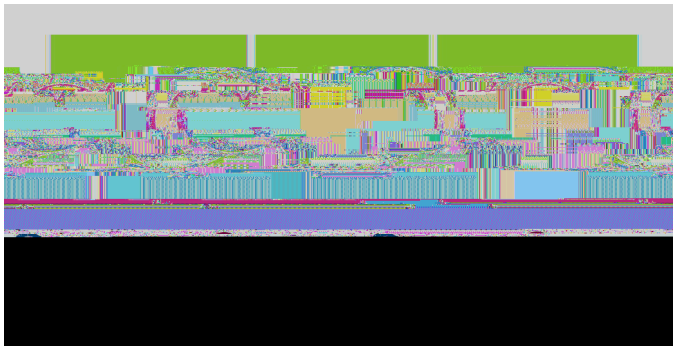

!
!
"#$%&!'(!)*)*!
!
+,-!./0/$12&-!3-456!7-8/5!
9-:$-41$6!/;!<=>:14%/0!
?@9@!7-#1$4A-04!/;!<=>:14%/0!
B**!C1$6&10=!"D-@(!9E!
E15,%0F4/0(!7G!)*)*)HIJ**!

!
C1$K!9:,>&4L!
":4%0F!"55%54104!9-:$-41$6(!M9<N9!
?@9@!7-#1$4A-04!/;!<=>:14%/0!
B**!C1$6&10=!"D-@(!9E!
E15,%0F4/0(!7G!)*)*)HIJ**

!
!
7-1$!9-:$-41$6!7-8/5!10=!":4%0F!"55%54104!9-:$-41$6!9:,>&4L(!!
!
+,-!>0=-$5%F0-=!A-A2-$5!/;!4,-!G/05/$4%>A!;/$!G%4%L-05!O%4,!7%512%&%4%-5!PGG7Q!<=>:14%/0!+15K!R/$:-!10=!
1&&%-5!5>2A%4!4,%5!&-44-$!%0!$-5#/05-!4/!4,-!=%$-:4%D-!4,14!4,-!9-:$-41$6!/;!<=>:14%/0!5>2A%4(!O%4,%0!'*!=165!
/;!-01:4A-04!/;!4,-!G/$/01D%$>5!"%=(!N-&%-;(!10=!<:/0/A%:!9-:>$%46!PG"N<9Q!":4!1!$-#/$4!4/!G/0F$-55!O%4,!
$-:/AA-0=14%/05!/0!106!1==%4%/01&!O1%D-$5!4,-!9-:$-41$6!=--A5!0-:-551$6!>0=-$!4,-!$0=%D%=>1&5!O%4,!
7%512%&%4%-5!<=>:14%/0!":4!P$7<"Q!10=!4,-!N-,12%&%414%/0!":4!/;!JTI'!PN-,12%&%414%/0!":4Q!10=!/4,-$!-=>:14%/0!
&1O5@!+,-!>0=-$5%F0-=!/$F10%L14%/05!1$-!>0O1D-$%0F!%0!/>$!#>$5>%4!/;!-=>:14%/01&!-U>%46!10=!5410=!>0%;%-=!
%0!4,-!54$/0F!:/0D%:4%/0!4,14!!"#$%%&'&"!$(#)*+,-./#*.-#0-1-//*.2#304-.#-+56-.#56-#&%7$#8.#56-#
9-6*:+;+5*5+80#$15<##
!
+/!2-!:&-1$(!O-!$-:/F0%L-!4,14!=>$%0F!4,%5!>0#$-:-=-04-=!F&/21&!:$%5%5!2$/>F,4!/0!26!GM8$7HJT(!
:/AA>0%4%-5!10=!;1A%&%-5!1:$/55!4,-!:/>04$6!1$-!$-:K/0%0F!O%4,!4,-!0-O!$-1&46!4,14!5:,//&5!1$-!:&/5-=!10=!
5,-&4-$!%0!#&1:-!/$=-$5!,1D-!2--0!%55>-=@!$0=--=(!-=>:14%/0!&//K5!D154&6!=%;;-$-04!4,10!%4!=%=!\>54!O--K5!1F/@!
<=>:14/$5!10=!;1A%&%-5!1$-!,1$=!14!O/$K!;%0=%0F!0-O!O165!4/!#$/D%=-!54>=-045!O%4,!-=>:14%/01&!

1&&/O5!;/$!;&-W%2%%46!%0!=-4-$A%O%0F!,/O!4/!A--4!4,-!%0=%D%=>1&!0--=5!/;!54>=-045!O%4,!=%512%%4%-5@Z"!X%D-0!
4,14!S7<"!/;;-$5!;&-W%2%%46!26!=-5%F0!10=!5414-5(!=%54$%:45(!:/AA>0%4%-5(!10=!;1A%%-5!1$-!O/$K%0F!4/F-4,-$!4/!
;%0=!5/&>4%/05!4/!4,-!#$/2&-A5!4,-6!;1:-!%0!4,-!0-W4!5-D-$1&!A/04,5(!O-!;%$A&6!2-&%-D-!4,14!4,%5!%5!0/4!4,-!
4%A-!4/!$/&&!21:K!:%D%&!$%F,45!#$/4-:4%/05!;/$!54>=-045!O%4,!=%512%%4%-5@!=-4-.*;#-431*5+80#;*)/#>3/5#:-#
?.85-15-4<#'6-.-#+/#!"#0--4#@8.#A80B.-//#58#?.8,+4-#)*+,-.#*3568.+52#58#56-#C<D<#D-1.-5*.2#8@#7431*5+80#
304-.#56-#&%7$#8.#9-6*:#$15<!
!
+,-!?@9@!7-#1$4A-04!/;!<=>:14%/0!A>54!-0;/$:-!10=!G/0F$-55!A>54!>#,/&=!4,-!;/&&/O%0F!#$%0:%#&-5^!
!
E<#(7$/#>3/5#1805+03-#58#?.8,+4-#=.--#$??.8?.+*5-#F3:;+1#7431*5+80#G=$F7H#58#/534-05/#)+56#4+/*:+;+5+-/<#
!
+,-!/2&%F14%/0!4/!#$/D%=-!1!;$--(!1##$/#$%14-(!#>2&%:!-=>:14%/0!4/!54>=-045!O%4,!=%512%%4%-5!$-A1%05(!-D-0!%0!
4,-!;1:-!/;!1!#>2&%:!,-1&4,!-A-$F-0:6@!+,%5!A-105!4,14!5#-:%1&!-=>:14%/0!10=!$-&14-=!5-$D%:-5!A>54!
:/04%0>-@!S4!1&5/!A-105!4,14!5:,//&5!A>54!:/05%=-$!,/O!4,-!0--=5!/;!54>=-045!O%4,!=%512%%4%-5!HH!%0:&>=%0F!
4,-!1::/AA/=14%/05(!5#-:%1&%L-=!%054$>:4%/0(!10=!$-&14-=!5-$D%:-5!4,-6!0--=!HH!O%%&!:,10F-!15!4,-6!&-1$0!
;$/A!1!=%5410:-(!%0!4,-%$!,/A-(!10=!%0!10!/0&%0-!5-44%0F@!
!
<W%54%0F!;-=-$1&!=%512%%46!&1O5!1&&/O5!;/$!;&-W%2%%46!%0!=-4-$A%0%0F!,/O!4/!A--4!4,-!%0=%D%=>1&!0--=5!/;!
54>=-045!O%4,!=%512%%4%-5@!+,-!=-4-$A%014%/0!/;!,/O!R"_<!%5!4/!2-!#$/D%=-=!A16!0--=!4/!2-!=%;;-$-04!%0!4,%5!
4%A-!/;!>0#$-:-=-04-=!014%/01&!-A-$F-0:6(!10=!5:,//&5!A16!0/4!2-!12&-!4/!#$/D%=-!4,-!51A-!5-$D%:-5!%0!
4,-!51A-!A100-$!4,-6!=!%0!4,-!#154@!R"_<!A16!2-!#$/D%=-=!:/05%54-04!O%4,!4,-!0--=!4/!#$/4-:4!4,-!,-1&4,!
10=!51;-46!/;!54>=-045!O%4,!=%512%%4%-5!10=!4,/5-!%0=%D%=>1&5!#$/D%=%0F!5#-:%1&!-=>:14%/0!10=!$-&14-=!
5-$D%:-5!4/!54>=-045@!SO!5/A-!:15-5(!4,%5!A16!A-10!4,14!5:,//&5!#$/D%=-!J^J!%054$>:4%/0!10=!5-$D%:-5!
D%$4>1&&6!/$!4-&-#,/O%:1&&6@!SO!/4,-$5!%4!A16!A-10!4,14!5:,//&5!5-0=!A14-$%1&5!10=!1:4%D%4%-5!,/A-!;/$!
54>=-045!O%4,!%054$>:4%/05!10=!5>##/$45!;/$!;1A%%-5(!%0!4,-$&!10F>1F-@!SO!1&&!:15-5(!5:,//&5!A>54!2-!
-D1&>14%0F!O,%:,!:/A#-0514/$6!5-$D%:-5!A16!2-!0--=-=!10=!#&10!4/!#$/D%=-!4,/5-!5-$D%:-5!15!5//0!15!
#/55%2&-@!!
!
I<##'-*>/#.-/?80/+:;-#@8.#/534-05#&04+,+43*;+J-4#7431*5+80#F.8B.*>/#G&7F/H#>3/5#+0,8;,-#?*.-05/#+0#*;;#
4-1+/+80/<#
!
S7<"!%0:&>=-5!$/2>54!#$/D%5%/05!:1&&0F!;/$!#1$-04!#1$4%:%#14%/0!%0!5#-:%1&!-=>:14%/0(!%0:&>=%0F!O%4,%0!4,-!S<_!
#$/:-55@!9#-:%;%:1&&6(!S7<"!:1&&5!;/$!#>2&%:!1F-0:%-5!4/!Y41K-!54-#5!4/!-05>$-!4,14!/0-!/$!2/4,!/;!4,-!#1$-045!
/;!1!:,&=!O%4,!1!=%512%%46!1$-!#$-5-04!14!-1:,!S<_!+-1A!A--4%0F!/$!1$-!1;;/$=-=!4,-!/##/$4>0%46!4/!
#1$4%:%#14-@Z#!S7<"!104%:%#14-5!4,14!#1$-04!#1$4%:%#14%/0!A16!0/4!1&O165!2-!#/55%2&-!%OH#-$5/0!10=!1&&/O5!
;/$!#1$-045!10=!#>2&%:!1F-0:%-5!4/!Y1F$--!4/!>5-!1&4-$014%D-!A-105!/;!A--4%0F!#1$4%:%#14%/0(!5>:,!15!D%=-/!
:/0;-$-0:-5!10=!:/0;-$-0:-!:1&&5@Z$!
!
+,-$-!A16!2-!1!5%4>14%/0!O,-$-!1!5:,//&!4-1A!;--&5!4,-!0--=!4/!A1K-!1A-0=A-045!4/!1!54>=-04`5!S<_!F%D-0!
4,-!-A-$F-0:6!5%4>14%/0!4,-6!1$-!%0!10=!2-:1>5-!54>=-045!1$-!&-1$O%0F!;$/A!1!=%5410:-@!SO!5>:,!1!5%4>14%/0(!

---

[2] M;;%:-!;/$!G%&!N%F,45!b!M;;%:-!/;!9#-:%1&!<=>:14%/0!b!N-,12%%414%D-!9-$D%:-5!PC1$:,!)J(!)*)*Q@!Y9>##&-A-041&!R1:4!
9,--4!"==$-55%0F!4,-!N%5K!/;!GM8S7HJT!%0!_$-5:,//&(!<&-A-041$6!10=!9-:/0=1$6!9:,//&5!E,%&-!9-$D%0F!G,%!E,%&(5)-1.2418(4)-2(0F!)-(4

$<_!#$/D%5%/05!O%4,%0!$7<"!1&$-1=6!1&&/O!;/$!1A-0=A-045!4/!10!$<_!O%4,/>4!10!$<_!A--4%0F!15!&/0F!15!4,-!
#1$-04!10=!=%54$%:4!1F$--!4/!4,/5-!1A-0=A-045!10=!1!O$%44-0!=/:>A-04!%5!:$-14-=!10=!1441:,-=!4/!4,-!$<_@%!
!

"A-$%:10!G/>0:%&!/;!4,-!3&%0=!
"A-$%:10!R/>0=14%/0!;/$!4,-!3&%0=!
"A-$%:10!C>5%:!+,-$1#6!"55/:%14%/0!!
"A-$%:10!C>5&%A!.-1&4,!_$/;-55%/01&5!!
"A-$%:10!M::>#14%/01&!+,-$1#6!"55/:%14%/0!
"A-$%:10!_,65%:1&!+,-$1#6!"55/:%14%/0!
"A-$%:10!_56:,/&/F%:1&!"55/:%14%/0!!
"A-$%:10!+,-$1#->4%:!N-:$-14%/0!"55/:%14%/0!
"55/:%14%/0!/;!_-/#&-!9>##/$4%0F!<A#&/6A-04!R%$54!!
"55/:%14%/0!/;!?0%D-$5%46!G-04-$5!/0!7%512%&%4%-5!!
">4%5A!9/:%-46!/;!"A-$%:1!
">4%54%:!N-1&%46!
">4%54%:!9-&;!"=D/:1:6!d-4O/$K!
31L-&/0!G-04-$!;/$!C-041&!.-1&4,!e1O!
G"9+(!$0:@!
G-04-$!;/$!"A-$%:10!_$/F$-55!
G-04-$!;/$!_>2&%:!N-#$-5-0414%/0!
G,%&=$-0!10=!"=>&45!O%4,!"44-04%/0H7-;%:%4a.6#-$1:4%D%46!7%5/$=-$!!
G&-1$%0F,/>5-!/0!E/A-0h5!$55>-5!
G/&&12/$14%/0!4/!_$/A/4-!9-&;H7-4-$A%014%/0!
G/AA>0%:14%/0R$N9+!
G/AA>0%46!M#4%/05(!$0:@!
G/>0:%&!;/$!e-1$O%0F!7%512%&%4%-5!
G/>0:%&!/;!_1$-04!"44/$0-65!10=!"=D/:14-5!
7%512%&%46!N%F,45!<=>:14%/0!b!7-;-05-!R>0=!
<154-$5-1&5!
<=>:14%/0!N-;/$A!d/O!
<#%&-#56!R/>0=14%/0!
R1A%&6!<U>1&%46!
R-A%O%54!C1V/$%46!R/>0=14%/0!
R%$54!R/:>5!/0!G,%&=$-0!!
X%$&5!$0:@!

d14%/01&!7%512%&%46!$O54%4>4-!!
d14%/01&!7%512%&%46!N%F,45!d-4O/$K!
d14%/01&!7/O0!960=$/A-!G/0F$-55!
d14%/01&!$O=%10!<=>:14%/0!"55/:%14%/0!!
d14%/01&!_+"!
d14%/01&!?$210!e-1F>-!!
d14%/01&!E/A-0h5!e1O!G-04-$!
d-O!"A-$%:1(!<=>:14%/0!_/&%:6!_$/F$1A!
_-$K%05!9:,//&!;/$!4,-!3&%0=!
N-5#-:4"2%&%46!
9:,//&!9/:%1&!E/$K!"55/:%14%/0!/;!"A-$%:1!
9:,//&./>5-!G/00-:4%/0!
9/>4,-154!"5%1!N-5/>$:-!":4%/0!G-04-$!!
9/>4,-$0!_/D-$46!e1O!G-04-$!
+15,!
+-1:,-$!<=>:14%/0!7%D%5%/0!/;!4,-!G/>0:%&!;/$!<W:-#4%/01&!G,%&=$-0!
+/>$-44-!"55/:%14%/0!/;!"A-$%:1!
?0%=/5?9!
?0%/0!;/$!N-;/$A!i>=1%5A!
?0%4-=!9414-5!$O4-$014%/01&!G/>0:%&!/0!7%512%&%4%-5!
!
!
!
::^!!e1>$%-!810=-$_&/-F(!7%$-:4/$(!M;;%:-!/;!9#-:%1&!<=>:14%/0!
!
!
!
<=>:14%/0!+15K!R/$:-!G/HG,1%$5^!
"00%-!":/541(!+,-!"$:!/;!4,-!?0%4-=!9414-5! ! ! ! ! 1:/541 I 4,-1$:@/$F!!!!!!!!!!!!!!!
"A10=1!e/O-(!d14%/01&!7%512%&%46!N%F,45!d-4O/$K! ! ! ! 1A10=1@&/O- I 0=$0@/$F!
m%A!C>5,-0/(!">4%5A!9/:%-46!/;!"A-$%:1! ! ! ! ! KA>5,-0/ I 1>4%5AH5/:%-46@/$F!
C-F,10!E,%441K-$(!d14%/01&!G-04-$!;/$!e-1$O%0F!7%512%&%4%-5!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!AO,%441K-$ I 0:&=@/$F!
e1>$1!m1&/%(!G/>0:%&!/;!_1$-04!"44/$0-65!b!"=D/:14-5!10=!d14&@!G-04-$!!!!!!!!!! &K1&/% I 54$%=-#/&%:6@:/A!
;/$!9#-:%1&!<=>:14%/0!%O!G,1$4-$!9:,//&5!
!
!
nnn!
!
%&'$()")+,-./$0)+$(-,-1'"*$2-,&$3-*!4-5-,-'*$6((37$-*$,&'$5!+8'*,$9)!5-,-)"$)0$"!,-)"!5$)+8!"-1!,-)"*$2)+:-"8$,)8',&'+$,)$*
!#;)9!,'$0)+$0'#'+!5$<.45-9$<)5-9=$,&!,$'"*.+'*$,&'$*'50>#','+/-"!,-)"?$-"#'<'"#'"9'?$'/<)2'+/'",?$-",'8+!,-)"$!"#$*
-"95.*-)"$)0$9&-5#+'"$!"#$!#.5,*$2-,&$#-*!4-5-,-'*$-"$!55$!*<'9,*$)0$*)9-',=@$%&'$A#.9!,-)"$%!*:$B)+9'$)0$((3$/)"-,)+*$
0'#'+!5$5'8-*5!,-)"$!"#$+'8.5!,-)"*$,&!,$!##+'**$,&'$'#.9!,-)"!5$"''#*$)0$9&-5#+'"$!"#$=).,&$2-,&$#-*!4-5-,-'*$!"#$,&'-+$
0!/-5-'*?$-"95.#-"8$+'8.5!,)+=$'00)+,*."#'+$0'#'+!5$5!2$*.9&$!*$,&'$C"#-;-#.!5*$2-,&$3-*!4-5-,-'*$A#.9!,-)"$D9,$6C3AD7?$
,&'$A;'+=$E,.#'",$E.99'#*$D9,$6AEED7?$E'9,-)"FGH)0$,&'$I'&!4-5-,!,-)"$D9,$)0$JKLM?$!"#$,&'$D/'+-9!"*$2-,&$
3-*!4-5-,-'*$D9,$6D3D7@$%&'$A#.9!,-)"$%!*:$B)+9'$!#;)9!,'*$0)+$&-8&$'N<'9,!,-)"*$0)+$9&-5#+'"$2-,&$#-*!4-5-,-'*$."#'+$
,&'*'$!"#$),&'+$5!2*@$
$