



%&#2-1&%!.12!A./-1&%!=1&-/>=- ; -2!7?!] 6%J!D%\$442^J\_Q!.12!'I![\9-!<1=>-/%=&?G%!D88=E-!48!NB#=&?!

.J! S1!b.1#./?!a!3-7/#./?!\*(\*!)!&9-!E9--/!E4.E9!E4 5 5 -1&-2!41!.!%&#2-1&G%!%A/.?!&.1)!  
%&..&=1\$!&9..&!%9-!=%!..K 5 4%&!..%!2./C!..%!.!%&#2-1&!&- . 5 5 .&-! ; 94!=2-1&=8=-%!..%!OK.ECJ!  
7J! , #/=1\$!&9-!\*(+M!a!\*(\*(!.E.2- 5 =E!?-./)!&9-!E9--/!E4.E9!&4#E9-2!&9-!9.=/!48!.!OK.EC`  
=2-1&=8?=1\$!%&#2-1&J!

'J!

O.-2!41!&9-!.74>-)!1EK#2=1\$!&9.&!&9-!E4.E9! 5 .2-!&9-!%A/.?!&.1!E4 5 5 -1&! .8&-/.!1!-2#E.&=41.K!  
E41>-/%.&=41!.12!&/ .=1=1\$)!&9-!D88-E-!48!NB#=#?2-&-/5=1-2!&9.&!&9-!E4.E9G%!E412#E&! ; .%!2=-E&-2!  
.&!%&#2-1&%)!7 .%-2!41!/ .E-)! .12!1-\$.&=>-K?!=5 A.E&-2!&9-=/! ; =KK=1\$1-%%!&4!A./&=E=A.&-!1!&9-!A/4\$/ .5J!  
"EE4/2=1\$K?)!&9-!D88-E-!48!NB#=#?E41EK#2-2!&9-!E412#E&! ; .%!%#88-E=-1&K?!%->-/-!.12!A-/%=%&-1&! .%!&  
&4!E/- .&-!.!94%&=K-)!488-1%=>-)! .12!1&=5=2.&=1\$!-!>=41 5 -1&!7 .%-2!41!/ .E-!1!>=4K.&=41!48!&9-!V4K-E?!  
41! , =%E/=5=1.&=41!.12!R./ .% 5 -1&J!

\9-!D88-E-!48!NB#=#?!.K%4!E41EK#2-2!&9.&!&9-!E4.E9!-1\$.\$-2! =1!/-&.K=.&=41!7?! 5 .C=1\$!E-/&. =1!  
E4 5 5 -1&%!&4!&9-!E9--/K- .2-/%!.8&-/!&9-?!-A4/&-2!8--K=1\$!%-F#.KK?9./ .%-2!.&.&.K\$.&=1\$!->-1&%)!.12!  
7?!A4%&=1\$!41!%4E=.K! 5 -2=.14!13-7/#./?!+M)!\*(Z[\9-%!%!.9.&19.AA-1%! ; 9-1!4#1241G&!24!&9-!  
c47!&9-!#1>-/%=#?!.%C%!4#!&4!24!J!J!\_!.12!/-8-/-1E=1\$! .!E9--!/A/4\$/ .5! .&!.14&9-!/!E944K!&9.&!K4%&!  
8#12=1\$J!!!

\9-!1>-%&=\$.&=41!E41EK#2-2!41!DE&47-/'()!\*(J!"8&-/!K-./1=1\$!&9-!D88-E-!48!NB#=#?E41EK#2-2!  
&9-!84/5 -/!E4.E9!-1\$.\$-2! =1!%-F!.12!/.E-`7 .%-2!9./ .% 5 -1&! .12!/-&.K=.&=41)!&9-! , -A./& 5 -1&!48!  
" &9K-&=E%! .12! P-E/- .&=41! 2=2! 14&! /-1- ; ! &9-! E9--/! E4.E9G%! -5 AK4? 5 -1&! E41&/ .E&)! -88-E&=>-K?!  
&-/5=1.&=1\$!9-!/ -5 AK4? 5 -1&! ; =&9!&9-!<1=>-/%=#?J!\9-!E9--/!E4.E9! ; .%!14&8=-2!48!&9-!2-E=%=41!41!  
: 4>-57-!/\*)!\*(J!D1!&9-!% .5 -!2.&-)! , -A./& 5 -1&!48!" &9K-&=E%! .12!P-E/- .&=41!K- .2-/%9=A!5 -&! ; =&9!  
&9-!@A=/&!@B#.2!&4!14&8?!&9- 5 !&9.&!&9-!E4.E9! ; 4#K2!14&17-!/ -&#/1=1\$! .12!&4!A/4>=2-!.!84/# 5 !84/  
B#-%&=41%J!D1! : 4>-57-!/'!)\* (\* )!&9-!D88-E-!48!NB#=#?14&8=-2!5 -57-/%!48!&9-!@A=/&!@B#.2!48!&9-!  
E41EK#%=41! 48! =&%! =1>-%&=\$.&=41! .12! .\$. =1! A/4>=2-2! =184/5 .&=41! .74#&! &9-! <1=>-/%=#?G%! 141`  
/-&.K=.&=41! A4K-E?!&4! -1%#/-!&9-?!8-K&!%#AA4/&-2! .12!%94#K2! 14&!7-!%#7c-E&-2!&4! /-&.K=.&=41! 84/  
A./&=E=A.&=41! =1!&9-!1>-%&=\$.&=41J!

!!!" 4 (\$)&5 -+&6+ > /"+ 4/2&&' :/+!#.-/\$\*2=\$\*&#

6 %J! D#\$442! K44C-2! =1&4! 8=>-! /-A4/&%! 48! %-F#.K! 9./ .% 5 -1&! .12! 84#! /-A4/&%! 48! / .E-`7 .%-2!  
2-%E/=5=1.&=41!4!/9./ .% 5 -1&! =1!9-!/ =1>-%&=\$.&=41J!N.E9!48!&9-!1=1-!.KK-\$.&=41%! ./-!7-K4 ; ! ; =&9!  
=184/5 .&=41!6 %J!D#\$442!\$.&9-/-2!2#/=1\$!9-!/ =1>-%&=\$.&=41!.12!9-!/E41EK#%=41!41!- .E9!.KK-\$.&=41J!

!" !##\$%\$&'(\$)\*+##,+-+../\$01

/8 9\*/-0\*')08

3-5 .K-!5 -57-/%!48!&9-!@A=/&!@B#.2!.KK-\$-2!&9.&!&9-?! ; -/-!%#7c-E&-2!&4!%-F#.K!9./ .% 5 -1&!7?!8.1%!  
.&!&.K\$.&=1\$! ->-1&J! 6 %J! D#\$442! 2-&-/5=1-2! &9.&! &9-!.KK-\$-2! 5=%E412#E&! ; .%! .22-/%-2!  
%A-E=8-E.KK?!7?!&9-!<1=>-/%=#?G%!A/=1\$!\*(+M!2-E=%=41!&4!-12!A./&=E=A.&=41!7?!&9-!@A=/&!@B#.2! =1!  
&.K\$.&=1\$! ->-1&J! 6 %J! D#\$442!84#12!&9.&!&9-!<1=>-/%=#?G%! .E&=41!%&4AA-2!&9-!%A-E=8-E!84/5 !48!  
%-F#.K! 9./ .% 5 -1&! H%-F#.K! 9./ .% 5 -1&! .&!&.K\$.&=1\$! ->-1&I! .12! ; .% /- .%41.7K?!E.KE#K.&-2! &4!  
A/->-1&!&8/45!/-E#// =1\$! =1!&9-!8#&#/-!.12!&9.&!&9-!&- .5!5 -57-/%! =1&-/>=- ; -2!E418=/5 -2!&9.&!&9-!  
&.K\$.&=1\$!.AA-./ .1E-%! ; -/-!2-%E41&=1#-2J!!

/8 : \*4".\*\$)5\$2 I)I(;\$<+=4)/;\$\*)5\$>'?'"(\$%-")'.8

3-5 .K-!5 -57-/%!48!&9-!@A=/&!@B#.2!.KK-\$-2!&9.&!&9-?!9.2!7--1!%#7c-E&-2!&4!%-F#.K!9./ .% 5 -1&!&.&!  
844&7.KK!\$.5-%!.12!2414/)! .K# 5 1=)! .12!4&9-!/ ->-1&J! 6 %J! D#\$442! 2-&-/5=1-2!&9.&!&9-!.KK-\$-2!  
5=%E412#E&! =8!%#7%&.1&.&-2) ; 4#K2!E41%&-&#&-!.!>=4K.&=41!48!&9-!.AAK=E.7K-!@"&=\*+ \$ A/.3J)5=3'\$

BI+/3C\$ .12! &9.&! P D Q \ R I W-K.HAV M!; H U I H! A/->=4#%K?! /.-%2! 7?! @A=/&! @B#.2!  
5 - 57-/%!. 12!&9-/-84-/-! Z H U H!22!%-2!7?!&9-!<1>-/%=&?)!1EK#2=1\$!1!&9-!D88-E-!48!NB#=&?G#!  
\*(\*(!1>-%&\$. &=41J!!

@A-E=8-E.KK?)! & ; 4! 5 - 57-/%! 48! &9-! @A=/&! @B#.2! =12-E.&-2! &4! 6 %J! D%\$442! &9.&! &9-?!  
9.2! -FA-/-1E-2! %-F#.#K! 9./.%%5 -1&! .&! \$.5 -%! .12! 2414/)! .K#5 1=)! .12! 4&9-/-! ->-1&#! .12!  
; .1&-2! &4!7-!E41%=2-/-2!045 AK.=1.1&#!84/!&9=%!.KK-\$.&=41J!!

D1-!%&#2-1&! ; .%! .! 5 - 57-!/48!&9-!@A=/&!@B#.2!84/!&9-!\*(+e!a!\*(+f)!\*(+f!a!\*(+M)!\*(+M!a!\*(+M!  
.12!\*(+! a! \*(+! %- .%41%J! @9-! %&. &-2! &9.&! .&! 41-! . ; .?! 844&7.KK! \$.5 -! =1! A./&=E#K./)! 8.1%!  
8/45! &9-!4AA4=1\$!&- .5!2=-E&-2!-F#.#K!E45 5 -1&#!&4!9-!/!.12!&. #1&-2!9-!/!&9/4#\$94#&!&9-!\$.5 -)!  
.12!&9.&!&9-!E4.E9! ; .%! . ; ./-!48!&9=%!%=&#. &=41! 7#&! 2=2! 14&! 24! .1?&9=1\$! &4! &/?! &4! %&4A! =&J! \9-!  
%&#2-1&! /->- .K-2!&9.&!%9-! ; .%! .K%4!%#7c-E&-2!&4!%-F#.#K!E45 5 -1&#! .12!&4#E9=1\$!7?! .K#5 1=! .12!  
2414/!2#/=1\$! .AA- ./ .1E-%! .&!&9-! : `0K#7! .12! .&! ->-1&#!&9.&!&44C!AK.E-! ; 9-1!&9-1&- .5!&/ .>-KK-2!  
; =&9!&9-!844&7.KK! &- .5!4/!&9-!7.%C-&7.KK! &- .5!84/! &4#/1. 5 -1&#! 4/! E9. 5 A=41%9=A! \$.5 -%J! \9-!  
%&#2-1&! 2=2! 14&! /-A4/!&9=%!%-F#.#K!9./.%%5 -1&!&4!&9-!84/5 -!/E4.E9!4/! .1?41-! .&!&9-!<1>=>-/%=&?! .&!  
&9-! &=5 -! 7-E.#%-! %9-! 7-K=->-2! &9.&! &9=%! ; .%! .! E45 5 41)! -FA-E&-2! A./&! 48! &9-! E9--/K- .2-/  
-FA-/-1E-J! @9-! 7.%-2! &9=%! 7-K=-8)! =1! A./&! 41! &9-! 8.E&! &9.&! 2#/=1\$! =1=&=&=41! 1-\$9&! 84/! 1- ; !  
E9--/K- .2-/%)!&9-!E4.E9!&4K2!&9-!&- .5!&9.&!&9-?! ; 4#K2!-FA-/-1E-![E/--A?!8.1%\_!.12!&9-!E4.E9!.12!  
&9-!&- .5!5 - 57-/%!c4C-2!.74#&!&9=%J!!

\9-!%&#2-1&!%&. &-2!&9.&!%9-! ; -1&!&4!&9-! : `0K#7! .!9.128#K!48!&=5 -%! - .E9!% - .%41! .12!-FA-/-1E-2!  
%-F#.#K!9./.%%5 -1&!7?!&9-!2414/! .12! .K#5 1=!&9.&! ; -/-!A/-%1&J!@9-!%&. &-2!&9.&!&9=%!9.AA-1-2!  
54%&K?!=1!9-!/!8=%&! .12!%-E412!?-./%! .12! .!K=&&K-! =1!9-!/!&9=/2! ?-./!H&9-!&- .5!2=2! 14&! 5 .C-! .1?!  
.AA- ./ .1E-%! =1!&9-!\*(+!a!\*(+! %- .%41!7-E.#%-!48!&9-!ODUS , `+M!A.12-5=EIJ!@9-!/ -E.KK-2!&9.&!&!  
&9-! : `0K#7)!&9-/-! ; 4#K2!7-!9.12%!419-!/!K4 ; -!/7.EC!4/!9=A%! .12!%9-! ; 4#K2!7-!&4#E9-2! ; 9-1!%9-!  
2=2!14&! ; .1&!&4!7-!&4#E9-2J!@9-!%&. &-2!&9.&! ->-1! .!A94&4!E4#K2!7-!#1E45 84/&.7K-J! \9-!%&#2-1&!  
.K%4/ -E.KK-2! .!A-E=8-E!4EE.%=41! ; 9-1!&9-!@A=/&!@B#.2! ; .%! =1!@.1! , =-\$4! ; =&9!&9-!844&7.KK!&- .5!  
84/!&9-!R4K=2.?!O4 ; K!\$.5 -! =1!\*(+fJ! , #/=1\$!&9.&!&/=A)!&9-!@A=/&!@B#.2! 5 .2-! .1! .AA- ./ .1E-! .&! .!  
K4E.K!7./! ; 9-/-!&9-!E9--/K- .2-/%! ; -/-!-FA-E&-2!&. (E9--/K3(7./!)477.12!)-73. 6 67(E9--/K&.KC!)477.12!E9--/K&9

\;4!4&9-!/5-57-/%!48!&9-!@A=/=&!@B#1.2!/>=-;-2!7?6%J!D%\$44E418=/5-2!&9&9-?!9.2!  
-FA-/=-1E-2!%=5=K./!%-F#.K!9./.%%5-1&!7?!K#51?)12144/8%1%D1-!%&#2-1&&.&-2!&9.&!&9-!  
&-.5!5.2-!%->-/.K!.AA-./1E-%! =1!@.1!,-\$4)! =1EK#2=1\$!.&!7./%)!&2!/!%1-E-KK./J!@9-

/-8 F@"&=\*+/G"5H\$9"\*4\$<'41.I?'"8

@->-.K!&-.5!5-57-/%!-FA/-%%\$21-/.K!E41E-/1!;=&9!&9-![%-F#.K=X-2\_!.&54%A9-/-@8!&9&!  
@B#.2J!34!/!-F.5AK-)!84/5-!&-.5!5-57-!%&.&-2!&9.&!&9-!E9--/K-.2-/%!8-K&!K=C-![47c-E&%\_J!"14&9-/  
84/5-!&-.5!5-57-!%&.&-2!9-!7-K=-8!&9.&!&9-!E#K&#/-!48!&9-!&-.5!%#AA4/&-2!%-F#.K!9!/.%%5-1&!





=1&-/>=-;-2!&-.5!5-57-/%!E418=/5-2!&9.&!&9-!&-.5!E41&/E&!;.%!E9.1\$-2!.12!&9.&!&9=%!%A-E=8=  
84/5!48!/.E-!2=%E/=5=1.&=41!9.2!14&!/-4EE#//2J

//8 2/JJ"(")\$9("4")\$\*)5\$2")/\*+\$1J\$>|11(=)"/".8

OK.EC`=2-1&=8?=1\$!E9--/K-.2-/%!.KK-\$-2!&9.&)!7-E.#%-!48!84/5!E4!E9!%#7c-E&-2!&9-5!  
&4!2=88-/-1&!&/-.&5-1&!.12!2-1=-2!&9-5!4AA4/&#1=&=-%!&9.&!;-!A/4>=2-2!&4!4&9-!5-57-/%!48!&  
@A=/=&!@B#.2J!6-57-/%!48!&9-!&!@B#&2&-2!&9.&!&9-!E4.E9!2=2!14&! .KK4;! OK.EC`  
=2-1&=8?=1\$!E9--/K-.2-/%!&4!%&.12!1-F!&4!41!&9-!%=2-K=1-%!4/!7-!|=1!&9-!%5-!&4#1!  
%&#1&!/4#A%! .12!2-1=-2!&9-5!4AA4/&#1=&=-%!A/4>=2-2!&4!4&9-!E9--/K-.2-/%)!|=1EK#2=1\$!4AA4/  
&4!&&-12!2414!->-1&%)!&4!7-!.[8K?-\_!|=1!%!&#1&!/4#A)!&4!&/.>-K!;=&9!&9-!&-.5!&2!.;?!.5-%)!.1  
&4!9.>-!&9-!|=1c#/=-%!&.C-1!%!%/-=4#%K?!%!&9-!|=1c#/=-%!48!&9-!&5-57!%!%

6%J!D%\$42&-/5=1-2!&9.&!&9=%!.KK-\$-2!5=%E412#E&)!=8!%#7%&.1&=.&-2)!;4#K2!E41%&=&#&-!

%&.88!5-57-!/184/5-2!&9-!E9--/K-.2-/%!&9.&!&9-!<1=>-/%=&?!;4#K2!14&!%#AA4/&!&9-5!&8!&9-?!E94%-!  
&4!C1--K!.&!.1844&7.KK!\$.5-)!12!&9.&!&8-!/!&9-!5--&=1\$)!&9-!84/5-!/E4.E9!&4K2!&9-!E9--/K-.2-/%!&9.&!  
&9-?!; -/!A/=>=&-&-2![7/.&%\_!84/!->-1!&9=1C=1\$!48!C1--K=1\$!.&!\$.5-%J!  
!

6%J!D%\$442!84#12!&9.&)=8!5.2-)!&9-!E455-1&!7?!&9-!84/5-!/E4.E9!.12!84/5-!/!&.88!5-57-!/; -/!  
%.=2!&4!.KK!48!&9-!E9--/K-.2-/%!.12!14&12=-/E&-2!&4!OK.EC`=2-1&=8?=1\$!%&#2-1&!41K?J!W=&=94#&15.C=1\$!  
.1?!E41EK#%=41%!&!&4!;9-&9-!/!%#E9!E455-1&!;4#K2!9.>-!7--!1!=1.AA/4A/=.&-)!6%J!D%\$442!  
E41EK#2-2!&9.&!&9-!&-!E455-1&!)>-!1!&8!%#7%&.1&=.&-2)!2=2!14&1%#AA4/&!&9.&!OK.EC`=2-1&=8?=1\$!E9--/!  
&- .5!5-57-/%!; -/!&/- .&-2!2=88-/-1&K?!&9.1!4&9-!/!&- .5!5-57-/%!.12!&9#%!&9=)!&.KK-\$.&=41!;4#K2!  
14&!E41%&=&#&-!.!>=4K.&=41!48!&9-!<1=>-/%=&?G%!2/.3(4/)\*/I)\$\*)5\$6\*(.\*.4")'\$BI+/3CJ!

!?! > /" + 4/2&&' :/+@-)& 5 5 -# '#=\$&#/+A+\$3-B#\* .-%/\*\$9:/+C&11&DEBF+

!  
\9-!<1=>-/%=&?!E./-8#KK?!E41%=2-/-2!.KK!48!&9-!&=184/5.&=41!/E=>-2!8/45!6%J!D%\$442)!12!.%-%&!  
84/&9!7-K4; )!=5AK-5-1&-2!- .E9!48!9-!/!-E455-12.&=41%J!34/&!94%-!/- .%41%! .12!7.%-2!41!9-!  
/-E455-12.&=41)!14!1- ;!84/5.K!&=1>-%&=\$.&=41!%1!1--2-2!.&!&9=%!&=5-J+

+  
R4 ; >- -/)!6%J!D%\$442!E41EK#2-2!&=1!&=5A-/.&=>-!84/&9-!<1=>-/%=&?!&4!&.C-!.22=&=41.K!=55-2=&.&-!  
%&-A%!&4!%&4A!.1?!2-%E/=5=1.&=41!4/9./.%5-1&!48!&9-!@A=/&!@B#.2!.12!A/->-1&!.1?!/-E#//1E-!48!  
2-%E/=5=1.&=41!.12!9./.%5-1&J!"KK!48!6%J!D%\$442G!/-E455-12.&=41%!./-!7-K4; )!=1!74K2J!"E&=41!  
=&-5%&!&.C-1!7?!&9-!<1=>-/%=&?!&4!&=5AK-5-1&!&9-!/E455-12.&=41%!84KK4; !- .E9!/E455-12.&=41!&=1!  
=&.K=E%J!!!

G"! HI3-+B#\* .-%/\*\$9+/3&(1'+-JF1\*)\$19+%-5\*#'+6=#/K+ '&#&%/K+=#'+=1(5\*#+\$3=\$+=\$-\$-#'+\*\$/+  
=\$31-\$)/+.-.#\$/+\$3=\$3-+B#\* .-%/\*\$9+ '&-/#&+\$&1-%=\$+3-+/-J(=1+3=%//5-#&+&+%)=)\*=1+  
3=%//5-#&+&6\*\$/+/\$(' -#\$/+&+&-5F1&9-/-+=#'+\$3=\$-#2=2\*#2\*#+/()3)&#'( )\$+5=9+/-/(1\$+  
\*#+-L-)\$&#&+6%&5+=#+-.#\$+=#'+=+F&/M1-+M=#+&#+==\$-\$-#'\*2+6(\$(%+-.-.#\$/N+

+  
9?"\$L)/-("./C\$\*55"5\$'I\$?'\$FM\*)\$7I5"\$IJS71)5=3'H\$\*) )I=)3"4")'\$4\*5"\$\*'\$?'\$.\*( '\$IJS\*+?\$14"\$  
\*?'?+'''/3\$"-)'. '\$I\$. '\*""\$?'\$L)/-("./C\$I(I?/E'\$.5/.3(4/)\*/I)\$\*)5\$?\*(.\*.4")'\$I)\$?'\$E\*./.\$IJS. "&,\$  
."&=\*+\$I(("/) '\*'/I);\$(\*3";\*\$)5\$\*+?I'?"(\$I(I'3""5\$3+\*..\$.\*)5\$'?\*'\$.=3?§31)5=3'\$4\*CS(".=+\$/)\$  
("41-+\*+J(I4\$\*)\$\*?'?+'''/3\$"-) '\$\*)5\$\*\$I1..E+)\$E\*)\$J(I4\$\*""')5/OJ\$='("\$"-)'.889?"\$M\*)\$7I5"\$IJS  
71)5=3'\$Y.\$)IN\$\*+.I\$I=E+/.?"5\$)\$."-("(\*+I+\*3".I)\$?'\$OI('N".'"( )\$@II('.\$N"E./";\$)3+=5/O\$-/\*\$  
'?"\$M\*)\$PI)"\$\*E\$! \$\$\$  
\$

;! HB#\* .-%/\*\$9+F-%/&##-1+/3&(1'+=)\$\* .-19+5&#&#&+\$3-+\*#&-%=)\$&#/+&6+5-5M-%/+&6+3-+  
O3--%+I-=5+D\*\$3+\$3-+F(MI\*)+==\$+11+2=5-/+=#'+&&3-%+\$=5+- .-#\$/+=#'+\$=P-+-66-)\$\* .-+  
=)\$&#&+\$&F%-.-.#\$/+&F+=# 'Q&%+= ' '%-//+=#9+/-J(=1+&+%)=)\*=1+3=%//5-#&+I3\*/+3&(1'+  
\*#)1(' -+3=.#2+=#-/\$=M1/3-' +F%&#&)&1\*#F1=)-+6&%+/-) (%\$9+F-%/&##-1+\$&+\*#&-%.-#-+  
=#'+=' '%-//+=#9+/-J(=1+&+%)=)\*=1+3=%//5-#&+&6+O3--%+I-=5+5-5M-%/+=\$+2=5-/+&+  
&3-%+-.-.#\$/N++

+

!  
!!"#\$%&!()\*#+(-!+,.)/%\$##1-022..-1(&#-3)(42-1(&#-2565627627829((#.\*";<4%/\*=;+9(3\*-1>  
##1-022..-1(&#-3)(42-1(8&72@2A27B29((#.\*";<4%/\*=;+9(3?!">! !  
##1-022..-1(&#-3)(42-1(&#-256572B26C279D(./.)#3\*-1> !  
!

!

\*+!



9?"\$>JJ/3"\$1J\$%Q=/C\$N/++\$1JJ"(\$Q=\*(("+(C\$1JJ/3"\$?1=(.\$I"3/J/3\$J1(\$@I/('\$@Q=\*5\$4"4E"(\$1\$  
\*)5\$.?\*"(\$31)3").8\$?"\$J/(\$1JJ/3"\$?1=(.\$..1)\$N/++\$\*R"\$I\$3"\$@I"4E"(8\$1("1-('\$?"\$  
>JJ/3"\$1J\$%Q=/C\$/N1(R/)0\$N/'?\$'?"\$2"l\*(4)"\$1J\$<'?'"/3.\$\*)5\$!"3("\*/1)"\$'1\$5"-+1I\$1'?"(\$  
4"3?\*)/.4.\$'1\$31)')=\*\*++C\$\*..\$.3=+=(1\$(\$\*&4l+";")5\$1J\$C"\*(\$"-\*+=\*/1).\$N/'?\$4"4E"(\$1J\$  
'?"\$@I/('\$@Q=\*5\$N/++\$E"\$31)J/5)"\$23"\$8\*+=\*/1).\$N/++\$E"\$31)J/5)')/\*+(\$\*)5\$\*)1)C41=.\$\*)5\$  
("-/"N"5\$EC\$.)/1(D+"-"+\$. '\*JJ\$)')?'\$2"l\*(4)"\$1J\$<'?'"/3.\$\*)5\$!"3("\*/1)8

Y" HI3--B#\*.-/\*\$9:/+466\*)-+&6+78(\*\$9+/3&(1'+F%&.\*'-+D%\*\$-\$-#+#&\$\*)-+&\$+\$3-+O&5F1=\*#=#\$  
Z\*#+ >/" + 4/2&&'!/+ \*#.-/\$\*2=\$\*&#D&+ %=\*/'+ #-D+ /-J(=1+ 3=%=//5-#\$+ =#'+ %=)-  
\*)%\*5\*#=\$\*&#+=11-2=\$\*&#/"N

9?/.\$+""(\$31).'/=".\$'?"\$N(/""\$)1'3"8\$)\$1"5\$\*E1-";\$'?"\$L)/-(/C\$/.\$3?11./)0\$'1\$I(1-5"\$'?"\$  
)1/3"\$'1\$\*\$+\*(0"(\$0(1=I\$/)\$1(5"(\$'1\$")?\*)3"\$'(\*).I\*("")3C8\$\$\$

\ " HI3--B#\*.-/\*\$9:/+466\*)-+&6+78(\*\$9+/3&(1'+F%&.\*'-+D%\*\$-\$-#+#&\$\*)-+&\$+=11+&6+\$3-+/\$(-#-  
=#'+F=%-#\$/+\*#-\$-%.\*-D-'M9+\$3-+!#.-/\$\*2=\$&%+Z>/" +4/2&&["N

9?/.\$+""(\$31).'/=".\$'?"\$N(/""\$)1'3"8\$)\$1"5\$\*E1-";\$'?"\$L)/-(/C\$/.\$3?11./)0\$'1\$I(1-5"\$'?"\$  
)1/3"\$'1\$\*\$+\*(0"(\$0(1=I\$/)\$1(5"(\$'1\$")?\*)3"\$'(\*).I\*("")3C8\$\$\$

] " HI3--B#\*.-/\*\$9:/+466\*)-+&6+78(\*\$9+/3&(1'+F%&.\*'-+D%\*\$-\$-#+#&\$\*)-+&6+\$3-+6\*#'#2/+\*#\*+  
;<;<+ \*#.-/\$\*2=\$\*&#+\$&+\$3-+ 5-5M-%/+ &6+\$3-+ O3--%+ l=5+ D3&+ D-%-+ '\*)%\*5\*#=\$-K  
3=%=//-' +=#Q&%+%-\$=1\*=\$-' +=2=#/\$+M9+\$3-+6&%5-%+O&=)3"N

9?/.\$+""(\$31).'/=".\$'?"\$N(/""\$)1'3"8\$)\$1"5\$\*E1-";\$'?"\$L)/-(/C\$/.\$3?11./)0\$'1\$I(1-5"\$'?"\$  
)1/3"\$'1\$\*\$+\*(0"(\$0(1=I\$/)\$1(5"(\$'1\$")?\*)3"\$'(\*).I\*("")3C8\$\$\$

G<HI3--B#\*.-/\*\$9^\*#+ \*\$+/D\*'-+ '\*)%-\$\*&#+\$&+'-\$-%5\*#-+=FF%&F%\*=\$-+)&%%-)\$\*.-+=)\$\*&#  
=6\$-%-6\*#'#2+&6+'\*)%\*5\*#=\$\*&#+\$&%+3=%=//5-#\$+=#'+\*#+P--F\*#2+D\*\$3+\*\$/+)&55\*\$5-#\$  
#&\$+\$&+\$&1-%=\$-+=#9+'\*)%\*5\*#=\$\*&#+\$&%+3=%=//5-#\$^\$=P-+=""\$\*&#=#1+=\$\*&#+\$&+=""\$  
\$3-+3=%5+\$&+\*#\*.'\*(=1+5-5M-%/+&6+\$3-+O3--%+l=5+)=(-'+M9+\$3-+'\*)%\*5\*#=\$\*&#+=#'  
3=%=//5-#\$+\$3-9JF-%\*-#)-'+D3\*1-+&#+\$3-+O3--%+l=5"+l3-+B#\*.-/\*\$9+3=/\$=P-#+=#



31\*3?N\*. \$+/R"+C\$(".I1)./E+"\$J1(\$5(\*J')0\$?'")1DE(\*5.\$I(1-./1)\$1J\$?'\$I("-/1=.\$ @I(/'\$ @Q=\*5\$ 0=5"+/).".\$\*)5\$5\$"-+1I/0\$1'?"(\$=+".\$?'\*\$N("\$4I1."5\$1)\$@I(/'\$@Q=\*5\$4"4E".(8\$\$

9?"\$ .'='5")'\$.I"3/J/3\*++C\$)\*4"5\$ 'N1\$ "4I+1C"".\$ Y1)"\$ 3=((')\$ \*)5\$ 1)"\$ J1(4"(Z\$ \*.\$ I1../E+"\$ ("11)5")'\$. \$1\$'?'\$. \$\*++"0\*/1);\$0/-)"\$?'"/(\$1+".\$\*)5\$ ("11)./E+/"/". \$J1(\$1-"(""/)0\$?'\$""4\$\*)5\$ .="(-./.)0\$?'\$J1(4"(\$31\*3?;\$\*)5\$'?'"/(\$I(".)3"\$\*\$4\*)C\$0\*4".8\$,) \$\*55'/1);\$1'?"(\$L)/-("./C\$ "4I+1C"".\$4\*C\$?\*\$-\$?'\*5\$1-("./0?\*\$5`1(\$.=|"-./1(C\$("11)./E+/"/". \$("\$+\*"5\$1\$?'\$ @I(/'\$@Q=\*58\$

.)\$\*331(5\*)3\$N/'?A.8\$>.0115^.\$("3144")5\*/1);\$=4\*)\$! ".1=(3". \$ \*)5\$?'\$2\*I\*(4)"\$1J\$ <'?+""/3.\$\*)5\$!"3("\*/1)\$("-/"N"5\$'?"."\$31)3").\$\*)5\$'11R\$\*II(1I(/\*"\$3\*/1)\$("\$+\*/)0\$'1\$'?"\$ I1../E+"\$J\*/+=\$("\$1J\$ L)/-("./C\$ "4I+1C"".\$ /)\$ 3\*((C)0\$ 1=\$'?'"/(\$ 1-("./0?'\$\*)5`1(\$.=|"-./1(C\$ ("11)./E+/"/". \$("\$+\*"5\$1\$?'\$ @I(/'\$@Q=\*5J!

A1("1-"(\$01)0\$J1(N\*(5;\$?'\$ @I(/'\$ @Q=\*5\$N++\$E\$'1-(") )EC\$?'\$)"N\$7?/"J\$1J\$ @'\*JJ\$ /)\$?' 2\*I\*(4)"\$1J\$<'?+""/3.\$\*)5\$!"3("\*/1)8\$9?"\$7?/"J\$1J\$ @'\*JJ\$ ("I1('.\$5/("3'+C\$1\$1\$B\$"/5)"\$ J1(\$<'?+""/3.\$\*)5\$!"3("\*/1)8\$\$\$

GVHI3--+ B#\*.-%/\*\$9:/+ a@+ 466\*)--+ /3&(1'+ ="%-//+ \$3--+ F&//M1--+ 6=\*1(%-+ &6+ B#\*.-%/\*\$9 -5F1&9--/+ \$&+ F%&5F\$19+ %-F&%\$+ \*)/%\*5\*#=\$\*&#+ =#+ 3=%=//5-#+\$ &+ \$3--+ 466\*)--+ 78(\*\$9"N

9?"\$L)/-("./C^.\$3=((')\$\*)5\$I(/1(\$%Q=/'C\$B1+3/C\$="/(\$?'\*\$'+\$L)/-("./C\$"4I+1C"".\$I(14I'+C\$ ("I1('\$F."&=\*+\$4/.31)5=3'H\$\*)5\$\*++\$L)/-("./C\$"4I+1C"".\$N/'?\$""3?)0\$1(\$.=|"-./1(C\$\*=?1(/C\$ I(14I'+C\$ ("I1('\$F/)3/5")'\$. \$1J\$5/.3(/4)\*'/1)\$1(\$?\*(..4)"H\$1J\$N?/3?'\$?"C\$E"314"\$N\*("\$/) )\$?'\$ .31I"\$ 1J\$ '?'"/(\$ N1(R\$(\$?'\$ L)/-("./C\$ '1\$'?"\$ >JJ/3"\$ 1J\$ %Q=/'C\$ =)+..\$?'C\$ \*("\$31)J/5)"/\*+\$ "4I+1C"".\$8\$.8\$>.0115\$11("5\$?'\*\$L)/-("./C\$"4I+1C"".\$Y1)"\$J1(4"(\$\*)5\$1)"\$3=((')Z\$("3"/-5\$ \*)1)C41=.\$5/.3(/4)\*'/1)\$\*)5\$?\*(..4)"\$314I+\*)'\$. \$ J(14\$ 4"4E"(\$ 1J\$ '?"\$ @I(/'\$ @Q=\*5\$ /)\$ a\*)=\*(C\$)TUE=\$?'\$ "4I+1C"".\$5/5\$)1\$.=E4/'\$?"."\$314I+\*)'\$. \$1\$'?"\$>JJ/3"\$1J\$%Q=/'C\$ '?"\$>JJ/3"\$1J\$%Q=/'C\$5/5\$"-)'=+\*C\$+\*(\$)\*E1=\$\*)5\$ ("3"/-\$?'\$ "\$1"/1("8\$A.8\$>.0115\$ ("3"/-5\$)J1(4\*/1)\$?'\*\$J1(4"(\$L)/-("./C\$"4I+1C"".\$4\*C\$?\*\$-("3"/-5\$\*\$ ("I1('\$1J\$?'\$J1(4"(\$ 31\*3?\$4/.'("\*/)0\$\*)5\$11../E+C\$5/.3(/4)\*'/)0\$\*0\*).\$1(\$?\*(../)0\$\*\$.'='5)"\$J(14\$?'\*\$.'='5)"^.\$ I\*(")\$)J\$Tb;\$E=\$5/5\$)1\$ ("I1('\$?'\$. \$1\$'?"\$>JJ/3"\$1J\$%Q=/'C\$8\$

.)\$\*331(5\*)3\$N/'?A.8\$>.0115^.\$("3144")5\*/1);\$=4\*)\$! ".1=(3". \$ \*)5\$?'\$2\*I\*(4)"\$1J\$ <'?+""/3.\$\*)5\$!"3("\*/1)\$("-/"N"5\$'?"."\$31)3").\$\*)5\$'11R\$\*II(1I(/\*"\$3\*/1)\$("\$+\*/)0\$'1\$'?"\$ I1../E+"\$J\*/+=\$("\$1J\$ L)/-("./C\$ "4I+1C"".\$ /)\$ 1\$ ("I1('\$5/.3(/4)\*'/1)\$\*)5\$?\*(..4)"\$1\$'?"\$>JJ/3"\$1J\$ %Q=/'C\$8\$

%Q=/'C8

9?"\$ L)/-("./C^.\$ %Q=/'C\$ B1+/3/"\$. /)3+=5"\$ . I"3/J/3\$ I(13"5=(+\$ ("Q=/"4")'\$. ("+\*/)0\$ 'I\$ '?"\$  
"- \*+=\*/I);\$ /)-"/O\*/I);\$ \*)5\$ ("I+=/I)\$ IJ\$ 5/.3(/4/)\*\*/I)\$ \*)5\$ ?\*(.\*. 4")'\$ \*++"O\*/I).8\$ @I/(/"\$  
@Q=\*5\$ 4"4E"(.\$. =00". ""5\$ 'I\$ A.8\$ >.0115\$ '?\*\$ '\$?'\$ >JJ/3"\$ IJ\$ %Q=/'C\$ J\*/+"5\$ 'I\$ \*II(II(/\*""+C\$  
/4I+"4")'\$ '?'\$. "\$ I(13"5=(.8\$ @I"3/J/3\*++C;\$ . "- (\*+\$ ""\*4\$ 4"4E"(.\$. '\*""5\$ '?\*\$ '\$?'\$ >JJ/3"\$ 5/5\$ )I'\$  
\*55(".. '\$?'\$ "Q=/'C\$ 31)3")\$. '\$?'\$ "C\$ (\*\$. "5\$ \*\$. \$J=++C\$ I(\$ \*\$. \$Q=/'3R+C\$ \*\$. \$/'\$. ?I=+5\$ ?\*- ""8\$ @I/(/"\$ @Q=\*5\$  
4"4E"(.\$. "&I(".. "5\$ 31)J=. /I)\$ \*\$. '\$'I\$ '?"/(\$ (I+"\$. \$\*\$. \$N/"").. ". \$Y\*)5\$ )I\$ 314 I+\*/) \*). '\$/)\$ '\$?'\$ \ J \ J\$  
/)-"/O\*/I)8\$ >)"\$ 3?""(+\*5"(\$ . '\*""5\$ '?\*\$ '\$?'\$ >JJ/3"\$ IJ\$ %Q=/'C\$ ?"+5\$ '?"\$ 7?""(\$ 9"\*4\$  
314 I+\*/) \*). 'N')". . \$. '\$'I\$ \*\$ ?/O?"(\$ . '\*')5\*(5\$ IJ\$ I(11J\$ E"JI("\$ \$/'\$ \*O("5\$ 'I\$ 11")\$ \*)\$ /)-"/O\*/I)\$  
Y"808;\$ '\$?'\$ >JJ/3"\$ IJ\$ %Q=/'C\$ N\*)""5\$ 41("\$ "&\*4 I+"\$. \$ I(\$ ./O)\$ \*'=(. \$ E"JI("\$ 11")/)\$ O\$ \*\$ JI(4 \*+\$  
/)-"/O\*/I)Z8\$ >)"\$. '=5")'\$ \*+. I\$ \*.. ("5\$ '?\*\$ '\$?'\$ >JJ/3"\$ IJ\$ %Q=/'C\$ J\*/+"5\$ 'I\$ \*II(II(/\*""+C\$ (".. 11)5\$  
'I\$ ?"(\$ \*++"O\*/I)\$ IJ\$. "&=\*+\$ ?\*(.\*. 4")'\$ EC\$ V\*)5\$ 4"4E"(. \$/)\$ \ J Tb;\$ \$N?/3?\$. ?"\$ /)5/3\*""5\$ '?\*\$ '\$?'\$  
?\*5\$ (\*\$. "5\$ /)\$ ?"(\$ /)'"(-/"N\$ \*\$. \$I\$ \*(\$ 'I\$ J\$ ?"\$ \ J \ J\$ /)-"/O\*/I)8\$

, )\$ \*331(5\*)3"\$ N/'?\$ A.8\$ >.0115^.\$ ("314 4")5\*/I);\$ '\$?'\$ >JJ/3"\$ IJ\$ %Q=/'C^.\$ I1+/3/"\$. ;\$ I(13"5=(. ;\$  
\*)5\$ ?\*(5+ /)O\$ IJ\$ 5/.3(/4/)\*\*/I)\$ \*)5\$ ?\*(.\*. 4")'\$ 314 I+\*/)'. \$\*( "\$ 3=((")' +C\$ E"/)O\$ "&\*4/)5\$ /)\$ I(5"(\$  
'I\$ J/)\$ 5\$ 1111('=) /'". \$JI(\$ 3+\*(/'C\$ \*)5\$ /4 I(1- "4")'8\$

**-J\$b\$-F/+**

" %!14&-2!. 74>-)! . KK!48!&9-!/-E4 5 5 -12.&=41%! 5 .2-!7?! 6 %J!D%\$442!./-!-=&9-!/E4 5 AK-&-!4/! ; =KK!7-!  
=1!AK.E-!A/=4!/&4!&9-!@A=/&!@B#. 2G%!8=%&! .AA- ./ .1E-!4!1/3/=2. ?)!@-A&- 57-!/'!)\*(\*+J!S1!. 22=&=41!&4!  
&9-!%&-A%!/-8-/-1E-2!. 74>-)!4#/?! 1- ; !U-E-!V/-%=2-1&!84/! " &9K-&=E%! .12! P-E/- .&=41)! , /J! , -//=EC!  
T/.\$ \$)! /-E-1&K?! /-&.=1-2! .! E41%#K&. 1&!