

! '#\$%#&' () **+, -# . + (/0''-123%' '\$-(
456-&+671#879(
9

!

! '#\$%&'%#% () *\$'+ , - *.\$% / #0\$120'''345%

" !#\$%&' (\$#)&\$*+, '!,*!-) &!,)! . +, /+!& (/+!' (\$#0!+(*!#+&!- ' ' - \$#%),#0!#-! 1 (2&!%33&*#,-) *!
()4!4&/, *, -) *!()4!,)! . +, /+!#+&!/-)#\$,5%#,-)!-6!&(/+!,*!\$&/-3),7&4!()4!8(9%&4:!' !0-%#+;
(4%9#!' (\$#)&\$*+, '!,*!-) &!,)! . +, /+!(4%9#*! . -\$2!,)!6%99!' (\$#)&\$*+, '!. ,#+!0-%)3!' &- '9&(-)!
,**%&*!6(/,)3!0-%#+!()4<-\$!-)!' \$-3\$(1 *!()4!' -9, /, &*!(66&/#,)3!0-%#+:!=+(\$,)3! . ,#+!0-%#+!
#+&! ' - . &\$!#-! 1 (2&!4&/, *, -) *! 1 &() *!(4%9#*!\$&* '&/#,)3!()4!+(8,)3!/-)6,4&/&!,)!0-%)3!
' &- '9&*!%43 1 &)#;!@#! 1 &() *!(4%9#*!\$&/-3),7,)3!0-%#+*! (**&

I &8&9- ' ! 1 -\$&!\$&9&8()#!()4!\$&* ' -)*,8&! '\$-3\$(1 1 ,)3!()4!*&\$8,/&*;!
=+(\$&!2) - . 9&43&:!
@)/\$&(*&!/\$&(#,8,#0:!
R&\$(2!4- .)!*#&\$&-#0' &*!(5-%#!5-#+!0-%#+!()4!(4%9#*:-!

8695)+:5\$+'')53k ' ()(*+\$,&'*k - **(. \$+/(&! ''#\$%012#3\$456\$) (6,%+7,N!

D-%)3!' &- '9&!+&9'!/9(\$,60!()4!5\$,)3!6- /%*!#-!#+&!-\$3(),7(#,-)>*! 1 ,**,-)!:
G+&!(4%9#*!()4!#+&!-\$3(),7(#,-)A!(*!(! . +-9&A!5&/- 1 &! 1 -\$&!/-)&/#&4!()4!
\$&* ' -)*,8&!#-!0-%#+!,)!#+&!/- 1 1 %),#0A!9&(4,)3!#-!' '\$-3\$(1 1 ,)3!, 1 '\$-8&1 &)*#*!:
U\$3(),7(#,-)*!'9(/&!(!3\$&(#&\$!8(9%&!-)!),)/9%*, -)!()4!\$&' \$&*&)(#,-)!()4!*&&!
' '\$-3\$(1 *!5&)&6,#,)3! . +&)! 1 %9#, '9&!()4!4,8&\$*&!8-, /&*!' (\$#, /, ' (#&!), ! 1 (2,)3!
4&/, *, -)*!:
D-%#+)*! 1 (2,)3!4&/, *, -)*!+&9' *!/-)8,)/&!6-%)4(#,-)*!()4!-#+&\$!6%)4,)3!(3&)/, &*!
#+(#!#+&!-\$3(),7(#,-)!, *!#%90!/- 1 1 ,##&4!#-! 1 &(),)36%9!0-%#+!4&8&9- ' 1 &)()4<-\$!
,)8-98&1 &)*#*!:

@''2% :)A'%#1 - % :) 1A\$'%)<||B<<2C\$3D2% ()*\$''+ , - *.\$%
/ #0\$120''34' %

;")<\$N!

D-%#+;(4%9#!' (\$#)&\$*+, '*!(\$&! . (0*!#-!+,4&!-\$!-5*/%\$&!#+&!6(/#!#+(#! '\$-3\$(1 *!(\$&! 4&* ,3)&4A!, 1 '9&1 &)#&4A!()4!\$%)!-)90!50!(4%9#*!G-2&), * 1 !, *!) -#!' (\$#)&\$*+, ' :!G-2&), * 1 ! /(!(' '&(\$!,)! 1 ()0!6-\$ 1 *

E) *%\$&!#+(#!&(/+!(4%9#!()4!0-%)3!'&\$*-)!&#&\$*!#&!('\$#)&\$*+, '! . ,#+!(/9&(\$!
)4&\$*#(4,)3!-6! !-\$-9&*!()4!\$&*'-)*,5,9,#,&*:!!
o J -#!(99!(4%9#*! . ,99! . ()#!#-! . -\$2! . ,#+!0-%#+!(4!) -#!(99!0-%#+! . ,99! . ()#!#-!
 . -\$2! . ,#+!(4%9#*!,)!(!('\$#)&\$*+, '!/('/,#0:!
=+(\$&!#&!'- . &\$!#-!1 (2&!4&/,*,-)*:!!
o @6!0-%#+!+(8&!)-!' - . &\$!#-!1 (2&!4&/,*,-)*A!#&,\$!'(\$#,/, '(#,-)!,*)-#!-)&!-6!
 :!
V&#!#&!+,3+&*#!9&8&9*!-6!#&!-\$3(),7(#,-)!#-!/ - 1 1 ,#!6%990!#-!0-%#+>*!('\$#,/, '(#,-)!
,)#&!-\$3(),7(#,-)*! . -\$2:!
" \$&!*&9&/#,8&:!!
o D-%#+!;!@4&)#,60!#+- *&! . +-!(\$&/- 1 1 ,##&4A!\$&9,(59&A!()4!&66&/#,8&!50!
5&,)3!/9&(\$!(5-%#!#&!3-(9*!-6!#&!('\$#)&\$*+, '!()4!#&!\$-9&*!#+(#!0-%#+! . ,99!
'9(0:!
o " 4%9#*!;;!W%*#15&9,&8&!#+(#!0-%)3!'&- '9&!((\$&!(*&#*!()4!5&! . ,99,)3!()4!
(59&!#-(48-/(#&!-)!5&+(96!-6!0-%#+! . +&)*#&\$&-#0',)3!-\$!)&3(#,8&!
(*% 1 '#,-)*!(5-%#!#&&)*!(\$,*&:!
F\$-8,4&!('/,#0!5%,94,)3!()4!#\$(,),)3! . +&\$&!)&&4&4:!!
o D-%#+!;!W(0!)&&4!#\$(,),)3!)/- 1 1 %),/(#,-)A!9&(4&\$*+, 'A!(*&\$#,8&)&*!
*2,99*A!,)#&\$8,& . ,)3A!&#/:A!(*! . &99!(*!,)* '&/,6,/\$&(*!-6!&P'&\$#, *&:!!
o " 4%9#*!;:!!

O&/-3),7&!()4!4,*1()#9&!5(\$\$,&\$*!-6!.-\$2,)3!(/\$-*(3&!4,66&\$&)/&*:
o @6!5(\$\$,&\$*!\$&1(,),)! '9(/&A!#+&O!.,99!)4&\$1,)&!#+&!5&*#!,)&#,-)*!()4!
. (O9(O!&8&)!#+&!5&*#;9(,4!'9()*)!

**; #00320'%)% ; *3.-31>%B<<2C\$3D2% ()*\$''+ , - *.\$%
/ #0\$120''34' %**

@#!,*!,1'-#\$()##!-%)4&\$*#()4!#+&!/-11-)!5(\$\$,&\$*!-6!O-%#+;(4%9#!'(\$#)&\$*+, '*A!.,+/+/(!)
/-1&!,)1()O!6-\$1*!

1\$\$:#2(,5,&'566+(6,N!

H%9#%\$(9!)-\$1*!1(O!9&(4!(4%9#*!#-!5&9,&8&!#+(#!O-%)3!'&- '9&*- ',),-)*!4-)#!1(##&\$A!#+(#!
O-%#+!(\$&!)-#!/('59&!-6!/-\$,5%#,)3!),!(!8(9%(59&!.(O!A!)4!#+(#!(4%9#*!+(8&!)-#+,)3!#-!
9&(\$)!6\$-1!O-%#+!G+&*#&!(##,##4&*!(\$&! :!L-.&8&\$A!50!),)8-98,)3!O-%)3!'&- '9&!(#!+,3+!
9&8&9*!-6!\$&*-'*)*5,9,#O!()4!4&/,*,-)!1(2,)3A!(4%9#*!(\$&!(59&!#-!*&&!O-%#+!(*!#+-#3+6%9!
(4!/-)#\$,5%#,)3!'&- '9&:[+&)!()O-)&/-1&*!#-!*&&!(!6-\$1&\$9O!)4,66&\$&#,(#&4!3\$-%'!(*!
8(\$O,)3!()4!4,8&\$*#A!#+(#!'&\$*-)!,*!1%/+!1-\$&!-'&)!#-!4,*5&9,&8,)3!()4!\$&6%#,)3!)&3(#,8&!
#&\$&-#O'&!(5-%#!#+&!3\$-%'!)4!#-!8(9%,)3!#+&!),)4,8,4%(9*!. ,#+,)!#+&!3\$-%'!:

=,1,9(\$9O!'- .&\$!40)(1,/*A!%*(99O!\$-#&4!),!/%9#%\$(9!)-\$1*!1(O!1(2&!#!4,66,/%9#!6-\$!
O-%)3!'&- '9&!(4!(4%9#*!#-!6&&9!/16-\$#(59&!. -\$2,)3!#-3&#+&\$:Q-\$1(9!),)*\$%/#,-)!!)!
/+--9!-6&#)!#&(/+&!O-%#+!#-!&P'&/#!()* .&\$*!6\$-1!(4%9#*A!)4!O-%#+!1(O!&P'&/#!(4%9#*!#-!
,3)-\$&A!4&\$,4&A!-\$!8&#-!#+&,\$!,4&(*:!"4%9#*!6\$&S%&#)9O!)4&\$&*# ,1(#&!#+&!2)-.9&43&!(4!
/\$&(#,8,#O!-6!O-%)3!'&- '9&!(4!1(O!5&!(//%*-1&4!#-!1(2,)3!4&/,*,-)*!. ,#+-%#!,)'%#!
6\$-1!O-%#+A!&8&)! .+&!)O-%#+!(\$&!4,\$&/#9O!(66&/#&4!50!#+&!4&/,*,-)*:G+&\$&6-\$&A!?-)#!
&66-\$*!#- .(\$4!*-98,)3! '\$-59&1*!/()!5&!4,66,/%9#A!\$&S%,\$,)3!4&9,5&\$(&!&66-\$#!-)!#+&! '\$#!-6!
5-#+!(4%9#*!)4!O-%#+!:

= "9+, \$+.53&5) 2& 8 695)+:5\$+")53& ' 566+(6,N!

"4%9#*!. +-!&)4-\$*!#+&!/-)/&'#!-6!O-%#+;(4%9#!'(\$#)&\$*+, '*!1%*#!5&!. ,99,)3!#-!,4<!
(4!(9#&\$!#+&!-\$3(),7(#,-)9!&)8,\$-1)&#! . +&\$&!),)*#,#%#,-)9!5(\$\$,&\$*!/()!5&!&*&'&/,(99O!
,3),6/()#16-\$!O-%)3!'&- '9&:!)#,#%#,-)9!5(\$\$,&\$!#+(#!1(2&!3&%),)&!O-%#+;(4%9#!
'(\$#)&\$*+, '*!4,66,/%9#!,)/9%4&N!

>"#6, &* "6? (((\$+)9, &5) 2& @ "6A B F\$-3\$(1!'9())&\$*!1%*#!6,)4!)-)#\$(4,#,-)9!
#,1&*!(#!.,+/+!#-!+-94!,1'-#\$()#!1&#&,)3*!. ,+/+!4-!)-#!/-)69,/#!.,#+!O-%#+Z*!
/+--9!-\$!. -\$2!/+&4%9&*!:=/+&4%9,)3!/-)69,/#!/()!5&!4,66,/%9#!#-!-8&\$/-1&15%#!
/-1 '\$-1,*&!,*!8,#(9!,6!()-)\$3(),7(#,-)!,*!#-!/\$&(#&!*/&#*6%9!O-%#+;(4%9#!
'(\$#)&\$*+, '*:!!
o Q-\$!(4%9#*!; ;!#+,*!1(O!1&()!(9#&\$,)3!*/+&4%9&*!#-!+-94!1&#&,)3*!),!#+&!9(#&!
(6#&\$)--)A!&(\$9O!&8&,)3A!-\$!-)!#+&! .&&2&)4:!!
o Q-\$!O-%#+!; ;!#+,*!1(O!1&()!%*,)3!*/+--9!/-11%),#O!*&\$8,/&!+-%\$*!#-!
(##&)4!(!4(O#,1&!1&#&,)3!:

C65),7"6\$5\$+" B W()0!0-%)3!'&- '9&!4-!)#-!+(8&!(*%\$&4!1 &())*!-\$!(//&*!#-!
#\$() * - \$ (#, -)!F\$-3\$(1!'9()&\$*!+-%94!*/+&4%9&!1 &&#,)3*!,)!&(*,90!(//&*!,59&!
9-/(#, -)*()4!'-\$-8,4&!0-%#+! . ,#+!#\$(8&9!8-%/+&\$*()4<-\$!, 1 1 &4,(#&!
\$&, 1 5%\$* & 1 &)#!6-\$!#+&!/-*#!-6!#\$(8&9:!
**D""2 B Q& !0-%)3!'&- '9&!(+&#&!,)/- 1 &#!-'%\$/+(* &! 1 &(9*!,)!5%*,)&*!4,*#\$, /#*!
-\$!4,)&\$*!,)!\$&*#(%\$()#*!:[+&]!(! 1 &&#,)3!-//%\$*(#! 1 &(9#, 1 &!#+&!-\$3(),7(#, -)!
+-%94!'-\$-8,4&!0-%)3!'&- '9&! . ,#+!#6--4!-\$! . ,#+!%66,/,&)#!6%)4*!#-!' (0!6-\$!#+&!
1 &(9:!
- E#7 F ()\$&5) 2&G#77"6\$ B "3&)/,&*!+-%94!'-\$-8,4&!0-%#+! . ,#+!#+&*(1 &!
&\$%, ' 1 &)#!(*! -# +&\$! & 1 '9-0&&*A!*% /+!(*! /- 1 '%#&\$! . -\$2*#(#, -)A! 1 (,95-PA!8- ,/ &!
1 (,9A!E; 1 (,9A!)4!5%*,)&*!/(\$4*!Q(,9%\$&!#-!4-!*-!/(\$\$, &*!(' - . &\$6%9! 1 &* (3&#+(#!
#+&* &!0-%#+ \ . +&# +&\$!# +&O!(\$&!8-9%)#&&\$*A!,)#&\$) *A! - \$! ' &&\$! &4% / (#- \$*A!6%99; #, 1 &!-\$!
' (\$#; #, 1 & \ (\$&!) -#!, 1 ' - \$#()#! - \$A!(#19&(*#A!(\$&!) -#!(*!, 1 ' - \$#()#!(*!(4%9#&! 1 '9-0&&*!
**46". (2#6(,15) 2&4"3+. (, B [,#+!,)' %#!6\$- 1!5-#+!0-%#+!()4!(4%9#*A!-\$3(),7(#, -)*!
+-%94!4&8&9- '!' -9, /, &! -)!0-%#+<(4%9#!,)#&\$ (/#, -)*!Q-\$!&P(1 '9&A!,6!(' -\$-3\$(1!
,)8-98&*!-8&\$),3+#!#\$(8&9A!0-%#+!()4!(4%9#*!+-%94!5&!/9&(\$!(5-%#!# +&,\$!\$-9&*!()4!
\$&* ' -)*,5,9,#,&*!,)!#\$(8&9,)3!#-3&# +&\$!G+&! ' -9, /, &*! . ,99!)&&4!#-\$&* ' &/#!0-%#+*!
4&*,\$&!6-\$!,)4& ' &)4&) /&! ()4A!(#!# +&!*(1 &!#, 1 &A!(44\$&*!# +&!9&3(9!9, (5,9,0!-6!# +&!
-\$3(),7(#, -)A!# +&!/- 1 6-\$!9&8&9!()4!9&3(9!\$&* ' -)*,5,9,#,&*!-6!(4%9#*#(66A!()4!
' (\$&)#(9!/-) /&\$)*(5-%#*!&/%\$, #0:U\$3(),7(#, -)*! 1 (0!/-)*,4&\$!&*#(59,*+,)3!
' -9, /, &*!\$&\$%, \$,)3!# +&!/-) * &)#!-6! ' (\$&)#!-\$3%(\$4,)!6-\$!0-%#+*! ' (\$#, /, ' (#, -)A!6-\$!
#(66!4\$8,)3!0-%)3!'&- '9&!* - 1 & . +&\$&A!&# /:!G+&!*&##,)3!()4!' %\$ ' - * &!-6!(/+!
0-%#+; (4%9#! ' (\$#)&\$*+, ' ! . ,99!+&9' !4&#&\$ 1 ,)&!-# +&\$!,)*,#%#,-) (9!6(/#-\$*!# +& (#! 1 (0!
)&&4!#-15&!(44\$&* &4,)!# +&!-\$3(),7(#, -)*! -9, /, &*!()4!' \$- /&4%\$&*!'
C65+) 9 B @!(3&)/,&*!#+(#!+(8&!(9. (0*!- '\$&(#&4!6\$- 1! ()!&P/9%*,8&90!(4%9#!
' &\$* ' &/#,&A!*#(66! 1 (0!)&&4!/9%#%\$(9!/- 1 ' &#&)/O!#\$(, ,)3!:=#(66 \ . +&# +&\$! . -\$2,)3!
4,\$&/#90! . ,#+!0-%#+!-\$!) -# \ . ,99!)&&4!#-!(//&' #!0-%)3!'&- '9&*!' &\$* ' &/#,&A!* ()4!
,4&*()4!(4('#!#-!/+ ()3,)3! . -\$2'9(/&!\$%9&*!#- 1 &&#!# +&!)&&4*!-6!0-%#+!E(/+!
-\$3(),7(#, -)!()4!(/+)*#(66! 1 & 1 5&\$! 1 %*#! 1 (2&!4&#&\$ 1 ,)&4!&66-\$*!#-!9&#!&(/+!
0-%)3!' &\$* -)!2) - . !+&<*+&!,*!8(9%&4:!****

D-%#+;(4%9#!' (\$#)&\$*+, '*!-66&\$! 1 % /+!#-!0-%#+A!(4%9#*A!()4!-\$3(),7(#, -)*!#+(#!' (\$#, /, ' (#&!,)!
+& 1 :!E66&/#,&A!*' (\$#)&\$*+, '*! 1 (0!5&!4,66, /%9#!#-!(/+,&8&:!L- . &8&\$A!# +&!5&)&6,*#!# +&O!-66&\$!
(\$&! . ,4&\$()3,)3!()4!* ,3),6, / ()# :!G+&!6,\$*#*#&' !,*!#-!(/2) - . 9&43&!#+(#!0-%#+!+(8&!8(9%&!
()4!#+(#!# +&,\$!/-)#\$,5%#,-)*!+(8&!8(9%&:!H- 1 1 ,# 1 &)#!#-!0-%#+*!\$3+*#*()4!(!4&#&\$ 1 ,)(#, -)!
#-\$&/-3),7!# +&,\$!\$,3+*#*()4!#-!+&(\$!# +&,\$!8- ,/ &*!,*!2&O!,)!5%,94,)3!&66&/#,&A!*0-%#+;(4%9#!
' (\$#)&\$*+, '*!'

!

!

G+,*!(\$#,9&!,*!4\$(.)A!,)!' (\$#A!6\$- 1!X9,)4&\$(!XA!W&)4&\$. &94!JA!()4!J-\$ 1 ()!:]!
:![^]G\$()*,#,-)*A!Y-9% 1 &!_KA!J - :!_A!U/#!`aa_b!:
[(*+,)3#-)A! IHN! " 48- /(#&*!6-\$!D-%# +&A! c!`aa_!:

H*(6()).(,I!

_: =+&' +&\$4!dA!
 :!W(4,*-)A! [@N!J (#,-)(9!K;L!H-%)/,9A!`aaa:!
 `: F,#1()!X]A!
 H&)&\$!6-\$!D-%#!I &8&9-' 1 &)#!()4!F-9,/O!O&*&(\$/+A!_eef:!
 f: R9% 1 !O:!L&(9#+O!0-%#!4&8&9-' 1 &)#!(*!(1 -4&9!6-\$!0-%#!+&(9#!'\$- 1 -#,-):!
 _eegh`Nfig;fjk:!
 K: V,9&*! I EA!E09&\$!]:!G+&!, 1 ' (/#!-6!(!/-99&3&!/- 1 1 %),#O!*&\$8,/!9(5-\$(#-\$O!-)!
 #%4&)#!' &\$*-)(9A!*-/,(9A!()4!/-3),#8&!-%#/ - 1 &*:!
 _eeKh_jNf`j;ffe:!
 k: O-#+!]A! :!F\$- 1 -#,)3!+&(9#+O!(4-9&*/&)*#N!*O)#+&*,*!-6!0-%#!4&8&9-' 1 &)#!
 '\$-3\$(1 !&8(9% (#,-)*:!
 _eeghNk`f;Kke:!
 i: =09 . ()4&\$!1:!
 :!=#- /2+-9 1 N! = . &4,*+!
 W,)*#\$O!-6!L&(9#+!)4!=-/, (9! " 66(\$*A!`aa_:!

m I ,66&\$&#)#!&\$ 1 *! 1 (O!\$&6&\$!#-!* , 1 ,9(\$!/-)/&' #*!D-%#!,)8-98& 1 &)#!()4!0-%#+;(4%9#!
 '(\$#)&\$*+, '*)! 1 (O!5&!%&4!,)#&\$/()3&(590:!" 48-/(#&*!6-\$!D-%#!'\$&6&\$*!#+&' (\$#)&\$*+, '!
 9()3%(3&!5&/(%*A!6-\$!- 1 &A!>,)8-98& 1 &)#! 1 (O!, 1 '90!#-2&),* 1 !-\$!4&#(/+ 1 &)#: