

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

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

,-!./#01!.\$22\*%2#!+3\*451.67!1.!8!6!9!)-6!.%+0!16!1%#!9+9\*%67!:\$6!%.6\*1;!+8!.%+07!1!  
5+2;!4'<<2\*!8\*22!.6\*1;'2#7!-1(28!+<\*%!;4+=.!.=166\*4%)!+%6+!6-!)4+\$%!>  
?+4!+, "- !, /07!0-+!0+4/\*;!1.1!4'5/-10!91%!0'6-'%!6-!@1.6!A16\*!;'64'567!6-!;!1#!  
01.16-\*!2\$5/'\*.6!-!-1;!-1;!%!'B\$'6\*!1!0-'2\*>!C6!:\*!)1%!%'!6-\*!9+4%')!0-\*%!-\*!\*.5+46\*;!  
6-\*!D91;19E!84+9!6-\*!+\$.!\*!154+..!6-\*!.64\*\*6!1.1814!1.!6-\*!.64\*\*6514!2'%\*7!1==14\*%62#!6+!  
-\*1;!%'.' ;!\*6-\*!5'6#!)16\*!F6-+\$)-!6\*5-%'5122#7!6-16!01.!6'22!0'6-'%!6-!)16\*.G>!H86\*4!6-167!  
-+=%)!8+4!9+4\*!814\*.7!-\*!2+\*6\*4\*;!14+\$%;!6-\*!.64\*\*6514!.6+=7!51.6%)!129+.6!2\*1;'%)!  
)21%5\*!.16!\*15-!=1..\*%)\*4!.6\*==%)!+88>!?'%122#7!1!91%!%'!\*.6\*4%!;4\* J 2/'\*2#!1!  
6\*15-\*4J 1./;!8+4!1!4';\*!6+! 123445)34"6%.227"8 9;< =7!1%;!K'9!)21;2#!6++/!-9!  
6-\*4\*>

"\*!14%\*;!6-'46#!L\*+%!+%!6-\*!8'4.6!64'=!1%;!8'86#!L\*+%!+%!6-\*!.5+9%,1%1\$.='5'+\$.!.\$9!  
8+4!.+!\*142#!%'!6-\*!;1#>!C%!64\$6-7!2\$5!/01.!0'6-!-9>!?'+4!%\*142#!6\*%!;1#.7!-!-1;!-14;2#!21';!  
\*#\*!.+%!1%#!9+%\*#>!M+!0-\*%!5+%J 6\*%L\*+%!%'5/\*2.7!+4!.+9\*6'9\*!.1!8'3\* (L\*+%5+%J 8\*22!  
52%'/%)!%'6+!-'!.=1297!-'!.\*#\*!.%\*142#!4'99\*;!0'6-!6\*14.>!@3\*%!.\*66\*47!6-\*!\*)-6#!L\*+%!  
6+612!-\*!%+0!-\*2;!01.!%'312\$1:2\*>!|6-!6-16!19+\$%67!-\*!5+\$2;!+6-!-'!-=145-\*;!6-4+16!  
0'6-!1!)21..!+8!5-\*1=14'5!0%'!8!-\*!2/\*;7!:\$6!9+4\*!9=+461%62#7!-\* 5+\$2;!:\$#!1!:+02!+8!  
>?277?234@)34F+|t+%\*!.\$=G!8+4!-'!1'2%)!0'8\*>

".!0'8\*!-1;!:\*%!5+\$)-%)!8+4!9+4\*!6-1%!1!9+%6->!M'%5\*!6-\*#!0\*4\*!+86\*%!8+45\*;!6+!./!=!  
\*3\*%!9\*12.!+8!9'22\*6!)4\$\*27!6-\*4\*!01.!5\*461'%2#!%+!5-1%5\*!+8!188+4;'%)!9\*;'5\*%\*>!  
,\*5-%'5122#7!8!-\*!-1;!4\*122#!64\*;'7!-\*!5+\$2;!-13\*!91%1)\*;!6+!:\$#!1!;+.\*!+4!60+7!:\$6!-\*!  
8'492#!:\*2\*3\*;!6-16!+%5\*!#+\$!.%\*;!9\*;'5\*%\*!6+!;4'3\*!+\$6!1%!'22%\*..7!6-16!'22%\*..!L\$.6!)6\*!  
1!61.6\*!8+4!6!1%;!/\*\*=.!5+9%)!15/>!?'+22+0%)!6-!-=\*4.+%12!54\*\*;7!-!-1;!%\*3\*4!61/%!  
-\*4!6+!1!;+56+47!.+!-!-1;!%+!;'1!0-16!-\*4!;'1.\*!9!)-6!\*>!O\$6!L\$;)%)!84 +9!-+0!-!-!  
%+0!21#!8216!+%!-4\*!15/7!\$%1:2\*!3\*%!6+!6\$4%!+%6+!-4\*!;'7!6!01.152\*142#!.\*4+\$>!-!-!  
'22%\*..!-1;!0+4.\*%\*;!1!+\$6!6\*%!;1#.\*142\*47!186\*4!-\*!16\*!.+9\*!+=+42#!5++/\*;!9'22\*6!1%;!  
:\*519\*!1;2#!5+%6.=16\*;>!P%!6-16!+551.'+%7!K'9!-1;!8'%122#!)+66\*%+2;!+8!.+9\*!  
9+%\*#7!:\$)-6!1!.9122!.15/!+8!9'22\*67!=2\$.!1!:\$%;2\*!+8!5-\*1=18'4\*0++;>!H55+4;'%)!6+!  
-97!D6-16!)++; (8+4%+6-%)!0+91%7!122!841%6'57!:+2\*;'6!%'!1!+=6>E!-\*!8'4\*!01.!0\*1/7!-!-!  
01.!%'!1!4\$.-7!1%;!6-\*!9'22\*6!;'%;%Q6!=4+=\*42#!5++/>!R\*6!D6-16!;19%#0+91%E!./==\*;!6-!  
.=++%!126+)\*6-\*4!1%;!)41::\*;!-1%;8\$2.7!.6\$88%!)6-\*9!%'6+!-4!9+\$6-!+!B\$'5/2#!'6!01.!  
1.!8!-.\*!8\*14\*!.+9\*+%\*!0+\$2;!.%165-!6!101#>!M-\*!.6\$88\*!-\*4.\*28!\$%6'2!2\$9=!.+===\*;!  
+\$6!+%!:+6-!5-\*/.!2/'!8'.6.>!O#!6-16!.19\*!3\*%')7!-.\*!01.!4 +1%'%)!6-16!-\*4!5-\*6!-\$46!

1%;!-4!.6+915-!8\*26!6')-67!4+22'%)!-4!\*#.!1.!8!.-\*!0\*4\*!'%!1!8'6> !

P\$641)\*;7!K'9!-1;!.+-\$6\*;S !

DT19%#+\$7!0+91%U!R+\$!) \*6!.5!/84+9!%+6!\*16'%)7!#+\$!) \*6!.5!/84+9!\*16'%)U!-16!19!C!

.\$==+. \*;!6+!;+V!-#!51%Q6!#+\$!+=\*%!#+\$4!\*#\*!.!4+=\*42#VE!

H%;!-\*.!21==\*;!6-\*!5-\*/!+8!6-\*!0+91%!0-+!21#!6-\*4\*!)4+1%'%)>!,-+\$)-!-\*.!';!+=\*%!> !

-\*4!\*#\*!.!1!'6!0',\*47!6\*14.!0\*22\*;!\$=!%!6-\*9>!K'9Q.!+0%!\*#\*!.!\$4%\*;!-+6!1.!0\*22> !

H%;!#\*67!\*3\*%'%!-4!5+%;'6'+%7!.-\*-1;%Q6!2+.6!-4!1==\*6'6\*>!/?+4!6-\*!1=1.6!6-4\*\*!;1#.7!.-\*!

-1;!\*)) \*;!-4!-\$.:1%;!8+4!.+9\*!. \*+22\*+%61%)!;4+6-> !

D,-'!.!;19%\*;!0+91%U!R+\$!51%Q6!\*3\*%'!.6+915-!9'22\*6!)4\$\*27!1%;!#+\$!0!%6!.\*+22\*+%61%)V!

H4\*!#+\$!)+'%)!6+!\*16!'6!1%;!6-\*%!-13\*!1%+6-\*4!8'6VE

"\*!.5+2;\*;!-4!6-16!0!#7!:\$6!'%.';\*7!'6!:+6-\*4\*;!-9!6-16!-\*!5+\$2;%Q6!188+4;!6+!:\$#!'6> !

W+07!6+-\$)-7!-\*!8'%122#!5+\$2;>!"\*!5+\$2;!12.+:!\$#!=+44';)\*!8+4!6-\*4!6-4\*\* (#\*14(+2;!.+7!

A)?@ @2340-+!01.!-\$%)4#!1%;!54#'%)!\*.';\*-!..!5!/9+6-\*4>!!'6-!\*)-6#!L\*+%!'%!-'!> !

-1%;7!K'9!X- !9 (L!8\*26!0\*22!+88!8+4!+%5\*>

O\$6!-'!.!2\$5!/!;!'!%+6!\*%;!6-\*4\*>!H.!-\*!0'=\*;!6-\*!0\*16!1%;!;4'<<2\*!84+9!-'!%5!/0'6-!1!

)4'9#!41)!6-16!5+\$2;!-14;2#!.\*!5122\*;!1!6+0\*2!1%#9+4\*7!-\*!.6146\*;!6+!2\*13\*!6-\*!5-++2!

)16\*>!M\$;,\*%2#7!+.9\*+%\*!5122\*;!+\$6!84+9!.\*-'%;7!DY'5/.-10UE!K'9!.6+==\*;!1%;7!6\$4%'%7!

.!0!1!.6\$;%6!84+9!6-16!.19\*!.5-++2!-\$44#'%)!6+014;!'9>!,-\*!.6\$;%6!2\$46\*;S !

D"+0!9\$5-!6+!)\*6!6+!W19;1\*9\$%!M616'+%VE!

"\*!0!1!.!4+;1:2#!1!:+14;'%)!.6\$;%6!-\*!1;'%)!;15!/6+!-'!.-+9\*6+0%!8+4!0'6\*4!;4\*1/>!"\*!

9\$.6!-13\*!=21%\*%;!6+!2\*13\*!6-16!;1#7!:\$6!6-\*!41%'!0!1!.8122'%)7!-\*!-1;!2\$))1)\*7!1%;!-\*!

0!1!6!1!2+...>!,-\*%!-'!.=+66\*;!K'97!4\$.-\*;!+\$6!'%!-128 (0+4%!.+\*7!.6'22!'%!-'!.6-4\*1;14\*!

!\*.6\*4%!.\$67!2\*66'%)!6-\*!41%'!.+1/!-'9> !

DR+\$!0!%6!6+!)+!6+!W19;1\*9\$%!M616'+%ME

K'9!-\*'.616\*;!8+4!1!9+9\*%6>!T';!-\*.!'.2/'!64\$;)%)!+!814!'!%6-\*!41%'!0'6-!%+!41%'!)\*14V!

P4!0!1.!-\*!124\*1;#!.16'.8\*%;!0'6-!6-\*!60+!814\*!.!-\*!-1;!5+22\*56\*;!6-16!9+4%'%)V!W+7!%+6!16!

122>!C6!0!1!.9+4\*!6-16!-\*!8\*26!1!81%'!6!.\*%.\*!+8!;4\*1;7!815\*;!0'6-!+!9\$5-!)+; !8+46\$%\*!

5+9'%)!16!-'9!122!16!+%5\*>!H2.+7!-'!0'8\*Q.!2\*1\*142\*4!6\$))\*;!16!-'!.5+%.5'\*%5\*>!!-\*!

6-\*!21;#!%\*%N6!;+4!-1;!5+9\*!6+!5122!8+4!-'9!6-16!9+4%'%)7!-'!0'8\* J -\*4!815\*!4\*;\$5\*;!6+!

./%!1%;!:+%\*7!-\*4!\*#\*!.6-\*!+%\*!4\*91%'%)!0\*22!+8!3'612'6#7!214)\*!1%;!\* \*=2#!.\$%/%J -1;!

2+\*/;!\$=!16!-'9!0'6-!1!=2\*1;'%)!2')-6!'!%6-\*9> !

DT+%Q6!)+!+\$6!6+;1#>!Z2\*1.\*7!.61#!0'6-!9\*!16!-+9\*>!CQ9!.+!6\*44':2#!'22[E

M-\*!-1;!9\$49\$4\*;'!%!:14\*2#!1!0-'.=\*47!-4!:4\*16-'%)!41662'%)!%!-4!6-4+16>!T'.9'..'%)!6!  
2')-62#7!K'9!-1;!1.1';S !

DT19%!6!1227!0+91%7!612/'%)!%+%.\*%.\*>!C8!C!L\$.6!.!6!14+\$%;!-4\*7!0-+Q.!)+'%)!6+!8\*\*;!\$.VE  
"!2\*1=\*,!\$=!6+!2\*13\*7!:\$6!-.\*!013\*;!-4!149.18\*\*.2#7!1.!'8!64#'%!)!6+!-+2;!-9!:15/> !

DT+%Q6!)+7!6-\*%[!5+9\*!-+9\*!\*142#!'8!#+\$!9\$.6!)+>E!

M-\*!-1;!5122\*;!186\*4!-9!'%!1!5-+/'%)!3+5\*!1.!'!0\*%6!+\$6> !

W+07!-\*14'%)!6-\*!.6\$;%%6!1./!6+!)+1122!6-\*!01#!6+!6-\*!.616'+%7!K'9!.\$;;\*%2#!.10!1)1'%'!%!  
-'.!9'%;Q.!'##\*!-'.!0'8\*Q.!64\*9:2'%)!-1%;.7!-4!214)\*!\*#\*!.!4'99'%)!0'6-!6\*14.> !

DM+7!-+0!9\$5-!6+!W19;1\*9\$%!M616'+%VE

6-\*!.6\$;%%6!1./\*;!1)1'%7!.+\$%;'%)!9=16'\*%6>!"!)21%5\*;!16!6-\*!4'5/-!0!91%7!9\$66\*4'%)!  
6+!-9.\*28S

DC!6-'%/!6-\*!641'%'!6+!C%5-\*+%!2\*13\*!.!16!\*2\*3\*%7!6-\*%!6-\*4\*Q.!.1%+6-\*4!14+\$%;!%+ +%[E

DP%\*!0+%!8'86#!L\*+%7!=2\*1.\*>E

,-\*!0+4;!.2'==\*;!+\$6!+8!K'9Q.!.9+\$6-!-\*8+4\*!-!\*3\*%!4\*12'<\*;'!6>!@3\*%!-!\*!01.!.61462\*;!16!  
6-\*!-\*86#!.\$9!-!\*!-1;!L\$.6!%19\*;>!C6!-1;!:\*\*%!1!3\*4#!2+%!)!6'9\*!.%'5\*!-!\*!-1;!1./\*;!8+4!  
6-16!9\$5-!16!+%5\*>!H6!6-167!-'.!'N5'6\*9\*%6!+3\*4!91/'%)!9+%\*#!8214\*;!\$=7!:\$4%'%)!10!#!  
1%#!5+%5\*4%!-!\*!-1;!8+4!-'.!0'8\*>!M\$4\*2#!-.\*!0+\$2;%Q6!)\*6!0+4.\*!6+;1#7!-\*!6+2;!-9.\*28>!  
W+!9166\*4!0-16!-1==\*%\*;7!-.\*!5+\$2;%Q6!)\*3\*!\$=!1!5-1%5\*!8+4!1!814\*!6-16!01.!'%+6!L\$.6!  
\*B\$12!6+!-'.!8'4.6!60+!64'=.!5+9.'%\*;!:\$6!\*3\*%!9+4\*!6-1%!6-16> !

DP%\*!0+%!8'86#![!6-16Q.!.1!:'6!9\$5->E

,-\*!.6\$;%%6!6'26\*;!-'.!-.\*1;!;+\$\$.68\$22#> !

DW+6!16!122>!O#!;'!.61%5\*7!'6Q.!.0\*22!+3\*4!8+46#!4!84+9!-4\*>!H%;!+%!1!;1#!2/'\*!6-.7!#+\$Q3\*!)+6!  
6+!=1#!1!:'6!\*N641>E

K'9!.9'2\*;!4+1;2#>!"!5+\$2;%Q6!-'.!\*!6-\*!L+#!41;'16'%)!84+9!-'.! 815\*↳

DH22!4')-6>!CQ22!=1#!0-16\*3\*4!#+\$!101\$66!)\*6!9\*!6-\*4\*!B\$'5/2#>E!

,-\*!)\*%\*4+\$.!#+\$%)!5\$.6+9\*4!2\*86!6+!)!6-4\*!-'.!5+16!1%;!2\$))1)\*> !

\\*13'%)!0'6-!6-\*!.6\$;%%6!+%!:+14;7!K'9!X- ! 9 (L'!8\*26!1.16-+\$)-!-'.!8\*\*6!0\*4\*!1.12')-6!1.!! !