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A\$\*2!%?'7!%?'!\$A/0'>)9)'7%!M)CC!/'!0'NA)0'\*!%-!'7\$A0!>-.9C)#7>'!M)%?%!%?)\$!:-C)>F!/F!)%\$!.9C-F"\$!#7\*!  
#;'7%\$  
!

E! %?%! 67)('0\$)%F! )\$! #! \$A/0'>)9)'7%! A7\*!0! #7-%?'0! )7\$%)%A%)-7U\$! ;0#7%X#M#0\*2! %?'7! %?'! <8.  
\*%'0.)7! )=! %?)\$! :-C)>F2! -0! %?'! -%?'0! )7\$%)%A%)-7U\$! BD<E! 9-C)>F2! M)E%!)\$!:-C)#7\*!  
'T9'>%!'!%?#%!'%?)\$!:-C)>F!M)CC!/'!=-CC-M\*!)7!\$A?!)7\$%#7>'J  
!

/#0\*\$\*-\*1\$2

YNA)%E7%'0'\$%\$->V\$%->V9%)-7\$#7\*!-%?'0T)\$%)7;M7'0\$?)9)7%'0'\$%\$#>..'0>)#C! '7%)%FJ  
!

B)7#7>)#C! D-7=C)>%! -=! E7%'0'\$%! HBD<EI

#;'7>F2!#7!)7\$%)%A%)-7!-=!?) ;?'0!'A>#%)-7!#\$!\*'=)7\*!#%!34!6J8JERY24#7#>#'.)>!  
%'#>?)7;!?-9)%#C2!#!.\*)>#C!>'7%'02!-0!#!0'\$'#0>?97\$%\$%\$%#(=)C)#%'!M)%d?!#7!ERYJ

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!

8);7)=>#7B)7#7>)#E7%'0'\$16BE1-\$ !7-%)7>CA!%?!=-CC-M)7%F9\$=!)7#7>)#C%'0'\$%\$+  
HZI\$#C#0F2!0-F#C0)\$2'0&'.A7'0#%)-7!9#)\*/F!%?!67)(0\$)%P!%?!D-('0!\*!E7\*)(\*A#C)=!%?!

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YNA)%F!E7%'0'\$%IJ

!

[?#%!8BE^)\$>C-\$A0!\$0'!&'NA)0'!

!

D-('0'\* !E7\*)()\*A#C\$A\$%\*)\$>C-\$!+

!

&@?!9'0\$-7H\$P#()7;!%?)7%'0'\$%]

!

&@?!D-('0'\* !E7\*)()\*A#C!C#%-7\$P%\$A>D'0\$-7H\$!]

!

&@?!7#.' !-=%?'7%)%M)%M?>P%?D-('0'\* !E7\*)()\*A#C#%?8BE#7'!

!

&@?!7#%A#7'!#990-T).#%'-7'%#0F!(#CA!-=%?8BEJ

!

B-089-7\$-0'\* !@0#('02-('0'\* !E7\*)()\*A#C!C\$\$?-AC\$%#%?9A09-\$!-=%?'%0)92?)\*7%)%F!-=%?!

\$9-7\$-0X-0;#7)L'02!%?'!\*\$%)7#%-72!#7'!%?'!A0#%-7J

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Z\*\*)%-7#A7=-0.#%-7#C\$-#F !/ !0'NA'\$%?F!%?D?#)0X^0'>%0&D<ED-..)%%" !H#\$!?'0'#=%'0!

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:R8!E7('\$%);#%-0\$]  
!" [?'7 !%?!R8 !E7('\$%);#%0\$7'M!%-%?!

90'()-A\$CF!0'()'M'\*2!#99'#0!%-!/'!0'C#%\*'!%-!8BE\$!>-('0'\*!A7\*'0!#7!#>%)('!.#7#;'!.7%!9C#72!-0!>#7!/'!  
'#\$)CF!#\*\*0'\$\*\$!/'F!\$%#7\*#0\*!.#7#;'!.7%!9C#7!.'#\$A0'\$J!@?'\$!#>%)>-7\$!#7\*!#CC!8BE\$!M)CC!/'!0'9-0%\*'!  
%-!%?'!&D<E!D-..)%%!'!#\$!\$--7!#\$!90#>%)>#/'C'J

!  
@'!D?#)0X^)0'>%MOC9D-('\*!>-9)\$!-!%?!\*%'0.)7#%)>-7=C)>%D-'0'\*!E7\*')\*A#C!H#7\*!  
:E2!)=!\*')=='0'7%I2!%?'!^#7!-!%?'!D-'0'\*!E7\*')\*A#CU\$!^9#0%.7%2!#7\*!%?'!<8:2!#\$!#99C)>#/'C'J!@?'  
D-'0'\*!E7\*')\*A#C!.#F!#99#C!%?'!\*'%'0.)7#%)>-7!#\$!\*\$>0)/\*!'/'C!MJ

!  
@?ID-'0'\*!E7\*')\*A#C.A\$%>-.9CFM)%#7F.#7#;'!.7%!9C#7A7\*)7!M)CC!\*C#F\*!A7%)C!?'X\$?!'!  
#;0'\$!%-!>-.9CFJ

!  
E%!)\$!T9>%\*'!%?#%!'%?'!\*'%'0.)7#%)>-7!-!M?'%?'0!#!BD<E!T)\$%\$!#7\*!).9C'.7%#%)>-7!-!#!.#7#;'!.7%  
9C#7%!.#7#;'!%?!BD<EM)CC!>-.9C%'\*!M)%?)7

#7\*)=!)%!\*-\$2!).9C'.7%!#.#7#;'.7%!9C#7!)7!#>>-0\*#7>'!M)%?!%?)\$!:-C)>F!%?#%\$9>=)'\$!%?!#>)-7\$!  
%?#%?!?#('!'/'2!#7\*!M)CC!/'2!%#V'7!%-!.#7#;!'!%?'!BD<EJ

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[?#%IR#99'7\$[?7 !%?BD<EE\$-%!E\*7%)=)!#7\*!b#7#;\* !

!

E7!%?!('7%!%?#%#7!BD<E!)\$!7-%!)7%)=)!\*!-0!.#7#;!\*!7!#!%)'.CF!.#77'0!H)7>CA\*)7;!#8!#0\$AC%!=  
D-('0!\*E7\*)()\*A#CU\$#)CA0%!).'CF)\$>C-\$#78B#?#9\$A/\$NA'7%CF'0.)7\* !/F!%?!  
67)('0\$)%F!%-!>-7\$%)%A%#!#7!BD<EJ!#%#!0\$AC%!=!#D-('0!\*E7\*)()\*A#CU\$=#)CA0!%-!>-.9CF!M)%?!#!  
.#7#;'.7%!9C#7!-0!\$!#0\$AC%!=!%?'!67)('0\$)%FU\$=#)CA0!%-!0'!)M!-0!.#7#;!'#7!BD<E!2!%?!  
67)('0\$)%F!M)CC2!M)%?)7!-7!?'A7\*0\*!%M'7%F!H134!#\*F\$!-=!%?'!\*'0.)8#9C#7#727

>-.9C%#!#0%0-\$9>%)('0'!)M!-!%?'!D-('0!\*E7\*)()\*A#CU\$#>%)()%)\$!-7!%?'!90-G'>%H\$!%-!\*%0.)7!  
M?'%?'0!%?'0!M#\$!#7F!/#\$!)7!%?'!\*\$);72!>-7\*A>%2!-0!0'9-0%)7;!-=!%?'!90-G'>%\*A0)7;!%?'!9'0)-\*!-=!  
7-7>-.9C)#7>'J

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^>A.7%#%)7!-=!\$A>?!0'!)M!M)CC!)7>CA\*!%?!=-CC-M)7;V'F!C'.7%\$+H)!!:0-G'>!7A./0!#7\*!%)%C]!H  
:E\$!-0!90-G'>%!\*0'>%-0\$]!H))!D-('0!\*E7\*)()\*A#C!#7\*!7%)%F!0\$AC%)7;!7!%?'!BD<E!H)!!&#7-  
0%0-\$9>%)('0'!)M!M#\$>-.9C%\*]!H(!^%#)C!\*\$>0)9%)!7!.%?-\*C-;F!A\$\*!%-!>-7\*A>%!%?!  
0%0-\$9>%)('0'!)M!H'J;J2!.%?-\*C-;F!-!%?'!0'!)M!90->\$\$2!>-.9-\$%)7!-=!%?'!0'!)M!9#7'2!  
\*->A.7%\$!0'!)M\*2!%>J]!#7\*!H)!!B)7\*)7;\$!#7\*!>-7>CA\$)-7\$!-=!%?'!0'!)M!J

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Z\*\*)%)-7#&'NA)0'.7%\$=-0:R8 \$A99-0%!\*0!8B \$A99-0%!\*0-G'>%\$

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B-0!:R8 \$A99-0%!\*90-G'2%\$!<8!M)CC!>--0\*)7#%?!%?'!67)('0\$)%FU\$!)=C)7;!-=!\$A>?!BD<E!#7\*!-%?'0!  
0'9-0%\$!#0'NA)0\*!A7\*0!R8!0';AC#%)7\$2!7>CA\*)7;!/-=0!'T9'7\*)7;!#7F!#A7\*\$!A7\*0!#!:R8  
\$A99-0%!\*90-G'>%2!#7\*!M?'7!#7!BD<E!)\$!7-%!)7%)=)!\*!#7\*!.#7#;!\*J!E7!#0!A72!#8#7!  
#77A#0\$)%\$?67)('0\$)%F!M)CC!A.)%BD<E0'9-0%\$!%?!:R8#M#0\*)7#;'7>F!\$9>)=F)7;!%?!  
#>)-7\$!%?#%#M)CC!/'!%#V'7!%-!.#7#;!'!%?'!BD<E!;-7;!=-0M#0\*J!E!%?'!0'%)0-\$9>%)('0'!)M!)=7\*\$!/#\$!)  
%?'!\*\$);72!>-7\*A>%2!-0!0'9-0%)7;!-\$R99-0%!\*#>%)()%F2!%?'!67)('0\$)%FU\$!)=C)7;!#7F!#A7\*0!#!:R8!  
#M#0\*)7#;'7>F!90-.9%Q#7\*\$A/.)%#!.)%#%)-0'9-0%#0'NA)0\*!M?)>?!M)CC!)7>CA\*+  
!

- !" @?!V'F!C'.7%\$!>A.7%\* !7!%?0%0-\$9>%)('0'!)M\$>0)!\* !#-(! !
- !" Z!\*\$>0)9%)!7!%?!9#>%!-9%?!/#\$!-7!%?0'\$#0>?90-G'>%7\*!
- !" @?!67)('0\$)%FU\$#7=#>%)!70!#>)-7%#V!7!C).7#%&-0!.)%#%?#?!=>%=!%?!  
/)#\$!H)J'J2!).9#>%!-7!%?'!0'\$#0>?90-G'>%2!'T%'7%!=!#0!.\*-7'2!)7>CA\*)7;!#7F!NA#C)%#%)(!#7  
NA#7%)%#%)(!\*#%#!%-!\$A99-0%!\*#7F!#>%A#C!-0!A#A0!#0.]!#7#CF\$)!-=!M?'%?'0!%?'!0'\$#0  
90-G'>%!)\$!\$#C#;#C!J

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B-0!:R8 \$A99-0%!\*>C)7>#C!0'\$2#9>?!'6J8J!^9#0%.7%!=!R'#C%?!#7\*!RA.#7!8'0(>)'\$!  
\*%0.)7'\$!%?#%#!#!: \$A99-0%!\*>C)7>#C!0'\$#0>?90-G'>%!H)J'J2!#90-G'>%!M?-\$!9A09-\$!)\$!%-!(#CA.9

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