



"#%&'(\$)*&+&)&'*,)&(-./.-.)&,0'&\$
 1'.2'*3*)&14(02'*)"5-.&3&)"6*5-.
 1'.6&((.(.6\$.&)"6*7\$%.(&1'87\$6*(&(6.,* '&

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

\$/(/0"\$%&\$ \$1 2#(2\$&! k"/302"45 3k k 3#\$1 % 0 k 02"#62"73k '\$2\$&
 3 % 487k ! k 0\$ / ! " ! \$ # 73k \$ 7k 0 (237k ! k 9 3#2\$!7k 9k ! (0\$487k :
 '270 3373k370"7 ! (0\$#" ; 73k k' 2<#"0\$3k 307%\$2 3-k#(29 \$&! k,)->?

&9 ;;<=>9?@A@B ;;9 A 'BC;DEFG; <H IJKL @B IK @B ;EMEN>; @B KI!KL B CEAC 9 ;@?=? :AFOBC PBDA
 'BC;DEFG; <H IQRL @B !I @B <;SB9N>; @B KI!JL @; 6.#("0"+(/L ; 1>;T>A9A @B 1UC0
 2>A@EAFG; B9 &@E:AFG; ;;9E<?:A A ANB>ME>A @B ?<C:>?FOBC B BCMANBDB:B :>?MV>;C PA>A A CBDBFG;
 @B ADE<;C PA>A ; :E>C; @B 3BCM>A@; B9 &@E:AFG; W 1>;:BCC;C (;?:;B@E:AM?S;C B 1>XM?:AC
 &C:;DA>BCL ;;9 S?CMAC A; P>BB<:Y?9B<M; @B @@@SATA CZ . :E>C; MB9 ; ;N[BM?S; @B =;>9A> @;:B<MBC
 PA>A ; B<C?<; CEPB>;> B PBC\E?CA@;>BC @A B@E:AFG; :APA]BC @B @BCB<S;DSB> P>;[BM;C \EB
 ;;<M>?NEA9 PA>A ;;9P>BB<@B> B 9 ;@?=? :A> @?=?B>B<MBC >BAD?@A@BC B@E:AM?SAC B ;;<CM?ME?> E9
 BCPAF; ;;DBM?S; @B >B=DB^G; B A<XD?CB @A >BDAFG; MB;>?A B P>XM?:A B9 &@E:AFG;Z . 3BCM>A@;
 ;>TA<?JAOCB @B A A ;>@; ;;9 A D?<YA @B PBC\E?CA !ABCDEFB&G&HEFIDJKF&IG&BLMGEGB&NLB&HEOPA CLB&
 GIDCLPAQLBZ &CCA D?<YA @B@?:AOCB A; BCME@; @B @?C:E>C;C B CANB>BC \EB ;;<CM?MEB9 AC P>XM?:AC
 B@E:AM?SAC B <BDAC CG; ;;<CM?ME_@;CZ \$<SBCM?TA \EBCMOBC >BDA:?:<A@AC A;C P>;:BCC;C @B B<C?<;0
 AP>B<@?JATB9L `C P>XM?:AC @B DBM>A9B<M;L ASAD?AFG; B :E>>_ :ED;CL `C M>A[BMU?>AC B BCM>AMVT?AC
 BC:;DA>BC @B @?=?B>B<MBC CE[B?M;C C;: ?A?CL ` P>;@EFG; @B ;;<YB: ?9B<M; B9 ;;<MB^M;C B@E:AM?S;CL `
 :EDME>A BC:;DA> B CEAC P>XM?:AC B ` ;;9P>BB<CG; @B D?<TEATB<C \EB ;;<M>?NEB9 PA>A A B^P>BCCG;
 @; B@E:A@;>Z . 1>;T>A9A @B 1UC02>A@EAFG; B9 &@E:AFG; ?<MBT>A @?=?B>B<MBC T>EP;C @B PBC\E?CA
 @B<M>; @BCMA 9BC9A D?<YA B A PA>M?:?PAFG; @;C PUCOT>A@EA<@;C <AC AM?S?@A@BC @;C T>EP;C V
 ;;<@?FG; ?9P;>MA<MB PA>A AM?<T?> ;C ;N[BM?S;C =;>9AM?S;C A A: ?9A @BC:>?M;CZ

;C >M?S ; W M?S ; O HEOPA CLB1?

3 A>?A @; (;:;>; *DB<:A> #E<BC 3 A:B@;)&6&)	Q
3 A>?A &9A<EBDA &CMBSBC @;C (A<M;C)&6&)	!
3 A>?A /A\EBD?<B @B 2>A9 9 ;<M 3 Z @B *>Ah[;)&6&)	K
3 f<?:A @B 8S?DA 7 ;@A>;)&6&)	K
1AEDA 6>?CM?<A)AS?@ 2E?9 A>GBC)&6&)	K
1AED; 6VCA> 1?<YB?>;) 6 # * 7	K
i A<@B>DBj 6A>@;C; @B .D?SB?>A)&6&)	K

7 MBGEQLJTGBUk 1A>A 9A?C ?<=>9 AFOBC C;N>B ;C P;CC_SB?C ;>?B<MA@;>BCL :;<CEDMA> :E>>:ED;C <A 1DAMA=>9A ,AMMBC
;E All>ASVC @; D?<d ANA?^; :D?:A<@; C;N>B ; <;9B @; P>;=BCC;>a
YMPakk 1 1 1ZE=C[ZB@EZN>k 9BCM>A@;B@E:A:A;k:;>P;m@;:B<MBZPYP

&

,Rk ! \$3k" / 302"45 3

'GEVFI Fa @B !n @B [EDY; A !J @B AT;CM; @B KI !nZ

WFEOEAFa @AC !J `C !n Y;>ACL @B CBTE<@A A CB^MA0=B?>AZ

@B KI!uZk

-)? 6; 9P>;SA<MB 7EAZANLX @B PATA9B<M; @A MA^A @B ?<C:>?FG; >BAD?]JA@; P;> 9B?; @A 2E?A @B
'B:;DY?9B<M; @A "<?G; W 2'"L <; SAD;> @B 'v nRLII qCBMB<MA B :?<; >BA?Ctrl :E[;
P>;:B@?9B<M; PA>A B9 ?CCG; V @A@; A CBTE?>ak

'EFCGIA YGNPF&HLEL&HEGGNC^A YGNPF&IL&S 2 (a

* :BCCB YMPCakk : ;<CEDMAZMBC;E>;Z=A]B<@AZT;SZN>kT>Em<;S;C?MBkT>EmC?9 PDBCZACP B :D?\EB B9 s7BC;E>;
#A:?:<ADt ?<=>9A<@;a

"<?@A@B 2BCM;>A q" 2ra !RJIow

2BCMg;a !RKno

#; 9B @A "<?@A@Ba +E<@AFG; "<?SB>C?@A@B +B@B>AD @B (G; /;G; @BDO 'B?

6U@?T; @B 'B:;DY?9B<M; a kuuuQ0n q7A^A @B ?<C:>?FG; B9 :;<:E>C; PhND?; ;r

61+ @; :A<@?@AM;

#; 9B @; 6;<M>?NE?<MBk 'B:;DYB@;> ;E :A<@?@AM;

%AD;> @; P?<: ?PADA 'v nRLII

%AD;> 7;MADA 'v nRLII

. C @B9A?C :A9P;C <G; P>B: ?CA9 CB> P>BB<:Y?@;CZ \$9P>?9?> A 2 ' " B >BAD?]JA> PATA9B<M; NA<:X>?;Z

7 MBGEQLJTGBUk

* <MBC @B B=BMEA> ; >B:;DY?9B<M; @A MA^A @B ?<C:>?FG;L ; :A<@?@AM; @BSB>X :B>M?=:A>OCB @B \EB
P>BB<:YB M;@;C ;C >B\E?C?M;C B^?T?@;C PA>A PA?M?:?PAFG;L E9A SB] \EB <G; YASB>X @BS;DEFG; @A
>B=B>?@A MA^AZ

. :A<@?@AM; \EB P;CCE?> @B=?;?g<: ?AC MB9P;>X>?AC ;E @B=?<?M?SACL \EB P>B: ?CA> @B :;<@?FG; BCPB: ?AD
PA>A A >BAD?]JAFG; @AC P>;SAC @BSB>X CBTE?> AC @BMB>9 ?<AFOBC ANA?^;a

!r * P>BCB<MA> DAE@; 9V@?; :; 9P>;NAMU?>; ;E E9 @; :E9B<M; BC:>?M; <; AM; @A ?<C:>?FG;Z

Kr (; 9B<MB CB>X PB>9?M?@; ; EC; @B APA>BDY; AE?M?S; ` \EBDB :A<@?@AM; \EB M?SB> :; 9P>;SA@A A
<B:BCC?@A@B AE?M?SA <; AM; @A ?<C:>?FG;Z . APA>BDY; P;@B>X CB> ECA@; C; 9B<MB <;C 9; 9B<M;C
@BMB>9 ?<A@;C PBDA NA<:AL B9 \EB CB[A <B:BCCX>?A A :; 9E<?: AFG; SB>NAD B<M>B BDBCZ

Qr * P>BCB<FA @B A:; 9PA<YA<MB <;C D;:A?C @B P>;SA <G; CB>X PB>9?M?@A B9 <B<YE9A Y?PUMBCBZ .
:A<@?@AM; CB>X @BS?@A9B<MB A:; 9PA<YA@; PBDA NA<:A B^A9 ?<A@;>A ;E P;> PBCC;A @BC?T<A@A P;> BDAZ

* AP>BCB<MAFG; @B M;@;C ;C @;:E9B<M;C V @B >BCP;<CAN?D?@A@B @; :A<@?@AM; B @BSB>X CB> =B?MA
P;> 9B?; @B E9 B<SBD;PB =B:YA@;Z * =ADMA @B \EA?C\EB> @;:E9B<M;C ?9PD?:A>X <; ?<@B=B>?9B<M; @B
CEA ?<C:>?FG;Z * CB:>BMA>?A NKf =A>X A :;<=B>g<: ?A @;C @;:E9B<M;C <; AM; @A ?<C:>?FG;L A =?9 @B CB>
[ECMA :; 9 M;@;C ;C :A<@?@AM;CL MB<@; B9 S?CMA \EB 9E?M;C CB ?<C:>BSB9 S?A 6;>>B?;CZ

. C :A<@?@AM;C AP>;SA@;C <BCMB 1>;:BCC; (BDBM?S; @BSB>G; B<M>BTA> <; AM; @A 9AM;:EDAa E9A
=;M;:UP?A AEMB<M?:A@A @; @?PD;9A @B :E>C; CEPB>?;> q>B<MB B SB>C;r ;E @;:E9B<M; :; 9P>;NAMU?>; @B
:;<:DECG; @; :E>C; :AC; ; @?PD;9A A?<@A <G; MB<YA C?@; B9 ?M?@;Z . :A<@?@AM; \EB <G; AP>BCB<MA>
BCCB @;:E9B<M; <G; CB>X 9AM?>EDA@;Z . C ;EM>;C @;:E9B<M;C <B:BCCX>?;C CB>G; @?SEDTA@;C <A
1XT?<A @; 1>;T>A9AZ

@R "3 / 4 8 7 k ! \$ k # \$ _ \$ k ! k " / 3 0 2 " 4 8 7 k k

@? - * ?CB<FG; @; PATA9B<M; @A MA^A @B ?<C:>?FG; P;@B>X CB> C;D?:?MA@A P;> :A<@?@AM; @B NA?^A >B<@AL
<;C MB>9;C @;C)B:>BM;C oZRwQkIu B oZ!QRkInL ?<C:>?M; <; 6A@ACM>; x<?;: PA>A 1>;T>A9AC
(; :?A?C @; 2;SB><; +B@B>AD q;EM>AC ?<=>9 AFOBC <; B<@B>BF;

YMPakk 1 1 1 ZE=C[ZB@EZN>k 9 BCM>A@;B@E:A:A;kP>;:BCC;mCBDBM?S;ZPYPL <; D?<d ' B\EB>? 9 B<M; @B
\$CB<FG; @A 7A^A @B \$<C:>?FG;L ;; 9 ?<@?:AFG;L <; =;>9 EDX>?; BDBM>f<?:;L @; #h 9 B>; @B
\$@B<M?=? :AFG; (; :?AD q#\$(r @;qAr :A<@?@AM;qAr AM>?NE_@; PBD; 6A@x<?:;Z
@?@ . #h 9 B>; @B \$@B<M?=? :AFG; (; :?AD q#\$(r V PBCC;AD B ?<M>A<C=B>_SBDZ
@?[* :;<=?> 9 AFG; @A ?<C:>?FG; @; :A<@?@AM; \EB MB<YA C;D?:?MA@; ?CB<FG; CU ;;>>B>X :AC; ; #\$(
CB[A SAD?@A@; PBD; 3 ?<?CMV>?; @;) BCB<S;DS? 9 B<M; (; :?ADL U>TG; TBCM;> @; 6A@ACM>; x<?:;Z
@?\ #G; :ANB>X >B :E>C; ;;<M>A ; ?<@B=B>? 9 B<M; @; >B\EB>? 9 B<M; @B ?CB<FG; @A MA^A @B ?<C:>?FG;Z
@?*)BSB CB> =B?MA ;;<CEDMA <; B<@B>BF; BDBM>f<?:; :?MA@; <; ?MB 9 QZK PA>A SB>?=? :A> ; >BCEDMA@; @A

@B BCME@;r W K P;<M;C
0 A>M?:EDAFG; B<M>B ;C P;<M;C @B S?CMA @;C AEM;>BC q>BDAFOBC B<M>B ?@B?ACr W K P;<M;C
0 ;>TA<?JAFG; B :;B>g<:?A @AC ?@B?AC q?<M>;@EFG;L @BCB<S;DS?9B<M; B :;<:DECG;r W K

\R&2 3(%#\$!7&d"/\$%&t

* :DACC?=:AFG; =?<AD @;C :A<@?@AM;C AP>;SA@;C CB>X =B?MA PBDA 9V@?A P;<@B>A@A @AC <;MAC ;NM?@AC <A
CBTE<@A B MB>:B?>A BMAPACL ;;9N?<A@A ;;9 A @?CP;<?N?D?@A@B @B :A@A @;;B<MB @; 1>;T>A9AL
:;<=>9B MANBDA :;<M?@A <BCMB &@?MAD <; ?MB9 !Z * <;MA =?<AD CB>X :AD:EDA@A P;> 9B?; @A CBTE?<MB
=U>9EDAa

#;MA { #A ^ J | #N ^ ! | #: ^ R
! I

. <@B #A { <;MA ;NM?@A <A 1>;SA @B 6;<YB:?9B<M;C C;N>B &@E:AFG;L #N { <;MA ;NM?@A <A 1>;SA
\$<CM>E9B<MAD @B ,_<TEA &CM>A<TB?>A B #: { <;MA ;NM?@A <A)B-BCA .>AD @; 1>V01>;[BM; B :E>_:ED;Z

*R&2 0(2373&t

* ; :A<@?@AM; CB>X ACCBTE>A@; ; @?>B?M; @B >B:E>C; A :A@A E9A @AC BMAPAC @; P>;:BCC; CBDBM?S;L B9
=A:B @B >A]OBC @B DBTAD?@A@B ;E 9V>?M;L CB9 \EAD\EB> D?9?MAFG; @B \EA<M?MAM?S;Z .C >B:E>C;C @BSB9
AP>BCB<MA> [ECM?=:AM?SAC ;;9 NACB <; PB@?@; @B S?CMAC q\EB @BSB9 CB> C;D?:?MA@;C P>B:?CA9B<MB A
=?9 @B CENC?@?A> CEA =;>9EDAFG;rL B @BSB>G; CB> B<:A9?<YA@;C ` (B:>BMA>?A @; 1>;T>A9A
;NB@B:B<@; ;C P>A];C @B=?<?@;C <; :>;<;T>A9A @; P>BCB<MB &@?MADZ *C C;D?:?MAFOBC @B >B:E>C;
B<S?A@AC =;>A @B P>A]; CB>G; ?<@B=B>?@AC CB9 [EDTA9B<M;Z *C >BCP;CMAC A;C >B:E>C;C CB>G;
?<=>9A@AC P;> 9B?; @B PA>B:B> BC:>?M; B9?M?@; PBDA ;;9?CCG; B^A9?<A@;>A @; P>;:BCC; @B CBDBFG;Z
&
&

.R&17%3\$3&! & 3#(!73&t

. 1>;T>A9A @B 1X

Nr 1A>A ;C C;DMB?>;Ca :A>MB?>A @B M>ANADY ; @ ; :A<@?@AM;L @ ;C PA?C B @ ;C ?>9G;C 9 A?;>BC @B ?@A@Bp
:r 6 ; 9P>;SA<MB @B >B<@?9B<M;C @ ;C 9 B9N>;C @ ; <h:DB ; =A9?D?A> : ; <=>9B ; BCMA@ ; :?S?DZ
@r)B:DA>AFG ; @B \$9P;CM ; @B 'B<@A ;E)B:DA>AFG ; @B \$CB<FG ; @B \$9P;CM ; @B 'B<@A @ ; A< ; B9
S?T ;>Z
&CCBC @ ; :E9B<M;C CB>G ; ASAD?A@ ;C PBDA 6 ; 9?CCG ; @B b ;DCAC @ ; 1>;T>A9A PA>A :DACC?=:AFG ; @ ;C
:A<@?@AM;CL @B A : ;>@ ; ; 9 ; <h9B>; @B N ;DCAC @?CP ;<_SB?CZ

7 MBGEQLJKFU 1>; :E>A>OCBOX =A]B> A @?CM>?NE?FG ; @AC N ;DCAC B<M>BC ; C ;>?B<MA@ ;>BC @ ; 1>;T>A9A \EB
MB<YA9 SATAC @?CP ;<_SB?CZ

k

>Rk !"3'73"45 3&S 2\$"3Uk

>?- .C >BCEDMA@;C =?<A?C B @B :A@A BMAPA @ ; P>;:BCC ; CBDBM?S ; CB>G ; @?CP ;<?N?D?]A@ ;C < ; B<@B>BF ;
BDBM>f<? ; : YMPak 1 1 1 ZE=C[ZB@EZN>k9BCM>A@ ;B@E:A:A;kP>;:BCC ;mCBDBM?S ;ZPYP B CB>G ; A=?^A@ ;C < ;
9 E>AD @A CB:>BMA>?A @ ; 3 BCM>A@ ;Z

>? , #G ; CB>G ; @?SEDTA@ ;C >BCEDMA@ ;C P ;> MBDB= ;<B ;E B09A?DZ

>?@k .C @ ; :E9B<M;C B<M>BTEBC PBD ;C :A<@?@AM;C BD?9?<A@ ;CL ?<@BPB<@B<MB9B<MB @A BMAPAL BCMA>G ;
@?CP ;<_SB?C C ; 9B<MB A PA>M?> @ ; @?A IR @B =BSB>B?> ; @B KI!u B CB>G ; ?<: ?A@ ;C @ ;?C 9BCBC APUC
BCMA @AMAZ

>?[k # ; :AC ; @B @BC?CMg<: ?A @B :A<@?@AM ; AP>;SA@ ; < ; P>;:BCC ; @B CBDBFG ;L CB>X :YA9A@ ; ;
:A<@?@AM ; ; < ;>>B<MB @B 9BDY ;> < ;MA =?<AD ;E \EB MB<YA C?@ ; ?<@?:A@ ; < ; P>;:BCC ; CBDBM?S ; ` SATA
@ ; ;>?B<MA@ ;> @ ; :A<@?@AM ; @BC?CMB<MBL < ; D?9?MB @AC @@ SATAC ;=B>B: ?@ACZ

>?\k . 1>;T>A9A CB >BCB>SA < ; @?>B?M ; @B B<:A9 ?<YA> ;C :A<@?@AM ;C AP>;SA@ ;C PA>A ; ;>?B<MA@ ;> \EB
: ;<C?@B>A> PB>M?<B<MB A ; @BCB<S ;DS?9B<M ; @ ; P>VOP>;[BM ; P>;P ;CM ;Z

>?*k . 1>;T>A9A CB >BCB>SA < ; @?>B?M ; @B <G ; P>BB<:YB>M ;@AC AC SATAC ;=B>B: ?@ACZ

>?.k

! \$ # \$ & k	W 7 2 < 2 " 7 k	' 2 7 S 2 \$ 9 \$ 4 8 7 k
KK @B AT; CM;	* PA>M?> @AC !nY	c ; 9 ; D; TAFG; @AC ?<C:>?FOBC
KK @B CBMB 9 N>;	* PA>M?> @AC !nY	' BCEDMA@ ; @A 1>?9 B?>A &MAPA q1>V0P>; [BM; Cr
KRL KoL Kn @B CBMB 9 N>; IJ @B ; EMEN>;	* MV AC KQYRw @ ; @?A KnkIw * PA>M?> @AC !nY	1B>; @ ; @B ?<MB>P; C?FG; @B >B: E>C; C