S

c

-4$:':5;!</'-!'-!1!./1005(#5=!1-!6%$10!61$753-!5(.%621--!)%3/!1!61$753!0%#'.!%,!.%66 5$.'10!)4-'(5--!1(*!1!-%.'10!&50,1$5!0%#'.!%,!1**$5--'(#!5(:'$%(65(310!1(*!-%.'10!'--45-!IS5%$#100'-!1(*!X55!GOGOF;!M$'%$!$5-51$./!/1-!-/%&(!3/13!,'$6-!%,35(!-3$4##05!&/5(!-557'(#!3%!1**$5--!6403'2005!0%#'.-!Ib5-/1$%:!1(*!C6'3/!GOET=!C6'3/!1(*!b5-/1$%:!GOERF;!</5$5,%$5=!,'$6!-4$:':10!'(!6%$10!61$753-!'-!5--5(3'10=!)43!,1$!,$%61--4$5*;!!C5.%(*=!6%$10!61$753-!%,,5$!1!.%62500'(#!-533'(#!,%$!5?21(*'(#!$5-51$./!%(!'(-3'343'%(10!.%6205?'3+!Ib133'01(1!1(*!`%$1*%!GOEO=!S$55(&%%*!53!10;!GOEO=!X55!53!10;!GOEYF!8!-533'(#-!'(!&/'./!,'$6-!,1.5!.%6253'(#!'(-3'343'%(10!*561(*-;!]5.5(3!0'35$134$5!/1-!3/5%$'@5*!3/13!3/5!%$#1('@13'%(10!,%$6!%,!5(3$1(3-!I-"!#.).!-31$342-!:5$-4-!*':5$-',+'(#!-"!+,*.!'(.46)5(3-F!.%40*!'621.3!,'$6-

.%6205?'3+!9!3/5!.%9%..4$$5(.5!%,!)%3/!61$753!1(*!2$%5(:'$%(65(310!0%#'.-!'(!1!$5#'%(!9!(5#135-!3/5!

3$1*'3'%(10!1*:1(31#5-!%,!-"!+,*.!,'$6-!1(*!'(.$51-5-!3/5!0'750'/%%*!%,!-"!#.).!,'$6!-4$:':10;!!

J4$!-34*+!.%(3$')435-!3%!-5:5$10!0'35$134$5!-3$516-;!V'$-3=!&5!5?35(*!3/5!0'35$134$5!%(!6%$10!

61$753-!3%!3/5%$'@5!1(*!5?201'(!/%&!$5#'%(10!0%#'.-!61+!6%*5$135!.%6253'3':5!*+(16'.-!1(*!-4$:':10!'(!

-4./!:1045-901*5(!-5.3%$-;!J4$!,'(*'(#-!-4##5-3!3/13!3/5-5!*+(16'.-!1$5!6%$5!.%6205?!3/1(!-'620+!

)4%+'(#!3/5!./1(.5-!%,!-4$:':10!,%$!,'$6-!3/13!10'#(!&'3/!3/5!*%6'(1(3!0%#'.;!]13/5$=!$5#'%(10!0%#'.-!.1(!

1620',+!%$!*1625(!)%3/!3/5!2%-'3':5!1(*!(5#13':5!5,,5.3-!%,!1!:1$'53+!%,!,1.3%$-!%(!-4$:':10!'(!&1+-!

$5B4'$'(#!(41(.5*!5?201(13'%(;!C5.%(*=!&5!$5:510!3/13=!&'3/'(!6%$10!61$753-=!'(-3'343'%(10!.%6205?'3+!

61+!1.34100+!%,,5$!1*:1(31#5-!3%!-"!#.).!/+)$'*!%$#1('@13'%(-!)5.14-5!3/5+!122510!3%!)%3/!1!61$753!1(*!

2$%5(:'$%(65(310!0%#'.;!L(-3'343'%(10!.%6205?'3+!.1(!#':5!(5&!,'$6-!$%%6!3%!*',,5$5(3'135!3/5 6-50:5-!

,$%6!6%$5!.%(:5(3'%(10!'(.46)5(3-;!<'$*=!)+!/'#/0'#/3'(#!/%&!$5#'%(10!0%#'.-!.1(!.%(*'3'%(!3/5!'621.3-!

%,!61$753!,%$.5-!1(*!%$#1('@13'%(10!,%$6-=!%4$!-34*+!5?35(*-!3/5!0'35$134$5!%(!'(-3'343'%(-!1(*!

5(3$52$5(54$-/'2;!V'(100+=!&5!2$%:'*5!5(3$1(3-!'(!6%$10!61$753-!&'3/!2$1.3'.10!#4'*1(.5!%(!/%&!

#5%#$12/'.!5(3$+!*5.'-'%(-!61+!'621.3!3/5'$!./1(.5-!%,!-4$:':10;!

!

&5$'#$&).*+!4*.3"#'-%/!

\%$10!61$753-!5?20'.'30+!-557!3%!1**$5--!-%.'10!1(*!5(:'$%(65(310!2$%)056-!&/'05!'*/(,$+#".('&!

24$-4'(#!5.%(%6'.!2$%,'3!IS5%$#100'-!1(*!X55!GOGOF;!</'-!,%.4-!%(!1**$5--'(#!-%.'10!I5;#;!5.%(%6'.!

*5:50%2655(3!3/$%4#/!6'.$%,'(1(.5!IQ$+!1(*!^/1%!GOEPFF!1(*f%$!5(:'$%(65(310!2$%)056-!I5;#;!

1**$5--'(#!.0'6135!./1(#5!3/$%4#/!$5(5&1)05!5(5$#+!IM1./5.%!53!10;!GOETFF!*50'(5135-!-4./!61$753-;!g5&!

5(3$1(3-!'(3%!6%$10!61$753-!.%6)'(5!1!61$753!0%#'.!&'3/!1!-%.'10!&50,1$5!0%#'.!3%!*5,'(5!3/5'$!'*5(3'3+!1(*!

#%10-!I`4$1(*!53!10;!GOEH=![%$7!53!10;!GOE_F

,678 98:;!9<!$=>7?9<?!1:7@>AB!

C./%01$-!/1:5!0%(#!5?16'(5*!1(*!*',,5$5(3'135*!3/5!*$':5$-!%,!-"!#.).!1(*!-"!+,*.!-4$:':10!!&'3/'(!

565$#'(#!61$753-!IN1$$%00!1(*!U/5--'(1!GOO_=!U/5--'(1!1(*!N1$$%00!GOOPF;!</$55!,1.3%$-!/1:5!)55(!

.%(-'-35(30+!-/%&(!3%!)5!'62%$31(3D!61$753!1*%23'%(=!0%.10'@5*!.%6253'3'%(=!1(*!,'$6!5(*%&65(3-!

IZ%-5,+!53!10;!GOEYF;!V'$-3=!'(!%$*5$!,%$!,'$6-!3%!-4$:':5!&'3/'(!1(!565$#'(#!61$753=!3/5'$!2$%*4.3-!1(*f%$!

-5$:'.5-!64-3!1./'5:5!05#'3'61.+!1(*!&'*5-2$51*!/+%0"$!+-.1$*.#!16%(#-3!.%(-465$-h!3/'-!'(-'#/3!

1220'5-!3%!)%3/!-"!#.).!1(*!-"!+,*.!,'$6-!IS5$%-7'!GOOHF;!>%&5:5$=!&/5(!*561(*!,%$!(5&!2$%*4.3-!1(*!

-5$:'.5-!'-!:%013'05=!(5&!5(3$1(3-!/1:5!-61005$!$5-5$:5-!3%!*$1&!%(!3%!-4$:':5!3/5!051(!51$0+!+51$-;!b5.14-5!

3/5+!1$5!%,35(!$50'1(3!42%(!3/5!565$#'(#!61$753!1(*!*%!(%3!/1:5!5?BII-355056:5,9%61cm%B75!!.2!0%*24!8!%0,3!9!5%5$!5%0(!#!-248.5039593.001012

IN1$$%00!ERPWF=!-"!#.).!1$5!5?3$5650+!-5(-'3':5!3%!61$753!1*%23'%(;!</'-!./1005(#5!'-!5?1.5$)135*!'(!3/5!

51$0+!-31#5-!%,!'(*4-3$+!565$#5(.5!&/5(!5(3$1(3-!64-3!%,35(!./1$#5!1!2$'.5!2$56'46!.%621$5*!3%!.4$$5(3!

-.105*!61$753!%,,5$'(#-!1(*!-"!#.).!,'$6-!/1:5!(%!.%#('3':5!05#'3'61.+!'(!3/5!5+5-!%,!3/5'$!.4-3%65$!)1-5!

I`55*-!53!10;!GOOT=!C/52/5$*!1(*!^1./1$17'-!GOOH=!^'665$61(!1(*!^5'3@!GOOGF;!</5-5!,1.3%$-!10-%!1220+!

13!1!2$%*4.3!05:50!,%$!-"!+,*.!,'$6-h!3/5+!64-3!'(.4$!3/5!%22%$34('3+!.%-3!%,!5(35$'(#!5!565$#'(#!61$753-!

:5$-4-!10$51*+!-4..5--,40!2$%*4.3!0'(5-!IU/5--'(1!1(*!N1$$%00!GOOP=!C355(!1(*!Q51:5$!GOEYF

E

#5%#$12/'.!6 1$753-

Ib1$(533!1(*!V$55 6 1(!GOOE=!b1+4-!1(*!"#1$&10!GOOY=!N1(3(5$!53!10;!GOO_=!N1$$%00!1(*!>1((1(!GOOO=!

>50,13!1(*!X'5)5$ 6 1(!GOOG=!U/5--'(1!1(*!N1$$%00!GOOP=!M%*%0(+!53!10;!ERR_F;!!

,67898:;!9<! 1 C7:;! 1 :7@>AB(!

Q/'05!3/5!1)%:5!,'(*'(#-!/1:5!)55(!.%(-'-35(3!1.$%--!6 403'205!'(*4-3$'5-=!&5!1$#45!3/13! 6 %$10! 6 1$753-!

6 1+!2$5-5(3!1(!5?.523'%(10!.%(35?3;!V'$ 6 -!'(!(5&! 6 %$10! 6 1$753-! 6 1+!)5!21$3'.401$0+!-5(-'3':5!3%!3/5!

5,,5.3-!*5-.$')5*!1)%:5!)5.14-5!%,!3/5!*',,5$5(.5!)53&55(!3/5!:1045!3/5+!.$5135!1(*!3/5!:1045!3/5+!.1(!I%$!

-/%40*F!.1234$5!IC1(3%-=!GOEGF;!b5.14-5! 6 %$10! 6 1$753-!5?'-3=!'(!2$'(.'205=!3%!)5(5,'3!3/5!5(:'$%(6 5(3!%$!

:40(5$1)05!2%24013'%(-=!3/5!2$%*4.3-!1(*!-5$:'.5-!-%0*!3/$%4#/!3/5 6 !5,,5.3':50+!*5 6 1(*!1!2$5 6 '4 6 !,$% 6 !

)4+5$-=!5?1.5$)13'(#!3/5!./1005(#5-!,'$ 6 -!,1.5;!!L3!'-!10-%!2%--')05!3/13! 6 %$10! 6 1$753-!)5(5,'3!-% 6 5!,'$ 6 -!

'-2$%2%$3'%(1350+!'(!35$ 6 -!%,!0%.10'@5!.% 6 253'3'%(!1(*!%$#1('@13'%(10!5(*%& 6 5(3-=!21$3'.401$0+!&/5(!

3/5$5!1$5!25$.5':5*!*',,5$5(.5-!'(!3/5!:5$1.'3+!1(*f%$!143/5(3'.'3+!%,!,'$ 6 -d! 6 %$10! 6 '--'%(-;!!

L(!3/5'$!$5:'5&!%,!3/5! 6 %$10! 6 1$753-!0'35$134$5=!S5%$#100'-!1(*!X55!-4##5-3!i k 1!,%.4-!%(!-%.'10!

.%(35?3!1(*!'*5(3'3+!.1(!/502!5?201'(!'(-31(.5-!%,!5(3$+!3/13!1$5!(%3!,400+!5?201'(5*!)+!$5-%4$.5!%$!

.121)'0'3+9)1-5*!3/5%$'5-j!IGOGO=!2;!_WF;!Q5!5?35(*!3/'-!'(-'#/3!3%!-4$:':10!&'3/'(! 6 %$10! 6 1$753-;!e(3$1(3-!

'(3%! 6 %$10! 6 1$753-!-557!3%!-%0:5!5(:'$%(6 5(310!%$!-%.'10!'--45-!3/$%4#/!,%$92$%,'3!)4-'(5--5-=!1(*!

3/5$5,%$5! 6 4-3!1**$5--!3/5!*5 6 1(*-!%,!*':5$-5!14*'5(.5-!IC 6 '3/!1(*!b5-/1$%:!GOERF!&/5(!*5:50%2'(#!

1(*!2%$3$1+'(#!3/5'$!'*5(3'3+!I[%$7!1(*!X5(%?!GOETF;!</5!*'-3'(.3':5(5--!%,!1! 6 %$10! 6 1$753!1,,5.3-!3/5!

&1+!'(!&/'./!'3-! 6 5 6)5$-!'*5(3',+!3/5 6 -50:5-!IS5/ 6 1(!1(*!S$' 6 5-!GOEYF!1(*!/%&!(5&!5(3$1(3-!1$5!

25$.5':5*!I[%$7!53!10;!GOE_F;!</4-=!,'$ 6 !'*5(3'3'5-!'(! 6 %$10! 6 1$753-!1$5!%,35(!-/125*!)+!3/5'$!.% 6 6 4('3+!

IN%(#5$!53!10;!GOEP=!S$' 6 5-!53!10;!GOEPF!1(*!3/5!,55*)1.7!3/5+!$5.5':5!IJdg5'0!1(*!A.)1-1$1(!GOE_F;!

V4$3/5$=!25$.523'%(-!%,!,'$ 6 -!'(! 6 %$10! 6 1$753-!1$5!0'750+!'(,045(.5*!)++!1(7-784T5 6 1cm-+'./!

1 3/5!'--45!3/5! 6 1$753!1**$5--5-!I"(-1$'!53!10;!GOEH=!\4('$!53!10;!GOGEF;!b+!5(#1#'(#!'(!

IM1%05001!1(*!`4$1(*!GOEWF;!b5.14-5!%,!3/5-5!0%#'.!.%6)'(13'%(-!1(*!.%00'-'%(-!%,!*':5$-5!14*'5(.5-=!3/5!

651('(#-!1--%.'135*!&'3/!1!6%$10!61$753!1$5!%,35(!4(.051$!1(*!.%(35-35*!IQ5)5$!53!10;!GOOPF;!

L(!1!$50135*!-3$51 6=!3/5!/+)$'*!%$#1('@'(#!1(*!-%.'10!5(3$52$5(54$-/'2!0'35$134$5!/1-!$5.5(30+!

)5#4(!3%!.%(:5$#5!1$%4(*!0%.10'@5*!-%043'%(-!1-!.$'3'.10!3%!4(*5$-31(*'(#!/%&!(5&!,'$6-!1(*!61$753-!

1,,5.3!-%.'10!./1(#5!

.%6 64('3+!9!'(,045(.5!3/5!1.3%$-!&'3/'(!1!.%6 64('3+!)+!05#'3'6 13'(#!%$#1('@13'%(-d!#%10-!1(*f%$!

2$1.3'.5-;!V%$!5?1 6 205=!X55!1(*!X%4(-)4$+!IGOEWF!-/%&5*!3/13!1!$5#'%(10!

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

'(*4-3$+=!&'*5-2$51*!05#'3'613'%(!%,!,1$6'(#!&'3/%43!25-3'.'*5-!3$1(-0135*!'(3%!*5615(*!,%$!i-1,5$j!%$#1('.!

2$%*4.5!IX55!53!10;!GOEYF;!Q5!1$#45!3/13!3/5-5!'621.3-!1$5!0'750+!3%!)5!5:5(!6%$5!25$3'(5(3!'(!$5#'%(-!

%6'(135!)+!1!61$753!0%#'.=!1-!,'$6-=!.4-3%65$-=!1(*!%3/5$!-3175/%0*5$-!&'00!$50+!%(!61$753!-'#(10-=!'(!

3/5!,%$6!%,!'(.$51-5*!-105-=!3%!*535$6'(5!3/5'$!-3$135#'5-;!N%(:5$-50+=!.%6253'3'%(!&'00!.$5135!'(.$51-5*!

2$5--4$5-!1-!'(:5-3%$-!1(*!%3/5$!-3175/%0*5$-!.1(!./%%-5!,$%6!1!:1$'53+!%,!%$#1('@13'%(-!3%!-422%$3;!Q/'05!

25$-'-3!'(!%$!5?'3!3/5!'(*4-3$+;! \ %$5%:5$=!3/5!(%$613':5!%$'5(313'%(!%,!3/5!.%6 64('3+!'(!-4./!0%.105-!10-%!

/5'#/35(-!3/5!05#'3'61.+!%,!100!5(3$1(3-=!1(*!&5175(-!5?35$(10!$5-%4$.5!*525(*5(.'5-!'(!3/5!:1045!./1'(;!

</4-=!&5!/+2%3/5-'@5!3/13D!

: C+<!=#!/.%+,!/+%0"$'!+--%"''*#6!"#)*%.#/"#$+,!-"6%+-+$*.#A!$>"!1.'$*)"!%",+$*.#'>*1!?"$7""#!*
/+%0"$!+-.1$.#!+#-!2*%/!'(%)*)+,!7*,,!?"!-+/1"#"-!@*5"5A!?"!,"''!1.'*$*)"B!7>"#!$>"!*
1%."#)%.#/"#$+,!,.6*3!*#!+!%"6*.#!*'!'$%.#6"%5!*
!
: C?<!=#!/.%+,!/+%0"$'!+--%"''*#6!"#)*%.#/"#$+,!-"6%+-+$*.#A!$>"!#"6+$*)"!%",+$.#'>*1!?"$7""#!*
*,.3+,*4"-!3./1"$*$*.#!+#-!2*%/!'(%)*)+,!7*,,!?"!-+/1"#"-!@*5"5A!?"!,"''!#"6+$*)"B!7>"#!$>"!*
1%."#)%.#/"#$+,!,.6*3!*#!+!%"6*.#!*'!'$%.#6"%5!*
!*

5-4'+'0'+) -#(!,) 3 6(&7+'8!#-.!40$1+1#(9!*A2!3%!3/'-!2%'(3=!&5!/1:5!*'-.4--5*!

'(-3'343'%(10!0%#'.-!1$5!2$5:105(3;!V%$!5?1 6 205=!'(! 6 1(+!&5-35$(!.%005#5!3%&(-=!I5;#;=!b%40*5$=!N J h!

e4#5(5=! J] h! \ '--%401=! \ <F!.% 6 6 4('3+!,%.4-!%(!5(:'$%(6 5(310!-4-31'(1)'0'3+!'-!/'#/=!1(*!

-' 6 4031(5%4-0+!3/5$5!'-!-422%$3!,%$!5(3$52$5(54$-/'2!1(*!,4(*'(#!%,!-31$342-=!.%(#$45(3!&'3/!1! 6 1$753!

0%#'.!I-55!V'#4$5!" E!,%$!1**'3'%(10!$5#'%(-!5 6)5**5*!'(!'(-3'343'%(10!.% 6 205?'3+!&'3/'(!%4$!-1 6 205F;!L(!

-4./!1$51-=!,'$ 6 -!3/13!5(.%4$1#5!5(:'$%(6 5(310!$5-2%(-')'0'3+=!1(*!%,,5$!5(3$52$5(54$'10!-%043'%(-=!1$5!

0'750+!3%!,'(*!-422%$3!,$% 6 ! 6 403'205!14*'5(.5-;!>%&5:5$=!-4./!.% 6 205?'3+!.1(!2$5-5(3!1!./1005(#5!3%!

,'$ 6 -!3/13!.1((%3!12251-5! 6 403'205!14*'5(.5-!5 6)5**5*!'(!*',,5$'(#!0%#'.-!IM1./5!1(*!C1(3%-!GOEH1F;!!

Q5!3/5%$'@5!3/13!%$#1('@13'%(10!'*5(3'3+!&'00!1.3!1-!1! 6 5./1('- 6 !3%!*535$ 6 '(5!/%&!,'$ 6 -!1$5!

',,5$5(3'100+!' 6 21.35!)+!$5#'%(10!'(-3'343'%(10!.% 6 205?'3+!'(! 6 %$10! 6 1$753-;!" -!$5:'5&5*!1)%:5=! 6 1$753!

1*%23'%(=!.% 6 253'3'%(=!1(*!,'$ 6 !5(*%& 6 5(3-!%,,5$!&50095-31)0'-/5*!*$':5$-!%,!,'$ 6 !-4$:':10;!>%&5:5$=!

$5.5(3!&%$7!/1-!-4##5-35*!3/13!3/13!3/5!,%.4-!1(*!.%(#$45(.5!%,!,'$ 6 -d!'*5(3'3'5-! 6 1+!10-%!201+!1!$%05!

IS5%$#100'-!1(*!X55!GOGOF!'(! 6 %$10! 6 1$753-;!" ! 6 %$5!2.*3('"-!'*5(3'3+!10'#(-!3/5!,'$ 6 !-%050+!&'3/!3/5! 6 %$10!

6 1$753!1(*!.1(!5(/1(.5!25$.523'%(-!%,!05#'3' 6 1.+=!1(*!3/4-=!-3175/%0*5$!-422%$3;!L(!1**'3'%(=!'*5(3'3'5-!

3/13!1$5!3.#6%("#$!&'3/!

,%.4-5*!&'3/'(!3/5!5655$#'(#!61$753!IS5/61(!1(*!S$'65-!GOEYF;!V%$!5?1620=!U/5--'(1!1(*!N1$$%00!

IGOOPF!,%4(*!3/13!-"!#.).!

%,!3/5!61$753!*45!3%!3/5'$!,%.4-!.#,&!'(!#$55(!)4'0*'(#!2$%*4.3-=!1(*!HF!3/5'$!1)'0'3+!3%!-'64031(5%4-0+!

-/%&!.%(#$45(.5!&'3/!1!61$753!0%#'.!%,!5(3$52$5(54$'10!#$%&3/!1(*!1!2$%5(:'$%(65(310!0%#'.!%,!

5.%0%#'.10!2$%35.3'%(!3/$%4#/!3/5'$!-3135*!6'--'%(!.24000.21(!)-1(0)-1(%2G511(')-11(5(3(%5(:JETQ1(.10)5?TJET)TJET

b1-5*!%(!3/5!1)%:5=!&5!1$#45!3/13!'(-3'343'%(10!.%6205?'3+!'(!1!$5#'%(!&'00!05:50!3/5!201+'(#!,'50*!)53&55(!-"!#.).!1(*!-"!+,*.!,'$6-;!L(-3'343'%(10!.%6205?'3+!&'00!100%&!-"!#.).!,'$6-!3%

`5-'#(F!:%04(31$+!.5$3',.13'%(!2$%#$16!

c!

,'$69+51$!21(50=!3%!'*5(3',+!3/5!+51$!&/5(!1!,'$6!,'$-3!5(35$5*!3/5!-162 05=!1-!&500!1-!'3-!01-3!+51$!%,!

%25$13'%(;!Q5!.%624 35*!100!$5#'%(10!.%:1$'135-!13!3/5!653$%2%0'31(!-313'-3'.10!1$51!I \ C " F!05:50;!

/>I><J><A!2:79:K;>!

! ***:+$3!&7+'9!***Q5!4-5!1!N%?!/1@1$*!6%*50'(#!,$1655&%$7!I-55!6%*50!1(*!1(10+-'-!-5.3'%(!,%$!6%$5!

531'0-F!,%$!3/5!*525(*5(3!:1$'1)05!%,!2%/!''E*$=!1!)'(1$+!:1$'1)05!3/13!3175-!3/5!:1045!%,!O!,%$!100!+51$-!

&/5$5!3/5!,'$6!'*(%)*)"'!I';5;=!&1-!0'-35*!'(!3/5!S$55(-25.!*'$5.3%$+F!1(*

'(*4-3$+!255$-!13!3/5!#$1(401$!2$%*4.3!.135#%$+!05:50;#!V%$!5?1 6 205=!1!,'$6!2$%*4.'(#!*%%$-!1(*!&'(*%&-!'-!4(0'750+!3%!)5!'(!*'$5.3!.%6253'3'%(!&'3/!%(5!-500'(#!/513'(#!1(*!1'$!.%(*'3'%('(#!5B4'2 6 5(3;!b+!$5-3$'.3'(#!%4$! 6 51-4$5!3%!255$-!'(!3/5!-1 6 5!2$%*4.3!.135#%$+!&5!&5$5!1)05!3%! 6 %$5!1..4$1350+!'*5(3',+!0%.10'@5*!.% 6 253'3':5!5,,5.3-!'(!3/'-!.%(35?3;!

=&!-)1)!>+3!Q5!'(.04*5*!1!*4 6 6+!:1$'1)05!3%!'(*'.135!',!3/5!,%.10!,'$6!&1-!1!-"!#.)./IEF!%$!-"!+,*./IOF!,'$6;!Q5!.135#%$'@5*!,'$6-!1-!-"!#.).!)1-5*!%(!3/5'$D!EF!,%4(*'(#!*135=!GF! 6 '--'%(!-3135 6 5(3=!1(*!HF!2$%*4.3!%,,5$'(#;!Q5!,'$-3!'*5(3','5*!3/5!,%4(*'(#!+51$!%,!51./!,'$6=!3/$%4#/!1!-51$./!%,!.% 6 21(+!&5)-'35-!1(*!%(0'(5!*131)1-5-;!V%00%&'(#!2$'%$!&%$7!'(!5(3$52$5(54$-/'2!I" 6 5@.41!53!10;!GOEH=!C/$1*5$!53!10;!GOOOF!3/13

-31356 5(3!51./!+51$!3/13!3/5+!&5$5!'(!3/5!*'$5.3%$+=!1(*!$5:'5&5*!3/5!.%621(+d-!/'-3%$+!&/5(!1:1'01)05=!

$5#'%(10!'*5%0%#'5-!%,!1! \ C " d-!2%0'3'.10!051*5$-!1(*!.'3'@5(-!%(!1!0')5$109.%(-5$:13'%(!.%(3'(446!I-%4$.5D!

N'3'@5(!1(*!S%:5$(65(3!L*5%0%#+!*131)1-5=!/332-Dff$.,%$*'(#;&%$*2$5--;.%6f-31359'*5%0%#+9

cF

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6 51-4$5!3%!1..%4(3!,%$!3/5!1:1'01)'0'3+!%,!$505:1(3!$5#'%(10!/4 6 1(!.12'310!3/13!.1(!'6 21.3!,'$6!-4$:':10!

I a 5*401!1(*!U'6!GOERF;!

L(!1**'3'%(!3%!3/5-5!,'$6!1(*!$5#'%(10!05:50!.%(3$%0-=!&5!10-%!'(.04*5*!1!,400!-53!%,!'(*4-3$+=!

$5#'%(10=!1(*!35 6 2%$10!*4 6 6+!:1$'1)05-!3%!1**$5--!% 6 '335*!:1$'1)05!)'1-!'(!%4$!6%*50-!13D!EF!3/5!,'$6d-!

2$%*4.3!.135#%$+!3%!1..%4(3!,%$!'(*4-3$+!-25.',.!,1.3%$-!3/13!.%40*!'6 21.3!(5&!:5(34$5!-4$:':10=!GF!3/5!

\C"!1(*!-3135!05:50=!3%!1..%4(3!,%$!1(+!3'65!'(:1$'1(3!$5#'%(10!,1.3%$-!1(*!HF!+51$!*4 6 6 '5-=!3%!1..%4(3!

,%$!1(+!6 1.$%95.%(%6'.!35 6 2%$10!3$5(*-;!!

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Q5!4-5*!1!N%?!2$%2%$3'%(109/1@1$*!$5#$5--'%(!6%*50!I'*$3.E!.%6 6 1(*!'(!C3131F=!3%!6%*50!3/5!0'750'/%%*!

%,!1!,'$6!5?'3'(#!,$%6!3/5!S$55(C25.!*'$5.3%$+!'(!1!.105(*1$!+51$;!</'-!-56 '921$1 6 53$'.!6%*50!'-!,05?')05!

1(*!&500!-4'35*!3%!%4$!1(10+-'-!1-!'3!6 175-!(%!1--4 6 23'%(-!1)%43!3/5!,4(.3'%(10!,%$6!%,!3/5!/1@1$*!

,4(.3'%(!1(*!'(-351*!*5$':5-!'3!,$%6!3/5!4(*5$0+'(#!*131!I"00'-%(!ERRWF;!</5!*131-53!'-!-3$4.34$5*!&'3/!1!

-53!%,!1((410!%)-5$:13'%(-=!ERRR9GOOY=!,%$!51./!,'$6=!100%&'(#!,%$!6%*50!.%:1$'135-!3%!:1$+!)+!3'65;!X5,39

-'*5!3$4(.13'%(!'-!(%3!1(!'--45!'(!%4$!-16 205=!#':5(!3/13!%4$!*131!.%005.3'%(!&'(*%&!-31$3-!&'3/!3/5!'('10!

F%"'"#H1"3!'$5.3%$+!24)0'.13'%(;!</5!6%*50!-3$4.34$5!1..%4(3-!,%$!'#/39-'*5!3$4(.13'%(!'(!3/5!-16 205=!1-!

&5!5(*!%4$!%)-5$:13'%(!25$'%*!13!GOOY;!

!

#$,-+&,!!

V$%6!ERRR9GOOY=!3/5!3%310!(46)5$!%,!,'$6-!&1-!E=GHH=!%,!&/'./!HHR!&5$5!$56%:5*!,$%6!S$55(C25.!

I-4$:':10!$135!%,!YG;W o F;!GRY!-"!#.)./!,'$6-!5(35$5*!3/5!'(*4-3$+!1(*!EO_!%,!3/5-5!I122$%?'6 1350+!H_ o F!

,1'05*;!RH_!-"!+,*./*':5$-',+'(#!'(.46)5(3-!5(35$5*!3/5!'(*4-3$+=!1(*!GTP!%,!3/5-5!I122$%?'6 1350+!G_ o F!

5?'35*!3/5!61$753;!</4-=!&/'05!3/5$5!&5$5!,5&5$!-"!#.)./!3/1(!-"!+,*./5(3$1(3-!*4$'(#!3/5!-34*+!25$'%*=!

3/5'$!,1'04$5!$135!I';5;=!0'750'/%%*!%,!5?'3!,$%6!3/5!S$55(C25.!*'$5.3%$+F!&1-!.%621$13':50+!/'#/5$;!<1)05!E!

-/%&-!*5-.$'23':5!-313'-3'.-=!:1$'1(.5!'(,013'%(!,1.3%$-=!1(*!21'$&'-5!.%$$5013'%(-!)53&55(!3/5!:1$1)05-!'(!

%4$!6%*50;!"00!)':1$'135!.%$$5013'%(-!,%$!3/5%$53'.10!:1$'1)05-!%,!'(35$5-3!&5$5!'(!3/5!*'$5.3'%(!&5!

5?25.35*=!1(*!&5!,%4(*!(%!.5$(-!%,!64 03'.%00'(51$'3+!I651(!aLVrE;PWF;!

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L(-5$3!<1)05!E!1)%43!/5$5!
9999999999999999999999999999999!

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g5?3=!&5!.1$$'5*!%43!1!-5$'5-!%,!64 03':1$'135!1(10+-5-!&/'./!&5!$52%$3!'(!<1)05!G;!b5.14-5!3/5!

N%?!/1@1$*!6%*50!5-3'6135-!3/5!/1@1$*!$135!%,!,'$6-!5?'3'(#!,$%6!3/5!-162 05=!1!(5#13':5!s!.%$$5-2%(*-!3%!

1!0%&5$!0'750'/%%*!%,!,'$6!5?'3!I';5;=!1!/'#/5$!-4$:':10!2$%)1)'0'3+F=!&/'05!1!2%-'3':5!s!.%$$5-2%(*-!3%!1!

/'#/5$!0'750'/%%*!%,!,'$6!5?'3!I';5;=!1!0%&5$!-4$:':10!2$%)1)'0'3+F5!L(!\%*50!E=!&5!%(0+!'(.04*5!.%(3$%0!

:1$'1)05-;!Q5!%)-5$:5!3/13!3/5!0'750'/%%*!%,!,'$6!-4$:':10!'-!/'#/5$!,%$!,'$6-!3/13!5(35$!13!1(!%0*5$!1#5!Is r9

0;OOW=!2r0;OHF=!1$5!0%.135*!'(!\C"-!&'3/!6%$5!Xee`!1..$5*'35*!2$1.3'3'%(5$-!Is r9O;E_=!2r0;ORF=!1!/'#/5$!

S`M!25$!.12'31!Is r9O;0P=!2r0;OWF!1(*!&/5$5!&135$!4-1#5!$135-!1$5!/'#/5$!Is r0;EY=!2r0;O_F;!L(!\%*50!G=!

&5!'(3$%*4.5!3/5!)1-50'(5!5,,5.3-;!"-!5?25.35*=!&5!%)-5$:5!3/13!3/5!0'750'/%%*!%,!,'$6!-4$:':10!'-!/'#/5$!'(!

\C"-!&/5$5!3/5$5!'-!/'#/5$!/+%0"$!

cC

.)/+0rEG;EP=!2rO;OGF;!</4-=!&5!,'(*!-422%$3!,%$!>+2%3/5-5-!E1!1(*!E);!Q5!20%3!3/5-5!'(35$1.3'%(-!'(!V'#4$5!

)1-50'(5!/1@1$*!$135!%,!5?'3rEF;!</'-!651(-!3/13!3/5!2$%)1)'0'3+!%,!-"!#.).!,'$6!-4$:':10!&1-!EPo!0%&5$!3/1(!-"!+,*.!,'$6-=!.535$'-!21$')4-;!>%&5:5$=!'(!\C"-!&'3/!'(-3'343'%(10!.%6205?'3+=!&5!%)-5$:5!3/13!3/5!-4$:':10!2$%)1)'0'3'5-!%,!3/5!3&%!,'$6!3+25-!1$5!5B410=!&'3/!-"!#.).!2*%/'!K4-3!1-!0'750+!3%!-4$:':5!1-!3/5'$!-"!+,*.!.%4(35$21$3-;!</5!2$%)1)'0'3+!%,!-4$:':10rTOo!,%$!-"!#.).!,'$6-!I/1@1$*!$135!%,!5?'3rE;TPF=!&/'05!3/5!2$%)1)'0'3+!%,!-4$:':10rTOo!,%$!-"!+,*.!,'$6-!I/1@1$*!$135!%,!5?'3rE;WEF;!</4-=!&5!10-%!,'(*!-422%$3!,%$!>+2%3/5-'-!H);!N%621$'(#!1!$5#'%(!&'3/%43!'(-3'343'%(10!.%6205?'3+!3%!%(5!&/5$5!'3!'-!2$5-5(3=!3/5!-4$:':10!0'750'/%%*!%,!-"!#.).!,'$6-!'(.$51-5-!)+!P

.%(3'(446;!<%!*%!-%!&5!.$5135*!1(!1035$(135!-25.','.13'%(!%,!3/'-!:1$'1)05!)+!-466'(#!I%$!1035$(1350+!

-'3413'%(-!&/5$5!)%3/!61$753!1(*!2$%5(:'$%(65(3102%#'.-!1$5!-3$%(#!'(!1!.%664('3+!8!3%!$5*4.5!3/5!

-4$:':10!*'-21$'3+!3/5+!3+2'.100+!,1.5!$5013':5!3%!-"!+,*.!,'$6-;!</5-5!,'(*'(#-!.%(3$')4351$%!$5-51$./!%(!

,'$6!-4$:':10!1(*!3%!4(*5$-31(*'(#!3/5!

':5$-',+'(#!'(.46)5(3-!1(!%22%$34('3+!,%$!-31$342-!&'3/'(!6%$10!61$7533-;!Q/5(!-"!#.).!,'$6-d!'*5(3'3+!'-!10'#(5*!&'3/!.%6205?!$5#'%(10!0%#'.-=!3/5+!61+!(%3!%(0+!5(K%+!#513535!05#'3'61.+!)43!10-%!)5!'(-40135*!,$%6!.%6253'3'%(!)+!'(.46)5(3-!&/%!1$5!:'5&5*!1-!05--!1433/5(3'.;!Q5!)50'5:5!3/5!*'-3'(.3':5(5--!%,!-"!#.).!,'$6-!'(!$5-25.3!3%!*':5$-',+'(#!'(.46)5(3-!61+!)5!*$1&(!'(3%!-/1$25$!.%(3$1-3!4(*5$!'(-3'343'%(10!.%6205?'3+;!</4-=!

Q5!10-%!5?35(*!X%4(-)4$+d-!IGOOYF!&%$7!%(!.%6253'(#!0%#'.-d!5,,5.3-!%(!'(*4-3$+!*+(16'.-!
&/'./!-/%&5*!3/13!.%6253'(#!0%#'.-!.1(!)5.%65!1(!i5(*4$'(#!,'?34$5!%,!I1(F!'(*4-3$+;j!J4$!-34*+!
2$%:'*5-!(5&!'(-'#/3!'(3%!3/5!-3$4.34$'(#!%,!.%6253'(#!0%#'.-!3/$%4#/!%4$!3/$55!2$%3%3+2'.10!$5#'%(10!
.1-5-D!EF!%(5!'(!&/'./!1!0%(#-31(*'(#!0%#'.!$561'(-!*%6'(1(3=!GF!1!$5.5(30+!'(3$%*4.5*!0%#'.!)5.%65-!
%6'(1(3=!1(!HF!'(-31(3'135*!.%6253'(#!0%#'.-;!J4$!,'(*'(#-!-/%&5*!3/13!3/5-5!*',,5$5(3!0%#'.!
1$$1(#565(3-!1,,5.3!'(*4-3$+!*+(16'.-!I'(!%4$!.1-5=!3/5!2%2401 3'%(!.%62%-'3'%(!%,!1!(5&!6%$10!61$753F!'(!
.%6205?!&1+-!-4./!1-!*1625('(#!1(*!1620',+'(#!%,!)%3/!2%-'3':5!1(*!(5#13':5!5,,5.3-!%,!3$1*'3'%(10!
$':5$-!%,!-4$:':10;!J4$!-34+!*',,5$-!,$%6!3/5%$53'.10!5?25.313'%(-!3/13!*%6'(1(3!0%#'.-!35(*!3%!)5!3/5!
6%-3!'62%$31(3!'(!-/12'(#!(5&!61$753-;!L(!3/5!.1-5!%,!6%$10!61$753-!-25.',.100+=!%4$!,'(*'(#-!1$5!
21$3'.401$0+!-10'5(3;!Q/'05!*%6'(1(3!.4034$10!-422%$3!,%$!3/5!-%.'10!%)K5.3':5-!%,!1!6%$10!61$753=!%(!'3-!
,1.5=!&%40*!-556!3%!)5!)5-3!,%$!-422%$3'(#!3/5!,'$6-!6%-3!10'#(5*!&'3/!3/%-5!-%.'10!%)K5.3':5-=!3/'-!61+!
(%3!10&1+-!)5!3/5!.1-5;!L(!-46=!%4$!,'(*'(#-!-4##5-3!64 03'205!%22%$34('3'5-!,%$!,434$5!&%$7!3%!5?20%$5!3/5!
.%6253'3'%(!)53&55(=!1(*!.%5?'-35(.5!%,=!$5#'%(10!0%#'.-!'(!64./!#$5135$!*523/;!\4./!%,!3/'-!&%$7!.%40*!
)5!*%(5!&'3/'(!3/5!565$#'(#!0'35$134$5!%(!'(-3'343'%(-!1(*!5(3$52$5(54$-/'2;!!

)<BA9A6A9C<B!:<J!$<A7>I7><>67BG9I!

J4$!,'(*'(#-!10-%!5?21(*!%(!3/5!)$%1*5$!0'35$134$5!5?16'('(#!3/5!$5013'%(-/'2!)53&55(!'(-3'343'%(-!1(*!
5(3$52$5(54$-/'2!I,%$!1!$5:'5&!-55!<%0)5$3!53!10;!GOEEF;!Q/'05!2$'%$!&%$7!/1-!-/%&(!3/13!)%3/!-%.'10!
6%:565(3-!1(*!-%.'10!(%$6-!.1(!'621.3!5(3$52$5(54$'10!5(3$+=!

'(-3'343'%(10!0%#'.-!61+!(%3!-'620+!)5!-422%$3':5!,%$!5655$#5(3!6%$10!61$7533-=!)43!61+!10-%!'(35$1.3!&'3/!

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)9 .) , -)3+-3D&13&)9-/&)0)3/&4 , 6 8 &/ =)&*/C7E&*1 8 . 5)&A-;);2&1&56F) , &*C , 0-015&B&

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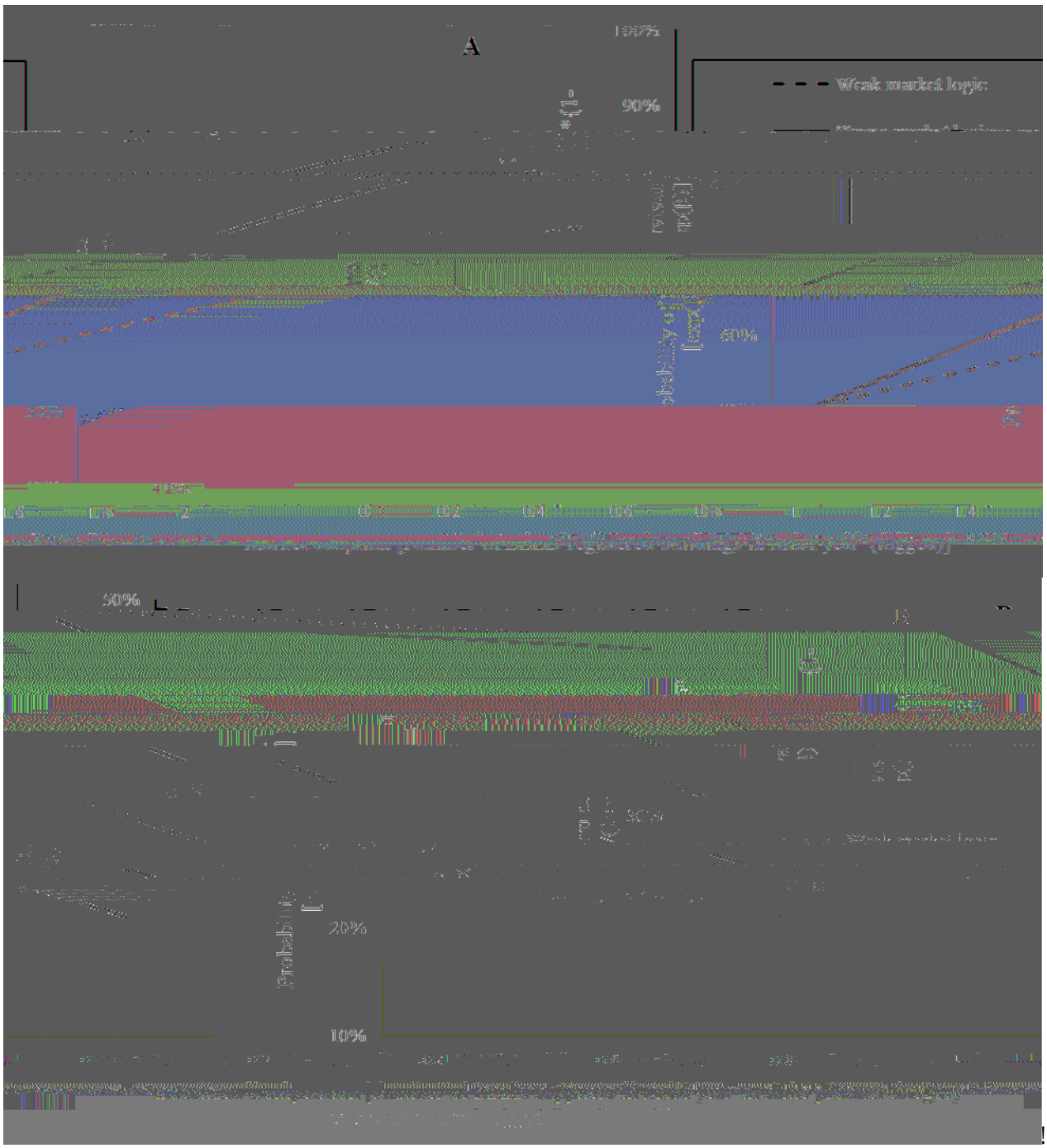
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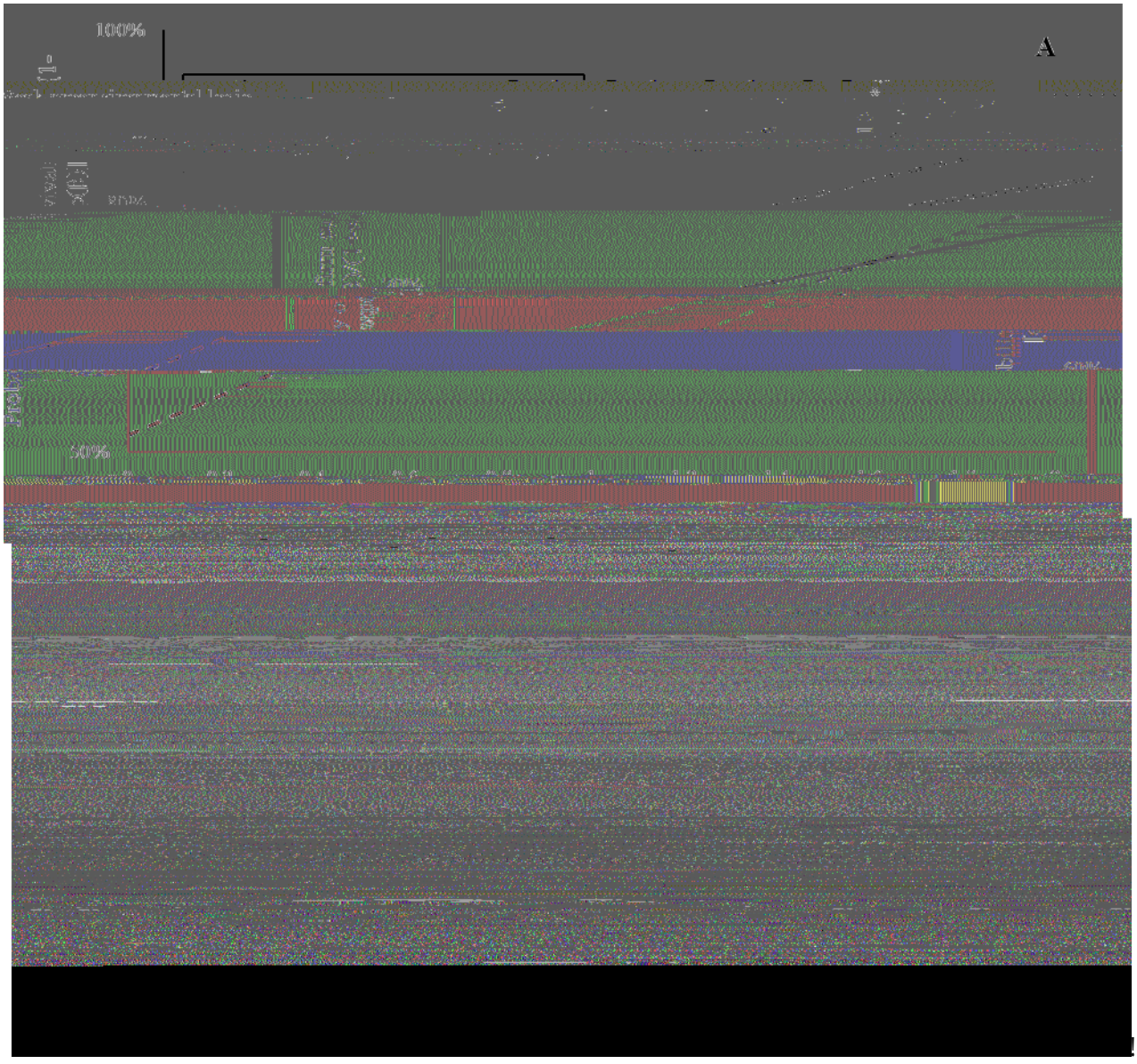
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I 67;#GM+# Y:)):&=?# I +#$%&' (&)#*#0OP1O4# , '- (:;%#R&:;?D#G'7Z7;.'A#7BR7':7;L7#&;@#.67#L6&))7;%7#-<#
.'&;?:.:-;#.-#:;L9=T7;LAC#*+. ,+"3$%= ,) ,3$%:$#UU0U4DO"OFOV3C#

I 6-:# a W+#M77#NH+#X&7>#I #0OP134# , '- (.6#-<#H7#$):-#&;@#H7# J -8-#<:'=?#:;#.67#;7 (#&;@#'7;7 (&T)7#7;7'%A#
:;@9?.'AC#E)9$%E)) (#$#OU0!4DO2"FU1OC#

I -;%7'# / +# / L / 9))7;#NW+#X7'%=&;#N'#XN+# g -'>#N , #0OP1E4# I &.7%-'A#=7=T7'?6:R+#:@7;.:.A#L-;.'-)+#&;@#.67#
'778&)9&.:-;#-<#R'-?-L:&)#-RR-'.9;:.:7?C#:$%; -2$%<")+-.$#UU0O4D1V2FOP3C#

I -'T7..#N+# / -;.%-=7'A#$ Y #0OP1V4#c;8:'-;=7;.&)#c;.'7R'7;79'?6:R#&;@#];.7'-'%&;:K&.:-;&)#
$''&;%7=7;.?D#$# / -@7)#-<#W-L:&)ZT7;7<:.# / &'>7.# I '7&.:-;C#*+. ,+"3$%&)+."8$%:$#110!4D!OOF!!PC#

H&6)# / W+#W-'7;?-;#Q#0OP1O4#S-=7#? (77.#6-=7D#c;.'7R'7;79'?h#)-L&.:-;#L6-:L7?#&;@#.67#R7'<-'=&;L7#-<#
.67:'#87;.9'7?C#=,) ,3$%*'/$#"E034D1P"2F1PV1C#

H&'.#*#0OPP!4#567#)7%:.:=&LA#-<#?-L:&)#7;.7'R':?7C#?()8.(J/+%=,) ,3$%H",9".24$#1!0!4D!11F!O!C#

H77@?#HM+# / &;%#Gg+#\'&;@?7;# / M#0OPP!4#567#:;<)97;L7#-<#<:'=?h#&;@#:;@9?.':7?h#)7%:.:=&LA#-;#.67#<)-(#
-<#L&R:.&)#:;.-#6:%6Z.7L6;-)-%A#87;.9'7?C#*+. ,+"3$%>.3,)$#O014D2FU!C#

H7)%&@-# / +#G-'.7'# / c+#W.7';#W#0OP1"4#H7<:;:;%#L)9?.7'?#-<#'7)&.7@#:;@9?.':7?C#:$%&'()$%B"(3.$#13014D1F
UEC#

H7)=&?# / +#*9??-# / d+# / -;.7?ZW&;L6-# / N#0OPPV4#H7'7%9)&.:-;#&;@#7;8:'-;=7;.&)#@:<<7'7;.:&.:-;#:;#.67#
7)7L.':L#9.:):.A#:;@9?.'AC#*+. ,+"3$%=,) ,3$%:$#OE0O4D1E2FOP2C#

H7;L>7'#N I +#, '9T7'# / +#W6&6#W a #0OPP24#G'7Z

#

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#

S-RR=&;;#N+#d7'=77'#X#0OP124#567#@-9T)7#:=R&L.#-<#:;?.:.9.:-;?D#];?.:.9.:-;&)#?R:))-87'?#&;@#
7;.'7R'7;79':&)#&L.:8:.A#:;#.67#?-)&'#R6-.-8-).&:L#:;@9?.'AC#:$%;-2$%<")+-.$D1P"23PC#
S-(&'@Z,'7;8:))7#N+#X9L>)7#WN+#S-?>:;?#XN+#,7-'%7#,#0OP1!4#I):=&.7#L6&;%7#&;@#=&;&%7=7;.C#5',9$%
=,),3"$%:$#"V0U4D31"F3OUC#
]GII#0OP1E4#B0(D,0%P,.6/)3%(J%Q$RS%@7%5)%EG@@%*8"'/,0%!"8(.+%()%+4"%E68,'+2%(J%B0(D,0%P,.6/)3%(J%

#

M9=R>:;#,5+#X&Ll#W#0OP124#I:8:L#(7&).6#L'7&.:-;D#$#;7(#8:7(#-<#?.&>76-)@7'#7;%&%7=7;.#&;@#?-L:7.&)#
:=R&L.C#*5',9%=,),3%G".28"'*+$#UU0!4DUEUF!P!C#
/&)7'T&#\+#Q'?7;:%-#M#012234#567#@A;&=:L?#&;@#78-)9.:-;#-<#:;@9?.':7?C#E)9$%@(.8$%@4,)3"#"014D"1FEVC#
/&;;:B#c$+#J7&)7#/$+#J-'.6L'&<.#,X#0122"4#c19:.A+#719&):.A+#-'#;77@b#567#7<<7L.?#-<#-'%&;:K&.:-;&)#
L9).9'

!

#

#

k6&-#c g+#]?6:6&'&# / +#M-9;?T9'A# / #0OP1U4#Q87'L-=:;%#.67#]))7%:.:=&LA#H:?L-9;.D#I9).9'&)#
c;.'7R'7;79'?6:R#:;#.67#`W#\7&.9'7#\:)=#];@9?.'A@#>.3,)$%*+-9$#U!01O4D1V!VF1VV3@#
k6&-#c g+#Y'A#5#0OP134#J-.#&))#:;7l9&):.A#:?#7l9&)D#H7L-;?.'9L.:;%#.67#?-L:7.&)#)-%:L#-<#R&.':&'L6A#.-#
9;@7'?.&;@#=:L'-<:;&;L7#)7;@:;%#.-#(-=7;@#

( ) * + , "! - . , '!

'/0012341!5607821"#!$%!&##'("$)*!+,'-*##',!$%.!/"*)*,!0(12$,3!41$",!'-!5%),*6,*%*7,#1"6!8!4'9 9 7%"):!$)!)1*!;*(1%"($<!=%">*,#"):!'-!?7%"(1@!0(1''<!'-!?$%$A*9*%)B!C*!,*(*">*.!1"#!+1/!"%!0),$)*A"(@!5%),*6,*%*7,"$<@!$%.!D,A$%"3$)"'%$<!0)7."*#!-,'9!)1*!E**.#!0(1''<!'-!F7#"%*##!$)!)1*!=%">*,#"):!'-!4'<',$.'!F'7<.*,B!+,'-*##',!G*.7<$H#!)*$(1"%A!$%.!,*#*$,(1!$,*!-'(7#*.!