81A;>CC5 >D=CH)D2;93 +38>>;B

$9=7BF1H ;5<5=C1AH +38>>;

+38>>; "<?A>E5<5=C);1=

,12;5 >6 >=C5=CB

+38>>; 5<>7A1?89̈3B

)DA?>B5 1=4 (DC;9̈=5 >6 C85 +")

+38>>; "=6>A<1C9̈>=

'554B BB5BB<5=C

);1==9̈=7 6>A "<?A>E5<5=C

,9̈C;5 " *5@D9̈A5<5=CB

D475C C> +D??>AC >1;B

$9=7BF1H ;5<5=C1AH +38>>;

, 0 . - '1 +BEG ;4E?BGG8 !'

;GGC LBHE6;4E?BGG8F6;BB?F A8G >8F

5<>7A1?893B

)A9=39?1; 1A>;5 #>8=BC>= .G4EG 4G8 9BE G;<F +E<A6<C4?

+C1CDB C8E (.$!<?8	6G<I8
+38>>; ,H?5 1=4 A145B +5AE54 C8E (.$!<?8	?8@8AG4EL .6;BB? +&
)A9<1AH +5AE935 ,H?5 C8E (.$!<?8	& "8A8E4? 7H64G<BA
,9C;5 " +38>>;	38F
3>=><931;;H 9B14E1=C1754 *% *1C5 4F E8CBEG87 BA .HEI8L	
++ +D27A>D?B *5?A5B5=C54 FH5:EBHCF J<G; BE @BE8 FGH78AGF FH5:EBHCF <A BE4A:8 4E8 58?BJ G;8 9878E4? G;E8F;B?7	?46> 9E<64A @8E<64A .GH78AGF 6BAB@<64??L <F47I4AG4:87 .GH78AGF A:?<F; '4A:H4:8 '84EA8EF #<FC4A<6 .GH78AGF (H?G<E46<4? .GH78AGF .GH78AGF 2<G; <F45<?<G<8F 2;<G8 .GH78AGF
+38>>; A145	
+38>>; A145B !9BC>AH	
+38>>; "<?A>E5<5=C +" "=6>A<1C9>=	
+" *579>=	.BHG;J8FG
*579>=1; G53DC9E5 9A53C>A	/E46L 285?8L
,DA=1A>D=4 (?C9>= H3;5	
051A	
+D??>AC ,95A	)*/$)

++ +C1CDB	/. $
F 78SA87 HA78E -H?8 !?BE<74 7@<A<FGE4G<I8 B78 !BE @BE8 <A9BE@4G<BA 6?<6> ;8E8	

+38>>; >1A4 ??A>E1;

/;<F C?4A <F C8A7<A: 4CCEBI4? 5L G;8 ;4E?BGG8 BHAGL .6;BB? B4E7

+") DC8>A9CH

.86G<BA !?BE<74 .G4GHG8F E8DH<E8F 7<FGE<6G F6;BB? 5B4E7F GB 4AAH4??L 4CCEBI8 4A7 E8DH<E8 <@C?8@8AG4G<BA B9 4 .6;BB?J<78 $@CEBI8@8AG +?4A .$+ 9BE 846; F6;BB? <A G;8 7<FGE<6G G;4G ;4F 4 F6;BB? :E478 B9 BE ! /;<F C?4A <F 4?FB 4 E8DH<E8@8AG 9BE /4E:8G87 .HCCBEG 4A7 $@CEBI8@8AG /. $ 4A7 B@CE8;8AF<I8 .HCCBEG 4A7 $@CEBI8@8AG . $ F6;BB?F CHEFH4AG GB ! . 4A7 G;8 I8EL .GH78AG .H66887F 6G . .

/B 58 78F<:A4G87 4F /. $ 4 F6;BB? @HFG ;4I8 BA8 BE @BE8 . . FH5:EBHC F J<G; 4 !878E4? $A78K 58?BJ /;<F C?4A F;4?? 58 4CCEBI87 5L G;8 7<FGE<6G /;8E8 4E8 G;E88 J4LF 4 F6;BB? 64A 58 78F<:A4G87 4F . $

;4I8 4 F6;BB? :E478 B9 BE !

) 1AC " +38>>; "=6>A < 1C9>=

+38>>; &9BB9>= 1=4 .9B9>=

) A>E945 C85 B38>>; B < 9BB9>= BC1C5 < 5=C

/ ; 8 @<FF<BA B9 &<A : F J 4L ?8@8AG4EL . 6 ; BB? <F GB CEB I<78 4 F498 FGH78AG 68AG8E87 8A I<EBA@8AG G ; 4G 8@CB J 8EF FGH78AGF GB 586B@8 E8FCBAF<5?8 ?<98 ?BA : ?84EA8EF

) A>E945 C85 B38>>; B E9B9>= BC1C5 < 5=C

. GH78AG . H668FF

+38>>; %5145AB89? ,51 <

& 5 < 25AB89?
$78AG<9L G ; 8 A4@8 8@4<? 477E8FF 4A7 CBF<G<BA G<G?8 9BE 846 ; @8@58E B9 G ; 8 F6 ; BB? ?8478EF ; <C G84@

' 1 < 5	,9C;5	#>2 DC95B 1=4 * 5B?>=B929;9C95B
%B ; AFGBA 4EB Ó À		

"=4931C>A	A145 %5E5; $	,>C1;

.GH78AGF J<G; GJB BE @BE8 <A7<64GBEF

)1AC "" '554B BB5BB<5=C =1;HB9B

+38>>; 1C1
+?84F8 ABG8 G;4G G;8 7<FGE<6G 4A7 FG4G8 4I8E4:8F F;BJA ;8E8 E8CE8F8AG G;8 4I8E4:8F 9BE F<@<?4E F6;BB? GLC8F 8?8@8AG4EL @<77?8 ;<:; F6;BB? BE 6B@5<A4G<BA F6;BB?F

+38>>; A145 ><?>=5=C						
	+38>>;	9BCA93C	+C1C5	+38>>;	9BCA93C	+C1C5
' 6;<8I8@8AG						
' '84EA<A: "4<AF						
' 'BJ8FG G; +8E68AG<?8						
(4G; 6;<8I8@8AG						
(4G; '84EA<A: "4<AF						
(4G; 'BJ8FG G; +8E68AG<?8						
.6<8A68 6;<8I8@8AG						

/ + "=4931C>AB 1B "=?DC 1A;95A 9= C85 +DAE5H

"=4931C>A	A145 %5E5; ?A9>A H51A A5?>AC54 $						,>C1;
)H@58E B9 FGH78AGF 8AEB??87							
GG8A74A68 58?BJ C8E68AG							
*A8 BE @BE8 FHFC8AF<BAF						VC7P	%7 6EuH 0 3

;13: 6A931= <5A931= +CD45=CB	
!878E4?$A78K ?46> 9E<64A @8E<64A .GH78AGF	
?46> 9E<64A @8E<64A .GH78AGF .H5:EBHC 8?BJ <AG;8 HEE8AG384E	)*
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!9B?1=93 +CD45=CB	
!878E4?$A78K #<FC4A<6 .GH78AGF	
#<FC4A<6 .GH78AGF .H5:EBHC 8?BJ <AG;8 HEE8AG384E	)*
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&D;C9A1391; +CD45=CB	
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(H?G<E46<4? .GH78AGF .H5:EBHC 8?BJ <AG;8 HEE8AG384E	)*
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)139K3 "B;1=45A +CD45=CB	
!878E4?$A78K +46<S6$F?4A78E .GH78AGF	
+46<S6$F?4A78E .GH78AGF .H5:EBHC 8?BJ <AG;8 HEE8AG384E	)
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2;<G8 .GH78AGF .H5:EBHC 8?BJ <AG;8 HEE8AG384E	)*
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3>=><931;;H 9B14E1=C1754 +CD45=CB	
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6BAB@<64??L <F47I4AG4:87 .GH78AGF .H5:EBHC 8?BJ <AG;8 HEE8AG384E	)*
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=1;HB9B

1C1 *5L53C9>=
AFJ8E G;8 9B??BJ<A: E8T86G<BA CEB@CGF 49G8E 8K4@<A<A: 4AL 4?? E8?8I4AG F6;BB? 74G4 FBHE68F F88 :H<78 9BE 8K4@C?8F 9BE E8?8I4AG 74G4 FBHE68F

/ 8938 41C1 3><?>=5=C B8>F54 C85 ;>F5BC ?5A6>A<1=35 G?;19= C85 3>=CA92DC9=7 613C>A B C> ;1BC H51AJB ;>F ?5A6>A<1=35 1=4 49B3DBB 1=H CA5=4B

.6<8A68 *9 4 6?4FF B9 S9G; :E478 FGH78AGF FGH78AGF J8E8 <78AG<S87 4F FGH78AGF J<G; 7<F45<?<G<8F /;8 7<FGE<6G 47BCG87 4 A8J .6<8A68 6HEE<6H?H@ +84EFBA ?8I4G8 .G8@ .6BC8F 4 E8FBHE68 G;4G BHE G846;8EF ;47 E8?<87 BA <A G;8 C4FG J4F AB ?BA:8E 4I4<?45?8 GB G;8@ !<9G; :E478 78C4EG@8AG4?<M87 <AFGEH6G<BA 9BE G;8 SEFG G<@8

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.6<8A68 ?BFG *9 4 6?4FF B9 S9G; :E478 FGH78AGF FGH78AGF J8E8 <78AG<S87 4F FGH78AGF J<G; 7<F45<?<G<8F /;8 7<FGE<6G 47BCG87 4 A8J .6<8A68 6HEE<6H?H@ +84EFBA ?8I4G8 .G8@ .6BC8F 4 E8FBHE68 G;4G BHE G846;8EF ;47 E8?<87 BA <A G;8 C4FG J4F AB ?BA:8E 4I4<?45?8 GB G;8@ !<9G; :E478 78C4EG@8AG4?<M87 <AFGEH6G<BA 9BE G;8 SEFG G<@8

/ 8938 41C1 3><?>=5=C 814 C85 7A51C5BC 71? F85= 3><?1A54 C> C85 BC1C5 1E5A175 G?;19= C85 613C>A B C81C 3>=CA92DC54 C> C89B 71? 1=4 1=H CA5=4B

.6<8A68 4G ;47 4 :4C 9E

G: :@AD C >6:8 Ã8A68òÃ€Dp! @ €p@ 8DC BC 44C ?5A40 P

,9C;5	' 6;<8I8@8AG 9BE '' FGH78AGF 4A7 . 2
*1C9>=1;5	BG; FH5 :EBHCF J8E8 6<G87 9BE 94??<A: 58?BJ <A 46;<8I8@8AG
+C1C5 C85 <51BDA512;5 >DC3><5 C85 B38>>; ?;1=B C> 13895E5	/;8 BI8E4?? :B4?<A ' 46;<8I8@8AG <F GB <A6E84F8 5L GB /;8 :B4? 9BE '' FGH78AGF 4A7 . 2 <F GB E4<F8 46;<8I8@8AG GB BE ;<:;8E
)5AB>= A5B?>=B92;5 6>A <>=9C>A9=7 >DC3><5	4EB?8 %B;AFGBA 64EB?8 =B;AFGBA LBHE6;4E?BGG8F6;BB?F A8G
E945=35 21B54 +CA1C57H	4<?L F6;87H?87 6?4FFEBB@ FHCCBEG 9EB@ 4 '' C4E4 CEB98FF<BA4? 9BE '' FGH78AGF A:?<F;<A 4 !?4F; 9BE 4?? /<8E '' FGH78AGF -847<A: ::F 4I4<?45?8 9BE 4?? . 2 4A7 '' FGH78AGF +HF;<A FHCCBEG CEBI<787 9BE . 2 5L . .HCCBEG !46<?<G4GBEF . WRDHQC BE2Ì46<?<G4GBEF J<?? CH?? F@4?? :EBHCF 9BE <AG8EI8AG<BAF 7HE<A: $$$ <AFGEH6G<BA GB 6BA68AGE4G8 BA FC86<S6 F><?? :4CF -847<A: ::F J8E8 HF87 J<G; 4 F@4?? :EBHC B9 FGEH::?<A: E8478EF 7HE<A: !0: %A˜ H• A1C57H
*1C9>=1;5 6>A E945=35 21B54 +CA1C57H	

B9 478EF 7H 46<

C S TÀ GWA44` f

,9C;5	(4G; 6;<8I8@8AG
*1C9>=1;5	& . FGH78AGF F;BJ87 4 7EBC <A @4G; 46;<8I8@8AG BA?L F;BJ87 4 <A6E84F8 <A ?84EA<A: :4<AF BI8E4?? 4A7 4 <A6E84F8 <A ?BJ8FG DH4EG<?8 @4G; :4<AF
+C1C5 C85 <51BDA512;5 >DC3><5 C85 B38>>; ?;1=B C> 13895E5	(4G; 46;<8I8@8AG J<?? E<F8 5L CB<AGF GB 4A7 ?BJ8FG DH4EG<?8 J<?? <A6E84F8 5L CB<AGF GB
)5AB>= A5B?>=B92;5 6>A <>=9C>A9=7 >DC3><5	4EB?8 %B;AFGBA 64EB?8 =B;AFGBA LBHE6;4E?BGG8F6;BB?F A8G
E945=35 21B54 +CA1C57H	0F8 B9 -847L ?4FFEBB@ (4G; 6HEE<6H?H@ /846;8EF J<?? E868<I8 FC86<S6 -847L (4G; + <A 58FG CE46G<68F .@4?? :EBHC <AFGEH6G<BA <A @4G; .HCCBEG B9 @4G; <AFGEH6G<BA 5L G;8 '' C4E4 CEB98FF<BA4? 4A7 . .HCCBEG !46<?<G4GBEF -8T8K (4G; !46G !?H8A6L +E46G<68 <>ABJ<G (4G; '8FFBAF 4?<:A87 J<G; .G4G8 .G4A74E7F .HCCBEG B46; JBE>5BB>F GB CEBI<78 477<G<BA4? CE46G<68 9BE FGEH::?<A: ?84EA8EF <A @4G;
*1C9>=1;5 6>A E945=35 21B54 +CA1C57H	.@4?? :EBHC <AFGEH6G<BA ;4F 4 CEBI8A GE46> E86BE7 B9 <A6E84F<A: FGH78AG 46;<8I8@8AG -8T8K (4G; FHCCBEGF @4G; 946G TH8A6L <>ABJ<G CEBI<78F FGH78AGF J<G; 477<G<BA4? CE46G<68 B9 :E478 ?8I8? FC86<S6 @4G; 6HEE<6H?H@ .HCCBEG B46; CEBI<78F FGH78AGF J<G; 477<G<BA4? CE46G<68 BA FC86<S6 @4G; FG4A74E7F
6G<BA .G8C	
5B3A9?C9>=	0F8 B9 ' .- ?8FFBAF 4A7 @4G; 7<F6BHEF8 HG<?<M<A: G;8 -847L ?4FFEBB@ HEE<6H?H@ 0F8 B9 .HCCBEG B46; (4G; JBE>5BB>F 7HE<A: <<< G<@8 4<?L HF8 B9 G;8 -8T8K (4G; GB <A6E84F8 @4G; 946G TH8A6L .@4?? :EBHC <AFGEH6G<BA CEBI<787 5L . .HCCBEG !46<?<G4GBEF '' C4E4 CEB98FF<BA4? J<?? CEBI<78 FHCCBEG GB '' FGH78AGF 7HE<A: @4G; <AFGEH6G<BA
)5AB>= *5B?>=B92;5	4EB?8 %B;AFGBA 64EB?8 =B;AFGBA LBHE6;4E?BGG8F6;BB?F A8G

449C9>=1; +38>>;F945 "<?A>E5<5=C)A9>A9C95B BCG<BA4?

6C5A 38>>B9=7 H>DA A51 B >6 >3DB 5G?;19= 8>F H>D F9;; 144A5BB C85 A5<19=9=7 B38>>;F945 9<?A>E5<5=C ?A9>A9C95B B55 C85 D941=35 C12 6>A <>A5 9=6>A<1C9>=

&<A:FJ4L ?8@8AG4EL J<?? GE46> FGH78AG 4GG8A74A68 JBE7F E847 G;EBH:; - 4A7 58;4I<BE G;EBH:; '<I8 .6;BB? 4A7 !* 0.

)1AC ". ,9C;5 " *5@D9A5<5=CB

44 9C9>=1; ,9C;5 " *5@D9A5<5=CB
/;<F F86G<BA @HFG 58 6B@C?8G87 <9 G;8 F6;BB? <F <@C?8@8AG<A: 4 /<G?8 $ +4EG F6;BB?J<78 CEB:E4@ 4A7 BCGF GB HF8 G;8 +<?BG .$+ GB F4G<F9L G;8 E8DH<E8@8AGF B9 G;8 F6;BB?J<78 CEB:E4@ C?4A 4F BHG?<A87 <A G;8 I8EL .GH78AG .H66887F 6G +H5?<6 '4J)B N 5 /;<F F86G<BA <F ABG E8DH<E87 9BE ABA /<G?8 $ F6;BB?F

5B3A925 8>F C85 B38>>; ?;1=B C> 2D9;4 ?>B9C9E5 A5;1C9>=B89?B F9C8 ?1A5=CB 61<9;95B 1=4 >C85A 3><<D=9CH BC1:58>;45AB C> 6D;K;; C85 B38>>; B <9BB9>= 1=4 BD??>AC C85 =554B >6 BCD45=CB

(4AL F6;BB? 46G<I<G<8F 4A7 8I8AGF 4E8 @478 CBFF<5?8 G;EBH:; G;8 FHCCBEG B9 BHE &<A:FJ4L +4E8AG /846;8E *E:4A<M4G<BA +/* 4A7 BHE @4AL ?B64? 5HF<A8FF C4EGA8EF *HE +/* F @4<A 9HA6G<BA <F GB E4<F8 9HA7F GB CEBI<78 E8FBHE68F 9BE G846;8EF 4A7 FGH78AGF /;8 9HA7F E4<F87 4E8 HF87 GB FCBAFBE +/* (<A< "E4AGF 9BE G846;8EF CEBI<78 FHCC?8@8AG4? @4G8E<4?F 9BE 6?4FFEBB@F 9HA7 5HF8F 9BE S8?7 GE<CF 4A7 CEBI<78 @4AL BG;8E E8FBHE68F 9BE BHE F6;BB? /;8 +/* 6BBE7<A4G8F @4AL 94@<?L <AIB?I8@8AG 8I8AGF G;EBH:;BHG G;8 F6;BB? L84E !4@<?L BB> !4<EF !4?? !8FG<I4? 2<AG8E +4?BBM4 4A7 BH:4E !HA -HA /;8F8 8I8AGF 4E8 CEBI<787 9E88 B9 6;4E:8 GB BHE
&<A:FJ4L 94@<?<8F 4AA87 :BB7F 4E8 6B??86G87 4G G;8F8 8I8AGF G;4G 4E8 ?4G8E 7BA4G87 GB G;8 ?B64? 9BB7 54A>

HF<A8FF C4EGA8EF;<CF 4E8 6H?G<I4G87 4A7 FHFG4<A87 9EB@ L84E GB L84E (4AL FCBAFBE @BAG;?L 94@<?L FC<E<G A<:;GF 4G G;8<E 8FG45?<F;@8AGF 4A7 :<I8 546> 4 CBEG<BA B9 G;8 CEB6887F GB BHE F6;BB? /;8F8 FC<E<G A<:;GF 8A6BHE4:8 94@<?<8F GB :4G;8E GB:8G;8E 4A7 5H<?7 94@<?L F6;BB? 6BAA86G<BAF HF<A8FF8F <A GHEA FCBAFBE 946H?GL FG4R E86B:A<G<BA G;EBH:;BHG G;8 F6;BB? L84E

+4E8AGF 4E8 8A6BHE4:87 GB 6;86> G;8<E FGH78AGF '<I8.6;BB? 466BHAGF 74<?L '<I8.6;BB?<F 4 J85 54F87 CEB:E4@ 4CC J;<6; 4??BJF G846;8EF GB E86B:A<M8 FGH78AGF 9BE G;8<E CBF<G<I8 6;B<68F 4F J8?? 4F <A7<64G8 J;8A FGH78AGF 4E8 ABG 9B??BJ<A: EH?8F 4A7 CEB687HE8F +4E8AGF ;4I8 ?<I8 G<@8 4668FF GB G;8<E FGH78AG F '<I8.6;BB? 466BHAG G;EBH:;BHG G;8 74L 5L ?B::<A: <A J<G; 4 @B5<?8 78I<68 .GH78AGF 84EA CB<AGF 9BE @4><A: CBF<G<I8 6;B<68F J;<6; G;8L @4L HF8 GB CHE6;4F8 I4E<BHF 6?4FFEBB@ 4A7 F6;BB? J<78 E8CBEGF

+4E8AGF 4?FB ;4I8 4668FF GB G;8 -8@<A7 4CC J;<6; 4??BJF GJB J4L 6B@@HA<64G<BA J<G; G;8<E FGH78AGF G846;8EF 4A7 G;8 F6;BB? J<G;BHG F;4E<A: B9 C;BA8 AH@58EF BE 8@4<? 477E8FF8F

)) %9=:
/;8 F6;BB? 6B@C?8G8F 4 +4E8AG4? $AIB?I8@8AG +?4A +! + J;<6; <F 4I4<?45?8 4G G;8 F6;BB? F<G8

5B3A925 8>F C85 B38>>; 5=BDA5B C85 B>391; 5<>C9>=1; =554B >6 1;; BCD45=CB 1A5 259=7 <5C F8938 <1H 9=3;D45 ?A>E949=7 3>D=B5;9=7 <5=C>A9=7 1=4 >C85A ?D?9; B5AE935B

BD>C84DP4 @HA<68938 <G;

F;4E87 J<G; G;8 A8J F6;BB? <A6?H7<A: FG4G8 G8FG<A: 74G4 4A7 (/.. 9BE@F 4F J8?? 4F . $ + C4C8EJBE>
*HE .6;BB? .B6<4? 2BE>8E FC8A7F G;E88 74LF 846; J88> <A BHE 5H<?7<A: 2 ;<?8 BA 64@CHF F;8 @88GF J<G; FGH78AGF GB 477E8FF G;8<E @BFG CE8FF<A: A887F .;8 <F 45?8 GB E898E C4E8AGF GB 4I4<?45?8 F8EI<68F J<G;<A BHE 6B@@HA<GL
*HE +EB98FF<BA4? .6;BB? BHAF8?BE ;B?7F F@4?? :EBHC 6BHAF8?<A: BA 4A 4F A88787 54F<F

5B3A925 C85 BCA1C5795B C85 B38>>; 5<?;>HB C> BD??>AC 9=3><9=7 1=4 >DC7>9=7 3>8>ACB >6 BCD45=CB 9= CA1=B9C9>= 6A><>=5 B38>>; ;5E5; C> 1=>C85A

46; FCE<A: J8 ;BFG 4 #847 .G4EG +EB@BG<BA 68E8@BAL 9BE G;8 #847 .G4EG CEB:E4@ G;4G <F ;BHF87 <A BHE F6;BB? (4AL B9 G;8F8 FGH78AGF J<?? 4GG8A7 ><A78E

#84?G; 8C4EG@8AG JBE>F J<G; BHE .86BA7 "E478 G846;8EF GB FCBAFBE A7 :E478 I<F<BA 5B4E7F G;4G 4??BJ FGH78AGF GB F8G :B4?F 9BE 9HGHE8 64E88E 4FC<E4G<BAF /;8L 4?FB FCBAFBE G;8 8 #8EB CEB:E4@ 9BE 9BHEG; :E478 FGH78AGF /;<F CEB:E4@ ;8?CF FGH78AGF 58 4J4E8 B9 7<F4FG8E CE8C4E87A8FF ;4E?BGG8 #4E5BE AI<EBA@8AG4? 8AG8E CEBI<78F 4 GJB 74L S8?7 GE<C 9BE 9BHEG; :E478 FGH78AGF GB ?84EA 45BHG BHE ?B64? 8FGH4EL /;8L :4G;8E 9HA7<A: 9EB@ ?B64? 5HF<A8FF8F GB C4L 9BE GE4AFCBEG4G<BA 4A7 ?84EA<A: @4G8E<4?F 9BE FGH78AGF GB 6B@C?8G8 CE<BE GB G;8<E GE<C

)1AC . D475C

	""""	A51B >6 >3DB +395=35 3895E5<5=C	
	""""	A51B >6 >3DB % 3895E5<5=C 6>A %% BCD45=CB 1=4 + /	
	""""	A51B >6 >3DB &1C8 3895E5<5=C	
		,>C1;	