! " # # $! " % " & ' ($) * + '

, - . - / '0.12-341-5', 6787'

!""#$%&& ' ' '() '(*+,&-.-+* / 0.$&)01$&$203-4"0-5#-2- / 6

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857FD=)!G5775;&!H)=I&#'=A9! ! ! ! ! JFF#&''*!00KL!M)N7&'=F&!OFE!

,1P!>5'A75)F!OFE! ! ! ! ! ! :(5@&#!Q&=N(A'R!SQ!22-,,!

8&#&5R!SQ!22-L1!

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+8" ! *)$9 : !

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! ! 45'&!G&'A&#)!O&'&#I&!H)=I&#'=A9!

! ! U5V$#!W=&7F*!S#N5)=X5A=$)57!8&(5I=$#!

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"(ETE!A<=A=$)!5)F!7=I=)N!&Y?&)'&'!%<779!%<)F&F!A(#$<N(!A&5;(=)NZ#&'&5#;(!5''='A5)A'(=?'!5)F!

%&77$D'(=?'!5D5#F&F!C9!A(&![5A=$)57!:;=&);&!W$<)F5A=$)R!H)=A&F!:A5A&'!JN&);9!%$#!M)A&#)5A=$)57!

T&I&7$?6&)A!+H:JMT/R!45'&!G&'A&#)!O&'&#I&!H)=I&#'=A9R!5)F!J#A(<#!J)F&#'&)!\\4E!

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UEJE!-]]2!!!! ^=??=&!4$77&N&!$%!8<'=)&''!

! ! H)=I&#'=A9!$%!M$D5!

! ! U5V$#!W=&7F*!8<'=)&''!JF6=)='A#5A=$)!

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^<=A=$)!5)F!7=I=)N!&Y?&)'&'!%<779!%<)F&F!A(#$<N(!A&5;(=)NZ#&'&5#;(!5''='A5)A'(=?'!5)F!

%&77$D'(=?'!5D5#F&F!C9!A(&!T&?5#A6&)A!$%!U5)5N&6&)A!_!S#N5)=X5A=$)'R!H)=I&#'=A9!$%!M$D5E!!

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UEJE!-]K1!!!! ^5A5!M)'A=A<A&!$%!:$;=57!:;=&);&'!

! ! U5V$#!W=&7F*!"&#'$))&7!U5)5N&6&)A!_!M)F<'A#=57!O&75A=$)'!

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- d<;=)=;(R!>7=X5C&A(6 : 67203-4"0-869-2- / (6,LLKE6^(&!69'A&#9!$%!A(&!6$)&A5#9!'9'A&6*! ^(&!<)'&&)!(5)F!=)!A(&!&)I=#$)6&)A57!F&C5A&E!"#&'&)A5A=$)!5A!A(&!J773J;5F&69! :96?$'=<6!h:<'A5=)5C=7=A9*!^(&!g<&'A=$)'!D&!6<'A!5'@!3!C<A!5#&!5%#5=F!A$!7$$@!5A!5)F!5;A! $)i!5A!A(&!5))<57!6&&A=)N!$%!A(&!J;5F&69!$%!U5)5N&6&)AR!J)5(&=6E!! 6
- 7203-4"0-869-2- / (6,LLKE!^(&!7$''!$%!kC&=)Na!=)!A(&!?<#'<=A!$%!N7$C57!&;$)$6=;!N5=)E! "#&'&)A5A=$)!5A!A(&!"#$%&''=$)57!T&I&7$?6&)A!G$#@'($?!h!f56&!;(5)N=)N!g<&'A=$)'*! :&&@=)N!

- W#&& 6 5)R!>I&#&AA&R!U;d&7I&9R!c&5)!_!**7203-4**"**0-869-2-/(6-]]**PE!J%#=;5)3J 6&#=;5)!
?5#A=;=?5A=$)!=)!=)F<'A#=57!#&75A=$)'!5)F!(<6 5)!#&'$<#;&!%5;<7A9!;5#&&#'E!"5?&#!?#&'&)A&F!
5A!A(&![5A=$)57!4$)%&#&);&!$%!A(&!M)F<'A#=57!O&75A=$)'!O&'&5#;(!J;5F&69!+MOOJ/E6
G5'(=)NA$)!TE4E!!6

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C<<2A'

-E :#=@5)A=5R!"5#5 6!+,L-L/E!*!"#$/&'"()#')*&#$+,$"*. /0$4&#/)0#225$%6)#&0/)(7#$7(2(+02$,+&$
6#/8#&2"(9$(0$/$46+:/6$#&/E!eTU!e&#75N!T#E!Um77&#E!:55#C#m;@&)R!f&#65)9E!

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,E :#=@5)A=5R!"5#5 6!+C$$@!=)3?#$N#&''/E!h*!"#$)"+&0;$&+/8$)+$#06(4")#0. #0)5$!#0$/</=#0(042$
,+&$#. +)(+0/6$<#660#22$(0$/$<+&68$,/66(04$/9/&)>?!

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$3D14BE',.BAB34-41<3A'F'*GG=1BE'0;6<=-.A61G'

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^(='!'&;A=$)!7='A'!5!I5#=&A9!$%!?#&'&)A5A=$)'!A(5A!#&?#&'&)A!A(&!;<7 6=)5A=$)!$%!?#$;&''&'!$%!
';($75#'(=?!$<A7=)&F!=)!A(&!%$<#!;$6?$)&)A'!$%!A(&!8$9&#!U$F&7!=);7<F=)N!A(&!';($75#'(=?!$%!
F=';$I&#9R!=)A&N#5A=$)R!A&5;(=)NR!5)F!5??7=;5A=$)E!

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&F<;5A=$)57!'$%AD5#&!;$6?5)9E!:&?A&6C&#!,L,-E!

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?#$N#5 6 !$#N5)=X&F!C9!A(&!4&)A&#!%$#!M))$I5A=$)!_!M6?5;AR!SC&#7=)!4$77&N&!_!
4$)'&#I5A$#9(6c5)<5#9!,L-]E

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;4<0"*+692*$*4"-"014$6-4+6=##>0*+67.!1>-2$!0#6?@-4,-2A6BCIO56H*.*/)*26BCIOF6

\? D#&2+0/6$G#2(6(#0'#$B$Q&4/0(R/)(+0/6$H"/04#?!"#&'&)A5A=$)'!5A!A(&!S%%=;&!$%!
T&I&"#&'&

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0E *H/&#4(7(04$/08$)"#$L(08,*60#22$G#7+6*)(+0*?!"#&'&)A5A=$)!A$!(&57A(;5#&!?#$%&''=$)57'!5A!* A(&!e&A&#5)a'!JF6=)='A#5A=$)!U&F=;57!4&)A&#!+eJU4/E!S;A$C&#!,L-.E!6

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2E *K#;+08$A.+)(+0/6$@0)#66(4#0'#5$!"#$L/0/4#&$/2$A06(4")#0#8$D&#2#0'#?!T&'=N)&F!5)F!* F&7=I&#&F!%=I&!%<77!F59!'&6=)5#'!=)!8$'A$)R!4(=;5N$R!^$#$)A$R!"=AA'C<#N(R!4=);=))5A=R!:5)! W#5);=';$!5)F!47&I&75)F!%$#!A(&!M)'A=A<A&!$%!U5)5N&6&)A!:A<F=&'!+MU:/R!5)!=)A&#)5A=$)57!* A#5=)=)N!$#N5)=X5A=$)!A(5A!%&5A<#&'!A($<N(A!7&5F&#'!$)!7&5F&#'(=?!5)F!65)5N&6&)AE! J;(=&I&F!?5#A=;=?5)A!#5A=)N'!$%!.EP!A$!1EL!$)!5!1EL!?$=)A!';57&!$)!#,,#')(7#0#22$+,$29#/=#&! 5)F!7/6*#$+,$'+0)#0)?!W&C#<5#9!,L-.!A$!:&?A&6C&#!,L-.E6

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PE *H"/04#$L/0/4#.#0)$/08$D#&2+0/6$G#2(6(#0'#E!^(#&&!%<77!F59!'&6=)5#'!A$![<#'&'!5)F!* [<#'&!JF6=)='A#5A$#'!5A!8<;@&9&!Q&57A(!"75)R6:&?A3S;A!,L-.E6

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.E *!"#$L#/0(04$+,$G#/6$I*''#22?!!d&9)$A&!5FF#&''!F&7=I&#&F!5A!A(&!5))<57!N#5F<5A=$)! ;&#&6$)9!$%!A(&!7&5F&#'(=?!?#$N#56!%$#!A(&!47&I&75)F!W&F&#57!\&5F&#'(=?!M)'A=A<A&6 ?4W\TM/E!c<)&!,L-.E!

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1E *!"#$%&)$+,$L(08,*6$L/0/4#.#0)?!"#&'&)A5A=$)!5A!A(&!JFI='$#9!8$5#F!U&&A=)N!+J8U/!$%! A(&!M)'A=A<A&!%$#!U5)5N&6&)A!:A<F=&'!+MU:/E!M!D5'!56$)N!%=I&!?#&'&)A&#'!'&7&;A&F! =)A&#)5A=$)5779!%#$6!'&I&#57!(<)F#&F!A($<N(A!7&5F&#'E!T&7=I&#&F!A(='!?#&'&)A5A=$)!A$! ;$#?$#5A&!5''$;=5A&'!5)F!6&6C&#'!$%!MU:!F#5D)!%#$6!,.!;=A=&90.2.

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KE M))&#!^#5)'%$#65A=$)!5)F!A(&!4$)';=$<'!G$#@?75;&E!W&C#<5#9!!,L,0!
(AA?'*ZZDDDE;7&I&75)FE;$6Z$?=)=$)Z,L,0ZL,Z=))&#3A#5)'%$#65A=$)35)F3A(&3;$)';=$<'3
D$#@?75;&3?5#5635)F3&77=$A3'#=@5)A=

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U59!,L,L!
(AA?'*ZZDDDE;7&I&75)FE;$6Z$?=)=$)Z,L,LZLPZP3D59'3A$3@)$D3=%39$<35#&3N#$D=)N3$#3)$A3
F<#=)N3A(&3;$#$)5I=#<'37$;@F$D)3?5#563'#=@5)A=5E(A67!
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00E f&AA=)N!A$!O&5779!d)$D!b$<#!"5#&)A'E!U5#;(!,L,L!
(AA?'*ZZDDDE;7&I&75)FE;$6Z$?=)=$)Z,L,LZL0ZN&AA=)N3A$3#&57793@)$D39$<#3?5#&)A'3C&%$#&3
A(&93F=&3?5#563'#=@5)A=5E(A67!
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02E ^(&!:=7&)A!>?=F&6=;!$%!A(&!>N$E!W&C#<5#9!,L,L!
(AA?'*ZZDDDE;7&I&75)FE;$6Z$?=)=$)Z,L,LZL,ZA(&3'=7&)A3&?=F&6=;3$%3&N$3?5#563
'#=@5)A=5E(A67!

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)B-;613J'F',.<HBAA1<3-='0B/13-.A'

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921R*$$1286S-2/*>6T1A*267.!11>61R6T,$04*$$86T->+'046U->»-.*6N40<*2$0"A6

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,LL1q!?#&'&)A! "#$%&''$#!+^&)<#&F/R!45#6&7!8$9&#!:;($$7!$%!8<'=)&''R!857FD=)!G5775;&!
H)=I&#'=A9E!"#6A&F!=)!O5)@!%$#!5!'&;$)F!A=6&!=)!,L-1!5%A&#!5!%<77!#&I=&DE!

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,LL-!q!,LL1! J''$;=5A&!"#$%&''$#R!45#6&7!8$9&#!:;($$7!$%!8<'=)&''R!857FD=)!G5775;&!
4$77&N&E!

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^&5;(=)N!5!I5#=&A9!$%!;$<#'&'!=)!A(&!U8J!?#$N#5615)F!A(&!<)F&#N#5F<5A&!?#$N#561D=A(!
&Y;&77&)A!&I57<5A=$)'R!A9?=;5779!2E1P!5)F!(=N(&#!$)!5!P3?$=)A!';57&!D=A(!N7$D=)N!'A<F&)A!
;$66&)A'E!!

T&'=N)&F!5)F!F&7=I&#&F!6<7A=?7&!#&)F=A=$)'!$%!N#$<)FC#&5@=)N!?<C7=;!'&6=)5#'!5AA&)F&F!C9!$I&#!
0Ld!?5#A=;=?5)A'!%$#!A(&!857FD=)!G5775;&!U8J!J''$;=5A=$)65)F68 57FD=)!G5775;&!S%%=;&!$%!
J7<6)=!O&75A=$)'*!J<N<'A!,L-,3T&;&6C&#!,L-]E!

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=)%7<&)A=57!%5;<7A9!6&6C&#E!O&;&=I&F!5D5#F'!%#$6!'A<F&)A!N#$<?'!7=@&!4=#;7&!d!5)F!A(&!'$#$#=A9!T&7A5!o&A5E!O&;=?=&)A!$%!A(&!W5;<7A9!>Y;&77&);&!JD5#F!C9!A(&!8&A5!H?'=7$)!4(5?A&#!$%!A(&!J7?(5!:=N65!\56CF5R!A(&!Q$)$#!:$;=&A9!%$#!JF<7A!\&5#)&#'E!!

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- 85'&F!$)!?5#A=;=?5)A!&I57<5A=$)'R!M!D5'!'&7&;A&F!5 6 $)N!'=Y!A($<N(A!7&5F&#'!=)I=A&F!A$! 5FF#&''!A(&=#!JFI='$#9!8$5#F!U&&A=)N!;$)'='A=)N!$%!C<'=)&''!7&5F&#'!%#$6!,.!;$<)A#=&'! 5;#$''!A(&!H:R!45)5F5!5)F!><#$?&E!!

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]1,4+*286U!A6\0R*67,.3$6?7*›R5*/#›1A*+F6

c5)<5#9!,L-,3!"#&'&)A!

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G(9!\=%&!:<;@'!='!5)!&)'&6C7&!$%!A57@'R!'&6=)5#'!5)F!A#5)'%$#65A=$)57!5D5@&)=)N'!A(5A!=)A&N#5A&! N7$C57!D='F$6!A#5F=A=$)'!7=@&!o&)!D=A(!A(&!C&(5I=$#57!';=&);&'E!G=A(!0LLd!?5#A=;=?5)A'!5)F! ;$<)A=)NR!=A!='!5!#&I$7<A=$)5#9!6&A($F7N9!A(5A!&F<;5A&'!5)F!&)A&#A5=)'!=)!5!;7=65A&!$%!V$9$<'! A#5)'%$#65A=$)!D=A(!5!%$;<'!$)!F&7=I&#=)N!C#&5@A(#$<N('!=)!7&5F&#'(=?R!;#&5A=I=A9R!&6$A=$)57! =)A&77=N&);&R!&6$A=$)57!D&77)&''R!$#N5)=X5A=$)57!A#5)'%$#65A=$)R!;$)%7=;A!#&'$7<A=$)!5)F!&6?7$9&&! &)N5N&6&)AE!!

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T&7=I&#&F!@&9)$A&'!5)F!'&6=)5#'!A$!'&I&#57!$#N5)=X5A=$)'!=);7<F=)N*!

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J#(5<'R!8&)F=YR!47&I&75)F!45I57=&#'R!47&I&75)F!47=)=;!W$<)F5A=$)R!T&?5#A6&)A!$%!e&A&#5)n'! J%%5=#'!+eJ/R!>)&#N9!88TS!_!S6)=;$6!f#$<?R!>#=&!M)'<#5);&R!>77<;=5)R!W&F&#57!O&'&#I&! 85)@R!f&)&#57!>7&;A#=;!4$ER!Q975)F!:$%AD5#&R!c$)&'!T59R!\=);$7)!>7&;A#=;R![5A=$)D=F&!! M)'<#5);&R![&'A7&R![J:JR![$#A(D&'A&#)!U<A<57R![^\!M)'A=A<A&R!SC&#7=)!4$77&N&!_!4$)'&#I5A$#9R! "" f!M)F<'A#=&'R!:(&#D=)!G=77=56'R!:6<;@&#'R!:A&#='R!H)=A&F!G59R!H)=A&F!:A5A&'!T&?5#A6&)A!$%! JN#=;<7A<#&!+H:TJ/R!H:JMT!"#$V&;A'R!H)=7&I&#!5)F!A(&!G$#7F!85)@!f#$<?E!

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S14$,›"-4"6?],››6K0/*F86K!*6U12›+6T-436W21,#6

c5)<5#9!,LL-3J<N<'A!,LL-!

- T&I&7$?&F!AD$!?#$?$'57'!%$#!A(&65A=;!D$#@'($?'!$)!4=I=;!>)N5N&6&)A!5)F!"5#A=;=?5A=$)! =)!U5;#$&;$)$6=;!"75))=)N!%$#!A(&!)5A=$)57!7&5F&#'(=?!$%!'&I&#57!;$<)A#=&'!

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- ?#&'&)A5A=$)'E!W5;=7=A5A&F!&=N(A!;$)'&;<A=I&!'&6&'A&#'R!?#6A&F!A$!\&5F!M)'A#<;A$#!=)!c<)&!-]]1!+'&&!5C$I&/E!

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K*-.!04E6=$$0$"-4"%U*-"!*2!*-+67.!11>61R6X-4-E*/*4"%S-$*6U*$"*246^*$*2<*6N40<*2$0"A6 J <N<'A!-]]2!q!c<79!-]]P!

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- "#$I=F&F!A&5;(=)N!'<??$#A!5)F!N#5F&F!?5?&#'!%$#!U8J!4$<#'&'!=)!S#N5)=X5A=$)57!8&(5I=$#!5)F!S#N5)=X5A=$)57!J)579'='!%$#!%$<#!'&6&'A&#'r!W577!-]]2R!:?#=)N!

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;4$"2,."12%6@-/4-›-›%T-`-`6;4$"0","*%61R6X-4-E*/*4"%6N40<*2$0"A61R6X,/)-06

c<)&!-]]-!q!c<)&!-]],E!

- T&7=I&#&F!A(&!"&#'$))&7!U5)5N&6&)A!4$<#'&!=)!A(&!U8J!"#$N#5 6 !A(5A!D5'!#5A&F!5 6 $)N! A(&!A$?!A(#&&!=)!A(&!)5A=$)E!>5;(!9&5#!$)79!PL!'A<F&)A'!D&#&!5F 6 =AA&F!A$!A(='!'&7&;A=I&! U 8 J!"#$N#5 6 !$<A!$%!5!)5A=$)57!?$$7!$%!

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- T&I&7$?&F!5)F!=6?7&6&)A&F!5!6<7A=3?#$)N&F!$#N5)=X5A=$)57!;(5)N&!=)A&#I&)A=$)!=)A&)F&F!A$!'<??$#A!A(&!%=#6a'!'A#5A&N=;!C<'=)&''!&Y?5)'=$)!?75)'!A(#$<N(!5!)&AD$#@!$%!PL!ST!D$#@'($?'!5)F!'&6=)5#'!;$I&#=)N!0PLL!&6?7$9&&'!5A!577!7&I&7'!$%!A(&!$#N5)=X5A=$)E!!
- T&'=N)&F!%$<#!65)5N&6&)A!F&I&7$?6&)A!#&A#&5A'!%$#!.L!<??&#!5)F!6=FF7&!7&I&7!65)5N&#'!$)!$#N5)=X5A=$)57!A#5)'%$#65A=$)R!;$6?&A=A=I&!'A#5A&N9R!;$'A!;$)A#$7!5)F!&6?7$9&&!F&I&7$?6&)AE!
- W5;=7=A5A&F!5!'&I&)3F59!#&A#&5A!%$#!A(&!4>S!5)F!A(&!A$?!65)5N&6&)A!A&56!$)!&'A5C7='(=)N!=))$I5A=I&!?#5;A=;&'!=)!A(&!;$6?5

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- 45##=&F!$<A!#&'&5#;(!$)!$#N5)=X5A=$)57!;5?5;=A9!C<=7F=)N!5 6 $)N!=)A&#)5A=$)57! F&I&7$? 6&)A!$#N5)=X5A=$)'!=)!)&5#79!AD&)A93%=I&!;$<)A#=&'R!5)!&%%$#A!A(5A!;<7 6 =)5A&F!=)!5! ;$35<A($#&F!D$#@=)N!?5?&#!%$#!A(&!:$;=57!M))$I5A=$)'!=)!f 7$C57!U5)5N& 6&)A!+:M f U J /! V$<#)57E!

6

W2-+,-"*6=$$0$"-4"86H*#-2" / *4"61R6X-4-E* / *4"6 : 691>0.A67",+0*$86U*-"!*2!*-+67.!11>61R6 X-4-E* / *4"86S-$*6U*$"*2462^*$*2<*6N40<*2$0"A6J <N<'A!-]]2!q!c5)<5#9!-]]PE6

- "5#A=;=?5A&F!=)!#&'&5#;(!F&'=N)R!=)'A#< 6&)A!F&I&7$? 6&)AR!F5A5!;$77&;A=$)!5)F!5)579'='!5)F! ;$35<A($#&F!?5?&#'!?#&'&)A&F!5A!A(&!5))<57! 6&&A=)N!$%!A(&!J ;5F& 6 9!$%!U5)5N& 6&)A!$)! AD$! 6 5V$#!#&'&5#;(!?#$V&;A'!=)!A(&!F&?5#A 6&)AE!!

!

=."0146^*$*-2.!86S-+),2Ac$6;4+0-6J <N<'A!-]K2!q!J <N<'A!-]KPE6

- 4$)F<;A&F!5!9&5#!7$)N!#&'&5#;(!'A<F9!$)!S#N5)=X5A=$)57!47=6 5A&!5)F!J 7=&)5A=$)!5A! 45FC<#9a'R!A(&!)5A=$)a'!75#N&'A!;($;$75A&!%5;A$#9!D=A(!5!'5 6 ?7&!$%!0LL!'($?!%7$$#!D$#@&#'! 5)F!'<?&#I='$#'E!^(&!#&'&5#;(!D5'!A(&!'<CV&;A!$%!6 9!F='' &#A5A=$)!;$ 6 ?7&A&F!=)!?5#A=57! %<7%=77 6&)A!$%!A(&!UE J E!=)!M)F<'A#=57!"'9;(7N9R!H)=I&#'=A9!$%!U< 6 C5=E!

6

Y"!*26^*$*-2.!6L_#*20*4.*%66

c<FN&R!45'&!:A<F9!4$6?&A=A=$)R!J ;5F& 6 9!$%!U5)5N& 6&)A*!M!D5'!$)&!$%!A(&!c<FN&'!%$#!A(&! J ;5F& 6 9!$%!U5)5N& 6&)Aa'R!hT5#@!:=F&!$%!45?=A57='6 iR!M)A&#)5A=$)57!45'&!:A<F9!4$6?&A=A=$)! ;$)I&)&F!C9!A(&!4#=A=;57!U5)5N& 6&)A!:A<F=&'!T=I='=$)E!,LL]E!!

!

c<FN&R!8&'A!T$;A$#57!T=''&#A5A=$)!4$6?&A=A=$)R!J ;5F& 6 9!$%!U5)5N& 6&)A*!M!D5'!$)&!$%!A(&! c<FN&'!%$#!A(&!J ;5F& 6 9!$%!U5)5N& 6&)Aa'R!h8&'A!T$;A$#57!T=''&#A5A=$)i!4$6?&A=A=$)!;$)I&)&F! C9!A(&!4#=A=;57!U5)5N& 6&)A!:A<F=&'!T=I='=$)E!,LL]E!

6

4(5=#R!"&&#!O&I=&D&F!"5?&#!"#$;&&F=)N'!%$#!A(&!S#N5)=X5A=$)57!4(5)N&!5)F!T&I&7$? 6&)A! T=I='=$)!5A!A(&!5))<57!J ;5F& 6 9!$%!U5)5N& 6&)AR![&D!S#7&5)'R!,LL2E!!

!

:;($75#79!O&I=&D&#!$%!?5?&#'!'<C 6=AA&F!A$!A(&!S#N5)=X5A=$)57!4(5)N&!5)F!T&I&7$? 6&)A! T=I='=$)R!J ;5F& 6 9!$%!U5)5N& 6&)AR!,LL03,LL2R!5)F!%$#!A(&!_+*&*0/6$+,$L /0/4# . #0)$A8*'/)(+0R! _+*&0/6$+,$Q&4/0(R/)(+0/6$H"/04#$L /0/4# . #0)!5)F!