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)#&+5&1!0&O!%,./!'5$#+I&!H+I&!,0!)+'&9!M;;!Q%$#!%,./!&]?,4/&05!'5$#+I&!%+H,.,5,&'S!2+#H*Jk?.9!=;<K
Y&H*0$.$I9!H#,','!/+0+I&/&05F!!O$#C&1!O,5*!!2&1,+!6&#8,H&'!5&H*0,H,+0'!5$!5#$?[.&'*$$5!",I$55!<;;!
]?+#5&#.9@!5#+0',5,$0!!5$!$0.,0&!Y&+H*,0I!?01&#!)hZ^3J<:!QA,05&#G64#,0I!=;=;S!
)#&+5&1!+01!)+5+.$I?&1!3Z3!)$..&H5,$0_!+1/,0,'5&#&1!4?#H*+',0I@!&]?,4/&05!/+,05&0+0H&!+01!
?4C&&4E!Y#+,0&1!?'&#'!$0!&]?,4/&05!+01!'$%5O+#&!?'&E!
74I#+1&1!%,./!4#$1?H5,$0!&]?,4/&05!O,5*!|B;;;!+00?+.!4?#H*+'&'!$%!0&O!H+/&#+'@!.,I*5,0I!+01!'$?01!
&]?,4/&05@!H#&+5&1!,08&05$#,&'!$%!0&O!&]?,4/&05@!<XJ
'?4&#8,'&1!%,./!5&H*0,H,+0!O$#C!+",I0/&05'_!H#&+5&1!0&O!&]?,4/&05!H*&HC$?5!4#$H&1?#&'!+01!.&I
H$05#+H5'!O,5*!'5?1&05'!
+H=;?AKJWHJS/=:]:AK:J$
3&',I0&1!0&O!4$'5&#'@!%.,&#'@!YJ'*,#5'@!.I'!+01!$5*&#!4#$/$5,$0+.!4#$I#+/!.,5&#+5?#&E!65+%%&1
4#$'4&H5,8&!'5?1&05!%+,#'@!,05&#0'*,4!+01!H+#&&#!%+,#'!,0!-+..@!A,05&#!+01!64#,0I!]?+#5&#
#&%.&H5!0&O!1&4+#5/&05!+01!H?##,H?.?/!
c&1&',I0!$%!O&[4+I&!=;<:@!=;=;!,0H.?1,0I!0&O!8,1&$'@!H.+"!5#+,.&#'!+01!,05&#8,&O'_!W^"h)!c&H#?,5/
",.$5@!-&[E!=;=<@!!=;=L@!k+0!=;=\!

&JA?=SKB@K<IKJH=M$1:IIH^:=HAK:JBDFKBKAKJW$'<?H;?=B5'@=??JKJWB$:J$1H]<TB$
h#I+0,j&#!$%!Z,'?+.!)?.5?#&!c&+1,0I!`#$?4@!64#,0I!=;<K@!!",I$55!2H)$0&!c&+1,0I!`#$?4'@!=;=L@!=;=\
A$#C,0I!2&&5,0I'!O,5*!%+H?.59!,0!T0I.,'*@!>#5!+01!>#5!R,'5$#9@!R,'5$#9@!"*,.$'$4*9@!3,I,5+.!2&1,+!
>#5!+01!>#5!R,'5$#9@!)$//?0,H+5,$0'@!A$/&0!+01!`&01&#!65?1,&'@!T08,#$0/&05+.!
65?1,&'G6H,&0H&@!)#,/,0+.!k?'5,H&@!W,$.$I9@!^05&#0+5,$0+.!65?1,&'@!"*$5$I#+4*9@!3&',I0!
)$//?0,H+5,$0'!5$!%+H,.,5+5&!0&O!,05&#1,'H,4.,0+#9!H$00&H5,$0'!,0!H.+"&'!+01!H?##,H?.+#!4+5*O+9'
4#&'&05!
6H#&&0,0I!$%!:+)#1%&#"@X'\$82<:@!=;<:!O,5*!U900!)?00,0I*+/!Q3$H?/&05+#9!%,.//+C&#S@!
),0&/+5$I#+4*&#!k$+0!)*?#H*,..!+01!6$?01@!>.+0!W+#C&#@!3#!"+5#,HC!2?#4*9!+01!3#!)*&#9.!
)$$C&@!+01!3&+0!6O+0'$0_!)$'4$0'$#&1!O,5*!N?#',0I!"#$I#+/!+01!)$..&I&!$%!>#5'!+01!
6H,&0H&'E!h8&#!<;;{!+55&01&&'!,0H.?1,0I!"#&',1&05@!"#8'5!+01!)*+,#!$%!W$+#1!$%!Y#?'5&&
+55&01&1@!+01!^!%+H,.,5+5&1!+!o!(!>!+%5&#O+#1'E!
6&+55.&!70,8&#',59!-,./!-&'5,8+.!Q67--S@!k?1I&@!2+9!=@!=;<:!(!2+9!B@!=;<B!

<:!

-!+&*&'("-(&,*V$')-((3)$0*&F)"'&(4V$NOPQR<=?B?JA$

)$..+[$#+5,$0!O,5*!Y*&$.$I9@!>05$0,$!6,'$0!eY+'5&!+01!6&&F!-$$1O+9'!+01!-,./e!Qk&'?,5!A#,5&#!O,5*!
)+5*$.,H!^0'5,5?5&!%$#!)+5*$.,H!Y*$?I*5!+01!)?.5?#&S!>4#,.!=X@!=;<B!

&JA?=SKB@K<IKJH=M$1:IIH^:=HAK:JBDFKBKAKJW$'<?H;?=B5'@=??JKJWB$:J$1H]<TB$1:JA#$
N$#5*O&'5!6H#&&0O#,5&#'!`?,.1@!W#,55+!U?01,0!QYZ!O#,5&#!%$#!N#*+,)%2+n(>4#,.!<:@!=;<B!
N$#5*O&'5!6H#&&0O#,5&#'!`?,.1@!A&019!a#+/!QR$..9O$$1!)#&+5,8&!2+0+I&#G)$0'?.5+05S@!>4#,.!<
=;<B!
o!(!>!O,5*!Z+.!a,./&#_!'H#&&0,0I!$%!;#"+$%(7T%#"@!2+9!\@!=;<K!
"+?.!`#&&0!QTi&H?5,8&!"#$1?H&#!76+(N+*+"%"&S@!hH5!=;@!=;<K!
`+#9!`.?'*$0!QTi&H?5,8&!"#$1?H&#!T5*+0!R+ZQ(6&d'(&'(]#*+S!N$8!<M@!=;<K!
k$0+5*+0!-$'5&#!eA#,5,0I!%$#!>#5,%,H,+.!^05&..,I&0H&e!Q2,H#$'$%5!R&+1!$%!)$#5+0+S@!3&H!<!=;<
)$..+[$#+5,$0!O,5*!Y*&+5&#(0!+-&(<(:%R+(b0/(!()'18$+"&%,3(%L'8&(02%3T,#.6&(@%,H$8[<!<L"e(5',"+-
=;<B!
@%LL3(!"&'"#'(=$%-6+-(&6+(<$0+,#%2#-&(B6#&+(=80,+$%1#-&(;%0#&%2#-&(?%&,#%,163p!Q)$/&19!/
2+9!L<@!=;<B!
h%%,H&!$%!2?.5,H?.5?#+.!>%%+,#'@!76+(=+1,+&(]#9+('9(:8-2#$-(Q)$/&1,H!A&[,'$1&'!$0!2?'.,/!,1&05,5
L;@!=;<B!
N+8"#9#1%&#"'(Q>.8,0!Y',+0I@!=;<MS@!1$H?/&05+#9!$0!,//,I#+05!,1&05,59@!2+9!<B@!=;<B!
)$..+[$#+5,$0!O,5*!W,$.$I9!+01!T08,#$0/&05+.!65?1,&'@!6H#&&0,0I!,6(!#'!$%!2(Qk&%%!
h#.$O'C,@!=;<KS@!1$H?/&05+#9!$0!I.$[+.!O+#/,0I!+01!H$#+.!#&&%'@!6&45!==@!=;<K!
B+#,)"!QW#?H&!2H3$0+.1@!=;<XS@!%,H5,$0!%,./!+[$?5!+!*,5H**,C,0I!H$?4.&@!6&45!=:@!=;<K!

.H=L?M$G?KJBA?KJD_+?(::D_(K]?B0<$!KB@TBBK:J$/HJ?IBV$NOP[$
eA$/&0@!2&1,+!+01!5*&!U+Oe!"+0&.!Q)+,5.,0!)+#.'$0Q)$//?0,H+5,$0'S@!Y&#&'+!T+#&0%,I*5!QA$/&0!
>01!`&01&#!65?1,&'S@!6$0$#+!k*+!Q)$//?0,H+5,$0'S!+01!a,#'5&0!Y*$/4'$0!Q-,./!
65?1,&'St2&Y$$@!k+0!<X!=;<B!
g>8&0I&#'@!A$01&#!A$/&0@!+01!"#&1+5$#'F!6*+#,0I!Ti4&#,&0H&'!+01!65#+5&I,&'!%$#!6?#8,8+.!
A$/&0!A$#C,0I!,0!5*&!-,./!^01?'5#9b!Qk?'5,0&!W+#1+!Q^0'5#?H5$#!67S@!N+0H9!)*+0I!
QTi&H?5,8&!3,#&H5$#!c&&.!`##.'S@!6,#+0!>9'+0!Qk$?#0+.,'5S@!k&00,%&#!c$5*!QTi&H?5,8&!
"#$1?H&#!K2%1R(=T%"C(76+(B,+-&2+,C(:8)L'8")S@!>00&!c$"&..,0,!QTi&H?5,8&!"#$1?H&#@!
B#"&+,f-(K'"+S@!)$?#50&9!6*&&*+0!QTi&H?5,8&!3,#&H5$#!N$#5*O&'5!-,./!-$#?/S!k+0!<;@!
=;<B!
a,#'5&0!2$+0+!Y*$/4'$0@!gR+#8&9!A&,0'5&,0@!t2&Y$$@!tY,/&'74N$O@!+01!6$H,+.!
2&1,+b!Y+.C!+5!5*&!)#,/,0+.!k?'5,H&!c&'&+#H*J+5*$0!+5!6&+55.&!70,8&#',59!$0!6+5?#1+9!
k?0&!=@!=;<BE!

`+:LK?$8KA?B`$/=:\?BBK:JHI$1H=??=BKJ2KI]$'?=K?B$
>/9!U,..+#1@!3,#&H5$#!A+'*,0I5$0!-,./O$#C'!gA$#C,0I!,0!5*&!-,./!^01?'5#9b@!-&[!=;@!=;=\@!hH5!M@!
=;=\@!2+9!=L@!=;<:!
k$*0!Y#+%5$0@!!2$8,&!2+1&!,0!U$'!>0I&.&'@!2$8,&!W,5&'@!k+0!<B@!=;=\!
k$+0!)*?#H*,..@!H,0&/+5$I#+4*&#!(!>.+0!W+#C&#!'$?01!&1,5$#@!N$8!=;@!=;<:!
3?'5,0!6O&&5@!>0,/+5$#@!N$8!<L@!=;<:!
3+8&!2&#.,0$!3,#&H5$#!+01!"#$1?H&#@!>4#,.!<B@!=;<:!

=;!

-!+&*&'("-(&,*V$')-((3)$0*&F)"'&(4V$1,*(V$NOPQR<=?B?JA$

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^01,I&0$?'!"&$4.&d'!)&05&#@!6?//&#!h?5#&+H*!"#$f&H5!+01!'H?/&&+,0I!%"(Q6+#+*!6+/?1#&!
6+.H&1$!+01!Z+'+05!6+.H&1$@!=;<XS!6$H,+.!k?'5,H&!1$H?/&05+#9!$0!3?O+/,'*!+01!)*,0$$C!%,I
%$#!%&1&#+.!#&H$I0,5,$0S!>4#,.!M@!=;<B!(!hH5!=;<K!

)JWIKBUVNOPQRNONP$
^05&#0'*,4!3,#&H5$#@!=;<KJ4#&'&05!Q:L!,05&#0'*,4'!'?4&#8,'&1!5$!1+5&SE!
`#+1!N,5&!-,./!+01!T0I.,'*!"#$I#+/!`#+1?+5,$0!)&.&[#+5,$0'@!2+9!L;@!=;<:E!
)*+,#@!6&+#H*!)$//,55&&'@!YY!>",'5+05!"#$%&"$#!,0!-,./!"#$1?H5,$0!+01!>",'5+05!"#$%&"$#!,0!-,./!
65?1,&'@!=;<KE!
6&+#H*!)$//,55&&!YY!>",'5+05!"#$%&"$#!)#&+5,8&!A#,5,0I!6&+#H*@!-&[E!=;<K!
6&+#H*!)$//,55&&!>1/,0,'5#+5,8&!>",'5+05@!T0I.,'*!3&4+#5/&05@!2+#H*J>4#,.!=;<K!
6&+#H*!)$//,55&&!T0I.,'*!+01!-,./!65?1,&'!A$#CJ'5?19@!k?0&!=;<K!
`$8&#0+0H&!>1!R$H!)$//,55&&@!64#,0I!=;<K!

1T=HA:=HJS+:S?=HA:=$:\$2KI]HJS)JWIKBU$"?B?H=@U$aTH=A?=IM$B?]KONH$B?=K?BV$NOPQ
6&#&0+!)*$4#+@!e^!A+05&1!5$!A#,5&!+!W$$C!5*+5!A+'!U,C&!U9,0I!3$O0F!"#$i,/,59!5$!
U$"!+01!5*&!T#$5,H'!$%!R&+.,0I!%$#!^01,+0!W$1,&'!,0!>/&#,H+0!N+5,$0+.,'/e@!N$8!<\@!=;<:!

-!+&*&'("-(&,*V$F&1(,"&-$0*&F)"'&(4V$NOPNR NOPQ$

1:]]TJKAM$,TA=?H@Uc$/H@K\K@$&BIHJS$"?B?H=@UHJS1:]]TJKAM$
N&O!V&+.+01!70,8&#',5,&'!Ti5&#0+.!c&'&+#H*!T8+.?+5$#@!Y&#5,+#9!T1?H+5,$0!)$//,",$0!QYT)S!

-)#&+5,8&!+01!"&#%$#/,0I!>#5'!"+0&.!T8+.?+5$#@!X!=;=LJ
- "+H,%,H!c&'&+#H*!"+0&.!T8+.?+5$#@!A,5*K$5*&#!#&8,&O&#'@!^!+"&"&1!+..!'H*$.+#.9!#&'&+#H*!
  4$#5%$.,$'!,0!5*&!4#&8,$?'!K!9&+#'!+5!+..!NV!?0,8&#',5,&'!QL\!4$#5%$.,$'!$%!\!#&'&+#H*!+#5,H.&
  +01!<M!$5*&#!0$/,0+5&1!#&'&+#H*!$?54?5'SE!Y*,'!,'!+!5,/&J,05&0',8&!4#$H&"!+01!&]?,8+.&05!5$

-!+&*&'("-(&,*V$G-4*)$'(-()$0*&F)"'&(4V$PYYYRNOPNV$1,*(#$

64&H,+.!T8&05!"#$/$5,$0'!Q>00?+.!-,./!'H#&&0,0I'@!-$#&,I0!U+0I?+I&!'H#&&0,0I!'&#,&'&'61!5+.C'S_!
'4&+C&#'!+01!4#$/$5,$0+.!&8&05'!Q3&c$9!64&+C&#!'&#,&'S_!A+#*$.!6H#&&0,0IG69/4$',?/!
QA,05&#!=;<<S_!-,./!N$,#!-&'5,8+.!Q-+..!=;<;S@!`&#/>00,B&#'+#9!$%!5*&!-+..!$%!5*&!A+..!
QA,05&#!=;<;S_!`+9!"#,1&!QA,05&#!=;<;@!=;;:@!=;;BS_!
W,I!c&+1G-&#01+.&!"?[.,H!U,[#!+%2&+-+(5%21"'(Q=;<;S!
"#$/$5,$0!+01!.,+,'$0!O,5*!8,',5,0I!%,.//+C&#'!5$!A+90&!65,H*&#1!)*&O@!=;<;@!2,H*+&.!2$$#&!

-!+&*&'("-(&,*V$G-4*)$'(-()$0*&F)"'&(4V$PYYYRNOPNV$1,*(#$

`#+1?+5&!)$?0H,.!(!N&O!"#$I#+/'!6?[H$//,55&&@!=;;B;J
W$+#1!$%!`$8&#0$#'!-+H?.59!c&H$I0,5,$0!>O+#1!,0!c&'&+#H*@!T8+.?+5,$0!H$//,55&&@!A,05&#!=;<;!
)$..&I&!$%!U,[&#+.!>#5'!6?//&#!3,"&#5+5,$0!-&..$O'*,4!T8+.?+5,$0!H$//,55&&@!A,05&#!=;;:!
c&8,&O!+01!#+0C,0I!$%!3&5#$,5!*,I*!'H*$$.!'H*$.+#'*,4'@!A,05&#!=;;\!

1:]]TJKAM$,TA=?H@U$
c$9+.!h+C!+01!-&#01+.&!U,[#+#9!-,./!Y+.C'!+01!6H#&&0,0I'_!W.$$/%,&.1!R,..'!k&O,'*!-,./!`#$?4_!>..,&1!
T05&#5+,0/&05_!3&5#$,5!-,./!)&05&#_!3&5#$,5!^0'5,5?5&!$%!5*&!>#5'!-,./!"#$I#+/_!>00!>#[$#!
-,./!-&'5,8+._!3&5#$,5!3$H?/&05+#9!-,./!-&'5,8+._!`UWY!-,./!-&'5,8+._!c&&.!3&&._!2?'&?/!$%!
)$05&/4$#+#9!>#5!Q2h)>3S_!A,01'$#!-,./!-&'5,8+.!
U,+,'$0!O,5*!c&I,$0+.!%,./!%+H?.59F!70,8&#',59!$%!2,H*,I+0_!h+C.+01!70,8&#',59_!70,8&#',59!$%!2,H*,
3&+#[$#0_!70,8&#',59!$%!A,01'$#@!)+0+1+!
^05&#0'*,4!1,'H?",$0'!O,5*!a?0'5*+..&@!3&5#$,5!^0'5,5?5&!$%!5*&!>#5'@!W?#5$0!Y*&+5&#@!c&1%$#1
Y*&+5&#@!2h)>3@!-,./!-&'5,8+.'!

')"F&1)$(,$(.)$!&'1&/3&*)c$)!&(,"&-3$

;'2',(#"(:'&#"'(!)*#-',3(K'%,)C(>H+1&/9!2?'&?/!$%!2$5,$0!",H5?#&'@!>#5'!+01!6H,&0H&'@!U$'!>0I&.&'@!
=;=<J=;=\!
:+)#%(?+,#06+,#+-C(ZHZE(
!"&6+$(5#2$(%")(;82&8,+(=+,#+-C(=;=<!
;'2',(78,"/(!"(<"&+,)#-1#02#"%,3(%")(<"&+,"%&#'"%2(U'8,"%2C(=;<KJ
7+16!,&/(U'8,"%2('9(!,&-(%")(<$%.#".(=1#+"1+C()*?0I

')"F&1)$(,$(.)$!&'1&/3&*)c$/))"$")F&)G$1,*(#$

)#&+5,8&!+01!"&#%$#/,0I!>#5'!)$//,55&&@!"&#%$#/+0H&!JW+'&1!c&'&+#H*!-?01!Q;"=Wc-S@!=;=LJ
Q#&8,&O'!+..!#&'&+#H*!+5!N&O!V&+.+01!70,8&#',5,&'!,0!5*&!)#&+5,8&!+01!"&#%$#/,0I!>#5'!$8&#

')"F&1)$(,$(.)$!&'1&/3&*)c$/))"$")F&)G$1,*(#$

2+0?'H#,45!c&8,&O 6+(!"#$%&#"'(=&8)#+-(O%")L"R@!&1E!N,H*$.+!3$['$0@!>00+[&..+!R$0&"!c$&@!
>/9!c+5&..&!+01!)+#$.,0&!c?1&..@!W.$$/'[?#9!"#&"@!6&45E!=;<XE!
2+0?'H#,45!c&8,&O #&&0!-?#0,"E!!"#$%&#"'/(!(X+T(O#-&',3E!U$01$0F!Y*+/&'!+01!R?1'$0@!k+0E!
=;<XE!
2+0?'H#,45!c&8,&O! I&!U+#C,0E!76+(<"&,')81&#"'('9(?'-&I?,')81&#"'/(76+(<"*#-#L2+(N+*'28&#"'('9(
5#2$$%R#".E!N&O!P$#CF!c$?5.&1I&E!3&H&/[&#!=;<ME!
2+0?'H#,45!c&8,&O! $%!$!U&$55+@!?+&+,(U%1R-'">(U$01$0F!W.$$/'[?#9@!k?.9!=;<M!
2+0?'H#,45!c&8,&O +#+!U900!>01&#'$0@%&+,#%2(:%&+,#%2#&3/(;'22+1&#".(#"(S"&+,&%#"$+"&(:+)#
>.[+09F!67NP!"#&"@!>?I?'5!=;<M!
)$0%&#&0H&!6?[/,",$0'@!Z,'?+.!2&5*$1'!)$0%&#&0H&!^^^@!Z,H5$#,+!70,8&#',59@!=JX!6&45E!=;<L!
k$?#0+.!6?[/,",$0'C(]<7C(-+..!=;<<@!-+..!=;<;_!SQ&,%0'2%&#"'(U'8,"%2C(A,05&#!=;<;_!76+(;XY=(K822+
X+T(Y+%2%")(=&8)#+-(;;B@!2+#H*!=;;B_!:%,*+2-(%")(7%2+-/(U'8,"%2('9(5%@!3(7%2+(=&8)#+-
=;;<!
2+0?'H#,45!#&8,&O +#I+#&5!2H-+11&0!76+(](B',)>(YZ!2,.&'5$0&'!6&#,&'E!!3&5#$,5F!A+90&!65+5&!
70,8&#',59!"#&"@!>?I?'5!=;<=!
2+0?'H#,45!#&8,&O +?#&&0!-?#0,"!!"#$%&#"'(#"(O#-&',3>(NPF!Y*+/&'!(!R?1'$0@!>?I?'5!=;<=!
2+0?'H#,45!#&8,&O!$%!6+#+*!)+'&9!W&#$#(@&#)+L"RE!NPF!c$?5.&1I&@!6?//&#!=;;:!
2+0?'H#,45!#&8,&O!$%!3+8,1!)$$C!+01!T8+0!U,&[&#/+0C(76+(:'*#".(<$%.+/(!"(<"&,')81&#"'(&'(5#2$E!
hi%$#1F!hi%$#1!70,8&#',59!"#&"@!-&[#?+#9!=;;:!
2+0?'H#,45!#&8,&O!$%!c$9!`#?01/+0 #@&&+2(O%"+R+/(!(;#"+$%('9(?,'*'1%&#"'>(+01!;'$0%"#"'(&'(
:#16%+2(O%@ $0F!W.+HCO&..@!-+..!=;;K!
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