! "#$%&'()*+$,-.//)$/0$1'-.2(*-(3'*$

4546748$19" :;<="<!9=$9=,=19" :$>!?@$A19>B$C/)2-D$E!FG&(*G$H-(/I*'$4546J$

$

KL$C3'F/M*$/0$(.*$1'-.2(*-(3'*$9*M*&'-.$>3NG$

.*/0(/C$'-/$5#$-774(#0$B6&$)6$A##)$)"#$0(&#')$'6,),$6B$-$&#,#-&'"$7&6?#')L$@"('"$'-/$(/'4*0#$)"#$B644 6@(/C\$
]$!#'"/('-4L$'4#&('-4$6&$&#,#-&'"$,*776&)$)6$-,,(,)$(/$)"#$7&60*'>6/$6B$-$,7#'(D'$&#,#-&'"$6*)7*)$6&$)6$7&#7-&#$-$
A-?6&$B*/0#0$C&-/)$-774('->6/E$^*776&)$,)-8$A*,)$5#$"(&#0$6/$-$B&-'>6/-4$'6/)&-')$-b#&$-/$(/)#&/-4$76,>/C$6B$)"#$
3-'-/'=E$
]$9-)#&(-4$'6,),$B6&$0&-@(/C$-/0$A-W(/C$-/0$'6,),$6B$'6/,*A-544#$()#A,$@"#&#$,*'"$()#A,$-&#$-563#$-/0$5#=6/0$
)"6,#$/6&A-44=$-3-(4-544#$@()"(/$)"#$'644#C#E$
]$:*A7R7&(A(/C$B*/0,$B6&$'644-56&->3#$&#,#-&'"$7&6?#'),L$@6&W,"67,L$A##>/C,L$#)'EL$#,7#'(-44=$@"#/$'&6,,R
B#&>4(,->6/$5#)@##/$NOP$0#7-&)A#/),$6&$6)"#&$#c)#&/-4$(/,>)*>6/,$(,$(/3643#0L$-/0$)"#&#$(,$76)#/>-4$B6&$-$4-&C#&$

]$%774('->6/,$@(44$5#$'6/,(0#&#0$5=$-/$%+.$O6AA(U##$'"-(&#0$5=$)"#$<(&#')6&$6B$%&'"()#')*&-4$+#,#-&'"$-/0$
'6/,(,>/C$6B$-/$-///*-44=$&6)->/C$A#A5#&,"(7$6B$-'-0#A('$,)-8$B&6A$-44$-&#-,$6B$)"#$\^%E$
]$%+.$O6AA(U##$A##>/C,$@(44$5#$"#40$(/$)"#$B6&)/(C")$B644&@(/C$#-'"$-774('->6/$0#-04(/#E$%774('-/),$@(44$&#'#(3#$
@&(U#/$'6/D&A->6/$6B$)"#$6*)'6A#$6B$)"#(&$-774('->6/$(B$,*''#,,B*4$-,$,66/$-,$76,,(54#E$
$
aL$"'2(*'2&$3M*G$(/$&MM*MM$&FF)2-&Z/NM$
!"#$%+.$O6AA(U##$-,,#,,#,$-44$-774('->6/,$6/$)"#(&$A#&(),L$-/0$-''6&0(/C$)6$)"#$'&()#&(-$,#)$6*)$5#46@V$
]$^(C/(D'-/'#$-/0$(A7-')$6B$)"#$7&6?#')L$(/$'6/)&(5*>/C$)6$6&(C(/-4$'6/)&(5*>6/$)6$W/6@4#0C#$-/0$*/0#&,)-/0(/C$1'BE$
+H.IJIK$-,,#,,A#/)2E$
]$:6)#/>-4$)6$B*&)"#&$0#3#467(/C$-$&##3-/)$&#,#-&'"$-&#-$-)$-/$(/)#&/->6/-4$4#3#4E$
]$%77&67&(-)#/#,,L$#8#'>3#/#,,$-/0$B#-,(5(4()=$6B$)"#$7&676,#0$&#,#-&'"$A#)"60,$-/0$)"#$4(W#4("660$6B$-'"(#3(/C$
)"#$,7#'(D#0$6*)7*),$@()"(/$)"#$B*/0(/C$>A#B&-A#E$
]$:6)#/>-4$6B$)"#$7&6?#')$)6$-U&-')$#c)#&/-4$B*/0(/CE$
]$d-4*#$B6&$A6/#=$(/$&#4->6/$)6$)"#$,(C/(D'-/'#$-/0$M*-4()=$6B$)"#$7&6?#')#0$6*)'6A#$6B$)"#$&#,#-&'"E$
]$!"#$%+.$O6AA(U##$@(44$)-W#$(/)6$-''6*/)$)"#$^''66Q,$&#,#-&'"$65?#'>3#,$(/$-00(>6/$)6$)"#$#c7#&(#/'#$-/0$'-&###&$
)&-?#')6&=$6B$#-'"$(/0(3(0*-4E$
]$!"#$%+.$O6AA(U##$@(44$-4,6$)-W#$(/)6$-''6*/)$)"#$%+.Q,L$)"#$\-&)4#U$.-'*4)=Q,$-/0$NOPQ,$7&#3(6*,$D/-/'(-4$,*776&)$
B6&$)"#$-774('-/)Q,$&#,#-&'"$-'>3(>#,L$-,$@#44$-,$-/=$-3-(4-54#$B*/0(/C$&#A-(/(/C$(/$-/$%'-0#A('$,)-8$A#A5#&Q,$
F/0(3(0*-4$+#,#-&'"$.*/0$1F+.2$-446'->6/E$
]$%774('->6/,$@"('"$0(&#')4=$,*776&)$-$+H.IJIK$,*5A(,,(6/$A-=$5#$7&(6&(>,#0E$!"#$%+.$O6AA(U##$@(44$A-W#$)"#$
D/-4$0#'(,(6/$@()"$&#C-&0$)6$#-''$-774('->6/E$
$
^L$:/U$(/$&FF)D$
:&676,-4$
]$%44$-774('->6/,$,"6*4O$7&63(0#$-,$A*'"$&#4#3-/)$0#)-(4$-,$76,,(54#$-/0$(/'4*0#$-77&67&(-)#$-/0$&#4#3-/)$,*776&>/C$
06'*A#/)->6/EFB-/$-774('-/)$"-,$-4&#-0=$&#'#(3#0$-/$%+.$-@-&0$)6@-&0,$-$7&6?#')L$)"(,$,"6*4O$5#$(/0('-)#0$(/$)"#$
-774('->6/$B6&A$-/0$5*0C#)E$
]$.6&$'6/B#&#/'#$-U#/0-/'#L$74#-,#$(/'4*0#$-/$-5,)&-')L$7&66B$6B$(),$-''#7)-/'#L$7&66B$6B$&#C(,)&->6/$-/0$)"#$>)4#L$
0-)#,$-/0$3#/*#$6B$)"#$'6/B#&#/'#E$:"<$,)*0#/),$,##W(/C$)67R*7$B*/0(/C$A*,)$-4,6$&#76&)$)"#$6*)'6A#$6B$
-774('->6/,$)6$)"#$\-&)4#U$^)*0#/)$O6/B#&#/'#$.*/0E$
]$.6&$&#,#-&'"$)&(7,L$74#-,#$7&63(0#$)"#$46'->6/$-/0$0-)#,$6B$)&-3#4L$#3#/$(B$)"#,#$-&#$6/4=$-77&6c(A-)#E$
]$%774('->6/,$B6&$B*/0(/C$)6$-U#/0$-$'6*&,#$,"6*4O$,7#'(B=$)"#$'6*&,#$/-A#L$-/$63#&3(#@$6B$(),$'6/)#/),L$0-)#,$-/0$
3#/*#$6B$)"#$'6*&,#L$-/0$'6/D&A$)"-)$)"(,$)&-(/(/C$@-,$/6)$-3-(4-54#$-)$NOPE$
]$\#B6&#$-774=(/C$B6&$B*/0,$)6@-&0,$,A-44$()#A,$6B$#M*(7A#/)L$74#-,#$''#'W$)"#$-3-(4-5(4()=$6B$#M*(7A#/)$@()"$
9-U"#@$\6@4#,L$)"#$\-&)4#U$^'"664$6B$%&'"()#')*&#Q,$%*0(6$d(,*-4$9-/-C#&$1A£56@4#,ƒ*'4£-'£*W2E$
$
H,>A->/C$'6,),$-/0$'6/)&(5*>6/,$
]$:4#-,#$C(3#$-$B*44$5&#-W06@/$6B-44&#4#3-/)$#,>A-)#0$#c7#/,#,L$?*,>B=(/C$'6,),$-/0$7&63(0(/C$M*6)->6/,E$%*$&M$
&--3'&(*$&M$F/MM2I)*X$&NG$2N-)3G*$b1<L$
]$.6&$'6/B#&#/'#,V$,7#-W#&,Q$B##,$-/0$-''6AA60->6/L$)&-3#4$'6,),L$-/0$'-)#&(/C$A*,)$5#$'6,)#0$-/0$7&676&>6/-)#E$
]$:4#-,#$#/,*&#$#,>A-)#,$-&#$5-,#0$6/$&#-,6/-54=$7&('#0$-''6AA60->6/$-/0$B-&#,E$.6&$)&-3#4$#c7#/,#,$M*6)->6/,$
,"6*4O$/6&A-44=$5#$@()"$O4-&()=$!&-3#4$9-/-C#A#/)L$NOPe,$'6/)&-')#0$)&-3#4$-C#/)V$
"U7,V;;@@@E*'4E-'E*W;,)-8;)-,W;566WR)&-3#4R-/0R-''6AA60->6/$
]$F/B6&A->6/$6/$'644#C#$)&-3#4$(/,*&-/'#$764('(#,$'-/$5#$B6*/0$"#&#V$
"U7,V;;@@@E*'4E-'E*W;D/-/'#;(/,*&-/'#;)&-3#4$
]FBB6&#(C/$'*&&#/'=$(,$*,#0L$74#-,#$,)-)#$)"#$#c'"-/C#$&-)#$-/0$'6/3#&)$)"#$'6,),$)6$76*/0,$,)#&4(/CE$
]$%''6AA60->6/$-/0$0$#c7#/,#,$,"6*4O$5#$#,>A-)#0$(/$4(/#$@()"NOPC*(0#4(/#,V$
"U7,V;;@@@E*'4E-'E*W;D/-/'#;764('(#,R7&6'#0*&#,;#c7#/,#,R764('=$
]$%774('->6/,$B6&$-$7&676&>6/$6B$>A#$6B$B&-'>6/-4$,)-8L$@"#)"#&$&#,#-&'"L$'4#&('-4$6&$)#'"/('-4L$A*,)$5#$'-4'*4-)#0$
&($(.*2'$-3''*N($-/N('&-(*G$Q'&G*$&NG$MF2N*$F/2N(L$%44$7-=A#/),$@(44$5#$A-0#$)"&6*C")"#$6/#$68$7-=A#/),$,'"#A#E$$

$
,3I T2 c NQ$(. *$&FF)2-&Z/N$
]$%774('->6/,$,"6*40$5#$,*5A(U#0$-,$-$,(/C4#$:<.$'6A76,#0$6B\$
1g2$%774('->6/$B6&A$1A-cE$)"&###$,(0#,$6B$%Z2L$7&63(0(/C$'6/'(,#$-/0$&#4#3-/)$0#)-(4$,*h'(#/)$)6$*/0#&,)-/0$)"#$
7&676,-4$-/0$-,,#,,$()$-C-(/,)$)"#$%+.$'&()#&(-E$[E\E$!"#$O6AA(U##$-77&#'(-)#,$@#44R@&(U#/$-/0$'4#-&4=$
'6AA*/('-)#0$7&676,-4,E$!"#$-774('->6/$'-//6)$5#$?*0C#0$6/$(/B6&A->6/$)"-)$"-,$/6)$5##/$
,)-)#0;(/'4*0#0;#3(0#/'#0$(/$)"#$B6&AE$
1I2$d(,*-4$A-)#&(-4$@"#&#$&#4#3-/)$1A-cE$6/#$,(0#$6B$%Z2E$
1Y2$^*776&>/C$06'*A#/)->6/$1A-cE$B6*&$,(0#,$6B$%Z2L$,*'"$-,$7-7#&$-5,)&-'),L$4#U#&,$6B$-''#7)-/'#L$M*6)#,L$#)'E$
1Z2$[6/R-'-0#A('$,)-8$,"6*40$-4,6$,*5A()$-Od1A-cE$)@6$,(0#,$6B$%Z2E$
1i2$9:"(4;:"<$,)*0#/),$,"6*40$7-,,$)"#$B6&A$)6$)"#(&$7&(A-&=$,*7#&3(,6&$B6&$#/06&,#A#/)E$
]$%/=$-774('->6/$(/$#c'#,,$6B$)"#,#$7-C#$4(A()->6/,$@(44$/6)$5#$'(&'*4-)#0$)6$)"#$%+.$06AA(U##E$
O6A74#)#0$-774('->6/,$,"6*40$5#$,*5A(U#0$##4#')&6/('-44=L$-,$-$,(/C4#$:<.$)6$
j5-&)4#UE-&'"E&#,#-&'"-/O#/)#&7&(,# f *'4E-'E*WkL$5=$)"#$-774('->6/$0#-04(/#E$F/'6A74#)#$6&$4-)#$-774('->6/,$@(44$
/6)$5#$'6/,(0#&#0E$
$
dL$"/NG2Z/NM$/0$&U&'GM$
]$%+.$-@-&0,$A-0#$(/$)"#,#$&6*/0,$A*,)$5#$'4-(A#0$@()"(/$)"#$IJIYRIZ$D/-/'(-4$=#-&X$2L*L$ID65P3N*$4548L$
]$%+.$-@-&0,$A*,)$5#$,7#/)$-,$0#)-(4#0$(/$)"#$5*0C#)$,*5A(U#0$(/$)"#$6&(C(/-4$-774('->6/E$
]$%44$-@-&0$"640#&,$A*,)$W##7$-''*&-)#$-/0$*7R)6R0-)#$&#'6&0,$6B-44#c7#/0()*&#L$(/'4*0(/C$,-4-&=$'6,),$B6&$,)-8$
>A#$@"#&#$-774('-54#E$
]$%@-&0,$-&#$C(3#/$5-,#0$6/$)"#$#,>A-)#0$'6,),I$"6@#3#&L$(B$)"#$-')*-4$'6,),$(/'*&&#0$-&#$46@#&$)"-/$)"6,#$
#,>A-)#0L$)"#$-@-&0$A-=$5#$&#0*'#0$-''6&0(/C4=E$
]$+#'(7(#/),$A*,)$-5(0#$5=$NOPQ,$,)-/0-&0$D/-/'(-4$&#C*4->6/,$6/$7*&'"-,(/C$-/0$#c7#/,#,I$)"#$\^%$D/-/'#$)#-A$
'-/$-03(,#$6/$)"(,$-)$-/=$>A#$7&(6&$-/0$0*&(/C$)"#$7&6?#')E$
]FB-/$-774('-/)$,*5,#M*#/)4=$&#'#(3#,$6)"#&$B*/0(/C$(/$-00(>6/$)6$)"#$%+.$-@-&0L$)"#$<(&#')6&$6B$+#,#-&'"$,"6*40$
5#$(/B6&A#0$(AA#0(-)#4=E$
]$!"#$D/-/'(-4$'6/)&(5*>6/$6B$)"#$`%&''()#')*&#$+#,#-&'"$.*/0$6B$)"#$\-&)4#U$^''664$6B$%&''()#')*&#L$NOPQ$A*,)$5#$
B6&A-44=$-'W/6@4#0C#0$(/$@&(>/C$(/-44B6&A,$6B$0(,,#A(/->6/$-,,6'(-)#0$@()"$&#,#-&'"$)"-)$"-,$5##/$B*/0#0$B*44=$6&$
(/$7-&)$5=$-/$%+.$-@-&0E$
]$F)#A,$6B$#M*(7A#/)$B*/0#0$5=$)"#$%+.$@(44$&#A-(/$)"#$7&67#&)=$6B$)"#$^''664$6B$%&''()#')*&#E$
]$F/'6A#$C#/#&-)#0$B&6A$)"#$,*5,#M*#/)$,-4#$6B$65?#'),$7&60*'#0$@()"$%+.$B*/0,$A-=$5#$7-(0$(/)6$)"#$&#'(7(#/)Q,$
0(,'&#>6/-&=$-''6*/)L$5*)$-&#$/6)$)6$5#$7-(0$)6$7#&,6/-4$6&$#c)#&/-4$'6A7-/=$-''6*/),E$
]$%44$-@-&0$"640#&,$A*,)$,*774=$-$D/-4$&#76&)$-b#&$'6A74#>6/$6B$)"#(&$7&6?#')E$%@-&0$"640#&,$@(44$&#'#(3#$-$D/-4$
&#76&)$B6&A$5=$#A-(4$*76/$'6/D&A->6/$6B$)"#$-@-&0E$
]$!"#$-774('-/)$A*,)$,*774=$)"#$<(&#')6&$6B$%&''()#')*&-4$+#,#-&'"$@()"$'67(#,$6B$)"#$&#,#-&'"$6*)7*),$-,,6'(-)#0$
@()"$)"#$-@-&0L$(/'4*0(/C$06'*A#/)->6/$6B$-/=$7&->'#R4#0$6*)7*),$(/$)"#$B6&A$6B$-$,"6&)L$-//6)-)#0$76&m64(6$
1@()"$7&6?#')$0#,'&(7>6/L$(A-C#,$-/0$&#3(#@,2E$
]$+#'(7(#/),$6B$%+.$-@-&0,$A-=$5#$(/3()#0$)6$A-W#$-$7&#,#/)->6/$-)$6/#$6B$)"#$,'"66Q,$&#,#-&'"$#3#/),E$
$
eL$")&2T2NQ$&N$&U&'G$
]$:4#-,#$'6/,*4)$)"#$`O4-(A(/C$F/)#&/-4$.*/0,0$06'*A#/),$B6&$0#)-(4,$6B$'4-(A(/C$=6*&$-@-&0E$
]$%+.$-@-&0,$,"6*40$5#$''-&C#0$)6$=6*&$6@/$-'-0#A('$7&6?#')$-''6*/)L$4(/W#0$@()"$)"#$%+.$)-,W$'60#$ZnJE$
:4#-,#$'6/)-')$5-&)4#UE-&'"ED/-/'# f *'4E-'E*W$

19>$9=,=19" :$1,,;,<1?<$,1#19f$"H,<;?g$g!;@=#;?=,$4546?4548$
$
?%o!"#,#$'6,),$-&#$-/$#,)(A-)#$-/0$A-=$3-&=p$$
$

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