

!" #&/
4;O <548G=>3> 70AB>AC20==O ;V:0@AL:>3> 70A>1C

!"@!
(GRIPPOSTAD® !)

!::04:
4VNGV @5G>28=8: 1 :0?AC;0 ?0@0F5B0<>;C 200 <3; 0A:>@1V=>2>W :8A;>B8 150 <3; :>D5W=C
25 <3; E;>@D5=0
4>?>28=8: ;0:B>70, <=>3V4@0B; 65;0B8=; 3;VF5@8=C B@8AB50@0B, B8B0=C 4V>:A84 (171);
EV=>;V=>289 6>2B89 (104), 5@8B@>78= (127).

V:0@AL:0 D>@<0. 0?AC;8 B25@4V.
A=>2=V DV78:>-EVABV: B25@4V 65;0B8=>2V :0?AC;8, @>72B0 =5?@>7>@0, :>@?CA 1V;89
=5?@>7>@89, 2@>H>: 2V4 1V;>3> 4> 6>2BC20B>3>.

\$0@<0:>B5@0?52B8G=0 3@C?0. 0@0F5B0<>;, :<1V=0FVW 157 ?A8E>;5?B8:V2. >4 ""% N02B E51.

\$0@<0:>;>3VG=V 2;0AB82>ABV.
0@0F5B0<>; 0=0;35B8: B0 0=B8?V@5B8: (7=51>;N20;L=89 V 60@>7=86C20;L=89 70AV1) D5:B
107CTBLAO =0 V=3V1C20==V A8=B57C ?@>AB03;0=48=V2 C F5=B@0;L=V9 =5@2>2V9 A8AB52V
4>AO30TBLAO G5@57 30-60 E28;8=. 5@V>4 =0?V2282545==O AB0=>28BL
1-4 3>48=8. V2=> @>7?>4V;OTBLAO ?> 2AVE @V48=0E >@30=V7=N3>20=8E <5B01>;VBV2.
%;>@D5=0<V=C <0;50B ;:0A8G=89 1-0=B83VAB0<V=, O:89 G8=8BL 45A5=A81V;V7CNGC V
0=0;35B8G=C 4VN, 7<5=HCT AC48==>-B:0=8==C ?@>=8:=VABL A;87>2>W >1>;>=:8 25@E=VE
48E0;L=8E H;OEV2, CAC20T A25@1V6 2 >G0E B0 =>AV.

%;>@D5=V@01@5 04A>@1CTBLAO 7V H;C=:>2>.:8H:>2>3> B@0:BC, 69-72 % ?@5?0@0BC
7207CTBLAO 7 1V;:0<8 ?;07<8. 0:A8<0;L=0 :>=F5=B@0FVO @5G>28=8 2 :@>2V 4>AO30TBLAO
G5@57 2-6 3>48=. 5B01>;V7CTBLAO C ?5GV=FV. 82>48BLAOE;>@D5=V@03> <5B01>;VB8
?5@5206=> =8@:0<8.

>D5W= A8;L=89 AB8@ F5=B@0;L=>W =5@2>2>W A8AB5<8, ?>B5=VNT 7=51>;N20;L=C 4VN
?0@0F5B0<>;C, 71C46CT 48E0;L=89 V AC48=>72C6C20;L=89 F5=B@8, A?@8OT @>7H8@5==N
:@>2>=>A=8E AC48= <07V2, A5@FO, =8@>.: 72C65==N AC48= >@30=V2 G5@52=>W ?>@>6=8=8 V
<>7:C, 7<5=HCT 03@530FVN B@><1>F8BV2, 71V;LHCT 4VC@57 B0 A5:@5B>@=C 4VO;L=VABL
H;C=:0.

A:>@1V=>20 :8A;>B0 68BBT2> =5>1EV4=89 2VB0. □V4><>, I> 0A:>@1V=>20 :8A;>B0 2V4V3@0T
206;82C @>;L C @50;V70FVW 70E8A=>W DC=:FVW >@30=V71EV4=0 4;O =>@<0;L=>3>
DC=:FV>=C20==O "-;VF8BV2 B0 5D5:B82=>W D03>F8B0@=>W 0:B82=>ABV ;59:>F8BV2. >@<0;V7CT
?@>=8:=VABL :0?V;O@V2.

A:>@1V=>20 :8A;>B0 ;53:> 2A<>:BCTBLAO C H;C=:>2>.:8H:>289 B@0:B. 25 % 7207CTBLAO 7
?@>B5W=0<8 :@>2V. 5B01>;V7CTBLAO C ?5GV=FV 7451V;LH>3> 4>453V4@>0A:>@1V=>2>W
:8A;>B8. A:>@1V=>20 :8A;>B0 B0 WW <5B01>;VB8 282>4OBLAO V7 A5G5N B0 6>2GN. 0;8H>:
0A:>@1V=>2>W :8A;>B8, I> ?5@528ICT ?>B@518 >@30=V7 282>48BLAO V7 A5G5N C D>@

;V=VG=V E0@0:B5@8AB8:8.

>:070==O.

;O ?>;53H5==O A8

@>B8?>:070==O.

V?5@GCB;82VABL 4> ?0@0F5B0<>;C 01> 4> 1C4L-O:>3> V=H>3> :>=5=B0 ?@5?0@0BC; BO6:V
?>@CH5==O DC=:FVW ?5GV=:8 V/01> =8@>.; A8=4@< 8;L15@0, A8=4@< C1V=0-6=>A=>0,
28@065=0 3V?5@1V;V@C1V=57>-6-D>AD0B453V4@>35=078; A?04:>2V D>@<8 =5?5@5=>A8<>ABV
30;0:B>78, ;0:B07=0 =54>AB0B=>ABL 0?0 01> <0;L01A>@1FVO 3;N:>78-30;0:B>78; 0;>3>;V7<;
70E2>@N20==O :@>2V, 28@065=0 0=5?5=VO; ?>@CH5==O :@>2>B2>@5==O; B@><1>7, B@>
<1>D;51VB; ?V428I5=0 71C4;82VABL, ?>@CH5==O A=C; BO6:0 0@B5@V0;L=0 3V?5@B5=7VO,
AE8;L=VABL 4> A?07, 45:>20=0 A5@F520 =54>AB0B=VABL,BO6:V ?>@CH5==O A5@F52>W

?@>2V4=>ABV B0 0@8B5?V;5?AVO; 3V?5@B8@5>7; 3V?5@B@>DVO ?5@54>W 70;>78,
>1AB@C:FVO H89:8 A5G>2>3> FC:@>289 4V015B; 70:@8B>:CB>20 3;0C:><0; 3>AB@89 ?0=:@50B8B,
28@07:>20 E2>@>10 H;C=:0 V 420=04FOB8?0;>W :8H:8 C AB04VW 703>AB@5==O,
?V;>@>4C>45=0;L=0 >1AB@C:FVO.
5 70AB>A>2C20B8 @07>< 7 V=3V1VB>@0<8 <=>0>:A84078 () B0 ?@>BO3<< 2 B86=V2 ?VA;O
?@8?8=5==O 70AB>AC20==O V=3V1VB>@V2 , =5 70AB>A>2C20B8 7 B@8F8;;VG=8<8
0=B845?@5A0=B0<8 01> 15B0-1;>:0B>@0<8.
VB=V9 2V:. 5@V>4 203VB=>ABV 01> 3>4C20==O 3@C44N. 8BOG89 2V: 4> 12 @>:V2.

A>1;82V 70E>48 157?5:8.

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.
@0E>2C20B8, I> C E2>@8E 7 0;:>3>;L=8< C@065==O< ?5GV=:8 71V;LHCTBLAO @878:
35?0B>B>:A8G=>W 4VW ?0@0F5B0<>;C. @5?0@0B <>65 2?;820B8 =0 @57C;LB0B8 ;01>@0B>@=8E
4>A;V465=L I>4> 22V 3;N:>78 B0 A5G>2>W :8A;>B8.
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.
5 ?@89<0B8 ?@5?0@0B 7 V=H8<8 70A>10<8, I>
/I> A8<8 =5 7=8:0NBL, A;V4 725@=CB8AO 4> ;V:0@O.
/I> 3>;>2=89 1V;L AB0T ?>ABV9=8<, A;V4 725@=CB8AO 4> ;V:0@O.

70T<>4VO 7 V=H8<8 ;V:0@AL:8<8 70A>10<8 B0 V=HV 2848 270T<>4V9.

0@0F5B0<>:

- @8 >4=>G0A=>AC20==V 7 ?@5?0@0B0<8, I> A?>2V;L=NNBL 520:C0FVN H;C=:>2>3> 2?0=B5;V=,
<>65 7<5=HC20B8AL 2A<>:BC20==O B0, C A2>N G5@3C, 5D5:B82=VABL ?0@0F5B0<>;C.
- @8 >4=>G0A=>AC20==V 7 ?@5?0@0B0<8, I> ?@8A:>@NNBL 520:C0FVN H;C=:>2>3> 2
- @8 >4=>G0A=>AC20==V 7 0784>B8< (784>2C48=) ?V428ICTBLAO @878: @>728B:C
=59B@>?5=VW. ">□@8??>AB04® C A;V4 70AB>A>2C20B8 7 0784>B8< ;8H5 ?VA;O :=AC;LB0FVW 7
;V:0@5
- 4=>G0A=5 70AB>AC20==O 7 ?@>15=5F84<< V=3V1CT 7207C20==O ?0@0F5B0<>;C 3;N:C@>=>2>N
:8A;>B>N B0 ?@872>48BL 4> 7<5=H5==O ;V@5=AC ?0@0F5B0<>;C ?@81;87=> 2 2 @078. @8
>4=>G0A=>AC20==V 7 ?@>15=5F84<< A;V4 7<5=HC20B8 4>7C ?0@0F5B0<>;C.
- !0;VF8;0B8 <>6CBL ?>4>26C20B8 ?5@V>4 =0?V22845==O ?0@0F5B0<>;C.
- !;V4 1CB8 >15@56=8<8 ?@8 >4=>G0A=>AC20==V 7 V=4C:B>@0<8 D5@<5=BV2 B0 ?>B5=FBV9=>
35?0B>B>:A8G=8<8 70A>10<8.
- >2B>@=5 70AB>AC20==O ?0@0F5B0<>;C ?@>BO3<< :V;L:>E B86=V2 ?V428ICT 5DD5:B
0=B8:>03C;O=BV2.

- %>;5AB8@0

%>@D5=0<V=C <0;50B

4=>G0A=5 70AB>AC20==O ?@5?0@0BC 7 =0ABC?>8<8 ;V:0@AL:8<8 70A>10<8 <>65 7=0G=>
71V;LH8B8 ?@83=VGC20;L=C 4VN E;>@D5=0
%>@D5=0A8;NT 0=B8E>;V=5@3VG=C 4VN 0B@>?V=C, A?07<>;VB8:V2, B@8F8;;VG=8E
0=B845?@5A0=BV2, ?@>B8?0@:V=A>=VG=8E ?@5?0@0BV2.
4=>G0A=5 70AB>AC20==O V7 70A?>:V9;828<8 F5=B@0;L=>W 4VW G8 0;>3>;5< ?>B5=FBVNT
A540B82=89 5D5:B.

>D5W=

- >D5W= <>65 ?>A;01;N20B8 A540B82=89 5D5:B 10@1VBC@0BV2, 0=B83VAB01 V2.
- >D5W= <0T A8=5@3VG=C 4VN 7 A8
- @8 >4=>G0A=>AC20==V 7 B5>DV;V=<< 7<5=HCT 5;VAB0==L>3>.
- >D5W= ?V4A8;NT 048B82=89 ?>B5=FBV0; @5G>28= 5D54@8=>2>3> B8?C.

- @8 :><1V=0FVW 7 ?@5?0@0B0<8 H8@>:>3> A?5:B@0 4VW (=0?@8::04, 15=7>4V075?V=8) <>6CBL @>728=CB8AL @V7=V B0 =5?5@5410GC20=V @50:FVW.
- 5@>@0;L=V :>B@0F5?B828, F8<5B848= B0 48AC;LDV@0< 7<5=HCNBL @>7?04 :>D5W=C C ?5GV=FV; 10@1VBC@0B8 B0 =V:>B8= 9>3> ?V4A8;NNBL.
- 4=>G0A=5 70AB>AC20==O V=3V1VB>@V2 EV=>;>=:0@1>:A8;3V@078 <>65 7<5=HC20B8 5;V D5W=C B0 9>3> <5B01>;VBC ?0@0:A0=B8=C.

A:>@1V=>20 :8A;>B0

A<>:BC20==O 0A:>@1V=>2>W :8A;>B8 7=86CTBLAO ?@8 >4=>G0A=>AC20==V ?5@>@0;L=8E :>=B@0F5?B82=8E 70A>1V2, 26820==V D@C:B>28E 01> >2>G528E A>:V2, ;C6=>3> ?8BBO; 0A:>@1V=>20 :8A;>B0 ?@8 ?5@>@0;L=>AC20==V ?V428ICT 01A>@1FVN ?5=VF8;V=C, B5B@0F8.;V=C, 70;V70, 7=86CT 5D5:B82=VABL 35?0@8=C B0 =5?@O<8E 0=B8:>03C;O=BV2, ?V428ICT @878: @>728B:C :@8AB0;C@VW ?@8 ;V:C20==V A0;VF8;0B0<8; >4=>G0A=89 ?@89<< 0A:>@1V=>2>W :8A;>B8 V 45D5@>:A0:A8G=VABL 70;V70, >A>1;82> C A5@F52>>1V3C. □A:>@1V =>20 :8A;>B0 ?V428ICT 7030;L=89 ;V@5=A 5B8;>2>3> A?8@BC; ?@5?0@0B8 EV=>;V=>2>3> @O4C, :0;L FVN E;>@84, A0;VF8;0B8, :>@B8:>AB5@>W48 ?@8 B@820;>AC20==V 7<5=HCNBL 70?0A8 0A:>@1V=>2>W :8A;>B8 2>@30=V7

A>1;82>ABV 70AB>AC20==O.

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

@87=0G5==O ?@5?0@0BC C FV ?5@V>48 <>6;825 ;8H5 C 28?04:C, :>;8 >GV:C20=0 :>@8ABL 4;O <0B5@V ?5@528ICT ?>B5=FV9=89 @878: 4;O ?;>40 01> 48B8=8.

0@0F5B0<>; ?@>=8:0T C 3@C4=5 <>;>:, 0;5 C ;V=VG=>=57=0G=8E :V;L:>ABOE. >ABC?=V >?C1;V:>20=V 40=V =5 B8?>:070=L I>4> 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.

5 2?;820T.

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

@5?0@0B ?@87=0G5=89 4;O ?5@>@0;L=>3> ?@89>. >70 4;O 4>@>A;8E B0 4VB59 2V:< 2V4 12 @>:V2 AB0=>28BL 2 :0?AC;8 3 @078 =0 4>1C: 2@0=FV, 245=L B0 225G5@V,V=B5@20; <0<8 =5 <5=H5 4 3>48=.

@5?0@0B ?@89<0NBL =570;56=> 2V4 W48, 70?820NG8 4>AB0B=L>N :V;L:VABN 2>48.

0:A8<0;L=89 B5@C@A ;V:C20==O AB0=>28BL 5-7 4=V2.

0FVT=B8 7 ?>@CH5==O<8 DC=:FVW ?5GV=:8 B0/01> =8@>: ;53:>3> B0 ?>3> ABC?5=O

?0FVT=BV2 7 ?><0<8 ?@5?0@0BC.

5 ?5@528IC20B8 @5:><5=4>20=C 4>7C.

5 ?@89<0B8 @07>< 7 V=H8<8 ;V:0@AL:8<8 70A>10<8, I>

VB8.

@5?0@0B 70AB>A>2CNBL 4VBO< 2V:< 2V4 12 @>:V2.

5@54>7C20==O.

!8<8 ?5@54>7C20==O □@8??>AB04®! 7C<>2;5=V 4VTN :>6=>3> >:@5<>3> :>=5=B0 ?@5?0@0BC.

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==O 5 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 ?@>O2;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 2848=8 01> ?V7=VH5
?VA;O ?@89=>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.

%:>@D5=0<V=C <0;50B

VA;O ?5@54>7C20==O0=B8E>;V=5@3VG=V :=5=B8 7C<>2;NNBL A8<8, AE>6V =0 A8<8,
A?@8G8=5=V 0B@>?V=> O=5FL, 70AB83;V @>7H8@5=V 7V=8FV, 0B0:AVO, B@5>>@, 30@OG:0,
ACEVABL C @>BV B0 70?>@. >BV< <>6CBL 7O2;OB8AO >7=0:8 V=B>:A8:0FVW F5=B@0;L=>W
=5@2>2>W A8AB5<8 (30;NF8=0FVW, ?>@CH5==O :>@48=0FVW @CEC B0 :=2C;LAVW). \$V=0;L=8
<8 A8<0<8 T :<<0, 48E0;L=0 =54>AB0B=VABL B0 A5@F52>-AC48==89 :>;0?A.

>D5W=

@8 70AB>AC20==V ≥ 1 3 :>D5W=C 70 :>@>B:89 ?@>: G0AC <>6CBL @>728=CB8AO A8<8
V=B>:A8:0FVW: B@5<>@, ?>@CH5==O &!, A5@F52>-AC48==V ?>@CH5==O (B0EV:0@4VO,
C@065==O :0@40), 1V;L 2 5?V30AB@0;L=V9 4V;O=FV, 1;N20==O, 4VC@57, ?@8A:>@5=5 48E0==O.
V:C20==O: A?5F8DVG=>3> 0=B84>BC =5 VA=CT, 0;5 ?V4B@88, B0:V O: 70AB>AC20==O
0=B03>=VABV2 15B0-04@5=>@5F5?B>@V2, <>6CBL ?>;53H8B8 :0@4V>B>:A8G=89 5D5:B. 5>1EV4=>
?@><8B8 H;C=>;, 70AB>AC20B8 >:A835=>B5@0?VN, ?@8 AC4<<0E 4V075?0

A:>@1V=>20 :8A;>B0

@8 ?5@54>7C20==V 0A:>@1V=>2>W :8A;>B8 <>6CBL 28=8:=CB8: 1V;L C 4V;O=FV 5?V30AB@VN,
=C4>B0, 1;N20==O, 4V0@5O, A25@1V6 B0 H:V@=V 28A8?8, ?V428I5=0 71C4;82VABL. A=CT @878:
@>728B:C 35<>;V7C B0 ?>O28 :0<5=V2 C =8@:0E. # 28?04:C 70AB>AC20==O >4=>@07>2>W 4>78 ≥ 3 3
<>6;8289 @>728B>: B@0=78B>@=>W >A<>B8G=>W 4V0@5W B0 A8@CH5=L 7 1>:C B@02=>W A8AB5
<8.

V:C20==O: ?@><8B8 H;C=>;, 40B8 E2>@>20=5 2C3V;;O 01> V=HV 01A>@15=B8.

>1VG=V @50:FVW.

01>@0B>@=V ?>:07=8:8

52V4><>: 70AB>AC20==O ?0@0F5B0<>;C <>65 ??;820B8 =0 @V25=L A5G>2>W :8A;>B8, I>
>FV=NTBLAO 70 4>?><>3>N D>AD>@=>2>;LD@0<>2>W :8A;>B8 B0 @V25=L 3;N:>78 :@>2V, I>
>FV=NTBLAO 70 4>?><>3>N ?5@>:A8407=>W >:A84078.

@8 70AB>AC20==V, I> 2V4?>2V40T @5:<<5=4>20=V9 4>7V 0A:>@1V=>2>W :8A;>B8, ?V428I5==O
:=>F5=B@0FVW 0A:>@1V=>2>W :8A;>B8 C A5GV <>65 702060B8 045:20B=>FV=N20==N 45O:8E
::V=V:>-EV:07=8:V2 (3;N:>70, A5G>20 :8A;>B0, :@50B8=V=, =5>@30=VG=V D>AD0B8, ?@8E>20=0
:@>2 C D5:0;VOE). ">1B> 4>AB>2V@=VABL<5B>4V2, 70A=>20=8E =0 :>;L>@>28E @50:FVOE, <>65 7
"0:>6 E;>@D5=0

>@CH5==O 7 1>:C A5@F52>-AC48==>W A8AB5<8: B0EV:0@4VO, @5D;5:B>@=0 1@048:0@4VO,
7048H:0, 1V;L C A5@FV, 0@8B

>@CH5==O 7 1>:C A8AB5<8 :@>2V B0 ;VW A8AB5<8: 0=5<1>F8B>?5=VO, ;59:>?5=VO,
=59B@>?5=VO, 03@0=C;>F8B>7, ?0=F8B>?5=VO, <5B35<>3>;1V=>?0BVO.

>@CH5==O 7 1>:C B@02=>W A8AB5<8: =C4>B0, 1;N20==O, ACEVABL C @>BV, 48A:>@B V 1V;L 2
5?V30AB@0;L=V9 4V;O=FV, 3V?5@A0;V20FVO, 7=865==O 0?5B8BC, ?5GVO, 4V0@5O.

>@CH5==O 7 I>:C 5=4>:@8==>W A8AB5<8: 3V?>3;V:5 3V?>3;V:5W :<8.
>@CH5==O 7 I>:C 35?0B>1V;V0@=>W A8AB5<8: ?>@CH5==O DC=:FVW ?5GV=:8, ?V428I5==O
0:B82=>ABV ?5GV=:>28E D5@<5=BV2, O: ?@028;>, 157 @>728B:C 6>2BO=8FV.
>@CH5==O 7 I>:C VW A8AB5<8: 0=0DV;0:AVO, @50:FVW 3V?5@GCB;82>ABV, 2::NG0NG8H:V@=89
A25@1V6, 28A8? =0 H:V@V V A;87>28E >1>;>=:0E (70728G09 35=5@0;V7>20=89 28A8?, 5@8B5
<0B>7=89, :@>?82O=:0), 0=3V>=52@>B8G=89 =01@O:, @<=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).
>@CH5==O 7 I>:C =5@2>2>W A8AB5<8: 3>;>2=89 1V;L, 70?0<>@>G5==O, ?A8E><>B>@=5
71C465==O V ?>@CH5==O >@VT=B0FVW, 48A:V=57VO, 70=5?>:T=VABL, A540FVO, A>=:82VABL,
2V4GCBBO AB@0EC, @>7;048 A=C, A?;CB0=VABL A2V4>>ABV, 2 >:@5<8E 28?04:0E :<0, AC4><8, 7
254V=:8.
>@CH5==O 7 I>:C =8@:>2>W A8AB5<8: =8@:>20 :>;V:0, V=B5@AB8FV0;L=89 =5D@8B, CB@C4=5=5
A5G>28?CA:0==O.
>@CH5==O 7 I>:C 48E0;L=>W A8AB5<8: 1@>=E>A?07< C ?0FVT=BV2, GCB;828E 4> 0A?V@8=C B0
4> V=H8E .
>@CH5==O 7 I>:C H:V@8 B0 ?V4H:V@=>W :;VB:>28=8: 0;5@3VG=V @50:FVW H:V@8 (5@8B5<0,
28A8?0==O), I> <>6CBL AC?@>2>46C20B8AL ?V428I5==O< B5H:>465==O A;87>28E.
>@CH5==O <5B01>;V7 ?V428I5==O 0?5B8BC.
>@CH5==O 7 I>:C ?A8EVG=>W A8AB5<8: ?A8E>B8G=V @50:FVW, 2=CB@VH=V9 =5A?>:V9,
157A>==O.
>@CH5==O 7 I>:C >@30=0 7>@C: V=VfV0FVO 3;0C:<<8 (70:@8B>.:CB>2>W 3;0C:<<8), ?>@CH5==O
7>@C B0 0:><>40FVW, ACEVABL >G59,
@8 B@820;>AC20==V C 28A>:8E 4>70E <>6;82V: ?>H:>465==O 3;><5@C;O@=>3> 0?0@0BC =8@>:,
CB2>@5==O C@0B=8E B0/01> >:A0;0B=8E :>=:@5<5=BV2 C =8@:0E V A5G>282V4=8E H;OE0E,
=8@:>20 =54>AB0B=VABL; ?>H:>465==O V=AC;O@=>3> 0?0@0BC ?V4H;C=:>2>W 70;>78 (3V?5@3;V:5
7C@VO) B0 ?>@CH5==O A8=B57C 3;V:>35=C 06 4> ?>O28 FC:@>2>3> 4V015BC; 48AB@>DVO:0@40;
B@><1>F8B>7, B@><1>CB2>@5==O, 3V?5@B@><1V=5F8B>?5=VO, =59B@>DV;L=89 ;59:>F8B>7,
7=865==O ?@>=8:=>ABV :0?V;O@V2 (<>6;825 ?>3V@H5==O B@>DV:8 B:0=8=, ?V428I5==O
0@B5@V0;L=>3> B8A:C); C E2>@8E V7 45DVF8B>< 3;N:>7>-6-D>AD0B453V4@>35=078 <>65
A?@8G8=8B8 35<>;V7 5@8B@>F8BV2; 48A10:B5@V>7 @>B>2>W ?>@>6=8=8; ?>@CH5==O >1

"5@ABV.5 @>:V2.
5 28:>@8AB>2C20B8 ?@5?0@0B ?VA;O 70:V=G5==O B5@ABV.

#<>28 715@V30==O.
15@V30B8 2 >@83V=0;L=V9 C?0:>2FV ?@8 B5□, C =e4ocBy?>=o

#?0:>2:0.
> 10 :0?AC; C 1;VAB5@V; ?> 1 01> 2 1;VAB5@8 C :0@B>==V9 :>@>1FV

0B53>@VO 2V4?CA:C.
57 @5F5?B0.

8@>1=8:.
<<!"@F=09

VAf57=0E>465==O 28@>1=8:V2 B0 WE=O 04@5A020465==O 4VO;L=>ABV.
!B040HB@0AA5 2-18, D-61118 04 \$V;L15;L, V<5GG8=0.