A]Ua]!8UXY7cibhmcdYbgk U]h]ghZcfUZZcfXUV`Y\cig]b[
Ugg]ghUbWž¦¦bY¨-!&$ž&$&) "5dd`mcb]bYZcfY][]V`]hm
XYhU]`g"

8UXY7]hmž I G5¦!¦b¦Uacj Y¦hc¦giddcfh¦`ck!]bWcaY¦fYg]XYbhgž
A]Ua]!8UXY7cibh\UgcdYbYX]hgk U]h]ghZcfh\YaiWW!
Ubh]W]dUhYXDfc ½YWh!6UgYXJci WXYffD6J Ł¦dfc[fUa "5dd`]WUh]cbg
k]``VYUWWYdhYXZfca¦¦bY¨-ž&$&) ž¦Uh¨,¨U"a"¦ibh]`¦¦bY¨&$ž&$&) ž
Uh¨%%.) -¦d"a"K]h\¨U¦g\Ufd¦f]gY¦]b¦\cig]b[¦Wcghgž¦h]g¦]b]h]Uh]jY
Wca YgUg¦U¦VfYUh\¦cZ¦ZfYg\¦U]f¦Zcfa Ubm]b¦h\Y¦Wcaaib]hm
`cc_]b[¦ZcfUZZcfXUV`Y¦\cig]b[¦cdh]cbg"

FYg]XYbhg¦YU[Yf¦hc¦Udd`m¦WUb¦Xc¦gc¦cb`]bY¦Uh¦**the¦cZZ][]a`**
**Udd`]WUh]cb¦g]hY**ž¦Uj U]`UV`Y¦]b¦9b[`]g\ž¦GdUb]g\ž¦UbX¦<U]h]Ub
7fYc`Y"¦<ck¦Yj Yfž¦h\YfY¦g¦U¦WUhW\¦¦¦cb`m¦cbY¦Udd`]WUh]cb¦]g
dYfa]hhYX¦dYf¦\cigY\c`X"H¦cgY¦k ¦hc¦Udd`]YX¦Zcf¦h\Y¦&$&(
HYbUbh!6UgYX¦k U]h]b[¦`]gh¦Xif]b[¦D\UgY¦CbY¦k]``¦fYWY]j Y¦df]cf]hm
d`UWYa Ybh"A YUbk \]`Yž¦U``Y][]V`Y¦Udd`]WUbhg¦Xif]b[¦h]g¦gYWcbX

d\UgY`k]``YbhYf`U`fUbXca]nUh]cb`dfcWYggž`gc`]hg`Wfi W]U``hc`[Yh
h\cgY`Udd`]WUh]cbg`]b`cb`h]a Y˚

9`][]V]`]hm`UbX `5dd`]WUh]cb`8YhU]`g

Hc`ei U`]Zm`Zcf`h\]g`dfc[fUa ž`Udd`]WUbhg`bYYX`hc`a YYh`gdYW]ZW
Wf]hYf]Už`]bWi X]b[`]bWca Y``]a]hg`gYh`Vm`h\Y`I "G"`8YdUfha Ybh`cZ
<ci g]b[`UbX`I fVUb`8YjY`cda Ybh`fk I 8Ł"`cf`&$&)`ž`h\Y`]bWca Y
`]a ]hg`Zcf`h\ci gY\c`Xg``cc_]b[`hc`dUfh]W]dUhY`]b`h\]g`VYbYZ]W]U`
dfc[fUa `UfY`Ug`Zc``ck g.

<ci gY\c`X`G]nY	≠bWca Y`@]a]h
%`dYfgcb	˘('ž($$
&`dYfgcbg	˘(-ž))$
'`dYfgcbg	˘))ž)+$
(`dYfgcbg	˘*%ž-)$
)`dYfgcbg	˘**ž-)$
*`dYfgcbg	˘+%ž-$$
+`dYfgcbg	˘+*ž,)$
,`dYfgcbg	˘,%ž,$$

9`][]V]`]hm`]g`bch`↑gh`U`a UhhYf`cZ`]bWca Yž`h\ci [\"`5dd`]WUbhg`a i gh
gUh]gZm`a i `h]d`Y`Wf]hYf]Už`]bWi X]b[ `VY]b[`X]gd`UWYX`Vm
[cjYfba Ybh`UWh]cbžfYZfffU`g`Zfca `h\Y`A ]Ua ]!8UXY`<ca Y`Ygg
Hfi ghž`cf`a YYh]b[`h\Y`bYYXg`cZ`ZUa]`]Yg`k]h\`U`f][\h`hc`fYhi fb"
Ji `bYfUV`Y`dcdi `Uh]cbg`gi W\`Ug`jYhYfUbg`UbX`h\cgY`k]h\`gdYW]U`
bYYXg`UfY`U`gc`df]cf]h]nYX"`: cf`U`XYYdYf``cc_`]bhc`h\Y`Y`][]V]`]hm
fYei]fYa Ybhgžmci `WUb`Z]bX`a cfY`gdYW]Z]Wg`Uh A]Ua]!8UXY g
cZZ]W]U``\ci g]b[`dU[Y"

Gi ddcfh`Zcf`5dd`]WUbhg

;]j Yb`h\Uh`bch`YjYfmcbY`a Um`\Uj Y`UWWYgg`hc`h\Y`]bhYfbYhž`h\Y
Wci bhm`]g`dfcj]X]b[`Ugg]ghUbWY`Uh`jUf]ci g`di V`]W``]VfUf]Yg`UbX
7ca a i b]hm`5Wh]cb`UbX`<i a Ub`GYfj]WYg`fl75 < G8Ł``cWUh]cbg"`H\]g
]g`j ]hU`Zcf`Ybgi f]b[ `h\Uh`U``]bhYfYghYX`Udd`]WUbhg`WUb`Udd`m`UbX
bch`a ]gg`ci h`cb`h\]g`cddcfhi b]hm"

‡h g']a dcfhUbh hc bchY h\Uh dchYbh]U` Udd`]WUh]cbg a i gh VY Uh `YUgh
%, mYUfg c`X UbX dfcj]XYX Wca dfY\Ybg]jY]bZcfa Uh]cb UVci h U``
\ci gY\c`X a Ya VYfgž Wcj Yf]b[ UgdYWhg `]_Y UWWYgg V]`]hm bYYXg
UbX W ffYbh WcbhUWh]bZcfa Uh]cb" H\]g XYhU]`YX dfcWYgg Ybgi fYg
h\Uh Yj YfmcbY [Yhg U ZU]f g\U_Y Uh gYWf]b[\ci g]b["

5g h\Y D6J dfc[fUa U]a g hc dfcj]XY ghUV`Y `]j]b[WcbX]h]cbg Zcf
`ck !]bWca Y ZUa ]`]Ygž]h ghUbXg U`cb[g]XY h\Y <ci g]b[7\c]WY
Jci W\Yf Dfc[fUa fGYWh]cb, Łž k\]W\ U`gc \Ug]hg ck b gYh cZ
Y`][ V]`]hm Wf]hYf]U" H\Y <]U`YU\ <ci g]b[ 5i h\cf]hm ci h`]bYg _Ym
fYei]fYa Ybhg gi W\ Ug]bWca Y fYghf]Wh]cbg VUgYX cb Vch\ ZYXYfU`
dcj Yfhm `Yj Y`g UbX UfYU a YX]Ub]bWca Yž k]h g]a]`Uf h\fYg\c`Xg
Ug h\cgY fYdcfhYX Zcf h\Y D6J dfc[fUa "

‡b U \ci g]b[a Uf_Yh k\YfY UZZcfXUV`Y cdh]cbg UfY Xk ]bX`]b[ž
h\YgY]b]h]Uh]j Yg Xc U[ccX XYU` hc hUW_Y h\Y [fck]b[Wf]g]g" Gcž
]Z mci h\]b_ mci a][\h VY Y`][ ]V`YžXcb h k U]h a Uf_h\cgY XUhYg
UbX dfYdUfY mci f Udd`]WUh]cb" 5ZhYf U``žh\YfY g gca Yh\]b[hc VY
gU]X Zcf U fccZ cj Yf mci f \YUX"

8YhU]`g	
Cfh	8UXY 7]hmžI G5
Ei Y``Yb	• k k k "bVWa]Ua]"Wca • k k k "a]Ua]XUXY"[cj • k k k "\]U`YU\\ci g]b["cf[

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