

@&, "- ') < & \$ A (* - < % & " (H) < & . # A) (

= XU GXUUIQW I [LMFVW& _3MVGRIYUQK <RUHMG 7IUMWEKI&" MQG0XHV RYIU RQI LXQHUIH I [TXMVMWI GRVWXPIV EQH WI [VMWIV @;I;<;E(N:>H(-L;(\$<ABE9BAO9AB(; ?I?:AI(; ;B>;:(! :;HAB;B(- :9NA<(>II;<-9>B1(. H>BD(-L; (HK:9AE(<>@-?H;@(>B(HVMVSOE \ MV E KMU0aV @IWIIVHEO GRVWXPI' CLEW PENIV MW XQITXI MV WLEW MW ZEV SXUGLEVIH SG') . , (% EQH ZRUQ F \ WLI EA?DL=:;(>N(! - O(N)?BE;:(SR?D(QA:@=AE1(*=VA@E)BA=;EJK(D;:A=D:ABEEA?DL=:;(2:A<;(QA:@=AE1(. B>-L;:(9=;H(>N(9B=:;@=9@AB(9B<;E9JIK+J ;A?9N?I(5>;V;D9AB(<>@-?H;E)BA=;EJK(-9BEA(, A@U;:;B+ . BE:;@;Bk(-L;(4 ;@=-&;I;HA:P(J?BAE(9@B;A:IK(7^Z(K;A:@>IEI((

&L;(;TL9J9-(9@(:;U;:;@;B=A-90;(>N(-L;(>O;:VL;IH9BD(D;B;:;>9-K(>N(-L@>;(VL>(LAO;E)BA=;E(-L;9:(U;:;<9>?@NAH9IK(L;9:I>>H@N>:(-L;(;BR>KH;B-(ABE(;E?<A-9>B(>N(D;B;:A-9>B@(<=>H;I(4 ;(A;:(D:A=;N?I(<=>H;I(>N)II>V9BD(E>B>:@<N>:(HAP9BD(-L9@;TL9J9=(U>@&9J1;[(S>BB9;(. BE;:;@>B3(F9<>:;(. BE;:;@>B3(S1#1(. BE;:V@3(-91(SA=;@3(\$9DB;(S;B>B3(-9BEA(, A@U;:;B+ . BE:;@;B3(5>;H(, L:9@=9AB@>B3(S;IIA(' ;">@A3(">@;HA:K(' ?B<AB3(, A:I(ABE(*BD:9E()KBJ>;3(#@=-L;:(2:AB=3(-A9IA(QAB@;B3(/ A:9IKB(QAB@;B3(2:A<;(QA:@=AE3(\$LA:>B(QA=:II;:3(. @=:9E(Q9IEALI3(/ A:K(Q9I@=AE3(S;O;:IK(ABE(M>LB(M>LB@>B3(!A=:9<9A(ABE(#@=:II; (G;II;K3(/ A:9IKBB(G;IIK3("9<LA:E(ABE(M>ABB; (GI;9B3(&L;IHA(- ?BE3(5AB<K(/ A<'9<P;B3(SA:JA:A(/ <G;B19;3(*BD; / 9II;:3('>:;>LK(5 ;V<H;:3(-L; (NAH9IK(>N(%IAO(%=L;9H3(#I@9; (!A:PL?:@=3(6ORUME EQH OUQI >IHIUVRQ& >: B >UIVMHIQWav =JJIGI& ; \QE ?MIGN& WLI JEPM\O RJ 1IUQMI ?RKIUv& :RMV @IEFXUK& GA:;B(\$;:O;K3(M>AB(\$;V>IE3(' >BBA(\$H9-L3(2IAEK@ABE(#EOA:E(\$H9-L3(/ A:K(. BB(\$UAVB3(M>LB(\$=-;B@:?E3(/ A:P(ABE(, >9BB;(\$=?;B3(-L;(;@=A=;(>N("9<LA:E(\$OA::;(ABE(S;=K(!A::>:3(. BB;(O:19;3(. 9IA(F>:L9;@3(ABE(\$?@AB(C>?BDI(

60#4%&'\$` ' 1 * \$! +31\$ +438? . 642 5/# \$"

\$9DB;(M>LB@>B(4 L9=;(UA@@;E(AVAK(9B(7c^6(ABE(9B(7cb6(5AB<K(:;=?;B;E(<=>I9O;(>B(-L;(NA:HI()>:(5AB<K3(HA9B=A9B9BD(-L;(NA:HI(LEV FIIQ E WUXI OEFRU RJ ORYI' _ ; \ SEUIQW SURYMHIE E ZEU P EQH ORYMQK LRPI JRU WLI MU GLMOHUIQ EQH 8aYI FIIQ PRVW JRUWXQEWI WR :;=?;B(<=>(HK(:>:;@1(5>V3(>B;(>N(HK(D;:A=;@=<R>K@9@(<=>@LA:;(-L9@ KIP ZM\W R\WLIUV&` VE\ V <EQG\ ' @LI IEKIU0\ ZIOGR PIV YMVWURUV ^ N:>H(I<>AI@<L>:>I(D:>?U@(<=>=-L;(. ?E?J>B(\$<9;=K3(ABE(9@I>)>P9BD(

= (; 5) 6 - 387
 <+. 3%\$#\$(*(" *+, (*2\$(A. 3%25(' . # (? . +@ ' #)+(I '%A\$+#2()3, '9- *- -3 ? . +@/2*#@#(. +#@/+2 @. (, G(+ . . @&=; . "H . 2#(. ? , G(5+#*#@&@ I. G&@&@. (& ' *+;#(' %&@ /-2 : 180 480-67 <> |

N>:VA:E (<=>L>@-9BD (>?: (<=>?: 9B(. ?D?@-I(5AB<K(9@ @ ; ;B(L ; ; ; (` :9DL-a V9-L(O9@9>::(MAH;@QA:O;II(>N(%:IABE>3()I>:9EA3(A@(-L;K(@LA:;(<L9IEL>>E(H;H>9;@AJ>?=-L;(<R>K@ABE(LA:E@L9U@ (D:>V9BD(?U(E?:9BD(-L;E;U;:;@>B1(' ;@U9=;(-L;9:(L?HJI;(J;D9BB9BD@3(AII(N9O;(4 L9=;(<L9IE;:B(V;B=>B(<=>(U?:@?;(L9DL;:(E?<A-9>B3(@>H;-L9BD(-L;9:(UA;:B=@(ABE(D:ABEUA;:B=@(V>?IE(J;U:>?E(>N(I



&L;(>?J?9IE9BD@(:9DL=a(LAO;(J; ;B(U;:;@;:O;E(ABE(U:>O9E;(A(-?IK(?B9g?;(>?E>>:(H?@;?H(>B(-L;9;(>VB1(&L;(J?9IE9BD(<=>(-L;(NA: (I;N(-L>?@;@B?H;:>?@A:A=9NA<@(-LA=(-V;:;(A<=?AIK(?@;E(JK(L;:(NAH9IK(<=>(:?B(-L;(NA:HI((

5AB<K(PB>V@(-LA=(?:AI(. H;:9<A(V9-L(9=@(U9<=?;@g?;(L>H;@=;AE@3(NA:H@3(V>>EIABE@3(ABE(N>;@=@(9@(:AU9EIK(E9@AU;A:9BDI(&L;(IABE(9@J;9BD(@IE3(E;O;I>U;E3(ABE(:;UIA<;E(V9-L(@L>UU9BD(HAII@3(UA:P9BD(I=>@3(N;:;VAK@3(ABE(:;@E;B=9AI@?JE9O9@>B@1(\$L;(9@E;E9<A=;E(<=>(U;:;@;:O9BD(-L;(NA:H(B>(>BIK(N>:(L;:(NAH9IK(J?=@(A@A(VAK(<=>U;:;@;:O;(A @AHUI;(>N(:?AI(L9@=>:K(ABE(<=>U:>O9E;(A(V>>EIABE(LAO;B(N>:(N?=?;:(D;B;:A-9>B@1((

63 * * #1;\$-'# \$ F +1.4\$7 32;\$ \$
' , 4\$-'#\$6H' , 4% , '\%' , \$W1+ :1' * \$



7G(-+. G!@. +?I#AAH(
J&&. I%#K+. ?#&&. +(. ?(; . + "#5%*2(*2\$(!1*2\$%2*3%*2(!/@/\$%#&&(

\$?HH;:(J:9BD@A(<LABD;(>N(UA<;(>=<L;(A<AE;H9<(V>:IE3(D9O9BD(?@A(
<LAB<;(>(<A=<L(?U(>B(?BN9B9@L;E(U:>R;<@3(J;D9B(B;V(>B;@3(ABE(=AP;(A(
@=;U(JA<P(=>(A@@;@@(VL;::;(V;(ABE(>?:(U:>D:AH@(@=ABE!(*=AI@>3(>N(
<>?:@;3(J:9BD@A(I9=I;(-9H;(N>:(;IAT9BD(E9O;:@9>B@ ^ 9B(HK(<A@;(L9P9BD3(
N9@L9BD3(<:AJJ9BD3(ABE(VA=<L9BD(=L;(4>:IE(, ?U(V9-L(HK(>IE;@=(@>B(
5>V(=LA(' ;BHA:P(LA@ (J ; ;B ; I9H9BA=;E(ABE(2LABA(LA@ (;BE;E(=L;(
B'@' WIEPav UXQ& WLI ZRUOHav FMKKIVW VSRUWVQK IYIQW ZMOO WENI RQ E
HA:P;EIK(E9NN;::B(=>B;(N>:(=L;(=V>(>N(?@I(



(*B=::;@=9BDIK(;B>?DL3(2LABA(VA@(>B<;(=L;(@9=(>N(@;O;:AI(
' AB9@L(ABE(\$V;E9@L(<>I>B9AI(>?>U>@=(ABE(@IAO;+=:AE9BD(
N>:=@3(9B<I?E9BD(=L;(<?::;B=<AU9>I(J?9IE9BD3(O@>(, A@=I;3(
N>:H;:IK(PB>VB(A@(>):=(, L:9@=9AB@J>:D('I;N=al &LA=(
2LABA(LA@ (A(\$<ABE9BAO9AB(L9@=>:K(HAP;@ (9=@(<?::;B(
@?<<;@@(9B(=L9@ (9B=::;@=9BD(=>(\$<ABE9BAO9AB@ (I9P; (H;3(=>
FI VXUI& FXW WLI GRXQU\av LMVWRU\ EV WLI JIUVW OJUMGEQ
BA-9>B(=>(E;+<>I>B9I;(ABE(A@@;:=9=@(9BE;U;BE;B<;(H?@=(
D9O;(9=(A@U;<9AI@9DB9N9<AB<;(>=H9I9>B@(>N(@><<;(NAB@(
A:>@@(=L;(<>B-9B;B=3(9B<I?E9BD(9B(=L;(L)@=(BA-9>B(>N(
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AB>=L;:(A;A(\$<ABE9BAO9AB@ (L;IU;E(=>(<>I>B9I; ^ V;(<AB(=AP;(AEOAB=AD;(>N(=L9@ (I?II(9B(=L;(A<AE;H9<(<K<I;(>(
>OAI?A=;(=L;(\$<ABE9BAO9AB(. :;A(\$?E9;@(!>:D:AH!(&L9@ (UA@=(K;A:(VA@(>B;(>N(<>B>D9EA-9>B3(V9-L(@?J@=AB-9AI(
<?::9?IA:(;O9@9>B3(=L;(E;O;I>UH;B(>N(AB(A@@;@@H;B(U:>=><>I3(ABE(<IA:9N9<A-9>B(>N(A(OA:9;<K>N(J?::A?<A-9<(ABE(
>:DAB9IA-9>BAI(9@?);@I(QA:EIK(A@(;T<9>9BD(A@=(L;(4>:IE(, ?U3(=>J;(@?::;3(J?-(H;AB9BDN?I(B>B;=L;I;@!I(
(

/>;(9HU>:=AB=IK3(>?:(@=?E;B=@(LAO;(<>B-9B?;E(=>=<L:9O;(ABE(@=(B;V(@=ABEA:E@N>:(A<AE;H9<(A<L9;O;H;B(=I(>?:(
O;:K(=>:=BD(\$<ABE9BAO9AB(, AU@=>B;@ (V;::;(U;:@;B;E3(=:;A-9BD(=L;(\$;<>BE(4>:IE(4A:3(<>B=;HU>:A:K(5>:V;D9AB(
<9B;HA3(<>I>B9AI(E9@<??:@;(ABE(=L;(\$oH93(ABE(9HH9D:AB(I9=;A=?::;9B(\$V;E;B!(&L;::;(\$<ABE9BAO9AB(, ?I=?AI(, B=;(
#BE>V;E(\$<L>IA:@L9U@ (ABE(D:AB=@(V;::;(AVA:E;E(N>:(=L9@ (UA@=(K;A:3(ABE(=V>(H>;(LAO;(J; ;B(AVA:E;E(N>:(YZ7Z+
YZ77I(. BE(=L;(5>:V;D9AB(\ZY(<IA@@3(<>HU:9@;E(U:9HA:9IK(>N(\$<ABE9BAO9AB(. :;A(\$?E9;@ (ABE(5>:V;D9AB(HAR>:@3(
ZRQ JIUVW SOEGI NQ WLMV \IEUav 5 :E@L 5NO P 5IVWVYEO ZMNL WLMU VLRUW JMO P _ :MYIW` \$:MJI%' 5RXU @GEQHIQEQYMEQ OUIE
\$=?E9;@ (HAR>:@(D:AE?A=;E3(VL9I;3(A(=L;(>=L;:(;BE3(=L;(5>:V;D9AB(7Z7(<IA@@ (IA@=(NAII(VA@ (A(B;A:IK(;<=>:E(@9I;3(
U:>H9@9BD(<>B-9B?9BD(D:>V-L(N>:(=L;(U:>D:AH!(*B(AEE9-9>B3(V;>N;::E(=V>(\$<ABE9BAO9AB(=L;H;E(9B9?9:K@ (H9BA:@(
A@ (UA:=>N(=L;()9:@=+C;A(#TU;:9;B<;(!>:D:AH3(A<L(>N(VL9<L(L;IU;E(=>(:;<?9(@=?E;B=@(=>=<L;(5>:V;D9AB(ABE(
\$<ABE9BAO9AB(U:>D:AH@I(. @ (V;(H>O;(>=VA:E@=(L;(<>H9BD(A<AE;H9<(K;A:3(V;(N9BE(>??:@;IO;@ (9B(A(D)>>E(UIA<;3(V9-L(
I>=@(>N(L>U;(N>:(<>B-9B?9BD(D:>V-L(I(
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\$>3(?B-9I(=L;(L;<9<(UA<;(>N(NAII(@;H;@=;:(<A=<L;@(?U(V9=L(?@3;BR>K(=L;(@?HH;:!(. BE(D)>(2LABAI

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!"#\$%&'&#&#\$(!')%&\$'&#%"/.\$#0&.-#1\$23(,%&'#4\$5+1\$*#*(#1&\$',4\$51%#4&\$+5\$-'#6778
63&,\$9+3,;,\$<4%-+1\$\$\$>?)@=?==A=>?)@?BC\$\$\$<*'%.\$\$/+3,;&#E2.38#43\$\$\$F#(&%-#D\$00082.38#43AG&H'H,-

<1<7J!KL< \$MNOQ\$ S PNJW\$ NNPQKRO!NP6 \$
\$,('9;<=> -\$?@AB(C>?BD %?=:A<L9@A(%==>@>B
!::@9E;B#9@A(%==>@>B <=>9O9=92BB?IN(/K:J>(
F9<(!::@9E;B#9GH(G9==9I@JK:O9<@MAB;=""?E
&::A@?::GA::B(29D?:::
\$;<::=A:KGA=L:9BA(MA;<L
*HH;E9A=;!A@=(!::@9E;B#?IN(/K:J>(
.EO9@>:K(/;HJ:: +?DIA@(% APHAB3('AB(>N(Q?HAB9=9(
\$<ABE9BAO9AB(\$=?E9;@(!:;(D:AH(
(((&&>:K(\$=>:NR:II(ABE(,IA?E9A(S;D?@>B
\$<ABE9BAO9AB(*HH9D:AB=(#TU::9;B<(>H;<=>9>B(
(((G::@=9B("9BDH,ALI

7 NUUK!!<< \$ VOKP\$
.:9NA<#@AB(C>?BD
,IA@>@A=L:9BA(MA;<L
'<>B=@!>@9=9>B(%U;B
#BE>VH;B=W)?BE:A9@B#A: @>B
#TL9J9=#@AB(C>?BD
Q>@U9=AHDAKB;(M>LB@>B
!:>D:AH@9@A(%==>@>B
?!J9<9=KGA::B(S;II
&;T=9I(;?A=9BEA(,A@U::@HE::@B(
4;JHA@=::2?BB?IN(/K:J>W\$?@AB(C>?BD

6K!!KRS\$ NJR7KT)
U<UM<P6 (
S;=K(-A:@>B
#E(-A:@>B
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M?I9;(4A=B;@&
O66N7KO!< \$ NJR7KT)
U<UM<P6 \$
-A9IA(QAB@>B
&>H(Q;AO;K
/AKBA:E(Q;E;DAA;E
.A:>I(G;HU(
#A: D;(G?B@<LAP
0IIA(-9BEV>>E
*BD;(/9II:::
2A9I(\$AVK&;
59<P9(&)>II;N@>B

QN7<R16 \$
.L:9@=9B;(S;A@I;K
G;B(X(!>IIK(L:9@=>UL::@>B
#@=L::(#II9<P@>B
/A:D9;(#II9<P@>B
GA=;(#HAB?#);B<L(
!LKIA9B;)>I@>B
(
M?I9;(BB(Q;J::€
'J>;@X(A:;>II(GA@=;II;
S;=K(-A:@>B
0IIA(-9BEV>>E
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!LKII9@(/R;)>E
.A:>I(&>V:::
&L;IHA(49II9@

7 NPWNPO!< \$ WNR6NP6\$
W1#&#,-%,\$62+,&+1\$XY>ZZZ[.\$#A#A#
4;II@()A:D>(/ABAD;H;E=
U'^+1\$62+,&+1\$XY=>ZBCC\$]
*G#.-\$;A==I;

&L:9O;B=()9BAB<9AI(N>:(?<L::AB@