!"#$%&'#$()$*(+,-.&#'$)/(+$0+#/1&.1$2-/3#4'$&.$56(7-6$8#-64"$5(9#/.-.:#;$<,,(/4=.&4&#'$-.>$
*"-66#.1#'$$
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#$$%!&'%(%)+,-.%) !
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?7'4/-:4 ;$

/-%!,)012.%!,$,.34%4!0-%!1$5'.5%(%$0!'6!7-,)(,2%8012,.!2'(7,$1%4!6)'(!%(%)91$9!(,):%04!1$!9.';,.!
-%,.0-!9'5%)$,$2%<!=0!61$>4!0-,0!0-%3!?%$0!)'.%!,4!.'? *2'40!4877.1%!6)'(%>121$%4!,$>!
5,221$%4!,$>@!1$2)%,41$9.3@!$%?!0%2=$!4!1%!49@!7-,)(,2%8012,.!2'(7,$1%4!6)'(!%(%)91$9!
(,):%04!-,5%!6,21.10,0%>!0-%!1(7.%(%$0,01'$

'$!7-,)(,2%8012,.!2'(7,$1%4!0'!4877.3!0-%(<!+')%'5%)@!0'!7)'51>%!7-,)(,2%8012,.!0)%,0(%$0!,$>!
7)%5%$01'$!0%!9.';,.!.%5%.@!0-%3!>%7%$>

2'((%)21,.!1$2%$015%4!0-,0!,)%!,0!'>>4!?10-!0-%!7)12%4!)%F8$2%<41$9!1$5'.5%(%$0!'6
2'40!4877.1%!6)'(!%(%)91$9!(,):%04!(1019,0%4!0-14!0%$41'$!1$!0-%!4-')0!)8$<!=$!0-%!1$9!)8$@!
0%$41!$%$>,$9%4)0-%!4840,1$,;1.103!'6!!,22%44!7'.121%4!,$>!(,3!%5%$!8$>%)(1$%!4'(%!'6!0-%!
4822%44%4!,.)%,>3!,2-1%5%><

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?:3.(@6#>1#+#.4;$$

/-%!)%4%,)2-!.%,>1$9!0'!0-14!,)012.%!-,4!)%2%15%>!68$>1$9!6)'(!0-%!G8)'7%,$!H$1'$I4!J%5%$0-!
K),(%?'):!L)'9),((%!MKLNOPPQ*OP"RS&G!U),$0!#9)%%(%$0!$<!R"0VWQ

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/-%!)'.%!'6!%(%)91$9!(,):%0!2'8$0)1%!$9.';,.!-%,.0-!9'5%)$,$2%!-,4!,00),20%!1$2)%,41$42-'.,).3!

,00%$01'$108>1%,5%!1$5%4019,0%!1$6.8%$2%)'6!1.@!&8@!1,$>1,@!T1J'80-!#6)12,!

MD&=TJ!$!%6')(4!1$!0-%!X').>!Y%,.0-!Z)9,$1E,01'$!MXY@S>142844%>!?-%0-%)!0-%!0)1%!%&=TJ

14!.%,>1$9!0'!,!7,),>19(!4-160!1$!9.';,.!-%,@!0-!,$>!,44%%!0-%!7'0%$01'$!6!2',.101'$4,('$9!0-%4%!

2'8$0)1%!4!4-,7%!0-%!9.';,.!7'.10124!'6!,22%44!0'!(%>1$!$%0-14!.10%),(8,)%!1$!0-%!?1>%)!

=$0%)$,01'$,.!&%.,01'$4!42-'.,)4-17!'$!0-%!)14%!'6!0-%!D&%!T6'284!-,4!,.('40!%C2.8415%.3!;%%$!

'$!-'?!D&=TJ!!"#"$!!4-,7%!?').>!7'.10124

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J1$2%@!1>%$1$9!,22%44!0'!7-,)(,2%8012,.4!-,4!;%2'(%!,!7%1239',. !'6!9.';,.!-%,.0-!

9'5%)$,$2%6'0!'$.3!?10-!)%9,)>!0'Y=]N#=^J!;80!4'! ?10-!)%9,)>!0(,$3 !'0-%)!>14%,4%4@!1$2.8>1$9!

(,.,)1,@!08;%)28.'414@!,$>!$%9.%20%>!0)'712,.@!14%,4%40!)%2%$0.3@!,$>!$%!1,!0!1!4,>!,!

419$1612%66%20!'$!0-%!1$4010801'$,.!40)82!08)%%!0-!9 '5%)$,$2%%,>1$9!,!),$9%!'6!

78;.12?)15,0%!7,)0$%)4-174!21.10,0%%!7)' 28)%(%$0!$>!>%5%.'7(%$0!'6!(%>121$%4!,$>!

5,221$%4!<!,.!-%,.0- !7,)0$%)4-174!,)%!$'?!%3!6%,08)%%!9.';,.!-%,.0-!9'5%)$,$2%@!1$2.8>1$9!

0-%!U.';,.!K8$>!0'!K19-0!#=^J@!/28%414!,$>!+,.,)1,!MUK#/+S@!0-%!U#]=!#..1,$2%@!,$>!0-%!^)894!

6')!d%9.%20%>!^14%,4%4!=$101,015%!M^d^1S@!2%14%47,$12%%4!,,5%31%.>%>!4'(%!

1(7)%4415%!)%48,24@!,77)'C1(,0%.3'P!(1..1'$!7%'7.%!.151$9!?10]N#=^J!1$!'? *!,$>!(1>>.%

1$2'(%!2'8$0)1%)4%2%15%!#&(4)%!0-,$! "'<O!(1..1'$!7%'7.%,5%!;%%$!0),0%)!

08;%)28.'414@!,$>!)%!0-,$!eeP!(1..1'$!2-1.>)%$1$!'? *!,$>!(1>>.%1$2'(%!2'8$0)1%)4%5%!;%%$!

5,221$,0%,9,1$40!>14%,4%4!,!4!>17-0-%)1,@!0!$%4@!7%)0844!4,@!1014!)%@!7-1.184!

1$6.8%$E,%!037%!;@!(%$1$910!74!6!7%1%@!$2%7-,.1014@!>1,))-%,.!>14%,4%4@!7$%8('2'22,.!

>14%,4%4@!,$>@!('40!)%2%$0.3@!2%)$12,.!2,$2%)

!

/-%)%!,)%!1$>12,01'$4!2-(7!,$1%4!6)'(! %(%)91$9!(,):%04!7.,3!,$!1(7')0,$0!)'.%!1$!0-%!7'.1012,.!

%2'$'(3!8$>%).31$!,22%44!7'.121$4!0'$.3!?10-!)%9,)>!0(%>121$%4!6'=]N#=^J<!10%(,012!

%51>%$2@!1'2%5%!2@)2%!/-14!,)012.%!$!.34%!0-%!1$5'.5%(%$0!76,)(,2%8012,.!2'(7,$1%4!

6)'(!%(%)91$9!(,):%04!$!9.';,.!-%,.0-!9'5%)$,$2%3!%C,(1$1$9!%1)!2'$0)1;801'$!0'!4'(%!'6!0-%!

.,)9%40!78;.12?)15,0%!7,)0$%)4-174!6!$,$21$9@!7)'28)%(%$0!$>!>%5%.'7(%$0!'4-'?4 !0-,0!

0-%!2'(7,$1%4!,)%!%34877.1%,)!4>!1$2)%,41$9.3!1(7')0,$0!)0$%)4!0-%!>%5%.'7(%$6!$%?!

(%>121$%4!,$>!5,221$%!414!7.,2%4!0-%(!!2)821,.!7'4101'$!)!0-%!1(7.%(%$0,01'$!?-,0!-,4!

;%2'(%!,!2%$0),.!9',.!'6!9.';,.!-%,.0-! 9'5%)$,$2%@!1>%$1$9!,22%44!0'!7-,)(,2%8012,.4<!

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/-%!,)012.%!6%),4!%C7.,$,01'$6')!0-14!7-%$'(%$'$!;3!.":1$9!,0!;'0-!7'.123!>3$,(124!,$>!

2'(7,$3!1$0%)%44!0!4-'?4!0-,0!0-%!6'284!'$!,22%44!0'!7-,)(,2%8012,.4!14!7,)0!'6!,!?1>%)!7'.123!

4-!60!1$!9.';,.!-%,.0-!9'5%)$,$2%!(!0%2-$12,.!2")>1$,01'$!,$>!7)%5%$01'$!6!9-01$9!47%21612!

>14%,4%4<!/-14!4-!46!05!%>!,22%44!0'!7-,)(,2%8012,.!0)%,0(%$9!7)%5%$01'$!0'!0-%!2!%$0)%!'6!

9.';,.!-%,.0-!7'.123<!^),?1$9!'$!.10%),08)%!6)'(!(%>12,.!4'21'.'93!,$>!-%,.0-!4%28)103@!0-%!,)012.%!

84%4!0-%!2'$2%70!'6!g7-,)(,2%8012,.1E,01'$h!0'!2,708)%!0-14!7-%$7%$'$$0=3@!!,)198%4!0-,0!

0-%!7-,)(,2%8012,.1E,01'$!'6!9.';,.!-%,.0-!9'5%)$,$2%!-2!%,0%>!,!>%7%$>%$23!'$!7-,)(,2%8012,.!2'(7,$1%4!0-,0!%)$(%$04!

,$>!9.';,.!-%,.0-! 7,)0$%)4-174!'$!7-,)(,2%8012,.!2'(7,$1%4<!=$!7,)0128@!0!0!-,4!2)%,0%>!,!

>%7%$>%$23!'$!7-,)(,2%8012,.!2'(7,$1%4!0-,0!2,$!7-43!,0!%C0)%(%.3!.'?!7)12%4!;%2,84%!0-%!

,;1.103!0'!42,.%!87!,22%44!7'.121%4!,$>!,2-1%5%!g8$15%)4,.h!,22%44!7)12%!$!4!'$!0-%!

9'5%)$(%$04!,$>!9.';,.!-%,.0-!7,)0$%)4-174!-,5%!0'!7,3!6%>121$%4!,$>!5,221$%!4!0!7)12%!

7)%448)%!0!0!-,4! .%!(,$3!9.';,.!-%,.0-! 7,)0$%)4-174!'$!08)$!0'!7-,)(,2%8012,.!2'(7,$1%4!6)'(!

%(%)91$9!(,):%04!,4!7,)0$%)4!1$!9.';,.!-%,.0-!9'5%)$,$!2%

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^),?1$9!'$!1$419-04!6)'(!0-%!=$0%)$,01'$,.!D841$%44!.10%),08)%!6!0!0!-,4!0-,0!%(%)91$9!

7)'>8201'$<=0!,)98%04,0!0-14!0%$42,$!%$>,$9%0-%!4840,1$,;1.109!'6!! ,22%44!7'.121%4!,$>!

%5%$!8$>%)(14%!'6!0-%!)%2%$!8822%%41$%C7,$>1$9!0)%,0(%$0!,$>!1((8$1E,01'$<

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D3!7)'51>1$9-%!61)40!,$,.3'6!0-%!'.%!0-,0!7-,)(,2%8012,.!2'(7,$1%4!6)'(!%(%)91$9!(,):%04!

7.,3!1$9.';,.!-%,.0-!9'5%)$,$2%!0-%!,)012.%!2'$0)1;80%4!0'!0-%!;8)9%'$1$9!)%4%,)2-!'$!0-%!7'.1012,.!

%2'$'(3!'6!9.';,.!-%,.0- C51 <+')%!;)',>.3@!0-%!,)012.%!7%4!0'!68%.!,!$,42%$0!1$0%)!1$40 C511

=$0%)$,01'$,.!&%.,01$4!.,)4-17!,;'80!0-%!)'.%!'6!%(%)91$9!(,):%0!61)(4!1$'!).>!7'.10124=0!

8$>%).1$%4!0-,0!01$%!'6!%!D&=TJ!,$>!'0-%)!%(%)91$9!(,):%0!2'8$0)1$94!?10-!10!,!)14%!'6!

2'(7,$1%4!0-,0!,66%20!$'0!'$.!0-%!4%)8208)%!,$>!?'):1$94!'6!09%!,.!%2'$'(3!;80!,.4'!

=^&!=	=$6%201'84!^14%,4%!&%=$4%)!=$40!29!80%
UK#/+ !	U.';,.!K8$>!0'!K19-0!#=^J@!/8;%)28.'414!,$>!+,.!)1,
U^K!	J0'7!/D!L,)0$%)4-17!U.';,.!^)89!K,21.103
U#]=!	U#]=!#..1,$2%
++] !	+%>121$%4!6')!+,.,)1,!]%$0!)%
L#/YNZXY!	L)'9),((%!6')!#77)'7)1,0%!/%2-$'.'93!1$!Y%,.0-N!Z$%!X').>!Y%,.0-
J,;1$!	J,;1$!],221$%!=$401!80%
/D!#..1,$2%	U.';,.!#..1,$2%!6')!/D!^)89!^%5%.'7(%$0
XYZ!U#L!	XYZ!U.';,.!#201'$!L.,$!6')!=$6.8%$E,!],221$%4!

?,4!1$4866121%$0!0'!2'$0-820!,(%!2,.28.,01'$!6')!0-%!7)!7')01'$!'6!2'(7,$1%4!6)'(!%(%)91$9!

(,):%04!1$0-%0!0'0,.!$8(;%) !'6!68$>%)!4<

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/-%)%!,)%4!'(% !.1(10,01'$!4!0'!0-%!>,0@!?-12-!-,5%!1(7.12,01'$4!6')!0-%!2'$2.841'$4!0-,0!2,$!;%!

>),?$!6)'(! 0-%!$,.3414!K1)40.3@!0!-$!0-%!5'.8(%4!7)'28)%>!6)'(! 1$>151>8!2'(7,$1%4!-,4!$'0!

;%%$!2'..%20%>!;%2,84%!'6!01(%!2'$4!0)-!1$!4!(104!0-%!2'$2.841'$4!0-,0!2,$!;%!>),!8!$! !0-%!

)%.,015%!1(7')0,$2%!1'$>151>8!2'(7,$1%4!,4!4877.1%)4!'6!(%>121$%4!,$>!5,221$%4<!J%2'$>.3@!

2'(7)%-%$415%!0,!'$!0-%!$8(;%)!'6!)%.,01'$4-174!0-,0!%,!2-!,.!-%,.0-! 7,)0$%)4-17!4!?10-!

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,228(8.,0%>!1$!0-%!2'8)4%!'6!0-%1)!2,)%%)4-!2$!4@!0!?,4!%C,(1$%?>%0-%)!0-%3!-,>!

419$1612,$0!?'):!%C7%)1%$2%!1$!2'(7,$1%?4!6$!(!(1>>.%1$2'(%!2'8$0)1%4!

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U#]=!14!0-%!'$.3!9.';,.!-%,.0-!7,)0$%)4-17!,$,.34%>!1$!0-14!408>3!0-,0!-,4!,0!%(!8,.!;,.,$2%!'6!

2')7'),0%!;',)>!(%(;%)4!6)'(!.'? *!,$>!(1>>.%1$2'(%!2'8$0)1%4!,$>!-19*1$2'(%!2'8$0)1%4!%!

')9,$14,01'$!)%4%)5%4!'$%!4%,0!6')!5,221$%!7)'>82%)4!6)'(!-19*1$2'(%!2'8$0)1%4!,$>!

'$%!6')!7)'>82%)4!6)'(!-19-*1$2'(%!2'8$0)1%4!-$!,>>101'$@!0-%)%!,)%!O!1$>%7%$>%$0!(%(;%)4!'$!

U#]=h4!9'5%)$1$9!;',)>!?10-!,!;,2:9)'8$>!1$!;841$%44%4!6)'(!-19*1$2'(%!2'8$0)1%4!,$>!

R!?10-!,!;,2:9)'8$>!1$!;841$%44!6)'(!-19*1$2'(%!2'8$0)1%4<!/-%!'$.3!'0-%)!9.';,.!-%,.0-!

7,)0$%)4-17!0-,0!-,4!;',)>!(%(;%)!?10-!,!;841$%44!;,2:9)'8$>!6)'(!,$!%(%)91$9!(,):%0!2'8$0)3!

14!++]!M'80!'6!R!;',)>!(%(;%)4!'5%),..!?10-!,!;841$%44!;,2:9)'8$>!3<

,5,1.,;.%!>,0,!'$!0-%!68$>1$9!;,4%!'6!9.';,.!-%,.07!,)0$%)4-17!4?'!:%3!1$419-04!%(%)9%<!K1)40@!('40!

68$>1$9!4%%(4!0'!')191$,0%!6)'(!0-%!78;.12!4%20')@!$!(0!;,3%)$(%$04!$d')0-!#(%)12,!,$>!

X%40%)$!G8)'7%<!/-%!4%2'$>!(,_')!68$!4%%)!D1..!,$>!+%.1$>!,0%4!K'8$>,01'$<!K8$>1$9!6)'(!

0-%!2'((%)21,.!4%20')!14!419$1612,$0.3!4(,..%)<!/-%!1$419-0!0-,0!a0-%!7)15,0%!4%20')!-,4!$'0!9%$%)

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X10-!)%9,)>!0'!Y=]N#=^J@!0-%!^%2.,),01'$!'6!T'((10(%$0!'$!Y=]N#=^J!7,44%>!;3!H$10%>!d,01'$4!

U%$%),.!#44%(3!1$!OP!R(;>% !,22%44!0'!(%>12,01'$!6')!Y=]N#=^J!,$>!0-%!>%5%.'7(%$0!'6!,!Y=]!

5,221$%!%3!9',.!'6!9.';,.!-%,.0-!9'5%)$,$2%<!/-%!^%2.,),01'$!)%2'9$1E%4!a0-,0!,22%44!0'!

(%>12,01'$!1$!0-%!2'$0%C0!'6!7,$>%(124!482-!,4!Y=]N#=^J!14!'$%!'6!0-%!68$>,(%$04!0%.%(

,2-1%5%!7)'9)%4415%.3!0-%!68..!)%,.1E,01'$!'6!0-%!)19-0!'6!%5%)3'$%!0'!0-%!%$_'3(%$0!'6!0-%!-19-

,00,1$,;.%!40,$>,)>!'6!7-3412,.!,$>!(%$0,.!-%,.0-!0=$!,>>101'$@!0-%!^%2.,),01'$4!0'!

a1$2)%,4%!1$5%40(%$0!1$!,$>!,22%.%),0%!)%4%,%25%!7(%$0!'6!Y=]!5,221$%!4!$!0-%!

6'..'?1$9!3%,)4@!,!2'$4%$484!%(%)9%>!0-,0!9.';,.!,22%44!0'!#&]!0)%,0(%$0!?,4!7441;.%

!

=$!0-%!,)%,!'6!$%9.%20%>!0)'712,.!>14%,4%4@!,!)',>(,7!;3!XYZ!1$!OP"O!1>%$0161%4!7)%5%$0,015

2-%('0-%),73@!1<%<!0-%!>%.15%>!3!1$%4@!,4!0-%!:%3!9.';,.!9'5%)$,$2%!40),0%93!0'!0,2:.%!0-%4%

>14%,4%4/-%!)',>(,7!?,4!%$>')4%>!;3!,!40,:%-'.>%)!9)'87!2'(7)141$9!)%7)%4%$0,015%4!'6!

9'5%)$(%$04@!0-%!7-,)(,2%8012,.!1$>840)3!,$>!9.';,.!-%,.0-!0=$!)%)4-174!$!0-%!\$>'$!^%2.,),01'$!

'$!d%9.%20%>!/)'712,.!^14%,4%4<!/-%!61)40!0-)%%!'6!0-%!^%2.,),01'$h4!4%5%$!2'((10(%$04!,)%!,;'80

,22%44!0'!(%>121$%4<!/-%!^%2.,),01'$h4!g%$>')4%)4h!2'((10!0'!2'$0!'$!%C0%$>!,$>!0,1$@!%C7,$>!,$>!

%C0%$>!7)'9),((%4!0-,0!%$48)%!0-%!$%2%44,)3!4877.3!'6!>!89%!,$>!0)%)5%$01'$4!0'!-%.7!

%),>12,0%!U81$%,!?')(!>14%,4%@!,$>!-%.7!%.1(1$,0%!;3!OPOP!.3(7-,012!61.,)1,414@!.%7)'43@!4.%

412:$%44!q!,$>!;.1$>1$9!0),2-'(,b@!MOS!aJ840,1$@!%C7,$>!,$>!%C0%$>!>)89!,22%44!7)'9),((%4!0'!

%$48)%!0-%!$%2%44,)3!4877.3!'6!>!89%!,$>!0)%)1$0)5%$01'$4!0'!-%.7!2'$0)'.!;3!OPOP!

42-140'4'(1,414@!%!,$4(100%>!-%.(1$0-%4@!T-,9,4!>14%,4%@!5142%),.!.%14-(,$1,414!,$>!)15%)!

;.1$>$%44!M'$2-'2%)21,414Sb@!,$>!MRS!a#>5,$2%!&k^!0-)'89-!7,)0$%)4-174!,$>!7)'5141$!'6!68>1!

61$>!$%C0%)%!'$!0)%,0(%$04!,$>!1$0%)5%$01'$4!6')!$%9.20%>!>14%,4%4b

!

=$!0-%!,)%,!'6!7,$>%(12!7)%7,)%>$%44@!0-%!GH!,>'70%>!,!^%2141'$!'$!J%)>!6!-!)%4!0'!

Y%,.0-!1$!OP"R@!,$>!0-%!GH!Y%,.0-!T'((1441'$%)!-19-.19-0%>@!am0n-%!$%C0!(1.%40'$%!6')!-%,.0-

!

"e

4%28)103!8$>%)!0-14!.%914.,01'$!14!0-%!f'1$0!L)'28)%(%$0!K),(%?'):!#9)%%(%$0q!H$>%)!0-14!

,9)%%(%$0@!+%(;%)!J0,0%4!2,$!q!78)2-,4%@!0'9%0-%)@!5,221$%4!,$>!'0-%)!(%>12,.!2'8$0%)(%,48

$%%>%>!0'!619-0!,!2)'44!;')>%)!-%,.0-!0-)%,0<!/-14!14!0'!%$48)%%0,%)!,!J0,0%4@!;19!,$>!4(,..@!

,)%!,;.%!0'!4%28)%!5,221$%4!,$>!'0-%)!(%>121$%4!6')!0-%1)!7%'7.%!,$>!8$>%)!;%00%)!2'$>101'$4!0-

0-%!7,40$<!J1(1.,).3@!0-%!U.';,.!#201'$!L.,$!6')!=$6.8%$E,!],221$%4!'6!0-%!X').>!Y%,.0-!Z)9,$1E,01'$!

MXYZS!%(7-,414%4!0-%!a$6.8%$E,!5,221$%!>%5%.'7(%$0!,$>!>%7.'3(%$0!,)%!2)1012,.!%.%(%$04!'

7,$>%(12!1$6.8%$E,!7)%7,)%>$%44b

!

/-%!6'284!'$!?1>%$1$9!,22%44!0'!7-,)(,2%8012,.4!,4!,!:%3!7'.123!9',.!1$!9.';,.!-%,.0-!9'5%)$,$2%!-,4!

;%2'(%!(,$16%40!,.4'!,0!0-%!1$4010801'$,.!.%5%.<!+,$3!')9,$14,01'$4!0-,0!(,:%!87!0-%!')9,$14,01'$,.!

.,$>42,7%!'6!9.';,.!-%,.0-!9'5%)$,$2%!0'>,3!,)%!(,$>,0%!?10-!0-%!61$,$21$9@!7)'28)%(%$0!,$>!

>%5%.'7(%$0!'6!7-,)(,2%8012,.4@!,$>!40!'6!0-%(!-,5%!;%%$!2)%,0%!9!16!7)1'>!41$2%!0-%!.,0%!

"ooP4<!

!

T'$2%)0%>!9.';,.!%66')04!0'!(,:%!7-,)(,2%8012,.4!(')%!?1>%.3!,5,1.,;.%@!%47%21,*!,$>!1$!

(1>>.%!1$2'(%!2'8$0)1%4@!,)%!,!)%.,015%.3!$%?!7-%$'(%$'$<!L)1')!0'!0-%!.,0%!"ooP4@!1$0%)$,01'$,

-%,.0-!7'.121%4!6'284%>!.,)9%.3!'$!2")>1$,01$9!$,01'$,.!,2015101%4!6')!0-%!%5%$04!'6!1$6%201'84!>

'80;)%,:4!,$>!0%2-$12,.!981>,$2%!0-)'89-!XYZ<!L%)-,74!0-%!('40!1(7')0,$!0!7)%2%>%$0!6')!,!

9.';,.!(';1.14,01'$!'6!)%4'8)2%4!0'!(,:%!7-,)(,2%8012,.4!?1>%.3!,5,1.,;.%!6$!.'?*!,$>!(1>>.%!

1$2'(%!2'8$0)1%4!0-%!4(,..7'C!%),>12,01'$!7)'9),((%<!D%0?%%$!"oWQ!,$>!"oQo@!5,221$%4!?%)%!

7)'28)%>!,$>!4877.1%>!0'!%$>%(12!2'8$0)1%4!?10-!0-%!68$>1$9!6)'(!XYZ!,$>!%47%21,..3!104!

.,)9%40!>'$')!0-%!H!J<

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L-,)(,2%8012,.4!,)%!>%5%.'7%>!,$>!7)'>82%>!.,)9%.3!1$!0-%(7)(1%)(61(4%20')<!Y%$2%@!;3!

(,:1$9!,22%44!0'!>)894!,$>!5,221$%4!,!:%3!6(2%41123@!9'5%)$(%$04!,$>!9.';,.!-%,.0-!

7,)0$%)4-17-45%!(,>%!0-%(4%.5%-4%7$%>%$0!'$!2'((%)21,..3!'7%),01$97-,)(,2%8012,.!

2'(7,$1%4!0'!%$,;.%!0-%!1(7.%(%$0,01'$!'6!07-1423+')%'5%)@!1$!')>%)!0'!;%!,;.%!0'!7)'51>%!

g8$15%)4,.h!,22%44@!0-%3!>%27(%)21$!.3!'7%),01$92'(7,$1%4!0'!4877.3>)894!,$>!5,221$%4!

,0!%C0)%(%.3!!7)12%d4<

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=$101,..3@!9'5%)$(%$04@!9.';,.!7)0$%)4-1774

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H$01.!)%2%$0.3@!-'?!%5%3!@1>!$'0!-,5%!0-%!0%2-$'.'912,.!,$>!61$,$21,.!2,7,;1.101%4!0'!>%5%.'7!

$%?!

!

#!D),E1.1,$!;1'0%2-!%$0)%7)%$%8)@!?-'!14!210%>!;3!&%E,1%!,$!;)28%>!98%04a0-%!

1$2)%,41$9!,00%$01'$!0'!$%9.%20%>!>14%,4%4!;3!7)'(1$%$0!$'$7)'6104q!7)%4%$04!D),E1.1,$!J+G4

,$>!(%>18(*41E%>!2'(7,$1%4n!?10-!,$!1>%,.!'77')08$1%!$!87!0-%1)!1$0%)$,01'$,.!.1$:,9%4b<!

#!408>3!'$!=$>1,$!;1'0%2-!2'(7,$1%4!6'8$>!0a61)(4!,)%!1$0%)%40%>!1$!?'):1$9!?10-!m9.';,.!-%,.0-!

7,)0$%)4-174n!6')!,22%44!0'!0-%1)!%C7%)014%!,$>!)%4'8)2%4!1$!0,2:.1$9!9.';,.!-%4!-%!1448%4b

^%5%.'71$9!T'8$0)%4!],221$%4!+,$86,208)%)4!d%0?'):!M^T]+dS@!,$!,..1,$2%!'6!OQ!5,221$%!

7)'>82%)4!6)'(!"e!.'? *!,$>!(1>>.%1$2'(%!2'8$0)1%4@!$,(%4!a40)%$90-%$1$9!,$>!%$-,$2%(%$0!'6!

0%2-$'.'93!q@!%$2'8),9%m1$9n!2'$01$8,01'$!'6!)%4%,)2-!,$>!>%5%.'7(%$0!%66')04!q@!,$>!

6,21.10%0m1$9n!1$$'5,015%!('>%.4!'6!'?$%)4-17!'6!-%,.0-!)%.,0%>!1$0%..%208,.!7)'7%)03bMf,>-,5!%0!

OPPoA!"WWS!,4!:%3!,1(4!'6!0-%!d%0?'):<!=$>%%>@!?-%$!^T]+d!?,4!6'8$>%>!1$!OPP"@!am1n0!?,4!

2-,$91$9!2'$2%701'$4!'6!0-%!)%.,01'$4!;%0?%%$!78;.12!,$>!7@15'0%6!?-12-!-,5%!0-%1)!)''04!

CC1S

,$>!7)'5141'$!'6!61$,$21,.!)%4'8)2%!$!0!,80'(,012,..3!98,),$0%%!1$6.8%$2%!0!%$2%)0,1$.3!2,$!

'7%$!>")4!,$>!9%$%),0%!,22%44!0'!1$6')(,01'$!0!,01(7')0,$0!0'!1$6.8%$2%!7<!123

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*(.:6='&(.;$ A+,6&:-4&(.'$)(/$16(7-6$"#-64"$1(9#/.-.:#$

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X-,0!,)%!0-%!(7.12,01'$4!'6!0-14!,$,.3414!!6'.';,.!-%,.0-!9'5%)$,$2%r!/-%!2'$2.8>1$9!4%201'$!

,)98%!0-,0!0-%!1$2)%,41$9!1$5'.5%(!%$0,)(,2%8012,.!2'(7,$1%4!6)'(!%(%)91$9!(,):%04!1$!

9.';,.!-%,.0-!9'5%)$,$2%!2,$!;%!1$0%)7)%0%>!,4!,!>%,>%>!4?')!2$!0-%!'$%!-,$>@!01%

1$2)%,41$9!1$5'.5%(!%$0

08)$!0'!4877.1%)4!6)'(!%(%)91$9!(,):%04<!B%0@!?-1.%!%(%)91$9!(,):%0!2'(7,$1%4!(,3!;%!,;.%!0'!

7)'>82%!,0!.'?%)!7)'610!,)91$4!0-,$!0-%1)!2'8$0%)7,)04!1$!X%40%)$!G8)'7%!,$>!0-%!HJ@!0-%3!0''!,)%

7)'610!)1%$0%>!')9,$14,01'$4!7,)0$%)4-17!.,$98,9%!84%>!0'!>%!(2)31'%!0-%!$%?!

')9,$14,01'$4!1$!9.';,.!-%,.0-!2,$!';428)%!0-%!6,20!0-,!2'(7,$1%4![!1$2.8>1$9!%(%)91$9!(,)!%

61)(4![!%$9,9%!1$!';,.!-%,.0-!7,)0$%)4-174!6')!2'((%)21,.!)%,4'$4<!/-%3!,)%!$'0!7)%>'(1$,$0.3!

7,)0$%)4!1$!9.';,.!-%,.0-!;80!61)40!,$>!6')%('*!!)$!!!7,)0$%)4!1$!0-%!.%9101(,0%!78)4810!'6!7)'610

6')!0-%1)!'?$%)!40!14!0-%)%6')%!$'0!48)7)141$9!0'-,!1$9!$8(;%)!'6!7-,)(,2%8012,.!2'(7,$1%4!

6)'(!%(%)91$9!(,):%04!)%!)%47'$>1$9!0'!0-%!2'$01$8'84!7)127!%448)%!6)'(!9.';,.!-%,.0-!

7,)0$%)4-17!7410-!2'$2%)$<!

!

/ -%!0%$41'$!;%0?%!0%$! -%,.0-!7'.123!9',.4!

0-%!2'404!,$>!)14:4!'6!7)'>821$'9-4 !6')!?-12-!0-%!(,):%0!14%)3!(,..!') !8$7)%>120,;<%-6!9.';,.!

-%,.0-!9'5%)$,$2%!14!!78)48%!0-%,. !'6!7)'51>1$9!,22%44!0'!%44%$01,.!(%>$121$2!41$%4!

9.';,..3!,$>! 0'!4840,1$!0-%!4822%44%4!,.)%,>3!,2!%!5%4!$5%40(%!6)(!0-%!78;.121$!0-%!

>%5%.'7(%$07!-8201'$!,$>!7)'28)%(%$0'6!(%>121$%4!,$>!5,221$%4!'$'0!.%,4!%!0%)!78;.12!

1$5%40(%$07!%!5%$01'$!

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