

=AB@C:FVO
4;O <548G=>3> 70AB>AC20==O ?@5?0@0BC

!□
(SPASGO)

!::04 ;V:0@AL:>3> 70A>1C:

4VNG0 @5G>28=0: ?0@0F5B0<>;, 48F8:;>E;>@84;

1 B01;5B:0 E;>@84C 20 <3;

4>?>28=8: :@>E<0;L :C:C@C47O=89, 65;0B8=, =0B@VN <5B8;?0@015= (E 219), =0B@VN

?@>?V;?0@015= (E 217), =0B@VN <5B01VAC;LDVB (E 223), ?>;V2V=V;?V@>;V4>= (-30), <03=VN
AB50@0B, B0;L:, =0B@VN :@>E<0;L3;V:>;OB.

V:0@AL:0 D>@<0. "01;5B:8.

"01;5B:8 :@C3;V, ?;>A:V, 1V;>3> 01<0965 1V;>3> :>;L>@C, 7 @8A:>N 7 >4=>3> 1>;C, 7 D0A:>N.

0720 B0 465==O 70O2=8:0.

\$;0 \$0@<0ALNB8:0;A B4.

7/1, >@?>@59B 0@:, !V>=-"@><109 >04, '5<1C@, C<109 400071, =4VO.

0720 B0 465==O <0@:5BCNG>W :>

=0=B0 54V:50@ B4.

!LNB 1, 2 !B59H= >@B,04, \$C;E0<, >=4>=, !?>;CG5=5 >@>;V2AB2>.

\$0@<0:>B5@0?52B8G=0 3@C?0. =0;35B8:8 B0 0=B8?V@5B8:8. 0@0F5B0<>;, :<1V=0FVW 157

?A8E>;5?B8:V2. >4 TC N02B E51.

0@0F5B0<>; 4VT O: 7=51>;N20;L=89 B0 60@>7=86C20;L=89 70AV1. =0;35B8G=0 B0 60@>7=86C20;L=0
4VO ?0@0F5B0<>;C (=5>?V0B=>3>, =5A0;VF8;0B=>3> 0=0;35B8:0) ?>2O70=0 7 2?;82<< ?@5?0@0BC =0
F5=B@ B5@<>@53C;OFVW C 3V?>B0;0AB03;0=48=V2.

8F8:;>E;>@84 B@5B8==89 0;V=5@3VG=C 0:B82=VABL V 7=86CT B>=CA 3;045=L:>W:CT

0=B03>=VAB8G=C 0:B82=VABL. 8F8:;>E;>@84 281V@:>2> ?0@0;V7CT -E>;V=>@50:B82=V

AB@C:BC@8, 1;>;CNG8 ?5@540GC VAB30=3;V>=0@=8E E>;V=5@3VG=8E =5@2V2 =0 V==5@2CNGV

=8<8 5D5:B>@=V >@30=8. !?@8G8=OT @>7A;01;5==O 3;045=L:8E <O7V2, ?@>O2;ONG8 A?07

<>;VB8G=89 5D5:B ?@8 A?07<0E 3;045=L:8E <O7V2 H;C=:0, :8H5G=8:C, 6>2G>282V4=8E H;OEV2,

C@>35=VB0;L=>W V AC48==>W A8AB5

>:070==O 4;O 70AB>AC20==O.

>;L>2V A8=4@<8 7V A?0AB8G=8< :>=5=B<< @V7=>3> ?>E>465==O:

3>;>2=89 1V;L;

7C1=89 1V;L;

<O7>289 1V;L, =52@0;3VO;

@52<0B8G=89 1V;L, @048:C;VB8;

=8@:>20 :>;V:0;

<5=AB@C0;L=89 1V;L.

@>B8?>:070==O.

;0C:<0, B0EV:0@4VO, =5?@>EV4=VABL A5G>282V4=8E H;OEV2, :>=5=BV2 ?@5?0@0BC, BO6:V
?>@CH5==O DC=:FVW =8@>: B0/01> ?5GV=:8, 45DVF8B 3;N:>7>-

6-D>AD0B453V4@>35=078, 0;>3>;V7<, 70E2>@N20==O :@>2V, C B>?5=VO. 1AB@C:B82=V

70E2>@N20==O B@02=>3> B@0:BC, C@>35=VB0;L=>3> B@0:BC, 6>2G>282V4=8E H;OEV2. 5?B8G=0

28@07:0 H;C=:0 01> 420=04FOB8?0;>W :8H:8. 5D;N:A-57>D03VB. >AB@0 :@>2>B5G0. >1@>O:VA=0

3V?5@B@>DVO ?5@542>W 70;>78 7 B5=45=FVTN 4> 70B@828?CA:0=8O. 8=020 =5?@>EV4=VABL.

"O6:V 70E2>@N20==O ?5GV=:8 B0 =8@>:. @>465=V 3V?5@1V;V@C1V=5<8 V;L15@0, C1V=0-6>=A>=0

B0 >B>@0).

0;56=V 70E>48 157?5:8 ?@8 70AB>AC20==V.

5>1EV4=> ?>@048B8AO 7 ;V:0@5< AB>A>2=> <>6;82>ABV 70AB>AC20==O ?@5?0@0BC ?0FVT=B0<
7 ?>@CH5==O<8 DC=:FVW =8@>: V ?5GV=:8.

5@54 70AB>AC20==O< ?@5?0@0BC =5>1EV4=> ?>@048B8AO 7 ;V:0@5<, O:I> ?0FVT=B
70AB>A>2CT 20@D0@8= G8 ?>4V1=V ?@5?0@0B8, O:V <0NBL 0=B8:>03C;O=B=89 5D5:B.

@8 70AB>AC20==V ?0@0F5B0<>;C =5>1EV4=89 :>=B@>;L :0@B8=8 ?5@8D5@8G=>W :@>2V i
DC=:Fi>=0;L=>3> AB0=C ?5GV=:8. 5 @5:>5=4CTBLAO 70AB>A>2C20B8 >4=>G0A=> 7 V=H8<8
?@5?0@0B0<8, I>

@8 ?@87=0G5==V ?@5?0@0BC =0 B5@B@V15= :>=B@>;L ;V:0@O 70 AB0=>E2>@>3>.

>15@56=VABN A;V4 70AB>A>2C20B8 E2>@8< ;VB=L>3> 2V:C, >A>10<, O:V 7;>26820NBL 0;:>3>;5

>15@56=VABN ?@87=0G0NBL ?@8 A5@F52V9 =54>AB0B=>ABV, AB5=>7V ?V;>@8G=>3> 2V44V;C
H;C=:0, ?>@CH5==V DC=:FV9 =8@>: V ?5GV=:8.

>65 ?>A8;N20B8 30AB@>57>D0350;L=89 @5D;N:A.

878: 35?0B>:A8G=>W 4VW ?0@0F5B0<>;C ?V428ICTBLAO C E2>@8E 7 0;:>3>;L=8< C@065==O<
?5GV=:8.

0@0F5B0<>; <>65 2?;820B8 =0 @57C;LB0B8 ;01>@0B>@=8E 4>A;V465=L 22V 3;N:>78 B0 A5G>2>W
:8A;>B8.

>15@56=VABN ?@87=0G0NBL ?@5?0@0B E2>@8< ?@8 =0O2=>ABV 0@B5@V0;L=>W 3V?>B5=7VW,
AE8;L=>ABV 4> 1@>=E>A?076 ?@8 ?V428I5=V9 V=482V4C0;L=V9 GCB;82>ABV 4> =5AB5@>W4=8E

?@>B870?0;L=8E 70A>1V2. @8 B@820;>AC20==V A;V4 :>=B@>;N20B8 ;;VB8==89 A;:04

?5@8D5@8G=>W :@>2V B0 AB0= DC=:FVW =8@>:.

8F8;:>15@56=VABN A;V4 ?@87=0G0B8 ?@8 =5A?5F8DVG=>2>;VBV (=5157?5:0 28=8=:5==O

?0@0;VB8G=>W =5?@>EV4=>ABV), 3@86V B@02=>3> >B2>@C 4V0D@03<8, I> AC?@>2>46CTBLAO
@5D;5:A-57>D03VB>

>15@56=VABN ?@87=0G0NBL ?@8 28A>:V9 B5;8H=L>3> A5@54>28I0 (G5@57 7=865==O

?>B>284V;5==O 7@>AB0T 9<>2V@=VABL 3V?5@B5@2>3> C40@C).

0FVT=B0<, O:V ?@89<0NBL 0=0;35B8:8 :>65= 45=L ?@8 0@B@8B0E ;53:>W D>@<8, =5>1EV4=>

?@>:>=AC;LBC20B8AO 7 ;V:0@5

5 ?5@528IC20B8 707=0G5=8E 4>7.

/:I> A8<8 =5 7=8:0NBL, 725@=CB8AO 4> ;V:0@O.

/:I> 3>;>2=89 1V;L AB0T ?>ABV9=8<, A;V4 725@=CB8AO 4> ;V:0@O.

A>1;82i 70AB5@565==O.

0AB>AC20==O C ?5@V>4 203VB=>ABV 01> 3>4C20==O 3@C44N.

@5?0@0B =5 70AB>A>2CNBL 6V=:0< C ?5@V>4 203VB=>ABV 01> 3>4C20==O 3@C44N.

**40B=VABL 2?;820B8 =0 H284:VABL @50:FVW ?@8 :5@C20==V 02B>B@0=A?>@B< 01> V=H8<8
<5E0=V7<0<8.**

@0E>2CNG8, I> ?@5?0@0B C GCB;828E E2>@8E <>65 7=86C20B8 H284:VABL ?A8E>>B>@=8E

@50:FV9, =0 ?5@V>4 B5@0?VW ?@5?0@0B< :@0I5 CB@8<0B8AO 2V4 :5@C20==O B@0=A?>@B=8

<8 70A>10<8 B0 @>1>B8 7 V=H8<8 <5E0=V7<0<8, I> ?>B@51CNBL :>=F5=B@0FVW C2038.

VB8.

@5?0@0B =5 ?@87=0G0NBL 4VBO< 2V:>4> 7 @>:V2.

!>AV1 70AB>AC20==O B0 4>78.

@5?0@0B ?@89<0NBL 2=CB@VH=L>, 70?820NG8 =525;8:>N :V;L:VABN @V48=8 (200<);

>@>A;8< V 4VBO< AB0@H5 15 @>:V2: 1 B01;5BFV 70;56=> 2V4 3>AB@>B8 1>;N, 2V4 1 4> 4 @07V2

=0 4>1C.

VBO2V4 7 4> 13 @>:V2: 1/2B01;5B:8 2V4 1 4> 2 @07V2 =0 4>1C;

2V4 13 4> 15 @>:V2: 1 B01;5B:0 2V4 1 4> 3 @07V2 =0 4>1C.

0:A8<0;L=0 4>1>20 4>70 4;O 4>@>A;8E AB0=>28BL 2 B01;5B:8 4 @078 =0 4>1C.

"5@, 70;56=> 2V4 AB0=C B0 @50:FVW E2>@>3>.

5@54>7C20==O.

!8<8 ?5@54>7C20==O, 7C<>2;5=V ?0@0F5B0<>;><. #@065==O ?5GV=:8 <>6;825 C 4>@>A;8E, O:V ?@89=O;8 10 3 V 1V;LH5 ?0@0F5B0<>;C, B0 C 4VB59, O:V ?@89=O;8 1V;LH5 150 <3/:3 <0A8 BV;0. # ?0FVT=BV2 7 D0:B>@0<8 @878:C (B@820;5 ;V:C20==O :0@10<075?V=><, D5=>10@1VB>=><, D5=VB>W=><, ?@8=><, @8D0<, 72V@>1>T< 01> V=H8<8 ;V:0@AL:8<8 70A>10<8, I> V=4C:CNBL D5@ <5=B8 ?5GV=:8; @53C;O@=5 26820==O =04AB59 5B0=>;C; 3;CB0BV>=>20 :0E5:AVO (@>7;048 B@02;5==O, 2VAF84>7, -V=D5:FVO, 3>;4, :0E5:AVO) 70AB>AC20==O5 3 01> 1V;LH5 ?0@0F5B0<>;C <>65 ?@8725AB8 4> C@065==O ?5GV=:8.

!8<8 ?5@54>7C20==O C ?5@HV 24 3>48=8: 1;V4VABL, =C4>B0, 1;N20==O, 0=>@5:AVO B0 014>78 B0 <5B01>;VG=89 0F84>7. @8 BO6:>B@CT==V ?5GV=:>20 =54>AB0B=VABL <>65 ?@>3@5AC20B8 2 5=F5D0;>?0BVN, :@>2>28;828, 3V?>3;V:5. >AB@0 =8@:>20 =54>AB0B=VABL 7 3>AB@8< =5:@>7<< :0=0;LFV2 <>65 ?@>02;OB8AO A8;L=8< ?>?5@5:>28< 1>;5<, 35<0BC@VTN, ?@>B5W=C@VTN V @>728=CB8AO =02VBL ?@8 2V4ACB=>ABV BO6:>3> C@065==O ?5GV=:8. V47=0G0;8AO B0:>6 A5@F520 0@8B

@8 B@820;>AC20==V ?@5?0@0BC C 25;8:8E 4>70E 7 1>:C >@30=V2 :@>2>B2>@5==O <>65 @>728=CB8AL 0?;0AB8G=0 0=5?5=VO, 03@0=C;>F8B>7, =59B@>?5=VO, ;59:>?5=VO, B@> <1>F8B>?5=VO. @8 ?@89>7 7 1>:C &! - 70?0<>@>G5==O, ?A8E<>B>@=5 71C465==O V ?>@CH5==O >@VT=B0FVW; 7 1>:C A5G>284V;L=>W A8AB5<8 - =5D@>B>:A8G=VABL (=8@:>20 :>;V:0, V=B5@AB8FV0;L=89 =5D@8B, :0?V;O@=89 =5:@>7).

@8 ?5@54>7C20==V =5>1EV4=0 H284:0 <548G=0 4>?><>30. 0FVT=B0 A;V4 =5309=> 4>AB028B8 C ;V:0@=N, =02VBL O:I> 2V4ACB=V @0==V A8<8 ?5@54>7C20==O. !8<8 <>6CBL 1CB8 >1<565=V =C4>B>N B0 1;N20==O< 01> <>6CBL =5 2V4>1@060B8 BO6:>ABV ?5@54>7C20==O G8 @878:C C@065==O >@30=V2. !;V4 @>73;O=CB8 ;V:C20==O 0:B82>20=8< 2C3V;;O<, O:I> =0470 ?0@0F5B0<>;C 1C;0 ?@89=OB0 C <560E 1 3>48=8. >=F5=B@0FVN ?0@0F5B0<>;C C ?;072V A;V4 28 4 3>48=8 01> ?V7=VH5 ?VA;O ?@89> (1V;LH @0==V :>=F5=B@0FVW T =5 4>AB>2V@=8<8). V:C20==O

N-0F5B8;F8AB5W=>< <>65 1CB8 70AB>A>20=> ?@>BO3<< 24 3>48= ?VA;O ?@89>BC @V7:> 7=86CTBLAO ?VA;O FL>3> G0AC. @8 =5>1EV4=>ABV ?0FVT=BC 2=CB@VH=L>25==> A;V4 22>48B8 N-0F5B8;F8AB5W=, 73V4=> 7V 2AB0=>2;5=8< ?5@5;V:< 4>7. @8 2V4ACB=>ABV 1;N20==O <>6=0 70AB>A>2C20B8 <5BV>=V= ?5@>@0;L=> O: 2V4?>2V4=C 0;LB5@=0B82C C 2V440;5=8E @09>=0E ?>70 ;V:0@=5N.

!8<8 ?5@54>7C20==O, 7C<>2;5=V 48F8.;>E;>@84> "0EV:0@4VO, 1@048:0@4VO, 0@8BB8 48E0==O, ACEVABL C @>BV, 71C465==O, A>;=82VABL, 2B@0B0 0:~>40FVW, D>B>D>1VO, AC4<8. 5@54>7C20==O E0@0:B5@87CTBLAO 42>D07=VABN: A?>G0B:C 28=8:0T 71C465==O F5=B@0;L=>W =5@2>2>W A8AB5<8, I> ?@>02;OTBLAO =5A?>:>T<, ?>O2>N V;N7V9, 30;NF8=0FV9, ABV9:>3> W 3V?5@B5=7VW. >BV< 2V41C20TBLAO ?@83=VG5==O F5=B@0;L=>W =5@2>2>W A8AB5<8 06 4> :> <0B>7=>3> AB0=C.

?5@HV 24 3>48=8 1;V4VABL H:V@8, =C4>B0, 0=>@5:AVO, 1;N20==O B0 1V;L C 682>BV, G5@57 12-48 3>48= CH:>465==O =8@>: V ?5GV=:8 7 @>728B:< ?5GV=:>2>W =54>AB0B=>ABV (?V428I5==O 0:B82=>ABV ?5GV=:>28E B@0=A035=078, 71V;LH5==O :>=F5=B@0FVW 1V;V@C1V=C, ?@>B@> <1V=C); B0EV:0@4VO, 0@8BB8 48E0==O; ?0=:@50B8B.

!CEVABL H:V@8 B0 A;87>28E >1>;>=:, ?V428I5==O 2=CB@VH=L>>G=>3> B8A:C, 3>;>2=89 1V;L, 70?0 <>@>G5==O, 71C465==O F5=B@0;L=>W =5@2>2>W A8AB5<8, 70B@8 V:C20==O: ?@>820==O H;C=:0 7 ?>40;LH8< 70AB>AC20==O< 0:B82>20=>3> 2C3V;;O, A8<0B8G=0 B5@0?VO, ?@87=0G5==O <5BV>=V=C G5@57 8-9 3>48= ?VA;O ?5@54>7C20==O V N-0F5B8;F8AB5W=C G5@57 12 3>48= (O: 0=B84>BV2 4> ?0@0F5B0<>;C), <=>VB>@8=3 AB0=C 48E0;L=>W B0 :@>2>=>A=>W A8AB5< (=5 <>6=0 70AB>A>2C20B8 04@5=0;V=). # @07V ?>O28 AC4< ?@87=0G0NBL 4V075?0

>1VG=V 5D5:B8.

C<>2;5=V ?0@0F5B0<>;>

I>:C B@02=>3> B@0:BC: @V4:>=C4>B0, 1;N20==O, 7=865==O 0?5B8BC, 70?>@, 4V0@5O 01>
<5B5>@87<, ?V428I5==O 0:B82=>ABV ?5GV=:>28E D5@<5=BV2, O: ?@028;>, 157 @>728B:C
6>2BO=8FV, 35?0B>=5:@>7 (4>7>70;56=89 5D5:B). @8 4>23>B@820;>7 ?@5?0@0BC 1V;L 2
5?V30AB@0;L=V9 4V;O=FV, 35?0B>B>:A8G=0 4VO.

I>:C A8AB5<8 :@>2V: 4C65 @V4:> 35<>;VB8G=0 0=57, 7048H:0, 1>;V 2 A5@FV), B@<1>F8B>?5=VO;
C ?>>48=>:8E 28?04:0E 0?;0AB8G=0 0=5?5=VO, =59B@>?5=VO, 03@0=C;>F8B>7, ;59:>?5=VO.

I>:C A5G>284V;L=>W A8AB5<8: =8@:>20 :>;V:0, 0A5?B8G=0 ?VC@VO, V=B5@AB8FV0;L=89 3;>
<5@C;>=5D@8B, 4C65 @V4:> =5D@>B>:A8G=0 4VO, ?0?V;O@=89 =5:@>7.

;5@3VG=V @50:FVW: @V4:> H:V@=V 28A8?0==O, 28A8?0==O =0 A;87>28E >1>;>=:0E (70728G09
35=5@0;V7>20=89 28A8?, 5@8<0B>7=89, :@>?82O=:0), A25@1V6, 3V?5@5 1@>=EV0;L=0
>1AB@C:FVO, @<=0 5:AC40B82=0 5@8B5<0 (C B. G. A8=4@< !BV25=A0-6=>A=>0), B>:A8G=89
5?V45@<0;L=89 =5:@>;V7 (A8=4@< 09T;;0); C ?>>48=>:8E 28?04:0E - 0=0DV;0:B8G=89 H>;,
0=3V>=52@>B8G=89 =01@O:.

I>:C F5=B@0;L=>W =5@2>2>W A8AB5<8: (728G09=> @>72820TBLAO ?@8 ?@89>:8E 4>7): 70?0
<>@>G5==O, ?A8E<>B>@=5 71C465==O V ?>@CH5==O >@VT=B0FVW.

I>:C 5=4>:@8==>W A8AB5<8: C ?>>48=>:8E 28?04:0E 3V?>3;V:53V?>3;V:5W :<8.

>@CH5==O 7 1>:C 48E0;L=>W A8AB5<8: 1@>=E>A?07< C ?0FVT=BV2, GCB;828E 4> 0A?V@8=C B0
4> V=H8E .

=HV: C ?>>48=>:8E 28?04:0E 7030;L=0 A;01:VABL, ?>A8;5=5 ?>B>284V;5==O.

C<>2;5=V 48F8:;>E;>@84>

I>:C H:V@8 V?V4H:V@=>W :;VB:>28=8: 0;5@3VG=V @50:FVW, ?>G5@2>=V==O H:V@8.

I>:C B@02=>3> B@0:BC: =C4>B0, ACEVABL C @>BV, ?>@CH5==O A0:C, 2V4GCBBO A?@038,
48A?5?AVO, 70?>@, 0=>@5:AVO, ?V428I5==O 0:B82=>ABV ?5GV=:>28E D5@<5=BV2, O: ?@028;>, 157
@>728B:C 6>2BO=8FV, 35?0B>=5:@>7 (4>7>70;56=89 5D5:B), 1;N20==O, 1V;L C 682>BV,<5B5>@87

I>:C >@30=V2 7>@C: @>7H8@5==O 7V=8FL 7 2B@0B>N 0:<>40FVW V GCB;82>ABV 4> A2VB;0,
?V428I5==O 2=CB@VH=L>>G=>3> B8A:C, 70BC<0=5==O 7>@C, 48?;>?VO, ?;53VO 7>@C (?0@0;VG 0:>
<>40FVW).

I>:C F5=B@0;L=>W =5@2>2>W A8AB5<8: 70?0<>@>G5==O, A>=:82VABL, 3>;>2=89 1V;L,
?0@5AB57VW, ?>@CH5==O GCB;82>ABV, =5@2>7=VABL, 48A:V=57VO, ;5B0@3VO, 157A>==O,
7030;L=0 A;01:VABL, ?V428I5=0 2B<;N20=VABL, A8=:>?0;L=V AB0=8 (2B@0B0 A2V4<>ABV), >=V
@CH5==O E>48.

;5@3VG=V @50:FVW: H:V@=89 A25@1V6, H:V@=V 28A8?0==O, :@>?82O=:0, C@B8:0@VW, ACEVABL
H:V@8 B0 V=HV 45@<0B>;>3VG=V ?@>O28, BO6:V 0;5@3VG=V @50:FVW G8 <548:0<5=B>7=0
V4V>A8=:@07VO, 2;;NG0NG8 0=0DV;0:AVN.

I>:C A5@F52>-AC48==>W A8AB5<8: B820 1@048:0@4VO, B0EV:0@4VO, 0@8B

I>:C A5G>284V;L=>W A8AB5<8: ?>@CH5==O A5G>28?CA:0==O, =5B@8<0==O A5GV, 70B@8
A8EVG=V @>7;048: @>7;048 <>28, A?;CB0=VABL A2V4<>ABV B0/01> 5<>FV9=5 71C465==O,
30;NF8=0FVW, 7N.

>@CH5==O 7 1>:C >?>@=>-@CE>2>W A8AB5<8 B0 A?>;CG=>W B:0=8=8: A;01:VABL C<□O70E.

I>:C 48E0;L=>W A8AB5<8 B0 >@30=V2 3@C4=>W :;VB:8: 48A?=>5, 0?=>5, 0ADV:AVO, 70::045=VABL
=>A0, GE0==O, 3V?5@5@;0.

=4>:@8==V @>7;048: ?@83=VG5==O ;0:B0FVW.

70T<>4VO 7 V=H8<8 ;V:0@AL:8<8 70A>10<8 B0 V=HV D>@<8 270T<>4V9.

A>1;82>ABV 270T<>4VW ?@5?0@0BC 7C<>2;5=V 2;0AB82>ABO<8 9>3> A:;04>28E.

0@0F5B0<>;, I> 2E>48BL 4> A:;04C ?@5?0@0BC, 7<5=HCT 5D5:B82=VABL4VC@5B8:V2, 0 B0:>6
71V;LHCT @878: 35?0B>B>:A8G=8E @50:FV9 ?@8 ACI0@IVBC@0B0<8, 48D5=V;><, :0@10<075?V=>
<, @8D0< B0 V=H8<8 V=4C:B>@0<8 A><0;L=8E ?5GV=:>28E D5@<5=BV2, 0 B0:>6 ?@>B8AC4><=8
<8 70A>10<8. (284:VABL 2A<>:BC20==O ?0@0F5B0<>;C <>65 71V;LHC20B8AL ?@8 ACAC20==V 7
<5B>:;>?@0< B0 4>=>< V 7<5=HC20B8AL ?@8 ACAC20==V 7 E>;5AB8@0D5:B 4VW ?0@0F5B0<>;C
?>A8;NTBLAO ?@8 9>3> :<<1V=0FVW 7 :>45W=><, 0A:>@IV=>2>N :8A;>B>N, A:>?>;0<, E;>@D5=0
<, ?@>?VD5=07>=>< B0 :>D5W=>4=>G0A=5 70AB>AC20==O ?0@0F5B0<>;C 7 0784>B8< <>65
?@8725AB8 4> @>728B:C =59B@>?5=VW. =B8:>03C;O=B=89 5D5:B 20@D0@8=C B0 V=H8E :C
<0@8=V2 ?>A8;NTBLAO ?@8 B@820;>AC20==V ?0@0F5B0<>;C. V428ICTBLAO @878: :@>2>B5GV.
5@V>48G=89 ?@89>< =5 <0T 7=0G5==O. 4=>G0A=5 70AB>AC20==O ?0@0F5B0<>;C 7 =5AB5@>W4=8

<8 ?@>B870?0;L=8<8 70A>10<8 71V;LHCT @878: 28=8:=5==O CA:;04=5=L 7 1>:C =8@>:. @8
>4=>G0A=>AC20==V ?0@0F5B0<>;C 7 35?0B>B>:A8G=8<8 70A>10<8 71V;LHCTBLAO B>:A8G=89
2?;82 ?@5?0@0BV2 =0 ?5GV=:C.
D5:B 48F8:;>E;>@84C ?>A8;NNBL 0<0=B048=, 0=B8?A8E>B8G=V 035=B8, 15=7>4V075?V=8,
V=3V1VB>@8, =0@:>B8G=V 0=0;35B8:8, =VB@0B8 V =VB@8B8, A8; 7=86CNBL 0=B0F848. 8F8:;>
E;>@84 ?>A8;NT 4VN 483>:A8=C.

"5@ABV.3 @>:8.

#<>28 715@V30==O.
15@V30B8 2 =54>ABC?=>

#?0:>2:0.
> 10 B01;5B>: C 1;VAB5@V, ?> 1 01> 10 1;VAB5@V2 C :>@>1FV.

0B53>@VO 2V4?CA:C.
57 @5F5?B0 - B01;5B:8 10.
0 @5F5?B<< - B01;5B:8 100.