MUb_YYg/ ¸ $' -/ BYk `5WY3`7Ua `G\`]hh`Yf G\]bYg`]b `GdYWhUW' `Uf`A @6 `8YVi h˚

7Ua `G\`]hh`Yf`XUnn`Yg`]b`\]g`A @6`XYVi h`Zcf`h\Y`MUb_YYgž g\ck`WUg]b[ `\]g`hU`Ybh`k ]h\`gYj Yb`ghf]_Yci hg`U[U]bgh`h\Y A Uf]bYfg"

6fUXYbhcbž`I G5`!`⌐b`U`gYUgcb`Z]``YX`k ]h\`⌐i bWW`fhU]bhmž`h\Y`BYk Mcf_`MUb_YYg`\Uj Y`Z]bU``m`Zci bX`U`[ ]a a Yf`cZ`\cdY`]b`h\Y`Zcfa `cZ 7Ua `GWX`]hh`Yf"`F]X]b[ `U`k Uj Y`cZ`Ubh]W]dUh]cbž`h\Y`&(!mYUf!c`X d]hWX`Yf`a UXY`\]g`A @6`XYVi h`Uh`MUb_YY`GhUX]i a `U[ U]bgh`h\Y GYUhh`Y`A Uf]bYfgž``YUX]b[ `h\Y`hYUa `hc`U`h\f]``]b[`-!*`j]Whcfm"`5g ZUbg`WX`YYfYX`k]X`mž`GWX`]hh`Yf`g\ck WUgYX`]a dfYgg]j Y`g_]``g`cb`h\Y a ci bXž`YUfb]b[ `gYj Yb`ghf]_Yci hg`cj Yf`) `UbX`%# `]bb]b[ gžUbX `YUj ]b[ `k ]h\`U`*!&``YUXž`WUddYX`cZZ`k ]h\`U`ghUbX]b[ `cj Uh]cb `Zfca h\Y`Wfck X"

A U_]b[`k Uj Yg`]b`h\]g`XYVi hž`GWX`]hh`Yf g`ZUghVU``g`WcW_YX`]b`Uh`U k \cdd]b[`%$$`a d\žž`g][ b]Z]WUbh`m`Wcbhf]Vi h`hb `hc`\]g`Uj YfU[ Y j Y`cW]hm`cZ`-+"-`a d\`   `h\Y`ZUghYgh`Zcf`Ubm`MUb_YYg`d]hWX`Yf`h]g

gYUgcb"¨H\Y¨mci¨b[¨`\i¨f¨Yf¨k¨Ug¨WYUf¨m¨ZYY¨`]b[¨h\Y¨Yl¨W]hYa¨Ybh¨/\Y
UXa¨]hhYX¨hc¨ZYY¨`]b[¨a¨cfY¨/]hhYfg¨YUf¨]Yf¨]b¨h\Y¨XUm¨h\Ub¨Xi¨f]b[¨h\Y
[Ua¨Y¨]hgY¨Z"¨H\Y¨gi¨ddcfh]j¨Y¨dfYgYbWW¨cZ¨ZUa¨]`m¨UbX¨Zf]YbXgžZcf
k¨\ca¨`\Y¨`YZh¨&¨¨`h]W_Yhgž¨Wci¨X¨\Uj¨Y¨\Y¨dYX¨gYhh¨Y¨h\Y¨bYfj¨Yg"¨

B 6 7 ¨Gdcfhg¨g\UfYg¨h\Uh¨GW\¨`]hhYf¨YUfbYX¨\]gž]fgh¨ghf]_Yci¨h
U[U]bgh¨bcbY¨ch\Yf¨h\Ub¨a¨U^cf¨`YU[i¨Y¨\ca¨Y¨fi¨b¨`YUXYf¨7U`
FU¨Y][¨\žZUbb]b[¨`\]a¨`k¨]h¨`h\¨g]nn¨`b[¨¨ZUghVU``"¨

=b´i fm¨Ghfi [[¨Yg¨UbX¨Cddcfhi b]h]Yg

H\Y¨MUb_YYg¨\Uj¨Y¨ZUWWX¨U¨a¨mf]UX¨cZ¨d]hW\]b[¨]b´i¨f]Yg¨h\]g
gYUgcbžk¨]WW¨`ZcfWWX¨h\Y¨hYUa¨`hc¨g\i¨ZZY¨]hg¨fcghYf"¨K¨]h¨`7¨Uf_Y
GW\a¨]Xh¨`]_Y¨m¨hc¨i¨bXYf[¨c¨U¨gYWcbX¨Hca¨m¨x¨c\¨b¨gi¨f[¨Yfmž¨h\Y
h]a¨]b[¨cZ¨GW\¨`]hhYf¨g¨XYVi¨h¨Wci¨Xb¨h\Uj¨Y¨VYYb¨a¨cfY¨Wf]h]WU`"¨H\Y
hfUXY¨XYUX¨]bYž¨cbWW¨ZcW¨`gYX¨cb¨Vc¨ghYf]b[¨h\Y¨]bZ¨Y¨Xž¨\Ug¨bck
d]j¨chYX¨hck¨UfXg¨g\cf]b[¨i¨d¨h\Y¨Vi¨``Yb¨´¨UbX¨GW\¨`]hhYf¨g
dYfZcfa¨UbWW¨`Wci¨X¨g][¨b]Zm¨U¨hi¨fb]b[¨dc]bh¨Zcf¨h\Y¨d]hW\¨]b[¨ghUZZ"¨

MUfXVUf_Yf¨\][¨\`][¨hg¨h\Y¨i¨f[¨YbWm¨Zcf¨h\Y¨MUb_YYg¨hc¨Z]bX
fY¨]UV¨Y¨Ufa¨g¨Ua¨]Xgh¨h\Y]f¨ghfi [[¨Ygž¨UbX¨GW\¨`]hhYf¨a¨][¨\h´i¨gh¨Z]h
h\Y¨V]``"¨

A UbU[¨Yf¨5Ufcb¨6ccbY¨Yl¨dfYggYX¨\]g¨cdh]a¨]ga¨žWca¨a¨Ybh]b[¨cb
GW\¨`]hhYf¨g¨dc]gY¨UbX¨bch]b[¨`\ck¨`\]g¨gYWcbXUfm¨d]hW\¨Yg¨\Uj¨Y
]a¨dfcj¨YX"¨Gi¨WW¨`dfU]gY¨Zfca¨¨h\Y¨g_]ddYf¨]bX]WUhYg¨U¨VY¨]YZ¨]b¨h\Y
mci¨b[¨d]hW\Yf¨g¨dchYbh]U`¨hc¨VYWca¨Y¨U¨d]j¨chU`¨dUfh¨cZ¨h\Y
MUb_YYg¨fchUh]cb¨a¨cj¨]b[¨Zcfk¨UfX¨¨U¨gYbh]a¨Ybh¨YW\cYX¨Vm¨h\Y
Ybh]i¨g]Ugh]WWfck¨X¨h\Uh¨b][¨\h"¨

@cc_]b[¨5\YUX

GW\¨`]hhYf¨g¨´ci¨fbYm¨\Ug¨´i¨gh¨VY[¨i¨bžUbX¨Yl¨dYWhUh]cbg¨UfY¨Vi¨]`X]b[¨
Ug¨\Y¨]g¨g¨UhYX¨hc¨a¨U_Y¨Ubch\Yf¨ghUfh¨UZhf¨h\Y¨5``!GhUf¨VfYU_"¨
H\]g¨XYVi¨h¨gYfj¨Yg¨Ug¨bch¨´i¨gh¨U¨dYfgcbU`¨UW\]Yj¨Ya¨Ybh¨Zcf
GW\¨`]hhYfžVi¨h¨U`gc¨Ug¨U¨dchYbh]U`¨`]ZY¨]bY¨Zcf¨U¨MUb_YYg¨hYUa¨¨]b
XYgdYfUhY¨bYYX¨cZ¨fY¨]UV¨Y¨d]hW\]b[¨"¨5g¨h\Ym¨WWcbh]bi¨Y¨hc¨bUj¨][¨UhY
h\fci¨[¨\¨U¨W\U``Yb[¨]b[¨gYUgcbžZ]bX]b[¨¨ei¨U`]hm¨Ufa¨g¨`_Y¨GW\¨`]hhYf
a¨][¨\h´i¨gh¨VY¨h\Y¨_Ym¨hc¨fYj¨]hU`]n]b[¨h\Y]f¨WWUa¨dU][¨b"¨

K]h\ h\Y 5``!GhUf VfYU_ UddfcUWX]b[žYj Yfm d]hWX Wci bhg UbX
Yj Yfm [Ua Y g Wfi W]U` C b`m]a Y k]`` hY``]Z 7Ua GW`]hhYf k]``
Ya Yf[Y Ug h\Y UWX h\Y MJb_YYg \Uj Y VYYb gYUfW\]b[Zcfž Vi h]Z
\]g XYVi h]g Ubm]bX]WUh]cbž h\YfY g WVfhU]b`m gca Yh\]b[hc VY
gU]X Zcf h\Y Yl W]hYa Ybh \Y Vf]b[g hc h\Y a ci bX"

5g k Y ghUm hi bYX hc h\Y MJb_YYg gYUgcbž k Y WUb h h\Y d Vi h
k cbXYf. Wci X h\]g VY h\Y ghUfh cZ U bYk W\UdhYf]b MJb_YYg
d]hW]b[\]ghcfm3 6UgYVU`` FYZYfYbWY cZZYfg U Wca dfY\Ybg]j Y
`cc_ Uh h\Y hYUa g d]hW]b[ghUh]gh]Wgž UbX]h k]`` VY ZUgW]bUh]b[hc
gYY k \YfY GWW]hhYf g bUa Y Z]hg]bhc h\cgY ghcf]YX bi a VYfg Ug
h\Y mYUf i bZc`Xg"

8YhU]`g	
C fh	6fUXYbhcbž l G5
E i Y``Yb	• k k k "mUfXVUf_Yf"Wca • k k k "bVWgdcfhg"Wca • k k k "VUgYVU``!fYZYfYbWY"Wca

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