!"#$"%&'()* &+%,-., /%01/#*
2322-2324*

!"#$%&#'()'*$ +,-./$ 0,-'"/(*#$

G*'5(4',',4!)E*!A)/.*,)!1?D*3'*,&*!%3!G'A1X-!)E*!\'$'%,!8%3!A/&&*$$-!(,.!%)E*3!3*4'%,(0!D0(,$9!
ME*$*!4%(0$!E(@*!',8%35*.!%/3!)6%!D3*@'%/$!)E3**[B*(3!D0(,$!W:J"Y[:J"d!(,.!:J"H[:J::X!(,.!6'00!
4/'.*!)E*!6%3O!(E*(.!',!)E*!:J::[:J:Y!AR#1;!ME3** [`*(3!20(,S!

"9! <5D3%@*!#./0)!1./&()'%,!$)/.*,)!D%',)$!%8!!"##$!%&"#'(#)'$#)%!;;AR83%5!AR]A+!(,.!
83%5!)E*!K3%(.*3!&%55/,')B9!

:9! R(&'0')()*!#./0)!1./&()'%,!,%-)$#%'.*"'/*$,,')%6(3.!*./&()'%,(0!(,.!&(3**3!4%(0$!KB!
'5D3%@',4!(&(.*5'&!(,.!%)E*3!$/DD%3)!$*3@'&*!%88*3',4$9!

>=!<,&3*($*!)E*!,/5K*3!%8!#./0)!1./&()'%,!$)/.*,)$!6E%!%*(#,&%&"#'%"'.",%0,$!"#)(*+'
$)-! (%&"#'(#)'$1.2"+1$#%=!

I**.$! #$$*$$5*,)S!

#K%/)!>Ye!%8!A(,!R3(,&'$&%!(./0)$!(3*!8%3*'4,[K%3,-!(,.!>Fe!%8!)E*!'55'43(,)!D%D/0()'%,!$(B$!
)E*B!$D*(O!1,40'$E!0*$$!)E(,!6*E0%M$%3)'/5!$)'00!$**$!(!$'4,'8'&(,)!3*4'%,(0!,**.!8%3!1AL!(,.!
1AL!;'@'&$!D3%43(5$!8%3!'55'43(,)$!(,.!(./0)$!6')E!0'5')*.!1,40'$E!D3%8$#%)&E%/4E!%@*3!Yde!
%8!A(,!R3(,&'$&%!(./0)$!E(@*!(!K(&E*0%3a$!.*43**!%3!(K%@*-!5(,B!3*$'.*,)$!0(&O!(!E'4E!$&E%%0!
.'D0%5(!%3!')$!*f/'@(0*,)!(,.!,**.!#./0)!A*&%,.(3B!1./&()'%,!W#A1X!$*3@$&%!$3*4'%,!E($!(!
0%6!/,*5D0%B5*,)!3()*-!K/)!)E*!D(,.*5'&!E($!D(3)'&/0(30B!'5D(&)*.!)E*!b%$D')(0')B!$*&)%3-!(,.!
5(,B!%8!)E%$*!6E%!0%$)!g%K$!,**.!3*[]3(',',4!8%3!6%3O!',!%)E*3!$*&)%3$9!

ME*;!%,$%3)'/5!'.*,)'8'*.!)E*!$%3)$!%8!(&(.*5'&!(,.!%)E*3!$/DD%3)$!.!8%3!$)/.*,)$!)%!
$/&&**.!',!)E*'3!#./0)!1./&()'%,!D3%43(5$9!ME*$*!',0/&0*(3!D()E6(B$-!)/)%3',4-!&%/,$*0',4-!
(,.!(.@'$',4-!(&&*$$!)%!%,0',*!3*$%/3&*$!(,.!)*&E,%0%4B-!',8%35()'%,!(,.!$*3@'&*$!',!)E*'3!
D3*8*33*.!0(,4/(4*-!(,.!*f/')(K0*!(&&*$$!)%!K($'&!,**.$!$*3@'&*$!W8%%.!(,.!E%/$',4!',$*&/3')B-!
&E'0.&(3*-!E*(0)E!(,.!5*,)(0!E*(0)E!$*3@'&*$-!)3(,$D%3)()'%,-!8',(,&'(0!0')*3(&BX9!#00!%8!)E*$*!(3*!
(..3*$$*.!',!)E'$!D0(,9!

T*)3'&$-!CKg*&)'@*$-!#&)'@')'*$-!(,.!C/)&%5*$S!

+/3',4!)E*!,*?)!)E3**!B*(3$!AR#1;!(,.!K%)E!%8!')$!5*5K*3!',$)')/)'%,$!6'00!8%&/$!%,!(..3*$$',4!
)6%!K(33'*3$!)%!$)/.*,)!$/&&*$$S!1,40'$E!L(,4/(4*!L*(3,*3!(,.!L%6!L')*3(&B9!ME*3*!'$!(!$)3%,4!
&%33*0()'%,!K*)6**,!)E*$*!5*)3'&$!(,.!0%6!',&%5*9!C/3!D0(,!'$!)%!D/3$/*!(&)'@')'*$!)E*!6'00!
3*5%@*!)E*$*!K(33'*3$!8%3!$)/.*,)$!%!%)E*!)E*B!5(B!$/&&**.!',!8/3)E*3!*./&()'%,!%3!&(3**39!

ME*;!%,$%3)'/5!'.*,)'8'*.! 8'@*!$)3()*4'*$!')!6'00!D/3$/*!)%!(..3*$$!)E*!*./&()'%,(0!,**.$!%8!#./0)!
1./&()'%,!$)/.*,)$!',!)E*!3*4'%,9!

"9! T(',)(',!#./0)!1./&()'%,!$*3@'&*$!',!)E*!3*4'%,9!

:9! 23%@'.*!&0*(3!D()E6(B$!83%5!#./0)!1./&()'%,!D3%43(5$!)%!D%$)[$*&%,.(3B!*./&()'%,!(,.!
&(3**39!

>9! 23%@'.*!*f/')(K0*!(&&*$$!)%!',$)3/&)'%,(0!$/DD%3)!$*3@'&*$9!

V9!Q3'.4*!)E*!.'4')(0!.'@'.*!8%3!#./0)!1./&()'%,!$)/.*,)$9!

Y9!#..3*$$!$)/.*,)$a!K($'&!,**.$!)%!3*5%@*!K(33'*3$!)%!(&E'*@',4!*./&()'%,(0!(,.!&(3**3!
4%(0$9!

ME*;!%,$%3)'/5!6'00(!%D)!$)3()*4'*$!)%!'5D3%@*!)E*!',)*43()'%,!(,.!*88*&)'@*,*$$!%8!$*3@'&*$9!
ME*$*!8%&/$!%!?',4!)E*!83%,)!.%%3i!)%!'5D3%@*!)3(,$')'%,$!)%!;;AR!83%5!AR]A+!(,.!)E*!K3%(.*3!
&%55/,')B-!*?D(,.',4!%/)3*(&E!(,.!5(3O*)',4!&(D(&')B-!$)3*,4)E*,',4!$)3/&)/3*$!)%!&%00*&)!(,.!
$)3()*4'&(00B!/$*!.()(-!(,.!D3%@'.*!D3%8*$$'%,(0!.*@*0%D5*,)!)%!*5D0%B**$9!

K9!;%00(K%3()*.!6')E!;;ARa$!4/'.*.!D()E6(B$!',')'()'@*-!0%&(00B!,(5*.!G*'5(4',',4!
)E*!A)/.*,)!1?D*3'*,&*!%3!G'A1-!)%!5(D!(00!,%,&3*.')!;+;2!;*3)'8'&()*$!)%!)E*!
#&(.*5'&!(,.!;(3**3!;%55/,')'*$!W5*)([5(g%3$X!(.%D)*.!KB!)E*!&%00*4*9!
&9!

!"#$%&"#'()*$+,-./$0,-'"/(*#$
121131214$56&77$87"&$9."#$

)%!'5D3%@*!(,.!*?D(,.!D()E6(B$!83%5!1AL-!\1AL-!(,.!M3(,$')'%,(0!A)/.'*$!)%!&(3**3!)3(',4!)E()!
0*(.$!)%!0'@',4!6(4*!*5D0%B5*,)9!

+'",7A('$!-DD*&/)N$;;AR!,%,&3*.')!$)/.*,)$!E(@*!',8%35*.!)E'$!D0(,!KB!D3%@'.',4!',D/)!%,!6E()!
)E*B!,**.!)%!$/&&**.9!T%$)!$)/.*,)$!6*3*!$()'$8'*.!6')E!)E*!f/(0')B!%8!)E*'3!&%/3$*$!(,.!)*(&$93
ME*B!.'$&/$$*.!(3*($!6E*3*!)E*B!6(,)*.! -755 (!)-135s7DD2$95

¥ 23%@'.*!&0*(3!D()E6(B$!83%5!)E%$*!D3%43(5$!)%!&%00*4*!#&(.*5'&!q!;(3**3!;0/$)*3$!
W5*)([5(g%3$X!%3!&(3**3$!W;;ARX!
C/)&%5*$S#./0)!1./&()'%,!$)/.*,)$!D0(,!)E*'3!*./&()'%,(0!g%/3,*B$!(,.!(3*!(6(3*!%8!
)E*'3!,*?)!$)*D$9!
T*)3'&$S1,3%005*,)-!r!(,.!e!%8!$)/.*,)$!6E%!&%5D0*)*!'':j!E%/3$!%8!',$)3/&)'%,-!
D*3$'$)*,&*-!$O%03!0*@*0!4(',-!&%5D0*)'%,!%8!&*3)'8'&()*$-!)3(,$')'%,$!)%!&%00*4*!%3!&(3**3
5D0%B5,)-!6(4*!4(',!

3%*(%$/4"*''8&)$'$>-&%(?2$'(!!$,,'%'"'&#,%*-!%&"#(2',-.."*%8,$!$,=''*'6)-2%'7)-!(%&"#'
,%-)$#%,:'
#&)'@')'*$S!
¥ 1?D(,.!(&(.*5'&!$/DD%3)$!8%3!,%,&3*.')!$)/.*,)$-!',&0/.',4!*./&()'%,(0!D0(,,',4-!
)/)%3',4-!5*,)%3$E'D-!&(3**3!4/'.(,&*-!(,.!(&&*$$!)%!)*&E,%0%4B!W;;ARX!
¥ ;3*()*!(,.!'5D0*5*,)!(!,%,&3*.')!$)/.*,)!$/&&*$$!,*)6%3O!)%!&%,,*&)!#./0)!
1./&()'%,!$)/.*,)$!)%!*?'$)',4!(&(.*5'&!(,.!$%&'(0! $/DD%3)$!W;;ARX!
¥ 23%@'.*!O*B!',8%35()'%,!(,.!$*3@'&*$!)%!$)/.*,)$!',!)E*'3!8'3$)!%3!D3*8*33*.!0(,4/(4*!
W;;ARX!
C/)&%5*SU3*()*3!,/5K*3$!%8!#./0)!1./&()'%,!$)/.*,)$!(3*!(6(3*!%8!(,.!(&&*$$!
$*3@'&*$!)E()!8(&'0')()*!)E*'3!(&(.*5'&!D3%43(5$!)%!&%00*4*!3*$$
T*)3'&$S1,3%005*,)-!r!(,.!e!%8!$)/.*,)$!6E%!&%5D0*)*!'':j!E%/3$!%8!',$)3/&)'%,-!
D*3$'$)*,&*-!$O%03!0*@*0!4(',-!&%5D0*)'%,!%8!&*3)'8'&()*$-!)3(,$')'%,$!)%!&%00*4*!%3!&(3**3
,/5K*3!%8!$)/.*,)$!(&&*$$',4!$*3@'&*$!

3%*(%$/4"@*&)/$'%9$')&/&%(2')&&8&&$-2%'7)-!(%&"#',%-)$#%,:'
#&)'@')'*$S!
¥ <5D3%@*!(,.!*?D(,.!.*@*0%D5*,)!%8!EBK3'.!(,.!%,0',*!&%/3$*!%88*3',4$-!',&0/.',4!
)*&E,%0%4B-!)3(',',4-!&/33'&/0/5-!2**3!C,0',*!;%/3$*@'*6!W2C;GX-!CD*,!
1./&()'%,(0!G*$%/3&*$!WC1GX!',!MGAM!(,.!,%,&3*.')!1AL!W;;ARX!
¥ <,@*$)!',!$%8)6(3*!D0()8%35$!)E()!$/DD%3)!#./0)!1./&()'%,!)*(&E',4!(,.!0*(3,',4!
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C/)&%5*$SU3*()*3!,/5K*3$!%8!#./0)!1./&()'%,!$)/.*,)$!*,3%00!',!(,.!&%5D0*)*!)E*'3!
D3%43(5$%,0',*!%3!,EBK3'.!5%.(0')'*$!W($B,&E3%,%/$-!$B,&E3%,%/$-!K'&E3%,%/$X-!(,.!
E(@*!(&&*$$!)%!)E*!(DD3%D3'()*!)*&E,%0%4B!)%!.%!$%9!
T*)3'&$S1,3%005*,)-!r!(,.!e!%8!$)/.*,)$!6E%!&%5D0*)*!'':j!E%/3$!%8!',$)3/&)'%,-!
D*3$'$)*,&*-!$O%03!0*@*0!4(',-!&%5D0*)'%,!%8!&*3)'8'&()*$-!)3(,$')'%,$!)%!&%00*4*!%3!&(3**3

3%*(%$/4"6))*$,,',%-)$#%'?(,&!'#$$),'%'"'*$1''8$'?(**&$*,'%;"'!!$,,:'
#&)'@')'*$S!23!%@'.*!(&&*$$!)%!K($'&!,**.$!$*3@'&*$!)%!&%00*4*!%3!&(3*-!E*(0)E!$*3@'&*$-!8%%._E%/$',4!
',$*&/3')B-!)3(,$D%3)()'%,-!8',(,&'(0)*3(&BX!)E3%/4E!)E*!AD(3O!2%',)_Q($'&!I**.$!;*,)*3!
W;;ARX!

C/)&%5*$S U3*()*3!,/5K*3$!%8!#./0)!1./&()'%,!$)/.*,)$!*,3%00!',-!D*3$'$)-!(,.!
&%5D0*)*!)E*'3!D3%43(5$9!
T*)3'&$S 1,3%005*,)-!r!(,.!e!%8!$)/.*,)$!6E%!&%5D0*)*!'':j!E%/3$!%8!',$)3/&)'%,-!
D*3$'$)*,&*-!$O%03!0*@*0!4(',-!&%5D0*)'%,!%8!&*3)'8'&()*$-!)3(,$')'%,$!)%!&%00!*4*!%3!&(3**3
,/5K*3!%8!$)/.*,)$!(&&*$$',4!AD(3O!2%',)_Q($'&!I**.$!;*,)*3!$*3@'&*$!

!/&"/7G(7)$"#,$+'/(@(/(7)$[/A$D&*@7$[#/7G&"/(*#$*E$!7&@('7)$"#,$5&"#)(/(*#)$
M%!'5D3%@*!',)*43()'%,!%8!$*3@'&*$!(,.!)3(,$')'%,$-!)E*!;%,$%3)'/5!6'00!D3'5(3'0B!8%&/$!%,!
?D(,.',4!(,.!'5D3%@',4!)E!D%',)$!%8!*,)3B!)%!;;AR%5!AR]A+!(,.!)E*!K3%(.*3!&%55/,')B!
(,.!D3%@'.',4!&0*(3!D()E6(B$!83%5!#./0)!1./&()'%,!D3%43(5$!)%!D%$)[$*&%,.(3B!*./&()'%,!(,.!
&(3**39!ME*$*!&%33*$D%,.!)%!)E*!AR#1;!4%(0$!)%!'5D3%@*!(,.!*?D(,.!D%',)$!%8!&%,,*&)'%,!(,.!
,)3B!',)%!;;AR-!(,.!)%!',&3($*!)3(,$')'%,$!)%!D%$)[$*&%,.(3B!*./&()'%,!(,.!&(3**39!

3%*(%$/+'4'AB&C'%9$'=*"'#%')""*D"'='EE3B'%"'&1.*"'8$'%*(#,&%&"#,'=*"'1'3BF3G'(#)'%9$'?*"'()$*'
!" 11-#&%+'

#&)'@')'*$S!

- 1?D(,.!',[D*3$%,!($$'$)(,&*!)%!$)/.*,)$!()!,%,&3*.')!#.5'$$'%,$!q!G*&%3.$!$*3@'&*!
  &%/,)*3$W;;ARX!
- 1?D(,.!/$*!%8!L(,4/(4*!L',*!',)*3D3*)()'%,!$*3@'&*$!()!(00!$)/.*,)[8(&',4!$*3@'&*!
  &%/,)*3$!W;;ARX!
- ;%,./&)!',[D*3$%,!h(00!',!%,*i!3*4'$)3()'%,!*@*,)$!()!@(3'%/$!&3$W;;ARX!
- ;%00(K%3()*!)%!'5D3%@*!)3(,$')'%,!_!h6(35!E(,.%88i!%8!AR]A+!AD*&'(0!1./&()'%,!
  $)/.*,)$!)%!;;AR!+A2A!D3%43(5$!(,.!$*3@'&*$!WAR]A+!q!;;ARX!
- ;%00(K%3()*!)%!'5D3%@*!.*0'@*3B!(,.!%/)&%5*$!%8!;3*.')!G*&%@*3B!D3%43(5!WAR]A+
  ;;ARX!

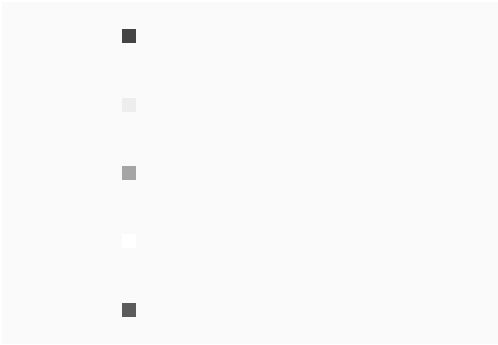
C/)&%5*$S#./0)!1./&()'%,!$)/.*,)$!$/&&*$$8/00B!,(@'4()*!)E*!*,3%005*,)!(,.!
3*4'$)3()'%,!D3%&*$$*$!()!;;AR9!
T*)3'&$S 1,3%005*,)!

3%*(%$/4'7C.(#)'!(.(!&%+'='*'#"#!*$)&%"'-%*$(!9'(#)'1(*H$%&#/'

#&)'@')'*$S!

- R/,.!I%,&3*.')!C/)3*(&E!AD*&'(0'$)!)%!&%,./&)!',[D*3$%,!(,.!@'3)/(0!*@*,)$!)%!3*(&E!
  #./0)!1./&()'%,!$)/.*,)$! W;;ARX!
- ;%00(K%3()*!6')E!&%55/,')B!K($*.!%34('k()'%,$!)%!3*8*3!(./0)$!)%!;;AR!D3%43(5$!
  W;;ARX!
- T(',)(',!(!$%&'(0!5*.'(!D3*$*,&*! W;;ARX!
- 1?D0%3*!6(B$!)%!'.*,)'8B!$)/.*,)$!6E%!E(@*!$)%DD*.!%/)!./3',4!)E*!D(,.*5'&!(,.!
  &%,./&)!%/)3*(&E!)%!*,&%/3(4*!)E*5!)%!3*)/3,!WAR]A+!q!;;ARX!

C/)&%5*$S U3*()*3!,/5K*3$!%8!(./0)$!',!)E*!3*4'%,!(3*!(6(3*!%8!(,.!(&&*$$!#./0)!
1./&()'%,!$*3@'&*$!()!AR9!
T*)3'&$S 1,3%005*,)!



!""#$%&'() *(+,-$$&$.(+-/0&1&"-$02(
?#$",,(/(*#$/*$/67$+,-./$0,-'"/(*#$@AA('7$)/"AAB$C7$C()6$/*$/6"#D$/67$A*..*C(#E$A*&$/67(&$
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@AA('7$*A$1*..7E7$"#,$1"&77&$47",(#7))B$!%I!3$

+'",72('B$?#)/(/-/(*#".$37J7.*G27#/B$"#,$!/-,7#/$+AA"(&)$37G"&/27#/)H$
- ¥ +-/*2*/(J7B$K*/*&'L'.7B$"#,$1*#)/&-'/(*#$37G"&/27#/$
- ¥ M-)(#7))$37G"&/27#/$
- ¥ 16(.,$37J7.*G27#/$37G"&/27#/$
- ¥ 1*#/&"'/$0,-'"/(*#$@AA('7$
- ¥ 1*-#)7.(#E$37G"&/27#/)$
- ¥ 1-.(#"&L$+&/)$"#,$N*)G(/".(/L$!/-,(7)$37G"&/27#/$
- ¥ 3()"F.7,$!/-,7#/)$9&*E&"2)$"#,$!7&J('7)$
- ¥ 0#E.()6$")$"$!7'*#,$O"#E-"E7$37G"&/27#/$
- ¥ O(F&"&L$"#,$O7"&#(#E$47)*-&'7)$37G"&/27#/$
- ¥ P*#'&7,(/$+,2())(*#)$"#,$47'*&,)$
- ¥ @AA('7$*A$N(E6$!'6**.$9&*E&"2)$"#,$@-/&7"'6$
- ¥ @AA('7$*A$47)7"&'6$"#,$9."##(#E$
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- ¥ !/-,7#/$+AA"(&)$!/&"/7E('$9."##(#E$/7"2$
- ¥ !/&*#E$R*&DA*&'7$"#,$1"&77&$!7&J('7)$

+'",72('$!7#"/7$1*22(//77)H$
- ¥ 1-&&('-.-2$1*22(//77$
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9"&/('(G"/*&L$S*J7&#"#'7$M*,(7)H$
- ¥ +'",72('$!7#"/7$0T7'-/(J7$1*-#'(.$
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- ¥ 1."))(A(7,$!7#"/7$
- ¥ 9S1$9."##(#E$1*22(//77$
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