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! "\$#%&' (&)*%,-./0)1+', 2%3', 04, 1&)1+', %, %5640+)7%-./0)1+', %
85640+)7%-./0)1+', % "\$#%&' (&)*9%

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!, :-!+5&B#::&5!&B!:+#%, -\$!#/0%-(,&13!*)#!#-51#/#!)#5!/ &%(&5-(#!-(!V#&56#!

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

(50#!#C+#5(:!,1!#-5\$;! ,/#1(,B,%-(,&(JETQq#/#!+-5(:1,1(, #B(,B,1&1BB(!,5,1; ,%B(:!#(: ,B(:#1(: ,!#(:%B(:5,Qq. 24000. 241.

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!-(!
)#!I O(,: ' !J#1(#5!B&5!. C%#\$\$#1%#!-(!K,56,1,-!J&' ' &1A#-\$!)!81,9#5: ,(3!!453!W-; /#10:!5#: #-5%)!
,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#\$\$!!

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3L!,:!-!+5&B#: :&5!&B!#-5\$;!%) ,\$/)&&/#-1/!:#%,-\$!#/0%-(,&13!!T#!#-51#/#!
) ,:!. /343!B5&' !()#181,9#5: ,(;&B!K,56,1,-!-1/!) -: !:#59#/#!&1!()#!B-%O\$(!-(!)#!81,9#5: ,(;&B!
K,56,1,-!1!#?&()!)#!J&\$\$#6#!&B!. /0%-(,&1!-1/!)#!J&\$\$#6#!&B!Q#/,%,1#3!!T#!?#6-1!) ,: !%-5#5!1!
#/0%-(,&1!-: !-!() ,5/!65-/#!(#-%)#5!-1/!) -: !(#-%) ,16!#C+#5,#1%#!,1!6#1#5-\$!#/0%-(,&1!-1/!,1!
: +#%,-\$!#/0%-(,&13!!453!>&1#\$: &1!) -: !+0?\$,;) #/!10' #5&O: !-5(%\$#: !!' &1&65-+): !-1/!#&&@!
) -+ (#5: !- /5#: ,16!()#!#/0%-(,&1!&B!%) ,\$/5#1!-(!5,:@!-1/!%) ,\$/5#1!A,()!' ,\$/!/, : -?,\$(, #: !-1/!
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>5-1:%5,+(:!B5&' !O1,9#5:,(#:#!&O(:,/#!)#!81,(#/!*-(#:#!' O:(!/?#!-%%&' +-1,#/!/?;!-!6\$&?-\$!
%5#/,(!#9-\$O-(,&1!B5&' !-1!-%%5#/,(#/!-6#1%;3!!I!' ,1,' O' !65-/#!+&,1(!-9#5-6#!_V2!`!&B!j 3c\
_&1!-!^3\!:%-\$# !&9#5-\$\$\$B&5!())#!' -:(#50:!/#65##!-1/!,1!())#!' -=&5!-5#-!&B!: (O/;! ,1!())#!
' -:(#50:!/#65##!,:!#C+#%(#/R!!!

[3 I %%#+(-?#%!:%&5#:#!&1!())#!V5-/O-(#S%#&5/!. C-' ,1-(,&1!_VS.`F!lXYc!kYY\!&1!())#!9#5?-\$!
+&5,(&1!_1/!1!&#%: :!()) -1!-!^3Y!&1!())#!A5,(,16!:-' +\$#3!!I ++\$,-1(:!A)&:#B,5:(!\$-160-6#!, :!1&(!
. 16\$, :)!' O:(!O?' ,(!-!%O55#1(!:%&5#B&5!())#!>#:(!&B!, 16\$, :)!-!-!N&5# ,61!W-160-6#!_>7. NW!
-%%&5/,16!(&!)#!:(-1/-5/!#:(-?\$, :)#/?;!7\$/!4&' ,1,&1!81,9#5:,(;R!!

j3 I!' ,1,' O' !&B!())5##!;#-5:(#-%),16!#C+#5,#1%#!,1!-!+5#Hb!m!X[!:#((,16!A,()):(O/#1(:!A,())
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^3 !I!Y\Hh\HA&5/!:(-# #1!&B!-%-/#' ,%!-1/!+5&B#::,&1-\$!6&-\$:3!>);!:(-# #1! O:(!
/#:%5,?#!-++\$,-1(O!5#:#-5%)!-6#1/!-!(&!' ##!()# ,5!-%-/#' ,%!-1/!+5&B#::,&1-\$!6&-\$:R!

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c3 >)5##!\$#((#5: !&B!5#B#5#1%#B5&' !,1/,9/O-\$: !%-+-?#%#!&B!%&' ' #1(,16!&1!())#!-++\$,-1(O:!
5#-/,1#:#!B&5!-/9-1%#/#165-/O-(#!(O/;3!!(\$#-:(!A&!&B!())#:#!\$#((#5:!' O:(!/?#!B5&' !-%-/#' ,%!
:&O5%#:#3!M!-!1&1H-%-/#' ,%\$#((#5!&B!5#B#5#1%#!, :!1##%#:: -5;L,(!:) &O\$/!/?#B5&' !-!+5&B#::,&1-\$!
:&O5%#R!-1/!

d3 25,&5!%&O5:#!A&5@!,1!:(-(:,(%:-1/!,1!())#&5,#:#!&B!\$#-51,163!!M!(), :!5#DO,5# #1(!,:!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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71%#!()#!-++\$,-(,&1!/##-/\$,1#!) -: !+-: :#/L!%&' +\$#(#!-++\$,-(,&1!+-%@-6#:#!A,\$\$!/?#!,1,(-\$\$;!
5#9,#A#/?;!())#!:+#%,-\$!#/O%-(,&1!2)343!+5&65-' !-/' , : , &1: !%&' ' ,((#3!!N&\$\$&A,16!())#!
+5#\$', 1-5;!5#9,#A!&B!%&' +\$#(#!-++\$,-(,&1: !!())#!-/' , : , &1: !%&' ' ,((#A,\$\$,19,(#!#\$,6,?# \$!
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3+*\$'DV!'*+&1(-1#&O:!' 5,(,16!*-' +\$#F!-!&1#H)&O5!+5&%(&5#/!A5,(,16!:#:.,&1!/O5,16!A),%)!
-+,\$,%-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*+&1(-1#&O:!' 5,(,16!*-' +\$#F!
N&5!-/',((#/!:(O/#1(:!())#!: +&1(-1#&O:!A5,(,16!:-' +\$#!A,\$\$!:#59#!-:!!-?#:#\$,1#!' #-:O5#!&B!
()#!:(O/#1(O: !A5,(,16!-?,\$,(;!_3#3!#1(5;H\$#9#\$!A5,(,16!: @,\$\$: !-(!)#?#6,11,16!&B!())#!: +##,-\$!
#/O%-(,&1!2)343!+5&65-' 3!NO5())#5!%&' +5,:&1:!' -;!#?!/5-A1!-:!1##/#/!/O5,16!())#!
:(O/#1(O: !#9-\$O-(,&13!I \$\$!: +##,-\$!#/O%-(,&1!2)343!:(O/#1(:!A,\$\$!%&' +\$#(#!-1!-//,(,1-!\$!
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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)&:#!
' #-1!:%&5#!' ##(:!&1\$;!

+&1(-1#&0:!" 5,(,16!-'

<"/\$""*+0'3""?"+5'C*4%#\$+\$4" #'
I \$\$!-++\$,%-1(!:A)&!)-9#!?##1!-%##+(#/-1/!-5#16&,16!(&!?#6,1!())#!+5&65-' !A,\$\$!-((#1/!-!
/&%(&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#/(!&1+5&9,/#!())#!,1%&' ,16!:+#%,-\$!#/O%-(,&1!
2)343!(O/#1(!-1!&++&5(O1,(;!&! #'#!(A,())#!B-%O\$(!-1/!/?#%&' #!B-' \$,-5!A,())#!15#:&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%#\$\$'
>)#!:+#%,-\$!#/O%-(,&1!2)343%5&65-' %:!%&' +5,:#/#!&B!%&O5:#:!(&(-\$,16!-' ,1,' O' !&B!c\!
-%-/#' ,%1%5#/,(!)&O5:!?#; &1/!()#!' -:(#50:!/#65##3!>)#!%O55,%O\$O' !,1%O/#:!B&O5!+-5(:F!
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p!:+#%,-\$(!%&5#!&B!i !%5#/,(!)&O5:R!
p!:+#%,-\$!#/O%-(,&1!%&1%#1(5-(&1!%&5#!&B![^!%5#/,(!)&O5:R!
p!5#:#-5%)!%&5#!&B!XY!%5#/,(!)&O5:R!-1/!!
p!/,,:#5(-,&1!B&5!-' ,1,' O' !&B!X[!)&O5:!!!

!(O/#1(!-5#!#C+#%(/!&!) -9#!%&' +\$#(#/!-1!,1(5&/O%(&5;!:(-(:,%:!%&O5:#!&5!(&!/#' &1:(5-(!
%&' +#(#1%#!,1!())!:-5#-3!!B!()#;!) -9#!1&(!&5!%-11&(L!(O/#1(!#1(#5,16!())#!+5&65-' !' O:(!
%&' +\$#(#1&1#!,1(5&/O%(&5;!:(-(:,%:!%&O5:#3!>),:15#DO,5#'#1(!,;!1!-//,(&1!(&!())#!15#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;!
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!&4?#5%#\$""@+'3""?"+5'G%#\$\$"*!
I%(9#!' #1(&5,16!&B!:(O/#1(!(&A-5/!\$#-/#5:),+15&\$#:#,;!-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(0:1+-:(!-%-/#' ,%1A&5@!-1/!
+5&B#:#,&1-\$!#C+#5,#1%#:#-1/!/,:%O:;!())#!:(O/#1(0:15#:#-5%)!6&-\$:3!*(O/#1(!:)&O\$!/+5-1!(&!
' #'#!(A,())#!5!' #1(&5:1&1!-15#60\$-5!?-,:!(&!/,:%O:;!B0(O5#!+5-1:;!-1/!A&5@!(&!#:(-?\$,,:!)
5#:#-5%)!,1(#5#:(;!-1/!-%-/#' ,%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/,/-%;!#C-' ,1-(,&1!(&+,%!?!()#%#-!#/#/0%-(,&1!2)343!
%&' ' ,((###!()#%#:(O/#1(!A,\$\$!%&1/O%(!-!%5,(%-!-1/!,1(#65-(,9#!5#9,#A!&B!()#%#-!#/#/0% O\$-(#/
\$,(#5-(O5#10:,16!5#B#5##/!&O51-\$: !-1/!-5(%\$#:3!!*#' ,1-\$!-5(%\$#:!&1!()#%#-!#/#/0%#/#/!B&5!
?-%@65&O1/!,1B&5' -(,&13!!>)#%#:(O/#1(! O:(!+5&/O%#!-!A#\$\$H5#-:&1#/#!+&:(,&1!+-+#5!
5#6-5/,16!()#%#) &:#1!(&+,%!-1/!O?' ,(I,!A,) ,1!(B' ,+1&3!>)#%#-!#/#/0%&1(#1(!:) &O\$/!,1%\$O/#!
%&1(5-:(,16!9,#A:!&B!+5&B#:#, &1-\$:!,1!()#B,#\$/!A,)!/:,(1%,&1:!?#(A##1!#' +,5,%-\$!B-%(!-1/
#C+#5(!&+,1,&13!!M1!()#%#-!#/#/0%#:#%#(,&1!()#%#:(O/#1(! O:(!5-A!O+&1!()#%#-!#/#/0%#A!(&1&BB#5!-!
A#\$\$H: O+&5(#/#!+&:(,&1!&1!()#%#:#:O#3!!>)#%#-!#/#/0%#:#%#-!#/#/0%#&1!XY!(&![\!+-6#:#!#C%\$O/,16!()#%#-!
5#B#5#1%#:#!-1/!()#%#-!#/#/0%#:#%#-!#/#/0%#&1!()#%#-!#/#/0%#&1!DO-\$(,#: !&B!-1+-+#5!A&5() ; !&B!
-&O51-\$!O?' ,: ,&1!-1/!/?#%#&1: ,:(#1(!A,)!()#%#-!#/#/0%#:#%#-!#/#/0%#&1!B&O1/!,1!()#%#-!#/#/0%#&1!
3!! !%&+ ; !&B!()#%#-!#/#/0%#&1!()#%#-!#/#/0%#&1!
:#%#-!#/#/0%-(,&1!2)343!%&' ' ,((###! #' ?#5:!A,\$\$!O:#!(&!#9-\$O-(!)#%#-!#/#/0%-(,&1!()#%#-!#/#/0%#&1!
A,\$\$!#%#-!#/#/0%#&1!-1/!-9-1%#3!!!

- 2&(#1(-\$!&+(&1:!,1%\$O/#!#?O(!-5#!1&(!\$, ' ,(#/#!(&!()#%#-!#/#/0%#&1,163!
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-\$!#)1,%!-1/G&5!
\$,160:(,%!#?-%@65&O1/!:-' &16!:(O/#1(!A,)!/:-?,\$,(; !\$-?#%#3!
^3 8:#!&B!%\$-:5&&' !,1:(50%(&1!#?-%/#!&1!/:+-5-(#!+),\$&:&+),%-\$!+#5:++%(9#:#!&1!
)#%#-!#/#/0%#&1,16!-1/!\$#-51,16!+5&#%#:3!
Y3 J5&: :H%-(#6&5,%-\$!+\$-%#' #1(!&B!:(O/#1(!A,)!/:-?,\$,(#:#3!

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

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

