%-3;&#31C161$*!<&%G!$5-!)516'A!

*./0$12"3(435$11$'%(6.5/",(

CA M,3!%-)%(1$-'!$&!<166!,!0,),#$!;&3$!<&%!@51)5!$5-%-!@,3!,!'-.&#3$%,C6-!3D166!
35&%$,?-A!

!

U&%!$5-!,0&1',#)-!&<!'&(C$6!8,9!,#'!

)-#$%-!;&1#$!&<!$5-!)516'W3!5&.-!,''%-33!$&!$5-!)-#$%-!;&1#$!&<!$5-!+)5&&6W3!31$-!1#!,!
3$%,1?5$!61#-!(31#?!$5-!R&),6!/($5&%1$*W3!3;-)1,613$!3&<$@,%-!,#'!1#!,))&%',#)-!$&!$5-!
N516'W3!2&.-!/''%-33!;,%,?%,;5!3-)$1&#!1#!$5-!;&61)*A!
!
"#!$5-!),3-!&<!C(16'1#?3!)&#$,1#1#?!,!#(.C-%!&<!'@-661#?3!7"A-A!,!,;,%$.-#$!C6&)D:G!$5-!
'13$,#)-!@166!C-!.-,3(%-'!<%&.!$5-!.,1#!-#$%,#)-!&<!$5-!C(16'1#?!%-?,%'6-33!&<!$5-!
C(16'1#?!$5-!)516'W3!5&.-!,''%-33!13!,)$(,66*!6&),$-'G!@1$5!$5-!$1-!C%-,D-%!C-1#?!,;;61-'!
,3!#-)-33,%*A!
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B$"(C,"+D",(

M5-%-!$@&!&%!.&%-!)516'%-#!610-!,#!-Z(,6!'13$,#)-!<%&.!$5- +)5&&6!@1$51#!),$-?&%1-3!Q!$&!
aG!%,#'&.!,66&),$1&#!3(;-%013-'!C*!3&.-&#-!1#'-;-#'-#$!&<!$5-!+)5&&6!@166!C-!(3-'!,3!,!
$1->C%-,D-%!$&!'-$-%.1#-!$5-!&%'-%!1#!@51)5!;6,)-3!,%-!,66&),$-'A!

I,#'&.!,66&),$1&#!@166!#&$!C-!,;;61-'!$&!.(6$1;6-!C1%$5!31C61#?3!7$@1#3!,#'!$%1;6-$3!-$):!
<%&.!$5-!3,.-!,.16*!$1-'!<&%!$5-!<1#,6!;6,)-A!=5-!3)5&&6!@166!,'.1$!$5-.!C&$5!&%!,66!7,3!
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92$03E1(>'5"(433,"11(

U&%!$5-!;(%;&3-!&<!$513!;&61)*G!$5-!)516'W3!5&.-!,''%-33!@166!C-!$5-!%-31'-#$1,6!,''%-33!,$!
@51)5!$5-!)516'!610-3!,#'!36--;3!<&%!.&%-!$5,#!\Lc!&<!$5-1%!$1.-!<%&.!B&#',*!$&!U%1',*!
'(%1#?!$-%.!$1.-A!"$!@166!,6$-%#,$10-6*!C-!$5-!,''%-33!,$!@51)5!N516'!F-#-<1$!13!)6,1.-'!&%G!
1<!1#-61?1C6-G!$5-!,''%-33 ,$!3G!

@5&!-b-%)13-!$5-1%!%1?5$!$&!3-#'!$5-1%!)516'%-#!$&!3)5&&6!&#!,!;,%$!$1 . -!C,313!(#$16!$5-!)516'!
%-,)5-3!)& . ;(63&%*!3)5&&6!,?-!,3!;%-3)%1C-'!1#!$5-!',$-3!3-$!&($!1#!$5-!,C&0-!)6,(3-3!&<!
$5-!/' . 1331&#3!4&61)* . (3$!,?%--!$513!1#!@%1$1#?!@1$5!$5-!3)5&&6A!

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4,%-#$3!5,0-!,!%1?5$!$&!,3D!<&%!$5-1%!)516'!$&!C-!,' . 1$$-'!$&!,!3)5&&6!$&!,!*-,%!?%&(;!&$5-%!
$5,#!$5-1%!)516'W3!*-,%!?%&(;G!-1$5-%!,C&0-!&%!C-6&@A!"$!13G!5&@-0-%G!<&%!$5-!=%(3$!F&,%'!$&!
'-$-%.1#-!@5-$5-%!$&!,?%--!&%!%-<(3-!$5-!,;;61),$1&#A!

"#!;,%$1)(6,%G!;,%-#$3!&<!83(. . -%!C&%#!)516'%-#9!71A-A!$5&3-!C&%#!&#!&%!C-$@--#!Q!/;%16!
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-0-#!@5-%-!$513!@166!%-3(6$!1#!$5-!4/H!C-1#?!-b)--'-'A!

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=5-!+)5&&6!&;-%,$-3!,!@,1$1#?!613$!<&%!-,)5!*-,%!?%&(;!<&%!$5-!'(%,$1&#!&<!$5-!3)5&&6!*-,%A!
=5-!#,.-3!&<!,66!)516'%-#!@5&!'&!#&$!,)51-0-!,!;6,)-!1#!I-)-;$1&#!J-,%!@166!C-!;6,)-'!&#!
$5-!@,1$1#?!613$6!