

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

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

,-!./#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!814!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+K!+\*%!.+\$=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-\*/.12/\*!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!I!-16!19!C!

. \$==+. \*;!6+!;+V!I!-#!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- \*!=1.6!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!

.10!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/-!10!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;!./\*;!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!6-+)\$-!-'!8\*\*6!0\*4\*!1!.!2')-6!1.! !