: `cf]XU˙<ca Yhck b˙H]h`Y˙A Uf_g˙U˙8YWUXY cZ˙Gi WWYgg˙]b˙Gci h\k Ygh˙: `cf]XU˚

8]gWcjYf˙@YY˙7ci bhm∕ ¸ $'-/g˙j]VfUbh˙fYU``YghUhY˙`UbXgWUdY Ug˙: `cf]XU˙<ca Yhck b˙H]h`Y˙WY`YVfUhYg˙]hg˙%$h\˙Ubb]j YfgUfm˚ a Uf_]b[˙%%ž$$$ `Wcg]b[ g˙]b˙GK ˙: `cf]XU"

-$$˙GK ˙D]bY˙=g`UbX˙FcUXžGi ]hY˙&$*ž˙7UdY˙7cfU`ž˙: `cf]XUž I G5˙!˙: `cf]XU˙<ca Yhck b˙H]h`Y˙]g˙WY`YVfUh]b[˙U˙a]`YghcbY˙h\Uh gdYU_g˙j c`i a Yg˙UVci h˙]hg˙a dUWh˙cb˙h\Y˙fYU``YghUhY˙`UbXgWUdY˙cZ Gci h\k Ygh˙: `cf]XU"A Uf_]b[ ˙]hg˙%$h\˙Ubb]j YfgUfmžh\Y˙Wca dUbm \Ug˙gi WWYggZi ``m˙Wca d`YhYX˙bYUf`m˙%%ž$$$ `Wcg]b[g˙g]bWY˙]hg]bWYdh]cb˙]b˙&$%) "K]h\˙cZZ]WYg˙]b˙@U6Y``Yžˇ7UdY˙7cfU`žBUd`Ygž UbX˙: cfh˙A mYfgž˙: `cf]XU˙<ca Yhck b˙H]h`Y˙\Ug˙YghUV`]g\YX˙]hgY`Z˙Ug U˙_Ym˙d`UmYf˙]b˙h\Y˙fY[ ]cb ˙g˙fYU``YghUhY˙a Uf_Yh"

: ci bXYX˙Vm∕UWei Y˙]bY˙DYfY[f]bžˇ9ge"žh\Y˙U[YbWm˙cZZYfg˙U˙hYUa k]h\ ˙cj Yf˙&$$˙mYUfg˙cZ˙Wca V]bYX˙YldYf]YbWYž˙]bWi X]b[˙WYfh]Z]YX dfcZYgg]cbU`g˙UbX˙Ub˙]b!\ci gY˙UhhcfbYm"H\]g˙]a dfYgg]j Y VUW_[fci bX˙\Ug˙bch˙[cbY˙i bbch]WYXž˙Ug˙h\Y˙Wca dUbm˙\Ug

fYWY]jYXˋcjYfˋ%,ˋˋUkˋUfXgˋZfcaˋˋˋYUX]b[ˋˋ]bXiˋghfmˋiˋbXYfkˋf]hYfgž
iˋbXYfgWcf]b[ˋˋ]hgˋXYX]WUh]cbˋhcˋYlˋWˋˋˋYbWˋ"ˋ5gˋfYdcfhYXˋVmˋhˋ\Yˋ
7UdYˋ7cfUˋˋ6fYYnYžhˋ\YˋU[YbWmˋUˋˋgcˋUWh]jYˋmˋgiˋddcfhgˋˋcWUˋ
cfˋUb]nUh]cbgˋˋ]ˋˋ_Yˋ<UV]hUhˋZcfˋ<iaUb]hmˋUbXˋDUWˋˋYbhYfˋZcf
;ˋ]fˋgžˋgcˋˋ]X]Zmˋb]ˋˋ]hgˋWcaaˋ]haYbhˋhcˋWcaaˋiˋb]hmˋkˋYˋˋ!VYˋ]bˋ[ˋ"

=bbcjUh]jYˋ5ddfcUWˋYgˋ]bˋFYUˋˋ9ghUhY

IˋbXYfghUbX]bˋˋhˋ\YˋˋWˋUbˋ[ˋ]bˋˋhˋ]XYgˋcZˋhˋ\YˋfYUˋˋYghUhYˋ]bXiˋghfmž
:ˋcf]XUˋˋ<caYˋhˋcckˋbˋH]hˋ\Yˋˋ\UgˋYaˋVfUWˋYXˋaˋcXYfbˋhYWˋbcˋcˋcˋgˋmˋhc
Ybˋ\UbWˋˋgYfjˋ]WˋY"ˋˋCbYˋghUbXciˋhˋ]bbcjˋUh]cbˋˋ]gˋhˋ\YˋUXcdh]cbˋcZ
9UfbbYghžˋUˋˋXˋ[ˋhUˋˋdUmaˋYbhgˋdˋUhˋZcfaˋˋhˋ\UhˋˋˋckˋgˋˋZcfˋgYWˋfY
YˋYWˋhfcb]WYUfbYghˋaˋcbYˋhfUbgˋYfgˋXˋ]fYWˋhˋmˋˋ]bhcˋYgˋWfcck
UWˋWciˋbhg"ˋH\ˋ]gˋg\ˋ]Zˋh\ˋWcaˋYgˋUˋZhYfˋhˋ\YˋˋWcaˋdUbmˋZUWˋXˋWˋUˋˋYb[ˋYg
kˋ]hˋ\ˋhfUXˋ]h]cbUˋˋaˋYhˋcXgˋˋˋ]ˋ_YˋWUgˋ]YfˋgˋˋWˋYWˋ_gˋUbXˋkˋ]fYˋhfUbgˋYfgž
kˋˋ\]WˋˋcˋZhYbˋˋYXˋhcˋXYˋUmgžˋYgdYUWˋˋU``mˋcbˋkˋYY_YbXgˋUbXˋˋ\cˋ]XUmg"
5[ˋYbhˋ5XˋUaˋˋAˋUmžˋkˋˋ\cˋˋkˋYUfgˋaˋˋiˋˋ]d`YˋˋUhgˋUgˋVchˋ\ˋˋUˋˋhˋ]h`Y
]bgiˋfUbWˋYˋUˋ[YbhˋˋUbXˋˋfYUˋˋYghUhYˋUˋˋ[Ybhžˋ\UgˋˋVYYbˋˋ]bghfiˋaˋYbhUˋˋ]b
UXjˋcWUWˋh]b[ˋˋ]ˋZcfˋhˋ\]gˋhYWˋˋbcˋcˋcˋmžˋgˋ\ckˋWUgˋ]b[ˋˋUˋVˋYbXˋˋcˋZˋhfUX]h]cbUˋ
YˋIˋdYfh]gYˋˋUbXˋaˋcXYfbˋdfUWˋh]WˋYg"

6YWˋUiˋgYˋˋcˋZˋ9UfbbYghžˋhˋ\YˋˋWˋcaˋdUbmˋˋ\UgˋYˋIˋdYf]YbWˋYXˋˋU
fYaˋUf_UVˋYˋˋhfUbgˋcfaˋ Uh]cbˋ]bˋ]bˋhfUbgUWˋ]cbˋˋdYYXžˋfYXiˋWˋ]b[
dfcWˋYgg]b[ˋˋhˋ]aˋYgˋhcˋiˋbXYfˋ-$ˋgˋYWˋcbXgžˋUgˋkˋYˋˋˋUgˋˋ]aˋdfcjˋYX
gˋYWˋiˋf]hmˋUbXˋˋWˋ]YbhˋgUh]gˋZUWˋh]cb"ˋH\YˋˋghUZˋZž]bˋ]h]Uˋˋmˋgˋ_Ydh]WUˋˋžˋ\UjˋY
bckˋˋZiˋˋˋmˋYaˋVfUWˋYXˋhˋ]gˋhccˋˋžˋˋYUXˋ]b[ˋˋhcˋUˋgaˋcchˋYfˋUbXˋaˋcfY
hfUbgdUfYbhˋdfcWˋYggˋZcfˋUˋˋdUfh]Ygˋ]bjˋcˋjYX"ˋ:ˋcf]XUˋ<caˋYˋhcck`b
H]hˋ\Yˋˋ]aˋgˋhcˋgˋYhˋ]UˋˋghˋUbXUfXˋˋ]bˋhˋ\Yˋˋ]bXiˋghfmˋUgˋUˋˋYUXYfˋˋ]b
aˋcXYfbžˋYˋZZˋ]W]Ybhˋ fYUˋˋYghUhYˋhfUbgUWˋ]cbgžˋUˋjˋ]g]cbˋˋUˋˋˋ[YbXˋˋkˋ]hˋ
hˋ\YˋˋVfcUXYfˋhfYbXgˋˋbchYˋX]bˋhˋ\Yˋˋhˋ]hˋ\Yˋˋ]bgiˋfUWˋYˋˋUbXgWUdY"

HfYbXgˋG\Ud]b[ˋˋH\Yˋˋ:ˋiˋhiˋfY

H\YˋfYUˋˋYghUhYˋUbXˋˋh]h\Yˋˋ]bgiˋfUbWˋYˋ]bXiˋghf]YgˋUfYˋbchˋghUh]WˋžˋhˋˋYm
YjˋcˋˋjˋYˋˋ]bˋghYdˋˋkˋ]hˋˋˋWˋUbˋ[ˋˋ]bˋˋaˋUf_YhˋXˋmbUˋa]WˋgˋUbXˋˋWcbgiˋaˋYf
YˋIˋdYWˋhUh]cbg"ˋ5WˋˋcfXˋ]b[ˋˋhcˋˋ5Iˋ]]gˋˋHYWˋˋb]WˋUˋˋžˋgYjˋYfUˋˋˋ_YmˋˋhfYbXg
UfYˋgˋ\Ud]b[ˋˋh\ˋ]gˋYjˋcˋiˋˋhˋ]cb"ˋ:ˋfcaˋˋXˋ][ˋ]hUˋˋhfUbgˋZcfaˋ Uh]cbˋUbX
UiˋhcaˋUh]cbˋhcˋhˋ\Yˋˋ]bWˋfdcfUh]cbˋcˋZˋUfh]Zˋ]W]Uˋˋˋ]bhYˋˋˋ][ˋYbWˋYž

Wca dUb]Yg``]_Y`: `cf]XU`<ca`Yhck`b`H]h`Y`UfY`dcg]h]cb]b[
h\Ya`gY`j Yg`hc`a YYh`W]Ybh`bYYXg`UbX`ghfYUa`]bY`cdYfUh]cbg"`H\]g
g\]Zh`Yb\UbWg`h\Y`Vi m]b[`YldYf]YbW`žfYXi W]g`Wcghgž`UbX
a]h][UhYg`Yffcfgž`a U_]b[`]h`YggYbh]U`Zcf`h]h`Y`Wca`dUb]Yg`hc`]bj Ygh
]b`X][ ]hU`hcc`g"

A cfYcj Yfž`WmVYfgYW`f]hm`\Ug`Ya Yf[YX`Ug`U`j ]hU`Wcbg]XYfUh]cb`]b
Ub`]bWfYUg]b[ `m`X][ ]hU`Ybj]fcba Ybh"`K ]h\`h\Y`X][ ]h]nUh]cb`cZ
hfUbgUWh]cbgž`U`ghfcb[`ZcW`g`cb`XUhU`gYW`f]hm`VYWca`Yg
]a dYfUh]j Y`Zcf`a U]bhU]b]b[`W]Ybh`hfi gh"`7ca`dUb]Yg`h\Uh`Yl WY``]b
h\]g`UfYU`k]``Z]bX`h\Ya`gY`j Yg`VYhhYf`Yei ]ddYX`Zcf`Zi hi fY
WX`U``Yb[ Ygž`k \]`Y`h\cgY`h\Uh``U[`a Um`ZUWY`g][b]Z]WUbh
fYdYfW`gg]cbg"

5g`: `cf]XU`<ca`Yhck`b`H]h`Y``cc_g`Zcfk UfX`hc`h\Y`bYl h`XYWUXYž`]hg
Wca a]ha Ybh`hc`]bbcj Uh]cb`UbX`Wca m i b]hm`gYfj ]WY`fYa U]bg
ghYUXZUgh"`H\Y`Wca`dUbm`Wcbh]bi Yg`hc`Ya VfUWY`W`hh]b[!YX[Y
hYW\bc`c[ ]Yg`UbX`dfUWh]WYgž`Ybgi f]b[`h\Uh`]hg`W]Ybhg`fYWY]j Y`h\Y
VYgh`Yl dYf]YbWY`dcgg]V`Y"`K]h\`U`V`YbX`cZ`hfUX]h]cb`UbX
a cXYfb]hmž`: `cf]XU`<ca`Yhck`b`H]h`Y`]g`gYh`hc`h\f]j Y`]b`Ub`Yj Yf!
WX`Ub[ ]b[ `a Uf_Yh"

: cf`a cfY`]bZcfa Uh]cbž`mci `WUb`WcbhUWh`: `cf]XU`<ca`Yhck`b`H]h`Y`Uh
&' -!*+' !*(), `cf`j]g]h`h\Y]f`k YVg]hY`Uh`Z\ca`Yhck bh]h`Y"Wca "

8YhU]`g	
Cfh	-$$`GK `D]bY`=g`UbX`FcUXž`Gi]hY`&$*ž`7UdY`7cfU`ž`: `cf]XUž`I G5
Ei Y``Yb	• k k k "WUdYWcfU`VfYYnY"Wca • YUfbbYgh"Wca • UI ]ghYW\b]WU`"Wca

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