

Q&)-0(\$!) '>1)0'1!%&.0'0'1!%)!3%.**!.;),%!. -./\$/!/&)(,6%3=-./0'1!;\$#.-0),&!. '(!-./\$/!

6,4%,&\$!0'!6)44.;)&.%) '!50%#!%#\$!4)6.4!#\$\$.4%#!, '0%8!

Q&)-0(\$!) '>1)0'1!0'*)&7.%)'!)!/.&\$'%3!.;),%!. -./\$/!/&)(,6%3=-./0'1!;\$#.-0),&=-./\$/!

6,4%,&\$!. '(!%\$!/&)-\$'!#\$\$.4%#!&0393!.33)60.%(!50%#!\$>601.&\$%%\$!,3\$!0'!6)44.;)&.%) '!50%#!
%#\$!4)6.4!#\$\$.4%#!, '0%8!

A\$-\$4)/!. '(!07/4\$7\$'%.!5#)4\$>36#)4!.//&).6#!%!)!\$(,6.%0'1!+),%#!.;),%#!%\$!#.&7!)*!

-./0'1!%#&),1#!6,&&06,4,7!6)' '\$6%0)'3!. '(!6),&3\$!7.-%\$&0.48!

P(\$'%0*+!0' (0-0(, .43!5#)!.&\$!6)'303%\$'%4+!6.,1#!-./0'1!.%!36#)4!. '(!/&)-0(\$!%#\$7!50%#!

.((06%0)'!6), '3\$40'1!. '(!6\$33.%0)'!/&1&.73!%)!3,//)&%!.!&\$(\$,6%0)'!0'!%#\$0&'06)%0'\$!

(\$/\$'(\$'6\$8!

L\$10' '0'1!0'!M,1,3%!CDCC=!1.4)'130(\$!%#\$!3%.**!. '(!Q&0'60/.4!)*M47.1,0'!@\$6)'(.&+=!5\$!



! S\$/%0-\$!((\$%\$6%)&3!#.-\$!.44)5\$(!(. (70'03%&.%0)'!%)!);3&&-\$!-./0'1!%&\$'(3!.6&)33!%#\$!36#))4!
(. +8!"#&),1#!%#\$!,3\$!)!%#\$!S\$/%0-\$!(.3#;).&(=!%#\$!%\$.7!*), '(!#%.!-./0'1!5.3!7)3%!)%#\$'!
#.//\$'0'1!N,3%!;\$*)&\$!64.33\$3!;\$1.'!0'!%#\$!7)&'0'1=1409\$4+!. *%\$&13%, (\$'%3!.&&0-\$(!*&)7!%#\$0&!; ,3!
'(!5\$&\$!#\$.(0'1!%)!%#\$0&!*0&3%!/(\$&0) (!64.338!@0704.&4+=!3%, (\$'%!-./0'1!.43)!#.//\$'\$(!*&\$?, '\$'%4+!.%!
%#\$!-\$&+!\$'(!)!%#\$!(. +=!.1.0'!;\$*)&\$!3%, (\$'%3!5\$&\$!;).&(0'1!; ,3\$3!*)&!#)7\$8!"#03!0'*&7.%0)'!
5.3!%#\$'!,3\$(!%)!3, //)&!.'!0'6&\$\$.3\$!%)!3%.**!3, /\$&-030)'!*)&!#)3\$!.&\$\$.3!(, &0'1!%#)3\$!%07\$3=
%#\$&\$;+!* ,&%#\$&!&\$(\$,60'1!3%, (\$'%!,3\$!)!*\$>601.&\$%%\$3!)'!6.7/,38!S\$/%0-\$!((\$%\$6%)&!(.!.!.43)!
3#)5\$(!. '!0'6&\$\$.3\$!0'!5.3#&))7!-./0'1!)'!(.+3!%#.%!#.(!#\$.-+!&.0'!)&!)'!(.+3!50%#!\$0%&\$7\$4+!
6)4(!%\$7/\$&.% ,&\$38!!

Y.//\$!((\$%\$6%)&3!6.'!;\$!,3\$(!%)!0(\$'%0*+!5#06#!3%, (\$'%3!.&\$!&\$/\$.%\$(4+!,30'1!\$>601.&\$%%\$3!
(\$3/0%\$!64.33&))7!\$(,6.%0)'=!5#)4\$>36#))4!.5.&\$'\$33!6.7/.01'3!.'(<)&!/.&\$'%!0'-)4-\$7\$'%8!
"#03!0'(06.%\$3!%#.%!%#\$!0'(0-0(,4!7.+!'\$\$(!*,&%#\$&13, //)&%!0'!&\$(\$,60'1!)&!?,0%0'1!%#\$0&! ,3\$8!
J#\$'!. (70'03%&.%)&3!;\$10'!)!0(\$'%0*+!&\$/\$.%!)**\$'(\$&3!B3%, (\$'%3!5#)!.&\$!&\$1,4.&4+!,30'1!)'!
6.7/,3F!%#\$+!\$'1.1\$!%#\$!3%, (\$'%!0'!6)'-\$&3.%0)'3!%#.%!(036,33!%#\$!#.&73!)*!\$>601.&\$%%\$!,3\$=-.'(!
%#\$!-.&0),3!))43!%#.%!\$003!%)!#\$4/!%#\$7!&\$(\$,6\$!)&!?,0%8!"#\$!36#))4!/&0'60/.4!, '\$(\$&3%.'(3!%#\$!
-.4,\$!)!*; ,04(0'1!/)300-\$!&\$4.%0)'3#0/3!'(!%#\$&\$*)&\$!.//&).6#3!%#\$3\$!6)'-\$&3.%0)'3!*&7!!

/4.6\$!)*!6.&\$!. '(!6)'6&\$'!=, '(\$&3%. '(0'1!%#.#!3%, (\$'%3!7. +!#.-\$!)!#\$.&!%#03!7\$33.1\$!7, 4%0/4\$!
%07\$3!.' (!*\$4!3, //)&%\$(!;\$*)&\$!%#S+!7. +!;\$!50440'1!%)!%&+!&\$ (, 60'1!%#S0&!, 3\$8!Z, &!#\$.4%#!, '0%!
/.&% '\$&!/&)-0(\$3!%#S!%\$. 7!50%#!0'*)&7.%0)'!&\$1.&(0'1!%#S!7)3%!, />%>(<.%\$-!\$**\$6%0-\$=!. '(!3%, (\$'%>
6\$'%\$&\$(!/&)1&. 73=13, 6#!.3!6\$33.%0)'!. /3!.' (!5\$;30%\$3=13)!%#.%!%#S!/&0'60/.4!6.'!;\$!.33, &\$(!%#.%!
%#S+I&\$!/&)7)%0'1!\$-0(\$'6\$>;.3\$(!%)43!*)&!%#S!3%, (\$'%38!!

@, //)&%0-\$!6)'-\$&3.%0)'3!7. +!;\$!\$0\$'(\$(!%)!0'64, (\$1&\$*\$&&.43!%)!%#S!6)77, '0%+!
..((06%0)'3!6), '3\$44)&8!"#03!3\$&-06\$=!/&)-0(\$(!%)!%#S!/04)!%136#))4!%#&), 1#!%#S!2.. '(0.'!T\$'%.4!
[\$.4%#M33)60.%0)'=!03!.!3, //)&%!, 3\$(!*)&!%#)3\$!5#)!(\$7)'3%&.%\$!#01#!'06)%0'\$!. ((06%0)'8!M3!
3, 6#-!3%, (\$'%3!5#)!.&\$!&\$1, 4.&4+!*), '(!-. /0'1!0'!%#S!5.3#&))7!.&\$!\$'6), &.1\$(!%)!5)&9!50%#!%#S!
..((06%0)'3!6), '3\$44)&=!5#04\$!%#)3\$!5#)!.&\$!*), '(!0'!%#S!5.3#&))7!7, 4%0/4\$!%07\$3!..(!. +!.&\$!
/&)-0(\$(!50%#!.!7.' (.%)&+!&\$*\$&&.48!@0704.&4+=!3%, (\$'%3!5#)!6)'%0', \$!%)!-./!)!'!6.7/, 3!(3\$0/%\$!
7, 4%0/4\$!6)'-\$&3.%0)'3=13, //)&%3=!/.&\$'%!0'-)4-\$7\$'%. '(!\$(, 6.%0)'=!7. +!;\$!033, \$(!.!3, 3/\$'30)'8!
M'+!3%, (\$'%!.%!%#S!/04)!%136#))4!5#)!5.3!3, 3/\$'(\$(!*)&!-. /0'1!5.3!., %)7.%06.44+!&\$*\$&&\$(!%)!%#S!
..((06%0)'3!6), '3\$44)&8!A, &0'1!%#S!CDCC>CDC\!36#))4!+\$.&=!\!&\$*\$&&.43!%)!%#S!. ((06%0)'3!6), '3\$4)&!
&\$*\$&&\$'6\$(!-. /0'1!.' (<)&!%06)%0'\$!, 3\$!.3!.%14\$.3%)'\$!)*!%#S!&\$\$.3)'3!*)&!&\$*\$&&.48!!

@, 3/\$'30)'3!&\$*\$&!%)!%#S!.3301'7\$'%)!.*!)&7.4!6)'3\$?, '\$'6\$!, '(\$&!3\$6%0)'!\D]BEF!..' (!
\EDBEF!)*!%#S!^ (, 6.%0)'!M6%!0'!5#06#!.!3%, (\$'%!6.'!;\$!3\$'%!#)7\$!*)&!.!3/\$60*0\$(!', 7;\$&!)*(. +38!
@, 3/\$'30)'3!6.'!)'4+!;\$!1&.'%\$(!*)&!3/\$60*06!&\$\$.3)'3=!.3!(\$\$.04\$(!0'!%#S!^ (, 6.%0)'!M6%8!@%, (\$'%3!
5#)!/)33\$33!\$>601.&\$%%\$3!)&!5#)!-./\$!)!'!36#))4!6.7/, 3!.&\$!%+/06.44+!3, 3/\$'(\$(!, '(\$&!_!)*!%#S!
\D]BEF!3\$6%0)'!5#06#!&\$.(3!a.' +!)%#&!.6%0-0%+!%#.%!03!. '!.6%0-0%+!*)&!5#06#!.!/&0'60/.4!7. +!
3, 3/\$'(\$(!!./, /04!, '(\$&!./)406+!)*!%#S!;).&(b8!"#S!3%, (\$'%!7. +!;\$!3, 3/\$'(\$(!*)&!-. /0'1!
6.''. ;03!, '(\$&!_C!)*!%#S!\D]BEF!3\$6%0)'!5#06#!&\$.(3!a/)33\$330'1!.46)#4!)&!044\$1.4!(&, 13b!0*!%#S!

\$>601.&\$%%\$!6)'%.0'3!6.' ' . ;038!M3!),%40'\$(!'!Q)406+!Q&)1&. 7!T\$7)&.' (, 7!ERc=!. (70'03%&.)&3!
 .6&)33!Z'%.&0)!\$7/4)+!.!/&)1&\$330-\$!(0360/40'\$!./&).6#=#7\$. '0'1!%#. %13,3/\$'30)'3!.&\$!) '4+!
 033,\$(!5#\$'!)%#&&13, //)&%0-\$!0' %&&-\$' %0)'3!. '(!\$(,6.%0)' .4!)/&%, '0%0\$3!#.-\$!.4&\$.(+!;\$ \$'
 .%%\$7/%\$(8!M3!3,6#=#13, (\$' %3!5#)!.&\$13,3/\$' (\$(*&!-. /0'1!)'!6.7 / ,3!5),4(!#.-\$!.4&\$.(+!
 \$'1.1\$(!0'!.!' , 7 ;\$&!)*)%#&&!0' %&&-\$' %0)'3!/&0)&!)!%#&\$13,3/\$'30)'!;\$0'1!033,\$(8!!
 ". ;4\$!E8D!(\$%.043!3,3/\$'30)'!(.%.!&\$4.%\$(!)!3%, (\$' %3!-. /0'1!)'!6.7 / ,38!A, &0'1!%#&\$!CDCE>
 CDCC!36#))4!+\$.&=#%#&\$!5\$&\$!EE!3,3/\$'30)'3!*)&!. /0'1d!.44!\$06\$/%!%5)!5\$&\$!.!&\$3,4%)*!3%, (\$' %3!
 -. /0'1!0'!36#))4!5.3#&))738!Z'\$!3,3/\$'30)'!5.3!*)&!. /0'1!)'!%#&\$!36#))4!; ,3!.' (!.')%#&\$!
 3,3/\$'30)'!5.3!*)&!. /0'1!0'!%#&\$!; ,3!40'\$>, /8!M((0%0)' .44+=!%#&\$!5\$&\$!*0-\$!3,3/\$'30)'3!033,\$(!
 *)&!5.3#&))7!-. '(.40378!Q&0)&!)!%#&\$!-. /\$!((\$%6%)&3!;\$0'1!0'3%.44\$(!0'!CDCC>CDC\=!%#&\$!5\$&\$!300!
 3,3/\$'30)'3!*)&!. /0'1!0'!36#))4!5.3#&))73!(, &0'1!%#&\$!*0&3!%#&\$!7)'%#3!)*!%#&\$!36#))4!+\$.&8!
 V)44)50'1!%#&\$!0'3%.44.%0)'!)*!%#&\$!(\$%6%)&3!)!'!A\$6\$7;\$&!E=CDCC=!%#&\$!5\$&\$!) '4+!%5)!
 3,3/\$'30)'3!033,\$(*&)&13%, (\$' %3!-. /0'1!)*&!%#&\$!&\$7.0'0'1!3\$-\$'!7)'%#3!)*!%#&\$!36#))4!+\$.&8!"#&\$&\$!
 5\$&\$!U\$&!)!3,3/\$'30)'3!*)&!5.3#&))7!-. '(.4037!(, &0'1!%#&\$!CDCC>CDC\!36#))4!+\$.&8!!

CDCE>CDCC!	EE!	c!
CDCC>CDC\!! Q&0)&!)!Y./!A\$%\$6%)&!P'3%.44.%0)'! \!7)'%#3!]!	D!
CDCC>CDC\ V)44)50'1!Y./!A\$%\$6%)&!P'3%.44.%0)'! \!7)'%#3!	C!	D!

A,&0'1!7)'%#4+!3%,(\$'%!3\$'.%\$!7\$\$%0'13!50%#0'!%#\$!CDCC>

.((06%)'3!6), '3\$440'18!P!.43)!3,11\$3%3!%#. %!%#\$!/&)N\$6%103!&\$ (,60'1!3%, (\$'%!6)'1&\$1.%0)'!. '(!
-. '(.4037'!0'!5 .3#&))738!"#\$!36#))4!/&0'60/.4!&\$/) &%3!%#. %!) '\$)!*!%#\$!;011\$3%!;.&&0\$&3!%)!&\$ (,60'1!
+),%#!-./0'1!.&\$!/.&\$'%3!5#)!44)5!%#\$0&!6#04(B&\$'F!%)!-./\$=!5#06#!, '(\$&70'\$3!%#\$!36#))4I3!
7\$33.1\$3!.;),%!%#\$07/)&%. '6\$!)!&\$ (,60'1!. '(?! ,0%0'1!%#03!#. &7*,4!.6%0-0%+8!M3!3,6#=#5\$!
&\$?,0&\$!0'6&\$.3\$(!//)&%, '0%0\$3!.. '(!7\$%#)(3!*)&!3#. &0'1!%#\$!#. &73!)!&\$>601.&\$%%\$!,3\$!50%#!/.&\$'%3!
. '(!),&!;&).(\$&136#))4!6)77, '0%+8!P'!6)44.;)&.%0)'!50%#!4)6.4!/.&%'\$&3=13,6#!.3!%#\$!#\$\$.4%#!, '0%=!
5\$!5044!6)'%0', \$!%)!3\$9!..!&\$7\$ (+!%)!%#03!;.&&0\$&8!!

"#\$!3.*\$!36#))43!%\$.7!03!#01#4+!7)%0-.%\$(!%)!6)'%0', \$!50%#!%#03!7,4%0>*.6\$%\$(!.//&).6#!
0'%)!%#\$!CDC\>CDCR!36#))4!+\$.&8!2)' '\$6%0)'3!1&\$.%&!%#.'!.'0%60/.%\$(!#.-\$!.43!)!66,&&\$ (=13,6#!.3!
%#\$!2)77, '0%+! [\$.4%#!Q&7)%\$&!..%#\$'(0'1!),&!7)'%#4+!@, (\$'%!@\$'.%\$!7\$ \$0'13!%)!6)' '\$6%150%#!
3%, (\$'%3!.;),%!5#.%!%#\$!#\$\$.4%#!, '0!6.'!(!%)!3, //)&!)%#\$!6\$33.%0)'!&!&\$ (,6%0)'!)*!-./0'1!.7)'1!
+),%#8!M((0%)'.44+=!5\$!#.-\$!3%.&%\$(!3#. &0'1!),&!*0'(0'13!50%#!%#\$!;&).(\$&13+3\$7!)*/&0'60/.43!
.6&)33!),&!(03%&06!%#&),1#!7)'%#4+!@.*\$!@6#))43!K\$534\$%%\$&38!P'!6)'-\$&3.%0)'!50%#!%#\$!;.)&(!
40;&.&0.'=!0%!5.3!.43!)!;&),1#!%!*&5.&(!%#.%!%#\$!64.33&))7!&\$3),&6\$!3, //)&!6\$'%%&!6),4(!*,&%#\$&!
3, //)&!)%#03!/&)N\$6%!;+!/&)(,60'1!4\$33)'!90%3!*)&!%\$.6#&\$3=!.3\$(!)'!%#\$!Z'\$K)%)&\$3),&6\$3!
,%40'\$(!0'!" .;4\$!C8D=!%)!&\$7)-\$!. '+!/)%'%0.4!;.&&0\$&3!%)!07/4\$7\$'%.%0)'8!J#04\$!%#\$3\$!/0\$6\$3!.&\$!
,%30(\$!)*!),&!\$0/\$6%\$(!.'(!0'%\$'(\$(!),%6)7\$3=!0%# .3!;\$ \$'!&\$.44+!7)%0-.%0'1!%)!3\$ \$!%#\$!3, //)&!
. '(!\$'%#,30.37!.44!3%.**!.6&)33!%#\$!(03%&06!%#.-\$!)*&!%#03!/&)N\$6%8!"#\$3\$!\$'()&3\$