@mcbg˙FcUX˙7cbhfcjYfgm˙'+˙BYk˙<caYg 5ddfcjYX˙5a]X˙GUZYhm˙KUfb]b[g˚

8]gWcjYf˙h\Y˙UhYgh˙XYjY`cdaYbhg˙]b˙DU`a˙6YUW\˙7cibhmž]bWiX]b[˙hfUZZ]WWcbWfbg˙UbX˙bYk˙fYg]XYbh]U`˙dfc´YWhg U`cb[˙@mcbg˙FcUX"

6cmbhcb˙6YUW\ž˙:`cf]XUž I G5˙!˙b˙U˙acjY˙h\Uh˙\Ug˙gh]ffYX g][b]Z]WUbh˙X]gWigg]cb˙Uacb[˙`cWU`˙fYg]XYbhg˙UbX˙cZZ]W]U`gž˙@ <caYg˙fYWY]jYX˙UddfcjU`˙hc˙]bWfYUgY˙h\Y˙JU`YbW]U˙8Y`˙AUf XYjY`cdaYbh˙Vm˙UXX]b[˙'+˙\caYgžfU]g]b[˙]hg˙hchU`˙hc˙)%,"˙5g hfUZZ]WUbX˙gUZYhm˙WcbWYfbg˙cca``Uf[Yžj Uf]cig˙ghU_Y\c`XYfg˙UfY k Y][\]b[˙h\Y˙]ad`]WUh]cbg˙cZ˙gi W\˙fYg]XYbh]U`˙YldUbg]cbg˙U`cb[@mcbg˙FcUX"

7cibhm˙7caa]gg]cbYf˙AUf]U˙GUW\g˙fU]gYX˙U`Ufa g˙cjYf˙h\Y XYjY`cdaYbh˙Xi f]b[˙U˙fYWYbh˙a YYh]b[žW]h]b[˙h\Y˙U`fYUXm˙\YUj]W hfUZZ]WWcbX]h]cbg˙U`cb[˙h\Y˙fcUX"˙5XX]b[˙a cfY˙\ca Yg˙U`cb[@mcbg˙FcUX˙a U_Yg˙h\Y˙fcUXk Um˙i bgUZY˙Xi Y˙hc˙YI]gh]b[˙hfUZZ]W Wcb[Ygh]cbž˙g\Y˙UggYfhYX"˙<ck Yj Yfž˙@˙<ca Yg˙XYZYbXYX˙h\]f

dcg]h]cbžUf[i]b[h\Uh XY`Um]b[ Wcbghfi Wh]cb k ci `X]bWf
UXX]h]cbU` Wcghg k \]`Y]bg]gh]b[h\Uh k]XYb]b[h\Y fcUX ZU``g i bXYf
Wci bhm fYgdcbg]V]`]h]Yg"

I dWca]b[=bZfUghfi Whi fY 7\Ub[Yg

5WWcfX]b[hc h\Y DU`a 6YUW\ Dcghž h\Y k]XYb]b[cZ @mcbg FcUX
Zfca hk c hc Zci f `UbYg]g gYh hc VY[]b]b gdf]b[&$&*ž k]h\ Ub
Ygh]a UhYX Wca d`Yh]cb h]a Y cZ Uh `YUgh cbY mYUf" H\]g
dfc YWh]g _Ym hc UXXfYgg]b[h\Y Ubh]W]dUhYX]bWfYUgY]b hfUZZ]WUg
bYk fYg]XYbhg a cj Y]bhc h\Y UfYU" BcbYh\Y`Ygž k \]`Y h\Y Z]fgh
d\UgY cZ fcUX k]XYb]b[k cb h _]W_ cZZ i bh]` &$&*ž ; @ <ca Yg g
U`fYUXm WUd]hU`]n]b[cb h\Y cddcfhi b]hm hc Yl dUbX h\Y]f \ci g]b[
cZZYf]b[g"

HfUZZ]W Wcbgi `Ubh 6fmUb ?Y``m Yl dfYggYX WcbZ]XYbWY h\Uh h\Y
UXX]h]cb cZ' +\ca Yg k ci `X\Uj Y Ub]bg][b]Z]WUbh]a dUWh cb
hfUZZ]W MYhžYWc]b[WcbWYfbg Zfca fYg]XYbhg UbX cZZ]W]U`g U]_Yž
GUWg fYa U]bg g_Ydh]WU`žYa d\Ug]n]b[h\Uh h\Y fcUX g UfYUXm
cdYfUh]b[Uh cj Yf!WUdUW]hm"

6fcUXYf 8YjY`cda Ybh D`Ubg

H\Y fYWYbh UddfcjU` ]g ´ ghcbY d]YWY cZ U `Uf[Yf ghfUhY[m Vm ; @
<ca Ygž k \]W `]g d`Ubb]b[hc Vi]`X Ub dfYgg]j Y hchU` cZ %ž%($
\ca Yg]b h\Y 5[f]WY \i fU FYgYfj Y cWUhYX VYhk YYb 8YfUm
6YUW\ UbX 6cmbhcb 6YUW\" H\]g]b]h]Uh]j Y \Ug gdUf_YX XYVUhY
Ua cb[Wca a i b]hm a Ya VYfg UVci h h\Y dfYgYfj Uh]cb cZ
U[f]Wi `hi fU` `UbXž k \]W k Ug \]ghcf]WU``m]bhYbXYX Zcf ZUfa]b[UbX
fY`UhYX UWh]j]h]Yg"

H\Y dfcdcgYX g]hY Zcf h\]g Yl dUbg]cb `]Yg UVci h U a ]`Y gci h\ cZ
6cmbhcb 6YUW\ 6ci `Yj UfX cb @mcbg FcUXž UbX]h ghfUXX Yg Vch\
i b]bWcfdcfUhYX 8YfUm 6YUW\ UbX 6cmbhcb 6YUW\" ; @mcb Yg
]b]h]U` UddfcjU` Zcf (, %fYg]XYbh]U` i b]hg \Ug bck VYYb
g][b]Z]WUbh`m fUa dYX i d žbYUf`m hf]d`]b[ h\Y hch U` bi a VYf cZ
d`UbbYX \ca Yg Ug h\Ym gYY_ hc Ui bW\ h\Y K \]hk cfh\ 5; F!
DI 8 XYj Y`cda Ybh"

- H\Y XYj Y`cda Ybh d`Ub]bW i XYg.
    - (%+") & UWfYg cZ `UbX
    - %ž%($ fYg]XYbh]U` i b]hg
    - *, &") $ UWfYg XYg][bUhYX Ug DfYgYfj Y 5fYU
    - ()) UWfYg XYg][bUhYX Ug 8Yj Y`cda Ybh 5fYU
    - - F Yg]XYbh]U` DcXg UbX & 7`j]WDcXg
    - 5ggcW]UhYX k UhYf fYhYbh]cb UbX `UbXgWUdY Vi ZZYfg

5WWggg hc h\YgY \ca Yg k]`` Wca Y `df]a Uf]`m Zfca GhUhY FcUX +
UbX @mcbg FcUXž dfca dh]b[WcbWfbg Zfca Vch\ Ybj]fcba YbhU`
UXj cWUhYg UbX \ca Yck bYfg k \c ZYY` h\Uh gi WW XYj Y`cda Ybhg
Wci `X YfcXY h\Y U[ f]W `hi fU`]bhY[f]hm cZ h\Y fYgYfj Y UfYU"

DfYgYfj]b[5[f]W `hi fU` @UbX

H\Y 5[f]W `hi fU`F YgYfj Yž k \YfY h\]g XYj Y`cda Ybh ]g d`UbbYXž
\Ug VYYb U ZcWU` dc]bh Zcf dfYgYfj ]b[ ZUfa `UbX" 5[f]W `hi fU`
ncb]b[U]a g hc a U]bhU]b h\Y j]UV]`]hm cZ U[ f]W `hi fY Ug U _Ym
YWcbca]WUWh]j]hm k \]`Y a UbU[ b[ XYj Y`cda Ybh" 5Wh]j]h]Yg
dYfa]hhYX k]h\ ]b h\]g ncb]b[WUgg]Z]WUh]cb hmd]WU``m]bWi XY
ZUfa]b[ž`]j YghcW_ fU]g]b[ž UbX Yj Yb U[f]hci f]ga mYh h\YfY UfY
WcbWfbg h\Uh YbWfcUW\ ]b[fYg]XYbh]U` dfcY…Whg a Um YcdUfX]nY
h\YgY U[f]W `hi fU` Zi bWh]cbg"

; @< ca Yg \Ug VYYb UWh]j Y]b h\]g gdUWž \Uj]b[Vi]`h bYUf`m
) ž$$$ \ca Yg U`cb[ U`! a]`Y ghfYhW\ cZ @mcbg FcUX" H\Ymj Y
UWei]fYX a cfY h\Ub ($ dUfW`g ci hg]XY JU`YbW]U 8Y`A Uf Vi h
k]h\ ]b h\Y 5[f]W `hi fU`F YgYfj Yž i h]`]n]b[h\Y 5[F YgYfj Y g * $!($
fi `Yž k \]W fYei ]fYg h\Uh Uh `YUgh * $ı cZ U g]hY VY dfYgYfj YX Ug
cdYb gdUW"

H\]g dfUWh]W cZ UWei]f]b[ga U`` Yf dUfW`g hc Wca d`mk]h\ ncb]b[
fYei]fYa Ybhg \Ug ZUWX Wf]h]Wga " Gca Y `UbXck bYfg ZYY`
dfYggi fYX hc gY``h\Y]f XYj Y`cda Ybh f][\hgž k h\ ; @< ca Yg
fYdcfhYX`mcZZYf]b[i d hc ˇ ' $$ž$$$ dYf UWfYž fU]g]b[Zi fh\Yf
ei Ygh]cbg UVci h h\Y `cb[!hYfa ]a d`WUh]cbg Zcf : `cf]XU g
U[f]W `hi fU``UbXgWUdY"

K \]`Y`h\Y`Zi hi fY`cZ`h\YgY`XYj Y`cda Ybhg`gYYa g`Uggi fYXž]h
fYa U]bg`hc`VY`gYYb`]Z`h\Y`VU`UbW``VYhk YYb`fYg]XYbh]U``Yl dUbg]cb
UbX`U[f]W `hi fU``dfYgYfj Uh]cb`WUb`VY`YZZYWh]j Y`m a U]bhU]bYX`]b
h\Y`WcbhYl h`cZ`: `cf]XU g[fck]b[`i fVUb``UbXgWUdY"

: cf`Zi fh\Yf`]bg][\hgžmci `WUb`fYUX `DU`a `6YUWX `Dcgh`UVci h`h\Y
JU`YbW]U`8Y`Auf`XYj Y`cda Ybhžcf`W\YW_`6cWU`BYk g`Bck `Zcf
XYhU]`g`cb`; @<ca Yg`VfcUXYf`d`Ubg]b`h\Y`5[f]W `hi fU``FYgYfj Y"
: cf`a cfY`]bZcfa Uh]cb`cb`h\Y`W\U``Yb[Yg`cZ`U[f]W `hi fU``ncb]b[ž
fYZYf`hc`F YX`<Uk _`Gi fj Ym]b["

8YhU]`g	
Cfh	6cmbhcb`6YUW\ž`: `cf]XUž`I G5
Ei Y``Yb	• k k k "dU`a VYUW\ dcgh"Wca • VcWUbYk gbck "Wca • k k k "fYX\Uk _gi fj Ym]b["Wca

6Ygi WX Yb`G]Y`i bg`Ui Z. `a Y]b!k]Yb"bYh