

#B!E: FDB!@<JC@;<=;!;I : ;!;I <!,]C@PD9: A!OCH9>DA!KDA!]<!P<;;D9P!D;B!CK9!K<]BD;<! : ;!
I ; ;J?^KKKU_H<<9BH!> : ^:]C@PD9: A>CH9>DA!D9B;<: =!CR!]<D9P!KD;I D9!;I <!J: P<B!CR!
;I <!*CH@!ED@<>;DC9B!,]C@PD9: A!4;H=<9;!O<9;@<3B!K<]BD;<!!4I <! : ABC!@<JC@;<=!C9! : !
F<@L!D9;<@<B;D9P! : 9=!BH>><BBRHA! =: L\AC9P!FDBD;!;I : ;!BI <! : 9=!G@CFCB;!+ : @!BC9!
BJ<9;! : ;!%L<9=D9: P: !KD;I !# B!-@: 9;!O: B;<AA: 9CS!# @!EC9!# : @: >A<S!;I <!OI D<R!CR!;I <!
CI : KOBI CR!;I <!- : L!CR!2HD9;<S! : 9=!E<@<O!4: PDM: S!G@<BD=<9;! : 9=!O\$) !CR!;I <!
*D@B;! ' : ;DC9B!%<>I 9D>: A!&9B;D;H;<!!
!
`!! . <JC@;!R@CM!;I <!G@CFCB;!!
G@CFCB;!+ : @!BC9!@<JC@;<=!C9!;I <!@<><9;!@<: JJCD9;M<9;!CR!-DAA!*A: 9: P: 9S! : B!E<: 9!
CR!;I <!* : >HA;L!CR!/: K! : 9=!;I <! : JJCD9;M<9;!CR!Q<@L!ECD@C9! : B!;I <!D9: HPH@: A!
=D@<>;C@!CR!;I <!&B:]<A! - : =<@!O<9;@<!RC@;I <!G<@RC@MD9P!, @;B!! + <! : ABC!M<9;DC9<=!
;I : ;!;I <!@<: JJCD9;M<9;!J@C><BB!CR!;I <!E<: 9!CR!;I <!2H<<93B!4>I CCA!CR!-HBD9<BB!DB!
>CMD9P!;CI: !>ACB<S! : B!DB!;I <!=<>: 9: A!B<: @>I !D9!;I <!* : >HA;L!CR!, @;B! : 9=!4>D<9><!!
!
%I <!2H<<93B!' : ;DC9: A!4>I CA: @!J@CP@: M!I : B!]<<9!@<D9B;D;H;<=!!%I <@<!K<@<!Wa!
<bJ@<BBDC9B!CR!D9;<@<B;B!7\$) &B8

%l <!

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X

J@CP@: MB!: 9=ID9!: >>C@=: 9><!KD; I !2H<<93B!1 9DF<@BD;L3B!>CMMD;M<9;!;C!<MJACLM<9;!<_HD;LUJ!
OCH9>DA! ! : =!: BO<=! I CK!; I DB!C]T<>;DF<!KCHA=!]<! : ==@<BB<=!]<L!; I <!H9DF<@BD;LU!!

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%I <!G@CFCB;IB: D=ID;!DB!>A<: @!; I <!H9DF<@BD;LIR: ><B!>I : AA<9P<B!D9!@<>@HD;D9P!,]C@DPD9: A!R: >HA;L!: 9=!
B;; RRU!%I <@<! ! : B!]<<9!J@CP@<BB!DB!BCM<! : @<: BS!J: @;D>HA: @AL!D9!B;H=<9;!@<>@HD;M<9;U!%I <!<
>CAA<>;DF<! : P@<<M<9;!>C9;; D9B!BJ<>DRD>! : @;D>A<B!; I : !: ==@<BB!; I <!I D@9P!J@C><BBS!D9>AH=D9P!; I <!<
>C9BD=<@: ;DC9!CR! =<BDP9: ;<=!P@CHJB! : 9=!J@CMC;DC9U!e D; I !@<BJ<>;!;C!B;; RRI! D@9PS!; I <!<
H9DF<@BD;L3B!OCH9>DA!C9!\$MJACLM<9;!\$_HD;L!7O\$8!DB!A: H9>I D9P! : !JDAC;!J@CT<>;!@<A: ;<=!;C!
;: @P<;<=!@<>@HD;M<9;! : 9=!B<AR\>=<9;DRD>: ;DC9S! : B!K<AA! : B!<b: MD9D9P!; I <!DBBH<!CR!>HA;H@: A!
>CMJ<;<9>D<B! : 9=!>ADM: ;<U! (C@=C9!4MD; I !DB!; I <!>I : D@!CR!; I <!O\$\$\$: 9=!I : B!@<_H<B;<=!; I : ;!; I <!<
, O2 1! =<BDP9: ;<! : !@<J@<B<9;; ;DF<!;C!BD;!C9!; I <!O\$\$\$;C! !AJ!R: >DAD: ;<!; I <!>CC@=D9: ;DC9!CR!; I <!<
KC@O!CR!; I <!O\$\$\$: 9=!; I <! , O2 1U!%I <! ,]C@DPD9: A!O: H>HB!CR!; I <! , O2 1S! : ;ID;B!RD@B;!R: AA!M<<;D9P!
7) >;C] <@!Wg8S!KDAAB<A<>;! : !@<J@<B<9;; ;DF<!;C!BD;!C9!; I <!O\$\$\$U!

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"ZU WZ"W\WZ"X!L<: @\<9=!# D9DB;@L!CR!%@: D9D9PS!OCAAP<B! : 9=!1 9DF<@BD;D<B!@<JC@;!

! ! !!

*D9: 9>D: AB!V! (D9<;;<!E<9RC@=S!# : 9: P<@!CR!*D9: 9><! : 9=!4;; RRD9PS!E4 , !

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, !K@!;<9!@<JC@;!K: B!>D@>HA: ;<=!;C!M<M] <@BU!&;!D9>AH=<B! : !RD9: 9>D: A!@<JC@;S! , J@DA!
WZ"W\# : @>I !WZ"XS!; I : ;!<;: DAB!; I <! : AAC>: ;DC9!CR!; I <!# %O 1!P@: 9;S! : B!K<AA! : B!RH9=B!
BJ<9;!]<L!; I <!H9DF<@BD;L!;CK: @=!; I <!D9D;D: ;DF<BS!;C!BI CK!;C;; A!BJ<9=D9PU!!
e <!>: 99C;!>: @L!RC@K: @=! : 9L!# %O 1!MC9D<B! : 9=!; I <L!I : F<! : AA!]<<9!BJ<9;U!&R!
; I <@<!DB!H9=<@BJ<9=D9P!CR!H9D;!RH9=B!C9!; I <B<!D9D;D: ;DF<BS!D;!KCHA=!]<!HJ!;C!; I <!<
H9D;!;C!<D; I <@!>: @L!D;!RC@K: @=!C@!BJ<9=ID;!D9!C; I <@!K: LBUI!
&!K: B!>A: @DRD<=!; I : ;!OCAHM9!W!DB!D9>AH=<=ID9!OCAHM9!XU!!

!

N: ;<!*@<<M: 9!: 9=! (D9<;;<!KDAARCAACK!HJ!;C!>A: @RL! I CK!BJ<9=D9P!]L!J: @;9<@!
D9B;D;H;DC9B!DB!@<JC@;<=U!!

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34\$*!% .5-&!2\$--!5&!#&1\$*&/!. ' /!#&/\$*%#5, %&/!%)!6), ' +\$-!(#)\$#!%)*, 57\$**\$)' !%)!%4&!
8\$' \$*%#9!. %!%4&!&' /!)! :!8. 9;!!

%I <!@<JC@;!: ABC!D9>AH=<B!D9RC@M: ;DC9!:]CH;! , O2 1!: 9=!O<L!: >>CMJADBI M<9;BU!
+DPI ADPI ;B!D9>AH=<!;I <!\$: @!L!# CF<D9!E: LS!;I <!EDB>CF<@L!E: LB!J@CP@: MS!;I <!
>C9FC>: ;DC9!]A: 90<!;><@<MC9L!: 9=!;I <! : =HA;! : =MDBBDC9!J@C><BB!RC@! , %\$GU!!
. <JC@;D9PS!RH9=D9P!: 9=!J@CJCB: AB!: @<!]: B<=!C9!I CK!K<!M<<;!;I <!PC: AB!CR!;I <!
J@CFD9><3B!WZ""!R@: M<KC@OU!!

!
34&!+) 7 (-&%&!/%& 7 (-.%&!2\$--!5&!+\$#+, -. %&/%!)!6), ' +\$-!(#\$)#!%)!* , 57\$**\$)' !%)!%4&!8\$' \$*%#9!
. %!%4&!&' /!):!8. 9;!!

!
+++!(#8!45*%&#**!!

!
""U%I @<<\L<: @J@CFD9>D: A!GCB;B<>C9=: @L!\$=H>: ;DC9!*H9=!

2\$--!5&!*, 57\$%&/!. *!. !3DC

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5D>\G@D9>DJ: A!7. <B<: @! 8!4;<F<9!/DBB!BJCO<!;C!OCH9>DA!:]CH;!: 9!D=<: !RC@!: 9!
,]C@PD9: A!4>I CA: @B3!J@CP@: M!;C!D9>@<: B<!,]C@PD9: A!R: >HA;LU!!
+<!BHPP<B;<=!;I : ;!: 9!<RR<>;DF<!B;@: ;<PL!KCHA=!]<!;C!PC!;C!;I <!R<=<@: A!PCF<@9M<9;!
!KD;I !]>C: =!BHJJJC@;!R@CM!: >@CBB!;I <!>CH9;@LU! +<!BHPP<B;<=!;I <@<!>CHA=!]<!; !@CA!
!RC@!;I <!, O2 1 !D9!>C99<>;D9P!KD;I !OCH9>DAB!; ;J: @;9<@!D9B;D;H;DC9B!;C!P: @9<@!;I <!!
;I DB!BHJJJC@;U!%I DB!D9D;D: ;DF<!>CHA=!]<!<F<ACJ<=!RC@!;I <!9<b;!R<=<@: A!]H=P<;!>L>A<U!
+<!9C;<=!;I : ;!G@D9>DJ: A!e CCAR!DB!BHJJJC@;DF<U!
E@U!/DBB!B: D=!I <!KCHA=!ADO<!;C!>CM<!]: >O!;C!, O2 1 !: B!;I DB!D9D;D: ;DF<!DB!<F<ACJ<=U!
!
4I : H9: !4I D<A=B!: =FDB<=!OCH9>DA!;I : ;!;I DB!KCHA=!]<!I <@!A: B;!M<<;D9PU!, R;<@!;I @<<!
=<P@<<BS!BI <!DB!9CK!A<: FD9P!2H<<93BU!#<M]<@B!CR!;I <!OCH9>DA!;I : 9O<=!I <@!RC@!I <@!
: >;DF<!J: @;D>DJ: ;DC9U!
!
@!(#A\$!" ##\$%&' !B3\$#&!) >;C]<@!Wgs!WZ"X!
!
@+!DE) *%&' !F03G#0H6>I) 50&2#&\$!!

