!
"#$%%&!'()*!+,(#-!
./01!2¾4¾!5(6-!
!

G(%6@!S$#!c<;#**#@#A!
9(%*!R#R6*A!#D%#*A!>&-#;&*A!
$;!* :#-#;&<#*!6%>;#(3!
!
56!*$:;#9(-@#*!@6%$-$A!
G#D#;6*! :&;$-%&$!G$E;$-&$A!
;6!-#;$! :-(@#**6@!X&;-#*A!
$-@(%$!G#;&%!D6;;6-&3!
!
5-&%*<&;#(%!
+(@$A!+-$&;(-!4 :#-#;A!
R#*#;!; ,$!@#%G*!(9!; , (*$!N , (!&-$!)(6-*A!
9#<<!N#; , !; , $! , #D , $*;!D-&>$!
!

>(%R$)#%D!,#*!G$$:!9&#;,3!7%!,#*!<#9$;#@$A!+-(>$!N&*!,#D,<)!-$D&-G$GT!5,(@&*!=(-<$)!&%G!
[(,%!S(N<&%G!>&@$!;(!R#*#;!,#@!#%!7;&<)A!&%G!,#*!@6*#>!N&*!:6F<#*,$G!&%G!:$-9(-@$G!#%!
G#99$-$%;!>(6%;-#$*3!
!
5,$!;$E;!#*!&*>-#F$G!;(!4&#%;!5,(@&*!cd6#%&*!?>3!0..1!]!0.IPB3!7;!#*!&%!&%;#:,(%!9(-!;,$!
9$&*;!(9!+(-:6*!+,-#*;#A!#%;-(G6>$G!F)!X(:$!2-F&%!

5-&%*<&;#(%!

C#6*$: : $! " $-G#!?0J0 \ !K!0U / 0B!
W&6G#!&<<&!R$-D#%$! = &-#&!?7%! : -&#*$! (9!; , , $! " #-D#%! = &-) BA!9- (@Z! f 6&; ; - (! : $QQ#!*&>-#!
5$E;Z!S&%;$! c<#D , #$-#!?0 . L1!] !0 \ . 0B!
!
" $-G#A!N , (!#*!@ (*; !9&@ (6*!9 (-! , #*!@&%) ! (: $-&*A!N&*!&! : - (9$**$G!&D% (*; #>T! , $!G#G!% (; ! , &R$!
@6> , !; #@$!9 (-!; -&G#; # (%&<!-$<#D# (%3!H#*! (N%!-&-$!*&>-$G!N (-Y*!$E : -$**!&!G$$: !&%G!R$-) !
: $-* (%&<!F$<#$93!
!
5 , $!_W&6G#!&<<$!R$-D#%$! = &-#&`!N&*!N-#; ; $%!>3!0JU I p0JUJ!9 (-! , #D , !R (#>$*!&!>& : : $<<&3!5 , $!
; $E; A!; , , $!9#%&<!* (%D!9- (@!S&%; $a*!S#R#%&!+ (@@$G#&A!#*!&! : -&) $-! (9!4; 3! ' $-%&-G!] ! ' $-%&-G!
: -&) *!; (! = &-) ! (%!S&%; $a*!F$, &<93!W ((Y#%D!6 : A!S&%; $!>&; > , $*!&!D<#@ : *$! (9!G#R#%#;) !&%G!&!
-$9<$>; # (%! (9!@&%Y#%GA!F6; !#*!F<#%G$G!F) !; , $!F-#D , ; %$**!&%G!9#%&<<) !-$; 6-%*!; (!; , $! (<G!>) ><$! (9!
, 6@&%!<#9$!&%G! , 6@&%!< (%D#%D3! " $-G#! (%<) !*$<$>; $G!; , $!F$D#%%#%D! (9!; , $! t t t 777!>&%; (!9 (-! , #*!
: #$>$A!@&Y#%D!#; !&! : -&#*$! (9! = &-) 3!
!
_W&6G#`!N&*! : 6F<#* , $G!; (D$; , $-!N#; , !; , -$$! (; , $-!*&>-$G!N (-Y*!F) ! " $-G#A!&!*$; ; #%D! (9!; , $! cR$!

f6&%;6%d6$!#%!>-$&;6-&!x!G#!F(%;&;$3!
!
cR$3!
!
5-&%*<&;#(%!
"#-D#%!@(;,$-A!G&6D,;$-!(9!)(6-!*(%A!
,6@F<$-!&%G!%(F<$-!;,&%!&%)!>-$&;6-$A!
)(6!&-$!;,$!:-G;$-@#%$G!D(&<!(9!;,$!$;$-%&<!>(6%*$<A!
!
5,-(6D,!)(6!,6@&%!%&;6-$!
M&*!*(!$%%(F<$G!;,&;!#;*!>-$&;(-!!
S#G%a;!;,#%Y!#;!F$%$&;,!,#@!;(!F$>(@$!&!>-$&;#(%!,#@*$<93!
!!
7%!)(6-!N(@F!;,$!<(R$!F$D&%A!
c%G!;,-(6D,!#;*!N&-@;,A!#%!;,#*!$;$-%&<!:$&>$A!
5,#*!9<(N$-!>(6<G!F<(**(@3!
!
H$-$!)(6!&-$!(6-!@#GG&)!<#D,;!
k9!>,&-#;)A!&%G!F$<(NA!&@(%D!@(-;&<*!
8(6!&-$!;,$!<#R#%D!*(6->$!(9!,(:$3!
!
W&G)A!)(6!&-$!*(!D-$&;!&%G!*(!@#D,;)A!
M,(R-!N&%;*!D-&>$!&%G!G($*!%(;!*$$Y!)(6!(6;A!
W(%D*!;(!9<)!N#;,(6;!N#%D*3!
!
8(6-!D((G%$**!,$<:*!%(;!(%<)!!
5,$!:$-*(%!N,(!&*Y*A!@&%)!;#@$*!
H&*!#;!F$$%!D#R$%!D<&G<)!F$9(-$!;,$!:<$&3!
!
7%!)(6!;,$-$!#*!@$->)A!#%!)(6!;,$-$!#*!:#;)A!
7%!)(6!;,$-$!#*!*:<$%G(6-A!#%!)(6!&<<!D((G%$**!#*!9(6%G!
;,&;!R-!N&*!#%!&%)!>-$&;6-$3!
cR$3!
!
!
!
H6D(!S#*;<$-!?0U/J!K!0UP.B

:$(:<$!N$-$!#%!%$$G!(9!>(%*(<&;#(%3!c*!N#;,!@(*;!(9!,#*!N(-Y*A!W6;,$-a*!#%;$%;#(%!N&*!;(!
_D#R$!;,$!:$(:<$!&!R(#>$`A!&!:-&)$-!#%!;,$#-!(N%!<&%D6&D$3!
!
5,$!(-#D#%&<!W&;#%!;$E;!G&;$*!;(!;,$!L;,!(-!I;,!>$%;6-)T!#;!#*!F&*$G!(%!'#F<#>&<!R$-*$*!.!V#%D*!
./Z0UA!.!+,-(%#><$*!./Z0.A!&%G!X*&<@!I.ZLKI3!7;*!6%#R$-*&<!@$**&D$!,&*!D(%$!(%!;(!#%*:#-$!
@&%)!>(@:(*$-*A!&@(%D!;,$@!4>,I;QA!4>,$#G;A!=$%G$<**(,%A!&%G!]!(9!>(6-*$!]!S#*;<$-3!
!
5$E;!
"$-<$#,!6%*!O-#G%!D%sG#D<#>,A!
H$--!C(;;A!Q6!6%*-$%!m$#;$%3

!
C$-&<G!M#-;,A!;,$!&-;#*;#>!G#-$>;(-!(9!;,$!"#$%%&!'()*!+,(#-A!N-#;$*!@6>,!>,(-&<!&%G!R(>&<!
@6*#>3!H$!,&*!N-#;;$%!;,-$$!>,#<G-$%a*!(:$-&*A!&*!N$<<!&*!*$R$-&<!*$;;#%D*!(9!;,$!@&**!
(-G#%&-)A!&!%6@F$-!(9!@(;$;*!&%G!(;,$-!N(-Y*!9(-!6*$!#%!&!>,6->,!>(%;$E;3!M#-;,A!N,(!
9#-@<)!F$<#$R$*!;,&;!@&Y#%D!@6*#>!F-#%D*!(6;!;,$!F$*;!#%!:$(:<$A!&<*(!F$<#$R$*!;,&;!
R-)F(G)!>&%!&%G!*,(6<G!*#%D3!H$!<#Y$*!;(!6*$!@);,(<(D#>&<A!:,#<(*(:,#>&<!(-!*:#-#;6&<!;$E;*!
&*!&!*;&-;#%D!:(#%;T!,$!(9;$%!>(@F#%$*!;$E;*!9-(@!G#99$-$%;!>6<;6-$*A!&%G!,$!N-#;$*!#%!&!
%6@F$-!(9!G#99$-$%;!<&%D6&D$*3!H$!;-&%*<&;$*!;,$!N(-G*!#%;(!@6*#>!;,&;!>(R$)*!;,$!
6%G$-<)#%D!$@(;#(%3!H#*!N(-Y*!,&R$!F$$%!:$-9(-@$G!F)!@&%)!>,(#-*!&-(6%G!;,$!N(-<G3!
!
W$&R$!5,#*!+,&%;#%D!#*!(%$!(9!;,$!*(%D*!#%!h&F#%G-&%&;,!5&D(-$a*!C#;&%b&<#!&%;,(<(D)3!5,$!
(-#D#%&<!C#;&%b&<#A!:6F<#*,$G!#%!0U0/A!>(@:-#*$*!01I!:($@*!#%!'$%D&<#3!5N(!)$&-*!<&;$-A!
5&D(-$!>(@:#<$G!0/\!*(%D*!9(-!;,$!^%D<#*,!C#;&%b&<#A!(-!4(%D!k99$-#%D*T!#%!0U0\A!,$!-$>$#R$G!
;,$!q(F$<!X-#Q$!9(-!W#;$-&;6-$3!
!
5,$!C#;&%b&<#!:($@*!&-$!#%!9&>;!*:#-#;6&<!(99$-#%D*T!#%!W$&R$!5,#*!+,&%;#%DA!;,$!:($;!@&Y$*!#;!
><$&-!;,&;!C(G!#*!%(;!%$>$**&-#<)!#%!;,$!;$@:<$!%(-!;,$!:-$-(D&;#R$!(9!&!:-#$*;3!7%*;$&GA!C(G!
#*!R-)N,$-$A!C(G!#*!;(!F$!9(6%G!N#;,!;,$!,6@F<$*;!:$-*(%A!#%!N(-YA!#%!<#9$A!&%G!#%!,6@#<#;)3!
!
5$E;!
W$&R$!;,#*!>,&%;#%D!&%G!*#%D#%D!&%G!;$<<#%D!(9!F$&G*r!
M,(@!G(*;!;,(6!N(-*,#:!#%!;,#*!<(%$<)!G&-Y!>(-%$-!(9!&!;$@:<$!N#;,!G((-*!&<<!*,6;|!
k:$%!;,#%$!$)$*!&%G!*$$!;,)!C(G!#*!%(;!F$9(-$!;,$$r!
!
H$!#*!;,$-$!N,$-$!;,$!;#<<$-!#*!;#<<#%D!;,$!,&-G!D-(6%G!
&%G!N,$-$!;,$!:&;,@&Y$-!#*!F-$&Y#%D!*;(%$*3!!
H$!#*!N#;,!;,@!#%!*6%!&%G!#%!*,(N$-A!&%G!,#*!D&-@$%;!#*!>(R$-$G!N#;,!G6*;3!!

[(, %!q$N; (%a*!F#(D-&: ,)!G($*!%(;!#@@$G#&;$<)!*6DD$*;!&!N-#;$-!(9!-$<#D#(6*!;$E;*3!H$!
6%G$-; ((Y! , #*!9#-*;!*$&!R()&D$!&;!&D$!$<$R$%A!&;!$#D , ;$$%A! , $!N&*!: -$**$G!#%; (!*$-R#>$!(%!&!
' -#;#* , !@&%K(9KN&-3!H$!G$*$-;$GA!N&*!>&6D , ;A!9<(DD$G!&%G!G$@(;$GT! , $!9#%&<<)!N(6%G!6: !
&F(&-G!&!*<&R$!* , #: 3!W#9$!N&*!%(;!: <$&*&%;A!&%G!q$N; (%!*;&-;$G!; (!-$&G!&%G!;$&>, ! , #@*$<9!
W&;#%3!7%!0IPJA!q$N; (%a*!* , #: !N&*!>&6D , ;!#%!&!R#(<$%;!*; (-@A!; , $!(6;N&-G!-$&*(%!9(-! , #*!
>(%R$-*#(%3!7%!0I11A!q$N; (%!<$9;!; , $!*$&!&%G!; ((Y!6: !-$<#D#(%3!H$!@$;!=$; , (G#*;*!&%G!
+&<R#%#*;*3!H$!<$&-%;!C-$$Y!&%G!H$F-$N!&%G!9#%&<<)!@&%&D$G!; (!F$>(@$!&!@#%#*;$-3!H$!
&>>$: ;$G!; , $!>6-&>)!(9!k<%$)A!'6>Y#%D , &@* , #-$3!q$N; (%!@6*;! , &R$!F$$%!&!>&: ;#R&;#%D!
: -$&> , $-T! , #*!> , 6-> , ! , &G!; (!F$!$%<&-D$G!; (!&>>(@@(G&;$!; , $!>-(NG*3!
!
c@&Q#%D!C-&>$!N&*!N-#;;$%!F$;N$$%!0ILU!&%G!0II/A!: -(F&F<)!9(-!&!*$-R#>$3!q$N; (%!
: 6F<#* , $G!#;!#%!0IIUA!6%G$-!; , $!;#;<$!O&#; , a*!h$R#$N!&%G!^E: $>;&;#(%A!@&Y#%D!-$9$-$%>$!; (!
O#-*;!+ , -(%#><$*!0IZ0L93!5 , $!*(%Da*!9#-*;!R$-*$!&<*(!-$>&<<*![(, %!UZ. 13!c!*$>(%G!$G#;#(%!
9(<<(N$G!#%!0J/I3!
!
5 , $!@6*#>!#*!^&-<)!c@$-#>&%T!#;! , &*!F$$%!*: $>6<&;$G!; , &;!; , $!@$<(G)!N&*!9#-*;!*6%D!F)!
*<&R$*3!
!
5$E;!
c@&Q#%D!C-&>$A! , (N!*N$$;!; , $!*(6%G!
; , &;!*&R$G!&!N-$;>, !<#Y$!@$3!
7!(%>$!N&*!<(*;!F6;!%(N!&@!9(6%G!
N&*!F<#%G!F6;!%(N!7!*$$3!
!
a5N&*!D-&>$!; , &;!;&6D , ;!@)! , $&-;!; (!9$&-A!
&%G!D-&>$!@)!9$&-!-$<#R$G3!
H(N!: -$>#(6*!G#G!; , &;!D-&>$!&: : $&-!!
; , $! , (6-!7!9#-*;!F$<#RG3!
!
M , $%!N$aR$!F$$%!; , $-$!;$%!; , (6*&%G!)$&-*!
' -#D , ;!* , #%#%D!&*!; , $!*6%A!
NaR!%

!
!
{{{!7q5^h=7447kq!{{{!
!
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!
773!O-(@!"#$%%&!;(!H(≪)N((GZ!&!@6*#>&<!b(6-%$)!;,-(6D,!;,$!N(-‹G!
!

!
H$--*>,&9;$%A!F#;;$!N$#;$-!D$,;a*A!
G&**!#,-!G&*!'6-D;,$&;$-!*$,;a*!
6%G!G(-;$%!&6>,!G&*!h&;,&6*!*;$,;!
&@;!2%#R$-#;s;3!
!
M&*!*&D;$%!4#$!*($Fa%A!
4#$!,&F$%!*#>,!R$-*>,s;Q;|!
7,-!m6D!9s,-;!#%!&!"#$-;$<*;6%G|!
c>,!C(;;A!b$;Q;!N#-G!#!Da,$;Q;3!
!
S&F$#!D&Fa*!%(>,!*(!R#$<!Q6@!*$,%!
S(>,!b$;Q;!G#$!m$#;!R$--#%%;A!
*(!9&,-!#>,!4#$!,&<;!&69!G#$!'&,%A!
@$#!C*>,:&%%A!G$*!#*!b&!D$*>,N#%G3!
!
'#;;$!*>,z%A!,&<;$%!4#$!*#>,!9$*;!&%A!
4#$!N$-G$%!*>,&6%!N#$!*>,%$<<!#!9&,-%!Y&%%A!
R(-Ns-;*!#,-!@lG$%!hz**$-A!;-&FA!;-&FA!
(%;!N#-G!G$%!H$--*>,&9;$%!G#$!m$#;!Y%&::3!
!
c<*!(F!@&!G$*!%$;!R(-,$-!*&D%!Y&%%!
4>,&6%!4#$!*#>,!M#$%!,&<;!G&%%!R(@!m6D!&%A!
(A!N#-!#%G!:l%Y;<#>,A!N#$!4#$!*$,%A!
F#;;$!*>,z%3!
!
5-&D!G#$!V(99$-A!D$F%a4!,$-A!!
F#;;$!*>,z%A!$*!N&-!9l-!@#>,!&!^,-A!
G&%Y$A!G&%Y$!*>,z%A!!
&69!M#G-*$,a%3!'#;;$!*>,z%r!
!
5-&%*<&;#(%!
79!)(6!:<$&*$A!<&G#$*!&%G!D$%;<$@$%A!
7aG!<#Y$!;(!#%;-(G6>$!@)*$<9A!
7!&@!&!N$<<KY%(N%!D6#G$!
c%G!N#<<!;&Y$!)(6!;,-(6D,!"#$%%&3!
!
53(>,!!N%!(<NS(>,!,6(«

!
c%G!#%!; , &;! , &<9K; (N$-! , &%D*!
5 , $!9&@ (6*!F$<<!N$!Y% (N!&*! ' ((@$-!
c%G!9- (@!; , $!; (N$-!) (6!>&%!*$$!&<<! (9! " #$%%&3!
!
q (NA!#9!) (6! : <$&*$A!N$!>&--)! (%!
5 (!; , $!-#G$-! (%!H$<G$% : <&;QZ!
79!) (6! : <$&*$A!; , #*!#*!X-#%>$!^6D$%$A!
8 (6!* , (6<G! , &R$!*$$%! , (N! , $!F&;;<$G!9 (-!c6*;-#&A!
c<@ (*;!<#Y$!% (! (; , $-3!
!
W&G#$*!&%G!D$%;<$@$%A! (%!N$!D (A!!
4 (!) (6!N#<<!*$$! ' 6-D; , $&;$-A!
M#; , !>#;)! , &<<!&%G!; , $!6%#R$-*#;)!%$E;!; (!#;3!
!
M , &;!G#G!) (6!*&) |!
8 (6!$*;#@&;$G!N- (%D |!
8 (6-!;-&#%!<$&R$*!#%!9#9;$$%!@#%6;$* |!
S$&-!C (GA!% (N!7! , &R$!; (! , 6--)3!
!
c%G!; , $-$!N$-$!* (!@&%)! (; , $-!*#D , ;*!; (!*$$A!
' 6;!; , $-$!#*!% (!;#@$A!
4 (!7a<<!;&Y$!) (6!; (!; , $!*;&;# (%A!
=)! , (-*$*!&-$!9&*;A!) (6a<<!*$$3!
!
H (<G! (%A!#9!) (6! : <$&*$A!
8 (6a<<!*$$! , (N!9&*;!7!>&%!D (A!
C#GG) K6 : A!;#-$G! , (-*#$*A!D#GG) K6 : 3!
k; , $-N#*$!; , $*$!D ((G! : $ (: <$!N#<<!F$! (6;! (9!;#@$3!
!
c*!#9!; , $)!> (6<G%a;! , &R$!*&#G!* (!* ((%$-A!
M$<<A!) (6a<<!b6*;! , &R$!; (!< ((Y!&;! " #$%%&!9-(@!; , $!;-&#%3!
H$-$!N$!&-$A! (%!;#@$3!
79!) (6! : <$&*$r!
!
7a<<!;&Y$!) (6-!>&*$*A!D#R$!; , $@!; (!@$A!
79!) (6! : <$&*$A!; , $! , (% (6-!N&*!&<<!@#%$3!
5 , &%Y!) (6A!; , &%Y!) (6!
c%G!D ((GKF) $3!79!) (6! : <$&*$r!
!
!
!
!
[(, &%%!4;-&6**A!b-3!?0J . 1!] !0JUUB!
M#$%$-! ' <6;!? " #$%%$*$!4 : #-#;*BA!N&<;Q! (: 6*! \ 1P!?0J I \B!
c--3!C$-&<G!M#-; , !

!
M#$%$-! ' ‹6;!N&*!N-#;;$%!9(-!&%G!9#-*;! : $-9(-@$G!&;!; , $!>(6-;!(: $-&a*!&%%6&<!F&<<!(%! . .!c : -#<!
0J I \#!F)!; , $!(: $-&a*!(N%!(->, $*;-&!>(%G6>;$G!F)!#;*!>(@ : (*$-3!4;-&6**!G(%&;$G!; , $!

!
!
O-&%Q!4>,6F$-;!?0IUI!]!0J.JB!
S#$!O(-$<<$!?5,$!5-(6;BA!(:6*!\.A!S!11/!
5$E;Z!+,-#*;#&%!O-#$G-#>,!S&%#$<!4>,6F&-;,!?0I\U!]!0IUOB!
!
O-&%Q!X$;$-!4>,6F$-;!N&*!F(-%!#%!W#>,;$%;,&<A!%(N!&!G#*;-#>;!(9!"#$%%&A!#%!0IUI3!H#*!9&;,$-A!&!;$&>,$-A!D&R$!,#@!R#(<#%!&%G!:#&%(!<$**(%*3!7%!0J/J!4>,6F$-;!&6G#;#(%$G!9(-!;,$!#@:$-#&<!>,(#-!F()*!&%G!N&*!D#R$%!&!:<&>$!#%!;,$!>,(#-!N,#>,!,&G!&<-$&G)!F$$%!:-(@#*$G!;(!*(@$(%$!$<*$3!c%;(%#(!4&<#$-#!F$>&@$!,#*!;$&>,$-A!*6::(-;#%D!4>,6F$-;a*!;&<$%;!#%!R-)!N&)!?_7!>&%%(;!;$&>,!;,&;!(%$!&%);,#%DT!,$!,&*!<$&-%;!#;!9-(@!C(G`B3!4>,6F$-;!G#G!N$<<!&;!;,$!>,(#-!*>,((<!&%G!N-(;$!,#*!9#-*;!>

c*!<(%D!&*!;,$!N&;$-!*;&)*!><$&-A!
7!;,(6D,;!;(!@)*$<9A!
H$!N#<<!%(;!>&;>,!;,$!;-(6;!
M#;,!,#*!-(G3!
!
'6;!9#%&<<)!;,$!;,#$9!D-$N!F(-$G3!
H$!;-$&>,$-(6*<)!9(6<$G!!
;,$!N&;$-*A!
&%G!F$9(-$!7!Y%$N!#;!
!
,#*!-(G!;N#;>,$GA!!
N#;,!;,$!9#*,!&;;&>,$G!;(!#;A!
&%G!7A!*,&Y$%!&%G!6:*$;A!
<((Y$G!&;!;,$!F$;-&)$G3!!
!
!
!
!
[(,&%%$*!'-&,@*!?0J\\!

!
S#$*$-!W#F!*>,z%$!C<6;A!
<&**!*#$!%#>,;!R$-*;#F%3!
q#@@$-!N#-G!N#$!#>,!*(!;-$6!
G#>,!$#%!&%G-$-!<#F%3!
!
5-&%*<&;#(%!
M,$%!)(6!<((Y!&;!@$!!
N#;,!*6>,!Y#%G%$**!&%G!;$%G$-%$**A!
R%!;,$!<&*;!*,-$G!(9!*&G%$**!G#*&::$&-*A!
N,#>,!@&)!,&%D!&-(6%G!@$3!
!
5,#*!N(%G$-96<!D<(N!(9!<(R$A!
G(!%(;!<$;!6*!G#**#:&;$3!
q(!(%$!N#<<!$R$-!<(R$!)(6!
&*!9&#;,96<<)!&*!73!
!
!
5$E;!
q$#%A!$*!#*;!%#>,;!&6*Q6Y(@@$%!@#;!G$%!W$6;$%A!

5-&%*<&;#(%!
5,$!-(&@#%D!*#*;$-*!9<)!;,-(6D,!&#-A!-#G$!(%!N&R$*A!
;,$)!N$&R$!&!>#-><$!>(@:-#*#%D!$&-;,!&%G!*$&3!
!
!
!
[&>d6$*!k99$%F&>,!?0J0U!K!0JJ/B!
'$<<$!%6#;!A!(!%6#;!Ga&@(6-!?'$&6;#96<!%#D,;A!(,!q#D,;!(9!W(R$B!
'&->&-(<$A!9-(@!;,$!(:$-&Z!W$*!+(%;$*!GaH(99@&%%!
5$E;Z![6<$*!'&-F#$-!?0J.1!K!0U/0BA!&9;$-!^35 3c3!H(99@&%%!!
!
'$<<$!%6#;!]!&<*(!*#@:<)!Y%(N%!&*!e'&->&-(<$_!#*!&!G6$;!9(-!*(:-&%(!&%G!@$QQ(!*(:-&%(!
9-(@!k99$%F&>,a*!<&*;!(:$-&A!W$*!+(%;$*!GaH(99@&%%A!H(99@&%%a*!5&<$*3!
!
5,$!G6$;!#*!(%$!(9!;,$!@(*;!9&@(6*!@$<(G#$*!R-A!(9;$%!:$-9(-@$G!#%!>(%>$-;!*$;;#%D*T!#;!
,&*!F$$%!6*$G!#%!@6*#>&<*A!9#<@*!&%G!5"!*,(N*3!
!
5$E;!
W$!;$@:*!96#;!$;!*&%*!-$;(6-!
$@:(-;$!%(*!;$%G-$**$*A!
<(#%!G$!>$;!,$6-$6E!*•b(6-!
<$!;$@:*!96#;!*&%*!-$;(6-3!
!
m•:,#-*!$@F-&**•*!
R$-*$QK%(6*!R(*!>&-$**$*A!
G(%%$QK%(6*!R(*!F&#*$-*3!
!
'$<<$!%6#;A!%6#;!Ga&@(6-A!
(6-#!y!%(*!#R-$**$*A!
%6#;!:<6*!G(6>$!d6$!<$!b(6-A!
F$<<$!%6#;!Ga&@(6-r!
!
5-&%*<&;#(%!
5#@$!9<)*!&%G!N#;,(6;!;6-%#%D!F&>YA!
#;!;&Y$*!&N&)!(6-!;$%G$-%$**$*A!!
9&-!9-(@!;,&;!F<#**96<!@(@$%;A!
;#@$!9<)*!N#;,(6;!;6-%#%D!F&>Y3!
!
V#**#%D!N#%G*A!!
F$*;(N!(%!6*!)(6-!>&-$**$*A!
D#R$!6*!)(6-!Y#**$*3!
!
'$&6;#96<!%#D,;A!%#D,;!(9!<(R$A!
*@#<$!(%!(6-!F<#**A!
%#D,;!]!@6>,!D$%;<$-!;,&%!;,$!G&)!K!!
F$&6;#96<!%#D,;!(9!<(R$3!

5 , $!>(&;!(9!@)!*>-#F$!#*!<(%DA! , #*!>(&;!;&#<*!&-$!>(R$-$G!#%!@6G!
5 , $!*>-#F$! , &*!N(Y$%!6 : !9-(@!*<$$: A! , #*!$)$*!&-$!D<&Q$G!
5 , $!*>-#F$!#*!@#%$A!&%G!7!&@! , #*A! , &%G*!N#<<!b(#%!
H(N!#;!*6#;*!@)!*>-#F$!; (! , &R$!&!*;&-> , $G!>(<<&-!
!
k%!; , $!N&)!; (! , *Y I G&-!7!9(6%G!&!Y$-> , #$9!
7!9#<<$G!; , $!Y$-> , #$9!N#; , !56-Y#* , !G$<#D , ;!
M , $%!7!<((Y$G!9(-!@)! , $< : $-A!7!9(6%G! , #@!F)!@)!*#G$3!
5 , $!*>-#F$!#*!@#%$A!&%G!7!&@! , #*A! , &%G*!N#<<!b(#%!
H(N!#;!*6#;*!@)!*>-#F$!; (! , &R$!&!*;&-> , $G!>(<<&-3!
!
!
!
2%! : (d6#; (!>&%;&*!?S&%>$!&!<#;;<$B3!4 : &%#* , !9(<Y!*(%D!
c--3!C$-&<G!M#-; , !
!
5 , #*!9$$<KD((G!*(%D!#*!G$*#D%$G!; (! : 6;!&!* : -#%D!#%!)(6-!*;$: !&%G!F-#%D!&!*@#<$!; (!)(6-!9&>$T!#;!
#*!*6%D!F)!> , (#-*!; , $!N(-<G!(R$-3!!
!
5$E;!
2%! : (d6#; (!>&%;&*A!6%! : (d6#; (!F&#<&*A!
6%! : (d6#; (!<$(<&A!>(@$!6%!>&%&-#(Z!
W$(<&!3!3!3!
!
2%! : (d6#; (!R#%(A!6%! : (d6#; (!&#-$A!
6%! : (d6#; (!<$(<&A!>(@$!6%!>&%&-#(Z!
W$(<&!3!3!3!
!
2%! : (d6#; (!R#$%; (*A!6%! : (d6#; (!*(@F-&*A!
6%! : (d6#; (!<$(<&A!>(@$!6%!>&%&-#(Z!
W$(<&!3!3!3!
!
5-&%*<&;#(%!
4#%D!&!<#;;<$A!G&%>$!&!<#;;<$A!
*#%D!&!<#;;<$!<$(<&A!<#Y$!&!+&%&-)!7*<&%G$-Z!
W$(<&!3!3!3!
!
c!<#;;<$!F#;!(9!N#%$A!&!<#;;<$!F#;!(9!&#-A!
*#%D!&!<#;;<$!<$(<&A!<#Y$!&!+&%&-)!7*<&%G$-Z!
W$(<&!3!3!3!
!
c!9-$* , !F-$$Q$A!&!F#;!(9!* , &G(NA!
*#%D!&!<#;;<$!<$(<&A!<#Y$!&!+&%&-)!7*<&%G$-Z!
W$(<&!3!3!3!
!
!

!
c&-(%!+(:<&%G!?0U//!]!0UU/B!
7!'(6D,;!=$!&!+&;A!9-(@Z!k<G!c@$-#>&%!4(%D*A!4$;!7!Z!"!?0U1/B!
!
7%!0U1/!&%G!0U1.!+(:<&%G!N-(;$!%$N!*$;;#%D*!(9!;$%!(<G!c@$-#>&%!9(<Y!&%G!:(:6<&-!;6%$*3!
4$;!7!N&*!9#%#*,$G!#%!=&->,!0U1/T!#;!>(@:-#*$*!5,$!'(&;@$%a*!S&%>$A!5,$!S(GD$-A!W(%D!
5#@$!cD(A!4#@:<$!C#9;*A!&%G!7!'(6D,;!=$!&!+&;3!5,$!*(%D*!N$-$!9#-*;!:$-9(-@$G!F)!X$;$-!
X$&-*!&%G!'$%b&@#%!'-#;;$%!&;!;,$!0U1/!c<G$F6-D,!O$*;#R&<3!7%!0U1.A!7-R#%D!O#%$!:6F<#*,$G!
;,$!*(%D*!;-&%*>-#F$G!9(-!>,(-6*3!
!
7!'(6D,;!=$!&!+&;!#*!&!%(%*$%*$!*(%D!N#;,!#@#;&;#(%*!(9!&%#@&<*!d6#;$!*#@#<&-!;(!k<G!
=&>S(%&<G3!=(-$!&%G!@(-$!&%#@&<*!&-$!&GG$G!;(!;,$!R$-*$*A!6%;#<!;,$!*#%D$-!9#%&<<)!_F6)*`!&!
N#9$3!
!!
5,$!*(%D!#*!@$%;#(%$G!#%!&!%6@F$-!(9!+(:<&%Ga*!<$;;$-*T!&%G!N&*!9#-*;!*6%D!;(!+(:<&%G!F)!
;,$!:<&)N-#D,;!W)%%!h#DD*A!N,(!,&G!<$&-%$G!#;!&*!&!F()!#%!kY<&,(@&3!!
!
5$E;!
7!F(6D,;!@$!&!>&;A!@)!>&;!:<$&*$G!@$A!
7!9$G!@)!>&;!6%G$-!)(%G$-!;-$$3!
=)!>&;!*&)*!9#GG<$!$)$!9$$$3!
!
7!F(6D,;!@$!&!D((*$A!@)!D((*$!:<$&*$G!@$!
7!9$G!@)!D((*$!6%G$-!)(%G$-!;-$$3!
=)!D((*$!*&)*A!_f6&NA!d6&N`A!
=)!G6>Y!*&)*A!_f6&&A!d6&&`A!
=)!>&;!*&)*!9#GG<$!$)$!9$$$3!
!

@)!,(-*$!*&)*!3!3!3!!
!
7!F(6D,;!@$!&!N#9$#!@)!N#9$!:<$&*$G!@$3!
7!9$G!@)!N#9$!6%G$-!)(%G$-!;-$$3!

!
!
! ! ! ! ! !
q&>#(!H$-F!'-(N%!?0JUL!K!0ULPB!
4#%D#%a!#%!;,$!h&#%A!9-(@!;,$!=C=!@(;#(%!:#>;6-$!H(«)N((G!h$R6$!?0U.UB!