())#5!
%&O5: #: !-, ' #/!-(!,1%5#-:,16!())#5!A5,(,16!+5&B,%#1%; !!A#!A,\$\$!5#DO,5#!:(O/#1(:!A)&:#!
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+&1(-1#&0:!" 5,(,16!-'

LM%/4+0'8, -/+4"#'3K6<6'3*"?'\$+5': , 54&&4"#&'.0"l /K+*\$'

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- A + - + # / #) B) ; & * 9 :) ' & * , 1 + - 0) & C \$ & 9 + & - , &) + -) D 9 &) E @ F G : & ' + - 0) 3 + ' 1) : / (& - ' :) 3 + ' 1)
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/&%(&5-\$!+5&65-' !&5,#1(-,&1!A),%)!,:!%&1/O%(#/!&1!())#!' -,1!%-'+O:!&B!7\$/!4&' ,1,&1!
81,9#5:,(;3!>),!&5,#1(-,&1!+5&65-' !,:!/#:,61#/!(!&+5&9,/#!())#!,1%&' ,16!:+#%,-\$!#/O%-(,&1!
2)343!(O/#1(!-1!&++&5(O1,(;!&! #'#!(A,())#!B-%O\$(!-1/!#%&' #!B-' \$,-5!A,())#!5#: &O5%#:#!
&B!()#!81,9#5:,(;3!>)#!:(O/#1(!:A,\$\$!' #'#!(A,())#!B-%O\$(!&!/,:%O: !-1/!%&1B,5' !())#!%&1(#1(!
-1/!:%)#/O\$#!&B!()#5!:(O/;!+5-13!>),!A,\$\$!,1%O/#!-!/#(-,\$#/!5#9,#A!&B!()#!2)343!+5&65-' !
' ,#\$:(&1#:-1/!/,,:#5(-,&1!+5&%#:#3!!

3""?'+5'E%F-4*%5%#\$\$'
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-%-/#' ,%1%5#/,(!) &O5:!?#; &1/!()#!' -:(#50:!/#65##3!>)#!%O55,%O\$O' !,1%O/#: !B&O5!+-5(:F!
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!(O/#1(!-5#!#C+#%(#/!(!&!) -9#!%&' +\$#(#/!-1!,1(5&/O%(&5;!:(-(:,%: !%&O5:#!&5!(&!/#' &1:(5-(!
&%' +#(#1%#!,1!())!:-5#-3!NB!()#;!)-9#!1&(!&5!%-11&(L!(O/#1(!#1(#5,16!())#!+5&65-' !' O:(!
&%' +\$#(#1&1#!,1(5&/O%(&5;!:(-(:,%: !%&O5: #3!>),: !5#DO,5# ' #1(!,;!1!-//,(&1!(&!())#!5#DO,5#/
:(-(:,%: !-1/!5#:#-5%)!%&5#3!>)#/#/,,:#5(-,&1!A),%)!,:!()#!%O\$' ,1-(&1!&B!()#!:(O/#1(0:12)343!
:(O/#,#!A,\$\$!&B(#1!,1%O/#!' &5#(!)-1!X[!%5#/,(!) &O5:!/#+#1/,16!&1!())#!\$#16()!&B!(' #!1#%#:-5;!
B&5!%&' +\$#(&13!!

!&4?#5%#\$''@+'3""?'+5'G%#\$\$''*!
I % (9#!' #1(&5,16!&B!:(O/#1(!(&A-5/!\$#-/#5:),+!5&\$#:#,!:-1!,1(#65-\$!+-5(!&B!()#!: +#%,-\$!#/O%-(,&1!
2)343!+5&65-' 3!*(O/#1(!:A,\$\$!#?#!-: ,61#/!-' #1(&5G' -=&5!+5&B#:#&5!()5&O6)!%&1:O\$(-,&1!A,())!
)#!65-/O-(#!+5&65-' !/,5#%(&5!A)&!A,\$\$!5#9,#A!()#!:(O/#1(0: !+-:(!-%-/#' ,%A&5@!-1/!
+5&B#:#,&1-\$!#C+#5,#1%#:#-1/!/,:%O: !()#!:(O/#1(0: !5#:#-5%)!6&-\$:3!*(O/#1(!:) &O\$/!+\$-1!(&!
' #'#!(A,())#!5! ' #1(&5:1&1!-!5#60\$-5!?-,:!(!&!/,:%O: !B0(O5#!+\$-1: !-1/!A&5@!(&!#:(-?\$,,:)!
5#:#-5%)!,1(#5#:(!-1/!-%-/#' ,%!#C+#5,#1%#:#!)-(!A,\$\$!-\$&A!:(O/#1(!(&! #'#!()#5!+5&B#:#,&1-\$!
6&-\$:3!I (\$) &O6)!#9#5;!#BB&5(!A,\$\$!#?#!' -/#!(&!+-,5!:(O/#1(!:A,())!-' #1(&5!A)&!) -(:)-5#/
5#:#-5%)!,1(#5#:(!:(O/#1(!:A,\$\$!#?#/#/,(5,?O(#/!-%5&:#!-\$!B-%O\$(!&!#1:O5#!-/#DO-(#!(' #!,:!
-\$&((#/#B&5!#-%)!:(O/#1(3!!

!"#\$4#-+#/%'3""/%, -*%&'

: +#%, -!#/0%-(, &1!65-/0-(#!+5&65-' !/,5#%(&5!-1/!%&05:#!' #1(&5!:0++&5(#/!?!-!' ,1,' 0' !&B!X\!
%055#1(!5#B#5#1%#:3!>)#!%&' +\$#(#/!+5&/0%(!A,\$\$!%&1:,:(!&B!-!' ,1,' 0' !&B!XY!+-6#:!#C%\$0/,16!
5#B#5#1%#:!:##!+-6#!d\`3!!
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! +#, 4, +/1'80+54#+\$4" #'! " 5M" #%%\$&
3+*\$'N6'J *4\$%#80+54#+\$4" #'
N&\$\$&A,16!-++5&9-\$!&B!()#1%-1/,/-%;!#C-' ,1-(,&1!(&+,%!?!()#1: +#%, -\$!#/0%-(,&1!2)343!
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\$,(#5-(O5#10:,16!5#B#5##/!&O51-\$: !-1/!-5(%\$#:3!!*#' ,1-\$!-5(%\$#:!&1!()#1!(&+,%!' -;!?!0:#/!B&5!
?-%@65&O1/!,1B&5' -(,&13!!>)#1:(O/#1(!' O:(!+5&/O%#!-!A#\$\$H5#-:&1#/#!+&:(,&1!+-+#5!
5#6-5/,16!()#1%)&:#1!(&+,%!-1/!:O?' ,(,!A,(),1!(B', +1&3!>)#!%&1(#1(!:)&O\$/!,1%O/#!
%&1(5-:(,16!9,#A: !&B!+5&B#::&1-\$:!,1!()#1B,\$\$/!A,()!/:,(1%,&1:!?#(A##1!#' +,5,%-\$!B-%(!-1/
#C+#5(!&+,1,&13!!M1!()#!%&1%\$O:,&1!:#%(&1!L!()#1:(O/#1(!' O:(!5-A!O+&1!()#!5#9,#A!(&!&BB#5!-!
A#\$\$H: O+&5(#/!+&:(,&1!&1!()#1:,:O#3!!>)#1!+-+#5:)&O\$/!?!XY!(&![\!+-6#:#!C%\$O/,16!()#1!
5#B#5#1%#:#-1/!()#1!-?:(5-%(3!>)#!%&1(#1(!:)&O\$/!5#B\$#%(!()#!DO-\$,(#:#!&B!-1+-+#5!A&5());!&B!
-&O51-\$:O?' ,:,:&1!-1/!?!%&1:,:(#1(!A,()!)#1!60,/,\$,1#:#B&O1/!,1!()#!%O55#1(!#/,(&1!&B!()#1!
3!! !%&+;!&B!()#!5O?5,%!()-(!()#1!
: +#%, -\$!#/0%-(,&1!2)343!%&' ' ,((##!' #' ?#5: !A,\$\$!O:#!(&!#9-\$O-(#!()#!DO-\$,(;!&B!()#1!+-+#5!
A,\$\$!#?!+5&9,/#!,1!-9-1%#3!!!

- 2&(#1(-\$!&+(&1:!,1%\$O/#!?!O(!-5#!1&(!\$, ' ,(#/!(&!()#!B&\$\$&A,163!
 - X3 NO\$\$!,1%\$O:,&1!&B!:(O/#1(:!A,()!/:,-?,\$,(#:#!,1!6#1#5-\$!#/0%-(,&1!%\$-:5&&' :3!
 - [3 S#:(5,%(9#!%\$-:5&&' !&5!:#+-5-(#!:%)&&\$!+\$-%#' #1(!&B!9-5,&O:!:O?+&+O\$-(,&1:!
&B!:(O/#1(:!A,()!/:,-?,\$,(#:#!:O%!)!-:!(O/#1(:!A,()!#' &(&1-\$G?#)-9,&5-\$!
/:&5/#5: !&5!,1(#\$\$#%(O-\$!, ' +-5' #1(3!
j 3 4,:+5&+&5(&1-\$!5#+5#:#1(-,&1!&B!:(O/#1(:!B5&' !/9#5:#!%O\$(O5-\$!L#()1,%L-1/G&5!
\$,160:(,%!?!-%@65&O1/!:-' &16!:(O/#1(:!A,()!/:,-?,\$,(; !\$-?#%:3!
^3 8:#!&B!%\$-:5&&' !,1:(50%(&1!?!-:#/!&1!/:,+5-(#!+),\$&:&+),%-\$!+#5: +#%(9#:#&1!
)#1(#-%),16!-1/!\$#-51,16!+5&#%: :3!
Y3 J5&: :H%-(#6&5,%-\$!+\$-%#' #1(!&B!:(O/#1(:!A,()!/:,-?,\$,(#:#:3!

!
>)#! #' ?#5: !&B!()#1: +#%, -\$!#/0%-(,&1!2)343!%&' ' ,((##!A,\$\$!#9-\$O-(#!#-%)!#C-' ,1-(,&1!

' # ' ?#5:!A,\$\$!O:#!(&!#9-\$O-(#!)#!+5#: #1(-,&1!A,\$\$!?!+5&9,/#!/+5,&5!(&!())#!:(O/#1(0:!
+5#: #1(-,&1!(&!())#!: +#%, -\$!#/O%-(,&1!B-%O\$(; 3!

!

*O%%#: :BO\$!%&' +\$#(&1!&B!())#!&5-\$!%-1/,/-%; !#C-' ,1-(&1!,:!1&(#/!?!; !())#!65-/O-(#!+5&65-' !
/5#%(&5!:O?' ,((,16!N&5' !4j L!S#: O\$(!&B!2)343!. C-' ,1-(&1!&5!S#D0,5# ' #1(L!(&!())#!S#6,: (5-50:!
7BB,%#!-1/!(&!())#!:(O/#1(:3!M1!())#!#9#1(!)#!:(O/#1(B-\$,!(&!/#\$,9#5!-!:- (:B-%(&5;!&5-\$!
+5#: #1(-,&1!!)#G:)#!,:!+#5' ,((#!/!(&!+5#: #1(!-6-,1!&1#!(' #!B&\$\$&A,16!%&1:O\$(-,&1!A,())!
) ,:G)#5!-/9,: &53!N-\$O5#(!&!-%),#9#!-!+-: ,16!:%&5#!&1!())#!&5-\$!+5#: #1(-,&1!A,\$\$!5#:O\$(!,1!
B-\$O5#(!&! ' &9#!(&!%-1/,/-%; !-1/!/,: ' ,: -\$!B5&' !())#!: +#%, -\$!#/O%-(,&1!2)343!+5&65-' 3!

!

: , 54&&4" # '\$''! +#, 4, +/1'

l /9-1%# ' #1(!(&!%-1/,/-%; !,1%\$O/#:!/,: :#5(-,&1!%) -5!-1/!%&' ' ,((##!: #\$\$%(&1!+5&: +#%(O:!
-++5&9-\$!-1/!&5-\$!/#B#1:#L!M1:(, (O,&1-\$!

S#:0\$(!
4,:%0::,&1!
W,' ,(-,&1!
M +\$,%-(,&1!
S#B#5#1%#:
I ++#1/C!!
.C(#1/#/!S#9,#A!&B!S#\$(#/!W,(#5-(05#!
I ++#1/C!U

#/0%-(,&1!-1/!_?!?#6,1!)#!+5&%#: !&B!/ #9#\$&+,16!A5,(,16!: @,\$\$: !: 0,(-? \$#!B&5!+&: ,(&1: !-1/!
(#105#!,1!),6) #5!#/0%-(,&13!>)#!%&05: #!: (5#: : #: !I 2I !A5,(,16!60,/ #\$,1#: !-1/! (: \$#!%&1/0%(,16!
\$, (#5-(05#!: #-5%) #: !-1/! ?#6,11,16!/ #9#\$&+ ' #1(!&B!-!A5,(,16!+5&/0%(!()-(!,!: 0,(-? \$#!B&5!
+0? \$,%-(,&13!>)#!%&05: #!,1(5&/0%#: !() #: !: @,\$\$: !1#%#: : -5; !B&5!- /9-1%# ' #1(!,1!)9

,1(#59#1(&1:!())-(!-/5#::!/5B%,(:!&B!%&61,(9##+5&%#: :#!A,\$\$!?!#/, :%O: :#/-1/!/: +#%B,%!\$#-51,16!
:(5-(#6,#:#!A,\$\$!?!#1+5#:#1(#/3!
.

L38<'; B96': , H+#+/%, 'N#&\$*-/\$4''#+0'3*''/%, -*%&'4#LM%/4+0'8, -/+4''#6'(! *%, 4\$&6'
>), :!%&O5: #!+5&9,/ #: !:(O/#1(:!A,())!- /9-1%# /!:@, \$: !, 1!# /O%- (&1-\$!+\$-11,16L!/#9#\$&+' #1(L!-1/!
, '+\$#'#1(-(&1!B&5!:(O/#1(:!A,())!\$#-51,16!+5&?#\$#': 3!>#%)1, DO#: !B&%O: !&1!, 1%\$O: ,9#!-1/!:#\$BH
%&1(-,1# /!%\$-: :5&&' !-55-16#'#1(:3!25#5#DO,:(#F!65-/O-(#!:(-1/,163!
.

!<L8'; =96'N#, %M%#, %#\$L\$, 1V>'M4/&'4#LM%/4+0'8, -/+4''#6'(! *%, 4\$&6'
M1/#+1/#1(!:(O/;!&B!: +#%, -\$!(&+,%: !, 1!%&' ' O1,%- (&1!/,: &5/#5: !-1/!/: +#%, -\$!# /O%- (&1!B&5!
&#%(&5-\$!:(O/#1(:3!25#5#DO,:(#F!+5#', ::,&1!&B!())#1,1:(5O%(&53!
.

L38<'; O; 6'N#%\$*#&K4MV'LM%/4+0'8, -/+4''#6'(! *%, 4\$&6'
M1(#51:), +: !, 1!(#-%), 16L!5#: #-5%)L!-1/!&()#5!+5&B#:: &1-\$!-%(9,(#:#!A,\$\$!+5&9,/#!#C+#5,#1#1,1!()#!
5&\$#:#!())-(!:(O/#1(:!A,\$\$!-:: O' #!-B(#5!%&' +\$#(,16!())#5!/&%(&5-\$!/65##: 3!>)#!: O%%#: :BO\$!
%&' +\$#(&1!&B!-!j H%5#/, (!, 1(#51:), +! : !5#DO,5# /!(&BO\$B,\$\$!+5&65-' !5#DO,5#'#1(:!-1/!1#%#: ::, (-(#:!
-!%&' ' ,(' #1(!&B!-' ,1, ' O' !&B!XY\!%&1(-%(!)&O5:3!M1(#51:), +: !' -; !?#!-(!)#!5#6,&1-\$!1-(&1-\$!
&5!,1(#51-(&1-\$!\$9#\$: 3!
!

L38<'; ==6'<4&&%*\$+\$4''#6'AXAD'! *%, 4\$&6'
4, :: #5(-(&13!25#5#DO,:(#:#!O%%#: :BO\$!/#B#1:#!&B!+5&: +#%(O: !-1/!-/' , :: ,&1!(&!%-1/,-%; 3!
%

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