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>!" / * / !\$%, 2! / ?@ABCDEF!C?!CGA!H?IE! J ABAKD! / ?BKABCL?BM#!

!

)?@A!)CDCAM! DICG?ELNA! CGA! AOP?EC! ?H! QADP?BM! RB?QLBS! CGAF! QLTT!
PE?UDUTF! UA! IMAV!C?!W?@@LC! QDE! WEL@AM#! 4GLM! HT?Q! ?H! QADP?BM! W?BCLB IAM!
UAWDIMA!@DBF!)CDCAM!EAHIMA!C?!L@P?MA!DBF!TL@LCDCL?BM!?B!CGALE!DE@M!CEDBMHAEM#

!"#\$%&\$!'()*!+*,*"-%. (&#/"0 (&*I*) 2%'&*3#" \$%#&4!%\$5' (&"!

M? IEWAMMIWG!DM!M?WLD!@AVLD!BAQM!EAP?ECM!CGA!5BLCAV!`DCL?BM!?!E!CGAE!`?BZ
J?KAEB@ABCD!<ESDBLNDCL?BM![`J<M\#!

""# ' !

4GA! / ++4!JIVS@ABC!QDM!GDBVAV!V?QB!LB!EAMP?BMA!C?!CGA!W?BHTLWC!LB!
aA@AB#!"B!bDEWG!\$,OY!CGA!)DIVLZ5+8!W?DTLCL?B![c/?DTLCL?Bd\!LBCAEKABAV!LB!
CGA!WLKLT!QDE!LB!aA@AB!PIEMIDBC!C?!CGA!S?KAEB@ABCeM!EA^IAMC!H?E!MIPP?EC!
DSDLBMC!CGA!X?ICGL!EAUATM#!4GA!DE@AV!LBCAEKABCL?B!LBWTIVAV!DE@M!DBV!
CAWGBLWDT!MIPP?EC!HE?@!CGLEV!PDECLAMY!TLRA!CGA!5BLCAV!6LBSV?@!DBV!CGA!5BLCAV!
)CDCAM#!4GA!S?DT!?!H!CGA!PAEDCL?B!QDM!C?!MC?P!CGA!X?ICGLM!HE?@!W?BCE?TILBS!
DVLVCL?BDT!CAEELC?EF!LB!CGA!EASL?B#!4GA!PAEDCL?B!W?BMLCAV!?!H!DLE!U?@ULBSMY!
D!MAD!UT?WRDVAY!DBV!D!VLMPEMDT!?!H!SE?IBV!H?EWAM#!*?ISGTF!H?IE!FADEM!MLBWA!
CGA!LBCAEKABCL?B!ATDPMAY!@LTL?BM!?!H!LBB?WABC!aA@ABL!TLKAM!GDKA!UAAB!

!(/ " 0 6 \$! " \$ &) % 7 (/ &) # , % (. % *) " \$ &) # " * () # , % , # 6

KL?TDCL?BM!?!LBCAEBDCL?BDT!GI@DB!ELSGCM!LB!aA@AB# !`?C!BTF!VLV!CGA!AOPAECM!
GDKA!EADM?B!C?!UATLAKA!QDE!WEL@AM!QAEA!W?@LCCAVY!UIC!CGAF!WTDL@AV!CGLEVZ
PDECF!)CDCAM!LBVLEAWCTF!W?BCELUICAV!C?!CGA!QDE!WEL@AM!UF!PE?KLVLS!QADP?BMY!
LBCATLSABWA! DBV! SABAEDT! MIPP?EC! C?! CGA!)DIVLZ5+8! W?DTLCL?B# ! 4GA!
LBK?TKA@ABC! ?H! ' ELCDLB!DT?BA!EDBSAV!HE?@!CGA!MDTA! ?H! @LMMLTAM!C?!CEDLBS!
)DIVL!PLT?CM!LB!CGA!EASL?B# +C! ?BA!P?LBC!CGAEA!QAEA!E?ISGTF!2Y-%!PELKDCA!
'ELCLMG!W?BCEDWC?EM!MCDCL?BAV!LB!)DIVL!+EDULD# !)LBWA! \$% ,OY!CGA! 5BLCAV!
6LBSV?@!S?KAEB@ABC!TLWABMAV!@?EA!CGDB!MLO!ULTL?B!V?TTDEM!LB!QADP?BM!C?!
)DIVL!+EDULD# !

1AMPLCA!CGA!QADTCG! ?H!LBH?E@DCL?B! ?B!GI@DB!CDELDB!TDQ!KL?TDCL?BM!DBV!
CGA!W?BCLBI ?IM!HT?Q! ?H!QADP?BM!ABW?IEDSLBS!CGA@Y!W?IBCELAM!TLRA!CGA! 5BLCAV!
6LBSV?@!DEA!TLRATF!C?!AMWDP!EAMP?BMLULLCF!UF!WTDL@LBS!CGA! / ?DTLCL?B!DT?BA!
LM!WG??MLBS!QG?C?!CDESAC#14GA!H?E@AE!JIMCHLWDCL?B!LMC?ISG!C? !W?IBCAE!UAWDIMA!
G?TVLBS!D!)CDCA!EAMP?BMLUTA!H?E!MIPPTFLBS!QADP?BM!C?!DB?CGAE!)CDCA!CGDC!LM!
DITASAVTF!W?@ @LCLBS!QDE!WEL@AM!LM!D!TASDTTF!W?@PTLWDCAV!@DBBAE#!

4GA!+ECLWTAM! ?B!CGA!*AMP?BMLULLCF! ?H!)CDCAM!H?E!"BCAEBDCL?BDTTF! ; E?BSHIT!
+WCM![c+ECLWTAMd\!GDKA!UAAB!SABAEDTTF!DWWAPCAV!DM!CGA!S?KAEBLBS!TDQ! ?B!CGA!
LMMIA# !4GA!+ECLWTAM!DEA!D!PE?VIWC! ?H!CGA! 5BLCAV! `DCL?BMe!"BCAEBDCL?BDT! =DQ!
/ ?@ @LMML?B!DBV!QAEA!DPPE?KAV!UF!CGA! JABAEDT!+MMA@UTF# !4GA!+ECLWTAMeM!
HED@AQ?ER!EA^ILEAM!DPPTLWDBCM!C?!@AAC!IBEADT!AKLVABCLDEF!UIEVABMY!DBV!LC!LM!
EAHAEEAV!C?!DM!CGA!cDCELUICL?B!V?WCELBA#d !+WW?EVLBS!C?!CGA!"BCAEBDCL?BDT! =DQ!
/ ?@ @LMML?BeM! / ?@ @ABCDEF! ?B!+ECLWTA!)LOCAABY!DB!DPPTLWDBC!@IMC!MG?Qg![, \!
CGA!CGLEVZPDECF!)CDCA!QDM!*T*\$(!?H!CGA!MPAWLHLW!WLEWI@MCDBWAM!MIEE?IBVLBS!CGA!
QE?BSHIT!DWCY![\$!CGA!CGLEVZPDECF!)CDCA!SDKA!DLV!QLCG!CGA!%#+(#? !HDWLTLCDCA!CGA!

!"#\$%&\$!'()*!+*,*"-%. (&#/"0 (&*I*) 2%'&*3#" \$%#&4!%\$5' (&"!

' !

4GA! +ECLWTAM! V?! B?C! PE?KLVA! D! HADMLUTA! TASDT! UDMLM! H?E! G?TVLBS! D!) CDCA!
EAMP?BMLUTA! QGAB! LC! DICG?ELNAM! CGA! PELKDCA! MDTA! ?H! QADP?BM#! fLEMCY! D! VLEAWC!

!"#\$%&\$!'()*!+*,*"-%. (&#/"0(&*I*)2%'&*3#"#\$%&4!%\$5'(&"!

CGA!f?IE!J ABAKD!/?BKABCL?BM!LB!b DEWG!\$,2#!4GAMA!W?@@ABCDELAM!PE?KLVAV!
CGA!MPDER!CGDC!LSBLCAV!CGA!TASDT!VLMWIMML?B! ?B! D! UE?DVAE!DPPTLWDCL?B! ?H!
/?@@?B! +ECLWTA! <BA# ! 4GA! /?@@ABCDELAM! AOPTDLB! CGA! MIUMCDBCLKA!
?UTLSDCL?BM!IBVAE!/?@@?B!+ECLWTA!<BA!CGDC!VAKAT?PAV!LB!CGA!FADEM!MLBWA!CGA!
PE?@ITSDCL?B!CGA!J ABAKD!/?BKABCL?BM#!4GA!" / * / !EAW?SBLNAM!CGDC! ?ELSLBDTTF!
/?@@?B!+ECLWTA!<BA!QDM!B?C!D!MIUMCDBCLKA!PE?KML?BY!LBMCADV!LC!QDM!D!c@AEA!
MCFILMCLW! WTDIMA#d ! "B! PDECLWITDEY! CGA! " / * / ! DBV! TASDT! W?@@ABCDC?EM! GDKA!
ATDU?EDCAVg! [, \!CGA!CFPAM! ?H! ?UTLSDCL?BM! / ?@@?B! +ECLWTA! <BA!L@P?MAMY! [\$\!
QG?!LM! ?UTLSDCAV! IBVAE! / ?@@?B! +ECLWTA! <BAY! DBV! [-\! QGLWG! DHHLE@DCLKA!
VAHABMAM!D!PDECF!@DF! ?HHAEC?!AOWIMA!DWW?IBCDULTLCF#!

!(/ " 0 6 \$! " \$ &) % 7 (/ &) # , % (. % *) " \$ &) # " * () # , % , # 6

UIC!CGA!?PAEDCL?BM!@DF!CDRA!DBF!KDELACF!?H!H?E@M!DBV!AOCABV!UAF?BV!DE@AV!
H?EWAM!DWCLBS!?B!UAGDTH!?H!CGA!XLSG! / ?BCEDWCLBS! 9DECLAM! QG?MA!W?BVIWC!LM!
DCCELUICDUTA!C?!CGA@#! b ?EA!L@P?ECDBCTFY!CGA!VICF!C?!ABMIEA!EAMPAWC!AOCABVM!C?!
)CDCAM!QG?!HDLT!C?!@ ?BLC?E!CGA!UAGDKL?E!?H!PELKDCA!LBVLKLV!IDTM!?KAE!QG?@!CGA!
)CDCA!AOAEWLMAM!DICG?ELCF# ! f IECGAEY!CGA!VICF!C?!ABMIEA!EAMPAWC!AOCABVM!C?!
)CDCAM!QG?!DEA!B?C!D!PDECF!C?!CGA!W?BHTLWC!UIC!MCLTT!AOAEWLMA!M?@A!VASEAA!?H!
LBHTIABWA!LB!CGA!W?BHTLWC![L#A#!MDTA!?H!QADP?BM\#!

1# > 7*+!%0!+7(!"B+(#!2C!+7(!=34%?*+%2#!+2!"#0'\$(!/(0I(9+'#6(\$!; 2<<2#!
8\$+%94(!=#(A!

5BVAE!CGA!\$, 2! / ? @ @ ABCDEFY!CGA!VICF!C?!IBVAECDRA!C?!EAMPAWC!DBV!ABMIEA!
EAMPAWC!H?E!CGA! / ?BKABCL?BM!EAPAMABC!CQ?!CFPAM!?H!?UTLSDCL?BM#!4GA!BASDCLKA!
?UTLSDCL?BY!L@PTLAV!HE?@!CGA!VICF!C?!IBVAECDRA!C?!EAMPAWCY!VA@DBVM!CGDC!CGA!

!"#\$%&'()*+,-./:;<=>?@ABCDEF!EAW?SBLNAM!CGDC!CGLM!BASDCLKA! ?UTLSDCL?B!

WEL@AM#! 4GA! \$%, 2! /?@ABCDEF! EAW?SBLNAM! CGDC! CGLM! BASDCLKA! ?UTLSDCL?B!
AOACBVM! C?! DE@M! CEDBMHAEM! DBV! EA^ILEAM! CGA! DMMLMCLBS!)CDCAM! C?! QLCGG?TV!
CEDBMHAEM! CGDC! QLT! TLRAF! KL?TDCA! CGA! /?BKABCL?BM! [UDMAV! ?B! HDWCM! ?E!
RB?QTAVSA! ?H!PEL?E!KL?TDCL?BM\# !

+! KL?TDCL?B! LM! B?C! AMCDUTLGMV! LH! D!)CDCA! PE?KLVAM! @LTLCDEF! QADP?BM! C?!
DB?CGAE!PDECF!QG? !M!TLRAF!C? !W?@ !LC!QDE!WEL@AM#!4GA!BAOCMCAPIH?E!CGA!W? IECM!
LM!C?!LVABCLHF!QGACGAE!D!)CDCA!GDM!V?BA!LCM!VIA!VLTLASABWA!LB!LBKAMCLSDCLBS!CGA!
P?MMLUTA! W?BCELUICL?BM! C?! GI@DBLCELDDB! TDQ! KL?TDCL?BM#! b DCAEM! DEA! HIECGAE!
W?@PTLWDCAV! QGAB!EAWLPLABCM! ?H! QADP?BM!EAH!MA!C?!EAMP?BV!C?!DBF!LB^ILELAM!
DU?IC!QDE!WEL@AM#! 4GLM!CFPA! ?H!MLCIDCL?B!EDLMAM!CGA!^IAMCL?B!QGACGAE!)CDCAMY!
QG?MA! WLCLNABM! W?BCLBIA! C?! MIPPTF! CGA! QADP?BM! MG?ITV! MCLT! UA! GATV!
EAMP?BMLUTA!LB!CGA!DUMABWA! ?H!DBF!LB^ILELAM!LBC?!CGA!EAWLPLABCM!W?BVIWCH!

<?BD!XDCGDQDF!DESIAM!CGDC!)CDCAM!PE?KLVBS!@LTLCDEF!DMMLMCLBWA!KL?TDCA!
CGALE! /?@?B!+ECLWTA!<BA! ?UTLSDCL?BM!QGAB!QDE!WEL@AM!DEA!TLRAF!C?!EAMITC# !
)CDCAM!QG? !PE?KLVAM!@LTLCDEF!DMMLMCLBWA!KL?TDCA!CGA! /?BKABCL?BM!EASDEVAMM! ?H!
PE?KLVBS! DLV! C?! B?BZMCDCA! DWC?EM! ?E! DICG?ELNLBS! CGA! QADP?BMe! AOP?EC# !!
+WW?EVLBS!C?!XDCGDQDF!)CDCAM!UEADWG!CGALE! /?@?B!+ECLWTA!<BA! ?UTLSDCL?B!
UF![D\!HDLTBS!C?!PE?PAETF!DMMAMM!QGACGAE!DMMLMCLBS!D!B?BZMCDCA!DWC?E!QLT!TLRAF!
KL?TDCA!CGA! J ABAKD! /?BKABCL?BM!DBV![U\!HDLTBS!C?!AOAEWLMA!VIA!VLTLASABWA!DBV!
CDRA!DHHLE@DCLKA!MCAPM!CGDC!DMMIEA!B?BZMCDCA!DWC?EM!V?!B?C!KL?TDCA!CGA! J ABAKD!
/ ?BKABCL?BM# ! XDCGDQDF! DTM?! MIPPECM! CGA! EAW?SBLCL?B! ?H! DB! DHHLE@DCLKA!
VAHABMA!H?E!CG?MA!MCDCA! QG? !@DRA!DCCA@PCM!C?!DMMAMM!P?MMLUTA!KL?TDCL?BM! ?E!
AOAEWLMA! VIA! VLTLASABWA! ?BTF! C?! CELSSAE! EAMP?BMLULTCF! IBVAE! CGA! +ECLWTAM#!
XDCGDQDF!WDTM!H?E!DB!DHHLE@DCLKA!VAHABMA! QGAB!)CDCAM!AOAEWLMA!EADM?BDUTA!
WDEA!C?!PEAKABC!DBV!EAWLHF!B?BZMCDCA!DWC?E!KL?TDCL?BM! ?H!CGA! /?BKABCL?BM#!4GA!
AOD@PTA!SLKAB!LB!GAE!DECLWTA!W?BWAEBM!D!CEDLBS!PE?SED@!CGDC!LBMCEIWC!M!B?BZ
MCDCA!DWC?EM! ?B!LBCAEBDCL?BDT!GI@DBLCELDDB!TDQ!MCLBVDVEM#!"B!CGLM!AOD@PTA!D!
)CDCA! QGLWG! LBMCLICAM! D! CEDLBS! PE?SED@! LB! S??V! HDLCG! DBV! AOAEWLMA!
EADM?BDUTA!WDEA!MIHHLWLABCTF!WDEELAM! ?IC!LCM! /?@?B!+ECLWTA!<BA! ?UTLSDCL?B!
C?!ABMIEA!EAMPWC!H?E!CGA! /?BKABCL?BM# !

+!PE?UTA@!DELMAM!QGAB!CEFLBS!C?!EAW?BWLTA!G?Q!D!VIA!VLTLASABWA!MCLBVDV!
@LSGC! T??R! H?E!)CDCAM! DCCA@PCLBS! C?! @AAC! CGALE! /?@?B! +ECLWTA! <BA!
?UTLSDCL?BM#!X?Q!W?ITV!D!)CDCA!P?MMLUTF!DWW?IBC!H?E!CGA!DSSEASDCA!W?BVIWC! ?H!
LCM!PELKDCA!WLCLNABMh!4GA!N%9*\$*? !*!VAWLML?B!NG?QM!LC!Q?ITV!UA!C?!ADMFC?!
W?@PDEA!V?@AMCLW!WEL@LBDT!TDQ!CGA?EF! ?B!LBWLCA@ABC!C?!W?@ !LC!DB! ?HHABMAY!

-
- ! C7! C4!_"7T5!
 - ! C5! #\$\$ 1 2^+2 , 2?k"/)+(5^0(*-57k^2*CTb\TUS"
 - ! CW! C4\$2*C[b\US"
 - ! CZ! C4\$2*C[b\b5\$"
 - ! CC! C4\$2*Tb\TUS"

!(/ " 0 6 \$! " \$ &) % 7 (/ &) # , % (. % *) " \$ &) # " * () # , % , # 6

QLCG!LBCAEBDCL?BDT!TDQ!CGA?EF! ?B!LBWLCA@ABC!UF!DB!ABCLEA!)CDCA!C?!W?@ @LC!D!
QE?BSHIT!DWC# !4GA!@DLB!VLHHAEBWA!UACQAAB!CGA!CQ?!LM!CGA!DULTLCF!C?!PLBP?LBC!
DB!LBVLKLV IDTeM!S ILTCF!MCDCA! ?H! @LBV!DBV!CGA!LBDULTLCF!C?!V?!CGA!MD@A!H?E!D!
M?KAEALSBI)CDCA#! ; LCG!M?!@DBF!LBVLKLV IDTM!C?!DWW? IBC!H?EY!G?Q!WDB!LC!P?MMLUTF!
UA!HDLE!C?!G?TV!DB!ABCLEA!)CDCA!TLDUTA!H?E!HDLTLS!C?!?UMA EKA!LCM! ?UTLSDCL?B!B?C!C?!
ABW?IEDSA! CGA! W?@ @LML?B! ?H! "X=! KL?TDCL?BMh! +T?BS! CGA! MD@A! TLBA! ?H!
EADM?BLBS! QGDC! DHHLE@DCLKA! VAHABMAM! W? ITV! D!)CDCA! EDLMA! ?B! UAGDTH! ?H! LCM!
WLCLNABM!QG?!W?BVIWC!LBVAPABVABC!CEDBMDWCL?BM!QLCG!DB?CGAE!)CDCAh!

"3#! 4 5 6 / + 7 8 5 /
9 !

4GA! 5 6! / ?IEC! ?H! +PPADT! 7IVS@ABC! DBV! CGA! 8 5! / ?@ @?B! 9?MLCL?B!
PAEHAWCTF!DTLSB!QLCG!CGA!\$% , 2! " / * / ! / ?@ @ABCDEFEM!DBV! <?BD! XDCGDQDFEM!
W?BWAPCL?B! ?H!D! / ?@ @?B! +ECLWTA! <BA! ?UTLSDCL?B# !!X?QAKAEY!CGA! 5 6! / ?IEC!
?H!+PPADTM!C?!R!LC! ?BA!MCAP!HIECGAE!UF!WTDELHFLBSg![, \!QGDC!LC!@ADBM!H?E!DB!"X=!
KL?TDCL?B! C?! UA! cH?EAMAADUTAYd! DBV! [\$\! QGDC! CFP A! ?H! AKLVABWA! @DF! UA!
W?BMLVAEAV!C?! VACAE@LBA! QGACGAE!D!CGLEVZPDECF!)CDCA!RB?QM!DU?IC!CGA! "X=!
KL?TDCL?B#!

+ # D*9E? \$2' #6!+2!+7(!F%+%? *+%2#"#!

4GA! 8IE?PADB! 5BL?BeM! / ?@ @?B! 9?MLCL?B! [c / ?@ @?B! 9?MLCL?Bd\!
LBCASEDCAV! LBCAEBDCL?BDT! GI@DBLCELDDB! ?UTLSDCL?BM! DBV! L@P?MAV! CGA@! ?B!
b A@UAE!)CDCAM# !

!"#\$%&\$!' ()!*+*,*"-%. (&#/"0 (&*I*) 2%'&*3#"#&4!%\$5' (&"!

5BL?B![85\!?B!7DBIDEF!-,Y!\$%\$%# !4GA!/?@@?B!9?MLCL?B!EA^ILEAM!bA@UAE!
)CDCAM!C?!DMMAMM!EA^IAMCM!H?E!AOP?EC!TLWABMAM! ?B!D!WDMAZUFZWDMA!UDMLM!LB!
DWW?EVDBWA!QLCG!CGA!5MAEeM!JILVA# !b ?EA!MPAWLHLWDTTF!CGA!/?@@?B!9?MLCL?B!
EA^ILEAM!CGDC!bA@UAE!)CDCAM!MGDTTg!

/++4!LBLCLCAV!PE?WAAVLBSM!DSDLBMC!CGA!)AWEACDEF! ?H!)CDCA!H?E!'IMLBAMMY!
"BB?KDCL?B!DBV!)RLTMT!UF!HLTBS!D!]IVLWLDT!EAKLAQ!WTDL@!H?E@!?B!1AWA@UAE!(Y!
\$%,0# !4GA!WTDL@!QDM!DPPE?KAV! ?B!7IBA!-%Y!\$%,2Y!DBV!+@BAMCF!
"BCAEBDCL?BDY!XI@DB!*LSGCM! ;DCWGY!*LSGCM! ;DCWG![56\!DBV!<OHD@!
"BCAEBDCL?BDT!QAEA!PAE@LCCAV!C?!LBCAEKABA!DM!W?ZPDECLAM#! /++4!M?ISGC!EAKLAQ!
?H!CGA!)AWEACDEF! ?H!)CDCA!H?E!"BCAEBDCL?BDT!4EDVAeM!VAWLML?B!C?!DPPE?KA!DB!
AOP?EC!TLWABMA! ?H!DE@M!LBC?!aA@AB!QGAB!CGAEA!QDM!D!WTADE!ELMR!CGA!@LTLCEDEF!
A^ILP@ABC!Q?ITV!UA!IMAV!LB!CGA!W?@LMLL?B! ?H!"X=!KL?TDCL?BM!UF!CGA!)DIVLZ
5+8!/?DTLCL?B# !b ?EA!MPAWLHLWDTTF!CGA!WTDL@!H?E@!DTTASAV!CGDC!CGA!)AWEACDEF!
?H!)CDCA!HDLTAV!C?!@DRAM!IHLWLABC!LB^ILELAM!LBC?CGA!P?MMLULTLCF!CGDC!CGA!@LTLCEDEF!
A^ILP@ABC!Q?ITV!UA!IMAV!LB!CGA!W?@LMLL?B! ?H!DB!"X=!KL?TDCL?B# ! /++4!
EA^IAMCAV!EATLAH!LB!CGA!H?E@! ?H!DB! ?EVAE!PE?GLULCLBS!CGA!S?KAEB@ABC!HE?@!
SEDBCLBS!BAQ!TLWABMAM!C?!DIIVL!+EDULD!H?E!CGA!MDTA! ?E!CEDBMHAE! ?H!DE@MY!PABVLBS!
D!TDQHIT!EAKLAQ!UF!CGA!)AWEACDEF! ?H!)CDCA!C?!VACAE@LBA!QGACGAE!CGA!TLWABMA!
SEDBC!W?@PTLAV!QLCG!CGA!8IE?PADB!5BL?B!/?@@?B!9?MLCL?B!MCDVDEVM![L#A#!
QGACGAE!MPAWLDT!WDICL?B!QDM!AOAEWLMMAV!DBV!QGACGAE!CGAEA!QDM!D!WTADE!ELMR!CGA!

!"#\$%&\$!' ()!*+*,*"-%. (&#/"0 (&*I*) 2%'&*3#" \$%#&4!%\$5' (&"!

UA!LSB?EAV#+M!CGA!5MAEeM!J ILVA!AOPTDLBMY!CGA!U IEVAB!?H!PE??H!H?E!VABFLBS!DB!
AOP?EC!TLWABMA!LM!KAEF!T?Q#!

"B! DPPTFLBS! CGLM! MCD BVDEVY! CGA! 5 6! / ?IEC! ?H! +PPADTM! W?BWTIVAV! CGA!
)AWEACDEF!?H!)CDCA!AEEAV!DM!D!@DCCAE! ?H!TDQ!LB!LCM! ?KAEDTT!ELMR!DMMAMM@ABC!UF!
B?C!LBKAMCLSDCLBS!QGACGAE!PEAKL?IM!"X=! KL?TDCL?BM!GDV!CDRAB!PTDWA# !4GA!
/ ?IEC!VACAE@LBAV!LC!QDM!LEEDCL?BDT!C?!DPPE?KA!TLWABMAM!QLCG?IC!DVVEAMMLBS!
)DIVL!+EDULDeM!PDCCAEB!?H!PEAKL?IM!KL?TDCL?BM# !

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/ ? @ @ ? B ! 9 ? M L C L ? B ! P E A M I @ A M ! S ? K A E B @ A B C M ! Q L T T ! L B K A M C L S D C A ! E A P ? E C M ! H E ? @ ! B A Q M !
M ? I E W A M ! W ? B H L E @ L B S ! G I @ D B L C D E L D B ! T D Q ! K L ? T D C L ? B M # ! 4 G A ! L B H ? E @ D C L ? B ! M ? I E W A M !
K D E F ! S E A D C T F ! H E ? @ ! C G A ! 8 5 ! / ? I B W L T ! M C D C A @ A B C M ! D B V ! W ? B W T I M L ? B M ! ? B ! W A E C D L B !
W ? I B C E L A M Y ! C ? ! C G A ! 5 B L C A V ! ` D C L ? B M Y ! " / * / ! D B V ! L B C A E B D C L ? B D T ! ` J < M ! V ? W I @ A B C M !
D B V ! E A P ? E C M # !

" C ! M ! Q L C G L B ! C G A ! U D W R V E ? P ! ? H ! C G A ! 5 ` ! X I @ D B ! * L S G C M ! / ? I B W L T e M ! E A P ? E C M ! D B V !
C G A ! @ A V L D ! E A P ? E C M ! C G D C ! C G A ! 5 6 ! / ? I E C ! ? H ! + P P A D T M ! L M M I A V ! L C M ! J I V S @ A B C # ! " B !
E A M P ? B M A ! C ? ! C G A ! W E L M L M ! L B ! a A @ A B Y ! C G A ! 5 B L C A V ! ` D C L ? B M ! @ D B V D C A V ! D B !
L B K A M C L S D C L ? B ! L B C ? ! P ? M M L U T A ! G I @ D B L C D E L D B ! K L ? T D C L ? B M ! D B V ! ? E V A E A V ! D ! S E ? I P ! ? H !
A O P A E C M ! C ? ! W ? B V I W C ! C G A L E ! ? Q B ! D B D T F M L M ! ? H ! C G A ! W E L M L M # 1 I E L B S ! L B V A P A B V A B C !
L B K A M C L S D C L ? B M Y ! ? K A E ! 2 % % ! L B C A E K L A Q M ! Q A E A ! W ? B V I W C A V ! Q L C G ! K L W C L @ M Y ! Q L C B A M M A M Y !
D B V ! ? C G A E ! D H H A W C A V ! P D E C L A M # ! 4 G A ! S E ? I P ! ? H ! A O P A E C M ! V A C A E @ L B A V ! C G D C ! C G A !
L B C A E K A B C L ? B ! U F ! C G A ! / ? D T L C L ? B ! M L S B L H L W D B C T F ! A O D W A E U D C A V ! C G A ! c Q ? E T V e M ! Q ? E M C !
G I @ D B L C D E L D B ! W E L M L M # d !

+ W W ? E V L B S ! C ? ! C G A ! 5 ` ! * A P ? E C Y ! C G A ! A O P A E C M ! G D V ! E A D M ? B D U T A ! S E ? I B V M ! C ? !
U A T L A K A ! C G A ! W ? D T L C L ? B ! Q D M ! S I L T C F ! ? H ! K L ? T D C L B S ! G I @ D B L C D E L D B ! T D Q ! I B V A E ! C G A !

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G?TV!/?IBCF!m!DWW?IBCDUTA!H?E!CGA!PELKDCA!DWCL?BM!?H!LCM!LBVLKLV!DT!WLCLNABM#!
4GIMY!LC!@DRAM!@?EA!MABMA!C?!DESI A!CGDC!D!PDCCAEB!?H!PEAKL?IM!KL?TDCL?BM!LM!
MIHHLWLABC!C?!@DRA!LC!H?EAMAADUTA!CGDC!D!HICIEA!KL?TDCL?B!@DF!?WWIEY!DBV!CGIM!D!
HDLTIEA!C?!DVA^IDCATF!LBKAMCLSDCA!CGAMA!PEAKL?IM!KL?TDCL?BM!VLEAWCTF!EAMITCM!LB!
D!KL?TDCL?B!?H!/?@?B!+ECLWTA!<BA#!

'# G#C2\$< *+%2#/#C\$2<!G#6(1(#6(#+!; 2<1(+(!D26%(OR!8+,\$%3'+%#?!
S#2T4(6?(!2C!+7(!/%0E!2C!GHF!I%24*+%2#0!

<BA!?H!CGA!ULSSAMC!?UMCDWTAM!C?!DWW?IBCDULTLCF!IBVAE!CGA!+ECLWTAM!QDM!CGA!
RB?QTAVSA!EA^ILEA@ABC#!4GA!+ECLWTAM!EA^ILEA!DB!DMMLMCLBS!)CDCA!C?!SLKA!DLV!
QLCG!CGA!LBCABC!?H!HDWLTLCDC!LBS!CGA!W?@LMLL?B!?H!CGA!QE?BSHIT!DWC#!5BVAE!
/?@?B!+ECLWTA!<BAY!D!CGLEVZPDECF!)CDCA!LM!DWW?IBCDUTA!QGAB!LC!W?BMWL?IMTF!
VLMEASDEVMI!CGA!ELMR!?H!"X=!KL?TDCL?BM#!fIECGAEY!D!CGLEVZPDECF!)CDCA!LM!GATV!C?!UA!
DQDEA!?H!MIWG!D!ELMR!DSDLBMC!CGA!UDWRVE?P!?H!LBKAMCLSDCL?BM!DBV!HLBVLBSM!HE?@!
W?@PACABC!U?VLAMY!MIWG!DM!CGA!5BVLBSM-1(#LSDL)-1KLGA!61(L)-1(BVL)-1(BSM)-1(-1(#LSDL)-1)-361

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/ ?BKABCL?BM!CGE?ISG!CGA!PELKDCA!W?BVIWC!?H!LCM!LBVLKLV!IDTM![DC!TADMC!IBVAE!
WLEWI@MCDWBAM!QGAEA!LC!DICG?ELNAM!CGA!AOP?EC!?H!QADP?BM\#!

4GA! / ?IEC!?H!+PPADTM!VAWLVAV!CGA! ' ELCLMG! J ?KAEB@ABC!DWCAV!IBTDQHITTF!
DBV!LEEDCL?BDTTF!QGAB!CGA!)AWEACDEF!?H!)CDCA!H?E!"BCAEBDCL?BDT!4EDVA!HDLTAV!C?!
VABF!DB!AOP?EC!TLWABMA!UAWDI MA!CGAEA!QDM!D!WTADE!ELMR!CGA!@LTL CDEF!A^ILP@ABC!
Q?ITV!UA!IMAV!C?W?@@LCMAEL?IM!KL?TDCL?BM!?H!LBCAEBDCL?BDT!TDQ#