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

C&/8'/%7$!Q)&S!-#!/!;',%-%'87!)>!$7%%-#C$!-#(,'8-#C!E&)U/%-)#0!E/&),70!()&&7(%-)#$0!,/Q!7#>)&(7;7#%0!(&-;7!,/U$0!/#8!#)#E&)>-%!/C7#(-7$0!)&!%27@!()#%-#'7!%27-&!78'(/%-)#!-#!,/Q!$(2)),!)&!)%27&!C&/8'/%7!E&)C&/;$3'

M2-$!87C&77!E&)C&/;!-$!2)'$78!-#!%27!47E/&%;7#%!)>!Z'$%-(7!R%'8-7$3!.)&7!-#>)&;/%-)#!-$!/P/-,/U,7!/%![QQQ3$-$'378'F='$%-(7$%'8-7$F!

!"#$%&';&($)0)9'<#+,"/&%'=!;<>''

[E)#!$'((7$$>',!();E,7%-)#!)>!%2-$!()'&$70!$%'87#%$!Q-,,!U7!/U,7!%)*!

956!A3!47;)#$%&/%7!'#87&$%/#8-#C!)>!/(/87;-(!;/%7&-/,0!/#8!()#%&-U'%7!%)!8-$('$$-)#!/%!/!E&)>7$$-)#/,!/#8!(/E/U,7!,7P7,3!
956!c3!9&-%-(/,,@!/#/,@G7!/#8!8-$('$$!%27!(/'7!)>!(&-;7!/#8!87P-/#(7!-#!$7,7cmBT50`30.2(,)()0.2(D2(&-)0.2(U'%))0

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?)8C70!43^3!/#8!5-7%G0!93+3!\cBBJ]3!M27!-#%7&#/%-)#/,!$7W'/,!%&/>>-(S-#C!)>!Q) ; 7#!/#8!(2-,8&7#3!
\c]0!Ad`TAJH3!

f)E7&0!93R3!9&- ; 7!C'#!&-$S!>/(%)&$*!a'@7&0!$7,,7&0!>-&7/& ; 0!/#8!%&/#$/(%-)#!(2/&/(%7&-$%-($!/$$)(-/%78!Q-%2!C'#!
%&/>>-(S-#C!/#8!(&- ; -#/,!C'#!'$73! 0!cLIT`AI3!

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577(2/-/#/#0!Y3!/#8!5)#C ; -&70!43^3!\cBA`]3!M27!'$7!)>!%27!87/%2!E7#/,%@!>)&!8&'C!%&/>>-(S-#C!-#!%27![#-%78!
R%/%7$0!R-#C/E)&70!. /,/@$-/0!"#8)#7$-/!/#8!M2/-,/#8*!+!() ; E/&/%-P7!,7C/,!/#/,@$-$3! 0!AAITAHK3!

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./("##-$0!b3!\cBA`]3!?' ; /#!%&/>>-(S-#C*!M27!() ; E,7W-%-7$!)>!/!C,)U/,!87>-#-%-)#3!
\A]0!ATAc3!

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./$)#0!93!\cBA`]3! 3!M27!R7#%7#(-#C!1&)=7(%3!
2%%E$*FF$7#%7#(-#CE&)=7(%3)&CFQET()#%7#%F'E,)/8$FcBAIFAcF"#%7&#/%-)#/,Te&)Q%2TM&7#8$T-#T1&-$)#T
1&-P/%-G/%-)#3E8>3!!

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^7-(27,0!13!\cBAL]3! 0!J !78-%-)#3![EE7&!R/88,7!^-P7&0!bZ*!17/&$)#3!!

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^7-%7&0!+3!\cBAH]3!g-(%- ; $!)>!2' ; /#!&-C2%$!P-),/%-)#$!/#8!P-(%- ; $!)>!2' ; /#!&-C2%$!&7$%&-(%-)#$3! \A]0!
cKTHd3!

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2%%E$*FF,/Q38'S7378'F,-UF&7$7/&(2C'-87$F-#%(,/Q!*!+!&7$7/&(2!C'-87!)#!-#%7&#/%-)#/,!(&- ; -#/,!,/Q3!

%27#!"!8-8!#)%!/$S!@)'!/!N'7$%-)#!/#8!@)'!/&7!#)%!&7N'-&78!%)!&7$E)#83!1,7/$7!/,$)!&7C',/&,@!(27(S!@)'&!
'#-P7&$-%@!7;/-,!/(()'#%0!/$!>),,)QT'E!N'7$%-)#$!Q-,,!/,$)!U7!/$S78!%2&)'C2!7;/-,3!^7N'-&78!&7$E)#$7$!%)!)%27&!
$%'87#%$!;'$%!U7!)#!%27-&!)&-C-#/,!E)$%0!#)%!)#!%27!N'7$%-)#!%27@!E)$7!%)!@)'3!M2-$!-87/!27&7!-$!%)!S77E!%27!
()#P7&$/%-)#!C)-#CX!@)'!Q-,,!8-$('$$!Q-%2!)%27&!$%'87#%$0!/$!Q7,,!/$!Q-%2!%27!-#$%&'(%)&3!!
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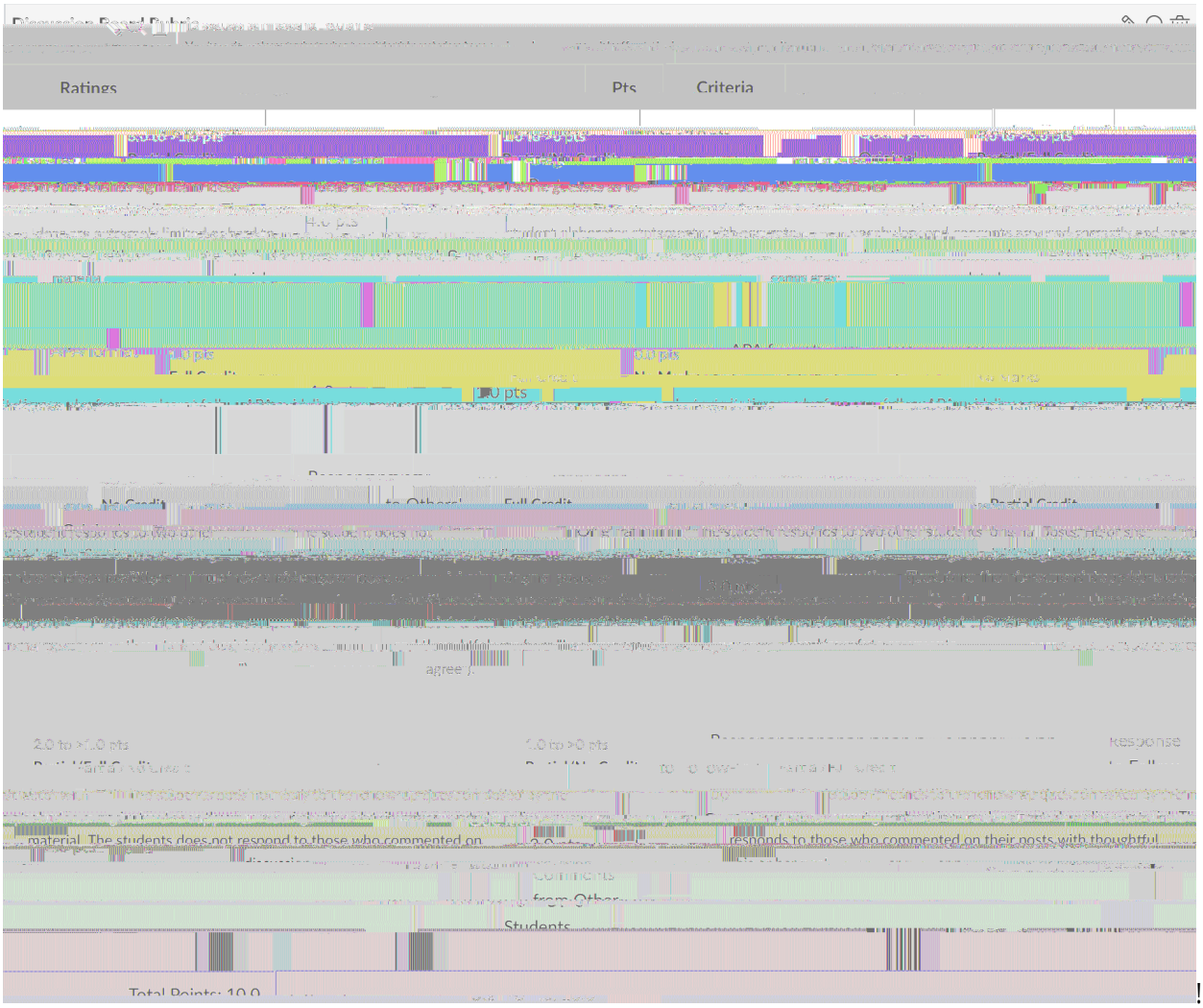
1)$%$!%2/%!7W(778!7WE7(%/%-)#$!\C&/87!)>!/#!l+n



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B23-1,4(C&2(D21$$",(E..14,+",$.(

l+m*!+#!l+m!/$$-C#;7#%!-$!)#7!%2/%!-$!Q7,,!Q&-%%7#0!(,7/&,@!)&C/#-G780!/#8!();E&727#$-P7!-#!-%$!()P7&/C7!)>!%27!/$$-C#;7#%3!M27!E/E7&!-$!$%&'(%'&78!%)!E&);)%7!&7/8/U-,-%@!\73C30!(,7/&!-#%&)8'(%-)#0!$'EE)&%-#C!$%/%7;7#%$0!()#(,'$-)#]!/#8!;/-#!-87/$!/&7!(,7/&,@!$'EE)&%78!\U)%2!-#!$'U$%/#%-P7!/&C';7#%!/#8!-#!&7$7/&(2!(-%78]!/#8!7WE,/-#783!M27!E/E7&!-$!)'%$%/#8-#C!%)!7W(7,,7#%!-#!-%$!N'/,-%@0!$'CC7$%$!%2/%!27!$%'87#%!))S!%27!/$$-C#;7#%!$7&-)'$,@!/#8!Q/$!%2)'C2%>',!-#!();E,7%-#C!-%3!M27$7!E/E7&$!(,7/&,@!8-$('$$!%)E-($!()P7&78!-#!(,/$$0!/((''&/%7,@!/#8!/EE&)E&-/%7,@!'$7!%27!()&&7(%!&7>7&7#(7$!%)!%)E-($!()P7&78!-#!%27!E/E7&0!/#8!%27!(-%/%-)#$!/&7!()&&7(%,@!>)&;/%%783!M27!>',,!&/#C7!/#8!$()E7!)>!%27!%)E-(!/&7!/88&7$$783!M27!E/E7&!>)&;/%!\$E/(-#C0!E/C7!,-;-%0!7%(3]!-$!()&&7(%3!!

!lam*!+!lam!/$$-C#;7#%!-$!)#7!%2/%!-$!>/-&,@!)&C/#-G78!/#8!()#%/-#$!;/#@!C))8!-87/$0!U'%!()','$7!-;E&)P7;7#%!-#!%7&;$!)>!)&C/#-G/%-)#0!(,/&-%@0!/#8F)&!Q&-%-#C!$%@,7!\73C30!$%&)#C7&!%)E-(!$%/%7;7#%$0!(,7/&7&!-#%&)8'(%-)#F()#(,'$-)#0!>7Q7&!C&/;;/%-(/,F%@E)C&/E2-(/,!7&&)&$]3!M27$7!/$$-C#;7#%$!%@E-(/,,@!()#P7@!,7$$!;/$%7&@!)>!/!%)E-(!)&!$%'8@0!/$!7P-87#(78!U@!#)%!(,7/&,@!)&!();E,7%7,@!/!88&7$$-#C!%27!%)E-(FN'7$%-)#39)P7&/C7!)>!%27!/$$-C#;7#%!-$!C7#7&/,,@!();E,7%7!/#8!;)$%,@!/((''&/%70!U'%!C&7/%7&!87E%2!/#8F)&!7WE,/#/%-)#!-$!#77878!-#!E/&%-(',/&!/&7/$!%)!U7%%7&!$'EE)&%!;/-#!E)-#%$!)&!7#2/#(7!(,/&-%@3!M2-$!E/E7&!)>%7#!/EE7/&$!/$!->!-%!#778$!;-#)&!%)!;)87&/%7!&7P-$-)#!/#8F)&!E&))>&7/8-#C0!8-C&7$$7$!$,-C2%,@!)>>!%)E-(0!)&!8)7$!#)%!>',,@!/88&7$$!%27!E)$78!N'7$%-)#\$]3!9-%/%-)#$!/&7!$);7Q2/%!,/(S-#C0!-#/EE&)E&-/%70!)&!#)%!(-%78!()&&7(%,@3!M27!E/E7&!-$!C))8!%)!E&7%%@!C))8!/#8!-%$!N'/,-%@!$'CC7$%$!%2/%!27!$%'87#%!))S!%27!/$$-C#;7#%!$);7Q2/%!$7&-)'$,@!/#8!

Q/$! ;)87&/%7,@!%2) 'C2%>',!-#!( ) ; E,7%-#C!-%0!U'%!( ) ',8!2/P7!8)#7!2-C27&!N' /,-%@!Q)&S!Q-%2! ;)&7!%- ; 7!/#8F)&!
7>>)&%3!R%'87#%$!C7#7&/,,@!'$78!/(('&/%7!/#8!/EE&)E&-/%7!&7>7&7#(7$!%)!%)E-($!( )P7&78!-#!%27!E/E7&0!U'%!
/88-%-)#/,!)&! ;)&7!&7,7P/#%!(-%/%-)#$!$2)',8!2/P7!U77#!'$780!/#8F)&!%27!(-%/%-)#$!Q7&7!#)%!( )&&7(%,@!
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l9m*!+!l9m!/$$-C# ; 7#%!-$!)#7!%2/%! ; /@!2/P7!/!>7Q!C))8!-87/$0!U'%!C7#7&/,,@!,/(S$!)&C/#-G/%-)#!/#8!(,/&-%@3!
R-C#->-(/#%!- ; E&)P7 ; 7#%!-$!#77878!-#!%7& ; $!)>!)&C/#-G/%-)#0!(,/&-%@0!/#8!Q&-%-#C!$%@,7!\73C30!$%&)#C!%)E-(!
$%/%7 ; 7#%$0!(,7/&!-#%&)8'(%-)#F( )#(,'$-)#0!>7Q7&!C&/ ; ; /%-(/,!)&!%@E)C&/E2-(/,!7&&)&$]3!9)P7&/C7!)>!%27!
/$$-C# ; 7#%!-$!2/E2/G/&8!/#8!C&7/%7&!87E%2!/#8F)&!7WE,/#/%-)#!-$!#77878!%2&)'C2)'%!%27!E/E7&3!M2-$!E/E7&!
)>%7#!/EE7/&$!/$!->!-%!#778$! ;)87&/%7!%)!$-C#->-(/#%!&7P-$-)#!/#8F)&!E&))>&7/8-#C3!M27!E/E7&!U/&7,@! ; 77%$!
; -#- ; ' ; !7WE7(%/%-)#$!/#8!-$!U7,)Q!/P7&/C73!'%!-$!'#(,7/&!->!%27!$%'87#%!&7/8!/,,!&7/8-#C$!#7(7$$/&@!%)!
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/%%7#%-)#!%)!87%/-,3!R%'87#%$!C7#7&/,,@!8)!#)!'$7!/(('&/%7!)&!/EE&)E&-/%7!&7>7&7#(7$!%)!%)E-($!( )P7&78!-#!%27!
E/E7&0!#778!/88-%-)#/,!)&! ;)&7!&7,7P/#%!(-%/%-)#$0!/#8F)&!%27!(-%/%-)#$!/&7!#)%!>)& ; /%%78!( )&&7(%,@3!!

l4FVm*!+!l4FVm!/$$-C# ; 7#%!,/(S$!(,/&-%@!/#8!)&C/#-G/%-)#!/!$!Q7,,!/$!&7,7P/#%!$'U$%/#(73!R-C#->-(/#%!
-; E&)P7 ; 7#%!-$!#77878!)#!/,,!>&)#%$3!9)P7&/C7!)>!%27!/$$-C# ; 7#%!-$!E))&0!-#/((' &/%70!/#8!,/(S$!87E%2!/#8!
7WE,/#/%-)#3!M2-$!E/E7&!)>%7#!/EE7/&$!/$!->!-%!#778$!$-C#->-(/#%!&7P-$-)#!/#8F)&!E&))>&7/8-#C3!M27!E/E7&!8)7$!
#)%! ; 77%!%27! ; -#- ; ' ; !7WE7(%/%-)#$!/#8!-$!$-C#->-(/#%,@!U7,)Q!/P7&/C73!'%!8)7$!#)%!/EE7/&!%2/%!%27!$%'87#%!
&7/8!/,,!)>!%27! ; /%7&-/,!#7(7$$/&@!%)!/#$Q7&!%27!E)$78!N'7$%-)#0!)&!8-8!#)%!/88&7$$!%27!E)$78!N'7$%-)#3!M2-$!
E/E7&!-$!E))&!)'#/((7E%/U,7!/#8!-$!N'/,-%@!$'CC7$%$!%2/%!27!$%'87#%!8-8!#)%!/S7!%27!/$$-C# ; 7#%!$7&-)'$,@!
/#8!C/P7!-%!,-%,7!%2)'C2%3!R%'87#%$!C7#7&/,,@!'$7!P7&@!>7Q!)&!-#/EE&)E&-/%7!&7>7&7#(7$0!%27!(-%/%-)#$!Q7&7!#)%!
>)& ; /%%78!( )&&7(%,@0!/#8!%27!(,/&-%@F)&C/#-G/%-)#!)>!%27!E/E7&!-$!,)Q3!

17&(7#%/C7$!/&7!)U%/-#78!U@!8-P-8-#C!%27!%)%/,!E)-#%$!@)'!7/&#!U@!%27!%)%/,!E)-#%$!E)$$-U,7!-#!%27!( )'&$73!!
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+!E,'$!o!KL!%)!ABB p !!!!+!o!K`!%)!KJ3K p !!!!+! ; -#'$!o!KB!%)!Kc3K p !
a!E,'$!o!LL!%)!LK3K p !!! a!o!L`!%)!LJ3K p !!!! a! ; -#'$!o!LB!%)!Lc3K p !
9!E,'$!o!JL!%)!JK3K p !!!9!o!J`!%)!JJ3K p !!!!9! ; -#'$!o!JB!%)!Jc3K p !
4!E,'$!o!dL!%)!dK3K p !!!4!o!d`!%)!dJ3K p !!!!4! ; -#'$!o!d`!%)!dJ3K p !
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b)%7*!. '$%!/(2-7P7!/!C&/87!)>!q9q!)&!U7%%7&!%)!>',>-,,!Z'$%-(7!R%'8-7$! ; /=)&!&7N'-&7 ; 7#%$3!

R! 0**(**%%**$**"" **/ S' : $**"+"**,** "0'

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M27!47E/&%;7#%!)>!Z'$%-(7!R%'8-7$!-$!();;-%%78!%)!$(2),/&,@!7W(7,,7#(73!M27&7>)&70!%27!47E/&%;7#%!E&);)%7$!
/(/87;-(0!(&-%-(/,0!/#8!(&7/%-P7!7#C/C7;7#%!Q-%2!,/#C'/C7!\-3730!&7/8-#C!/#8!Q&-%-#C]!%2&)'C2)'%!-%$!('&&-('','';3!
+!$'$%/-#78!/#8!-#%7#$-P7!7WE,)&/%-)#!)>!,/#C'/C7!E&7E/&7$!$%'87#%$!%)!%2-#S!(&-%-(/,,@!/#8!%)!/(%!;7/#-#C>',,@!
-#!-#%7&&7,/%78!/&7/$!)>!%27-&!,-P7$rE7&$)#/,0!E&)>7$$-)#/,0!7()#);-(0!$)(-/,0!E),-%-(/,0!7%2-(/,0!/#8!('%'&/,3!
e&/8'/%7$!)>!%27!47E/&%;7#%!)>!Z'$%-(7!R%'8-7$!,7/P7!R/#!Z)$s!R%/%7![#-P7&$-%@!E&7E/&78!%)!7#%7&!/!&/#C7!)>!
(/&77&$!/#8!>)&!/8P/#(78!$%'8@!-#!/!P/&-7%@!)>!>-7,8$X!%27@!/&7!E&7E/&78!%)!;)&7!7>>7(%-P7,@!-87#%->@!/#8!
/;7,-)&/%7!-#='$%-(7!-#!%27-&!E7&$)#/,0!E&)>7$$-)#/,!/#8!(-P-(!,-P7$3!"#8778 0!%27!-;E/(%!)>!,-%7&/(@!-$!7P-87#%!#)%!
)#,@!Q-%2-#!%27!$E/#!)>!/!$E7(->-(!()'&$70!$7;7$%7&0!)&!/(/87;-(!E&)C&/;!U'%!/,$)!)P7&!%27!$E/#!)>!/!,->7%-;73!!

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tM27!-#$%&'(%)&!&7$7&P7$!%27!&-C2%!%)!/,%7&!%2-$!$(278',7!/%!/#@!%-;7!8'&-#C!%27!$7;7$%7&3!5)CC-#C!-#%)!9/#P/$!
;',%-E,7!%-;7$!/!Q77S!Q-,,!7#$'&7!%2/%!@)'!/&7!/U&7/$%!)>!/#@!(2/#C7$!%2/%!/&7!;/873!!

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I &&V'	A"20,'	!"#$%&'F%%09)/&)+%'()*'1#&'1(+&%'
! O77S!A*! ! LFAK!r!LFc`!	! .)8',7!A*!! ! ¦'#%&)8'(%-)#!	! ^7P-7Q!%27!$@,,/U'$! 9/&7>',,@!&7/8!8-$('$$-)#!U)/&8!&7N'-&7;7#%$! "#%&)8'(%-)#!1)$%! ¦
! O77S!c*! ! LFcH!r!LF`B!	! .)8',7!c*!! ! e,)U/,!9&-;7!-#!9)#%7W%! !	! ^7/8!Z7#S$!/#8!V',,7&!\cBAJ]!92/E%7&!A! ^7/8-#C$!)#!9/#P/$*! 4/;;7&!/#8!+,U/#7$7!\cBAH]!E/C7$! AdTcL! e-,,!\cBBK]!! M78!M/,S*!+!b/P@!+8;-&/,h$!%2)'C2%$!)#! C,)U/,!$7('&-%@! :WE,)&7*!_____! 9)'#%&@!()E/&-$)#!%)),! 4-$('$$-)#!a)/&8!uA! ¦
! O77S!`*! ! LF`A!r!KFd!	! .)8',7!`*!	

!
O77S!H*!
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!	!	!
O77S!AB*!	.)8',7!AB*!	^7/8!Z7#S$!/#8!V',,7&!\cBAJ]!92/E%7&!L!
!	!	^7/8-#C$!)#!9/#P/$*!
ABFAK!r!	"#%7&#/%-)#/,!9&-;-#/,!5/Q!	4/;;7&!/#8!+,U/#7$7!\cBAH]!E/C7$!
ABFcI!		AJKTALd!
		:WE,)&7*!"#%7&#/%-)#/,!9)'&%!)>!Z'$%-(7!!
		4-$('$$-)#!a)/&8!uL!
		!
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O77S!AA*!	.)8',7!AA*!	
!	!	
ABFcd!r!AAFA!	9);E/&/%-P7!9&-;-#/,!	

! O77S!Ad*! ! AAF`B!r!AcFd!	! .)8',7!AI*! ! V-#/,!M2)'C2%$!	! 4-$('$$-)#!a)/&8!uA`!
! O77S!AJ*! ! AcFJ!r!AcFAA!	! .)8',7!Ad*! ! V"b+5!:v+ . !! !	! ! V-#/,!:W/ ;!8'7!V^"4+Y! AcFAA!/%!AA*IKE ;!

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