" # $ $ % " # & # ’ ! (%) * +

, - . /0! 1 . . -23! 4) 3! 5 4)
, 6 . 078 " 209/:/27! ; 2<06-6=/>! " -/?/> . -! 1@2>/ . -/A9
! "#$%&’ (%) *+ , -% . /*01 2 /3+4-5% (6%78899 #! $: ; ; ! :<77=
3>??4-@>/A01?4?3?B?C-DA

+7<>.9/6?

E-4B/F0%&F+,-*>+0G
. ?>1,+44-5%H .
) / I0/*%/J%K1G>+I?4%H1-*?LG5% (AMA>0%#==8: (AMA>0%$;5%#==<

2 +DD4-%H-FF->>--%’0?0-%&F+,-*>+0G
2 A*J*-->3/*/5%H .
K*-:*-NA+>+0->%J/*%K1G>+I?4%H1-*?LG%’I1//45%’-L0-B3-*%#==!: 0AF-%#==8

PA*B?F%&F+,-*>+0G
Q*--F,+44-5%’R
E?I1-4/*%/J% (*0>%+F%EA>+F->> (DB+F+>0*?0+/F (AMA>0%#===: 2 ?G%#==;

&/>2?A<02!.?7!"209/:/>.9/6?

6+I-F>-D%K1G>+I?4%H1-*?L+>0
’0?0-%/J% (4?3?B? E/?*D%/J%K1G>+I?4%H1-*?LG
K1G>+I?4%H1-*?LG%6+I-F>-%S%KHT8<875%UI0/3-*%#=$7: K*->-F0

’0?0-%/J%H-FF->>--5%) -L?*0B-F0%/J%T-?4015%EA*-?A%/J%T-?401%6+I-F>A*-%?FD%%%
V-MA4?0+/F5%) +,+>+/F%/J%T-?401:V-4?0-D E/?*D>
K1G>+I?4%H1-*?LG%6+I-F>- S%9;<95%’-L0-B3-*%#==<: 0?FA?*G%7$5%#=$8

. -A*/4/M+I%R4+F+I?4%’L-I+?4+>0%W . R’X
E/?*D%R-*0+J+-D%’L-I+?4+>0%+F% . -A*/4/M+I%K1G>+I?4%H1-*?LG5% (B-*+I?F%E/?*D%/J%
K1G>+I?4%H1-*?LG%’L-I+?40+->5%R-*0+J+I?0+/F% . AB3-*%;#8=$5% 2 ?G%#=$7: K*->-F0

(KH (%R*-D-F0+?4-D%R4+F+I?4%YF>0*AI0/*5%O?FA?*G%#=$=

B6?60A!.?7!*C.07A

P?IA40G% (Z?*D%J/*%[\I-44-FI-%+F%’-*,+I-
K?0%R?LL>%R/,-G%R/44-M-%/J% (44+-D%T-?401%K*/J->>+/F>5%&F+,-*>+0G%/J%’/A01% (4?3?B?
2 ?*I1%#=#;

P?IA40G% (Z?*D%J/*%[\I-44-FI-%+F%H-?I1+FM
K?0%R?LL>%R/,-G%R/44-M-%/J% (44+-D%T-?401%K*/J->>+/F>5%&F+,-*>+0G%/J%’/A01% (4?3?B?
2 ?*I1%#=#$

406:2AA/6?.-!D 60E!+F@20/2?>2

&F+,-*>+0G%/J%'/A01%(4?3?B?%)-L?*0B-F0%/J%K1G>+I?4%H1-*?LG5%2/3+4-%(6
(>>+>0?F0%K*/J->>/*5%UI0/3-*%#=$8:L*->-F0
R1?+*%/J%(DB+>>+/F>5%(AMA>0%#=#7:L*->-F0
R1?+*%/J%RA**+IA4AB5%(AMA>0%#=$9:L*->-F0
(>>+>0?F0%)+*-I0/*%/J%R4+F+I?4[DAI?0+/F5%UI0/3-*%#=$8:##5%(AM%#=#7:0?F%#=#;
YF0-*+B%)-L?*0B-F0%R1?+*%?FD%K*/M*?B%)+*-I0/*5%(AMA>0%#=#$:(AMA>0%#=##
YF0-*+B%)+*-I0/*%/J%R4+F+I?4[DAI?0+/F5%(AMA>0%#=$<:)-I-B3-*%#=$<
K?*0%H+B-%YF>0*AI0/*5%OAF-%#=$;:'-L0-B3-*%#=$8

'L*+FM1+44%YFL?0+-F0%V-1?35%2/3+4-5%(6
KV.%K1G>+I?4%H1-*?L+>0
./,-B3-*%#=#7:L*->-F0

&F+,-*>+0G%/J%'/A01%(4?3?B?%K1G>+I?4%H1-*?LG%P?IA40G%R4+F+I5%2/3+4-5%(6
0?FA?*G%#=$8:K*->-F0%W?>%F--D-DX

*!&%-0"#7(12’30"#.(42%-#5’(!33)"0#:0)7(8)&G07%$(E%":0)7(D%%:07/5%.-Z%U*4-?F>5%6(C%%*
P-3*A?*G%##:#;5%#=$9
B7:-)$,":0)7(:)(B73:-,&%7:(!3303:%$(E)*:(4033,%(D)G0.0V#:0)75%(4?3?B?%K1G>+I?4%H1-*?LG%*
(>>/I+?0+/F5%2/3+4-5%(6C%O?FA?*G%#75%#=$9*
D):0J#:0)7#.(B7:%-J0%K07/=((!7(B7:-)$,":0)7(:)(;#"0.0:#:07/(L%2#J0)-(82#7/%5 2/3+4-*
(*-?%K1G>+I?4%H1-*?LG%(>>/I+?0+/F5%2/3+4-5%(6*
O)-.$(8)7*%$%-#:0)7(*)-(12’30"#.(42%-#5’(8)7/-%335%R?L-%H/ZF5%’/A01%(J*+I?5%*
OA4G%#:;5%#=$"*
!&%-0"#7(12’30"#.(42%-#5’(!33)"0#:0)7(8)&G07%$(E%":0)7(D%%:07/5 ’?F%(F0/F+/5%Hb5%
P-3*A?*G%$!:$95%#=$"*
!&%-0"#7(12’30"#.(42%-#5’(!33)"0#:0)7(8)&G07%$(E%":0)7(D%%:07/5 (F?1-+B5%R(
P-3*A?*G%$":#=5%#=$8*
!&%-0"#7(12’30"#.(42%-#5’(!33)"0#:0)7(8)&G07%$(E%":0)7(D%%:07/5 6?>%c-M?>5%.c
P-3*A?*G%7:85%#=$;*

12-2>927!)2.>I/?=!.?7!*>.72H/>!52G2-6@H2?9

;%$%-#:0)7()*(E:#:%(L)#-$()(12’30"#.(42%-#5’(+14>(B:%&(O-0:07/(O)-P32)5@(*
UI0/3-*%$:75%#=#$*
8!14>(E%.*CE:,$’(O)-P32)5@ ’GFI1*/F/A>%UF4+F-R/A*>-5%’-L0-B3-*:UI0/3-*%#=#$*
E’&G0)303(B73:-,":0)7#.(<%30/7(1-)/-#&>L/F>/*-D%3G%01-%&F+,-*>+0G%/J%’/A01%(4?3?B?*
YFF/,?0+/F%+F%6-?*F+FM%R-F0-*%0/%+BL*/,-%YF0*/DAI0/*G%KH%’]+44>%R/A*>-5%2?G:(AMA>0*
#=#$*
8#&:#30#(4-#0707/(O)-P32)5@(&’(%YFF/,?0+/F%?FD%6-?*F+FM%R-F0-*5%#=#$*
!8W>(D0"-)C8-%$%7:0#.07/(8),-3%=((>**%":0J%(I7.07%(4%#"207/5%’-L0-B3-*%#=#=:*
O?FA?*G%#=#$*
1#-P073)7X3(;),7$#:0)7(;#",.:’(E"2).#-3(1-)/-#&5%E/>0/F5%2(C%OAF-%$$:$;5%#=$9*
W;$%1/A*>X*
;#",.:’(<%J%.)5&%7:(<#’5%&F+,-*>+0G%/J%’/A01%(4?3?B?5%P?44%#=$9*
E&#..(4%#"207/@(&F+,-*>+0G%/J%’/A01%(4?3?B?%YFF/,?0+/F%?FD%6-?*F+FM%R-F0-*5%*
(L*+4%#=$9*
W:0.0V07/(4%"27).)/’(07(’),-(4LY(8),-3%5%&F+,-*>+0G%/J%’/A01%(4?3?B?%YFF/,?0+/F%?FD%*
6-?*F+FM%R-F0-*5%2?*I1%#95%#=$9*
<%J%.)507/(D)$,.%3(*)-(’),-(4LY(8),-3%5%&F+,-*>+0G%/J%’/A01%(4?3?B?%YFF/,?0+/F%?FD%*
6-?*F+FM%R-F0-*5%’-L0-B3-*%#"5%#=$"*
S%::07/(3:#-:%$(K0:2(4LY(;#",.:’(O)-P32)55%&F+,-*>+0G%/J%’/A01%(4?3?B?%eA?4+0G%*
YBL*/,-B-F0%YF+0+?0+,-5%OA4G%#$5%#=$"%%%*
&F+,-*>+0G%/J%’/A01%(4?3?B?%.-Z%P?IA40G%’I1/4?*>%K*/M*?B5%&F+,-*>+0G%/J%’/A01%*
(4?3?B?5%#=$":#=$9%%%%%%%%%%%%%%%%%%%%%%%%%%%%*

)2.>I/?=!$2A@6?A/J/-/9/2A

KL!/?7/>.92A!>6<0A2!>6607/?.960M

*

&FD-*M*?DA?0-
KH%;<<%&FD-*M*?DA?0-%T/F/*>%H1->+>5%#=$9
E2);7=%.-A*/>I+-FI-5%#=$9f:#=#$

(FD*-Z>%H5%**1..-2!,** 0 [,?4A?0+/F%?FD%H*-?0B-F0%/J%R/FIA>>+/Fh%%[\L4/*+FM%01-%R4+F+I?4
K*?I0+I-%QA+D-4+F->C%%&F+, -*>+0G%/J%'/A01%(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4%H1-*?LG5
2/3+4-5%(65 '-L0-B3-*%"5%#=#7%

a 1+0-%63!**1..-2!,** C%%'L+F?4%R/*D%YFgA*G: H1-%(ER>%/J%V-1?3+4+0?0+/FC%%YFJ+*B?*G%T-?4015%
2/3+4-5%(65%(AMA>0%75%#=#7

1..-2!, 5%P-44%) a C &FD-*>0?FD+FM%01-%R4+F+I?4%K*?I0+I-%QA+D-4+F-%J/*%K?*]+F>/F^>
)+>-?>-5 &F+, -*>+0G%/J%'/A01%(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4%H1-*?LG5 2/3+4-5%(65%
'-L0-B3-*%$!5%#=##%

P-44%) a 5 **1..-2!,** C &FD-*>0?FD+FM%01-%R4+F+I?4%K*?I0+I-%QA+D-4+F-%0/%YBL*/, -%6/I/B/0/*%
PAFI0+/F%J/44/Z+FM%R1*/F+I%'0*/]-5%YFI/BL4-0-%'L+F?4%R/*D%YFgA*G5%?FD%E*?+F%YFgA*G5
&F+, -*>+0G%/J%'/A01%(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4%H1-*?LG5% 2/3+4-5%(65%'-L0-B3-*%
$;5%#=#$%

a 1+0-%65%**1..-2!,** C% 2 ?]+FM%UA0I/B-% 2 -?>A*->% a /*]%J/*% i /A%?FD% i /A*%K?0+-F0%+F%(DA40
. -A*/*-1?3+4+0?0+/F%(I*/>>%01-%R/F0+FAAB%/J%R?*-C% 2/3+4-%YFJ+*B?*G% 2 -D+I?4%R-F0-*5%
2/3+4-5%(65%UI0/3-*%##5%#=$<C%

P-44%) a 5%**1..-2!,** 0 2 /, -B-F0%'G>0-B%)+?MF/>->%?FD%PAFI0+/F?4%YF0-*, -F0+/F>%J/*%'+0:0/:
'0?FD%?FD%&L*+M10% 2/3+4+0GC%%&F+, -*>+0G%/J%'/A01%(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4
H1-*?LG5% 2/3+4-5%(65%'-L0-B3-*%$#5%#=$<%

1..-2!, 3 (FD*-Z>%HC 2 A40+L4-%'I4-*/>+>h%%[,+D-FI-%E?>-D%[\?B+F?0+/F%?FD%YF0-*, -F0+/F5%
&F+, -*>+0G%/J%'/A01%(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4%H1-*?LG5% 2/3+4-5%(65%'-L0-B3-*%
!5%#=$<

P-44%) a 5%**1..-2!,** C T+M14+M10>%J*/B%Yc%'H[K%R/FJ-*-FI-h%%P/IA>%/F%K*-D+I0+/F5%
K4?>0+I+0G5%K*-, -F0+/F5%?FD%K?*0+I+L?0+/F%+F%. -A*/4/M+I%?FD%K-D+?0*+I%H1-*?LG5%&F+, -*>+0G%
/J%'/A01%(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4%H1-*?LG5% 2/3+4-5%(65%'-L0-B3-*%85%#=$95%=C;%
R[&

1..-2!, 5%P-44%) a C [,+D-FI-%E?>-D%[\?B%?FD%YF0-*, -F0+/F%J/*%K?*]+F>/F^>%)+>-?>-5%
&F+, -*>+0G%/J%'/A01%(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4%H1-*?LG5% 2/3+4-5%(65%(AMA>0%7=5%
#=$9

1..-2!, 5 K?*]+F>/F^>%)+>-?>-%?FD%K?*]+F>/F+>Bh%%U, -*, +-Z5%./F: 2/0/*%'+MF>5%?FD%
)+JJ-*-F0+?4%)+?MF/>+>5 2/3+4-%(*-?%K1G>+I?4%H1-*?LG%(>>/I+?0+/F5% 2/3+4-5%(65 0A4G%$=5%
#=$9

P-44%) a 5%**1..-2!,** C%&FD-*>0?FD+FM%KA>1-*%'GFD*/B-(J0-*%'0*/]-: a 1?0 D/%Z-%D/%?3/A0
+0j &F+, -*>+0G%/J%'/A01%(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4%H1-*?LG5% 2/3+4-5%(65%(AMA>0
7$5%#=$"

1..-2!, 3!P-44%) a C &LD?0-%/F%YF0-*,-F0+/F%J/*%2 /0/*%R/F0*/45%&F+,-*>+0G%/J%'/A01%
(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4%H1-*?LG5%2 /3+4-5%(65%(AMA>0%$"5%#=$"

P-44%) a 5%**1..-2!,** C%YF0-F0+/F?4 K*/M*->>+/F%+F%.-A*/: ?FD%Q-*+?0*+I%V-1?3%K?*0%YY5%
&F+,-*>+0G%/J%'/A01%(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4%H1-*?LG5%2 /3+4-5%(65%(AMA>0%7=5%
#=$8

P-44%) a 5%**1..-2!,** C%YF0-F0+/F?4 K*/M*->>+/F%+F%.-A*/: ?FD%Q-*+?0*+I%V-1?3%K?*0%Y5%
&F+,-*>+0G%/J%'/A01%(4?3?B?%) -L?*0B-F0%/J%K1G>+I?4%H1-*?LG5%2 /3+4-5%(65%(AMA>0%#75%
#=$8

%?G/927!402A2?9./6?A

1..-2!, 0 H1-YBL/*0?FI-%/J%2 /,-B-F0%J/*YFD+,+DA?4>%Z+01%K?*]+F>/F^>%)+>-?>-C%%H1-
QA4J%R/?>0%V-M+/F% a -44F->>%J/*%K) h%%'/I+?4%)+>0?FI+FM%?0%T/B-C%%K?*]+F>/F^>
P/AFD?0+/FC%%c+*0A?4%K*->-F0?0+/FC%./,-B3-*%$#5%#=#=

1..-2!, 0 H1-%V/4-%/J%[\-*I+>-%J/*%YFD+,+DA?4>%Z+01%2 A40+L4-%'I4-*/>+>C%%H1-%.?0+/F?4%2 '
'/I+-0G%R/FJ-*-FI-%+F%UI-?F%'L*+FM>5%2 '5%O?FA?*G%#!5%#=$<

1..-2 , 0!K/>0 T/>L+0?4%V-1?3+4+0?0+/Fh%%R/BL-F>?0/*G%,>C%V-I/,-*G%H-I1F+NA->5%
&F+,-*>+0G%/J%H-FF->>--%2 -D+I?4%R-F0-*%?0%'F/\,+44-%'0*/]-%'GBL/>+AB5%&F+,-*>+0G%/J%
H-FF->>--%R/FJ-*-FI-%R-F0-*5%'F/\,+44-5%H.5%(AMA>0%$<5%#=$;

1>I6-.0-P!*>9/G/9/2A

4220!$2G/2C27!4<J-/>.9/6?A

a 1+0-%6 a 5%'B+01%'Q5%E?0->%R5%**1..-2!,** 3 R1/+%)5%)*?]-%'2 5%H1/BL>/F%H5%)?,+>%H 2 C%
H1-%E*+M10%YD-?>%HEY%R?BLh%P/>0-*+FM%+FF/,?0+/F%+F%+F0-*L*/J->>+/F?4%-DAI?0+/F%?FD%
I/44?3/*?0+,-%L*?I0+I-%J/*%0*?AB?0+I%3*?+F%+FgA*G%3G%>0AD-F0>%+F%*-1?3+4+0?0+/F%L*/J->>+/F>C%
T(B7:%-5-)*(8#-%A(Z07(5-%33[

a 1+0-%65%)?Z>/F%.5%**1..-2!,** 5%6-B4-G%HC K1G>+I?4%H1-*?L+>0>^%?FD%K1G>+I?4%H1-*?L+>0
'0AD-F0>^%[\L-*+-FI-> ?FD%c+-Z>%/F%01-%K*/,+>+/F%/J%K1G>+I?4%H1-*?LG%'-*,+I->%0/%
K-/L4-%Z+01%)-B-F0+(h%%('I/L+FM%V-,+-ZC T(S%-0#:-(12'3(42%-A #=##k;8W7Xh%$";:$9#C%%

K+00>%)T5%**1..-2!, 4**5%P-44%) a C%%R/BL-FD+AB%/F%(DA40%.-A*/BA>IA4?*%)+?MF/>->C%%YFh
P-44%) a 5%6AFF-F%'i 5%V?A]%VKC%%6+J->L?F%.-A*/*-1?3+4+0?0+/Fh%%(%K?0+-F0:R-F0-*-D%
(LL*/?I1%J*/B%[\?B+F?0+/F%0/%YF0-*,-F0+/F>%?FD%UA0I/B->C%%K1+4?D-4L1+?h%%P(%)?,+>C%%
O?FA?*G%#=$9C

'4AD+FM%KK5%**1..-2!, 4**C%%YF0-*,-F0+/F%J/*%6+B+0-D%K?>>+,-%V?FM-%/J%2 /0+/FC%%R1?L0-*%#7C%%
YFh%%P-44%) a 5%6AFF-F%'i 5%V?A]%VKC%%6+J->L?F%.-A*/*-1?3+4+0?0+/Fh%%(%K?0+-F0:R-F0-*-D%

(LL*/?I1%J*/B%[\?B+F?0+/F%0/%YF0-*, -F0+/F>%?FD%UA0I/B->C%%K1+4?D-4L1+?h%%P (%) ?, +>C%% 0?FA?*G%#=$9C

2 /**+>%) 2 5% c /M04-%6 ‘ 5%**1 . .-2! , 4**5%P-44%) a C%%YF0-*, -F0+/F%J/*%YBL?+*-D% 2 /, -B-F0 R/F0*/4C%%R1?L0-*%#!C%%YFh%%P-44%) a 5%6AFF-F% ‘ i 5%V?A]%VKC%%6+J->L?F% . -A*/*-1?3+4+0?0+/Fh (%K?0+-F0:R-F0-*-D% (LL*/?I1%J*/B%[\?B+F?0+/F%0/%YF0-*, -F0+/F>%?FD%UA0I/B->C%% K1+4?D-4L1+?h%%P (%) ?, +>C%%O?FA?*G%#=$9C

P4-0I1-*%OR5%**1..-2!,** 0) ?FI+FM% a +01/A0%6+B+0>h%%'-*,+I-%6-?*F+FM%Z+01%?%HZ+>0
K*->-F0-D%L/>0-*%?0%'0*-FM01-F+FM%01-%R/BBAF+0G%[FM?M-D%V->-?*I1%?FD%'I1/4?*>1+L%
lH//4%E/\m%J/*AB5%2/3+4-5%(6C%O?FA?*G%$75%#=$"

"<002?9Q*>9/G2!$2A2.0>I!*>9/G/9P
V/4-h%%R/:YF,->0+M?0/*
H+04-h%%R1?*?I0-*+>0+I>5%(>>->>B-F05%?FD%H*-?0B-F0%/J%EKKc%+F%K?0+-F0>%Z+01%R1*/F+I%HEY%
+F%?F%YF0-*L*/J->>+/F?4%[,-F0%'-00+FM
K*+B?*G%YF,->0+M?0/*h%%(FD*-Z>%H

406:2AA/6?.-!'2HJ20AI/@!.?7!*>9/G/9/2A

120G/>2 *>9/G/9/2A
120G/>2!96!9I2!406:2AA/6?

(. KH% 2 / , - B - F0% ' G>0 - B%H?>]%P / * I - %P / IA>%Q* / AL5%R ' 2 5%
P - 3*A?*G%$; 5%#=#=

K*->+D-F05% 2 / 3+4-% (*-?%K1G>+I?4%H1-*?LG%U*M?F+d?0+ / F5%%
#=$":#=#$

(4?3?B?% (D , / I?IG%6+?+> / F5% (KH (% (I?D-BG% / J% . -A* / 4 / M+I%K1G>+I?4%H1-*?LG%%%
#=$8:#=$<

120G/>2!96!9I2!#?/G20A/9PQ"6--2=2Q52@.09H2?9

(4?3?B?%T-?D%YFgA*G%P / AFD?0+ / F%E*+M10%YD-?>%R?BL
KH%R / / *D+F?0 / *%#=$9:L*->-F0

&F+ , -*>+0G% / J% ' / A01% (4?3?B?%YVE%R / B B+00--@ 2 - B3-*
#=#=:#=#75%#=#; : L*->-F0

&F+ , -*>+0G% / J% ' / A01% (4?3?B?%Q*?DA?0-%R / AFI+45% 2 - B3-*
#=#$:L*->-F0

V- , +-Z-*5%&F+ , -*>+0G% / J% ' / A01% (4?3?B?%R / FJ-*-FI-% / F%H-?I1+FM%?FD%6-?*F+FM5%
' L*+FM%#=#;

' +BA4?0+ / F%) +*-I0 / *% ' -?*I1%R / B B+00--
#=#$

&F+ , -*>+0G%6+3*?*G%R / B B+00--5% 2 - B3-*
#=$9:L*->-F0

2 - F0 / *5% . -Z%P?IA4-ubBTj / T1_01Tf-B4Sub+l0%01-1Tf /
P-3*A?*G%$;5%#=#=
T*16 >>#:+FM5%
'L*+FM%#=#;

H*?F>+0+/F>5%[NA+F-%(>>+>0-D%(I0+,+0+->%?FD%H1-*?L+->
K*->+D-F0%/J%01-%E/?*D5%2?*I1%#=$":#=$9
(D,+>/*G%E/?*D%2-B3-*5%2?*I1%#=$9:#=#=