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, /.B% , /.8+'M! , %(8+8-%M!$B9'8*7*@9!/-(!;%B/G8*&M!'*+8/7!'+8%-+%'M!%+*-* , 8+'M!%(#+/.8*-M!
78-@#8'.8+'M!/-(!.B%!B# , /-8.8%'N!=%'%/&+B!/7'*!8-+7#(%'!&%'%/&+B!.&/8-8-@M!/$$78+/.8*-'!H*&!
'#$$*&.!*H!&%'%/&+B!*&!&%'%/&+B!.&/8-8-@M!*&!&%7/.%(!&%'%/&+B!/+.8G8.8%'N!

1N]N "$*-'*&!8'!/-!8-(8G8(#/7M!+* , $/-9M!@*G%&- , %-.!/@%-+9M!/+/(% , 8+!8-'.8.#.8*-M!$&8G/.%!
&@/-8U/.8-!*&!*.B%&!*&@/-8U/.8*-!.B/.!8'!&%'$*-'8;7%!H*&!*G%&'8@B.!*H!.B%!&%'%/&+B!$&*T%+.!/-(!
8'!.9$8+/779!/-!%-.8.9!.B/.!$&*G8(%'!.B%!H8-/-+8/7!&%'*#&+%'!H*&!.B%!&%'%/&+B!$&*T%+.N!!

1N^N LB%!F8+%!6&*G*'.!*&!A''*+8/.%!6&*G*'.!8'!&%'$*-'8;7%!H*&!*G%&'%%8-@!&%'%/&+B!/.!.B%!O-8G%&'8.9N!!

1N34N =%'%/&+B! , 8'+*-(#+.!8'!.B%!H/;&8+/.8*-M!H/7'8H8+/.8*-M!$7/@8/&8' , M!*&!*.B%&!$&/+.8+%'!.B/.!
'%&8*#'79!(%G8/.%!H&* , !.B*'%!.B/.!/&%!+* , , *-79!/++%$.%(!R8.B8-!.B%!'+B*7/&79!+* , , #-8.9!H*&!
$&*$*'8-@M!+*-(#+.8-@M!&%G8%R8-@M!/-(2*&!&%$*&.8-@!&%'%/&+BN!=%'%/&+B! , 8'+*-(#+.!8-+7#(%'0!V/W!

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LB%!Q-G%'.8@/.8*-!C*,,8..%%!R877!#-(%&./X%!8.'!8-G%'.8@/.8*-!R8.B8-!K4!(/9'!*H!.B%!(%+8'8*-!;9!
.B%!F8+%!6&*G*'.!H*&!=%'%/&+B!.*!$#&'#%!/-!8-G%'.8@/.8*-N!A-!8-'.8.#.8*-/7!(%+8'8*-!.*!8-8.8/.%!/-!
8-G%'.8@/.8*-!,#'.!;%!&%$*&.%(!8-!R&8.8-@!.*!/-9!"$*-'*&V'W!V8H!/$$78+/;7%W!*-!*&!;%H*&%!.B%!(/.%!
.B%!8-G%'.8@/.8*-!;%@8-'N!

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LB%!8-G%'.8@/.8*-M!RB8+B!'B/77!-*&,/779!;%!+*,$7%.%(!R8.B8-!*-%!B#-(&%(!V314W!(/9'!*H!8.'!
8-8.8/.8*-M!R877!8-+7#(%!+*-(#+.8-@!.B%!8-G%'.8@/.8*-!/-(!$&%$/&8-@!.B%!&%$*&.!*H!H8-(8-@'N!Q-H!.B%!
Q-G%'.8@/.8*-!C*,,8..%%!(%.%&,8-%'!.B/.!8.!R877!-*.!;%!/;7%!.*!+*,$7%.%!.B%!8-G%'.8@/.8*-!
R8.B8-!*-%!B#-(&%(!V314W!(/9'M!8.!,#'.!'#;,8.!/!R&8..%-!&%P#%'.!H*&!/-!%S.%-'8*-!.*!.B%!F8+%!
6&*G*'.!H*&!=%'%/&+BN!LB8'!&%P#%'.!,#'.!+*-./8-!/-!%S$7/-/.8*-!H*&!.B%!(%7/9M!/-!8-.%&8,!&%$*&.!
-!$&@&%''!.*!(/.%M!/-(!/-!%'.8,/.%!H!.B%!(/.%!*H!+*,$7%.8*-N!A-9!+*-'8(%&/.8*-!H*&!/-!
%S.%-'8*-!,#'.!;/7/-+%!.B%!-%%(!H*&!/!.B*&*#@B!/-(!&8@*&*#'!%S/,8-/.8*-!*H!.B%!H/+.'!G%&'#'!
.B%!8-.%&%'.'!*H!.B%!'#;T%+.V'W!*H!.B%!8-G%'.8@/.8*-!/-(!/-9!"$*-'*&V'W!V8H!/$$78+/;7%W!8-!/!.8,%79!
&%'*7#.8*-!*H!.B%!,/..%&N!!QH!.B%!%S.%-'8*-!8'!/$$&*G%(!.B%!-%R!.8,%78-%!R877!;%!+*-G%9%(!.*!.B%!
'#;T%+.!*H!.B%!8-G%'.8@/.8*-N!

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QH!.B%!Q-G%'.8@/.8*-!C*,,8..%%!$7/-'!.*!.%&,8--1-.1(&)1B70.24V68.1(!;)1(%)1(@)2(!.)1(-1(-)0.24V1(,)'0.24

!""#$%&'"&(%)%*+$,&*-.&/0'-)'+%.&1+'2+*3)&1'4#$5&6*-7*4&&
6#)$'-.7$8&#-&(%)%*+$,%&!(/1:;<&
="""%$8#>%%;<@;A@B;B;&

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+*77%@%!*&!(8'+8$78-/&9!(8HH%&%-+%'2-*&,'!.*!.B%!Q-G%'.8@/.8*-!C*,,8..%%!/'!-%%(%(N!"#+B!
8-(8G8(#/7V'W!R877!B/G%!78,8.%(!/++%''!.*!%G8(%-+%!/-(!R877!-*.!/#.B*&!/-9!$/&.!*H!.B%!H8-/7!
Q-G%'.8@/.8*-!C*,,8..%%!&%$*&.N!LB%!F8+%!6&*G*'.!H*&!=%'%/&+B!R877!$&*G8(%!.B%!8-G8./.8*-!
.*!.B%'%!8-(8G8(#/7'!/-(!R877!;8-(!.B%,!.*!+*-H8(%-.8/78.9!'8,87/&!.*!/77!.B%!,%,;%&'!*H!.B%!
Q-G%'.8@/.8*-!C*,,8..%%N!

?N5N5NQ,,%(8/.%!L/'X'0!LB%!Q-G%'.8@/.8*-!C*,,8..%%!R877!&%G8%R!.B%!&%$*&.!*H!.B%!Q-P#8&9!
C*,,8..%%M!/-(!8-H*&,/.8*-!/''%,;7%(!(#&8-@!.B%!$&%78,8-/&9!/''%'',%-.!/-(!.B%!
8-P#8&9M!.*!(%.%&,8-%!.B%!-/.#&%!*H!.B%!8-H*&,/.8*-!-%%(%(!.*!(%.%&,8-%!.B%!G/78(8.9!*H!
.B%!/77%@/.8*-V'WN!LB%!Q-G%'.8@/.8*-!C*,,8..%%!R877!'%+#&%!/-(!%S/,8-%!/77!&%7%G/-.!
%G8(%-+%!8-+7#(8-@!(*+#,%-.'M!+*&&%'$*-(%-+%M!,%,*&/-(/!*H!.%7%$B*-%!+/77'M!&%'%/&+B!
(/./M!/&.8H/+.'M!,/-#'+&8$.'M!$#;78+/.8*-'M!/-(!$&*$*'/7'M!/'!(%%,%(!$%&.8-%-.!.*!.B%!
/77%@/.8*-'N!!LB8'!+*#7(!8-+7#(%M!;#.!8'!-*.!78,8.%(!.*M!&/R!&%'%/&+B!(/./M!'./.8'.8+/7!/-/79'%'M!
&8@8-/7!H8@#&%'M!%.+N!!QH!.B%!/77%@/.8-!+*-+%&-'!H/;&8+/.8*-!*&!H/7'8H8+/.8*-!*H!&%'%/&+B!
&%'#7.'M!.B%!Q-G%'.8@/.8*-!G#*.,,8..%%!'B*#7(!&%P#%'.!/77!&%7%G/-.!(/./!H&*,!.B%!/++#'%(!*&!
.B%&!'#&+%'!/'!P#8+X79!/''!0.2!./.8*-!

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&%$&8 , / - (! ; 9!.B%!8 , , %(8/.%!'#$%&G8'*&V'W!*&!(8' , 8''/7!H&* , !.B%!O-8G%&'8.9!/ - (!8-8.8/.8*-!*H!
7%@/7!$&*+%%(8-@'N!LB%!&%+* , , %- (%(!(8'+8$78-/&9!/+.8*-'!/-(2*&!'/-+.8*-'!'B*#7(!;%!
/78@-%(!R8.B!.B%!'%&8*#'-%''!*H!.B%! , 8'+*-(#+.M!./X8-@!8-.*!/++*#-.!.B%!%S.%-.!.*!RB8+B!
.B%!+*-(#+.!(%G8/.%'!H&* , !$&*H%''8*-/7!$&/+.8+%M!.B%!H&%P#%-+9!.B%!+*-(#+.!*++#&&%(!/-(!
.B%!&8'X!.B%!+*-(#+.!&%$&%'%-.'!.*!.B%!O-8G%&'8.9!/-(!.B%!+* , , #-8.9N!!
?N5N31N Q-G%'.8@/.8*-!=%$*&.0!A!R&8..%-!&%$*&.!'B/77!;%!$&%$/&%(!.B/.!-/ , %'!.B%!Q-G%'.8@/.8*-!
C* , , 8..%%! , % , ;%&'D!$&%'%-.'!

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.B%!8-G%'.8@/.8*-!/-(!.B%!&%7%G/-.!)%$/&.,%-.!CB/8&V'W!*&!)8&%+.*&'!/-(!)%/-V'WN!LB%!
Q-G%'.8@/.8*-!=%$*&.!V8-+7#(8-@!.B%!(8'+8$78-/&9!/+.8*-'!/-(2*&!'/-+.8*-'!-*.8H8+/.8*-!8H!
/$$&*$&8/.%W!R877!;%!,/(%!/G/87/;7%!.*!.B%!&%7%G/-.!)%$/&.,%-.!CB/8&V'W!*&!)8&%+.*&'W!)%/-V'WM!
6&*G*'.M!/-(!/-9!"$*-'*&V'WN!A.!.B/.!.8,%M!.B%!F8+%!6&*G*'.!H*&!=%'%/&+B!,/9!-*.8H9!.B%!
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QQQN LB%&%!8'!/-!8 , , %(8/.%!-%%(!.*!$&*.%+.!.B%!'/H%.9W!R%7H/&%!*&!*.B%&!8-.%&%'.'!*H!.B%!$%&'*-V'W!

!""#$%&''%(%)%*+$,&*-.&/0'-)'+%.&1+'2+*3)&1'4#$5&6*-7*4&&
6#)$'-.7$8&#-&(%)%*+$,%&!(/1:;<&
="""%$8#>%%&;<@;A@B;B;&