!
!
!
" #$%&'(!) '#*'+,!-%. / .!
0*1'+#2! / '&*!34!5&$6(17!
839&! : *#; '+<#17!34!= 2 '+#$&!
>! : *#; '+<#17! / +#; '!
=(#<3! ?#'@3,!A=!!BCDED!
!
FG#!5&$6(17!= I@6I#$&1#3*!A3 2 2#11' '!F' ;#' J !34!-+34'<<3+!=*'#(!F&((#*!
!
/ '&+! / +.!) '#*'+,!
!
K%'!5&$6(17!= I@6I#$&1#3*!A3 2 2#11' '! 2 '1! J #1%! / +.!=*'#(!F&((#*!3*!K6'<I&7,!>L! " &7!CMCC!13!
I#<$6<<! J #1%!%# 2 !1%'!&(('N&1#3*<!<'1!43+1%!#*!736+!('11'+!13!%# 2 !34!>!=0+#(!CMCC.!!-+'<'*1!&1!1%#<!
2 ''1#*N! J '+'! / +<.!=*1%3*7! " &P'+3((!&*I!Q&7!R'44+3*,! / +.!=*'#(!F&((#*,!&*I! / +.!S+#<1#!) #(<3*!
T J %3<'!+3('! J &<!&<!&*!3U<'+;'+V.!
!
=41'+!+'&I#*N!&((!1%'! 2 &1'+#&(<!O+3;#I' I!U7!1%'! / '&*!34!5&$6(17!&*I! / +.!F&((#*,!1%'!$3 2 2#11' '!#<!
<0(#1!#*!#1<! I '$#<#3*W!3*'! 2 ' 2 U'+!;31#*N!1%&1!1%'+'!&+'!N+36*I<!43+! I#< 2#<<&(,!1%'!31%'+!;31#*N!1%&1!
1%'+'!&+'!*3!N+36*I<!43+! I#< 2#<<&(.!!=(1%36N%!#*!1%'!30'*#*N!<1&1' 2 '*1<!34!1%'! 2 ''1#*N,!U31%!
$3 2 2#11' '! 2 ' 2 U'+<!<1&1' I!1%&1,!U&<' I!('<<!3*!1%'!3+#N#*&(! I3$6 2 '*1<!03<1' I!&1!X3Y!#*!(&1'!=0+#(,!
'&+(7! " &7 Z 1%'!436+!<16I' *1!$3 2 0(&#*1<W!1%'!) +'! 2 !34
[ME.M[!A3*1'*1<! \!=+1#$('<W!&*I!736]+'!736+!3+#N#*&(!*31#$'!34!&(('N&1#3*<!13!F&((#*!3*!=0+#(!
> Z 1%&*!3*!&((!1%'!+'$'*1!$3*1'<1&1#3*<!U7!<16I' *1<,!4&$6(17,!&*I!F&((#*!%# 2<'(4!T#*!&!('11'+!13!36+!
A3 2 2#11' 'V,!!#1! J &<!+'$3 2 2'*I' I!13!1%'!A%&#+,!O+#3+!13!36+! 2 ''1#*N! J #1%!F&((#*!3*! " &7!>L ,!!
1%&1!U&<' I!3*!1%'!(&11'+! J '!I#<$36*1!&*7!#*1'*1#3*!34!+'$3 2 2'*I#*N!%#<! I#< 2#<<&(.!K%#<! J '!I#I,!&<!
O'+!1%'! 2#*61'<!34!1%'! 2 ''1#*N!O+'O&+' I!U7!A(&+'!^3+'*P3,!U'N#**#*N! J #1%!1%'!A%&#+]<!<1&1' 2 '*1!
T J +#11'*!U7!1%'!<'$3*I!$3 2 2#11' '! 2 ' 2 U'+V!1%&1!_ J '!I3!*31! J &*1!&*71%#*N!13!I3! J #1%!736+!
I#< 2#<<&(`!&*I!1%&1!34!1%'!<'$3*I!$3 2 2#11' '! 2 ' 2 U'+!_) '!%&;'!*3!#*1'*1#3*!34!+'$3 2 2'*I#*N!
736+!I#< 2#<<&(,`!+'4'+'*$#*N!1%'!<16I' *1!1'<1# 2 3*#&(<!T a#!>BV.!!
!
R&;#*N!+'&I!$&+'46((7!*3 J !1%+36N%!&((!1%'!3+#N#*&(! I3$6 2 '*1< Z 4#+<1!&*I!43+' 2 3<1!<16I' *1!
$3 2 0(&#*1<,!$36+<'!+'&I#*N<,!&*I!1%'! / '&*]<!('11'+!34!*31#$' Z !1%'!3*'! 2 ' 2 U'+!U'(#';'<!#1! J &<!&!
O+3$'I6+&(! 2#<1&9',! I+& J #*N!O+# 2&+#(7!3*!&((!1%'!<1+3*N,!#4!+%'13+#$&(!$36*1'+&+N6 2 '*1<,!13!
I'$(&+'! J #1%!1%#<! 2 ''1#*N!&*!'*I!13!1%'!=I@6I#$&1#3*!A3 2 2#11' '!+';#' J !O+3$'<<.!K%#<! J &<!&!
2#<1&9'!43+! J %#$%!1%'7!&03(3N#P'.!
!
b4!1%'!$36+<'!$3*1'*1<,! 2 &*7!34! J %#$%!1%'7];'!U' '*!+'$'*1(7!U+3 J <#*N!1%+36N%,! 2 3<1! I#<16+U#*N!
43+!1%' 2!T&!+'c6#+' I!+'&I#*NV! J &<!Q&++&+d<!eK&9#*N!1%'!S*#4',!b*!^#*9!#*! f 6''+!8O&$'<.e!=!(&+N'!
N+#';&*$'!&N&#*<1!#1,!#*$(6I#*N!1%'!I'*#&(!34!&*7!<3g$&(('I!1+#NN'+! J &+*#*N<!U7!-+34'<<3+!F&((#*,!

"

0&+'*1<! J %'*!1%'7! J '+'!736*N,!&*I!<6NN'<1<!1%&1!h9#*9]!#<!&! J &7!34!%'&(#*N!$%#(I%33I!1+&6 2 &!
I6+#*N! J %#$%!3*$'!$&*!O(&7g&<!#4!&!$%#(Ig J %#('!%&;#*N!<'Y! J #1%!1%'!3U@'$1<!1%&1! J '+'!6<' I!13!
1%+'&1'*!1%' 2 .!K3! 2 ',!1%#<!#<!&*!#*$+' I#U(7! I#<16+U#*N!T*31!13! 2 '*1#3*!;&N6'(7!0' I30%#(#$V!
2 '<<&N'!13!43+$'!<16I'*1<!13!+'&I,!&*I!36+!3*(7!$(&<<! I#<$6<<#3*!3*!#1! J &<!13!<6NN'<1!1%&1!<'Y!&*I!
<'Y6&(!I';#&*$7!$&*!U'!&*!'Y$#1#*N!*' J ! J &7!13!6*I'+<1&*I!36+!U3I#'<.`!
!
=*I!<# 2 #(&+(7,!1%#<!4+3 2 !816I'*1!A3 2 0(&#*1! i Ħ!
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e) %#('! 2 &*7!<16I'*1<!4''(!&<!1%36N%!1%'<'!$36+<'<!N#;'!;3#$'!13!1%'#+!'Y0'+#'*$'!&<!0'30('!34!
$3(3+!3+!1%3<'!#*1'+'<1' I!#*!0+3 2 3 1#*N!;&+#36<!$&6<'<,! 2 &*7!31%'+!<16I'*1<,!#*$(6I#*N!<16I'*1<!34!
$3(3+,!c6''+!<16I'*1<,!&*I!<16I'*1<! J %3!%&;'!(#;'I!1+&6 2 &,! 2 &+N#*&(#P&1#3*,!&*I!I#<$+# 2 #*&1#3*,!
4''(!<#('*$' I!3+!<%6**' I!#4!1%'7!'Y0+'<<!1%'#+! I#<&N+'' 2 '*1.!816I'*1<!&+'!&4+&# I!13!&<9!c6'<1#3*<!
3+!$3*1+#U61'!13!$(&<<+33 2 ! I#<$6<<#3*<.e!
!
K%#<!0+34'<<3+!4#*I<!-+34'<<3+!F&((#*!N6#(17!34!<';'+&(!34!1%'!$&6<'<!43+!4&$6(17! I#< 2 #<<&(,!4#+<1!
&*I!43+' 2 3<1,!_EV!&$1#3*<!&*I!U'%&;#3+!1%&1!'Y%#U#1! 2 3+&(!16+0#16I'!3+!N+3<<!#*I#44'+'*$'!13!1%'!
J '((gU'#*N!34!31%'+<.`!
!
=1!1%'!!"#$%&'() "*+,---.!TOO.![giV!3*'!+'&I<,!_8:=!<1+#;'<!13!$+'&1'!&*I! 2 &#*1&#*!&!%6 2 &*#<1#$!
'I6$&1#3*&(!'*;#+3* 2 '*1!N6#I'I!U7!'1%#$&(!$3*<#I'+&1#3*<!1%&1!<'+;'!13!0+3 2 31'!1%'!46((!N+3 J 1%!
&*I!I';'(30 2 '*1!34!&((! 2 ' 2 U'+<!34!#1<!$3 2 2 6*#17.!0*!1%'!46(4#((2 '*1!34!1%'#+!+'<03*<#U#(#1#'<,!1%'!
2 &**'+!#*! J %#$%!4&$6(17! 2 ' 2 U'+<!$3*I6$1!1%' 2 <'(;'< Z 13 J &+I!<16I'*1<,!31%'+! 2 ' 2 U'+<!34!1%'!
4&$6(17,!1%'!:*#;'+<#17!&*I!1%'! J #I'+!$3 2 2 6*#17 Z <%36(I!+'4('$1!1%'#+!3U<'+;&*$'!34!1%'!
43((3 J #*N!'1%#$&(!0+#*$#0('<.`!:*I'+!K'&$%#*N!&*I!^'&+*#*N,!1%'<'!#*$(6I'!_-+34'<<3+<!
I' 2 3*<1+&1'!+'<0'$1!43+!<16I'*1<!&<!#*I#;#I6&(<!&*I!&I%'+'!13!1%'#+!0+30'+!+3('<!&<!#*1'((''$16&(!
N6#I'<!&*I!$36*<'(3+<`!&*I!_K%'7!&;3#I!&*7!'Y0(3#1&1#3*,!%&+&<< 2 '*1,!3+!I#<$+# 2 #*&13+7!
1+'&1 2 '*1!34!<16I'*1<.`!X&<'I!3*!<16I'*1<]!$3 2 0(&#*1<!&*I!1%'!9#*I!&*I!I'N+''!34!%#<!G / :!
EM[ ) +#1#*N![ME!$36+<'!+'&I#*N<,!-+34'<<3+!F&((#*!#<!#*!;#3(&1#3*!34!1%'<'!-+#*$#0('<!34!5&$6(17!
A3*I6$1!&*I!#<!1%6<!'(#N#U('!43+!4&$6(17!I#< 2 #<<&(.!
!
5#*&((7,!&1!1%'!!"#$%&'() "*+,---.!6*I'+!-3(#$7!3*!K'&$%#*N!G44'$1#;'*'<<!TOO.!C>gCCV!#1!+'&I<!
_J %&1';'+!0'+<3*&(!U'(#'4<!&!4&$6(17! 2 ' 2 U'+!%3(I<!3+!'Y0+'<<'<! J #((!*31!# 2 0#*N'!*'N&1#;'(7!3*!
1%'!$(&<<+33 2 !'*;#+3* 2 '*1!3+!1%'!U&<#$!('&+*#*N!0+3$'<<.`!b*'!34!1%'!$3 2 2 3*!<16I'*1!
$3 2 0(&#*1<!#<!1%'!#*1'+46<#3*!34!-+34'<<3+!F&((#*]<!0'+<3*&(!;&(6'<!&*I!U'(#'4<! J #1%!%#<!:*#;'+<#17!
$36+<'!#*<1+6$1#3*.!=<!3*'!<16I'*1!%&<!$3 2 0(&#*'I,!_0*!$(&<<!I#<$6<<#3*!&U361!1%'!6<'('<<*'<<!34!
I#&(3N6',!1%'!0+34'<<3+!0+303<'I!1%'!c6'<1#3*,!h) %&1!+#N%1<!%&;'!U''*! J 3*!U7!I#&(3N6'j]!
2 0(7#*N!1%&1!1%'!3*(7! J &7!13!$+'&1'!<3$#&(!$%&*N'!#<!1%+36N%!;#3('*1!+';3(61#3*,! J %#$%!I#+'$1(7!
3003<'<!1%'!6*#;'+<#17⇧<! 2 #<<#3*.!K%#<!%30'('<<,!0'<<# 2 #<1#$!;#' J !34!<3$#'17 Z 1%&1! J '!$&**31!I3!
&*71%#*N!13!$%&*N'!I#44#$6(1!$#+$6 2 <1&*$'< Z '*$36+&N'<!+#N%1'36<!;#$1# 2 #P&1#3*!43+!<16I'*1<! J %3!
#I'*1#47! J #1%!U'#*N"300+'<<'I!&*I!<%& 2 '<!<16I'*1<! J %3!&+'!0'+$'#;'I!13!U'!h300+'<<3+<]!U'$&6<'!
34!1%'!%#<13+#$&(!&$1#3*<!34!1%'#+!'1%*#$g

"

N'*+'<,!&*I! 2 'I#&W!#*1'++3N&1'!1%'!#I'&<kc6'<1#3*<!1%'<'!1'Y1<!+&#<'W!&*I!1%#*9!$&+'46((7!&U361!1%'!
2 0(#$&1#3*<!34!1%'<'!1'Y1<!43+!36+!3 J *!$3 2 03<#1#3*!0+&$1#$'<.`!
!
K%'+'! J &<!*3!';#I'*$'!34!_<'+#36<!#*<1+6$1#3*&(! I'4#$#'*$7`!#*! / +.! F&((#*]<!1'&$%#*N.!!0*!4&$1,!&<!
<1&1'I!0+';#36<(7,!3*'!<16I'*1!<1&1'I,!_1%#<!$36+<'!$%&*N'I!%'+!(#4'`!&*I!0+3;#I'I!%'+!&!_ 2 6$%!
U+3&I'+!0+3<0'$1#;'!34!1%'!%6 2 &*!$3*I#1#3*!&*I!34!%6 2 &*#17`H!1%'!1%' 2 '!34!839&!GI6$&1#3*.!
!
=<!13!1%'!031'*1#&(!&(('N&1#3*!34!_U'%&;#3+!$3*1+&+7!13!1%'!-+#*$#0('<!34!5&$6(17!A3*I6$1,`!K%'+'!
J &<!*3!';#I'*$'!0+3;#I'I!13!<6003+1!1%#<!&(('N&1#3*.!!=<!&*!#*<1+6$13+! J '!&+'!%'+'!13!$%&(('*N'!
&*I!13!0+3;#I'!1%36N%1!0+3;39#*N! 2 &1'+#&(!1%&1!%'(0<!36+!<16I'*1<!N('&*!&!U+3&I'+!;#' J !34!1%'!
J 3+(I!1%'7!&+'!N3#*N!13!U'!(#;#*N!#*! J %'*!1%'7!('&;'!839&.!!
!
=(1%36N%!1%#<!$36+<'!&00'&+<!13!U'!&!$3*1+3;'+<#&(!$36+<',!#1!&00'&+<!1%&1! / +.! F&((#*!I#I!*31!
I' 2 3*<1+&1'!_ J &*13*!3+!'N+'N#36<! I#<+601#3*!34!1%'!: *#;'+<#17]<!46*$1#3*!&<!&!<#1'!34!
#*I'0'*I'*1!('&+*#*N!&*I!<$%3(&+<%#0`.!!X&<'I!3*!1%'!';#I'*$'!0+3;#I'I,!1%'!&+N6 2 '*1!$&*!U'!
2 &I'!1%&1!1%#<!$36+<'!#<!3*'!34!1%'!4' J !'Y& 2 0('<!34!#*I'0'*I'*1!('&+*#*N!&*I!<$%3(&+<%#O!&1!
8 : =.!!!
!
0! 2 6<1! 2 '*1#3*!_K&9#*N!1%'!S*#4',! b *!^#*9!#*! f 6''+!80&$'<e!U7!