O^KNEP%¨ℕ!!FHFU%$GWGE!*(!S&H_K#UH$!HU!H^PK+H!]EFG%!TE+&%#UH$!$!TE&K!SH!F&%$#K#E I !F!hℍm!
S&H_K#U%TE!J$OTW!JKFWUEGKUEWTE!&%#KK,!

R⊳ S'@TU5/-8.'(#4A4/H4.(.("5%4(/$C')08-0(.(-8%$/$C(-(/5Q65"(5(-%4)/5"(7%'./4"()'C')$

a!()()!+HJO!^HGKK!X)!S&H_K#UH$!^KNK#_K$!E!GE_!EPOPEn!O^KNEP%!#%QHJEGEF'!$!FU&%#%Q!F!#ER\ET!
E!F&KJ#ET!O&H$#KT!JHQHJ%,!!oKNK#_V!E!GE_%!EPOPEK!O^KNEP%!FHFU%$GW I U!UHG'\H!H\HGH!Z!
S&H_K#UH$!$FKQ!TKNJO#%&HJ#VQ!TE+&%#UH$!$!FU&%#%Q!F!$VFH\ET!O&H$#KT!JHQHJ%!SH!F&%$#K#E I !F!
(m!S&H_K#U%TE!$!FU&%#%Q!FH!F&KJ#ET!O&H$#KT!JHQHJ%!E!m)!S&H_K#U%TE!$!FU&%#%Q!F!#ER\ET!O&H$#KT!
JHQHJ%,!

1⊳ E',85().4(8%485(.-4C("4A)7/$%')/BC("5&%$/8'.(3%'A5.$V8(.(-8%$/$C(-(.B-'65"(7%'./4")'C')$

pU&%#V!FH!F&KJ#ET!O&H$#KT!JHQHJ%!^VGE!TKFUHT!S&HNE$%#EW!Z*!S&H_K#U%!$FKQ!TKNJO#%&HJ#VQ!
TE+&%#UH$ℳ!!UH+J%!\%!\!HU#HFEUKG'#H!#K^HG' i HK!\HGE]KFU$H!TKNJO#%&HJ#VQ!TE+&%#UH$!S&HNE$%GH!
$!FU&%#%Q!F!#ER\ET!O&H$#KT!JHQHJ%!qk!S&H_K#U%r,!a!()()!+HJO!TKNJO#%&HJ#VK!TE+&%#UV!
FHFU%$GWGE!SH]UE!*m!S&H_K#UH$!HU!H^PKL!]EFGK##HFUE!#%FKGK#EW!$!FU&%#%Q!F!$VFH\ET!O&H$#KT!
JHQHJH$!SH!F&%$#K#E I !F!TK#KK!]KT!(!S&H_K#U%TE!$!FU&%#%Q!FH!F&KJ#ET!E!#ER\ET!JHQHJHT,!

W⊳ S'@TU5/-8.'("4A)7/$%')/BC("5&%$/8'.(.("5%4(3%'A5.$V8(.(/4#'@TU'"(6'@5,4-8.4 -8%$/

a!()()!+HJO!J$K!U&KUE!$FKQ!TKNJO#%&HJ#VQ!TE+&%#UH$!S&HNE$%GE!$FK+H!$!()!FU&%#%Q,!!
pHKJE#K##VK! s U%UV! t TK&E\E!HFU% I UFW!+G%$#VT!TKFUHT!S&HNE$%#EW!TKNJO#%&HJ#VQ!TE+&%#UH$!$!FU&%#%Q!l!
$!()()!+HJO!EQ!]EFGH!$!1UHL!FU&%#%K!FHFU%$GWGH!m*!TEGGEH#ℳ!]UH!FHFU%$GWGKU!*X!S&H_K#UH$!HU!H^PK+H!
]EFG%!TE+&%#UH$!$!TE&K,!uK&T%#EW!#%QHJEUFW!#%!$UH&HT!TKFUK!SH!\HGE]KFU$O!TKNJO#%&HJ#VQ!
TE+&%#UH$!$!TE&K!qH\HGH!*`!TEGGEH#H#H$rℳ!R%!#KL!FGKJO I U!p%OJHJF\%!W! t &%$EW!q*Z!TEGGEH#H#$rℳ!
vHFFELF\%W!wKJK&%_EW!q*(!TEGGEH#H#$r!E!pHKJE#K##HK!xH&HGK$FU$H!aKGE\H^&EU%#EE!E!pK$K&#HL!
y&G%#JEE!qh!TEGGEH#H#$r,!

X⊳ Y4A)7/$%')/$0("5&%$H50(,$-8'('-8%48-0(.(3%'4)4@$C('-/'./BC(%4&5'/'.

a!()()!+HJO!SH]UE!SHGH$E#%!$FKQ!TKNJO#%&HJ#VQ!TE+&%#UH$!S&HNE$%GH!$G%!$!$K+EH#%Q,!z%!
{$&HSO!S&EQHJEG%F'!F'!F%T%W!^HG' i %W!JHGW!$#OU&E&K+EH#%G'#HL!TE+&%_EE!!Y)!S&H_K#UH$!$!FKQ!
TE+&%#UH$ℳ!&HNJK##VQ!$!{$&HSKℳ!S&HNE$%GE!$!J&O+HL!K$&HSKLF\HL!FU&%#K,!! z%!FU&%#%V! t j&E\E!\!
I +O!HU!p%Q%&V!S&EQHJEG%F'!$UH&%W!SH!$KGE]E#K!JHGW!$#OU&E&K+EH#%G'#HL!TE+&%_EE!q`Z!
S&H_K#U%r,!! H+J%!\%\ℳ!#%E^HG' i %W!JHGW!JE%FSH&V!FU&%#! } K#U%%G'#HL!E! ~ N#HL! t REE!S&HNE$%G%!
R%!S&KJKG%TE!1UH+H!&K+EH#%ℳ!R%!\HUH&VT!FGKJO I U!&K+EH#!pK$K&#HL! t TK&E\E!E!FU&%#%V! • %UE#F\HL!
 t TK&E\E!E!x%&E^F\H+H!^%FFKL#%,!

D⊳ Z4/[5/B(5()4.',65(-'-8$.@0V8(RD(3%'H4/8'.(.-4C("4A)7/$%')/BC("5&%$/8'.

a!()()!+HJO!\HGE]KFU$H!TE+&%#UH$!NK#F\H+H!SHG%!#!KT#H+H!S&K$VFEGH!\HGE]KFU$H!TE+&%#UH$!
TONF\H+H!SHG%!$!$!{$&HSKℳ!pK$K&#HL! t TK&E\E!E!€\K%#EEℳ!]UH!^VGH!VR%##HL!HU]%FUE!^HGKK!$VFH\HL!
NK#F\HL!S&HJHG+EUKG'#HFU' I !NER#E!E!O$KGE]K#EKT!FS&HF%!#%!TE+&%#UH$!NK#F\H+H!SHG%!JGW!&%^HU!
SH!OQHJO,!!z%S&HUE$ℳ!$!pK$K&#HL! t j&E\K!E!•%S%J#HL! t REEℳ!#%!U%\NK!$!

NK#F\H+H!SHG%⫯!]UH!^VGH!VR%##H!^HGKK!$VFH\ET!FS&HFHT!#%!U&OJH$VQ!TE+&%#UH$!TONF\H+H!SHG%!
ERgR%!S&KH^G%J%#EW!$&KTK##VQ!&%^H]EQ!$ER!E!U&OJH$VQ!JH+H$H&H$,!

0⊳ Y4A)7/$%')/B4("5&%$/8B\(6$6(3%$.5@'\(/$C')08-0(.(8%7)'-3'-'#/'"(.'Q%$-84

a!()()!+HJO!YZ!S&H_K#U%!$FKQ!TKNJO#%&HJ#VQ!TE+&%#UH$!^VGE!$!$HR&%FUK!HU!()!JH!`k!GKU!$!UH!
$&KTW!\%\!JHGW!#%FKGK#EW!$FK+H!TE&%!$!1UHL!$HR&%FU#HL!+&OSSK!^VG%!mY!S&H_K#UH$,!!,HGW!
TKNJO#%&HJ#VQ!TE+&%#UH$!$!$!#%FKGK#EE!U&OJHFSHFH^#H+H!$HR&%FU%!^VG%!#%T#H+H!$V i K!$!FU&%#%Q!F!
$VFH\ET!JHQHJHT!qH\HGH!*h!S&H_K#UH$r⫯!]KT!$!FU&%#%Q!FH!F&KJ#ET!E!#ER\ET!JHQHJHT!qH\HGH!(!
S&H_K#UH$r,!a!HUFOUFU$EE!TKNJO#%&HJ#HL!TE+&%_EE!\H1 j j E_EK#U!JKTH+&% j E]KF\HL!#%+&OR\E!
$HR&%FU%TE!FU%& i K!U&OJHFSHFH^#H+H!$HR&%FU%#!^VG!^V!$!()()!+HJO!SH]UE!#%!Z!S&H_K#U%!$V i K,!

*2⊳ ?(#'@TU5/-8.4(-8%$/(-7[4-8.748(3'@5856$\(/$3%$.@4//$0(/$(-')4F-8.54(73'%0)',4//'F\
#4Q'3$-/'F\(Q$6'//'F(5('8.48-8.4//'F("5&%$H55

aH!$FKT!TE&K!mk!S&H_K#U%!ER!***!S&%$EUKG'FU$⫯!HUKUE i EQ!#%!#KJ%$#EL!HS&HF$⫯!FHH^ PEGE!H!
#%GE]EE!SHGEUE\E⫯!#%S&%$GK##HL!#%!FHJKLFU$EK!OSH&WJH]K##HL⫯!^KRHS%F#HL⫯!R%\H##HL!E!
HU$KUFU$K##HL!TE+&%_EE!qSH\%R%UKG'!!OFUHL]E$H+H!&%R$EUEW!*),Y,(r,! z%E^HGKK!&%FS&HFU&%#K##VTE!
H^G%FUWTE!TE+&%_EH##HL!SHGEUE\E!W$GWIUFW!ƒFHU&OJ#E]KFU$H!E!S%&U#K&FU$H,,!E!ƒ^KRHS%F#%#W⫯!
OSH&WJH]K##W!E!R%\H##W!TE+&%_EW,,⫯!$!HU#H i K#EE!\HUH&VQ!^HGKK!U&KQ!]KU$K&UKL!S&%$EUKG'FU$!
O]%FUH$H%$ i EQ!$!HS&HFK!FHH^ PEGE!H!FH^G I JK#EE!EGE!SHG#HT!HT!FHHU$KUFU$EE!\&EUK&EWT!