



# QBB3)K06\*†

K\*!#+41/%%-A!-'!(%9)(;!%)%Q\$18-'(6!8!?!K\*B6\*):3-(>!8.-/.'7 =U!\$-%('-%#!'88\$,%!'5!A(\$\$!%)!4\$!4)+-5!4\*!%&\$!)<</8/'!(+.\$#!<)(  
,('8/,'%!)!-#!9\$..!#!%&\$!\$-%(\*!(\$>+/\$1\$-%#!<)(!%&\$/(!#,8\$/</8!'(%#!8'%\$A)(\*!-5555#/#)!#!%#%\$!,)A('!(\$>+/\$1\$-%#!  
1\*!'...\*?! O-\*(!:/.'%)-!<!%&\$#\$!(\$+.\$#!1\*='!%#Mdo0#15/#8(\$%)-!(\$#+.%!/-!5/#>+!./</8'%)-?!O..!5\$8/#)-#!<!%&\$!(./.\$9\$#!(\$A(  
%&#/,)A('!(\$!</-'!-5!4/-5/-A!/-!'!(\$#,8%#?!Yd&\$!cMdOU!(\$<\$((5\$!%)!(!-5\$#5\$+5\$!..!Mdo#!(./.\$9/-A!%&\$!#41/##/)-[?

L\$ J;MNMOM;MPC\$S-%#!1+#!%!,('8/,'%\$!%&()+A&#!.)8'!MdoZMd3O?!6'8&!#%+5\$-%0#\$.A/4/.'%\*!#5\$%\$(1/-5\$!4\*!%&\$!#%#  
MdoZMd3O?!O!#%+5\$-%!1\*!5\$\$.),!-\$-%(\*!/-#5\$!)(!)+%#5\$!)<!#8&)).?

D\$ ?KIF!+?IJNQKMF\$S(\$!(\$!#7/!(%#!8'%\$A)6\$#-8\$!8&)(A',&\*='</.'1,)(5+8%)-!./%\$('%+(\$=1+##8!8)1,)#%/)-!  
,&%)A(',&\*!-5!:/#+.'!#%#?13%+5\$-%#!1\*!\$-%\$!(%&\$!'%)-!Mdo!C<.\$8%)-#M(A('!/-!)-\$!)(1)(\$!('%#!8'%\$A)/(\$?!3\$!\$!8\$  
'(%#!8'%\$A)(\*!+.\$#!'55/%)-'.!\$-%(\*!(\$>+/\$1\$-%#)?

E\$ NK?&J!M2MFMQ\$FSS-%#!1\*!\$-%\$(!/-!%&\$!,,),('5\$!5!:/#)-!<)(!%&\$/(!A('5\$!YM(/1(\*2!M(\$8&))Hf!F-%\$(1\$5/'%\$2!  
\_('\$5#!XGf!J/55.\$!38&)).2!\_('\$5#!Qf!g/A&!38&)).2!\_('\$5#!QHf!3,\$8/.'!O(%/#%2!O..!A('5\$#!9\$!8)1

d&\$F0\*3'6!?:.3>:!&3C3\$S(8)1\$#!#%+5\$-%#!<(1)!..!A('5\$#!-5!4/.'%#/'-5!)<<#(Q%/#%8!88)11)5%)-#IY\$?A?!  
'5,%/:!\$!%8&-.)A'f!%('##8/(4/-A!&).5/-A!'8'1\$([!<)(!#%+5\$-%#!%!)',('8/,'%\$!<+..\*!/-!Mdo!C<.\$8%)-#?!O##/#&/-%#!1+#!%#  
<(1)14\$/-A!/-):.\$5!/-!%&\$!(%/#%8!),(8\$##!Y\$?A?15\$\$.),/-A!-'!(%/#%#!%\$1\$-%=!8&)(A',&\*='1+##8!\*(/8#!=!87)(\*4)(5#=#  
3%+5\$-%!(8)A-/)-!-5!9'(5#!(\$!-)+-8\$5!#!,'(%)<!%&\$!3,\$8/.'!O(%/#%V!:/#)-?!

R\$ GQ<!IQ!J@IJK\$S-%('-%#!1+#!%#41/%!(%9)(!'-5!#%+5\$-%!\$-%(\*!<)(1!)!%&\$/(!.)8'!MdoZMd3O!,)A('!88)(5/-A!%)!.)8'!  
'-5!#%#%\$!Mdo!,)8\$5+(\$?!6-%('-%#!1+#!%#<).9!(\$>+/\$1\$-%#!-5!/-#%+8%)-#!#,8\$/</8!%)!\$8&!(%#!8'%\$A)(\*!-5!5!:/#)-?!  
D)-%8%!.)8'!Mdo!,)A('!#!<)(!5\$5!/-#!-5!55/%A)!/-<)(1'%)<?!!

S\$ J@IKP!KJTUMKJ=J@F\$Q..!,'(8/,'-%#!1+#!%#<).9!('%#!8'%\$A)(\*!-5!<!'.,./8'4.\$=!3,\$8/.'!O(%/#%V!:/#)-!(+.\$#!  
• b-.\*!(\*H!03\*)>!)<!(%9)(!:/#-./(\$5!4\*!%&\$!8+((-\$%!\*\$(0#!%&\$!\$!\$!1\*!4\$!#41/%%\$5?  
• 6'8&!\$-%(\*!1+#!%#41\$!%&\$!6!H-.V!-B!-(\*)>:94\*!:-!(-6# ?!O!-496!7\*#(-!:'6:\* !%&\$!8(\$%/:\$!/-%\$A(/%\*)<#!#%+5\$-%0#9);  
K\$8'+#%\$!%&\$!,)A('!/#!5\$#A-\$5!%)\$-8)+('A\$!-5!(\$8)A-/L\$!\$8&!#%+5\$-%0#/-5!:/5+!8(\$%/:!%\*=!&\$.,<(1)!-!5+%)!  
(8)..4)(%)!-9!%&!)%&\$!(#%+5\$-%#!#)-%!.!9\$5\$.%/-!%&\$!3,\$8/.'!O(%/#%V!:/#)-?!b%&\$!(!/-5!:/5+!#!1\*!.,\$!(!/-!)!,\$(<)(1!  
'!#%+5\$-%0#9);(=14+!%&\$!9);!:/#%\$.<1+#!%#41\$!%&\$!8(\$%/:\$!,)5+8%)<!)!-\$!#%+5\$-%)-.\*?b-.\*!-\$!#%+5\$-%!1\*!4\$!(\$  
%&\$!9'(5!(\$8/.\$-%!<)(!\$8&\$!\$-%(##!)-#.#&(\$&!0+!&/'#1)02!03%#+!/\*4!+.#&(/%!0/+'!4(5+)\*!03%##!\$)0!4#/(%+6  
• J),!\*(:!79>!)<-(3(!:3:6\*!(4!66!\*(.3\*>179>:!3(694\*!'!:.3>!:>:\*7\*( ?!d&\$!(%/#%#!%\$1\$-%!8)11+/-8%\$#!9&%!  
/-#./(\$5!%&\$!9);(=!&9)9!/(.\$!%#%!)%&\$!%&\$!\$!\$=-!-5!%&\$!8)1%8&9);(?!d&\$!#%#%\$1\$-%!1+#!%#/-8.+5\$!%!.%\$#!TI!9)(5#  
-)%!\$78\$5\$!TI!9)(5#?  
• "#\$!<8),\*(A&%\$5!1'%\$(!'!#!,)/&4/%\$5=!\$78\$,%<)(!4;8;A(+5!1+##8!/-15'-8\$!8&)(A',&\*='5!</.'1,)(5+8%)-!\$-%(/\$#!?  
F<1+##5!/-15'-8\$!8&)(A',&\*='5!</.'1,)(5+8%)-!\$-%(/\$#!=14;8;A(+5!1+##8!1+#!%#41\$!8/%\$5!)-!%&\$!\$-%(\*!<)(1?!M.'A'/L\$5!  
\$-%(/\$#!9/4\$!5/#>+!./<5\$?!#5!M)9\$(M)-/%!%\$1.,%\$#!(\$!,)/&4/%\$5?

W\$ 5M@?;MF!FJ;J+IMQ@!?!@&!@QIM5M+ZIMQ@S!(\$:/.\$9\$5!%)!.)8'!=!(A/)-!#!#%#%\$!-5!-%)-'!.!\$.\$#?!6'8&!Mdo!5\$%\$(1/-5\$!  
'/9!-!(\$:/.\$9\$#!<)(!%&\$!,)A('!7!6-%(/\$#!9/..!4\$!(\$:/.\$9\$5!,/1')&9!9\$..!%&\$!#%+5\$-%!+###!%&\$/(!('%/#%8!:/#)-!%)!,)(%  
'%&\$!%&\$!\$!\$=!%&\$/(!)/A-'./%\*!-5!8(\$%/:!%\*?!d&\$!'%)-!Mdo!C<.\$8%)-#h!,)A('!1!1';\$#!-!)(#%/(8%)-#!)-8)-%\$9!)(!#+4a  
1'%%\$(!/-!)(%9)(!#+41/%%\$5!4\*!%&\$!.)8'!=!(A/)-!)(!#%#%\$!\$%\$!Mdo!(\$#(\$#!%&\$!(A&%!%)!+##!/%#!#).!5!/#8(\$%)-!/-!  
#\$.8%/-A!%&\$!#41/##/)-#!%)!4\$!(\$8)A-/L\$5!%!%&\$!-'%)-'!.!\$.\$?!"-5\$(!-18)-5!%)-1!1\*!,(\$-%#!)(!#%+5\$-%#!8)-%\$9!!(./.\$9\$  
'%!)5/#,+%\$!%&\$!#%#%+##Z8)(\$!<!'-\$-%(\*?!6'8&!Mdo!#8\$!#/#)-5!/#\$.8%</-'./%#%#!<)(!\$7&/4%)-!-5!,):/5\$!  
'9'(5#Z,(L\$#?!O9'(5#!(\$!-)+-8\$5!,\$(!.)8'!'-5!#%#%\$!,)8\$5+(\$?!'%)'-!9'(5#!-5!\$-%#!(\$!-)+-8\$5!J\*!T=IH!H T!  
'%Mdo?)(AZC\$8%)-#!

X\$ Q<@JKFGM8!?!@&!M+J@F\$S&!/-'!#41/##/)-!#&..!(\$1'!-%&\$!,),\$(%\*)<!%&\$!\$-%('-%=14+!%\$-%(\*!/-%)%&#/,)A('!1!  
8)-#%/#%+%\$!\$-%('-%0#!/((\$)'8'4.\$!,(1/##/)-!-5!8)-#-\$!%&#!Mdo!1\*!5/#.,\*='8),\*=(,\$)(5+8\$=-&-8\$=-!(/-=%!#+4./8-#=\$  
,+4./#&=#!5/#/(4+%\$!-5!8(\$%\$!5\$(!'/:\$!9)(#<)(!Mdo!,+),#%#?!Mdo!/#!-%!(\$,)-#4.\$!<)(!#%#!)(!\$!1'A\$5!\$-%(/\$#!?3+41/#  
)<-\$-%(\*!/-%)%&\$!Mdo!C<.\$8%)-#!,)A('!18)-#%/#%+%\$#!88\$,%-8\$!<!'!(+.\$#!-5!8)-5!%)-#?

Y\$ 8?KIM+M8?IM@N!J@IMM\$F,)!A!1/#!51/-#%\$(\$5!4\*!%&\$!'%)-'!M(\$-%!d\$8&\$!(O##)8'%)!-YMdo![-5!Mdo!<<./.%\$#!?  
M(\$-%!A(+,#!-%)!<<./.%\$5!9/%&'%)-'!Mdo!(\$!-%!./A/4.\$!%)#,-#)(!%&#!)(A('!?

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