

! "#\$%&'()*+,-./:;<=2?@53;7@5%'053@51!
/ 011023%451063%738%4595:2;

A2@7=023%B%#0<5.%

"#\$%!&'()*!
+,!-.-()/O!1!-' .223O4!

!31=?D@=2?1%

5/6789!:;6O<"=>!!
5/6789f:;6OGH@;@7/I@f8I6!!
J)JKLJ2KL-M'!
>=>O!&'PN!+IQ6/98!Q' -L!
%44RH8!S@67C.!

!!!?@;A/9!>A879@BCDE<"#>!
!!!?@;A/9f>A879@BCDEGH@;@7/I@f8I6!
!!!J)JKN-MK'LNJ!!!
!!!&=5!'('!+'#\$%J(L!

_7@O!A, 8!CHR89H8! [68CAR@9C!3@C8I !4@7!A, 8!ORCCR@9!A, 8! 8CRX9!37@H8CC!4;@ZC!A, 7@6X, !/!96OV87!@4!
H7RARH/;! 8CRX9!CA83C.!!

-f! / 571D?5<53=.! I 8A87OR98! A, 8! 98H8CC/7E! O8/C678O89A! A, /A! ZR;;! /I I 78CC! A, 8! CHR89H8!
[68CAR@9CF! *, RC! H@6;I ! V8! A, 8! V7RX, A98CC! @4! /! CA/7! R9! C@O8! Z/B8;89XA, ! V/9I !A, 8! 4;6Y! @4!
8;8HA7@9C!R9!A, 8!7/I R/AR@9!V8;AC!@7!A, 8! 8A8HAR@9!@4!3/7ARH;8C!R9!A, 8!BRHR9RAE!@4!/!H8;8CAR/;!@V 8HAF!
*, 8!O8/C678O89A!ZR;;! , /B8!C38HR4RH!4RI 8;RAE!78 [6R78O89AC.!Z/B8;89XA, !4;6Y!E9/ORH!7/9X8!
ARO8!78C@;6AR@9! /9I !C@! 4@7A, ! Z, RH, ! I R78HA;E! AR8! A@! A, 8! CHR89H8! [68CAR@9CF! _R9/;;E! I @! A, 8!

H@67C8! RC! /! H7@CCKI RCHR3;R9/7E! 844@7A! /9I! RC! A, 8784@78! V8R9X! H7@CCK;RCA8I! /9I! H@KA/6X, A! VE! A, 8!
" 87@C3/H8!#9XR9887R9X!/9I!" CA7@3, ECRHC!/9I! =;/98A/7E!>HR89H8C! I 83/7A O89ACF!!

J?5?5I D010=51%K%+:060G0:0=L%

">*\$2LN)!+!">#&2(!)!RC!@389!A@!C89R@7!69I 87X7/I 6/A8!/9I!X7/I 6/A8!CA6I 89AC!R9!" CA7@9@OE<!
#9XR9887R9X<! =, ECRHC<! "AO@C3, 87RH! >HR89H8C<! " 33;R8I! b/A, <! /9I! 78;/A8I! 4R8;I CF! >A6I 89AC! /78!

- >A6I 89AC! ZR;.! 3/7ARHR3/A8! R9! A, 8! ; 55?%?5905F! @4! A, 8! H@9H83A! 3/387C! /9I! 37@BRI 8!
/9@9EO@6C!488I V/HD!A@!8/H, !@A, 87<R9!A, 8!4@7O!@4!RI 89AR4R8I !>A789XA, C!/9I !C 8/D98CC8CF

o4@7! /CE9H, 7@9@6C! CA6I 89AC<I A, RC! ZR;: V8! V/C8I! @9! 3887! 78BR8ZC! /9I! 89X/X8O89A! I 67R9X!
378C89A/AR@9C!

*, 8! 4R9/;! 37@3@C/;! I @H6O89A! ZR;: V8! X7/I 8I! R9! 4RB8! C8HAR@9C.! RU! >HR89H8! b@ARB/AR@9! /9I!
: /HDX7@69I \!RRU!>* b! /9I! ^9CA76O89A! Q8CRX9!\!RRU!>3/H8H7/4A! Q8CRX9!\!RBU! bRCCR@9! Q8CRX9!\! /9I! BU!
=7@ 8HA!b /9/X8O89AF!#/H, !CA6I 89A!@9IA, 8IA8/O!C, @6;I!;8/I!@98!@4IA, 8C8!C8HAR@9CF!* , 8I4R9/;!X7/I 8!
4@7!A, 8!I @H6O89A! ZR;:IA, 89!V8!C3;RA.!&) [%?2< %M5%295?7::%82@D< 53=%6?785*738%&) [%?2< %M5%
0380908D7:\!1%15@=023F!* , RC!C3;RA!89C678C!A, /A! /; ;!A8/O!O8OV87C!/78!O@ARB/A8I !A@!H@O3;8A8!A, 8R!
C8HAR@9<Z, R;8! /;C@!H@9A7RV6AR9X!A@!A, 8!78CA!@4!A, 8!I @H6O89AF!!

] 3095?10=L%J2:0@051%

^:711?22<%_5M7902?%

: @A, !CA6I 89AC!/9I !4/H6;AE!/78!78C3@9CRV;8!4@7!O/R9A/R9R9X!/9I/337@37R/A8!;8/79R9X!89BR7@9O89A!
R9! /; ;!R9CA76HAR@9/;!C8AAR9XC<Z, 8A, 87R9!387C@9<78O@A8!@7!@9;R98F!* , @C8!Z, @4/R;IA@!/I , 878IA@!C6H, !
V8, /BR@7/;! CA/9I /7I C! O/E! V8! C6V 8HA! A@! I RCHR3;R98F! =7@48CCR@9/;! H@67A8CE! /9I! C89CRARBRAE! /78!
8C38HR/; ;!RO3@7A/9A! ZRA, !78C38HA! A@!R9I RBRI 6/;C! /9I! A@3RHC! I 8/;R9X! ZRA, !7/H8<H@;@7<9/AR@9/;!
@7RXXR<C8Y<378X9/9HE<I/X8<I RC/VR;RAE<H788I <78;RXR@9<C8Y6/;!@7R89A/AR@9<X89I 87!R! 89ARAE<X89I 87!
8Y378CCR@9<B8A87/9!CA/A6C<3@;RARH/;!/44R;R/AR@9!@7!3@;RARH/;!3, R;@C@3, EF!!_@7!O@78!R94@7O/AR@9<C88!
A, 8!3@;RHR8C!@9IH;/CC7@@O!V8, /BR@7!/9I !A, 8!>A6I 89A!O@9I 6HA!V!O@94;RHA!\$8C@;6AR@9!3@;RHR8CF!!

\$5I D0?5<53=1%2?%^E`C4TPQ%

"C!/O/AA87!@4!36V;RH!, 8/;A, !/9I!C/48AE! I 68!A@!A, 8!3/9I 8ORH</; ;!O8OV87C!@4!A, 8!Op! : @6;I 87!
H@OO69RAE! /9I! /; ;! BRCRA@7C! A@! H/O36C! O6CA! 4@; ;@Z! 69RB87CRAE< I 83/7AO89A! /9I! V6R;I R9X!
78[6R78O89AC!/9I! /; ;! 36V;RH!, 8/;A, !@7I 87C!R9! 3;/H8!A@!78I 6H8!A, 8! 7RCD!@4!C378/I R9X!R948HAR@6C!
I RC8/C8F!>A6I 89AC!Z, @4/R;IA@!/I , 878!A@!A, 8C8!78 [6R78O89AC! ZR;:V8!/CD8I !A@!;8/B8!H;/CC</9I!
CA6I 89AC!Z, @!I @9@A!;8/B8!H;/CC!Z, 89!/CD8I !@7!Z, @!7846C8!A@!H@O3;E!ZRA, !A, 8C8!78 [6R78O89AC!
ZR;:V8!7848778I !A@!>A6I 89A!O@9I 6HA! /9I !O@94;RHA!\$8C@;6AR@9F!_@7!O@78!R94@7O/AR@9<C88!A, 8!3@;RHE!
@9IH;/CC7@@O!V8, /BR@7!/9I !A, 8!>A6I 89A!O@9I 8!@4!O@9I 6HAF!^4!E@6!78 [6R78!/HH@OO@I /AR@9!V8H/6C8!
/! I RC/VR;RAE! 378B89AC! E@6!47@O!46;AR;R9X!A, 8C8!C/48AE!O8/C678C<3;8/C8!4@; ;@Z!A, 8!CA83C!R9!A, 8!
g" HH@OO@I /AR@9!4@7!QRC/VR;RAR8Ch!CA/A8O89A!@9!A, RC!CE; ;/V6CF!

!

"C!@4!" 6XF!-J<')' -<Op! : @6;I 87!, /C!78A6798I !A@!78 [6R7R9X!O/CDC!R9!H;/CC7@@OC!/9I!;/V@7/A@7R8C!
78X/7I ;8CC!@4!B/HHR9/AR@9!CA/A6CF! *, RC!78 [6R78O89A!RC! /!A8O3@7/7E! 378H/6AR@9! I 67R9X!A, 8! I 8;A/
C67X8! A@! C633;8O89A! Op! : @6;I 87!C! 0%q^QK-M! B/HHR98! 78 [6R78O89AF! #Y8O3AR@9C! R9H;6I 8!
R9I RBRI 6/;C! Z, @!H/99@A! O8I RH/; ;!E!A@;87/A8! /!4/H8!H@B87R9X</C! Z8; ;! /C!A, @C8! Z, @! /78! , 8/7R9XK
RO3/R78I !@7! @A, 87ZRC8! I RC/V;8I !@7! Z, @! /78! H@OO69RH/AR9X! ZRA, !C@O8@98! Z, @! RC! , 8/7R9XK
RO3/R78I !@7! @A, 87ZRC8! I RC/V;8I ! /9I! Z, 878! A, 8! /VR;RAE! A@! C88! A, 8! O@6A, ! RC! 8CC89AR/; ! A@!
H@OO69RH/AR@9F!^4!E@6! [6/;R4E!4@7!/!O/CDK78;/A8I !/HH@OO@I /AR@9<3;8/C8!4@; ;@Z!A, 8!CA83C!R9!A, 8!
g" HH@OO@I /AR@9!4@7!QRC/VR;RAR8Ch!CA/A8O89A!@9!A, RC!CE; ;/V6CF!^9!/I I RAR@9<B/HHR9/A8I !R9CA76HAR@9/;!
4/H6;AE!Z, @!/78!89X/X8I !R9!/9!R9I @@7!R9CA76HAR@9/;!/HARBRAE!/9I !/78!C83/7/A8I !VE!/A!;8/CA!P!488A!
47@O!A, 8!98/78CA!387C@9!/78!8Y8O3A!47@O!Z8/7R9X!O/CDC!R4!A, 8E!C@!H, @@C8F!!

!

>A6I 89AC!Z, @!, /B8!A8CA8I !3@CRARB8!4@7!0%q^QK-M<!, /B8!CEO3A@OC!@4!0%q^QK-M<!@7!, /B8!, /I !H;@C8!
H@9A/HA!ZRA, !C@O8@98!Z, @!, /C!A8CA8I !3@CRARB8!4@7!@7!, /I !CEO3A@OC!@4!0%q^QK-M!O6CA!CA/E!, @O8F!
^9!A, RC!H;/CC<R!E@6!/78!CRHD!@7! [6/7/9AR98! <13;8/C8!9@AR!E!=7@4C! : ;6O!/9I !>A879@BCDE!R9!/I B/9H8!
A, /A!E@6!ZR;:;9@A!V8!/V;8!A@!/AA89I !H;/CC!R9!387C@9</9I !4@;@Z!;/@9X!BR!/d@@O!H@998HAR@9!R9CA8/I F!

! @2 < < 287=023%2?%4017G0:0=051%

^!E@6! [6;/RAE!4@7!/HH@OO@I /AR@9C!V8H/6C8!@4!/I RC/VR;RAE<3;8/C8!C6VORA!E@67!/HH@OO@I /AR@9!
;8AA87!47@O!QRC/VR;RAE!>87BRH8C!A@!E@67!4/H6;AE!O8OV87!R9!/ARO8;E!O/9987!C@!A, /A!E@67!988I C!H/9!
V8!/I I 78CC8I F!QRC/VR;RAE!>87BRH8C!I 8A87OR98C!/HH@OO@I /AR@9C!V/C8I !@9!! @H6O89A8I !I RC/VR;RAR8C!
R9!A, 8! /H/I 8ORH! 89BR7@9O89AF!! ^94@7O/AR@9!@9!78 [68CAR9X! /HH@OO@I /AR@9C!RC!;@H/A8I !@9!A, 8!
[QRC/VR;RAE!>87BRH8C!Z8VCRA8F!O@9A/HA!QRC/VR;RAE!>87BRH8C!/A!J\)JK\(M' KNPL-!@7!I CR94@GH@;@7/I @F8I 6!](#)
4@7! 467A, 87! /CCRCA/9H8F!! ^!E@6! , /B8! /! A8O3@7/7E! O8I RH;/! H@9I RAR@9< C88! [*8O3@7/7E! b8I RH;/!](#)
[O@9I RAR@9C!@9!A, 8!QRC/VR;RAE!>87BRH8C!Z8VCRA8F!](#)

J?5>5??58%'=D853=% 7 < 51%738%J?232D31%

Op! : @6;I 87! 78H@X9Rd8C! A, /A! CA6I 89ACr! ;8X/;! R94@7O/AR@9! I @8C9rA! /;Z/EC! /;RX9! ZRA, ! , @Z! A, 8E!
RI 89AR!E!>A6I 89AC!O/E!63I /A8!A, 8R7!37848778I !9/O8C!/9I !37@9@69C!BR!/A, 8!CA6I 89A!3@7A/;!A, @C8!
37848778I !9/O8C!/9I !37@9@69C!/78!;RCA8I !@9!R9CA76HA@7C!H;/CC!7@CA87CF!^9!A, 8! /VC89H8!@4!C6H, !
63I /A8C!A, 8!9/O8!A, /A!/338/7C!@9!A, 8!H;/CC!7@CA87!RC!A, 8!CA6I 89ArC!;8X/;!9/O8F!

V232?%^285%

" ;;!CA6I 89AC!897@;8I !R9!/!p9RB87CRAE!@4!O@;@7/I @! : @6;I 87!H@67C8!/78!78C3@9CRV;8!4@7!D9@ZR9X!/9I !
/I , 87R9X!A@!A, 8!S@9@7!O@I 8!/H/I 8ORH!R9A8X7RAE!3@;RHEF!qR@;/AR@9C!@4!A, 8!S@9@7!O@I 8!O/E!R9H;6I 8<
V6A! /78! 9@A! ;RORA8I !A@! 3;/XR/7RCO<H, 8/AR9X<4/V7RH/AR@9< ;ER9X<4V7RV87E<A, 78/A<69/6A, @7Rd8I !
/HH8CC!A@! /H/I 8ORH!O/A87R/;C<H;RHD87!47/6I <C6VORAAR9X!A, 8!C/O8!@7!CROR;/7!Z@7D!R9!O@78!A, /9!
@98! H@67C8! ZRA, @6A! 387ORCCR@9! 47@O! /; ;! H@67C8! R9CA76HA@7C! R9B@;B8I </9I ! /RI R9X! /H/I 8ORH!
I RC, @98CAEF! " ;;! R9HRI 89AC! @4! /H/I 8ORH! ORCH@9I 6HA! ZR;: V8! 783@7A8I ! A@! A, 8! S@9@7! O@I 8!
T, @9@7GH@;@7/I @F8I 6UV!J)JK(M' K222)UF!>A6I 89AC!4@69I !78C3@9CRV;8!4@7!BR@;/AR9X!A, 8! /H/I 8ORH!
R9A8X7RAE! 3@;RHE! ZR;: V8! C6V 8HA! A@! 9@9/H/I 8ORH! C/9HAR@9C! 47@O! A, 8! S@9@7! O@I 8! /C! Z8;: /C!
/H/I 8ORH!C/9HAR@9C!47@O!A, 8!4/H6;AE!O8OV87F!" I I RAR@9/;R94@7O/AR@9!78X/7I R9X!A, 8!S@9@7!O@I 8!
/H/I 8ORH!R9A8X7RAE!3@;RHE!H/9!V8!4@69I !@9!A, 8!S@9@7!O@I 8!Z8VCRA8F!

69RB87CRAE! 3@;RHR8C<! [783@7AR9X! @3AR@9C<!](#) /9I! A, 8! H/O36C! 78C@67H8C! H/9! V8! 4@69I! !@9! A, 8! [%^#0!](#)