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> ? 8 S +	> ? / ) & . 1 + 8 % * % 7 2 9 - % 1 ( + S . 1 V +
> ! @ 8 +	> ? / ) & . + ! 1 ? / . < ( / ' & ( ' / % + @ 2 ' 1 ( / 0 + 8 ) . ; 1 2 < ( ) & + +
> b +	> ? / ) & . 1 + b 1 ) 2 1 +
@ > > 8 : +	@ 2 - 9 / % 5 % 1 < * % + > ? / ) & . + > ; / ) & ' 7 ( ' / % + 8 % * % 7 2 9 - % 1 ( + : / 2 ; / . - + +
@ S 2 , +	@ % 1 ( / . 7 + S ' / % . ' + 2 ? + , ( . ) < ( ) & < +
@ 8 +	@ 2 1 < ( ' ) 2 1 . 7 + 8 2 & ' - % 1 ( + +
@ H 4 > +	

&' (\$#)\*+,-#./ \* 0 0 123.

.BH?I!J7KLALD?KM!FD7I7CLD!?IH!N7DL?K!

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A7! ' / )NR! , >F! IBCEF@! 7P! (IAF@IFA!BNF@N!@F?D>FH! ; :R9! CLKKL7I!LI!9: ; aM! OLA>! X;! JF@DFIA! 7P! A>F!  
J7JBK?AL7I! ?@F!LIAF@IFA!BNF@N!JBAALIQ! .BH?I!?!?A!?! CBD>!>LQ>F@!@?AF!D7CJ?@FH!A7! ?KK!LAN! IFLQ>E7@N!  
6FUDFJA!#QWJA8R! - 7OFTF@M!A>LN!AFD>I7K7QW!>?N! I7A!WFA!EFFI!BALKL\FH!LI!PLI?IDL?K!LIDKBNL7I!A>@7BQ>!  
CLD@7PLI?IDF!7@!LI!A>F! ?Q@LDBKAB@F!FUAFINL7IR!!!

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. FTF@?K!FPP7@AN!OF@F!FUF@AFH!A7!@FTLA?KL\F! ?Q@LDBKAB@FR! , 7A?K!FUJFIHLAB@FN!7I! ?Q@LDBKAB@F!LIDKBHLIQ!  
@FK?AFH!LIP@?NA@BDAB@F!LID@F?NFH! ?N!JF@DFIA!7P!A7A?K!JBEKLD!FUJFIHLAB@F!P@7C!aRS!JF@DFIA!LI!9: ; 9!A7!  
@F?D>! 7TF@! ; ; ! JF@DFIA! 7I! ?TF@?QF! HB@LIQ! 9: ; Z<9: ; \_! LI! KLIF! OLA>! A>F! (\$73! ?IH! A>F! ) 3 3 / \$R!  
(ITFNACFIA! LI! KLTFNA7D]! NFDA7@! LIDKBHFH! A>F! NBDDFNPNBK! >F?KA>! J@7Q@?C! 7P! T?DDLI?AL7I! ?IH!  
LINJFDAL7I!P7@!KLTFNA7D]!FUJ7@AN!7P!N>FFJ! ?IH!LITFNACFIAN!LI!dB?@?IALIFN!HB@LIQ!9: ; 9<9: ; ^!A>?A!  
@FNBKAFH!LI!@FC?@J?EKF!@FD7TF@W!7P!KLT! ?ILC?KVN!FUJ7@ANR! , 7A?K!PK7ON!7P!PLI?IDLIQ!A7! ?Q@LDBKAB@F!  
LI! JF@DFIA! 7P!A7A?K!E?I JVN!PLI?IDLIQ!LID@F?NFH!P@7C! aRS!JF@DFIA!LI!9: ; ; !A7!9a! JF@DFIA!LI!9: ; ^R!  
. BLA?EKF!J7KLDLFN!LI!A>F! ?@F?!7P!KLEF@?KL\LIQ! ?IH!LITFNACFIAN!LI!A>F! 4BC! 3@?ELDM!KFH!A7!LID@F?NFH!  
QBC!FUJ7@ANR! (ITFNACFIAN!LI!AFD>I7K7QLD?K!LCJ@7TFCFIA!LI!D7AA7IhQFIFALD?KKW! C7HLPLFH!D7AA7I<!  
@FNBKAFH!LI!LAN!@FD7TF@Wb!WLFKH!LID@F?NFH!P@7C!SSGRZ! JQfPFH?I!9: ; Gf9: ; ; !NF?N7I!A7! ; ; S; !]QfP?H?I!  
LI! 9: ; ^f9: ; ^! NF?N7Ib! C7@F! A>?I! AO7! P7KHNV! LID@F?NFR! , >FNF! FPP7@AN! >?H! J7NLALTF! LCJ?DAN! 7I!  
?Q@LDBKAB@F! J@7HBDAL7I! DF@F?KNR! ! \*BAJBA! ?IH! WLFKH! 7P! DF@F?K! D@7JN! NA?@AFH! A7! @FD7TF@! P7@! N7CF!  
D@7JN!EBA!NALKK! ?Q@LDBKAB@F! J@7HBDAL7I!LN!P?@!P@7C!J7AFIAL?KR! . FTF@?K!D>?KKFIQFN!P?DLIQ! ?Q@LDBKAB@F!  
@FC?LI! A7! EF! ?HH@FNNFHR! 3Q@LDBKAB@F! LN! I7A! D7IA@LEBALIQ! A7! ?! >LQ>F@! Q@7OA>! LI! A>F! FD7I7CWWR!  
, >F@FP7@FM! 4 / \$!Q@7OA>!@FC?LIFH!C7HFNAM!7P! ?@7BIH!XRX!JF@DFIA!JF@!WF?@!7TF@!7I! ?TF@?QF!HB@LIQ!  
9: ; ; <9: ; ^R! 1 ?D@7FD7I7CLD! LINA?ELKLAW! OLA>! >LQ>! LIPK?AL7I! ?IH! CBKALJKF! FUD>?IQF! @?AFN! LN!  
D@F?ALIQ! BIJ@FHLD@?EKF! FITL@7ICFIA! P7@! J@LT?AF! LITFNACFIA! ?IH! A7! J@7HBDAL7I! LIDKBHLIQ!  
?Q@LDBKAB@FR! (ITFNACFIA!LI! ?Q@LDBKAB@F! ?IH!A>F! J7KLDLFN!P?DLIQ!A>F! ?Q@7! J@7DFNLIQ!NFDA7@!H7! I7A!  
D@F?AF! ?!D7IHBDLTF! FITL@7ICFIA! P7@! FD7I7CLD!A@?INP7@C?AL7IR! , >F!N>?@F! 7P! .BH?IVN!FUJ7@A!LI!  
O7@KH! A@?HF! LN! NALKK! K7O! @?IQLIQ! P@7C! :R:9<

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&&' &"+245\*")+,4".

,>F! 7TF@?@D>LIQ! Q7?K! 7P! A>F! (NA?IEBK! \$K?I! 7P! 3DAL7I! 6(\$738! 9: ; ;<9:9:;! LN! A7! 7TF@D7CF! A>F!  
NA@BDAB@?K! D>?KKFIQFN! P?DFH! EW! A>F! ' F?NA! / FTFK7JFH! )7BIA@LFN! 6' / )N8! LI! 7@HF@! A7! F@?HLD?AF!  
J7TF@AWM! ?D>LFTF! LIAF@ I ?AL7I ?KKW! ?Q@FFH! HFTFK7JCFIA! Q7?KN! ?IH! FI ?EKF! A>FC! P7@! Q@?HB?AL7I! P@7C!  
A>F! ' / ) !D?AFQ7@WR! ,>F! % ILAFH! O ?AL7IN! 4FIF@?K! 3NNFCEKWM! 6% 0 4 3 8! ! HFDLHFH! A7! D7ITFIF! A>F!  
+LPA>!% ILAFH! O ?AL7IN! ) 7IPF@FIDF! 7I! A>F! ' / ) N! ?A! A>F! >LQ>FNA! J7NNLEKF! KFTFK! LI! 9: 9: ; M! A7! BIHF@A? JF!  
?!D7CJ@F>FINLTF! ?JJ@?LN?K! 7P! A>F! LCJKFCFIA?AL7I! 7P! A>F! (\$73 !!N7! ?N! A7! N>?@F! EFNA! J@?DALDFN! ?IH!  
KFNN7IN! KF?@ I FHM! LHFIALPW! 7ENA?DKFN! ?IH! D7INA@?LIAN! FID7BIAF@FHb! !LHFIALPW! FPPFDALTF! J7KLDLFN! LI! A>F!  
KLQ>A! 7P! A>F! 7BAD7CF! 7P! A>F! ?JJ@?LN?KM! ! ?IH! ! C7ELK\ F! ?HHLAL7I ?K! LIAF@ I ?AL7I ?K! NBJJ7@A! OLA>LI! ?!  
@FIFOH! J ?@AIF@N>LJ! EFAOFFI! A>F! HFTFK7JCFIA! J ?@AIF@N! ?IH! A>F! ' / ) NR! ,>F! % 0 4 3 !FCJ>?NL\FH!  
A>F! LCJ7@A? IDF! 7P! D7BIA@W<KFTFK! J@FJ?@?AL7IN! ?N! ?!D@LALD?K! LIJBA! A7! A>F! J@FJ?@?A7@W! J@7DFNN! P7@! A>F!  
) 7IPF@FIDFR! (A! LN! OLA>LI! A>LN! E?D]Q@7BIH! A>?A! A>F! @FJ7@A! O?N! O@LAAFIR! ,>F! @FJ7@A! P7KK7OFH! A>F!  
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Q77HNM! LIDKBHLIQ! P77HNABPPN! ?IH! FIF@QWM! O7BKH! LID@F?NF! LIPK?AL7I! ?IH! HFJ@FNN! D7INBCJAL7IR!  
/ LPPLDBKALFN! LI! J@7DFNNLIQ! LIAF@I?AL7I?K! A@?IN?DAL7IN! OLKK! KF?H! A7! D7IALIBFH! N>7@A?QFN! 7P! P7@FLQI!  
FUD>?IQF! O>LD>! OLKK! JBA! J@FNNB@F! 7I! A>F! FUD>?IQF! @?AFR! ) 7INA@?LIAN! 7I! A@?INPF@LIQ! @FCLAA?IDFN!  
C?W! LCJ?DA! A>F! C7NA! TBKIF@?EKFR! , >FNF! ?HTF@NF! HFTFK7JCFIAN! O7BKH! D7IA@LEBAF! A7! PB@A>F@!  
H?CJFILIQ! FD7I7CLD! Q@7OAM! ?IH! BKALC?AFKW! O7@NFI! N7DL?K! 7BAD7CFN! ?IH! J7TF@AW1R! 3KA>7BQ>!  
% . 3! KLPAFH! A>F! N?IDAL7IN! LI! i?IB?@W! 9: ; \_M! >7OFTF@M! . BH?I! @FC?LIN! 7I! A>F! % . 3! . A?AFN! . J7IN7@N!  
7P! , F@7@LNC! ' LNA! 6 . . , ' 8M! EK7D]LIQ! J@7Q@FNN! A7O?@HN! E?HKW! IFFHFH! HFEA! @FKLFPR!  
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. BH?I! OLAIFNNFH! ?! C?[7@! J7KLALD?K! D>?IQF! LI! 9: ; GR! 3 I! LIAFINF! JBEKLD! J@7AFNAN! A>?A! NA?@AFH! LI!  
/ FDFCEF@! 9: ; ^! NBDDFFHFH! LI! A7JJKLIQ! A>F! X: !WF?@NV! @BKF! 7P! A>F! J@FTL7BN! k3 KLIQ? \! 1! @FQLCF! 7I! A>F!  
; : %! 7P! 3 J@LK! 9: ; GR! 3! IFO! DLTk! , @?INLAL7I?K! 47TF@ICFIA! O?N! P7@CFH! E?NFH! 7I! ?! ) 7INALABAL7I?K!  
/ 7DBCFA! 6) / 8! NLQIFH! 7I! A>F! ; \_! 3QBNA! 9: ; GM! EFAOFFI! A>F! , @?INLAL7I?K! 1 LKLA?@W! ) 7BIDLK! ?IH!  
A>F! C?LI! 7JJ7NLAL7I! Q@7BJN! +@FFH7C! ?IH! ) >?IQF! ?Kk?IDF! 6+ ) 8R! , >F! , @?INLAL7I?K! 47TF@ICFIA!  
OLKK! @BKF! A>F! D7BIA@W! P7@! XG! C7IA>N! ?PAF@! O>LD>! QFIF@?K! FKFDAL7IN! OLKK! EF! >FKHR! , >F! IFO!  
A@?INLAL7I?K! Q7TF@ICFIA! >?N! 7JFIFH! ?! IFO! 7JJ7@ABILAW! P7@! . BH?I! A7! @FNBCF! LAN! I7@C?K! @FK?AL7IN!  
OLA>! A>F! LIAF@I?AL7I?K! D7CCBILAWM! ?IH! A>F! NBJJ7@A! 7P! A>F! J7JBK?AL7I! P7@! ?! IW! @FP7@CNM! >7OFTF@! LA!  
OLKK! EF! P?DLIQ! LCCFINF! D>?KKFIQFN! LIDKBHLIQ! ?DDBC BK?AFH! FD7I7CLD! J@7EKFCN! P@7C! A>F! J@FTL7BN!  
@FQLCF! ?IH! A>F! D>?KKFIQF! 7P! FIHLIQ! A>F! D7IPKLDAN! LI! . BH?I! ?IH! A>F! J@7A@?DAFH! HLNJK?DFCFIAR!  
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) 7INLHF@?EKF! FPP7@AN! OF@F! FUF@AFH! LI! D7CJLKLQ! A>F! IFFHFH! H?A? !OLA>! T?KB?EKF! ?NNLNA?IDF! P@7C! A>F!  
D7IDF@IFH! KLIF! ?QFIDLNR! / ?A?! LI! . BH?I! LN! QFIF@?KKW! OF?J! ?IH! LI! C?IW! D?NFN! 7BAH?AFHR! #PP7@AN! ?@F!  
IFFHFH! P@7C! @FKFT?IA! LIAF@I?AL7I?K! ?IH! @FQL7I?K! LINALABAL7IN! A7! >FKJ! LI! EBLKHLIQ! NA@7IQ! ?IH!  
D@FHLEKF! LIP7@C?AL7I! E?NF! LI! . BH?IR! , >F! @FJ7@A! O?N! E?NFH! 7I! ; a! E?D]Q@7BIH! NFDA7@?K! ?IH!  
A>FC?ALD! J?JF@N! P@7C! A>F! HLPPF@FIA! Q7TF@ICFIA! ?QFIDLNR! ?IH! A>F! J@LT?AF! NFDA7@! HFA?LKLQ! A>F!  
JK?INM! J7KLDLNF! ?IH! ?DAL7IN! A?JFI! LI! A>FL@! @FNJFDALTF! C?IH?AFN! ?IH! A>F! @FNKAN! 7P! A>FNF!  
LIAF@TFIAL7IN! HB@LIQ! A>F! JF@L7H! 9: ; ; <9: ; GM! D7INA@?LIAN! FID7BIAF@FH! ?IH! @FCFHL?K! ?DAL7IN!  
@FdBL@FHR! , >F! @FJ7@A! O?N! PL@NA! NBE[FDFAFH! A7! ?! A>7@7BQ>! @FTLFO! P@7C! ?! AF?C! 7P! NFIL7@! NA?PP! 7P! A>F!  
1 LILNA@W! 7P! +LI?IDF! ?IH! #D7I7CLD! \$K?IILIQM! ?A! A>F! KFTFK! 7P! A>F! 4FIF@?K! / L@FDA7@N! 7P! A>F!  
1 LILNA@WVN! / L@FDA7@?AFNR! , >FI! LA! O?N! P7KK7OFH! EW! ?! 7IF<H?W! O7@JN>7J! ?AAFIFH! EW!  
@FJ@FNFA?ALTFN! 7P! A>F! 1 LILNA@LFN! 7P! +LI?IDFM! - F?KA>M! #HBD?AL7IM! +FHF@?K! 47TF@ICFIA! 3 ILC?K!

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A@?HFb!A>FW!LI

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?KC7NA!NA?QI?IA! ?A! ;S!JF@DFIAR!! 3 Q@LDBKAB@FN!N>?@F!LI! 4 / \$!HFDKLIFH!P@7C!X;!JF@DFIA!LI!9: ;9M!A7!  
@F?D>!9^!JF@DFIA!LI!9: ;\_<

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+LQB@F!9`!\$@7HBDAL7I! ?IH!FUJ7@AN!7P!Q7KH!9: : \_<9: ; ^!

5#D\$F2K!W3)3G1\$7!#@!W3)2\$(%GK!@2(1D\$2G!( )&!@36D\$2!(E#D!1!A2!C2\$@#\$4 ( )F2!#@!1A2!W3)3G1\$7!#@!W3)2\$(%G!93)!N\$(E3F?!!

!!" ,\*-\$./)\$'('\$0+

(IP@?NA@BDAB@F!>?N!@FDLTFH!D7INLHF@?EKF! ?AAFIAL7I!P@7C!A>F!Q7TF@ICFIAM! ?IH! C7NA!7P!A>F!PFHF@?K!  
HFTFK7JCFIA!@FN7B@DFN!OF@F!HL@FDAFH!A7!LIP@?NA@BDAB@F!6@7?HNM!@?LKM!FKFDA@LDLAW!FADR8!

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! '#\$%&.. BH?I!LN!A>F!A>L@H!K?@QFNA!D7BIA@W!LI! 3P@LD?! ?IH!OLA>! ?I! ?@F?!7P! ;M^a ;MS^S!Ndr! ]CM!NL\ ?EKF!  
J?@AN!7P!LAN!FD7I7CLD?KKW!J@7HBDALTF! ?@F?N! ?@F!LN7K?AFH!P@7C!A>F!C?@ ]FANR! / FTFK7JCFIA!7P!@7?HN!LN!  
?! IFDFNN?@W! J@FD7IHLAL7I! A7! FUJK7LALIQ! A>F! ?Q@LDBKAB@?K! J7AFIAL?K! 7P! .BH?I! ?IH! BILAL\LIQ! LAN!  
NA@?AFQLD! K7D?AL7I! P7@! KLI JLIQ! P7B@! K?IHK7D]FH! IFLQ>E7@N! 6. 7BA>! .BH?I! )>?HM! )FIA@?K! 3 . )F! 6. 7BA>! ?A 7(K

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"FQL7I?K! @7?H! D7IIFDALTLAW! 7P! IFLQ>E7@LIQ! K?IHK7DJFH! D7BIA@LFN! A7! =>?@A7BC! ?IH! OLA>! A>F!  
D7?NA?K! Q?AFO?W! 7P! \$7@A! .BH?I! @FDELTFH! D7INLHF@?EKF! ?AAFIAL7I! HB@LIQ! 9:;;<9:;^R! .BH?I!>?N!  
D7CJKAFAFH!A>F!@7?H!KLI JLIQ! )>?H!A7!A>F! I?AL7I?K!>LQ>O?W!LI! .BH?I!6;\_!^!]C8!D7IIFDALIQ! 3HH?@L!  
A7OI! 7I! A>F! )>?HL?I! E7@HF@! A7! 3K! 4FILFI?!LI! .BH?IR! ! 3!NFD7IH! ?@AF@W! D7IIFDAN! .BH?I! OLA>!

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(I?HFdB?AF! FIP7@DFCFIA! 7P! @FNA@LDAL7IN! 7I! ?UKF! K7?HN! LN! PB@A>F@! ?DDFKF@?ALI Q! @7?H! HFAF@L7@?AL7IR!  
" 7?H! ?DDLHFIAN! ?@F! ?KN7! ?! J@7EKFC! A>?A! IFFHN! A7! EF! ?HH@FNNFHR! (INA?KKLIQ! FKFDA@7ILD! Q?AFN! P7@! @7?H!  
A7KK! D7KKFDAL7I! OLKK! LID@F?NF! FPPLDLFIDW! 7P! D7KKFDAL7I! ?IH! FI?EKF! C7@F! C?LIAFI?IDF! ?DALTLALFNR!  
+FHF@?K! ?IH! K7D?K! ?BA>7@LALFN! >?TF! IBCF@7BN! D>FDJLIQ! NA?AL7IN! ?K7IQ! A>F! @7?HN! P7@! ?! T?@LFAW! 7P!  
@F?N7IN! KF?HLIQ! A7! FUDFNNLTF! NA7JJ?QFN! ?IH! ALCF! K7NNFNR!  
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!#'( )#\*%1. .BH?I! " ?LKO?WN! ) 7@J7@?AL7I!6. " )8!7JF@?AFN! 7IF! 7P! A>F! K7IQFNA! @?LKO?WN! LI! 3P@LD?R! (A!  
7JF@?AFN! ?! SM; ^: ! ] C! K7IQM! NLIQKF! KLIF! 7P! ; : a\_! CC! 6XVa18! 4?BQFM! 7BA! 7P! O>LD>! ; M9^: ! ] C! LN! 7BA! 7P!  
NF@TLDFR! , >F! @?LKO?WN! LI! . BH?I! >?TF! >LNA7@LD?KKW! >?H! ?! IF?@! C7I7J7KW! 7I! L! K?IH! A@? INJ7@A?AL7Ib!  
BIALK! A>F! ; G\_ : NM! OLA>! E7A>! A>F! NF?J7@AN! ?IH! @LTF@! A@? INJ7@A! 7@Q?IL\FH! ?@7BIH! A>F! @?LKO?WNM! EFLIQ!  
J?@A! 7P! A>F! N?CF! FIALAW! ?N! A>F! @?LKO?WNR! - 7OFTF@M! LI! A>F! CLH<NFTFIALFN! @?LKO?WN! NA?@AFH! A7!  
HFAF@L7@?AFR! +7@! HFD?HFN! . BH?IVN! @?LKO?W! IFAO7@J! D?J?DLAW! ?IH! 7JF@?AL7I?K! KFTFKN! ?@F! ?PPFDAFH! EW!  
IBCF@7BN! J@7EKFCNR! , >FNF! LIDKBHF! K?D]! 7P! PLI?IDFM! J77@! ?T?LK?ELKLAW! 7P! K7D7C7ALTFN! ?IH! @7KKLIQ!  
NA7D]! 6\_Zg! 7P! A>F! PKFFA! FUDFFHFH! A>F! ?QF! 7P! A>L@AW! WF?@NM! 7P! O>LD>! Z: g! IFFHN! D7CJKF! AF!  
7TF@>?BKLIQ8M! ?QFLIQ! FdBLJCFIAM! J77@! C?LIAFI?IDFM! J77@! A@?D]N! D7IHLAL7IN! ?IH! ?I! 7BAH?AFH!  
D7CCBILD@AL7IN! ?IH! A@?D]LIQ! NWN@FCR! . BH?I! @?LKO?WN! LN! 7IF! 7P! A>F! NFDA7@N! A>?A! O?N! NF@L7BNKW!  
?PPFDAFH! EW! A>F! % . ! N?IDAL7INb! AO7! HFD?HFN! 7P! % . ! N?IDAL7IN! >?TF! D@LJJKFH! A>F! @?LKO?W! NWN@FCM!  
O>F@F! C7NA! 7P! A>F! A@?L! IN! ?IH! 7A>F@! FdBLJCFIA! OF@F! 3CF@LD?I! C?HFR! % I?EKF! A7! LCJ7@A! NJ?@F! J?@AN!  
A7! @FJ?L@! F@7HLIQ! A@?D]N! ?IH! ?! K7IQ<7BAH?AFH! PKFFA! 7P! K7D7C7ALTFN! . BH?I! >?N! EFFI! P7@DFH! A7!  
Q@7BIH! C7NA! 7P! LAN! A@?L! INR! " ?LKO?W! A>F@FP7@F! >?N! K7NA! A@?PPLD! HBF! A7! HFDKLIQ! JF@P7@C?IDFR!!  
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&FAOFFI! 9: ; X! h! 9: ; aM! . " ) ! NA?@AFH! ?! @F>?ELKLA?AL7I! J@7Q@?C! E?NFH! 7I! ?! K7IQ! AF@C! \$K?I! 9: ; a<  
9: 9G! A7! @F>?ELKLA?AF! ?IH! C7HF@IL\F! A>F! @?LKO?WNR! . " ) ! >?N! @F>?ELKLA?AFH! ; M9XG! ] C! 7P! @?LKR! LA! >?N!  
LCJ7@AFH! 9G! A@?LI<@F?HN! ?IH! \_ZZ! O?Q7IN! 7P! T?@L7BN! D?J?DLALFNR! ?IH! 9Z! K7D7C7ALTFN! 7BA! 7P! ^: !  
OF@F! @F>?ELKLA?AFHR! 3! C7HF@I! D7CCBILD?AL7I! NWN@FC! LN! LI! JK?DF! ?IH! A>F! A@?L! IN! f! NA?AL7IN! ?@F! I7O!  
D7IIFDAFH! OLA>! ?! 4\$ . ! NWN@FCR! - 7OFTF@M! A>FNF! FPP7@AN! ?@F! P?@! P@7C! EFLIQ! ?HFdB?AFR! , >F!  
HLPLDBKALFN! P?DLIQ! A>F! @?LKO?WN! ?@F! DKF?@KW! C?ILPFNAFH! LI! A>F! A@?INJ7@AFH! A7II?QF! O>LD>!  
HFAF@L7@?AFH! P@7C! ; ; ! JF@DFIA! 7P! A7A?K! A7II?QF! A@?INJ7@AFH! EW! ?KK! C7HFN! 7P! A@?INJ7@A! LI! 9: ; ; ! A7!  
?E7BA! aRa! JF@DFIA! LI! 9: ; ^M! O>LKF! A>F! @7?HN! A@?INJ7@AFH! GZ! JF@DFIA! 7P! A7A?K! A7II?QF! LI! 9: ; ^!  
D7CJ?@FH! A7! ^\_! JF@DFIA! LI! 9: ; ; +R! ! . " ) ! @FdB@FN! C?NNLTF! LITFNACFIAN! LI! A>F! LIP@?NA@BDAB@F! ?IH!  
@7KKLIQ! NA7D]! A7QFA>F@! OLA>! EFAAF@! D7CCF@DL?K! 7@LFI AFH! 7@! J@LT?AF! NFDA7@! C?I?QFCFIA! A7!  
LCJKFCFIA! LAN! NA?@AFQLD! JK?I! 9: ; a<9: 9G! 7P! @F?D>LIQ! 99! CLKKL7I! A7IN! ?IIB?KKW! ?IH! D7INA@BDA! IFO!  
@?LK! @F?D>LIQ! ^M: Z; ; ! ] C! KLI]LIQ! J@7HBDAL7I! ?@F?N! OLA>! A>F! C?@JFAN! ?IH! . BH?I! OLA>! IFLQ>E7@LIQ!  
D7BIALFN!!  
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+',-%&. ,>F! .BH?I! .F?I! \$7@AN! ) 7@J7@?AL7I!6. \$ ) 8M! ?! JBEKLD! D7CJ?IWM! LN! 7JF@?ALI Q! A>F! J7@AN! LI! . BH?I!  
?K7IQ! A>F! \_Z: ! ] C! D7?NA! 7I! A>F! " FH! . F?b! A>FNF! J7@AN! ?@F! \$7@A! . BH?I! 6. 7BA>! dB?W! P7@! D7IA?LIF@N!  
>?IHKLIQ! ; RX! CLKKL7I! D7IA?LIF@N! ?IH! O7@A>! \$7@A! dB?W! 6EBK]8M! >?IHKLIQ! G! CLKKL7I! A7IN! JF@! WF?@8M!  
\*NC?I! /LQI? ! 6NJFDL?KL\FH! LI! J?NNFIQF@NM! KLTFN7D]! ?IH! QFIF@?K! D?@Q78M! \*NLFP! 6NJFDL?KL\FH! LI!  
CFA?K! FUJ7@AN8M! ?IH! 3K! =>FL@! O>LD>! LN! NJFDL?KL\FH! LI! 7LK! J@7HBDAN! OLA>! ?! D?J?DLAW! 7P! 9RZ! CLKKL7I!  
A7INR!!

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3PAF@! WF?@N! 7P! HFAF@L7@?AL7IM! A>F! J7@AN! ?@F! BIHF@Q7LIQ! ?! C?[7@! C7HF@IL?AL7I! J@7Q@?C! O>LD>!  
NA?@AFH! LI! 9: ; a! EBA! A>F! C?[7@! HFTFK7JCFIA! NA?@AFH! LI! 9: ; ; ! OLA>! A>F! D7INA@BDAL7I! 7P! ?! IFO!

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D7IA?LIF@! AF@CLI?K! ?A! .7BA>! cB?WN! OLA>! ?I! ?IIB?K! D?J?DLAW! 7P! \_: :M: : :! A7INR! ,>F! >?IHKLIQ!  
D?J?DLAW! LID@F?NFH! A7! @F?D>! A>@7BQ>JBA! 7P! ;9! CLKKL7I! A7INR! 1 ?[7@! @F>?ELKLA?AL7I! LI! A>F! J7@AN!  
E@7BQ>A! ?E7BA! ?! IFO!PK7?ALIQ!C7HBK?@!H7D]!A>?A!FIAF@FH!A>F!NF@TLDFM! ?IH! IFO!QFIF@?AL7I!ABQN!A7!  
>?IHKF!A>F!K?@QF!C7HF@I!TFNFKNR! 3N!?!@FNBKAM!\$7@A! .BH?I!>?N!NLQILPLD?IAKW!@FHBDFH!A>F!HOFKK!ALCF!  
P@7C!9^!H?WN!@FD7@HFH!LI!A>F! 3P@LD?!(IP@?NA@BDAB@F!) 7BIA@W! /L?QI7NALD!63() / 8M!O>LD>!O?N!E?NFH!  
7I!?!NB@TFW!LI! 1 ?W!9: : \_M!A7!;Z!H?WN!LI! 1 ?@D>!9: ;SM!FUDFFHFH!7IKW!EW! / 7B?K?!LI! ) ?CF@77IR!\$7@A!  
.BH?I!>?N!NLQILPLD?IAKW!LCJ@7TFH!D@?IF! ?IH!HLND>?@QF! J@7HBDALTLAW!A

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HFC?IH!P7@!J7OF@!@FQBK?@KW!FUDDFH!NBKJKW!T?LK?EKF!@FNBKALIQ!LI!P@FdBFIA!J7OF@!7BA?QF! ?IH!  
J@7K7IQFH!T7KA?QF!E@7OI7BAN!

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+LQB@F!S!#KFDA@LDLAW!QFIF@?AL7I!LI!= e -!9:;;<9:;^!

5#DSF2K!W3)3G1\$7!#@! " (12\$!B2G#DSF2G!()&!a%2F1\$3F317!

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,@?HLAL7I?K!EL7C?NN!NALKK!J@7TLHFN!C7NA!7P!A>F!FIF@QW!IFFHN!7P!A>F!K7D?K!J7JBK?AL7I!R!#KFDA@LDLAW! ?N!  
?!C?[7@!N7B@DF!7P!KLQ>ALIQ!>?N!LID@F?NFH!LI!9:;S!O>F@F!Z;!JF@DFIA!7P!J7JBK?AL7I!@FDFLTFH!A>FL@!  
KLQ>ALIQ!N7B@DF!P@7C!FKFDA@LDLAW!D7CJ?@FH!A7!XG!JF@DFIA!LI!9:;GR!-7OFTF@M! ?E7BA!?!dB?@AF@!7P!A>F!  
>7BNF>7KHN! ?@F! NALKK! BNLIQ! 7A>F@! N7B@DFN! P7@! KLQ>ALIQ! KLJF! J?@?PPLI! K?CEN! ?IH! PL@FO77Hb! A>F!  
@FC?LILIQ!dB?@AF@!7P!A>F!J7JBK?AL7I! ?@F!OLA>7BA!KLQ>ALIQ!R!&7A>!J?@?PPLI! ?IH!PL@FO77H!HFDKLIHFH! ?N!  
?N7B@DF!7P!KLQ>ALIQ!LI!9:;S!D7CJ?@FH!A7!9:;GM!EFLIQ!@FJK?DFH!OLA>!FKFDA@LDLAW!6+LQB@F!ZR?8!!  
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,>F@F! ?@F!NA@7IQ!KLI] ?QFN!EFAOFFI!FIF@QW! ?IH!DKLC?AF! ?IH!FITL@7ICFIA!LI! .BH?IR! /FP7@FNA?AL7IM!  
O>LD>!LN!FNALC?AFH!A7!EF!7DDB@@LIQ! ?A! ?! @?AF! :R^S! JF@DFIA! JF@! ?IIBC@M!LN!H@LTFI! J@LIDLJ?KKW!EW!  
DBAALIQ!A@FFN!P7@!FIF@QW!IFFHN! !R! 17@F!A>?I!>?KP!7P!A>F!J7JBK?AL7I!6Z^!JF@DFIA8!LI!9:;S!HFJFIHFH!  
7I!PL@FO77H! ?IH!D>?@D7?K!P7@!D77]LIQ!OLA>!A>F! ?NN7DL?AFH!FITL@7ICFIA?K! ?IH!>F?KA>!J@7EKFCNR!!  
%NF!7P!Q?N!H7CLI?AFH!FIF@QW!BNF!LI!A>F!B@E?I! ?@F?N!6aS!JF@DFIA8!P7KK7OFH!EW!BNF!7P!D>?@D7?K!69a!  
JF@DFIA8!O>LKF!PL@FO77H!LN!NALKK!EW!P?@!A>F!H7CLI?AL7I!N7B@DF!7P!FIF@QW!P7@!D77]LIQ!LI!A>F!@B@?K!  
?@F?N!6a;!JF@DFIA8R!3!NLQILPLD?IA!JF@DFIA?QF!7P!J7JBK?AL7I!b!X: !JF@DFIAM!LI!@B@?K! ?@F?N!BNFH!Q?N!P7@!  
D77]LIQR! -7OFTF@M!A>F@F!O?N! ?!C?[7@!HFDKLI!LI!A>F!J7JBK?AL7I!BNLIQ!A>F!EL7C?NN!6D>?@D7?K! ?IH!  
PL@FO77H8!P7@!D77]LIQ!P@7C!\_ : !JF@DFIA!LI!9:;G!A7!Z^!JF@DFIA!LI!9:;S!M!O>LKF!A>F!J7JBK?AL7I!BNLIQ!  
'\$4!LID@F?NFH!P@7C!9G!JF@DFIA!LI!9:;G!A7!S9!JF@DFIA!LI!9:;S!M! ?I!LID@F?NF!7P!SS!JF@DFIA!6PLQB@F!  
ZRE8!

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3KA>7BQ>! .BH?I!LN!@LD>!LI!OLIH!OLA>!CF?I!OLIH!N!JFFHN!7P!SRZCFN! ?D@7NN!Z: g!7P!A>F!D7BIA@WM!EBA!  
OLIH!FIF@QW!LN!I7A!WFA!HFTFK7JFHR! .BH?I!>?N!JBKLN>FH! ?!OLIH! ?AK?N!LI! 1 ?@D>!9:;9R!&?NFH!7I!  
A>LN! ?AK?NM! A>@FF! ?@F?N! OF@F!LHFIALPLFH!OLA>! ?!J7AFIAL?K!A7!>7NA!OLIH!J7OF@!J@7FDAN!6;8!i?EFK!  
1 ?@@?!C7BIA?LIN!07@A>?P!OW?K?LI! eFN@F!I! .BH?IM!698!07@A>F@I! .BH?I!6/7IQ7K?8M! ?IH!6X8!A>F!  
"FH! .F?! ?@F?R!%0 / \$M!4K7E?K! #ITL@7ICFIA!+BIH!64#+

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671& .BH?I!>?N! C?HF! LCJ@FNNLTF! NA@LHFN! LI! KLEF@?KL\LIQ! LAN! ( ) , ! C?@JFAN! ?N! 7IF! 7P! A>F! C7NA!  
KLEF@?KL\FH! C?@JFAN! LI! 3P@LD?R! , >F@F! ?@F! P7B@! KLDFINFH! AFKFD7CCBILD?AL7IN! 7JF@?A7@N! LI! .BH?I!  
m?LI! 1 , 0M! .BH?AFKM! ?IH! ) ?I?@R! 3KK! ?@F! PBKKW! 7OIFH! EW! P7@FLQI! D7CJ?ILFN! OLA>!A>F! FUDFJAL7I! 7P!  
.BH?AFKM! LI! O>LD>!A>F! Q7TF@ICFIA! 7OIN! ?!99! JF@DFIA! N>?@FR! ! " FDFIA! D7IIFDALTLAW! A7! ?I! BIHF@NF?  
PLEF@<7JALD! D?EKF! >?N! KFH! A7! FUJ?INL7IN! LI! ?DDFNNM! LCJ@7TFCFIA! LI! dB?KLAWM! ?IH! @FHBDAL7I! LI!  
J@LDFN! 7P! AFKFD7CCBILD?AL7INR! , >F! NFDA7@! O?N! NBJJ7@AFH! EW! ?HFdB?AF! @FQBK?A7@W! P@?CFO7@J!  
HB@LIQ! 9: ; ; <9: ; ^! LIDKBHLIQ'!! ) 7CE?ALIQ! ) WEF@D@LCFN! 9: ; ^b! ) 7CJ?IWnN! % ILPLFH! OBCEF@! 3DA! 7P!  
9: ; Zb! #KFDA@7ILD! , @?IN?DAL7IN! 3DA! 7P! 9: ; Zb! ?IH! \$@FNN! ?IH! \$@LIAFH! \$@FNN! 1 ?AF@L?KN! ' ?O! 9: ; Z!  
6@FTLNL7I! 7P! 9: ; S! K?O8! OLA>!A>F! ?LC! 7P! @FQBK?ALIQ! 7IKLIF! CFHL?! ?IH! J@7TLHLIQ! ?! KFQ?K! P@?CFO7@J!  
A7! J@7NFDBAF! 7IKLIF! [7B@I?KLNANR! \* IKLIF! IFON! 7BAKFANM! N7DL?K! CFHL?M! ?IH! D7CCBILD?AL7IN! JK?AP7@CN!  
HLH! I7A! P?DF! @FNA@LDAL7IN!

.BH?I!>?N! OLAIFNNFH! NLQILPLD?IA! ( ) , !NFDA7@! HF7FK7JCFIA! HB@LIQ! 9: ; ; <9: ; ^M! OLA>!A>F! IBCEF@! 7P!  
C7ELKF! J>7IF! NBEND@LEF@N! LID@F?NLIQ! P@7C! ; ^RX! CLKKL7I! LI! 9: ; ; ! A7! 9^R\_! CLKKL7I! LI! 9: ; ; \_! ?IH!  
C7ELKF! J>7IF! D7TF@?QF! @F?D>LIQ! EFAOFFI! \_: ! JF@DFIA! ?IH! ^: ! JF@DFIA! 7P! A>F! D7BIA@WR! .BH?I! LN!  
NKLQ>AKW! >LQ>F@! LI! AF@CN! 7P! C7ELKF! NBEND@LJAL7I! JF@! ; ; : ! JF@N7I! D7CJ?@FH! A7! ' / ) NM! A>7BQ>!  
NA?QI?IA! LI! @FDFIA! WF?@N! 6PLQB@F! aR?8R! , >F! IBCEF@! 7P! (IAF@IFA! BNF@N! @F?D>FH! ; ; R9! CLKKL7I! LI! 9: ; ; a! "M!

DFIA@?K!NA?AFNR!\$@7JF@!@FQBK?A7@W!FITL@7ICFIAM!7@Q?IL\LIQ!A>F!@FK?AL7IN!EFAOFFI!&?I]!7P! .BH?IM!  
C7ELKF! IFAO7@]! 7JF@?A7@NM! LIAF@CFHL?@LFN! 604 \*NM! ?QFIAN! FADR8M! D7CCF@DL?K! E?I]N! ?IH!  
1 LD@7PLI?IDF!(INALABAL7IN!6 1 +(N8!LN!@FdBL@FH!A7!D>LFTF!A>LN!7E[FDALTF!

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*I" 23\$( '4) '\$,5-6%%&-7, ( '\$\*)0-!8&-9 '\$!4 : ,+,4%/ ; ,8)-*

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,>F! HLND7TF@LFN! LI! A>F! 7LK! NFDA7@! LI! F?@KW! 9: : : ! >?TF! KFH! A7! A>F! IFQKLQFIDF! 7P! ?Q@LDBKAB@FR!  
+7KK7OLIQ!A>F!K7NN!7P!A>F!7LKM!A>F!C?LI!Q7TF@ICFIA!J7KLDW!O?N!A7!@FNA7@F!Q@7O!A>LI! ?Q@LDBKAB@F! ?N!  
?!KF?HLIQ!NFDA7@R! 3Q@LDBKAB@F!LN! ?KN7!J@FH7CLI?AFKW!@?LI<PFH!LI! .BH?IM!O>F@F!A>F!C?[7@LAW!7P!A>F!  
J7JBK?AL7I!KLTfM!A>F@FEW!LCJ?DALIQ!A>F!P77H!NFDB@LAW!LI!A>F!D7BIA@WR!

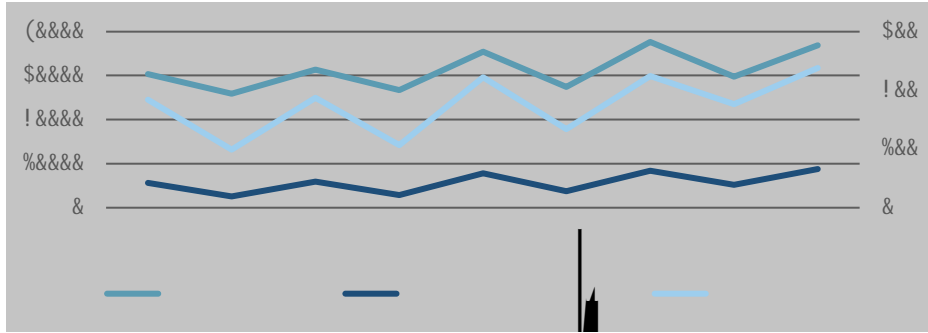
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A>F!@FD7TF@W!P7@!D7AA7I!O>7NF!WLFKH!LID@F?NFH!P@7C!SSGRZ!JQPFH?I!9:;:;!NF?N7I!A7!;;S;! JQfP?H?I!LI!9:;^f9:;^!NF?N7Ib!C7@F!A>?I!AO7!P7KHN!LID@F?NFR! .BH?I!LITFNAFH!>F?TLKW!LI!@7?HN! D7INA@BDAL7I! ?N!LIHLD?AFH!LI!A>F!LIP@?NA@BDAB@F!NFDAL7I!LCJ@7TLIQ! ?Q@LDBKAB@F! ?DDFNN!A7!C?@JFANR! ,>FNF!FPP7@AN!>H!J7NLALTF!LCJ?DAN!7I! ?Q@LDBKAB@F!J@7HBDAL7I!7P!DF@F?KNR!!\*BAJBA! ?IH!WLFKH!7P! DF@F?K!D@7JN!NA?@AFH!A7!@FD7TF@!P7@!N7CF!D@7JN!6PLQB@F!\_8!

! +LQB@F!\_!)F@F?KN! ?@F?N!WLFKH! ?IH!7BAJBA!NF?N7I!9:; ;f; ;<9:; ^f;G!

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,>FNF!FPP7@AN!>7OFTF@M!OF@F!I7A!FI7BQ>!A7!HFTFK7J!@B@?K! ?Q@LDBKAB@F! ?IH! ?HH@FNN!A>F!P77H! NFDDB@LAW!EFD?BNF!7P!A>F!K?D]!7P!LITFNA@CFIA!@FNF?@D>M!FUAFINL7IM!C?@JFAN!HFTFK7JCFIA!FPPLDLFIA! P?@CF@VN!7@Q?IL\ ?AL7INM!T?KBF!D>?LINM!D@FHLA!FADR!LI!@?LI!PFH! ?@F?NR! ,>F!NLAB?AL7I!O?N!D7CJ@KLD?AFH! PB@A>F@!EW!A>F!D7IPKLD! ?IH!HLNJK?DFCFIA!LI!NFTF@?K! ?@F?N!7P! .BH?I!6 / ?@PB@M!&KBF!OLKF! ?IH! .7BA>! =7@H7P?I8R!(I!9:; ;9! ?I!FNALC?AFH!XR9!A7!XRZ!CLKKL7I!JF7JKF!LI! .BH?I!P?DF!P77H!NFDDB@LAW!J@7EKFC! 6NA@FNNFH! ?IH!D@LNLN8R! ,>F!NLAB?AL7I!HLH!I7A!D>?IQF!EW!9:; ;^! ?N! ?JJ@7ULC?AFKW!ZRZ!CLKKL7I!JF7JKF! OF@F!P77H!LINFDB@F!6LIDKBHLIQ!XR;!CLKKL7I!LI! / ?@PB@8! <!BJ!P@7C.XR^!CLKKL7I!LI!9:; ;\_R!^S! ,>F! C?KIBA@LAL7I!@?AF!P7@!D>LKH@FI!BIHF@!Z!HFDKLIHF!P@7C! ;aS!JF@DFIA!LI!9:; ;!A7! ;SR;!LI!9:; ;^! ?DD7@HLIQ!A7! .BH?I!O?AL7I?K!&?NFKLIF! -7BNF>7KH! ?IH! \$7TF@AW! .B@TFW!6.0& -\$.8M!>7OFTF@! NABIALIQ!J@FT?KFIDF!@?AF!P7@!D>LKH@FI!BIHF@!PLTF!>?N!LID@F?NFH!P@7C!XZ!JF@DFIA!LI!9:; ;!A7!X^R9! JF@DFIA!LI!9:; ;S!^M!OLA>! ; ;!7BA!7P! ; ^!NA?AFN!@FD7@HLIQ!A>F!NABIALIQ!J@FT?KFIDF! ?C7IQ!D>LKH@FI! ?A! ?E7TF!S!;!JF@DFIA!^C!!

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/B@LIQ!9:; ;!A7!9:; ; ;M! .BH?I!O?N!HFJFIHFIA!7I!A>F!FUJ7@AN!7P!7LKR!3PAF@!A>F!NFDNNL7I!7P! .7BA>! .BH?I! ?IH!A>F!K7NN!7P!7LKM!A>F!Q7TF@ICFIA!@F?KL\FH!A>F!LCJ7@A?IDF!7P!FUJ7@A!HLTF@NLPLD?AL7I! ?IH! A>F!IFFH!A7!E77NA!I7I<7LK!FUJ7@AN!A7!D7CJFIN?AF!P7@!A>F!K7NN!7P!7LK!FUJ7@ANR!! )F@A?LI!D7CC7HLALFN! OF@F!A?@QFAFH!P7@!FUJ7@AN! ?IH!LCJ7@A!NBENALABAL7I!6NBQ?@M!D7AA7IM!O>F?AM!FHLEKF!7LKM!KLTfNA7DJM!QBC! 3@?ELD8R! .FTF@?K!J7KLDLFN!OF@F!LCJKFCFIAFH!LIDKBHLIQ!HL@FDALIQ!NBENA?IAL?K!E?I]LIQ!@FN7B@DFN!A7! PLI?IDF!FUJ7@ANM! ?T?LKLIQ!P7@FLQI!FUD>?IQF!A7!JB@D>?NF! ?Q@LDBKAB@F!LIJBANM! ?IH! ?II7BIDFCFIA!7P! CLILCBC!J@LDFN!A7!FID7B@?QF!J@7HBDAL7IR! ,>F!NA@BDAB@F!7P!FUJ7@AN!N>7OFH! ?I!LID@F?NF!LI! ?Q@LDBKAB@F!@?O!C?AF@L?KN!HB@LIQ!9:; ; ;<9:; ;^!P@7C!G!JF@DFIA!7BA!7P!A7A?K!FUJ7@AN!LI!9:; ; ;!A7!Z\_!

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%!890\*, MNOP@Q: !

%(!R9#%; #"!S, O'\$\*%&/2!@#92%&!89&T" (!)

%)5D&()^!M80J a : !WD%13!0)&3F(1#SG!J#DG12!5D\$R27!9W0J 5! , - .<?!()&!L#R2\$) 42)!##!5D&()K!5D&()!c#DG2A##&!&

'(G2%3)2!5D\$R27! , --Q#!5D&()!6#R2\$) 42)IK!5D&()!'(G2%3)2!c#DG2A##&!()&!T#R2\$!7!5D\$R27!95' cT5?! , - .<!&

#&!&

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JF@DFIA!LI!9: ; ^M! ?A!A>F!FUJFINF!7P! I ?AB@?K!@FN7B@DFN!67LK! ?IH!Q7KH8!O>LD>!HFDKLI FH!A7!S: !JF@DFIA!  
LI!9: ; ^!D7CJ?@FH!A7!7TF@!\_\_!JF@DFIA!LI!9: ; 9!6PLQB@F!^R?8R! 3Q@LDBKAB@F!FUJ7@AN!C7@F!A>?I!H7BEK FH!  
LID@F?NLIQ!P@7C!% .Y\_SX!LI!9: ; ; !A7!% .Y! ; G\_ : !LI!9: ; ; ^!6PLQB@F!^RE8R!

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+LQB@F!^! , 7A?K!FUJ7@AN!EW!D?AFQ7@W! ?IH! ?Q@LDBKAB@F!FUJ7@AN!

5#D\$F2K!J2)I\$(%! ' ( ) \* ! # @ ! 5D & ( ) ! N ) D ( % ! B2C # \$ ! G ! 9 , - . , = , - . P ? !  
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/ FNJLAF!A>LN!LCJ@7TFCFIAM!C?LI!D>?KKFIQFN!@FC?LIR! , >F!N>?@F!7P! .BH?IVN!FUJ7@A!LI!O7@KH!A@?HF!LN!  
NALKK! K7O! @?IQLIQ! P@7C! :R:9! A7! :R:X! JF@DFIAR! , >F! Q7TF@ICFIA! J7KLDLFN! HLH! I7A! C?AF@L?KL\F! LI!  
N>LPALIQ!FUJ7@AN!P@7C! ?Q@LDBKAB@F!@?O! C?AF@L?K! ?IH! I?AB@?K!@FN7B@DF!A7! C?IBP?DAB@FH!Q77HNb!A>F!  
K?AAF@!LN!NA?QI?IA! ?A! ; !A7!S!JF@DFIAR! , >F!NLAB?AL7I!O?N!PB@A>F! ?QQ@?T?AFH!A>F!% . !N?IDAL7IN!A>?A!>?H!  
IFQ?ALTF! LCJ?DAN! LI! J@7C7ALIQ! A>F! LIHBNA@L?K! J@7HBDAL7I! 7P! .BH?IR! .BH?IVN! FUJ7@AN! ?@F!  
D7IDFIA@?AFH! LI! 7IKW! ?! NC?KK! IBCEF@! 7P! C?@JFAN! LN! ?! D7INFdBFIDF! 7P! N?IDAL7IN! ?Q?LINA! A>F!  
D7BIA@WR! . ?IDAL7IN!>?TF!FU?DF@E?AFH!A>F!LN7K?AL7I!A>@7BQ>!LID@F?NFH!HLPPLDBKAW!LI!NFAAKLIQ!D@7NN<  
E7@HF@! J?WCFIANM! O>LD>! ?PPFDAN!A@?HF!OLA>! ?KK! J?@AIF@NR! 3@?E!D7BIA@LFN!H7CLI?AF!A>F! .BH?IFNF!  
FUJ7@ANR! (I! NJLAF! 7P! D7INLHF@?EKF! A@?HF! J@LTLKFQFNM! A>F! D7BIA@W! HLH! I7A! EFIFPLA! P@7C! ) 7CC7I!  
1 ?@JFA! 7P! #?NA! ?IH! . 7Ba>F@I! 3P@LD?!6) \* 1 # . 38! ?KA>7BQ>!A>F@F!O?N! ?!@FDFIA!LID@F?NFb! ?IH! HLH!  
I7A! ?KN7!EFIFPLA!P@7C!A@?HF!OLA>!IFLQ>E7@LIQ!D7BIA@LFN!6 . 7Ba>! . BH?IM! ) >?HM! ) FIA@?K! 3P@LD?8!QLTFI!

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BH'I 1 BKAL! .?@A F@ , @3NA! -BIH!6. 1 \$+8! C? ?QH! HW! -F! e @KH! &?I ! O>LI>! IN! J@7TLHLIQ  
FD> LD?K! ?NNLN? IDE! ?IALTLALFN P7! !3Q@LEHNLIFNN 1 L@7M . C?KK! ? ! 1 JHLBC! #IAF@J@NFN 6. 1 #N8  
FTF7JCFIA!? H! .JFD?K #D717CLLm7IFN!6. #n8!>?TF@FDIAKW! ?@AFH!LI! CLH<9: ; GR!

7!FII7B@?QF!LITFACFIAM! .BH?I!>?ND> IQFH! F!7BA! ?ALIT ACFIAK?D!7P! ; GGG OL>!?! IFO  
?AL?IPK!(ITFN CFIA! # D?B@?CFCFIA! 3DALLI!9: ; R! 3?N?KFI PF?AF FN!7!A>F?DA!LN! >F!J@LIDLJKF!7P  
7IHND@LCLI?A7I!EFQFHI! I?L7? ?N! ?IH P7@FLQ F@N! .EH? >?N? JFIH! ?K C7NA! ?K!LAN! N?DA7@N!A7  
@FLQ! J?@ALDL ?AL7I !IDKBHLIQ! Q?KH! AKFD7C?B?LD?L7I! E? LIQ ?IH! NF@TDFN! ?IW! 7P  
BH?IVN!JFF@N!F7!I7A!7?F! ?KK! >F@! FFA7@!P7@!P? FLQ!LITFN CFIA! , >?!?DAH7FN! I7A!FLND@LCLI?AF  
FAO?HI!JBEKLD ?IH!JLT?F!J@? [F@AN! >F?DA! ?KN!NA JBK?AF ALCF?7B?H!J@7DFHB@FN!H7!Q@?I LIQ  
DFIIFN! ?IH! ?JFKN?PIH! FNA?EALN-FH! ? -LQ> )7?IDIK! P@! (I?NACFIAN! P@7C! ?KK! >LQ>! KFTFK  
J@F?FIA?ALTFN! 7P! D7?F@LFH! ?QHILFN! ?! OFKN?N! NA?EKLN LIQ!

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H 5 (H7F) 0.2 (7



LCJ@7TLIQ!AF?D>LIQ!dB?KLAW!?IH!J@7TLHLIQ!AF?D>LIQ!?IH!KF?@ILIQ!C?AF@L?KN8b!LLL8!NA@FIQA>FILIQ!A>F!  
FHBD?AL7I!NWN AFC!6AF?D>F@VN!C?I?QFCFIAM!ND>77KVN!>F?KA>! ?IH! IBA@LAL7Ib!LT8!@FHBDLIQ!>7BNF>7KH!  
D7NANb! T8! FINB@LIQ! ?DDFNN! A7! FHBD?AL7I! EW! Q@7BJN! OLA>! NJFDL?K! IFFHN! KLJF! I7C?HNM! (/ \$N! ?IH!  
D>LKH@FI!OLA>!HLN?ELKLALFNR! , >FNF!Q7?K!OF@F!NA@7IQKW!NBJJ7@AFH!EW!NFTF@?K!HFTFK7JCFIA!J?@AIF@NR!  
,>LN! LIDKBHFN! A>F! 4K7E?K! \$@7Q@?C! P7@! #HBD?AL7I! 64\$#8! LI! .BH?I! 6EFQ?I! LI! iBKW! 9: ;X8!  
NBENA?IAL?K! @FN7B@DFN! P@7C! % ILAFH! 0 ?AL7IN! )>LKH@FIVN! +BIH! 6% 0 ( ) #+8! ?IH! T?KB?EKF! AFD>ILD?K!  
?NNLNA?IDF!P@7C!% ILAFH! 0 ?AL7IN! .DLFIALPLD! ?IH! ) BKAB@F! \* @Q?IL\ ?AL7I!60# . ) \*8! ?IH!A>F! 3P@LD?I!  
/ FTFK7JCFIA!&?IJ!J?@ALDBK?@KW!LI!A>F!?@F?!7P! , 5 # , R!!

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4@7NN! #I@7KKCFIA! " ?AF!64# " 8!P7@!E?NLD!FHBD?AL7I!LID@F?NFH!P@7C!aG!JF@DFIA!LI!9: ; :f; ;!A7!\_X!  
JF@DFIA!LI!9: ;af;\_R!(I!NFD7IH?@W!FHBD?AL7I!M!A>F!4# " !LID@F?NFH!EW! ; :!JF@DFIA?QF!J7LIAN!P@7C!X:!  
JF@DFIA! LI! 9: ; :f; ;! A7! S: ! JF@DFIA! LI! 9: ;af;\_R! \*TF@?KKM! A>F@F! ?@F! C7@F! E7WN! ?DDFNNLIQ! E?NLD!  
ND>77KN!D7CJ?@FH!A7!QL@KNM!>7OFTF@!A>LN!Q?J!LN!DK7NLIQ!H7OI!LI!E?NL2N!IA . 7IH?FIA!>7OF(F) 0 . 27CE7WNAPPC\_4

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.BH?I!C?I?QFH!A7!HFNLQI!?!IH!LCJKFCFIA!?!@FK?ALTFKW!N7BIH!>F?KA>!J@7Q@?CNR! ,>F!>F?KA>!NFDA7@!  
JK?IILIQLI! .BH?I!LN!Q7TF@IFH!EW!A>F!9Z!2F?@N! - F?KA>! .A@?AFQLD!\$K?I!69: :<9:X;8R! ,>F! "FJBKLD!  
7P! .BH?IVN! - F?KA>! .FDA7@! .A@?AFQLD!\$K?I!6 - . . \$8!P7@9: ;9<9: ;a!P7@CN!A>F!NFD7IH!NA>QF!7P! - F?KA>!  
.A@?AFQLD! \$K?I!M!A>F!PL@NA!7IF!EFLIQ!9: :<9: ; ;M!OLA>!A>F!D7IALIB?AL7I!7P!O7@J!LI!A>F!A>L@H!JK?I!  
- . . \$!9: ;<9:9:R!!(I!TLFO!7P!A>F!Q7TF@ICFIA!D7CCCLACFIA!A7!A>F!@FDFIAKW!%0! ?H7JAFH!9:X:!  
3QFIH?!P7@! .BNA?LI?EKF! /FTFK7JCFIA!47?KN!6. /4N8M!A>F!Q7TF@ICFIA!P7@CBK?AFH!A>F!O?AL7I?K.  
- F?KA>! \$7KLDW!69: ;<9:X:8! ?N!J?@A!7P!A>F! . /4N! ?QFIH?R! ,>F!Q7TF@ICFIA! ?KN7!P7@CBK?AFH!A>F!  
O?AL7I?K! - F?KA>! \$7KLDW!69: ;<9:X:8M! - F?KA>!+LI?IDF!\$7KLDW!9: ;a! ?IH! - F?KA>!+LI?IDLIQ! .WN AFC!  
"FTLFO!9: ;SR! - F?KA>!LN! ?KN7! ?C7IQ!J@7!J77@!NFDA7@N!LHFIALPLFH! ?N! ?J@L7@LAW!NFDA7@LI!A>F!(\$ " . \$R!  
,>F!NA@?AFQLD!HL@FDAL7I!P7@!A>F!>F?KA>!NFDA7@! ?N!NALJBK?AFH!LI!A>FNF!JK?IN! ?IH!J7KLDW!HFDK?@?AL7IN!LN!  
A7!6L8!HFD@F?NF!C?AF@I?K! ?IH!BIHF@!Z!C7@ELHLALFN! ?IH!C7@A?KLALFNb!6L8!HFD@F?NF!A>F!C7@ELHLALFN!  
?IH!C7@A?KLALFN!7P!D7CCBILD?EKF! ?IH!I7I<D7CCBILD?EKF!HLNF?NFNB!6LL8!@FHBDF!LIFdBLALFN!LI!  
>F?KA>b!6L8!A>F!J77@! ?@F!A7!FI[7W!FNNFIAL?K!>F?KA>!J?D] ?QFb!6T8!NA@FIQa>FI!A>F!>F?KA>!Q7TF@I?IDFb!  
6TL8! ?T?L!JF7JKF<DFIAF@FH!P?CLKW!>F?KA>!NF@TLDFN!A7!A>F!J7JBK?AL7I! ?D@7NN! ?KK!NA?AFN! ?IH!K7D?KLALFNb!  
6TL8!NA@FIQa>FI!A>F!@FNKLFIDF!7P!>F?KA>! ?IH!D7CCBILAW!NWN AFCN!A7! ?H?JAM! ?EN7@E! ?IH!A@?INP7@C!LI!  
@FNJ7INF!A7!HLPPF@FIA!AWJFN!7P!FCF@QFIDFN! ?IH!D> ?IQFNR!!!

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,7! ?D>LFTF!A>F! ?E7TF!7E[FDALTFNM!J?@ALDBK?@KW!@FHBDA7I!7P!D>LKH! ?IH!C?AF@I?K!C7@A?KLAW!@?AFN! ?IH!  
C?KIBA@LAL7IM!JBKLD!@FN7B@DFN!OF@F!HL@FDAFH!A7!DF@A?LI!J@L7@LAW!J@7Q@?CN!I?CFKW!#UJ?INL7I!LI!  
\$@LC?@W! - F?KA>!) ?@F!6\$ - )8M!#UJ?INL7I!7P!(CCBIL\ ?AL7IM! - F?KA>!(INB@?IDF! ?IH!+@FF!%IHF@!+LTF!  
/ @BQN! .D>FCF! ?IH!3IAFI?A?K!) ?@F! .D?KF!%JM!1 ?AF@I?K!17@A?KLAW! "FHBDA7I!(ILAL?ALTFR!3KN7M!  
NFTF@?K!HFTFK7JCFIA!J?@AIF@N! ?@F! ?NNLNALIQ! .BH?I!LI! ?D>LFTLIQ!LAN!7E[FDALTF!LI!A>F!>F?KA>!NFDA7@R!  
%0() #+!LN!NBJJ7@ALIQ!F?@KW!D?NF!PLIHLIQM!@PPF@@?K!A@F?ACFIA!7P!NFTF@FKW!C?KI7B@LN>FH!D>LKH@FIM!  
>F?KA>!BILTF@N?K!D7TF@QF!@FHBDA7I!7P!J@FT?KFIDF!7P!C?K?@L?M! ?IH!LCCBIL\ ?AL7IR! e - \*!>FKJN!LI!  
PLQ>ALIQ!D7CCBILD?EKF!HLNF?NFM!NB@TFLKK?IDFM!7BAE@F?J]! ?IH!D@LNFNR! ,>F!4K7E?K!+BIH!>FKJN!LI! ,&M!  
1 ?K?@L? ?IH! - (5!D7IA@7KR!%0+\$3!LN! ?DALTF!LI!A>F! ?@F?!7P!C?AF@I?K!C7@A?KLAW!@FHBDA7I!A>@7BQ>!  
?DDFNN!A7!@FJ@7HBDALTF!>F?KA>!NF@TLDFNR!!

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,>F!\$ - )!P?DLKLALFN!J@7TLHLIQ!A>F!FNNFIAL?K!J?D] ?QF!N>7OFH!H@?C?ALD!LID@F?NF!P@7C!9Sg !LI!9: ;X!  
A7!aXg !EW!A>F!FIH!7P!9: ;^!P@7C!A>F!E?NF!7P!9: :9R! ,@?LILIQ!7P!>F?KA>!D?H@FN!> ?N!EFFI!@BILIQ!A7!

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CLKKL7I!>7BNF>7KHN!LI!9: ; ^M!O>LKF!D7TF@?QF!EW!7A>F@!Q7TF@ICFIA?K!>F?KA>!NF@TLDFN!ND>FCFN!?IH!  
J@LT?AF!LINB@?IDF!D7CJ?ILFN!LN!S g !?IH! :R\_g !@FNJFDALTFKWM! C?JLIQ!A>F!A7A?K!J7JBK?AL7I!D7TF@?QF!  
EW!HLPPF@FIA!AWJFN!7P!>F?KA>!LINB@?IDF!LI! .BH?I!LI!

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9%' )8+ : 0;04%3 50\*)+

,>F!J7JBK?AL7I!7P! .BH?I!LN!W7BIQb!a9!JF@DFIA!7P!A>F!J7JBK?AL7I!LN!EFK7O!9Z!WF?@N! ?IH!7IKW!XR9!  
JF@DFIA! ?@F! aa! WF?@N! ?IH! ?E7TF! ?DD7@HLIQ!A7!A>F! 9: ; Sf;Z! . 0& - \$ . R! / FNJLAF! A>F! K?@QF! W7BA>  
J7JBK?AL7I!A>F!J?@ALDLJ?AL7I!7P!W7BIQ! . BH?IFNF!LI!N7DL?K! ?IH!J7KLALD?K!KLPF!O?N!KLC!LAFHR..

27BA>!BIFCJK7WCFIA!@FC?LIFH!>LQ>!HB@LIQ!9: : G<I9: ; S! ?IH!LID@F?NLIQb!LA!>?N!LID@F?NFH!P@7C!9: !  
JF@DFIA!LI!9: : G!A7!99!JF@DFIA!LI!9: ; S! ?DD7@HLIQ!A7!A>F! 0& - .!69: : G8! ?IH! . 0& - \$ .!69: ; S8M!CBD>!  
>LQ>F@!A>?I! ?HBKA!BIFCJK7WCFIA!@?AF!7P! ; ; ! JF@DFIAR! ! , >F! C?QILABHF! ?IH! JF@NLNAFIDF!7P! W7BA>!  
BIFCJK7WCFIA!LI!B@E?I! ?@F?NM!FNJFDL?KKW!LI! =>?@A7BC! . A?AFM!LN! ?!C?[7@!D7IDF@IR! 3 !NA@7IQ!D>?IQF!  
LI! W7BA>! BIFCJK7WCFIA! O?N! NFFI! LI! =>?@A7BC! 6A>F! D?JLA?K! ?IH! A>F! NA?AF! OLA>! A>F! K?@QFNA!  
J7JBK?AL7I!IBCEF@!LI!A>F!D7BIA@W!@F?D>LIQ! ?E7BA!9Z!JF@DFIA!7P!A7A?K!J7JBK?AL7I8M!O>LD>!@F?D>FH!

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NLQIFH! iBKW! 9: ;GM! NALJBK?AFH! A>F! FI>?IDFCFIA! 7P! A>F! @7KF! 7P! W7BA>! ?IH! A>F! FUJ?INL7I! 7P! A>FL@!  
7JJ7@ABILALFN!LI!A>F!J7KLALD?KM!FD7I7CLD!?IH!N7DL?K!KLPFR!!  
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+LQB@F!;9`!3DDFNN!A7!N?PF!H@LI]LIQ!O?AF@!!

5#D\$F2K!J '#5!5D&()K!' (G2%3)2!c c!5D\$R27!,--!()&!8 ' c c 5!, - . < ^ . >!

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/B@LIQ!9:;X<9:;^!7TF@!9RX!CLKK7I!JF7JKF!Q?LIFH!?DDFNN!A7!N?PF!O?AF@!?IH!?I7A>F@!;RZ!CLKK7I!A7!  
E?NLD!N?ILA?AL7I!P?DLKLALFN!LI!@B@?K!?@F?N!LI!9:;^!?K7IF!99a!D7CCBILALFN!OF@F!DF@ALPLFH!\*JFI!  
/FPFDAL7I!+@FFR!4L@KN!?IH!E7WN!LI!S\_\_!ND>77KN!Q?LIFH!?DDFNN!A7!N?ILA?AL7I!P?DLKLALFN!67IF!7P!A>F!  
D?BNFN!7P!H@7J<!7BA!h7P!ND>77K!P7@!QL@KN8M!?KK!O>LD>!O?N!H7IF!EW!?NNLNA?IDF!P@7C!%O()#+!7A>F@!  
HFTFK7JCFIA!J?@AIF@N!?IH!O4\*NR!!!

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,>F@F!?@F!NFTF@?K!JFW!D7INA@?LIAN!P?DLIQ!A>F!O?AF@!?IH!N?ILA?AL7I!NFDA7@!J?@ALDBK?@KW!7I!@B@?K!?@F?N!  
A>?A!@FC?LI!A7!EF!@FN7KTFHR!!,>FNF!LIDKBHF!@FQL7I?K!?IH!B@E?I!@B@?K!HLNJ?@LALFN!OF?J!NFDA7@!  
D77@HLI?AL7I!D?J?DLALFNb!K?DJ!7P!@FN7B@DFN!P7@!LITFNA CFIA!LI!J@7TLNL7I!7P!O?AF@!P?DLKLALFN!J77@!  
C?I?QFCFIAM!OF?J!DD7BIA?ELKLAW!FNJFDL?KKW!LI!"B@?K!e?AF@!)7@J7@?AL7IN!6NA?AF!KFTFK8M!!

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4 # " !LI!E?NLD!FHBD?AL7I!LI!9: ; : !O?N!\_9!P7@!E7WN!O>LKF!LA!O?N!7IKW!aa!P7@!QL@KNR! , >F!Q7TF@ICFIA!  
Q?TF!C7@F!?AAFI!AL7I!A7!QL@KVN!FHBD?AL7IR!4 # " !LI!E?NLD!FHBD?AL7I!LI!9: ; \_!O?N!\_S!P7@!E7WN!O>LKF!LA!  
LN!\_ ; !P7@!QL@KNM!LIHLD?ALIQ!A>?A!A>F!Q?J!LN!DK7NLIQ!H7OI!EFAOFFI!9: ; : !?IH!9: ; \_!P@7C!a!JF@DFIA!A7!  
7IKW!X!JF@DFIAR! \* TF@?KK!PFC?KF!FI@7KCFIA!LN!FdB?K!A7!7@!NKLQ>AKW!>LQ>F@!A>?I!C?KF!FI@7KCFIA!LI!  
AF@AL?@W!FHBD?AL7IR! 1 ?AF@I?K! C7@A?KLAW!H@7JJFH!P@7C!ZSS!JF@! ; : : M: : : !LI!9: ; : !A7!9; a!LI!9: ; SR!  
/ FNJLAF! A>F! P?DA! A>?A! . BH?I! O?N! A>F! PL@NA! 3 P@LD?I! D7BIA@W! A7! KFQLNK?AF! ?Q?LINA! +FC?KF! 4 FILA?K!  
1 BA?AL7If) BAALIQ!6+4 1 f) 8!LI!6; GSa8!LA!LN!NALKK!?!>F?KA>! ?IH!N7DL?K!J@7EKFC!P7@!QL@K!LI! . BH?IR! , >F!

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,>F! Q7TF@ICFIA! >?N! LID@F?NFH! LAN! D7TF@?QF!

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?!BILPLFH!NA?EKF!FUD>?IQF!@?AFM!KF?HLIQ!A7!LID@F?NFH!J@LDF!7P!A>F!P7@FLQI!DB@@FIDW!LI!A>F!J?@?KKFK!

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2\*;\$%\*50\*)+.\*&+B4!5.)0+=8%(A/@. .BH?I!LN?!H@W!D7BIA@W!K7D?AFH!LI!A>F! . ?>FKL?I!\7IF!OLA>!K7O!  
@?LIP?KK!A>?A!T?@LFN!D7INLHF@?EKW!LI!NJ?DF!?IH!ALCFR!! " ?LIP?KK!LN!F@@?ALD!?IH!H@7BQ>A!LN!?!@FDB@@FIA!  
J>FI7CFI7IR! e ?AF@!@FN7B@DFN!7BANLHF!A>F! OLKF!E?NLI! ?@F!KLCLAFHM! ?IH!N7LK!PF@ALKLAW!LN!K7OR! . BH?I!  
LN!7IF!7P!A>F! C7NA!NF@L7BNKW! ?PPFDAFH!D7BIA@LFN!EW!HFNF@ALPLD?AL7I!LI! 3P@LD?R! , >F! ?@LH! ?IH!NFC<!  
?@LH! ?@F?!LI! . BH?I!LN!?E7BA!Z: :M: : : !NdB?@F!J C!O>LD>!LN!HL@FDAKW! ?PPFDAFH!EW!HFNF@ALPLD?AL7IR! 1 7@F!  
A>?I! >?KP! 7P! A>F! J7JBK?AL7I! 7P! . BH?I! KLTF! LI! A>LN! ?@F?R! / FNF@ALPLD?AL7I! LN! C?LIKW! D?BNFH! EW!  
7TF@Q@?\LIQM! HFP7@FNA?AL7I! 6P7@! FIF@QW! ?IH! 7A>F@! BNFN8M! DBKALT?AL7I! 7P! C?@QLI?K! K?IHN! 6HBF! A7!  
J7JBK?AL7I!J@FNNB@F! ?IH!K7O!BNF!7P!AFD>I7K7QW!?IH!LIJBAN8M! ?IH!N7LK!F@7NL7I!HBF!A7!OLIHR.+7@FNA!  
?@F?!LI! . BH?I!HFDKLIHF!P@7C!9G!JF@DFIA!7P!A7A?K! ?@F?!7P!A>F!D7BIA@W!A7! ; ;Ra!JF@DFIA! ?PAF@!NFDFNNL7I!  
7P! . 7BA>! . BH?IR!+7@FNAN! ?@F?N!DKF?@FH!?IIB?KKW!?C7BIAA7!^ZZ!A>7BN?IH!PFH?I!7I! ?TF@?QFR!!  
!  
.BH?I!@FD7QIL\FN!A>F!LCJ7@A?IDF!7P!A>F!FITL@7ICFIA!NBNA?LI?ELKLAW!LI!HFTFK7JCFIAR! .BH?I!>?N!  
D7CCLAAPH! A7! IBCF@7BN! LIAF@I?AL7I?K! D7ITFIAL7IN! ?IH! ?Q@FFCFIAN! ?IH! HFTFK7JFH! LIAF@I?K!

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7OI! @FTFIBFNM! ?IH! FI>?IDF! EBHQFA! A@?INJ?@FIDW! ?IH! NBJJ7@A! NA?AFN! LI! EBHQFALIQ! ?IH! PLND?K!  
J7KLDLFNR! , >F!Q7TF@ICFIA! ?KN7!LIA@7HBDFH!OLA>!AFD>ILD?K! ?NNLNA?IDF!P@7C!A>F!( 1 +M!A>F! , @F?NB@W!  
.LIQF!3DD7BIA!6, . 38!LI!9: ;a! ?N!?!C7HF@I!D?N>!C?I?QFCFIA!A77K!A7!FNA?EKLN>!DFIA@?KL\FH!D7IA@7K!

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HFTFK7JCFIA! JK?IN! A>?A! @FdB@FN! P7@FLQI! PLI?IDLIQ! P@7C! T?@L7BN! N7B@DFNM! EBA! NBDDFNNTF!  
Q7TF@ICFIA!P?LKFH!A7!J?W!A>LN!HFEA!O>LD>!NA?@AFH!A7!?DDBC BK?AF!WF?@!?PAF@!WF?@R! 3E7BA!^S!JF@DFIA!  
7P!A>F!FUAF@I?K!HFEA!O?N!LI!??F?@N!LI!9: ;\_R! ,>F!C?[7@LAW!7P!A>F!HFEM!?E7BA!\_: !JF@DFIA!LN!7OIFH!  
A7! ELK?AF?KM! ?IH! @7BQ>KW! FdB?KKW! HLT LHFH! EFAOFFI! \$?@LN! DKBE! D@FHLA7@N! ?IH! I7I<\$?@LN! DKBE!  
D@FHLA7@N!6PLQB@F!; aR?8R! 3KK!HFEA!LIHLD A7@N! ?@F!HFAF@L7@?ALI Q!7TF@!ALCF!6PLQB@F!; aRE8R!

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+LQB@F!; a`!. BH?I!FUAF@I?K!HFEA!NA@BDAB@F!?IH!LIHLD?A7@N!!

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5#D\$F2K!0W : K!5D&()#!N\$13F%2!0X!J#)GD%1(13#)#!J#D)I\$7!B2C#\$!8#;! . [^/Y<=I I 2F2 4E2\$, - . [!

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. BH?IVN! FUAF@I?K! HFEA! @FC?LIN! LI! HLN@FNN! ?IH! BINBNA?LI?EKFR! ,>F! ( 1 +! / FEA! .BNA?LI?ELKLAW!  
?I?KWNLN!D7IHBDAFH!LI!9: ;\_!OLA>!J@7[FDAL7IN!7P!A>F!HFEA!LIHLD?A7@N!P7@!9: !WF?@N!D7IDKBHFH!A>?A!

, &!

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(CJkFCFIA?AL7I!\$?IFK!<3% - (\$#?!?Q@FFH!OLA>!A>F!Q7TF@ICFIA!LI!. 7BA>!. BH?I!LI!9: ; 9!7I!?!k\F@7< 7JAL7I!I!O>F@FEW! .BH?I!@FA?LIN! ?KK!A>F!FUAF@I?K!HFEAM! J@7TLHFH!A>?A!A>F!LIAF@I?AL7I?K!D7CCBILAW! QLTFN!PL@C!D7CCLACFIAM! 7P!HFKLTf@W! 7P!HFEA!@FKLFP!OLA>LI!AO7!WF?@NR! 3ENFIA!NBD>!D7CCLACFIAM! .BH?IVN!FUAF@I?K!HFEA! O7BKH! EF! ?JJ7@AL7IFH! OLA>! .7BA>!. BH?I! E?NFH! 7I! ?! P7@CBK?! A7! EF! HFAF@CLIFHR! ,>LN!HF?HKLIF!K?JNFH!LI! .FJAFCEF@!9: ; a!OLA>7BA!HFEA!@FN7KBAL7I!EBA! .BH?I! ?Q@FFH! A7! FUAFIH! P7@! AO7! WF?@N! A7! .FJAFCEF@! 9: ; ^! ?IH! PB@A>F@! A7! 9:9:R! .BH?I! >?N! >?H! ;S! .A?PP< 1 7ILA7@FH!\$@7Q@?CN!6. 1 \$N8!OLA>!A>F!( 1 +!NLIDF! ;GG\_M! ?IH!>?N!FNA?EKLN>! ?!N?ALNP?DA7@W!@FD7@H!7P! FD7I7CLD!J7KLDW!@FP7@CNR!! 3! , FD>ILD?K! e 7@JLIQ!4@7BJ!O?N!P7@CFHM!OLA>!CFCEFN@LJ!P@7C!A>F! e 7@KH!&?I]M!A>F! 3P@LD?I! / FTFK7JCFIA!&?I]M!A>F!( 1 +!N7CF! 7P!A>F! \$?@LN! ?IH! O7I<! \$?@LN! ) KBE! D@FHLA7@NR! ,>F!Q@7BJ!>?N!D7IHBDAFH!NF@LFN!7P!CFFALIQN! ?IH!P?DLKLA?AFH! .BH?IVN!HFEA!@FD7IDLKLA?AL7I! FUF@DLNF!OLA>A>F!C ?[7@LAW!7P!D@FHLA7@NM! ?IH! ?KN7!NA@BDAB@FH! ?I7I<ELIHLIQ!k / FEA! " FKLFP! " 7?HC?J! P7@! .BH?IR! .BH?I!C?HF!D7INLHF@?EKF!7BA@F?D>!FPP7@AN!A7!C?LI!D@FHLA7@N!HB@LIQ!9: ; 9!A7!9: ; ^M!EBA! A>F!J7KLALD?K!D7IHLAL7IN!OF@F!I7A!D7IHBDLTF!P7@! ?D>LFTLIQ!J7NLALTF!@FNBKANR!!

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(I! TLFO! 7P! .BH?IVN! BINBNA?LI?EKF! HFEAM! .BH?I! LN! FKLQLEKF! P7@! HFEA! @FKLFP! BIHF@! A>F! - F?TLKW! (IHFEAFH! \$77@! ) 7BIA@LFN! 6 - (\$ )8! (ILAL@ALTFR! - 7OFTF@! HBF! A7! J7KLALD?K! ?IH! FD7I7CLD! @F?N7IN! LIDKBHLIQ! KLNALIQ! 7P!A>F!D7BIA@W!LI!A>F! . . , 'M! ?IH!NKLJJ?QFN!LI!FD7I7CLD!J7KLDLFN!LI!A>F!@FDFIA! WF?@NM! .BH?I!O?N!BI?EKF!A7! ?DDFNN!A>F! - (\$ )NR! .BH?I!>?N! ?KN7!J@FJ?@FH! ?I!(\$ " . \$! ?IH!LN!DB@@FIKW! LI!A>F!J@7DFNN! 7P!J@FJ?@LIQ!A>F!PBKK<PKFHQFH! \$ " . \$R! - 7OFTF@M!A>FNF!FPP7@AN!OF@F! I7A!NBDDFNNPBKR! ,>F! D>?KKFIQFN! P7@! .BH?I! A7! ?DDFNN! - (\$ )N! LN! A7! LCJ@7TF! A>F! J7KLALD?K! @FK?AL7INM! O>LD>! LN! EFD7CLIQ!OLA>LI!@F?D>! ?PAF@!A>F!@FQLCF!D>!IQF! ?IH!A7!LCJkFCFIA!N7KLH!FD7I7CLD!@FP7@CNR! 4LTFI! .BH?IVN!K?@QF!HFEAM! - (\$ )N! C?W! I7A!EF! ?HFdB?AF! A7! @FN7KTF! A>F! BINBLA?EKF! HFEA! ?IH!N>7BKH! EF! P7KK7OFH!OLA>! 1 BKALK?AF@?K! / FEA! " FKLFP!(ILAL@ALTF!6 1 / " (8!7@! ?IW! ?HHLAL7I?K! ?@? ?IQFCFIA!!!!

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**N%\$0!F\*+ : !\$0()+ , \* ; 0/ ) 5 0\* ) ++**

+7@FLQI! / L@FDA!(ITFNACFIA!6+ / (8!LIPK7ON!A7A?KFH!KFNN!A>?I!Y ; Z : !CLKKL7I!BIALK!A>F!WF?@!9: : : !EFP7@F! A>F!PBKK!FUJK7LA?AL7I!7P!A>F!7LK!@FN7B@DFNM!A>F!INA?@AFH!A7!LID@F?NF!LI!KLIF!OLA>!A>F!LID@F?NF!LI!A>F! 7LK!J@7HBDAL7I!A7!@F?D>!% . Y!9R^!LI!9: : ^R! - 7OFTF@M! ?PAF@!A>F!NFDFNNL7I!7P! . 7BA>!. BH?I! ?IH!A>F! K7NN!7P!7LK! ?IH!A>F!D7INF@BFIAM!FD7I7CLD!LINA?ELKLAW!+ / (N!NA?@AFH!A7!HFDKLI!EW!>?KP!P@7C!% . Y!9RX! ELKKL7I!LI!9: ; ; !A7! ; R ; !ELKKL7I!LI!9: ; ^!6PLQB@F! ; Z8R!

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.BH?I!>?N! C?HF! N7CF! FPP7@AN! A7! HLTF@NLPW! A>F! FD7I7CW! ?IH! ?AA@?DA! + / (!LIA7! IFO! LIHBNA@LFNR! #PP7@AN!LIDKBHFH!JBAALIQLI!JK?DF! ?!@FK?ALTFKW!7JFI!LITFNACFIA!KFQLNK?ALTF!P@?CFO7@J!OLA>NFTF@?K! 7P!A>F!FULNALIQ!K?ON!EFLIQ!C7HF@IL\FH! ?IH!LI!KLIF!OLA>!Q77H!J@?DALDFNR! - 7OFTF@M!A>F!LINA?ELKLAW! 7P!A>F! 0 50 390.2 (A)50 297.54293.7694 452 Tm /! -1165 Tm /T+ (?) 0.2/ (?) 0.2(EL) INA?ELKLAkF

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BI@FD7@HFH! PK7ON! A>@7BQ>! P7@C?K! ?IH! LIP7@C?K! D>?IIFKNM! LN! EFKLFTFH! A7! EF! K?@QFM! EBA! OLA>7BA!  
?JJ@7J@L?AF! @FD7@HNR! +7@!FU?CJ?KFM!A>F!D7CJ?@LN7I!EFAOFFI!A>F! ?TF@?QF! ?C7BIAN! 7P! @FCLAA?IDFN!  
A@?INPF@FHI!HB@LIQ!A>F!7LK!E77CM!O>F@F!A>F!E?I JN!OF@F!FUAFINLTFKW!BNFHM! ?IH!A>7NF!A@?INPF@FHI!LI!  
A>F! JF@L7H! 9: ;9<9: ;X! LIHLD?AF! A>?A! ?I!LCJ7@A?IA! ?C7BIAN! FUDFFHLIQ! % . / ! ; ! ELKKL7IM! >?N! EFFI!  
A@?INPF@FHI! A7! A>F! LIP7@C?K! FUD>?IQF! C?@JFAR! ,>F! Q7TF@ICFIA! ?AAFCAJFH! NFTF@?K! J7KLDLFN! EW!  
C?LIKW! ?H[BNALIQ! A>F! 7PPLDL?K! FUD>?IQF! @?AF! A7! ?AA@?DA! @FCLAA?IDFN! EBA! A>FNF! FPP7@AN! OF@F! I7A!  
NBNA?LIFHR!(I! ?HHLAL7IM!FIP7@DFCFIA! ?DAL7IN! ?Q?LINA!LIAF@I ?AL7I ?K!E?I JN!LI!CLH<9: ;S!P7@!TL7K?ALIQ!  
%R . R!N?IDAL7IN!D7IA@LEBALIQ!A7!?!NBENA?IAL?K!OLA>H@O?K!7P!P7@FLQI!D7@FNJ7IHFIA!E?I JNM! ?PPFDAFH!  
@FCLAA?IDFNR! +7@FLQI! ?IH! K7D?K! FIALALFN! E?NFH! LI! .BH?I! @FJ7@AFH! HLPPLDBKALFN! ?IH! HF?WN! LI!  
J@7DFNLIQ!P7@FLQI!FUD>?IQF!A@?INPF@N!A7! ?IH!P@7C! .BH?IR!&?I J!7P! .BH?I! ?IH!D7CCF@DL?K!E?I JN!  
@FJ7@AFH! ?!NLQILPLD?IA! @FHBDAL7I!LI!A>F! IBCFEF@!7P!P7@FLQI!D7@FNJ7IHFIAN!7@! ?I! ?K7NA!D7CJ?KFAF!  
DBA<7PP! P@7C! LIAF@I?AL7I?K! A@?IN?DAL7INR! ,>F@FP7@FM! @FCLAA?IDFN! A>@7BQ>! A>F! 7PPLDL?K! D>?IIFKN!  
HFDKLIHFH!A7!@F?D>! ?I! ?TF@?QF!7P!% . Y!X: : !CLKKL7I!HB@LIQ!9: ;9<9: ; ^!P?@!EFK7O!A>F!J7AFIAL?KR!!  
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,G N445.N4-#2"1")#.1+199.O#-#9%.

,>F!LIAFINF! I?AL7IOLHF! ?IALQ7TF@ICFIA! JBKLD! J@7AFNAN! EW!A>F! .BH?IFNF! JF7JKF!A7JJKFH!A>F! X: !  
WF?@NV!@BKF!7P!A>F!J@FTL7BN!Q7TF@ICFIA!7I!A>F! ; : %&!7P!3 J@LK!9: ;GR! ,>F!J@7AFNAN!FTFIAB?KKW!@FNBKAFH!  
LI!?!@FQLCF!D>?IQF!O>FI!A>F! .BH?I! 3@CFH!+7@DFN!6 . 3+8!HFDLHFH!A7!NBJJ7@A!A>F!J@7AFNAF@N!O>7!  
7@Q?IL\FH!?!NLA<LIM!LI!P@7IA!7P!A>F! CLKLA?@W!>F?HdB?@AF@NM! ?IH!?! 1 LKLA?@W! ) 7BIDLK!O?N!P7@CFHR! 3!  
IFO!DLTLK!A@?INLAL7I?K!Q7TF@ICFIA!O?N!D@F?AFH!O>FI! A>F! CLKLA?@W!D7BIDLK! ?IH! C?LI! 7JJ7NLAL7I!  
D7?KLAL7I! + ) !>?TF! NLQIFH! ?I! D7INALABAL7I?K! HFDK?@?AL7I! 7I! ; \_! 3QBNA! 9: ;GR! ,>F! A@?INLAL7I?K!  
Q7TF@ICFIA!O?N!@FD7QIL\FH!EW!A>F!LIAF@I?AL7I?K!D7CCBILAWR..!  
!

,>F! C?LI! A>@BNA! 7P! A>F! IFO! Q7TF@ICFIA! LN! A7! HLNC?IAKF! A>F! J@FTL7BN! @FQLCFVN! NA@BDAB@F! P7@!  
D7IN7KLH?AL7I!7P!J7OF@! ?IH!EBLKH!?!NA?AF!7P!K?ON! ?IH!LINALABAL7IN!LI!?!A@?INLAL7I?K!JF@L7H!7P!A>@FF!  
WF?@N!A7!EF!P7KK7OFH!EW!P@FF! ?IH!P?L@!LIAF@I ?AL7I ?KKW!C7ILA7@FH!FKFDAL7INR! ,7!A>LN!FPPFDA!?! ) / !O?N!  
NLQIFH! EFAOFFI! A>F! AO7! J?@ALFNR! ,>F! ) / ! FNA?EKLN>FH! ?I! A@?INLAL7I?K! Q7TF@I?IDF! NA@BDAB@F!  
D7CJ7NFH! 7P! ?I! N7TF@FLQI! D7BIDLK! EFAOFFI! A>F! ?@CW! ?IH! 7JJ7NLAL7I! D7?KLAL7I! OLA>! DLTLK?I!  
C?[7@LAWM! ?!D?ELIFA!>F?HFH!EW!?!\$@LCF! 1 LILNAF@! ?IH!LIHFJFIHFIA! ?IH!LIDKBNLTF!KFQLNK?ALTF!E7HW!  
OLA>! ?A! KF?NA! S: g! 7P! LAN! CFCEFN! ?@F! O7CFIR! ,>F! ) / ! FNA?EKLN>FH! NFTF@?K! LIHFJFIHFIA!  
D7CCLNNL7IN! I?CFKW!D7CCLNNL7IN!P7@` \$F?DFM! &7@HF@NM! ) 7INALABAL7I! 1 ?JLIQM! 'FQ?K! "FP7@CNM!  
3IAL<D7@BJAL7IM! -BC?I! "LQ>ANM! ' ?IHM! ,@?INLAL7I?K! iBNALDFM! 4FIHF@! #dB?KLAW! )LTLK! .F@TLDF!  
"FP7@CM! ?IH!#KFDAL7IN!  
!

,>F!C?LI! J@FA! CP! CLF? ?INLILII?K!ILCH! CIA`0 . 2(d)T 1 1 3 . 2(!) - 1 16 . 19(@F) 0 . 2(PF) 0 . 2(I) 0 . 2(L

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@F?N7IN! NALJBK?AFH! EW! K?OM! 7@! EF! NBE[FDA! A7! A7@AB@FM! >BCLKL?AL7IM! 7@! LKK<A@F?ACFIAR! ,>F! ) / ! ?KN7!  
J@7AFDAFH! A>F! @LQ>AN! 7P! O7CFI! ?N! NALJBK?AFH! LI! ?KK! D7TFI?IAN! @?ALPLFH! EW! .BH?IM! ?IH! J@7TLHF! P7@!  
P@FF! C?AF@ILAW! ?IH! D>LKH! >F?KA>!D?@FR!! ,>F! ) / !NA?AFH!A>?A!A>F@F!EF! I7!NA?ABAF!7P!KLCLA?AL7IN!P7@!O?@!  
D@LCFN! ?IH! D@LCFN! ?Q?LINA! >BC?ILAWR! ,>F! ) / !?KN7!FIH7@NFH!A>F! I7I<?JJKLD?ELKLAW!7P!A>F!NA?ABA7@W!  
KLCLA?AL7I!A7!D@LCFN!7P!D7@@BJAL7I!A>?A!OF@F!D7CCLAFFH!HB@LIQ!A>F!J@FTL7BN!@FQLCF!NLIDF! ;G^GR!!!!  
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3KA>7BQ>M!A>F! ) / !O?N! I7A!NJFDLPLD!7P!O>FA>F@!A>F!NBE! I?AL7I?K!Q7TF@I?IDF!NWN AFC!OLKK!EF!E?NFH!  
7I! NA?AFN! 7@! @FQL7INN! A>F! HFDFIA@?KL\?AL7I! NWN AFC! 7P! Q7TF@I?IDF! O?N! C?LIA?LIFHM! O>F@F! A>F!  
@FNJ7INLELKLAW! 7P! A>F! NF@TLDFN! LN! E@7BQ>A! DK7NF@! A7! A>F! JF7JKF! A>@7BQ>! A>F! NBE! I?AL7I?K!  
Q7TF@ICFIANb! A>F! ;^! NA?AFN! ?IH! A>F! K7D?KLALFN! BIHF@! A>FNF! NA?AFNR! ,>F! IFO! Q7TF@ICFIA! >?N!  
HFHLD?AFH!A>F!PL@NA!NLU!C7IA>N!P7@!?!D>LFTLIQ!JF?DF! ?IH!FIHLIQ!D7IPKLDAN! ?IH!HLNJK?DFCFIA!!

PG <24=2#%%.+4Q125.=215\*1+,4".

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LAN! FUJ7@ANM! NBNA?LILIQ! ?Q@LDBKAB@F! J@7HBDAL7I! ?IH! LID@F?NLIQ! LAN! N>?@F! LI! 4 / \$b! ?IH! ?Q@7!  
LIHBN@LFNM!FI>?IDF!J@FJ?@FHIFNN!P7@!I?AB@?K!HLN?NAF@NR!

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>' @47#2#")#.1"5.0,"R1=#%.Q,+7.+7#.BCSC. ! =#"51.1"5.4+7#2.N94A19.<24)#%#%#%.

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.BH?I! >?N! ?H7JAFH! 3QFIH?! 9:X:!! ?IH! A>F! . / 4N! LI! OFO! 27@J! LI! .FJAFCEF@! 9: ;Z! ?IH! LN!  
D7IALIB7BNKW!FIQ?QLIQ! ?KK!NA?JF>7KHF@NR! 3! -LQ><'FTFK! 0?AL7I?K! 1FD>?ILNC!6 - ' 0 1 8!>?N!EFFI!  
FNA?EKLN>FH! A>@7BQ>! ?! J@FNLHFIAL?K! HFD@FF! 7P! A>F! HFPBIDA! @FQLCF! LI! 9: ;a! A7! 7TF@NFF! A>F!  
LCJKFCFIA?AL7I!7P! 3QFIH?!9:X:!! ?IH!A>F! . / 4N!LI!A>F!D7BIA@WR! ,>F! 0?AL7I?K!\$7JBK?AL7I!) 7BIDLK!  
7P! .BH?I! JK?WN!A>F!@7KF!7P!A>F!NFD@FA?@L?AM! ?IH!>?TF!D7IHBD AFH! I?AL7I?K!D7INBKA?AL7I!O7@JN>7JN!  
?IH! CFFALIQ! OLA>! )7BIDLK! 7P! 1LILNAF@NM! >LQ>! KFTFK! JFW! 7PPLDL?KNM! T7KBIA?@W! 7@Q?IL\?AL7INM!  
J?@KL?CFIA!CFCEF@NM!O7CFI! ?IH!W7BA>!Q@7BJNM!@FNF?@D>F@NM! ?IH!CFHL?!P7@!E@LFPLIQN!P7@!JBKLDLAW!  
?IH!?O?@FIFNNR!!

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HFTFK7JFH! ?C7IQ! ?KK! NA? JF>7KHF@N`! Q7TF@ICFIAM! J@LT?AF! NFDA7@M! 0 4 \*N! ?IH! ) &\*N! ?! @7KF! A>?A! LN!  
FUJFDAFH! A7! EF! JK?WFH! FPPFDALTFKW! EW! A>F! 1 LILNA@W! 7P! +LI?IDF! ?IH! #D7I7CWD! \$K?IILIQ!

>&' 64Q125%.+7#."#\$+.O : @.1=#'51.

. FTF@?K! CF?NB@FN! ?IH! J@L7@LALFN! OLKK! EF! A? JFI! EW! . BH?I! A7! D7IALIBF! A>F! FPP7@AN! BIHF@A? JFI! 7TF@!  
A>F! J?NA! ; :! WF?@N! A7! F@?HLD?AF! J7TF@AW! ?IH! ?D>LFTF! NBNA?LI?EKF! HFTFK7JCFIAR! 3D>LFTLIQ!  
A@?INP7@C?AL7I! 7P! A>F! FD7I7CW! EW! J@7C7ALIQ! A>F! LIHBNA@L?K! NFDA7@! O>LD>! LN! D>?@?DAF@L\FH! EW!  
>LQ>F@! J@7HBDALTLAW! ?IH! LID@F?NLIQ! T?KBF! ?HHFH! LI! A>F! FD7I7CW! OLKK! EF! ?! J@L7@LAWR! ! (ID@F?NLIQ!  
?Q@LDBKAB@F! J@7HBDALTLAWM! ?IH! D7CE?ALIQ! KLTfNA7Dj! HLNf?NfN! ?IH! LID@F?NLIQ! KLTfNA7Dj! C7HF@I!  
LIP@?NA@BDAB@F! OLKK! @FDFLTF! ?! J@L7@LAWR! ! \$@L7@LAW! OLKK! ?KN7!

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3 IIFU!;! 1 ?D@7FD7I7CLD!LIHLD?A7@N!  
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	BCDD+	BCDB+	BCDW+	BCDY+	BCD^+	BCDa+	BCD[+	BCD\+
	:/23 '&()21+. 13+: /)&%<+)1+ d+							
M8 :+;/2O(5+/.(#+	B"a+	D"Y+	Y"Y+	B"[+	Y"W+	Y"\+	^"B+	+
!1?7.( )21+. *%/. ;%+0% ./++	D\"D+	W^"D+	W["D+	Wa"_+	Da"_+	D["a+	WB"Y+	aW"W+
!1?7.( )21+% 13+9%/ )23+	D\"_+	YY"Y+	YD"_+	B^"[+	DB"a+	WC"^+	B^"B+	[B"_+
	H)<&. 7+, )(' . ( )21+)1+, 8 M+A)77)21+							
42(. 7+/% *% 1 ' %<+)	BBG[ a[+	BBGDa\+	WYGWDD+	^DGBB\+	^YG^C_+	^[G\aa+	[ [GC^Y+	DBYG_Ya+
@' // % 1 (+% \$9% 13) (' /% <+)	B\G^[ \+	BaGB[B+						

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3 IIFU!X`!3@F?R!WLFKH!?IH!J@7HBDAL7I!7P!DF@F?KN!

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	<u>=\$F8' 5+</u>			L 5%. (+	
/0./%*+	.\$0.+	3\$%&' (!%*+ 6!04&+	/0./%*+	.\$0.+	3\$%&' (!%*+ 6!04&+
	34.* )0&+			34.* )0&+	

\$'!

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