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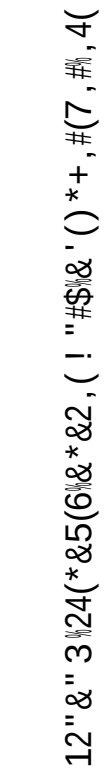
! "#$%&'()*+,#(-".(/00/(



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! "##$%&&' ' '()*+,-.(/0(+1&-02,2 3405!

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"#(!809$3:;<!&'*3(1$/!#'%!#'3!3(9'%-'-$*7!(..(/-%!0*!-#(!N0)+3!(/0*01,!N#$/#!(F/((3!-#0%(!0.!

-#(!TCCY:Z!7+0V'+!.$*'*/$'+!/)$%$%!G I X8H!0)!$*3((3!0-#()!&'*3(1$/%!0)!/)$%(%!G [')9(,?!TCTCW!5&'--?!

I 09()* 1 (*-%!N0)+3N$3(!#'9(!#'3!-0!'30&-!N$3(:)'*7$*7!&0+$/ ,! 1 ('%2)(%!$*!)(%&0*%(!-0!
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)(%-)$/-$*7!%0/$'+!$*-()'/-$0*!G%2/#!'%!N0)6&+'/(?!%/#00+%!'*3!)(%-'2)'*-%!/+0%2)(%H!'%!N(++!'%!V0-#!
30 1 (%-$/!'*3!$*-()*'-$0*'+!-)'9(+W! 1 0*(-'),! 1 ('%2)(%!%2/#!'%!+0N()$*7!&0+$/ ,!)'-(%!G(=7=?!R2%-)'+$'?!
R)7(*-$*'?!D)'^$+?! 8#$+(?! 8 '*'3'?! > (F$/0?!E*3$'!'*3! 4 aH?! (F&'*3$*7! \2'*-$-'-$9(!('%$*7!G(=7=?!
4 5H?!$*-)032/$*7!*(N!-')7(-(3!+0*7:-() 1 !)(.$*'*/$*7! 0&()'-$0*%!G(=7=?! K2)0^0*(H?!+0N()$*7!-#(!
)(%()9(!)(\2$)(1 (*-!)'-$0!G(=7=?!D)'^$+?! 8#$*'HW!.$%/'+! 1 ('%2)(?!H

(/0*01$/!''/-$9$-,!'*3!-#2%!+('3!-0!'!)(%-)2/-2)$*7!0.!&0)-.0+$0!%-)'-(7$(%!e!-#$%!$%!6*0N*!'%!-#(!
c&0)-.0+$0!/#'**(+d=!X0)!(F'1&+(?!$.!1')6(-%!/0*3$-$0*%!3(-()$0)'-(?!$*9(%-0)%!1',!3(/$3(!*0-!-0!
'++0/'-(!10*(,!-0!)$%6,!'%%(-%!%2/#!'%!%-0/6%=!X2)-#()?!N0)6&+'/(!/+0%2)(%!/'*!)(%2+-!$*!-#(!
(F&(/-'-$0*!0.!+0N()!.2-2)(!#02%(#0+3!$*/01(!G8#(*!(-!'+=?!TC;;H!'*3!-#2%!$*/)('%(!-#(!)$%6!
&)(1$21!GK%&-($*!(-!'+=?!TCC<H=!"#$)3?!&%,/#0+07$/'+!'*3!V(#'9$02)'+!.'/-0)%!/'*!$*.+2(*/(!
$*9(%-0)%=!X0)!$*%-'*/(?!1')6(-!&')-$/$&'*-%!1$7#-!10*$-0)!-#($)!&0)-.0+$0%!10)(!/+0%(+,!32)$*7!
10)(!90+'-$+(!1')6(-!/0*3$-$0*%!'*3!$*!-#(!N'6(!0.!/0*-$*202%!'**02*/(1(*-%!0.!709()*1(*-!
)(%-)$/-$0*%!1',!%$1&+,!N'*-!-0!c&2-!-#($)!#('3!$*!-#(!%'*3d!$*%-('3!0.!$*9(%-$*7?!N#$/#!$%!6*0N*!
'%!-#(!c0%-)$/#!(..(/-d!GI'+'$!'*3!5'3(?!TCC_W!a')+%%0*!(-!'+=?!TCC<W!5$/#()1'*!(-!'+=?!TC;_H=!!

"#(!&)(%(*-!%-23,!/0*%$3()%!-#(!$1&'/-!0*!'!N$3(!)'*7(!0.!45!'%%(-!&)$/(%!G%&(/$.$/'++,?!
%-'*3')3!%-0/6!'*3!V0*3!&)$/(%?!'*3!'+%0!E%+'1$/!%-0/6!'*3!7)((*!V0*3!&)$/(%H!0.!809$3!10)-'+$-,!
)'-(%!'%!N(++!'%!/0*-'$*1(*-?!.$%/'+!'*3!10*(-'),!)(%&0*%(%!'*3!'**02*/(1(*-%?!'*3!-#2%!$-!-'6(%!
$*-0!'//02*-!-#(!(..(/-%!0.!V0-#!-#(!&'*3(1$/!$-%(+.!'*3!-#(!&0+$/,!1('%2)(%!'30&-(3!$*!)(%&0*%(!
-0!$-!2%$*7!'!/01&)(#(*%$9(!.)'1(N0)6=!E*!/0*-)'%-!-0!&)(9$02%!%-23$(%?!-#(!103(++$*7!'&&)0'/#!$%!
V'%(3!0*!-#(!/0*/(&-!0.!.)'/-$0*'+!$*-(7)'-$0*?!N#$/#!$%!12/#!10)(!7(*()'+!-#'*!%-'*3')3!1(-#03%!
V'%(3!0*!-#(!EGCHSEG;H!3$/#0-01,!%$*/(!$-!'++0N%!.0)!.)'/-$0*'+!9'+2(%!0.!-#(!$*-(7)'-$0*!&')'1(-()!
3!'*3!-#()(.0)(!.0)!'!12/#!N$3()!)'*7(!0.!&0%%$V+(!%-0/#'%-$/!V(#'9$02)%!0.!-#(!%()$(%!2*3()!
(F'1$*'-$0*=!"#(!+',02-!0.!-#(!&'&()!$%!'%!.0++0N%f!!5(/-$0*!T!02-+$*(%!-#(!(/0*01(-)$/!.)'1(N0)6W!
5(/-$0*!U!3(%/)$V(%!-#(!3'-'!'*3!&)(%*-%!-#(!1'$*!(1&$)$/'+!.$*3$*7%W!5(/-$0*!`!0..()%!%01(!
/0*/+23$*7!)(1')6%=!

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'V02-!-#(!(F-(*-!-0!N#$/#!-#(!

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1 '3(! 1 0*(-'),!&0+$/ ,!'*3!.$%/'+!&0+$/ ,!'**02*/(1 (*-%=!E*!-#(!/'%(!0.!-#(!.0) 1 ()!G > > XA > H?!-#(!
/#0%(*!3'-(!$%!;B ! > ')/#!TCTC?!N#(*!-#(!X(3()'+!X2*3%!)'-(!N'%!+0N()(3!V,!;BCV&!-0!C:C=TBV&=!
R%!.0)!.$%/'+!'**02*/(1 (*-%!GXAH?!-#(!.0++0N$*7!3'-(%!N()(!%(+(/-(3f!TZ !M(/(1 V()!TC;<?!N#(*!
A)(%$3(*-! ")2 1 &! %$7*(3! '! 4 5! i! Z_ZV*! G'V02-! `=;! &()/(*-! 0.! I MAH! /0)0*'9$)2%!)(+$(.! '*3!
709()* 1 (*-!.2*3$*7!V$++!'%!&')-!0.!-#(!80*%0+$3'-(3!R&&)0&)$'-$0*%!R/-!0.!TCT;W!Z !R272%-!TCTC?!
N#(*!#(!

N#$/#!$%!N$3(+,!)(.())(3!-0!'%!-#(!/'%(:.'-'+$-,!)'-(!GMJ;H?!'*3!G$$H!-#(!/)23(!.'-'+$-,!)'-(!GMJTH?!

3(.$*(3!'%!-#(!*21V()!0.!3('-#%!&()!;CC?CCC!0.!-#(!&0&2+'-$0*=!D0-#!1('%2)(%!')(!3$%&+',(3!$*!

X$72)(!`?!N#$+%-!)(/0)3(3!*(N!/'%(%!'*3!*(N!3('-#%!')(!&+0--(3!$*!X$72)(!B=!E-!/'*!V(!%((*!-#'-!MJ;!

$*/)('%(3!%#')&+,!')02*3!R&)$+!e!>',!TCTC!'%!')(%2+-!0.!'!%$7*$./'*-!)$%(!$*!-#(!*21V()!0.!V0-#!

/'%(%!'*3!3('-#%W!$-!-#(*!6(&-!$*/)('%$*7!2*-$+!5(&-(1V()!TCTC!V(.0)(!.'++$*7!%+$7#-+,?!'7'$*!'%!'!

)(%2+-!0.!-#(!(90+2-$0*!$*!-#(!*21V()!0.!/'%(%!'*3!3('-#%=!D,!/0*-)'%-?!MJT!(F#V-%!'*!2&N')3!

-)(*3!-#)027#02-!-#(!%'1&+(!&()$03=!!

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(F/(&-!.0)!I JKKLW!.$*'++,?!-#(!/0(..$/$(*-!0*!> > XA > !$%!%$7*$.$/'*-!'*3!&0%$-$9(!.0)!E5QR > !'*3!

I JKKL=!"#(%(!.$*3$*7%!%277(%-!-#'-!)(%-)$/-$0*%!#'3!'!+1-(3!(..(/-?!%$*/(!0*+,!-#(!")('%2),!V0*3!

1')6(-!'&&(')%!-0!#'9(!)('/-(3!&0%$-$9(+,?!'*3!%0!3$3!$*/01(!%2&&0)-!'*3!3(V-!)(+$(.?!-#(!.0)1()!

#'9$*7!'!&0%$-$9(!$1&'/-!0*+,!$*!-#(!/'%(!0.!7)((*!V0*3%!N#$+%-!-#(!+'--()!#'3!*0*(=!"#(!

'**02*/(1(*-%!0.!.$%/'+!'*3!10*(-'),!&0+$/,!%2&&0)-!1('%2)(%!%((1!-0!#'9(!VV((*!10)(!(..(/-$9(!

$*!+$.-$*7!1')6(-%!$*!10%-!/'%(%=!"#()(!N'%!'+%0!'!%$7*$.$/'*-!$1&'/-!0.!-#(!(..(/-$9(!X(3()'+!X2*3%!

)'-(?!N#$/#!$%!-#(!$*-()(%-!)'-(!/#')7(3!-0!V'*6%!N#(*!-#(,!+(*3!10*(,!-0!('/#!0-#()!09()*$7#-!G$-!

$%!'+%0!6*0N*!'%!-#(!09()*$7#-!)'-(H=!R!)'-(!)$%(!$%!(F&(/-(3!-0!3(/)('%(!&)0.$-'V$+$-,!V,!1'6$*7!

3(V-!10)(!(F&(*%$9(!'*3!-#2%!)(32/$*7!-#(!/'&$-'+!'9'$+'V+(!.0)!$*9(%-1(*-=!R%!')(%2+-?!$*!7(*()'+!

0*(!N02+3!(F&(/-!'!*(7'-$9(!(..(/-=![0N(9()?!-#(!.$*'*/$'+!$*32%-),!GV'*6%?!V)06()'7(%?!10)-7'7(!

/01&'*$(%?!'*3!$*%2)'*/(!/01&'*$(%H!V(*(.$-%!.)01!$*-()(%-!)'-(%!%$*/(!$-!/'*!/#')7(!10)(!.0)!

+(*3$*7W!-

$%!%$7*$./'*-!$*!'++!.02)!/'%(%?!N#$+%-!-#(!/0(..$/$(*-!0*!8 [E!$%!%$7*$./'*-!0*+,!$*!-#(!/'%(!0.!45"D?!

'7'$*! %277(%-$*7! '!9(),!+1-(3!$1&'/-!0.!-#(!/0*-'$*1(*-! 1('%2)(%W!

+$ 1 $-(3!$ 1 &' /-?!N#$+%-!-#()(!N()(!%$7*$.$/ ' *-!' **02*/(1 (

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R%#)'.?!D=!L=!GTCTCH=!5-0/6!1')6(-%j!)('/-$0*!-0!8]kEM:;<f!8'%(%!0)!.'-'+$-$(%1=!*23435678*9:**(:#36:5#9;::5<*=+49:344*5:)*>9:5:73?!?@?!;C;T`<=!*
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R)(++'*0?!8=?!D'$?!m!@!>$#'+'/#(?!I=!A!=!GTCTCH=!M('3+,!M(V-!8)$^(%f!8]kEM:;<!$*!K1()7$*7!
>')6(-%=!LDKJ!P0)6$*7!A'&()!L0=!TYTYB=!R9'$+'V+(!'-!#--&%f$$NNN=*V()=0)7$&'&()%$NTYTYB=!
!
D'..(%?!O=!@!L'7+(?!A=!GTCTCH=!"#(!02-+006!.0)!/01103$-,!1')6(-%?!'*3!-#(!(..(/-%!0.!
/0)0*'9$)2%?!$*!%$F!/#')-%=!A2V+$%#(3!0*!R&)!TU?!TCTC=!R9'$+'V+(!'-f!
#--&%f$$V+07%=N0)+3V'*6=0)7$90$/(%$02-+006:/01103$-,:1')6(-%:'*3:(..(/-%:/0)0*'9$)2%:%$F:
/#')-%!
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D'6()?! 5=?! D+0010?! L=?! M'9$%?! 5=! O=?! a0%-?! a=?! 5'1 10*?! >=?! @! k$)'-,0%$*?! "=! GTCTCH=! "#(!
2*&)(/(3(*-(3!%-0/6! 1')6(-!)('/-$0*!-0! 8]kEM:;<=!*A;B9)*C7;:;D974E*F3##3)*5:)*235</G9D3**H5I364?!JGUH=!*
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D'6'%?!M=?!@!")$'*-'.,++02?!R=!GTCTCH=!801103$-,!&)$/(!90+'-$+$-,!'*3!-#(!(/0*01$/!2*/()-'$*-,!
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#,&0-#(%$%!$*!1'/)0(/0*01$/!-$1(!%()$(%?!M;+6:5‹*;N*C7;:;D3#6974!ZC?!T?!T`;:T_Z=!

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J0V$*%0*?! A=>=! G;<<`H! K..$/$(*-! -(%-%! 0.! *0*%-'-$0*'),!#,&0-#(%(%?! M;+6:5<*;N*#83* ZD36975:*
T#5#94#975<*Z44;795#9;:!Z<?!;`TC:;`UY=!
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5r*(?!D=?!>V(*72(?!>=!Q=?!@!R++','?!>=!>=!GTCT;H=!]9()%#00-$*7!0.!%09()($7*!(1()7$*7!
(2)0V0*3!,$(+3%!$*!-#(!/0*-(F-!0.!8]kEM:;<=!>9:5:73*63435678*<3##364?!L[?!;C;Y`_=!
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5#')$.?!R=?!R+02$?!8=?!@!m')09',''?!Q=!GTCTCH=!8]kEM:;<!&'*3(1$/?!0$+!&)$/(%?!%-0/6!1')6(-?!
7(0&0+$-$/'+!)$%6!'*3!&0+$/,!2*/()-'$*-,!*(F2%!$*!-#(!45!(/0*01,f!X)(%#!(9$3(*/(!.)01!-#(!
N'9(+(-:V'%(3!'&&)0'/#=!(:#36:5#9;:5<*23B93R*;N*>9:5:795<*Z:5<!494?!U,?!;C;`<_=!

! J(7)(%%0)!	Q077(3!!3'-'!			
	5ABCC!	45"D!	E5QR>!	I JKKL!
3!	C=<U! GC=<C?!C=<BH!	C=<Y! GC=<B?!;=C`H!	C=<_! GC=<`?!;=CCH!	;=U;! G;=T;?!;=`TH!
80*%-=!				
8[E!	C=CCC;! GC=;;H!		C=CCCU! GC=UYH!	C=CCC;! GC=_BH!
E5A!	:C=CCUZ! G:C=TYH!	:C=CC;;! G:C=BCH!	:C=CCT;! G:C=;ZH!	
MJA!	C=CC`C! GC=;<H!	C=CCCY! GC=T`H!	C=CC;`! GC=C<H!	C=CCC;! GC=C`H!
KXXJ!				:C=CCC`! G:C=TUH!
>>XA!	C=CUCT! G;=BCH!	:C=CCCT! G:C=C_H!		
XA!				:C=CCTC! G:C=BYH!
MJT!				
Q:D!RJ&!</+)&'!,5!1/#&54J&','!/#&!4J&!SPT!7$5%,8&57&!G/58'!,5!4J&!7/'&!$%!8!UJ,+'4!,5!4J&!$4J&#!7/'&'! 4J&=!/#&!4E</+)&'C!RJ&!',*5,%,7/54!7/'&'!/4!4J&!PT!+&<&+!/#&!,5!G$+8!/58!U,4J!/5!/'4&#,'HC!				

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Q077(3!!3'-'!

J (7)(%%0)!