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QA?>LAHBL?><@B@/%M%AK<BGHC%<BI aA?%>PN<M?>M-GHAB@DH= %E>GR>>B%Q<CNMGF%<BI %GNI >BG@%HB%GD>%
HB@G?NCGHAB<MCA0B>PG%<?>%#ADHEHG>I :%) A%Q<CNMGF%<K>E>?%D<MMD<J>%>?AK<BGHC%<BI aA?%>PN<M%
>M-GHAB@DH=%CAB@>B@N<M%?%AGD>?RH@>/%RHGD%#%GNI >BG%RDA%#>B?AMM>I %B%#CAN?@>%E>HBL%G<NLDG%EF%GD>%
Q<CNMGF%<K>E>?%A?%RDA@>%C<I >KHC%RA?U%#E>HBL%N=>?JH@>I %I H?>CGMF%A?%BI H?>CGMF/%EF%GD>%Q<CNMGF%
K>K>E>?%'I AK<BGHC%<BI aA?%>PN<M?>M-GHAB@DH= %E>GR>>B%Q<CNMGF%<BI %GNI >BG@%GD<G%ACCN?%ANG@HI >%A0%GD>%
HB@G?NCGHAB<M%?%N=>?JH@A?%F%ACBG>PG%K<F%#A%#<I %A%I HQHCNIGH@%:'D>%<F%K K>G?F%A0%GD>%Q<CNMGF0@GNI >BG%
>M-GHAB@DH=%C<B%<I %A%<%#AG>BGH<MF%P=MAHGU>?>M-GHAB@DH=:%OD>?>%@NCD%<?>M-GHAB@DH=%#PH@G/%GD>%
3BIJ>?@HGF%RHHMB%>B>?<IME>%NB@FK=<GD>GHC%GA%>%I >Q>B@>%E<@>I %N=AB%#CAB@>BG%RD>B%GD>%Q<CG@%<G<EIM@D%
GD<G%<%#AQ>@#HAB<M%Q<CNMGF0@GNI >BG/%G<00/%GNI >BG/%A?%CA<CD0@GNI >BG%#AR>?%I HQQ>?>BGH<M%PH@G>I %RHGDHB%GD>?>M-GHAB@DH=:%

"D>%3BIJ>?@HGF%?>@>?J>@GD>%HLDG%GA%K=A@>%BF%#>J>M%A0%<BCGHAB%?<BLHBL%?AK%>?>HK<BI %N=%GA%<BI %
HBCMI HBL%N=>B@HAB%A?%P=NM#HABaG>?KHB<GHAB%QA?%BF%A0Q>B@>%NBI >%GDH@%#AMCF: %

6A?C>WGD>%N@>%A?%GD>><G%A0%#DF@HC<M%JHAM>BC>%GA%AJ>?CAK>%<B%BI HJHI N<M%Q?>>I AK%A0%RHHM%
GA%CDAA@%RD>GD>?%GA%#<?GHCH=<G>%B%#>PN<M%CGHJHG: %
-A>?CHABWNB?><@AB<EIM%#>?@N?>%QA?%>PN<M%CGHJHG: %A>?CHJ>%CABI NCG%I HQQ>?@Q?AK%
@>I NCGHJ>%CABI NCG%#<@>I %B%Q<CGA?@#NCD%#%GD>%GF=>%BI aA?%PG>BG%A0%GD>%#>@N?>%N@>I %
GA%EG<HB%#CAB@>BG: %A>?CHAB%#<B%#BCMI I >%#RHI >%<BL>%A0%#>D<JHA?@#BCMI HBL%
K<BH=NM<GHAB/%#>@N?HBL/%<BI %C<VAMBL: %OA?I @A?%CABI NCG%K<F%#CAB@GHNG>%CA>?CHAB%Q%
GD>F%K=<H?%BAGD>%BI HJHI N<M%Q?>>I AK%A0%RHHM<BI %EHMGF%GA%CDAA@%RD>GD>?%A?%BAG%GA%
>BL<L>%B%#>PN<M%CGHJHG: %OD>B%#AK>AB>%K<U>@%CM><?%GD<G%GD>F%I A%BAG%R<BC%GA%BL<L>%
HB%#>?G<HB%#>PN<M%CGHJHG/%GD<G%GD>F%R<BG%GA%#GA=%A?%GD<G%GD>F%I A%BAG%R<BC%GA%LA%#<@G%#
C>?G<HB%#>A#B%#A0%#>PN<M%BG>?<CGHAB/%CABGHBN>I %#>@N?>%E>FABI %GD<G%#>A#B%#<B%#CAB@GHNG>%
CA>?CHAB: %
-AB@>BGWCAK KNBHC<GHAB%GD<G%#CM><?%#JBARHBL/%<BI %JAINBG<?F: %AB@>BG%#<CGHJ>%BAG%
=<@#J>: %H#BC>/%B%<BI %A0%#>M/%C<BBAG%#>MBG>?>?>G>I %C@CAB@>BG: %AB@>BG%K<F%#>%LJ>B%
EF%RA?I @A?%CGHAB@/%#MABL%#%GDA@%RA?I @A?%CGHAB@%#><G>%KNGN<MF%NBI >?@G<BI <EIM%#

CM><?%=>?KH@HAB%?>L<?I HBL%RHMMBLB>@@%GA%BL<L>%B/%<BI %GD>%CABI HGAB@%A0/%>PN<M%
<CGHJGF:~AB@>BG%GA%AK%>%>PN<MCABG<CG%NCD%<@UH@HBL%A?QABI MBL%<BBAG%E>%=?>@NK>I %
GA%E>%CAB@>BG%QA?%AGD>?%>PN<M%CGHJGF%NCD%<@MBG>?CAN?@>:%'D>%PH@G>BC>%A0%<%CN??>BG%A?%
=>?>JHAN@HBGHK<G>%?>M-GHAB@DH=%@BAG%NQQCH>BG%GA% CAB@GHNG>%CAB@>BG:%
#BC<=<CHG<GHABW#BC<=<CHG<GHAB%@%<%G<G>%RD>?>%B%BI IJHI N<MC<BBAG%<U>%B%BQA?K>I %
<BI %?<GHAB<M% >CH@HAB%GA%BL<L>%B%>PN<M%CGHJGF%E>C<N@>%D<G%BI IJHI N<MM-CU@%CAB@CHAN@%
UBARM>I L>%A0%GD>%B<GN?>%A0%GD>%CG%NQQCH>BG%GA%NB I >?@G<BI %GD>%RDA/%RD<G/%RD>?>/%
RD>B/%RDF%A?DAR%A0%GD>%>PN<M%BG>?<CGHAB/%<BI aA?%@%DF@HC<MF%D>M=M@@%?I B%BI IJHI N<M%
H@%M%A% CAB@HI >?>I %BC<=<CHG<G>I /%<BI %GD>?>QA?>NB%GA%LJU>%CAB@>BG/%RD>B%<M>=>/%
NBCAB@CHAN@%A?%AGD>?RH@>%NB<R<?>%A?%NBC>?G<HB%GD<G%>PN<M%CGHJGF%@%ACCN??HBL:%
#BC<=<CHG<GHAB%K<F%<M%A?>@NMG%?AK%GD>%N@>%A0%MCADAM%<BI aA?%AGD>?%?NL@%<e>HBL%
HBGAPHC<G>I %A?%K=<H?>I %EF%?NL@%A?%MCADAM%J>?<B%>PCN@>%<BI %A>@BAG%I HKHBH@D%GD>%
>?>@=AB@HEHNGF%GA%AEG<HB% CAB@>BG:%

#B%<I I HGAB%GA%GD>%QA?K@%A0%>PN<MD<?<@K>BG%I >@C?HE>I %NBI >?% <EAJ>/%RDHCD%<?>%
CAJ>?>I %EF%"HGM%#\$/%GD>%3BIJ>?@HGF%<M%A%?ADHEHG@%GD>%QAMARHBL%A00>B@>@%<QA?K@%A0%>P%<BI %L>BI >?0E<@>I %
D<?<@K>BG%GD<G%K<F%E>%RHGDHB%A?%ANG@HI >%A0%<HGM%#\$/%<BI %K<F%BCMI >%CGHAB@%E<@>I %N=AB%<B%BI IJHI N<M@%
<CGN<MA?%=>?C>IJ>I %K>KE>?@DH=%B%<%=?AG>CG>I %CM@@%'D>F%BCMI >%ENG%<?>%BAG%MKHG>I %A%GD>%QAMARHBLW

] :%4>PN<M%P=MAHG<GHAB%@%I >QHB>I %<%<UHBL%BABCAB@>B@N<MA?%<EN@JU>%>PN<M%I J<BG<L>%A0%<BAGD>?%
QA?%GD>H?%ARB%E>B>QHG%A?QA?%GD>%E>B>QHG%A0%<BFAB>%AGD>?%GD<B%GD>%=>?@AB%E>HBL%P=MAHG>I /%<BI %GD<G%
CABI NCC%I A>@BAG%AGD>?RH@>%CAB@GHNG>%>PN<MD<?<@K>BG%NBI >?%DH@%=AMCF:%'P<K=M@%A0%4>PN<M%
*P=MAHG<GHAB%BCMI >/%ENG%<?>%BAG%MKHG>I %A%W

]Q:~<N@HBL%A?%GG>K=GHBL%GA%<N@>%GD>%MBC<=<CHG<GHAB%AQ%<BAGD>?%=>?@AB%GD?ANLD%MCADAM%I ?NL @/%A?%<BF%AGD>?%K><B@%QA?%GD>%N?=@A@%AQ%CAK=?AKH@HBL%GD<G%=>?@AB`@%EHMGF%GA%LJU>%CAB@>BG%GA%>PN<M%<CGHJHG/%A?%QA?%GD>%N?=@A@%AQ%<UHBL%GD<G%=>?@AB%W%NMB>?<EM%GA%BABOCAB@>B@N<M%>PN<M%<CGHJHGFS%

]L:%5H@<==?A=?H<GHAB%AQ%<BAGD>?%=>?@AB`@%M I >BGHGF%AB%<==@%R>E@G>@/%A?%AGD>?%W>BN>@%I >@HLB>I QA?%I <GHBL%A?%>PN<MCABB>CGHAB@S%

]D:%* KAGHAB<MF%EM<CUK<HMBL%A?%QA?%CHBL%<=>?@AB%GA%<U>%B%CGHAB%L<HB@G%GD<G%=>?@AB`@%RHMEF%GD?><G>BHBL%GA%>DAR/%A@G/%A?%D<?>%BQA?K<GHAB/%HI >A/%NI HA/%A?%B%WK<L>%GD<G%I >=HCG@%GD>%=>?@AB`@%BNI HGF%A?%>PN<M%<CGHJHGFS%

]H:%gBARHBLIF%AMCHGHBL%<%<HBA?%QA?%>PN<M%<CGHJHGFS%

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]M:%*D?><G>BHBL%A?%C<N@HBL%DF@HC<MD<?K/%PG?>K>%J>?E<M%>KAGHAB<M%A?%=>FCDAMALHC<M%<EN@>/%A?%AGD>?%CABINCC%RDHCD%GD?><G>B@%A?%BI <BL>?@%D>%D><MGD%A?%>Q>GF%AQ%<BF%=>?@ABS%

]K:%2H@C?HKHB<GA?%FD<?<@K>BG%GD<G%M%>P%A?%L>BI >?0E<@>I %BI %M%BAG%<G>LA?HZ>I %A?%M@G>I %EAJ>/%ENG%<F%<CAB@H@G%AQ%<CGHAB@%GD<G%I >=?HJ>/%MHKHG/%A?%I >BF%>I NC<GHAB<MAA?%>K=MAFK>BG%<CC>@@/%E>B>QHG@/%A?%A?%A==A?GNBHGH>@%GA%>GNI >BG@%A?%>K=MAF>>@%A?%AG>BGH<M@GNI >BG@%A?%>K=MAF>>@.%

]B:%eNMFHBL%GD<G%M%>=><G>I %BI aA?%>J>?>%BI %MBJAMU>@%LL?>@HJ>%E>D<JHA?%GD<G%M%>MU>MF%GA%HBGH<HI <G>%A?%GA%MBG>BGHAB<MF%DN?G/%CABG?AM%A?%I HKHBH@D%<BAGD>?%=>?@AB%DF@HC<MF%<BI aA?%K>BG<MFS%

]A:%#BGHKHI <GHAB%GD<G%<CAB@H@G%>A@%P=MCHG%A?%MK=MCHG%GD?><G@%A?%CG@%GD<G%<N@>%B%NB?><@AB%Q><?%AQ%>D<?K%MB%<BAGD>?%:

&:%7<ZHL%BCINI >@%>POE<@>I %CG@%MU>MF%GA%<N@>=>DF@HC<MAA?%=>FCDAMALHC<MD<?K%A?%>ACH<MAA@G?>CH@K%GA%<BF%=>?@AB%RHGDH%GD>%3BIJ>?@HGF%CAKKNBHGF/%RD>B?>M<G>I %GA%GD>%I KH@HAB/%MBHGH<GHAB/%M>I LHBL/%VAHBHL/%A?%<BF%AGD>?%L?AN=0<QOHM<GHAB%<CGHJHGFS%:

[:%9HAM<GHAB%AQ%<BF%AGD>?%3BIJ>?@HGF%AMCH>@%K<F%<MAA%<CAB@HGNG>%>P%A?%L>BI >?0E<@>I %I H@C?HKHB<GHAB%RD>B%>%HAM<GHAB%>KAGHJ<G>I %EF%<CGN<MAA?%=>?C>HJ>I %K>K>E>?@DH=%MB%<=>AG>CG>I %CM@@/%BI %GD>%>@NMG%H@%>%I H@C?HKHB<GA?%MHKHG<GHAB%A?%I >BH<MAA%>K=MAFK>BG%A?%>I NC<GHAB<M%<CC>@@/%E>B>QHG@/%A?%A==A?GNBHGH>@.%

4<BCGHAB@QA?%GD>%EAJ>0MH@G>I %=?ADHEHG>I %CABINCC%<F%<BL>%Q?AK%>=?HK<BI %GD?ANLD%>P=NMHABaG>?KHB<GHAB:%

) A%BI HJHI N<M%<F%<MBGHKHI <G>/%GD?><G>B/%CA>?C>/%A?%I H@C?HKHB<G>%<L<HB@G%<BF%>BI HJHI N<M%>QA?%GD>%N?=@A@%AQ%HBG>?Q>?HBL%RHGD%<BF%>HLD%GA?%=>?HJHM>L>%>CN?>I %EF%<DH@%>AMCF%A?%E>C<N@>%<B%>BI HJHI N<M%<@%K<I >%<=>A?G%A?QA?K<MCAK=M<HBC/%G>@GH>I /%<@H@G>I %A?%=<?GHCH=<G>I %A?%>QN@>I %GA%=<?GHCH=<G>%B%<BF%<K<BB>?%B%<B%HBJ>@GHL<GHAB/%>AC>>I HBL/%A?%D><?HBL%NB I >?%GDH@%>AMCF:%1 >G<M<GHAB%<B%>E>%CAKKHGG>I %EF%A?%<L<HB@G%<BF%HB I HJHI N<M%>A?%L?AN=%AQ%BI HJHI N<M%<BI %BAG%N@G%<1 >@=ABI >BG%A?%>AK=M<HB<BG:%

9HCGHK% @#G<BC>%>?JHC>@/%(<UM<BI %-ANBGF%+?A@>CNGA?p@%(QQHC>% X&\dY%_d0' i ' i %

(Q3%J%9Tc3?J%#51p)

&:% ! JAH I %DAR>?HBL/%E<GDHBL/%R<@DHBL%D<BI @/A?%Q<C>/%A?%I ANCDHBL%Q%#A@#HEM>%ENG%>JHI >BC>%K<F%GMM%
E>%CAM>CG>I %>J>B%Q%GDH@%ACCN?@:%
[:% ""?F%BAG%GA%N?HB<G>:%
\:% #0%A?<M@>PN<M<CABG<CG%AAU%#M<C>/%?>Q?<HB%Q?AK%K<AUHBL/%<GHL/%I ?HBUHBL/%A?%E?N@DHBL%>>GD:%
_:% #0%CMAGD>@%<?>%CD<BL>I /%#M<C>%@AHM>I %CMAGD>@%MB%#<=>?%E<L%BI %BAG%#M<@GHC%<L%RDHCD%I >@G?AF@%
>JHI >BC>%A?%>CN?>%>JHI >BC>%CABG<HB>?>:%
^:% 4>>UHBL%<K>I HC<MG?><GK>BG%<B%E>%>@>BGH<M%>J>B%Q%MG%#BAG%QA?%GD>%#N?#A@>@%A%Q%CAM>CGHBL%
QA?>B@HC%>JHI >BC>:%

!"#\$%&'(\$0) *2#!) "'(%) +\$006'7) %&3*3" 4!" 7) %&3*'%\$0) *2#!) "' 8(%) +\$00'3'3" 4'
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]:% "D>%3BIJ>?@HGF%#?AJHI >@%QA?K<M?>@AMNGHAB%#?AC>@%UBARB%#%#?AC>@%I %RDHCD%#%I >@C?HE>I %
E>%AR%#B%] <:%<@>I %AB%3:4:%-61%]' ^: [' /%>?G<HB%GF=>@%A%Q%#M>L>I %>PN<MA?%L>BI >?0E<@>I %
D<?<@>K>BG%#A?%I H@C?HKHB<GHAB%#A%Q%#K>KE>?%A%Q%#%#?AG>CG>I %M<@%#?>%BAG%#BCMI >I %B%GDH@%A?K<M%
1>@AMNGHAB%#?AC>@%#BI %>?>%B@G><I %?>LNM<G>I %EF%#>=<?<G>%QA?K<M?>@AMNGHAB%#?AC>@%#G%GD>%
3BIJ>?@HGF%GD<G%#MF%AB%#D>%5C) HCDAM%#C<K=N@QA?%NBI >?L?<I N<G>%BI %L?<I N<G>%GNI >BG@%#AB%
GD>%IHJ>?Q?ABG%#C<K=N@QA?%#R%#GNI >BG@%#BI %AB%GD>%-A?UGARB%#C<K=N@QA?%I >BG<M%GNI >BG@%#HBU@%
GA%#>=<?<G>%QA?K<M?>@AMNGHAB%#?AC>@%#%>%I >@C?HE>I %E>%AR%#B%] E:%I I HGAB<MF/%E<@>I %AB%3:4:%
-61%]' ^: [' /%>?G<HB%GF=>@%A%Q%#M>L>I %>P%#BI %L>BI >?0E<@>I %D<?<@>K>BG%#BJAMUHBL%#K=MAF>>@%#?>%
BAG%#>LNM<G>I %EF%#?AC>@%#%#HBU@%GA%#K=MAF>>%QA?K<M?>@AMNGHAB%#?AC>@%#%>%I >@C?HE>I %E>%AR%
HB%] E:%
<:% "D>%3BIJ>?@HGF%#RHM%#CG%AB%#BF%QA?K<M?>@AMNGHAB%#?AC>@%#B@A?K<M?>@AMNGHAB%#?AC>@%#BAGHC>%A?%CAK=M<HBC%#K<I >%NBI >?%GDH@%#AMCF%
<M>LHBL%#>PN<MD<?<@>K>BGS%#>PN<M%#>@>NMG%#G<MUHBL%#I AK>@GHC%#HAM>BC>%A?%I <GHL%#HAM>BC>%D<G%#%
LAJ>?B>I %EF%3:4:%-AI >%A%Q%>I >?<M%1>LNM<GHAB/%-61%]' ^: [' %EF%#>=M<C<GHAB%#A%Q%GDH@%QA?K<M?>@AMNGHAB%
#?AC>@%UBARB%#%#?AC>@%#%#% :%
E:% 6A?%#M>L<GHAB%#A%Q%#>P%#A?%L>BI >?0E<@>I %D<?<@>K>BG%#D<G%#?>%BAG%#LAJ>?B>I %EF%3:4:%-AI >%A%Q%
6>I >?<M%1>LNM<GHAB/%-61%]' ^: [' /%D>%3BIJ>?@HGF%#RHM%#GHMZ>%#>=<?<G>%3BIJ>?@HGF%#?AC>@%#%GD<G%
<==MF%#A%GD>%GF=>@%A%Q%#>PN<MD<?<@>K>BG%#BI aA?%AGD>%#CABI NCG%#BAG%#LAJ>?B>I %EF%3:4:%-AI >%A%Q%
6>I >?<M%1>LNM<GHAB/%-61%]' ^: [' %BI %-61%]' ^: _%

\:%A?%CAK=MkHBG@%BJAMUHL%>BG<M%GNI >BG?>@=ABI >BG@/%GD>%2>BG<M%5>?CF%4CDAAM%Q%2>BGH%G?F%
! C<I >KHC%+AMCF%7<BI EAAU%<==M>@M%

DGG=@%aa! >BG<MNI K>?CF:>I NaqQHM>@a=I Qa! C<I >KHCq+AMCH>@q7<BI EAAU:=I Q%

C:% * <CD%AO%GD>%<==M%3BIJ>?@HGF%-AI >@%M%G>I %EAJ>%M%A%K<F%E>%N@>I %A%?>@AMJ>%M%L<GHAB@%AO%
CAMK<G>?<M%K%H%CABI NCG%NCD%<%J<BI <M%K%?%DF@HC<M%EN@>%AO%<BAGD>?%<%GRA%YBAB0>PD<N@GHJ>%
>P<K=M>@%AO%<CABI NCG%?%<=<GG>?B%AO%E>D<JHA?%GD<G%K<F%ACCN?%M%<CABVNBCGHAB%RHGD%?>@AMNGHAB%AO%
<M%L>I %>PN<M%A?%L>BI >?0E<@>I %D<?<@K>BG%A?%I H@C?HKHB<GHAB%AO%<%K>KE>?%AO%<=?AG>CG>I %CM@@:%

I :% -AK=MkHB<BG@%BI %1>@=ABI >BG@%RDA%I >@?>%D>%<@H@G<BC>%AO%GD>%3BIJ>?@HGF%MB%Q<CHMG<GHBL%
HBQA?K<M%?>@AMNGHAB%AO%<B%<M%L<GHAB%AO%>PN<M%A?%L>BI >?0E<@>I %D<?<@K>BG%A?%I H@C?HKHB<GHAB%AO%<%
K>KE>?%AO%<=?AG>CG>I %CM@@%K<F%M<CG%G%A%=?AC>>I %NBI >?%+?AC>@%e/%BQA?K<M%1>@AMNGHAB/%RHGD%
AB>%PC>=GHAB:%+?AC>@%e%K<F%BAG%E>%NGHMZ>I %A%?>@AMJ>%>PN<M%A?%L>BI >?0E<@>I %D<?<@K>BG%A?%
I H@C?HKHB<GHAB%AO%<%K>KE>?%AO%<=?AG>CG>I %CM@@%M%L>I %L<HB@G%<B%K=M%AF>>?>@=ABI >BG%EF%<%
@GNI >BG%CAK=MkHB<BG:%

3=AB%?>C>H=C%AO%<%CAK=MkHBG%A?%BAGHC>%GA%GD>%HGM>#%\$%-AA?I HB<GA?%AO%<B%<M%L>I %HAM<GHAB%AO%GD>%+AMCF/%GD>%
3BIJ>?@HGF%RHMM<CABI NCG%<=?AK=6%BHGH<M%<@>@>K>BG%A%I >G>?KHB>%GD>%B>PG%G>=@GD<G%GD>%3BIJ>?@HGF%RHMM%
B>>I %A%<U>:%''D>%3BIJ>?@HGF%RHMM<BHGH<G>%<G%M><@G%AB>%AO%GD?>>?>@=AB@>@M%

<:% (QQ>?HBL%N==A?GHJ>%K><@N?>@%E>C<N>%GD>%-AK=MkHB<BG%I A>@%BAG%R<BG%GA%QHM>%<%A?K<M%
-AK=MkHBGS%

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#0%-%QA?K<MCAK=M-HBC%W@?>C>U>I /%GD>'HGM-%#\$- AA?I HB<GA?/%A?%->=NGF%'HGM-%#\$- AA?I HB<GA?/%RA?U@%
RHGD%GD>-% AK=M-HB<BG%GA%K<U>%N?>%GD<G%GD>%CAK=M-HBC%W@%CAK=M-B>I %BI %GD>B%<@>@>@%G@%
@NQQCH>BCF%<@?>TNH?>I %EF%-61%]' ^: [' :%
"D>%HGM-%#\$- AA?I HB<GA?/%A?%->=NGF%'HGM-%#\$- AA?I HB<GA?/%><CD>@%ANG%GA%GD>-% AK=M-HB<BG%GA%
AQQ>?%N==A?GHU>%K><@N?>@.%
"D>%HGM-%#\$- AA?I HB<GA?/%A?%->=NGF%'HGM-%#\$- AA?I HB<GA?/%RA?U@%RHGD%GD>-% AK=M-HB<BG%GA%>B@N?>%
GD>F%>?>%R<?>%A0%GD>%HLDG%GA%D<J>%<B% I JH@A?:%
"D>%HGM-%#\$- AA?I HB<GA?/%A?%->=NGF%'HGM-%#\$- AA?I HB<GA?/%RA?U@%RHGD%GD>-% AK=M-HB<BG%GA%
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o #0%-%N==A?GHU>%BI %>K>I H<M?>@=AB@>%@%>?>Q>??>I /%GD>'HGM-%#\$- AA?I HB<GA?/%A?%->=NGF%'
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GD>%>TN>@G%BI %<CHMG<G>@%K=M-B>K>BG<GHAB%A0%>TN>@G>I %K><@N?>@.%
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@CA=>%A0%'HGM-%\$W%
■ #0%G%I A>@%GD>'HGM-%#\$- AA?I HB<GA?/%A?%->=NGF%'HGM-%#\$- AA?I HB<GA?/%RHMWBHG<G>%
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■ #0%G%I A>@%BAG%GD>'HGM-%#\$- AA?I HB<GA?/%A?%->=NGF%'HGM-%#\$- AA?I HB<GA?/%
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I >BG<M%GNI >BG@%<BI %K=M%AF>>@.%
■ 2H@KH@%MA0%CAK=M-HB%NBI >?%GD>%&' &' %HGM-%\$?>LNM<GHAB%I A>@%BAG%MHK%GD>%
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D<?<@>K>BG%A?%I H@C?HKHB<GHAB%A0%<K>KE>?%A0%<=>AG>CG>I %CM@%<@%I >@C?HE>I %
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e<@>I %N=AB%['\%-61%+<?G%]' ^/%GD>%3BIU>?@GF%<N@G%I H@KH@%QA?K<MCAK=M-HB%GA?%<BF%<M>L<GHAB%
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1>@=ABI >BG:%

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, H@%AQ%#<J<HK%#N==A?G%#<>@N?>@%I >@C?HE>I %HB%I: %AQ#BG>?HK%# AMCF%#
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! B%#B@G?NCGHAB%GA%#?>@>?J>%#BF%#JHI >BC>%#GD<G%#%I H?>CGMF%?>M<G>I %GA%GD>%BC>%

"D>%HGM>#\$\$-AA?I HB<GA?/%A?%2>=NGF%'HGM>#\$\$-AA?I HB<GA?/%RHHWJ>G%GD>%-@HLB>I #BJ>@GHL<GA?X@%GA%>B@N?>%
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D><?HCI D6>>BDCB/>>BDCJAF1. 3O4Td[(RE) -1(M) -2(@O9) -1(G) -1(A) K=<CG%GA@O9GF%I @%<-2(?-1(H) <?HCI D6>>BDC

"D>%7><?HBL%(QQHC>?%A<F%I H@CN@%?>M>J<BC>%RHGD%GD>%I I JH@A?@%M%GD>%7><?HBL%(QQHC>?%RANMI %MU>%GA%I A%@A%WB%
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-AA?I HB<GA?:%

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+?>@HI >BGQA?%I C<I >KH%CI QQ<H?@%S%BI aA?%7NK<B%1 >@AN?C>@%I @ACH<G>%9HC>%+?>@HI >BG%:

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) AGHC>%AQ%(NGCAK>%E<@>I %AB%GD>%2>IME>?<GHAB%G<G>K>BG%RDHCD%GD>%HGM%#F\$% AA?I HB<GA?%RHMMA% K<HMG
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