



!

!

!

"#\$%&' %!" (#%)*!

+ , -. //0!1 /2343. !56527/35!830!95;; /1 5<=>83?@A/2!B/4343. !C@!A/2!/C2!D3; :C@465!); 453; 5!)5245@!
5653E!E/087<)/!1 7!38 1 5!4@" 253083!" C23@dF 1 !83!8; 805 1 4; !43!E>5!); > // : !/A!" 4/E5; >3 / : . 7!830!
"4/1 /:5; C:82!); 453; 5@d' 30!!@4E!8; 2/@@!E>5!\$&D!

1 7!9/2?43. !5LH52453; 5!830!:4643. !5LH52453; 5!43!82/C30!S8 1 87-!Df65!G553!43! 1 7!ZZ20!7582!9/2?43. !
94E>!38E4/38:!H82?@!830!94:0:4A5!43!82/C30!53642/3 1 53E-!GCE! 1 /@E:7!:830[G8@50!@ECAA<)/!Df65!8:@!
;/ 1 43. !A2/ 1 !8!A@>43. !A8 1 4:7!830!:4643. !5LH52453; 5!82/C30!E>8E!G87-!/3!E>5!;/; 583<!=>5!;/; 583!98@!
6527!41 H/2E83E!E/! 1 7!A8 1 4:7!830!G8@4; 8::7!98@!E>5!258@/3!E>8E!!98@!8G:5!E/!7/C!?!3/9!830!Df::!HCE!ME!
. 28H>4; 8::7!>865!A//O!/3!E>5!E8G:5!@/ 1 5!34. >E@!DfE!98@3FE!8!;/; 583!E>8E!E>57!H2/64050!A//O!A/2! 1 7!
A8 1 4:7! 1 /@E!E4 1 5@!830!9>5E>52!E>8E!98@!E28043. !E>5!A@>!/2!58E43. !E>5!A@>!A/2!/E>52!E>43. -!GCE!://? -!
Df65!8:987@!>80!83!43E525@E!43!E>5!;/; 583!830!E>8E!G87!43!H82E4; C:82-!7/C!?!3/9<!Df!98@!35652!50C; 8E50-!
7/C!

E>5!:82. 5@E!@58. 28@@E>8E!95!>865!43!' C@E28:48<!DE!8; EC8::7-!7/C!A430!4E!8:/3. !E>5!53E425!@/CE>523!>8:A!A!
E>5!;/3E4353E-!8::!E>5!987!A2/ 1!! 8::8; 5!P8?5!0/93!E/!=8@1 8348!830!>8:A987!CH! 5@E523!' C@E28:48<
) /!4E!@8!6527!41 H/2E83E!@H5; 45@!38E4/39405< 30!4E!@CHH/2E@8!C34NC5!7430!/A!5; /:/ 4; 8!; / 1 1 C34E7!
/A!A@>-! /A!; 28AE@-! /A!43652E5G28E5@<DE!@CHH/2E@-!7/C!73/9-!@H5; 45@!4?5!E>5! 1 C::5E!830!G5; 8C@5!/A!E>5!
>4. >!H2/OC; E464E7!/A!E>5!@58. 28@@< (3A/2EC38E5:7-!82/C30!E>5!) 70357!25. 4/3-!J/@40/348!>8@!G553!
05; :4343. !6527!A8@E<) /!A8@E!E>8E!4E!@3/9!4@E50!8@!53083. 5250!G7!E>5!K/ 1 1 /3958:E>!. /6523 1 53E!G7!
E>5!@E8E5!. /6523 1 53E-!830!E>8E!4@!G5; 8C@5!/A!C2G834@8E4/3<) /!J/@40/348!4?5@E/!5865!9>525!8@!
>C 1 83@!4?5!E/!@5EE:5!0/93!G8@4; 8::7-!9>4; >!4@!3582-!7/C!73/9-!E>5!; 4E45@-!3582!E>5!G8@5!3582!
H2/E5; E50!@>5:E5250!5 1 G83? 1 53E@<) /!; /8@E8!:0565:/H 1 53E-!H/::CE4/3!830!G/8E43. !8; E464E45@-!4?5!@87!
@943. !1 //243. @!94E>!; >843@<=>57F25!E>5!7430!/A!>C 1 83!8; E464E45@!E>8E!825!08 1 8. 43. !J/@40/348<) /!8!
A59!7582@!8. /-!95!@E82E50!E>5!25@E/28E4/3!H2/. 28 1 !E/!E27!830!@E/H!E>5!05; :435!830!G243. !G8; ?!E>5!
1 580/9@!E>8E!C@50!E/!G5!>525<) /!95!@E82E50!43!J/2E!) E5H>53@-!95F65!0/35!/C2!7430!/A!H2/ /A!A!
; /3; 5HE!830!95!>865!83!5L; 4E43. !?430!/A!987!/A!25@E/243. !E>5!@58. 28@@!G5; 8C@5!E>525F@!3/E!E>8E! 1 C; >!
/A!E!5AE< 5!; 83!BC@E!E875!4E!A2/ 1 !/35!H:8; 5!830!HCE!4E!43!83/E>52!H:8; 5-!95!8; EC8::7!>865<<<I >8E!95!
0/!3/9!4@!95!25@; C5!@58. 28@@!A28. 1 53E@!E>8E!G5; / 1 5!38EC28::7!05E8; >50!8AE52!G4. !@E/2! @! 30!
E>57F25!; /::5; E50!G7!E>5!; / 1 1 C34E7-!G7!:/; 8!H5/H:5-!0/ . !98:752@-!H5/H:5!E>8E!. /!A/2!8!98:7!8:/3. !E>5!
G58; >-!E>57!; /::5; E!E>/@5!A28. 1 53E@-!95!>865!; /::5; E4/3!@E8E4/3@-!830!E>53!95!E8?5!E>5 1 !A2/ 1 !E>525!
/3!E>5!98E52!E/!G5!25@E/250<) /!95F65!0/35!8::!E>4@!9/2?43!J/2E!) E5H>53@-!GCE!A2/ 1 -!7/C!73/9-!A2/ 1 !
E>5!E4! 5!E>8E!E>5!S8 1 87!#83. 52@!9525!5@E8G:4@>50-!95!@E82E50!E8:743. -!28E>52!E>83!8!830!E>5!#83. 52!
=58 1 !830!/E>52!; /::58. C5@!A2/ 1 !>525!A2/ 1 !(%) I <' 30!95!@E82E50!7430!/A!E8:743. !8G/CE!E>5!
H/@4G4:4E7!/A!E8743. !E>5!H2/B5; E!E/!S8 1 87!E/!" /E837!" 87-!G5; 8C@5!E>8E!@8!6527!41 H/2E83E!" 87!A/2!
J/@40/348!8@!95::<!" CE!95F65!:/@E!8G/CE!^W` !/A!9>8E!C@50!E/!G5!E>525<) /!E>8E!@!7430!/A!>/9-!E>4@!7430!
/A!25:8E4/3@>4H!@E82E50< 1 5!9525!0/43. !4E!43!J/2E!) E5653@-!E>5!S8 1 87!#83. 52@!H2/ . 28 1 !@E82E50!>525<
' 30!4E!98@8!6527!38EC28:7430!/A!H2/ . 25@!4/3!E/!G243. !4E!/652<' 30!95F25!@E4::!43!E>5!H2/ ; 5@! /A!
G243. 43. !4E!/652<

"#\$%&' %!" (#%)*!

\$L; 5::53E-!@/!D!. C5@@-!9>53!95!9525<<< (3A/2EC38E5:7-!95F25! . /338!>865!8!@ECO53E!" 27; 5!E>8E!; /C:03FE!
1 875!4E!>525!E/087<" CE! 1 87G5!95!; /C:0!#/G52E-!7/C!; /C:0!G245A:7!E/C; >! /3-!D!. C5@@-!8@C34E!56527!
@ECO53E!830!8. 843-!8!283. 52-!D!. C5@@!E>5!4 1 H/2E83; 5!/A!E>5@5!7430@/A!; /::8G/28E4/3!G5354E@!A/2!
@ECO53E@<

#+ "\$#=#K++P\$Q*!

Q58>-!E>83?@< 1 5::!A/2!C@-!E>8E!98@!E>5!757!; /335; E4/3<Q/C!73/9-!E/!G5!G2CE8::7!>/35@E-!95!0403FE!

@EC0743. !830!#65!. /E!83/E>52!7/C3. !283. 52!@EC0743. !1 82435!@; 453; 5!8@!95::!758>-!&/7:5!@/!7/C!
?3/9-!>/H5AC::7!7/C!/?3/9!E>8E!H82E352@>4H!94E>!C34E@!(%)I !830!/C2!

#83. 52!E58 1 !@!538G:43. !E>8E!E283@A52!/A!43A/2 1 8E4/3!E>8E-!7/C!/?3/9-!E! 1 4. >E!G5!8@!41 H:5!8@!4E!C@50!
E/!://?!:475!E>5@5!825!C@5:5@-!8:E>/C. >!E>8E!C@50!E!/G5!E>57F25!3/E<' 30!E>53!E>5@5!. C7@!825!; / 1 43. !
G8; ?-!95::-!7/C!/?3/9-!E>4@!4@!9>7!4E!@!>8HH5343. -!7/C!/?3/9-!9>5E>52!4E!@H/::CE4/3!/2-!7/C!/?3/9-!A5227-!
98@>!7/C2!G/8E!/2!@>4H!98@>!/2!83; >/243. !830!E>43. @!:4?5!E>8E<Q/C!/?3/9-!95!; /C:0!@55!E>5@5!E>43. @!
>8HH5343. <Q/C!/?3/9-!95!; /C:0!@55!E>5!83; >/2! 1 82?@!E>2/C. >!E>5!@58. 28@-!GCE!95!0403FE!E>43?!
1 C; >!/A!4E!<!E!98@!BC@E-!7/C!/?3/9-!BC@E!8! 1 82?43!E>5!@830-!GCE-!7/C!/?3/9-!3/9!E>4@!9/2743. !
25:8E4/3@>4H!>8@!538G:50!C@E/!. 5E-!7/C!/?3/9-!E>8E!/?3/9:50. 5!/A-!>57-!E>4@!4@!8!258!;! /3; 523<' 30-!7/C!
/?3/9-!E>8E!95!3550!E/!. 5E4E!/CE!E>525!830!>/H5AC::7-!7/C!/?3/9-!>865!8!6/4; 5!9>4; >!98@!35652!>80!43!
E>5! 1 838. 5 1 53E!/A!E>5!G87!E/!>/H5AC::7!43A:C53; 5-!>/9!7/C!/?3/9!E>8E!4@!9/2?43!E>5!ACEC25-!
9>5E>52!4E!@!/GG743. !1 824E4 1 5!830!E>5@5!. C7@!2!HCCE43. -!7/C!/?3/9-!58343. !/3!E>5 1 !>5864:7!E/!@E82E!
E>43?43. !8!4EE:5!G4E!04AA5253E!G5; 8C@5!9>8E!@!>8HH5343. !@-!4E!@!8AA5; E43. !/C2!; / 1 1 C34E7-!7/C!/?3/9-!
/C2!; / 1 1 C34E7!830!/C2!\$:052@<! >53!95!E8?5!E>5 1 !/CE!94E>!@/ 1 5-!E>57F::!E5::!C@E>8E!7/C!; /C:03FE!
98:?!E9/!/2!E>255! 1 5E25@/AA!E>8E!@>/25-!5653!; :/@5-!@/ 1 5E4 1 5@!94E>/CE!. 5EE43. !35E!GCGG:5@A2/ 1 !
>28G@<4%/9-!@!; /C:0!. /!A/2!8!0465!/CE!E>525!A/2!E9/!/2!E>255!>/C2@-!830!@! 1 4. >E!. 5E!E>255!/2!A/C2<' 30!
@-/!7/C!/?3/9-!E>8E!7430!/A!43A/2 1 8E4/3!95!; 83!H8@!CH!<' 30!E>53-!GCE!758>-!94E>!" 27@/3-!E>8E!. 5EE43. !
E>8E!A/2 1 8:!50C; 8E4/3-!7/C!/?3/9-!4E!@!258::7!. 4643. !C@!3/E!/3:7!8!; 82552!H8E>!/2!83!/HH/2EC34E7!A/2!/C2!
?40@-!GCE!E/! 1 87G5!5653!:580!E>8E!@; 453; 5-!E>/@5!E>8E!9/2?182/C30!E>5!G87!E>5 1 @5:65@<Q/C!/?3/9-!
9>8E!@!; 83!@87!E/087-!3/E!A82!43!E>5!ACEC25!9>525!95f65!. /E!@304. 53/C@!@; 453; 5!94E>!E>5!; /335; E4/3!
8. 843-!G7!E58; >43. !/C2!7/C3. !?40@!4?5!<' 024838-!E>8E!825!0/43. !E/!/C2!7/C3. !?40@!3/9-!>/H5AC::7!E>8E!
" 27; 5!94E>!>4@!@EC045@!830!7/C!/?3/9-!94::!G5!7430!/A!<' 024838-!43!XW!7582@!0/93!E>5!E28; ?!E58; >43. !/C2!
?40@<<<!

"#\$%&' %!" (#%)*!

Q/C!/?3/9-!8E!8!C34652@4E7!:565-!E>8E!4E!::!G5!@304. 53/C@!H5/H:5!E>8E!825!E58; >43. -!4E!@!G5; 8C@5!E>525F@!
8!:41 4E!E/!9>8E-!5653! 1 7@5:A!/2!<' 024838-!95! 1 4. >E!>865!E>5!H8@!4/3-!GCE!95!0/3FE!>865!E>5!
@304. 53/C@!G8; ? 2/C30!/2!/?3/9:50. 5!830!3/E!35; 5@824:7!E>5!G5@E!6/4; 5@-!95!825!8!6/4; 5-!GCE!E>8E!4@!
E>5!>/H5<@!E>43?!E>8E!@!9>8E! (%)I !4@!258::7!024643. !8E<' 30!@!E>43?3/E!BC@E!8; NC4243. !?3/9:50. 5-!GCE!
E>53!9>8E!7/C!25!E8:743. !8G/CE!E283@A52243. !?3/9:50. 5-!54E>52!94E>43!8!; / 1 1 C34E7!/2!G5E9553!
@304. 53/C@!830!3/3!@304. 53/C@-!@!E>43?4E!@!258::7-!258::7!4 1 H/2E83E<

+ "\$#=#K++P\$Q*!

Q58>-!830!@!E>43?!E>8E!@!E>5!. 258E!E>43. !8G/CE!E>4@!H82E352@>4H!8. 843-!7/C!/?3/9-!95!; 83!@55!9>8E!98@!
>8HH5343. -!GCE!95!0403FE!/?3/9!9>70!%/9!95!/?3/9!9>7-!7/C!/?3/9-!95!; 83!A/; C@!/C2!E284343. !830!
/C2!50C; 8E4/3-!7/C!/?3/9-!E82. 5E43. !@H5; 4A; !E284343. !E>8E!94::!538G:5!C@E/!0/!@/ 1 5E>43. !8G/CE!4E<' 30!
95!0/3FE!98338!G5!@E83043. !/3!E>5!@05:435@!@>/CE43. -!a0/!E>4@-!0/!E>8E-a! !>8E!95f25!@8743. !4@!95!
98338!50C; 8E5!/C2@5:65@-!95!98338!CH@?4:-!830!95!98338!. 5E!/C2!A55E!95E!3/9!>830@!042E7-!0/43. !
E>5!8; EC8:!9/2?<' 30!95f25!/3!E>5!652. 5!/A!@/ 1 5!258::7!5L; 4E43. !@ECAA<' 30-!7/C!/?3/9-!95f65!G553!
E8:743. !8G/CE!3/9!A/2!E>255!7582@-!830!95f25!A438::7!. 5EE43. !E/!9>525!95!98338!G5!830!@!/1758>-!@!
E>43?4E!@!8!258::7!4058!:25:8E4/3@>4H<' 30-!7/C!/?3/9-!@!65!@840!4E!G5A/25-!830!A/2! 1 5-!4E!@!8!H52A5; E!
H82E352@>4H-!258::7<

"#\$%&' %!" (#%)*!

=>8E!@!. 258E-!@/!@!. C5@-!/@3!E>5!E/H4; !/A!@C@E8438G4:4E7-!@!. C5@!4E!@!8G/CE!E>4@-!4?5-!9>8E-!@!. C5@-!9>8E!

O/5@!@C@E8438G4:4E7!1 583!E/!7/C!H52@/38::7-!4304640C8::70!' 30!D!. C5@@-!/2!5653!9>8E!02/65!7/C2!
43E525@E!43!@C@E8438G4:4E7!43!E>5!A2@E!H:8; 50!

#+ "\$#=!K++P\$Q*!

Q58>-!8. 843-!;/ 1 43. !A2/ 1 !83!5AM; 453E!A8 1 4:7-!4E!98@!41 H/2E83E!E>8E!95!E>/C. >E!8G/CE!9>8E!95F25!
O/43. !E/O87-!830!E>5!41 H8; E@!94::!>865-!7/C!73/9-!43!1 837!7582@!E41 5!A/2!/C2!;/ 1 1 C34E7!Q/C!73/9-!
A/2!C@!4E!@41 H/2E83E!E>8E-!7/C!73/9-!E>5@5!E>43. @!E>8E!95!0/35!VW!7582@!8. /-!E>8E!E>5!740@!H2/G8G:7!
; 83FE!0/!3/9-!GCE!95!>865!83!/HH/2EC34E7!E/!; >83. 5!E>8E!8!:4EE:5!G4E!)/-!7/C!73/9-!A/2!C@!

A8; 43. !8!; 52E843!8 1 /C3E!/A!9821 43. !4@!43564E8G:5<)/!95!3550!E/!H25H825!A/2!E>8E<)/!O/43. !
25@E/28E4/3!43!8!@C@E8438G:5!987!1 583@!1 583@!3/E!BC@E!25@E/243. !A/2!E/O87-!GCE!25@E/243. !A/2!E>5!
ACEC25<)/!GCE!758>-!@/!@C@E8438G4:4E7!258::7!4@!8E!E>5!6527!7430!/A-!7/C!73/9-!; 53E25!H/43E!/A!8::!/C2!
5AA/2E@-!H25EE7!1 C;><

"#\$%&' %!" (#%)*!
DEF@!3/E!BC@E!43!E>5!25@582; >-!GCE!43!56527087!4643. <

' �' %' !T\$#S\$)*!
' G@/:CE5:7<

"#\$%&' %!" (#%)*!
=>4@!4@!. /43. !/3!E>5!E>5 1 5!/A!E>5!; /3; 5HE!/A!KC:EC28:#!5@E/28E4/3<)/!9>8E!E>4@!8; EC8::7!>8@!H:8750!
43E/!E>5!25@582; >!H2/85; E<

94E>!E>/@5!. C7@!8!4EE:5!G4E!/A-!7/C!73/9-!. 5E!E/. 5E>52!830!E8:?!8G/CE!9>8E!4@283. 52@GCE!K + T!&!2C:50!
/3!E>8E-!GCE!7/C!73/9-!H5/H:5!825!@5543. !9>8E!95f25!0/43. -!830!98338!0/!8!G4E!/A!E>5!@8 1 5<' 30!
H82E4; C:82:7!. C7@!73!E>5!@/CE>!; /8@E<!

"#\$%&' %!" (#%)*!
Q58>!

' &#D' %' !T\$#S\$)*!
!18; EC8::7!98@!. /338!@87!E>5!@8 1 5-!A/2! 1 5!475!43!E52 1 @!/A!8!>4. >:4. >E!E>8E!4@!582343. <D!E!4@!582343. !
8G/CE!7/C!73/9-!E>5!S8 1 87!#83. 52@-!E>5!S8 1 87!7430!/A!>4@E/27-!7/C!73/9-!H25[; /:/348E4/3-!7/C!
73/9-!9>8E!@41 H/2E83E!E!/7/C!. C7@<)/-!GCE!8:@/-!8@!7/C!@87-!4E!4@!8; EC8::7!AC3-!475!E>5!7430!/A!9/??!
95!825!6527!A/2EC38E5-!475!95f25!4E528::7-!7/C!73/9-!@3/275::43. !830!://743. !8E!A8@; 438E43. !; 258EC25@<
' 30!7/C!73/9-!95f25!A/2EC38E5!E>8E!E>5!>830@!73!; / 1 H/353E!4@!8; EC8::7!G543. !43!38EC25!830!
@H53043. !E4 1 5!E/. 5E>52!43!H25EE7!@H5; 48:!!H:8; 5@<)/!758>-!E>8E!@!8!G4E!/A!8!>4. >:4. >E!8@!95::<!

"#\$%&' %!" (#%)*!
\$L; 5::53Ec!' 30!95!1 4. >E!8; EC8::7!@E82E!E/!BC 1 H!43!G5; 8C@5!95f65!. /E!@/ 1 5!NC5@E4/3@!; / 1 43. !E>2/C. >!
/3!@4052<)/!A/2!E>5!8C0453; 5!/CE!43!E>5!5E>52!/2! 1 87G5!@/ 1 5!H5/H:5<!

)= (&\$%=*!
D! 1 583-!3/!NC5@E4/3<!

"#\$%&' %!" (#%)*!
Q5@-!A!7/C!>865!E!/0/!4E<D!A!7/C!>865!837!NC5@E4/3@!830!8C0453; 5!>865!5653!E!/E>2/9<J:58@5!A55:!
A255<!

)= (&\$%=*!
D!98@!8!G4E!; C24/C@<)/!7/C! 1 53E4/350!>/9!; :41 8E5!; >83. 5!; /C:0!G5!8!H2/G:5 1 !94E>!982 1 43. !
E5 1 H528EC25-!5653!A!7/C!. 5E!E!/E>5!8. 255 1 53E! 1 /05:@-!830!7/C!@840!7/C!8; ; /C3E43. !A/2!E>8E-!475!
>/9!0!/7/C!8; ; /C3E!A/2!E>8E0!&/!7/C!>865!E!/475-!A/; C@7/C2!5AA/2E@43!25. 4/3@!9>525-!7/C!73/9-!
>83. 43. !E>5!ACEC250!

' &#D' %' !T\$#S\$)*!
Q5H-!@/!E>53!D!A30!4E!E!/25H58E!E>5!NC5@E4/3<Q5H-!+ , -!@/!E>4@!98@!8G/CE-!7/C!73/9-!>/9!0/!95!ACEC25!
H2//A!25@E/28E4/30!)/!>/9!0/!95!8; ; /C3E!A/2!E>4@!982 1 43. !E>8E!95!73/9!4@. /43. !E!/>8HH530!U/9!
>83!95!0/!25@E/28E4/3!E/087!E>8E!H25H825@!5; /:/ . 4; 8:!/ / 1 1 C34E45@!A/2!E>/@5!982 1 52!; /304E4/3@-!830!
4E!@@/ 1 5E>43. !95f25!9/2743. !/3<)/!E>8E!@!E>5! 1 /25!7430!/A!25@582; >!; / 1 H/353E!4@!9>8E!95f25!
0/43. <' 30!E>5!987!95f25!://743. !43E!/E>5@5!4@!://743. !8E!E>5!E>5!982 1 !808HE8E4/3!/A!5; /:/ . 4; 8:!
>83. 43. !E>5!ACEC250!
>83. 43. !E>5!ACEC250!
I 8::4@!P875!E>5!E5 1 H528EC25@!8!A59!05. 255@!982 1 52-!A!95!; 83!@; 453E44; 8::7!@>/9!E>8E!E>/@5!
H/HC:8E4/3@!825!. 535E4; 8::7!808HE50!E!/E>/@5!982 1 52!; /304E4/3@0!K83!95! 1 4L!E>5 1 !43!94E>!E>5!;/ :8!
. 53/E7H5@!E>8E!9525!43; 258@43. !E>5!; >83; 5@!E>8E!E>5!H/HC:8E4/3@!A!E>5!ACEC25!94:!!G5!94:!!G5!8G:5!E!/!
?55H!25H2/OC; 43. !830!@CG@!@F0!Q58>-!E>8E!@! 1 /25!475!E>5!; CEE43. !50. 5!7430!/A!@; 453E44; !25@582; >!E>8E!

95f25!9/2743. !/3<' 30!EF@!3/E!BC@E!C@!7/C!73/9-!H5/H:5!E>8E!0/!;/28:!25@E/28E4/3-!/2!7/C!73/9-!5653!

' &#D' %' !T\$#S\$)*!

D! 1 583-!A2/ 1 ! 1 7!H52@H5; E465-!A!#/G52E!830!>4@E58 1 !95.; / 1 5!E-!7/C!/?3/9-!D!9/C:O!:/65!E/!A8; 4:4E8E5!
4E<bC@E!5LH:843!@C2H24@5!4@O/43. !@; 453; 5!O5. 255!8E! (%) I -!830!>5!O40!8!25@582; >!43E523@>4H<)/!E>8EF@!
:4?5-!4EF@!8!C34E!9>525!7/C!. 5E!@L!C34E@/!A!; 2504E-!GCE!4EF@!3/E!4?5!3/2 1 8:!8@5@1 53E@-!7/C!/?3/9-!7/C!
. 5E!8@5@50!/3!E>5!8; EC8:!25@582; >!7/C!O/<)/!4E!98@8!H25EE7!; //!E>43. -!9>525!>5!98@8G:5!E/!O/!
@/ 1 5!@; 453E44; !25@582; >!E/!@CHH/2E!E>4@!H2/B5; E-!9>4:5!8:@/!/?430!/!A!8:4. 343. !94E>!>4@!3/2 1 8:!9/2?!8@8!
#83. 52<)/!>5F@!4?5!8!H82E[E4 1 5!#83. 52-!H82E[E4 1 5!@EC053E<=>/@5!/?430@/!A!/HH/2EC34E45@!8@25@582; >!
H2/B5; E@!825!258::7!5L; 4E43. !987!E/!/?430!/!A!. 5E!43E/!25@582; >!830!/?3/9!9>5E>52!E>8EF@!/?430!/!A!9>525!
7/C!98338!. /-!2!5653!BC@E!E!>865!E>8E!5LH52453; 5!43!7/C!2!O5. 255<)/!D!; /C:O!O5A434E5:7!A/25@55!
/HH/2EC34E45@!A/2!; 258E43. !25@582; >!C34E@!E>8E!436/:65!8!; /::8G/28E4/3-!830!758><

#+ "\$#=#K++P\$Q)*!

Q58>-!4EF@8!. //O!NC5@E4/3<Q/C!/?3/9-!E>5!K/ 1 1 /3958:E>!. /6523 1 53E-!4EF@!833/C3; 50!E>5!1 8@465!
AC3043. !G//@E52!283. 52!H2/ . 28 1 <)/!9>8E!95F25!HCEE43. !A/29820!3/9!4@!83!4058!E/!28E>52!E>83!
E284355!283. 52@!9>4; >!Df65!>80!G5A/25-!95!9525!. /338!/H53!4E!CH!E/!@EC053E!283. 52@<)/!283. 52@!
9/2?43. !94E!>E>5!S8 1 87!#83. 52@-!830!@EC0743. !1 82435!@; 453; 5@8E!E>5! (34652@4E7!/!A!%59!)/CE>!
I 8:5@< 30!95F65!8; EC8::7!8:@/!@E8E50!E>8E-!95F25!. /338!/H53!E>8E!CH!E/!3/3!D304. 53/C@!; 830408E5@!
8@95::<)/!4E!9/3FE!G5!83!5L; :C@465!D304. 53/C@!#83. 52! =58 1 -!95!983E!E/!5LH830!4E!830!/H53!4E!CH!@/!
95!; 83!; /3E43C5!E>8E!582343. !/A!58; >!/E>52<' 30!95!E>43?4E!; 83!/3:7!>5:H-!; 83!/3:7!G535A4E!
56527G/07!4A!E>8E!@E>5!987!95!. /<)/!95!O/3FE!983E!E/!25@E24; E!4E!3/9!E/!BC@E!D304. 53/C@!#83. 52@!
9/2?43. !/3!/C2!E58 1 -!95F25!O5A434E5:7!/H5343. !CH!E/!3/3!D304. 53/C@!283. 52@!E/!E>/@5!94E>!
43E525@E50!E/!; / 1 5!/3!G/820<' 30!95F65-!758>-!E>8E!@/ 1 5E>43. !95!>865!4053E4450!E>8E!95!3/9!
983E!E/!G5; 8C@5!95!O/!. 5E!8!A84!A59!43NC4245@<

"#\$%&' %!" (#%)*!

Q58><

#+ "\$#=#K++P\$Q)*!

U/9!0/!95-!7/C!/?3/9-!; 83!75::!8E!I >4E5!A5::/9@/3!7/C2!E58 1 -!7/C!/?3/9-!95!98338!0/!9>8E!7/C!25!
O/43. -!G5; 8C@5!4EF@!4 1 H/2E83E!E/!C@<)/-!7/C!/?3/9-!D!E>43?4EF@!8!. 258E!434E48E465<<<

"#\$%&' %!" (#%)*!

DEF@!8!G8:83; 5-!D!. C5@<<

#+ "\$#=#K++P\$Q)*!

' G@/:CE5:7-!830-!7/C!/?3/9-!D!E>43?4EF@!8!. 258E!E>43. !E>8E!95!3/9!>865!. /E!E>5!/HH/2EC34E7!94E>!E>4@!
5LH83@4/3!830!95!825!@H5; 4A; 8::7!A/; C@43. !/3!D304. 53/C@-!3/E!D304. 53/C@!GCE!A5 1 8:5!283. 52@-!. 4653!
E>4@!A465!H52 1 8353E! 1 8:5!283. 52@-!830!E/!E>255!; 8@C8:!283. 52@!830!E9/!80 1 43!@E8AA-!GCE!95F65!
4053E4450!E>8E!E>525F@!8!4EE:5!G4E!/!A!>/:5-!E>525!8!4EE:5!G4E!/!A!8; ?!/!A!G8:83; 5<)/!95!98338!E27!830!
E82. 5E!A5 1 8:5!283. 52@!830!9/3FE!G5!BC@E!25@E24; E50!E/!D304. 53/C@!283. 5@<

"#\$%&' %!" (#%)*!

Q58>-!E>8EF@!; /225; E<

DEF@!8!4EE:5!G4E!9/2?!8E! (%) I !4@8:@/!E2743. !E/!80025@!8!:/E!/A!\$&D!; >8::53. 5@-!. 53052!G8:83; 5!830!
O44A5253E!8@H5; E@/!A!4A5<Q05@-!D!E>43?4EF@!258::7!D 1 H/2E83E<=>4@/35-!D!. C5@<-!; /C:O!54E>52!256459!/2!4EF@!

05M4E4/3!94:!. 5E!7/C!4643. !1 /25!@C@E8438G:7!. 5E-!7/C!73/9-!:582343. !8G/CE!>/9!E>43. @!9/2?1830!
9>8E!41 H8; E!7/C2!8; E46E45@!>865-!D!E>43?!E>525F@!05M4E5:7!>C. 5!@; /H5!A/2!8:!/A!C@E/!465!1 /25!
@C@E8438G:5!465@-!7/C!73/9-!G7-!7/C!73/9-!1 /25!@C@E8438G:5!830!>58:E>452!465@-!7/C!73/9-!; 7; :43. -!
98:743. -!43@E580!/A-!E8743. !E>5!; 82!/2!9>8E5652-!7/C!73/9-!A2/ 1 !@1 8:!:E>43. @!4?5!E>8E-!E/!E>53!E>5!
?430!/A!@E2C; EC28:!:>83. 5@!E>8E!O/!3550!E/!>8HH53!A/2!258:!:>83. 5!E/!/; ; C2-!24. >E0!)/!E>525F@!8!
;/3E43CC 1 !830!4E!8:!:4E!8:!:1 8EE52@!4' 30!E>53!9>53!7/C!G5; / 1 5!50C; 8E50-!830!7/C!5823-!@>8243. !
E>/@5!@E/245@-!E8:743. !E/!H5/H:5!@H258043. !E>5!9/20-!D!E>43?!E>8E!258::7-!258::7-!258::7!>5:H@!8@!95::<d

"#\$%&' %!" (#%)*!

Q58><d

#+ "\$#=!K++P\$Q*!

DEf@!H2/G8G:7!8!@; 453; 5!NC5@E4/3d=>8E!H2/G8G:7-!GCE!://?-!D!E>43?!7/C!384:50!4E<Q/C!73/9-!D!E>43?!BC@E!

9>4; >!E>43?!4@!258::7!41 H/2E83E<!) /!8@!8!G4E!/A!8!; 8::!E/!8; E4/3-!4!837/35!983E@E/!G5!H82E!/A!8!H/@!E465!