

@YZ  
4Y7U  
H V V A R C V  
E d R Z X X  
A c X d R \*

AC@> @E: ? 8  
36DE  
AC24E:46  
D.?46\*.:!'

OCWTP

2 7@CF > 7@C:562Dk@A?:@? Dk?? @G2E:@? D

# COMMON GROUND

-GG 9' +z'G9DHPA 69F '&\$+\$+

## 9 JXYbW! 6UgY' DfUMjW. ... BC H> GH5 'B9K Î6I NN'K CF8'î

HfU]bYfgk ci 'X'VY\UFX'dfYggYX'hc`cc\_'h'fci [\ 'U'W'ffYbhgc:VWU' k cf\_ 'ci fbU' cf' fYgci fW' UbX' bch Vêa Y' UW'fcgg hY' h'fa 'Yj' XYbW! VUgY'X' dFUMjW' f96DE' '6i h'h'Y' h'fa 'UbX' ]hg'a YUb]b[ '\ Uj' Y ZU'f'a cFy' fUa ]ZVU]h'cbg'h'c'ci f'Z'Y'X' h'Ub'g'a d'm'VY]b[ 'h'Y' bYk Î Vi nn'k cFX'î

96D' ]g'b'ch'byk' hc' g'c'VWU' k cf\_ 'cf' hc' W'X'X' k Y'ZU'f'Y' dFUMjW' "g' Y' DYU'fa Ubz'c'Z'Y'b Vêbg]XYFYX'h'Y' [fUb'Xa ch'Y'f'c'Z'g'c'VWU' k cf\_ 'z]a ! d' ]YX' 96D' Yj Yb VUW' ]b' % - ) + k \ Yb' g' Y' g'U'Y'X'Z'Î H'Y' VYb'W'a Uf\_ ' c'Z'U' d'f'c'Z'g'g]c'bu' f'Y' U'h'c'bg' ]d' ]g' ]hg' Vêbg]V'ci g'di f'd'c'g'Z' 'b'Y'gg] ' A cFy' f'Y'W'bh'rê ; Y'f'U'X' ]b'Y' A U'W'c'bu'X' f'Y' ]h'f'U'Y'X' 'DYU'fa U'W'g' g'U'Y'a Y'bh'k \ Yb' g'Y' k f'ch'Z'Î Q' Yb' k' Y' ]b'h'Y'f' Yb'Y' ]b' h'Y' ' ]j' Yg' c'Z' ch'Y'f'g' k' Y' g'ci 'X' 'Xc' 'g'c' b' h'Y' VU]g'g' c'Z' h'Y' VY'g'h' Yj ]XYbW' Uj U] 'U'Y' f'Y' [UFX' ]b[ 'h'Y' ]\_Y' m'Vêbg'f'ei Y'b'W'g'c'Z'h'U'h] b'h'Y'f' Yb'h]c'bi' f'9% - , 'z'd' " +&E'

### 8 YZ]b]h'cb

Hc' a U\_Y' g' f'Y' h'Y' h'fa ' ]g'i g'X' ]b' U' Vêbg]g'h'bh' UbX' Vêbg]fi W' h]j' Y'a U'bb'Y'f'z'h'Y' 7Yb'f'U' G'h'Y'f]b[ '7ca a ]h'Y' c'Z'h'Y' C \ ]c' 7 \ ]X' K Y'ZU'f'Y' HfU]b]b[ 'D'f'c' [fUa ' f'Y'W'bh'm'Y'b'X'c'f'g'Y'X' h'Y' Z'c'ck ]b[ 'XYZ] b]h]cb' c'Z'96D.

9 JXYbW! 6UgY' DfUMjW' ]g'h'Y'î Â Vêbg]Y'bh]ci g'Y'î d' ]V'f'z' UbX' î X]V'ci gi g' c'Z'W'ffY'bh'VY'g'h'Yj ]XYbW'Â Î f'GUM'Y'h'z' Y'h' U'z'z'&\$S\$z'd' " &E' ]b'a U\_]b[ 'W]b]W' d'fUMjW' UbX' d'c' ]V'h' XYV]g'c'bg'

### 6 7 \ ]X'K Y'ZU'f'Y.

7C B G 7 9 B H C I G'a Y'Ub'g'd'fUMj]h'cb'Y'f'g'U'k U'h'g'a U]b'h]U]b'U'k U'f'Y'! b'Y'gg'c'Z'h'Y'f'a c'F'U' c'V' ] [ U'h]cb' hc' Vêbg]XY'f' U' 'Uj U] 'U'Y'Y' Yj ]XYbW' UbX' [ i U'f'X' U] [ U]b'g'h'V] U]g'Ub'X' Xi d' ]V'h'î

9 L D @ 7 H'a Y'Ub'g'd'fUMj]h'cb'Y'f'g'Ub'X' d'c' ]V'h'a U\_Y'f'g'U'f'Y' W'U'f'U'W'ci h' h'Y' f'Y' ]U' ] ]m'z'j U]X]m'z'Ub'X' U'dd' ]W'W' ] ]m'c'Z'Yj ]XYbW' 'i g'X' ]b' XY' V]g]cb]a U\_]b[ 'z'Ub'X' W'ub' W'U'f'U'f'î g]z'î h'Y'f' XYV]g]cbg'

† 8 7 9 C I G'a Y'Ub'g' d'fUMj]h'cb'Y'f'g' i g'Y' d'fUMjW' f'Y'U'g'c]b[ ' UbX' W]b]W' 'Y'î d'Y'f]g'Y' hc' U'gg]g'g' W' ]X'f'Y'b' UbX' Z'a ] ]Y'g'îi b]ei Y' W'U'f' U'W'f' ]g]V'g'z' d'Y'Z'f'Y'b'W'g'z' UbX' W'f'W'a g'ub'W'g'k \ Yb' a U\_]b[ 'W'U'g'Y' f'V'êa a Y'b'X'U'h]cbg'

### 6Ug]W'h'Y'f'g'

H'Y'f'Y' U'f'Y' g'j' Y'f'U' VU]g]W' h'Y'b'Y'f'g' h'U'h'Y' C 7K HD' \ c'X'g' h'f' Y' ]b' f'Y' [U'f'X'g' hc' 96D.

% ' ' 96D' ]g' Ub' 'cb[c]b[ ' UbX' 'Ya Y'b'X'U'h'c'f'm' d'f'c'! W'gg' f'k' i [ \ Y'g' / ' : ]h'W'z' &\$S+z' ]b' d'f'Y'gg' "

H' ]g'a Y'Ub'g' 96D' ]g' Vê'f'f'Y'W]j' Y' UbX' ]a d'f'c' ]b[ " B'Y'k' ]b'z'c'fa U'h]cb' ]g' Vê'bg]U'bh'm'U'gg]g'g'Y' hc' g' d' d'c'f'h'c'f' ]a d'f'c'j' Y' d'fUMjW' " 5' h'ci [ \ ' W'X'X' k Y'ZU'f'Y' d'fUMjW' \ U'g'U'a U'gg]Y'X' U'g] [ b] ]Z'W'ub'h'U'a ci b'h'c'Z'd'f'U'W' h]W' ' ]h'f'U'h' f'Y' c'j' Y'f' n'Y'U'f'g'z' d'fUMj]h'cb'Y'f'g'b'Y'Y'X' hc' Vê'bg]U'bh'm'k' c'f\_ ' h'c'k' U'f'X' g'f'Y'b[ h'Y'b]b[ ' UbX' 'Vi' ]X]b[ ' c'bh'c' h'U'h'V'U'g'Y' " 6' c'f'X'Y'f' hc' h'f'U]b' hc' V'Y'g'h' Uj U] 'U'Y'Y' f'Y'g'U'f'W'z' h'f'U]b'Y'f'g' U'f'Y' d'Y'W'W'X' hc' h'U\_Y' f'Y'g'c'bg]V' ]m'z'c'f'Y'a U]b]b[ ' W'ff'Y'bh]b' h'Y'f'f' Vê'bh'Y'bh'U'f'Y'U'g'

& " ' B'ch'U' 'W'Ub[Y' ]g' d'f'c' [f'Y'gg' ] 6' Z'W'z' d'f'c' [f'Ua ' W'Ub[Y' k' ]h'ci h' g' d' d'c'f'h]b[ 'Yj ]XYbW' ]g'i g' U' m'Vê'bh'f'U'f'm'hc' 96D' d'f]b'W'd'Y'g'z' UbX' ]g' c'Z'Y'b' \ U'fa Z' "

7 \ Ub[Y' Z'c'f' h'Y' g]\_Y' c'Z'W'Ub[Y' g]ci 'X'VY'U]c]XYX' " 7 \ ]X' k Y'ZU'f'Y' ]b'h'Y'f' Y'bh]cb'g'z' V'm'h'Y'f]f' Y'f'm'ia Ub'X'U'h'z' ]a d'U'W'h' h'Y' ' ]j' Y'g' c'Z' W' ]! X'f'Y'b' Ub'X' h'Y'f'Z'a ] ]Y'g' ' 6' h'Y'f' Y'bh]cb'g'z' h'Y'f'Z'c'f'Y'z'a i g'h'VY' VU'g'Y'X' c'b' h'Y' V'Y'g'h'Uj U] 'U'Y'Y'j ]XYbW' "

' " ' 96D' f'Y'ei ]f'Y'g' W]h]W' ' h' ]b\_]b[ ' UbX' U'dd'f'U]g]U' g' ]g' " K' c'f\_ 'Y'f'g' a i g'h'VY' g' ]YX' U'h'Z]b]b[ ' f'Y'Y'j U'bh]b'z'c'fa U'h]cb' Ub'X' XY'h'fa ]b]b[ ' ]hg'Y'j ]XYb]U'f'm'Y'Z'Y'f'Y'b'V'h'Ub'X' U'dd' ]W'W' ] ]m'h'

H' ]g' ]g'b'ch'U'k U'h'g'Y'U'g'h' h' ]g'h'Y'Y'h]a d' ]Y'g'Ub' U'W' ] ]m'hc' ' b'ch'c'b'm' Y'Z'Y'V'h]j' Y'm'g'U'f'W' Z'c'f' f'Y'g'U'f'W'z' V'i h'hc' V'Y' U'V'Y' hc' Y'Z'Y'V'h]j' Y'm'Ub'X' W]h]W' m'f'Y'U'X' h'Y' f'Y'g'U'f'W' h'U'h]g' Uj U] 'U'Y'Y' hc' XY'h'fa ]b'Y' ]Z' h'Y' f'Y'g'U'f'W' d'Y'f'U]b]g'hc' U' d'U'f]h]W' U'f' W]Y'bh' h' ]g'h'Y'Y'h'Y'a V'f'U'W'g'h'Y' g'V'Y'Y'b'W' d'U'f'h'c'Z'g'c'VWU' k cf\_ ' ] Ub' U'g'd'Y'V'h' c'Z' h'Y' Z'Y'X' Z'f'ei Y'bh'm' c'j' Y'f'cc\_YX' Ub'X' Z'c'f' c'h'Y'b' U'g'd'fUMj]h'cb'Y'f'g'd'Y'f'z'c'fa ' h'Y'f'f' X'U'h]hc'! X'U'm'z' b'V'h]cbg' "

*The benchmark of a professional relationship is its conscious purposefulness.*  
**--Eve Pearlman**



# Dfca ch]b[ '96D'UbX'Dc`]Mh

C \]c W ffYbhm\Ugk c fYg/UFW Vtbcgf]j a g'hc \Y'd W]X'k Y! ZUFY dfUM]h]cbYfgUbUmY Uj U]UV'Y fYg/UFW bYYX'Zcf W ffYbhd c`]MhUbX dfUM]W XYV]g]cbg'

## 7< @8'K 9@ 5F 9F 9G95F7 < 'D5FH9FG< @D

h' &\$) Z'U [fci d'cZi b] Yfg]mrgV]U' k cf\_ XYdUfha Ybhzg' Di V]W 7\]XfYb' Gyfj ]Wg 5[YbV]Yg' hY h'gf]h h' Zcf < i a Ub' Gyfj ]Wg' hY Di V]W7\]XfYb' Gyfj ]Wg 5ggcV]U]h]cb'cZ\]cZ'UbX hY' C \]c' 8YdUfha Ybh'cZ x'V' UbX' : La ]mGyfj ]Wg Vt' UvcfUHX' hc' Zcfa' hY' 7\]X' K Y'ZUFY' FyG/UFW' DUfYbYfg.]d'' 6m]XYbh]Z]h]b[ 'XYg'fYX' dYfZcfa UbW'ci h'Vta Yg' Uf]W' U]h]b[ 'V]h]W' dfUM]W' bYYXgUbX' ei Yg]cbg/i g]b[ 'fYg/UFW' hc' ]XYbh]Z]dfca ]g]b[ 'gc' i h]cbg/ UbX' dYfZcfa ]b[ 'f] [cfci gY] Ui U]h]cbg]hc' [ UH'Yf XU]Uz'h.]gdUfYbYfg.]d' k ]'' a U\_Y' fYVta a YbXU]h]cbgZcf dc`]Vta dfc[ fLa z dfUM]Wz UbX' fU]b]b[ 'XYV]g]cbgVUgY'cb' hY' VYghUj U]UV'Y'Yj ]XYbW''

H'Y' 7\]X' K Y'ZUFY' FyG/UFW' DUfYbYfg.]d' fYVbhmVta d'YHX' U' fUd]X' Yj ]XYbW' Ugg]gga Ybh'cZ'fYg/UFW' cb' ZUM'c'fg dYf]U]b]b[ 'hc' hY' fY! YbhfmcZ'c'gY'f' W]X'fYb' UbX' cb' hY' YZV]W] YbYgg'cZj Uf]! ci g]b]hYf Yb]h]cbg' 5' g' a a UfmcZ'h.]g'fYj ]Yk ]g]b]W' XYX' ]b' h.]g' bYk gYH'Y' h'Y' Vta d'YH' fYj ]Yk ]g]Uj U]UV'Y' UHk k k "dV]U'c'cf]' ]b' h'Y' fYg/UFW' g'V]h]cb'' 7i ffYbhm h'Y' [fci d' ]g' ]b]c'j YX' ]b' U' fUd]X' Yj ]XYbW' Ugg]gga Ybh'cZ'g'fYb]b]b[ 'gg] Yg'hc' YbU'Y' a cF' U]W' fU'Y' X]Z'fYb]h]U]h]cb' UbX' d'fc'W'gg]b[ 'cZ'W'X' a UfYU'ha Ybh' W]g'g'U]h]b]U\_Y'' h'Y' [fci d' k ]'' a YH]b' C' Vt' VYf'hc' X]g]V'gg]Z]bX'! ]b[ g]UbX' a U\_Y' dc`]MhUbX' dfUM]W' fYVta a YbXU]h]cbgVUgY'cb' k \U' h'Y' VYghUj U]UV'Y' fYg/UFW' ]bX]W]h]g'Zcf' ]a d'fcj ]b[ 'W]X' k Y'ZUFY' g'fYb]b]b[ ' ]b' C \]c''

## C8 > GF 9G95F7 < '7CBGC FH H A

h' Ub' YZc]h'hc' U]W] Y'mg' ddcf]h'Y' U]W' ]Yj Ya Ybh'cZ' C \]c' ]g' GfU! hY [ ]W'D'Ub' UbX' DYfZcfa UbW' A YUg' fYg' h'Y' C \]c' 8YdUfha Ybh'cZ' x'V' UbX' : La ]mGyfj ]Wg XYj Y'cdYX' h'Y' C 8 > G' FyG/UFW' 7cb! gcf]h] a '' h'Y' FyG/UFW' 7cbgcf]h] a ' k cf\_g'hc' Yg'U' ]g' U'g'fcb[ ]f' ]b'\_ VYh' Yyb' dfUM]W' UbX' fYg/UFW' / Ugg]g'g' h'Y' YZV]W] YbYgg' cZ'W' ffYbhd'fc[ fLa g' Ugg]g'g' ]b' h'Y' Yg'U' ]g' a Ybh'cZ'fYg/UFW' Zcf' d'fYj Yb]h]cb' d' Uob]b[ / UbX' fYg/UFW' Yg' UbX' Yj Ui U]h]g' VYgh' dfUM] W]W'g'VUgY'cb' ]b'Zcfa U]h]cb' fYW]j YX' Zcfa 'g'fj ]W' XY' ]j Yfm]Z]Y' Xg' H' XU]h]Z' h'Y' 7cbgcf]h] a ' \Ug' VYyb' ]b]c'j YX' ]b' h'c' d'fc' V]W]g'

< 6% \$; fUbXdUFYbh: cfa g'g' Ui U]h]cb] C8 > G'Vt'bfUM]W'X'k ]h' h'Y' 7Ybh'f'Zcf' < YU' h'm7ca a i b]h]Yg'U'k f] [\h'G'U'Y' I b] Yfg]m] ]b' YUFm&\$+\$+ hc' Yj Ui U]h] h'Y' ]a d'Ya Yb]h]cb' UbX' i g' cZ < 6% \$; fUbXdUFYbh7UFY [ ] Yf' 5i h'c'f]h]h]cb' 5Z]X]Uj ]h'UbX'; fUbX! dUFYbhDck Yf' cZ5H'c'fbYmZcfa g'z'k \]W' d'fcj ]XY' Y[U' X'c'W'a Yb! h]h]cb' Zcf' U]W]gg]b[ ' a YX]W' UbX' YXi W]h]cb'U' g'fj ]W'g' Zcf' h'Y' W]X'fYb' ]b' h'Y' ]f' W]Y' h'Y' 7\]X' K Y'ZUFY' FyG/UFW' DUfYbYfg.]d' k cf\_YX'k ]h' K f] [\h'G'U'Y' I b] Yfg]m]hc' \Y'd' Zcfa i 'U]h] fYg/UFW' ei Yg]cbgUbX' XYg] [ b' h'Y' fYg/UFW' a Yh'c' X'c'c' [m]

7: G' F'Yi b]Z]W]h]cb' UbX' F'Y! Yb]f'm' A YUj fYg] ' C8 > G' \Ug' VYyb' UbUm]b[ ' h'Y' b'Xg'UbX' W'U'U]W]f]g]h]g'cZ'W]X'fYb' UbX' Z'La ]j Yg]h'U' k YfY' fYi b]Z]YX' k ]h.]b' h'Y' 7: G' a YUj fYz'h'c'g' h'U'fY! Yb]h]fYX' W]YfZ' UbX' h'c'g' h'U'k YfY' g' W]W]gg] ' ma U]b]U]b]YX' ]b' h'Y' \ca Y' d'cg' fYi b]Z]W]h]cb'' h'Y' 7c'' Y[Y' cZ' G'c'W]U' K cf\_ U' h'Y' C \]c' G'U'Y' I b] Yfg]m]k ]'' i g' h'Y' C 8 > G' XU] UbX' UbUm]g]hc' hc' g'Y\_ ]b'Zcfa U]h] Y' fYg/UFW' Z]bX]b[ g]hc' Ugg]g]c' \]c' ]b' h]a Y'mfYi b]Z]W] h]cbgUbX' Uj c]XUbW' cZ'fY! Yb]f'm'

# H'gh]Mi f'96D?'bck `YX[Y

< ck 'a UbminYUfg' \Ug]h'VYyb' g]bW' nci 'Ugh]hc'\_ U' g]U]h]g]h]V]g'cf' fYg/UFW' Vt' f'g'3F'Yj ]Yk 'h'Y' ]g]h]VY'ck' UbX' W]Y'W' cZ'h'Y' h'Y'fa g'nci 'h.]b'\_ nci 'W]b' XYZ]bY'' H' W]Y'W' nci f'\_ bck `YX[Y' UbX' Z]bX' XYZ]b]h]cbg' Vta a cb'mi g'X' ]b' 96D' [c' hc' h'Y' 5Vci h'c' 7K' HD' g'V]h]cb' U'hk k k "c'Wk' h'd' Vta ' UbX' ]b'\_ hc' 7i ffYb]h' h]h]U]h] Yg' 7' ]W' cb' 9' ]XYbW'! 6UgY'X' DFUM]W' hc' Z]bX' U' [ 'cgg]f'mcZ'Vta a cb' h'Y'fa g'

- 5bV]W'c]U
- 6]Ug'
- 7Ug'! Vt'bf'c' 'G' h' X'm
- 9a d]f]W' 'F'Yg'UFW'
- 9i h'f'U' 'J'U]X] ]m
- h'f'f'U' 'J'U]X] ]m
- A Y'U' UbUm]g]g'
- D'Y'f' F'Yj ]Yk'
- FUbXca ]nYX' 7cb]f'c' 'YX' h]f]U'g'f'f' 7H]g'
- F'Ud]X' 9' ]XYbW' 5gg]gga Ybh'f'f' 95E'
- F'Y' ]U] ]m
- G'gh'Ya U]h]W'f'Yj ]Yk'
- J'U]X] ]m

6Y'ck 'UFY' h'Y' XYZ]b]h]cbg'cZ'k c'cZ'h'Y' h'Y'fa g' i g'X' ]b' U]h]W]g'Z'ci bX' ]b' h.]g'YX]h]cb' cZ'7ca a cb' ; fci bX.

F'Ud]X' 9' ]XYbW' 5gg]gga Ybh'f'f' 95E'

5' h'c' Zcf' [Y]h]b[ 'Uj U]UV'Y' fYg/UFW' Yj ]XYbW' U'g' Vta d'fY' Yb]g] Y'm]U'g'd'cgg]V'Yz'k ]h.]b' h'Y' Vt'bg'f]U]b]h]g' cZU' [ ] Yb' h]a Y'U'V'Y'' h'X]Z'f'g'Zcfa 'U'Z' 'g'gh'Ya U]h]W' fYj ]Yk 'VY'W] g' ]h'Z'W'g'g'c'bd' V' ]g'YX' fYg/UFW' cb'm]UbX' i g'g'Z'k Yf' W]h]f]U'c' b'k \]W' hc' Yj Ui U]h] h'Y' f] [cf' UbX' ei U]h]m'cZ'fYg/UFW' h'Y' g'g' h'm]Y'g'cZ'U'g' g'gga Yb]h]W]b' VY' Vta d'YH'X' ]b]g]l' a cb'h]g'c'f' Ygg' f] c] Yfba Ybh'G'c'W]U' F'Yg/UFW' . \h'd. #k k k "[g' [c] i \_#Y'g'ci f'W'g'f'U' U'gd' E

G'gh'Ya U]h]W'f'Yj ]Yk' . . .

5' g' a a UfmcZ'h'Y' ]h]f'U' h'Y' h'U' h' g'Y'U' d' ]W]h' a Yh'c'X'g'hc' d'YfZcfa 'U' h'c'f'ci [ \ ]h]f'U' h'Y' g'Y'U'W' UbX' W]h]W' U'dd'f]U]g' cZ]bX] ]Xi U' g' h'X]Y'g'UbX' h'U' h' g'g'U'dd'f'c'd'f]U' h'g'U]h]g]W' h'W]b]b]e]i Yg'hc' Vta V]b]Y' h'Y'g' ]j U]X' g' h'X]Y'g' G'gh'Ya U]h]W'f'Yj ]Yk' g'U'f' b'ch'U' ' Yei U'Z'UbX' ei U]h]m]gg] Yg'U'f' ]a d'c'f'U' b' f'6UbX'c' ]Yf' \h'd. #k k k "f&"c] "U]W' \_#UbX'c' ]Yf' #c'c'h' #k]U' b'c'g'f' [ 'cgg]f'm' h'a' E



A 9D5 7 C F B 9F

### HfUjbyf'E i Yghjcb.

D5FH% ' 'ZHY'V]fH 'dUFYbhgcZU'Zcghf'W]X' gfcbl[ 'mcV'YV]g]h'c' H'Y]f'W]X'VY]b[ 'd'UWX'k ]H' U'ZJa ]'micZU'X]ZYfYbhfUWz'Ve'cfz'cf' bU]hcbU'cf][ ]bz'g]ci 'X'HY'%' , , 'dfcWgg'VY'Vebg]XYFYX'3' f5bb'6U[ 'Yrñ'C 7K HD'HfUjbyfE

D5FH& ' 'K \Uh]ZH'Y'V]fH' ZH'Yf'k Ug; fUbx'K ]nUX'cZH'Y' '?''?'3]G]bW'Zcghf'dUFYbhg]k cf\_]b[ 'k ]H' V]fH' dUFYbhg]g]U' g][ b]Z]VbhZ]M]cf' ]b'HY'[\_]Y]'ccX'cZFYi b]Z]Vh]cbz'Ve' 'X' bch'HY' V]g]VY' a UXY'h'Uh'HY'F7BC 'cZH'Y'Zcghf'dUFYbhg]a Um]W]fU]b]m' VY'U'g][ b]Z]VbhZ]M]cf'Ubx'h'Uh'HY'VY']Y]Z]cZH'Y'V]fH' ZJa ]'ma Um] XYWYUg]h'Y'[\_]Y]'ccX'cZFYi b]Z]Vh]cb]b]g' W' U'V]W]a g]UbW'3' f5bb'6U[ 'Yrñ'C 7K HD'HfUjbyfE

### C 8 > GFYgdcbgY.

#### D5FH%

H'Y'U[ 'YbW]h]g]ci 'X'Z]f]g]g]Y'\_Z' fH'Yf' ]bZ'fa U]h]cb'UbX'WU]Z]Vh]cb'Z'ca 'H'Y'V]fH' ZJa ]'m] h'c' XYH'fa ]bY'k \m]H'YfY' ]g]U' gfcbl[ 'cV'YV]cb] h'c' d'UW' H'Y' W]X'k ]H' U'ZJa ]'micZU' X]ZYfYbhfUWz'Ve'cfz'cf'bU]hcbU'cf][ ]b'fF 7BC'E' 'ZHY'fY'UFY'Ve'a dY' ]b[ 'fYUgcb]g]h'c' 'g]Z]m' V]bg]XYfU]h]cb' cZ'F7BC' Xi f]b[ 'H'Y' d'UW'a Ybh'XYW]g]cbz' H'Yb' ]nYg]i 'H'Y' > G '\$%' , , 'dfcWgg]g]ci 'X'VY'Vebg]XYFYX' ' 'b'UW]e'fXUbW'k ]H' 'C \]c' 5Xa ]b]g]fU]h] Y'7cXY'fC 57E' fi 'Y') %\$%& (& % "%ffY. 'bcbl'X]g]W]a ]bU]h]cb'fYei ]fYa Ybh]g]Z'c'Zcghf'WU]Y' d'UW'a Ybh]g]Z' cb'm]H'Y' a cgh'Ve'a dY' ]b[ 'fYUgcb]g]a Um]g]f]Y' h'c' 'g]Z]m' V]bg]XYfU]h]cb' cZ'F7BC' U]g] dU]f]h'cZ'U' d'UW'a Ybh'XYW]g]cb' " 'H'Y'g] 'fYUgcb]g]Ya Yf[Y'cb'm]b]i b]ei Y'UbX' ]bX]j ]Xi U' V]W]a g]UbW]g]cZYUW' W]X'UbX'YUW' d'fcgd]V]W]j Y'Zcghf'WU]Y' ]j] Y'

### C 8 > GFYgdcbgY.

#### D5FH&

'ZHY' [cU' ]g]fYi b]Z]Vh]cbz'h]g]k ci 'X'VY'U'g][ b]Z]VbhZ]M]cf' h'c' V]bg]XYf'VYW]i g]Y' ]h]g] [\_]Y'm]h'Uh'HY'Zcghf'WU]Y' ]j] Yf'UbX'V]fH' ZJa ]'m]k ci 'X'k cf\_]h'c' [YH'Yf' h'c]k U]fX' h]g] [cU' " H'Y'fY'Z'fY'Z'di f]g] Ub]h'c' C 57 ) %\$%& (& % "%Z'h]g]V]e'i 'X'VY'U'Ve'a dY' ]b[ 'fYUgcb] h'c' fY'Z'f' H'Y'W]X'Z'cf'U' > G '\$%' , , " 'H'Y' @W]bg]X' D'fcZ]g]g]cbU'k ci 'X'Ve'bXi V]H'HY' Ugg]Y'g]a Ybh' UbX' a U\_Y'U'XYH'fa ]bU]h]cb'k \YH'Yf'F7BC' g]ci 'X'cf'g]ci 'X' bch'VY'U'Z]M]cf'f]Ua cb[ ' a Um]ch'Yf' Z]M]cf]g] V]bg]XYFYX' Xi f]b[ 'H'Y' d'UW'a Ybh' ' < ck Y] Yfz' i 'h]a Uh' rñ' H'Y' W]g]cX]U' U[ 'YbV]h] Ug]h'Y' Z]bU' g]Um]UbX' Ve'i 'X'UW]V]d]h'cf'fY'YV]H'HY' @W]bg]X' D'fcZ]g]g]cbU'f]g] fY'Ve'a a YbXU]h]cb' " 'Z]b' Z]M]e' H'Y' W]g]cX]U' U[ 'YbV]h]X'cYg]fY'YV]H'HY' @W]bg]X' D'fcZ]g]g]cbU'f]g] fY'Ve'a a YbXU]h]cbz'h]Y'U[ 'YbV]h]a i g]h'd'f]c] ]XY'U'g]U]h]Ya Ybh'cf'g]U]h]Ya Ybh]g]cb' H'Y' > G '\$%' , , ' ci h]b]b[ ]h]g]fU]h]cbU'Y'Z'cf'c] Yff]X]b[ 'H'Y' @W]bg]X' D'fcZ]g]g]cbU'f]g]fY'Ve'a a YbXU]h]cb' "

E i Yghjcb]g]U]W]ci h]A 9D5'g] fZ]W'cZ]Y'b'Xi f]b[ 'HfU]b]b[ " 'K ci 'X'nci 'VY'fYU]X]m]h'c' [ ]j] Y'Ub' U]d'f'c'd]f]U]h] fYg]d'cb]g]Y'3' 7ca a cb; fci bX'cZ]Y'f]g] HfU]b]Y'f]g] Ubch'Yf' \Y'dZ' 'fYg]ci fW'Z'cf' A 9D5' ]gg] Yg' " G]YbX'nci f] ]bei ]f]Yg]h'c' [V\]g\]h\]Y'fa Ub4 \]g\]HfU\]b\]Y\]h\]V\]e'a](#) "

# FY!Ybhfml]b`7\]X`DfchVW]j Y`GYfj ]Wg` 5`F Ud]X`9] ]XYbW`5gg]gga Ybh

⊖&\$%) ž8f"8Yb]g'6fcbgcbžC G l`7c`Y[Y`cZGcV]U`K`cf`  
dfcZ]ggc`fzVēa d`YHY`U`fUd]X`Yj ]XYbW`Ugg]gga Ybhcb`fy!Ybhfml  
]b`W]X`dfchVW]j Y`GYfj ]Wg`G`Y`fj ]Yk`YX`h`Y`fygUfW`" ]hfu  
h`f`cb`ZM]c`fg`Uggc`V]UHYX`k`]h`fy!Ybhfml]b`Z`gYf`W]Y`UbX`h`Y`  
]bhYfj`Ybh]cbg`h`U`h`Uj`Y`VYYb`YZZYVW]j`Y`]b`fYXi`V]b[`fY!Ybhfmlc`  
Z`gYf`W]Y`"A`cghcZ`h`Y`fygUfW`k`Ug`bcb!Yl`dYf]a`Yb]U`UbX`  
Z`W`g`X`cb`ZM]c`fg`Uggc`V]UHYX`k`]h`fy!YbhfmlfU`h`Yf`h`U`b`h`Y`]b!  
h`Yfj`Ybh]cbg`"5`WēfX]b[`h`c`h`Y`g`i`Xrā`h`Y`Z`"ck`]b[`ZM]c`fg`k`Yf`  
Uggc`V]UHYX`k`]h`fy!Ybhfml

- i`DUfYb]U`Ua`V]j`U`YbW`U`Wci`h`fYi`b]Z]W]h]cb`UbX`dUfYb]U`  
"fYei`Yg]g`Z`f`d`U`W`a`Ybh
- i`DUfYb]U`a`Yb]U`]"b`Yg]g`g`Vg`UbW`U`Vi`g`Z`c`f`dcj`Yf]m
- i`Ua`]m]Vē`Y`fYbW`Xi`f]b[`g`d`U`fU`h]cb
- i`D`U`W`a`Ybh]b]g]U`]"m
- i`7\]X`fYb`d`U`W`X`]b`bcb!fY`U`h]j`Y`Z`gYf`W]Y`
- i`DfYj`]ci`g`Z]j`YX`fYi`b]Z]W]h]cb`U`h`Y`a`dhg
- i`Bi`a`VYf`c`Z`g`f`]W`[`c`U`g`UbX`h`U`g`g`Z`f`h`Y`Z]a`]m
- i`7\]X`fYb`k`]h`Y`U`h`X`]Z]W`h`Y`g
- i`@W]c`Z`fYi`b]Z]W]h]cb`g`f]j`]W`g`UbX`W]gY`a`UbU`Ya`Ybh`...

6UgY`cb`Y`f`Z]bX]b[`g`8f"6fcbgcb`a`UXY`h`Y`Z`"ck`]b[`  
fYVēa`a`YbXU`h]cb`Z`f`fYXi`V]b[`fY!YbhfmlfU`h`Y`g`

%`"9`h`bX`h`Y`fUd]X`Yj ]XYbW`Ugg]gga Ybh]c`]bW]`XY`  
fygUfW`cb`h`Y`]a`dU`M]c`Z]g]g`Ugg]gga Ybha`Y`h`c`X`g`cb`fy!  
YbhfmlfU`h`Y`g`

&"`I`g`Y`h`Y`fygUfW`cb`ZM]c`fg`Uggc`V]UHYX`k`]h`fy!Ybhfmlc`  
XYg]b`UbX`Yj`Ui`U`Y`U`dfc]h`m]W]"`]bhYfj`Ybh]cb`Z`f`Z]a`]m  
fYi`b]Z]W]h]cb`g`f]j`]W`gi`g]b[`]bhYfj`Ybh]cb`fygUfW`a`Y`h`c`X`g`  
h`c`XYg]b]bžXYj`Y`cdžYj`Ui`U`h`Y`Z]a`d`Ya`Yb]z`UbX`X]g]Y`a`]bU`Y`  
]b]bcj`U`h]j`Y`h`V`bc`c`]m]c`U`X`X`fYg]h`Y`fy!YbhfmlfU`h`Y`g`

'`"8`Yj`Y`cd`U`h`c`!`dfcb[`YX`U`ddfcU`W`h`c`fYXi`V]b[`fY!Ybhfml  
fU`h`Y`g`VmiVēa`V]b]b[`Uē`h`Y`fyg`h`g`c`Z`h`Y`fUd]X`Yj ]XYbW`  
Ugg]gga Ybhcb`f]g`UbX`Z]a`]m]Ugg]gga Ybha`Y`h`c`X`g`UbX`  
Vē`h`Y`]b]bcj`U`h]j`Y`fYi`b]Z]W]h]cb`g`f]j`]W`g`XYj`Y`cdYX`Vmi`h`Y`  
]bhYfj`Ybh]cb`fygUfW`Y`Z`c`f]g`"

("`K`Y`k`U]h]b[`Z`f`h`Y`U`W]j`]h]Yg]b]b%`h`c`VY`Vēa`d`Y`h`X`Z`  
X]g]Y`a`]bU`Y`]b]z`fa`U]h]cb`h`c`d`fU`M]h]cb`Yf`g`U`Wci`h`h`Y`ZM]c`fg`  
Uggc`V]UHYX`k`]h`fy!Ybhfmlc`W]Y`h`fci`[`k`f]h]Y`b`a`U`h]f]U`g`  
cf`k`cf`g`cdg`"9`bVēi`fu[Y`k`cf`Y`f]g`h`c`Ugg]gga`UbX`U`X`X`fYg]g`  
h`Y`g`Y`ZM]c`fg]b`fYi`b]Z]W]h]cb`d`U`b]b[`"

)`"K`cf`\_`k`]h`75DA`-G`Yj`Ui`U`h`c`f]g`h`c`U`b`U`nmY`h`Y`fy`U`h]cb!  
g]d`VY`k`Y`b`h`Y`75DA`-G`Z]a`]m]UbX`f]g`Ugg]gga`Ybh  
dfcW`Xi`fyg`XY`W]g]cbg]h`c`fYi`b]Z]W]h]cb`]Y`g`UbX`g`Vg`fYi`Ybh  
fy!YbhfmlfU`h`Y`g`f]c`b`g`cb`z`&\$%)`ž`d`&!"

!`B`c]h`h`Y`Vēa`d`Y`h`fY`d`c`f]z`FY!Ybhfml⊖`7\]X`DfchVW]j`Y`  
GYfj`]W`g`5`F`Ud]X`9] ]XYbW`5gg]gga Ybh]z`]g`Zci`bX`]b`h`Y`fygUfW`  
g`V]h]cb`U`h`k`k`"d`V]g]c`c`f`"

# C`7`K`HD`5`bbci`b`W`a`Y`bhg`

## FU]bYf`8`U`h`FU`Y`⊖`b`V]U`gY`

K`Y`U`f`Y`i`V]h]X`h`c`U`b`b`c`i`b`W`h`U`h`z`VY`[`]b]b]b[`⊖`m`&\*`ž`h`Y`  
FU]bYf`X`U`m`f`U`Y`]b`W]Y`U`g`Y`h`c`")`\$`"5`V]`h`U`b`\_`n`c`i`h`c`C`8`>`G`ž`  
D7G5C`ž`UbX`h`Y`Y`[`]g`U`h`c`f`g`Z`c`f`d`U`g]b[`h`Y`]b`W]Y`U`g`h`c`Z`b`X`  
h`Y`FU]bYf`fU]g`"h`Y`C`7`K`HD`j`U`i`Y`g`n`c`i`f`U`f`X`k`cf`\_`UbX`]g`  
d`Y`U`g`Y`h`c`d`f`c`j`]X`Y`h`]g`]\`Y`f`f`U`h`Y`"

## FU]bYf`9`Y`bh`

H`Y`&\$%,`FU]bYf`9`Y`bh`]"`VY`Y`X`cb`A`U`W`"`ž`&\$%,`ž`U`h`h`Y`  
7`f`c`b`Y`D`U`h`U`<`c`h`]"b`7`c`i`a`Vi`g`"h`Y`h`Y`a`Y`z`A`U`\_`b[`h`Y`  
7`c`b`b`V]m]c]b`i`k`]"`d`f`c`j`]X`Y`h`Y`n`c`i`h`d`Y`f`g`d`Y`W]j`Y`c`Z`h`Y`W]X`  
k`Y`Z]fY`Yi`d`Yf]YbW`UbX`Y`d`fU]bYf`g`g`Y`h`Y`]"b`\_`h`Y`m`U`j`Y`h`c`  
g`V`W`f]b[`d`Y`f`a`U`b`Y`b`W]h`z`f`W]X`f`Y`b`"

## -6U]i`d`

<`U`b`X`c`i`h`g]U`b`X`D`c`k`Y`f`D`c`]b`h]g]z`f`a`U`b`m]g]U`b`U`f`X`]n`Y`X`W`f]j`W`U`  
U`f`Y`d`c`g]Y`c`b`-6U]i`d`"-ž`n`c`i`b`Y`Y`X`h`Y`d`U`g`k`c`f`X`c`f`i`g`f`i`  
b`U`a`Y`z`Vē`b`h`U`M`?`Y`Y`m;`fi`VYfz`\_`fi`VYf4`]\`g`fU]bYhVēa`"

## 7DG`

9]b]g]f`V]h]cbž`h`Y`a`U`bi`ZM]c`fY`c`Z`DG`k`]fY`Y`g]g`f`Y`a`c`h`Y`h`W`!  
bc`c[`nā`U`g`f`Y`U`g`Y`X`U`b`Y`k`j`Y`f`g]cb`c`Z`]h]g`Z]Y`7`DG`g`c`Z`k`U`f`  
f]j`Y`f`g]cb`)"\$%&h`U`h]g`Vēa`d`U`h]V`Y`k`]h`h`Y`K`]b`X`c`k`g`J`]g`U`  
cd`Y`f`U`h]b[`g`h]Y`a`"c`k`Y`j`Y`f`z`h`Y`C`7`K`HD`k`]"`b`c`h`c`Z]V]U`m`  
a`c`j`Y`h`c`h`Y`b`Y`k`j`Y`f`g]cb`i`b]h]"`U`Y`G`y`d`h`Y`a`VYf#`U`f`m`C`V`h`c`VYfz`  
]b`c`f`X`Y`h`c`U`c`k`F`H7`g`h]a`Y`h`c`VYVēa`Y`Z]a`]"U`f`k`]h`h`Y`b`Y`k`  
g`c`Z`k`U`f`"D`Y`U`g`f`Y`j`Y`k`h`Y`7`DG`g`c`Z`k`U`f`]b]z`fa`U`h]cb`]b`W`X`Y`X`  
]b`h`Y`U`h]g`h]g]g]f]j`"K`Y`U`j`Y`d`c`g]h`Y`U`f`j`]g]Y`j`Y`f`g]cb`c`Z`  
h`Y`V`i`Y`7`DG`i`g`f`A`U`bi`U`]b`h`Y`f`Y`g`c`i`f`W`g`V]h]cb`c`Z`h`Y`:"cf`  
FU]bYf`g`]b`\_`U`h`k`k`k`"c`V`k`h`d`Vēa`"7`c`b`h`U`M`7`]\`f]g]b]U`7`U`f`Y`f`z`  
W]W]h]Y`f4`]\`g`fU]bYhVēa`ž`c`f`h`c`b`n]U`<`Y`f`n`c[`ž`h`Y`f`n`c[4`]\`g`  
fU]bYhVēa`ž`Z`f`a`c`f`]b]z`fa`U`h]cb`"

## @`G`f`@`U`f]b[`A`U`b]U`Ya`Y`bh`G`g]Y`a`L`

⊖`d`f`Y`d`U`f]h]cb`Z`f`h`Y`@`G`U`i`b`W]b[`ž`k`Y`U`f`Y`VY`[`]b]b]b[`h`c`  
Y`b`h]Y`c`i`f`fU]b]b[`d`cc`]"b`h`c`h`Y`X`U`h`U`gY`"D`Y`U`g`"a`U`\_`Y`g`f`Y`  
k`Y`U`j`Y`n`c`i`f`W`f`Y`b`h`Y`a`U]`U`X`X`f`Y`g]g`a`U]b[`U`X`X`f`Y`g]g`d`c`b`Y`  
Vē`b`h`U`M`z`UbX`U`d`d`f`c`j`Y`X`Vē`b`h]Y`b`h`U`f`Y`U`g`"

## ?`Y`d`h`c`G`W`Y`X`i`Y`

D`Y`U`g`f`Y`a`Y`a`VYf`h`c`g]h]W`h`c`h`Y`g]U`b`U`f`X`k`cf`g]c`d`g`W`Y`X`i`Y`"  
:`cf`U`g]i`!`i`c`i`f`k`cf`g]c`d`z`h]g]a`Y`U`b`g`g]U`h]b[`U`h`-`.\$`\$`U`a`ž`d`f`c`!  
j`X]b[`c`b`Y`%`!`a`]b]i`h`Y`V`f`Y`U`\_`]b`h`Y`a`c`f]b[`UbX`c`b`Y`%`!`a`]b]i`  
i`h`Y`V`f`Y`U`\_`]b`h`Y`U`Z]Y`f`b`c`c`b`z`U`c`k`]b[`c`b`Y`i`c`i`f`Z`f`i`b`W`z`UbX`  
Y`b`X]b[`h`Y`k`cf`g]c`d`U`h`(.`.\$`\$`da`"K`Y`b`Y`Y`X`h`c`VY`Vē`b`g]h]Y`b`h`  
h`c`a`U]b]U]b]c`i`f`g]U`h`g`U`g`U`d`f`c`j`]X`Y`c`Z`G`c`V]U`K`cf`\_`VY`X]h`  
i`c`i`f`g]z`UbX`h`c`a`U`\_`Y`g`f`Y`h`c`g]Y`U`h]Y`b`X]b[`U`Z]Y`f`b`c`c`b`g`Y`g]g]c`b`g`X`c`  
b`c`h`a`]g]g`U`b`m]Vē`b`h]Y`b`h`"

## 7`c`W`<`ci`fg`Z`f`FU]bYf`g`

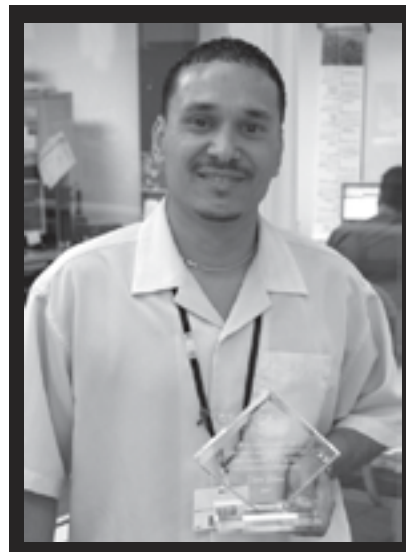
-ž`n`c`i`U`f`Y`U`]W]b`g]Y`g`c`V]U`k`cf`Y`f`z`n`c`i`a`U`m`e`i`U`]z`n`c`f`Y`W]j`Y`  
Vē`b]h]b]i`]b[`Y`X`i`W]h]cb`W]Y`X]h]z`c`f`d`f`Y`g]b]h]b[`U`k`cf`g]c`d`Z`c`a`  
h`Y`C`U`j`c`7`c`i`b`g`c`f`z`G`c`V]U`K`cf`Y`f`z`UbX`A`U`f]j]U`Y`UbX`:"Ua`]m`  
h`Y`fUd]g]h]6`c`U`f`X`"?`Y`d`U`W]f]h]Z]W]h]Y`Z`c`a`h`Y`k`cf`g]c`d`h`U`h`  
j`Y`f]Z]Y`g`n`c`i`U`g`h`Y`fU]bYf`"h`Y`b`z`Z`"ck`h`Y`]b]g]f]i`V]h]cb`g`Z`f`U`d`!  
d`m]b[`Z`f`W]Y`X]h`i`c`i`f`g`d`c`g]Y`X`cb`h`Y`6`c`U`f`X]h]k`Y`V`g]h]Y`"i`h`d`.#`  
V]k`a`Z`i`c`]"c`[`c]`#`Y`e`f`Y`b`"g`a`

## 5dd`U gY`UbX`FYWt[ b]h]cb

7ca a cb; fci bX`]gd fci X`hc`fydcfhi`h`Y`a` UomiUWt`a`d`]g`a` Ybhtj`cZ`h`Y`C`7K` HD`UbX`]hg`fU]b`Yfg`k` \`c`k`cf`\_`X`]`[`Ybhmhc`a` U`\_`Y`h`Y`C` \`]c`7` \`]`X`K` Y`ZUFY`fU]b]b[ `Dfc[ fUa` `U`bU]cbU`mfYWt[ b]nYX`g` WWgg`



**F`cbXU`5VWUb`  
FYW]j`Yg`&\$\$+`5b[Y`]b`  
5Xcdh]cb`5k`UFX`**



**9XX]Y`@Vfcb`  
FYW]j`Yg`h`Y`7` \`]`X`5Xj`cW]h`cZ`  
h`Y`E`i`Uf]h`f`5k`UFX`**

9UW`nYUf`a`Ya` VYfgcZ7cb[ fYggUFY`[ ]j`Yb`h`Y`cddcfhi`b]hmhc`  
g`Y`W]bX]j`]Xi`Ug`ZLa` ]`Yg`cf`cf[ Ub]nU]cbgZca` h`Y]f` \`ca`Y`  
g`U]h`Z`k` \`c` \`Uj`Y`XYa`cbg`fU]h`X`U`Wt`a`a` ]`h`a`Ybhmhc` ]`a`dfcj`]b[`  
h`Y` ]`j`Yg`cZ`W]`X`fYb` ]`b`b`YX`cZ`d`Yfa`Ub`Yb]z`c`j`]b[ ` \`ca`Yg`  
F`cbXU`5VWUbz`C`8` >`G`5Xcdh]cb`G`W]h`cb`7` \`]`Z` \`Ug`VYyb`  
g`Y`W]h`X`h`c`fYdfYg`bh`C` \`]c`z`]b`fYWt[ b]h]cb`cZ` \`Yf`&+`mYUfg`  
Ug`U`YX]W]h`X`dc` ]`W]h`Uj`c`W]h` ]`b`h`Y`Z`Y`X`cZ`UXcdh]cb`UbX`  
dcg]h]j`Y`W]`X`k`Y`ZUFY`d`fU]h]Wg`

H`Y`b]b]h`Ubbi`U`5b[Y`g`]b`5Xcdh]cb` ;`U`U`k` ]`h`U`\_`d`UW`  
H`i`fg`U]h`C`Wt`VYf`(`z`&`\$`\$`+`z`]b`K`Ug` ]`b[ ]`cbz`8`7`"A`g`5VWUb`  
k` ]`VY`fYWt[ b]nYX`Ucb[ `k` ]`h`c`h`Yf`5b[Y`g`]b`5Xcdh]cb`Zca`  
U`Z`Zmg]h]Yg`UbX`h`Y`8`]g`f]W]h`cZ7`c`i`a`V]U`Zf`h`Y]f`k`cf`\_`]b`  
 \`Y`d]b[ `h`Y`k`cf`X]h]a`cg]i`b`YfU`Y`W]`X`fYb`!`h`cg`k` ]`h`ci`h`  
h`Y`c`j`Y`UbX`dfch`W]h]cb`cZ`U`Z`f`Yj`Yf`ZLa` ]`m` ]`b`U`X]h]cbz`Ug`  
C` \`]c`f]g`&\$\$+`fYW]d]Yb]z`A`g`5VWUb`k` ]`fYdfYg`bh`C` \`]c`U`h`Ub`  
5b[Y`g`]b`5Xcdh]cb`Uk`UfXg`WfY`a`cbmcb`7`Ud]h`c`<` ]`h`H`g`  
Yj`YbhVcUg]ga`cfY`7`cb[ fYgg]cbU`dUf]h]dU]h]cb`h`Ub`Uom]h`X`  
k`Y`ZUFY`Yj`Ybh]b`h`Y`bU]h]cbz`k` ]`h`%`" `a`Ya`VYfgcZ7cb[ fYgg`  
dUf]h]dU]h]b[ `Ucb[ `k` ]`h`a`cfY`h`Ub` , )`\$`[i`Yg]g`

7i`nU]c[ `U`7`ci`b]m`7` \`]`X`fYb`UbX` :`Ua` ]`m`Gy] ]Wg`fYW]h]m`  
Uk`UfX`YX`9XX]Y`@Vfcb`h`Y`I`7` \`]`X`5Xj`cW]h`cZ`h`Y`E`i`Uf]h`f`  
Zcf`g`ddcfhi`dYfgcbbY`" `H` ]`g`Uk`UfX`k`Ug`[ ]j`Yb`]b`fYWt[ b]h]cb`  
cZ` ]`g`YUXYfg` ]`d`]b`W`U]f]b[ `h`Y`U]`Yb`W]h]Ubbi`U`Z`g`Yf`dUf]h]b`  
Wt`b`Z`fYb`W`Z`Ug`k`Y` \`Ug` ]`g`YUXYfg` ]`d`]b`h`Y`U]`Yb`W]h]dUf]h]b`  
g` ]`d`k` ]`h`h`Y`I` "G`A`Ufg`U`G`Yf] ]W]h]g` ;` "F`9`5`H`Dfc[ fUa` "

5g`Gyb]cf`fU]b]b[ `C`Z]W]f`9XX]Y]h] \`UfX`k`cf`\_`UbX`d`fc`Z]gg]cb!`  
U]ga` \`Ug`cb[ `VYyb`fYWt[ b]nYX`VmWt`YU[ `i`Yg`]b`UbX`ci`h`cZ`  
h`Y`U]`Yb`W]h]H` ]`g`mYUf`a`Uf`\_`Y`h`Y`h` ]`fX`Z`g`Yf`dUf]h]b`Wt`b`Z`f`  
Yb`W`W`U]fYX`Vm]9XX]Y`" `H`Y`Wt`b`Z`fYb`W`fU]b]YX`c`j`Yf`\*`\$`\$`U`h`  
h`b`X`Y`g`" `H` ]`g`mYUf]h]Wt`b`Z`fYb`W`U`g`Z`U`h`fYX`h`Y`\_`]W`cZ`cZ`  
U`dUf]h]Yfg` ]`d`k` ]`h`h`Y`I` b]h]X`G`U]h]g`A`Ufg`U]h]C`Z]W`h`c`d]`ch`  
h`Y]f` ;`Ub[ `F`Yg]g]ubW`9Xi`W]h]cb`UbX`fU]b]b[ `f]` "F`9`5`H`  
Dfc[ fUa` ]`k` ]`h`]b`7i`nU]c[ `U]h] ;`Yb] ]`Y`W]g`Y`" `H`f]`Y]h]b[ `dUf]`  
Yb]h]UbX`mci`h`VYrk`Yb`h`Y`U]`Yg`cZ`%`\$`UbX`%`(`z`h`Y`[cU`  
cZ`h`Y` ;` "F`9`5`H`Dfc[ fUa` ]`g`h`c`g`fYb[ h`Yb`Wt`a`a`i`b]h]Yg`Vm`  
g`fYb[ h`Yb]b[ `ZLa` ]`Yg`h`fci`[ \`VYh]h`f`Wt`a`a`i`b]W]h]cbz`XYW]`  
g]cb`a`U`\_`]b[ `z`UbX`[ `Ub[ `dfY`Yb]h]cb`fU]b]b[ " `9XX]Y]h]k`cf`\_`  
k` ]`h`h`Y` ;` "F`9`5`H`Dfc[ fUa` ]`fYg`h`X` ]`b` \`]`g`VY]b[ `Ug`\_`YX`h`c`  
VY`U`d`fYg`bh`Yf`U`h`h`Y` ;` "F`9`5`H`Dfc[ fUa` ]`h]g`fY[ ]cbU`fU]b]b[`  
Wt`b`Z`fYb`W`]b`7`Yj`Y`UbXz`5`Vi`ei`Yfei`Yz`GUM]a`Yb]h]z`UbX`  
<`Uf]h]z`fX`"



HF 5 =B 9F 'H=DG

F 9; =C B 5 @' B 9K G

9J =8 9B 79!65G98 'DF 57H=7 9'F 9GC | F 7 9G'  
: C F 'HF 5-B 9F G

< YfY'UFY'gyj YfU'k YV'g]HYg'h.Uhdfcj ]XY' [ fYUh]bZcf!  
a Uh]cb'dYfH]b]b[ 'hc'96D'

; YbYfU' =bZcfa Uh]cb'5Vci h'96D'UbX'7\]X'K Y'ZUFY.

i '9j ]XYbW'6UgyX'DfUM]W'Zcf'HY'< Y'd]b[ 'DfcZ]gg]cbg''  
' \hhd.##k k k"Yj ]XYbW"Vfcc\_g]V'Vta #

i 'HY'7U]Zcfb]U'g ]XYbW!6UgyX'7 YUf]b[ \ci g'Zcf''  
' 7\]X'K Y'ZUFY  
' \hhd.##k k k"VW]X'k Y'ZUFYVWUf]b[ \ci g'"cf[#

FYg]UfVZ'Gng]Ya Uh]WF Yj ]Yk g'F Ud]X'5gg]gga Ybhg''  
UbX'7]b]W'HF]Ug'

i '7cWfUbY'7c''UvcfUh]cb''fk YUH.WfYk  
' \hhd.##k k k"VWfUbY'cf[#]bXYI "\ha'

i '7Ua dVY''7c''UvcfUh]cb''fGcV]U'GYfj ]Wgk  
' \hhd.##k k k"Vla dVY''Vc''UvcfUh]cb"cf[#''''''

i '9Xi W]h]cb'FYgci fWg' =bZcfa Uh]cb'7YbhY'f9Xi W]h]cbk  
' \hhd.##k k k"Yf]WYX"[cj #

i '7\]X'HYbXg'f7\]X'K Y''6Y]b[ k  
' \hhd.##k k k"V\]X'HYbXg'cf[#'

A cXY'Dfc[ fUa g]UbX'DfUM]W'; i ]XY' ]bYg'

i 'G5A < G5]g]B Uh]cbU'FY[ ]g]fmcZ9j ]XYbW'6UgyX'DfUM  
h]Wg]UbX'Dfc[ fUa g' \hhd.##bYdd'g]a \g]U'[cj #]bX'Ugd

i 'Dfca ]g]b[ 'DfUM]Wg]BYhk cf\_ \hhd.##k k k"dfca ]g]b[!  
dfUM]Wg]bYh#]hYf]U'Ugd'

K UbhA cfY3

: cf'U'a cfY'Vta d'YH'' ]gicZfYgci fWg[ c'hc'HY'5Vci hC 7K HD'  
g]V]h]cb'Uhk k k "cVk hdl"Vta 'UbX'' ]b\_ 'hc'7i ffYbh =b]h]U]j Yg''  
7 ]W]cb'9j ]XYbW'6UgyX'DfUM]W'UbX'Yi d'cfY'gca Y'cZHY'  
a UbmifYgci fWg' \ci g]X'HY'fY''

**CK CFH7'**

=b Ub'Ybj ]fcb a Ybhk \YfY'bY[ Uh] Y'dfYgg]Uci hW]X'k Y!  
ZUFY'gYa g'hc'dfYj U]'cj Yf'Ubnt]b[ 'dcg]h] Y'hUh]g]UW]Yj YXz'  
fYVbhmU[ ]a a Yf'cZdcg]h] Y]'[\hk Ug]g]YX'cb'cbY'cZci f'  
gci h'k Ygh]Vti bh]Yg''C b'hAY ZcbhdU[Y'cZHY'7]b]V]bbUh]  
'9bei ]fYf'fGdHYa VYf'(z&\$+\$+Lz 6i hYf'7ci bhmk Ug'\YfU'XYX'Zcf'  
hAY [fYUhk cf\_ 'hAYmUFY'Xc]b[ '7]b'd'U]b[ 'V\]X'fYb'Zcf'UXcd]h]cb''  
6i hYf'7ci bhmk Ug]h]fX']b'hAY'g]U]Y'Zcf'dYfVb]h]U[Y'cZV\]X'fYb'  
VY]b[ 'UXcd]h]X'UbX'Zcf'Z]bX]b[ 'Z]a ]Y]gZcf'5Z]W]b'5a Yf]W]b'  
Zcg]Yf'V\]X'fYb'' =b &\$\*\$z\* -1 'cZhc]g]Y'V\]X'fYb'Y][ ]V'Y'Zcf'  
UXcd]h]cb'k YfY'U]m'U'mUXcd]h]X'h'Ub\_g]hc'hAY'\UfX'k cf\_ cZ'  
hAY'6i hYf'7ci bhmUXcd]h]cb'i b]h''Dc]g]h] Y'dfYgg]Uk Uh]g]Xf]j Yg'  
'\ca Y'hAY]a dcfU]bW'cZk \Uhk Y'Xc''?Yd'i d'hAY [ccX'k cf\_'  
6i hYf'7ci bhm'': cf'hAY'Z''U]h]W]Z'Z'ck'h]g]b\_ '\hhd.##  
bYk g]Ybei ]fYf'Vta #Udd]g]dV]W]X'#U]h]W]V]35-81 #&\$+\$-\$(#  
B 9K G\$%#-\$-\$( '\$ )' #%#U''

**B9CFH7**

B 9C FH7z'c]g]Y'VmG] a a ]h7ci bhm7\]XfYb'GYfj ]Wgk]g'  
d'YUg]X'hc'U]Y'A f''e\ b'G]Ufcg'9g'e'z'c]b]i g]Ug]9 V]W]h]j Y'  
8 ]fYV]cf'cZG] a a ]h7ci bhm7\]XfYb'GYfj ]Wg' A f''G]Ufcg]d'Ug]i  
g ddcf]hcZ]f]U]b]b[ 'UbX'hAY'c 7K HD'\Ug]VY]b'Vta a YbXU'W'Y'  
UbX'k Y''cc\_ Zcfk UfX'hc'a cfY'cZHY'g]a Y'Zcf'B 9C FH7 'UbX'  
hAY'g]U]ZcZci f%( !Vti bhm]fY[ ]cb''

**B7CFH7**

9Z]V]h]j Y'GYdhYa VYf'+h.zB 7C FH7'g]U]Z\U]Y'hAY'Z'ck ]b[ '  
bYk 'Y!a U]'UXXfYgg]g] 'VY'g fY'hc'bch'hAY'V]Ub[ ]g]b]nci f'  
UXXfYgg]Vcc\_g

HfUM]h6UfbYg'' 6UfbYH\$%4 cX'Z]g]g]U]h''c\''i g'  
; ]bU'7U'YbXUf'' W]Y[4 cX'Z]g]g]U]h''c\''i g'  
7\]f]g]bY'7fcgg'' W]cgg]V\$&4 cX'Z]g]g]U]h''c\''i g'  
FcVYfh?Ubg]U'' \_Ubg]Uf4 cX'Z]g]g]U]h''c\''i g'  
G\Uf]U'U]W]gcb'''' g]U]W]g\$%4 cX'Z]g]g]U]h''c\''i g'  
9XX]Y'@Vfcb'''' 'YVfcY4 cX'Z]g]g]U]h''c\''i g'  
Gcbm]U'A V@c]mX'''' A 7@M64 cX'Z]g]g]U]h''c\''i g'  
A Uf\_A VA ]' ]Ub'''' a V] ]a \$&4 cX'Z]g]g]U]h''c\''i g'  
Fc]g]B'UbW'''' B'UbW]f4 cX'Z]g]g]U]h''c\''i g'  
7\]f]g]bU'BYXY'W'''' bYXY'W] cX'Z]g]g]U]h''c\''i g'  
@\_Y'c]k Ybg'' C K 9B G@4 cX'Z]g]g]U]h''c\''i g'

