



\$ X JXQ/GV H[SHUWI

6LQFRXU ODVW PWKMLDQFXLQW\$SALODWH OHDGHUVKLS ZDV LQ  
LQLWLDWLYHV

)DFXOWDGHICDFWRHPPLWWHH  
7KH6DGKR&RPPLRWPHIG LQ \$SULOUEHNLQZH ZSROLFVNVRDQG V  
SURSRV/68-EDQG SURYLGLQJ IDFXOW\ ZKHUFRFIRVQWHIRXHV K  
ZHOO LQWR WKHUVX/XPHG WPHUWIDQJODVW ZHMISHVORFLRQWLQ  
WKHGQRW \HW DGGUHVHVG

\$, DW /68  
7KLV VXPPHU ,EDUVDVNIH\$FVGH,PRE\$LIQJWV DGSUHV \$,  
FRQFHUQV HVSHFLDORHFRJPDULQVQJHWZHDVFRIDGH XS RI ERWK  
IDFXOW\ ZKRRIIHUHG LQVLJKMDOLSHURMSDGHWELD\$H DROQLQKVL  
DQG WKH ZBXUWWHIDFRWQJ DQG RQUSXVXVGHQWV D- EQUHREDUGFLDQJ  
ZLWK D ZHDOWK DVSZADWRRUHFWKHU WKDVKLPDFRPHXWMMXO WR  
HPEDUNKBIQOVHQM/VWHP 9LFH \$WVXGLHQVQ\$ IIBLUVZ%WDXQVIRIQ  
DVVLVWDQFH RI -RQDWKDQ 6DQGHUV 'LUHZEIVORUJ EHI BDXIGOHJQ  
SUHDVQWQWRGDRQV RHWXW LdQpp °DV

UHDFKHG RXW WR \$RDCHTPLH\$WIDMLKW ZH FRQY  
DQG DGPLQRFPWLDWVBEQUHVV LVVXHV VXUURXQGLQJ WKLV W  
UHVHDFK DQG WKH EXVLQ\$FVGH\$UPRHF\$VVDIVURIKDKVHXQMMV  
LQWHUHFVDEQPDQVZHDUH FXUUHQWO\ LQ WKHRSZURFHVV R  
FRPPLWWHH ZLOO EH FRQVWUXFWHG , ZLOO SURYLGH \RX

6\$&6&2& 5HDFFU)HGFIXODWVLRDQGERRN  
, KDYH EHHQ \$BQWVWKD\ \HRW /68-V UHDFFUHGLWDWLRQ E\ 6  
6HQLRU 9LFH 3URYRVW -DQH &DVVLG\ WR SUHVHQW RQ WKL

\$V SDUW RI WKH UHDFFUHGLWDWLRQ HIIRUW LVRUHP)6W8 RQH Y  
WKDW KDG EHFRPH RXW RI GDWH VLQFH WKH ODVW UHYLVL  
OLPLWHG WR WKRVH UHYLVLRQV QHFHVVDU\ WR VDWLVI\ UH  
ZH DOVR GLVFXVVHG SRVGL EOHHLQFSRUSYRUDHWHQV KZMWRWIXWX  
KRSH WR PDNH ZKHQ WKH RSSRUWXQLW\ DULVHV

7LJHU 7UDLOV DQG 5HVROXWLRQ  
, DP SOHDVHG WR EH DEOH WR SURYLGH ERXQJKML WRI XSVGD MW  
WKH )6)(&UVW IROHFSZOEOL FDKMLRQ RI WKH VWRU\ RQ WKH FD  
'LVWULFWWRU\WKHL)DFXOW\ @FQDHCHEZDVQFRCEMU RI FRQFHU  
VWDQG VVZKBDOMV LHG RQ, WKD FKHLGY BXW WR 'LUHFWRU RI 3  
7UDQVSRUWDWLRQ 6HUFLHV %ULDQ )DYHOD ZKR JUDFLRXV  
WKH UDWLRQHHLVLRQ DQGWVHSV WKDW ZHUH EHLQJ WDN  
GLVSODFHG ULGHUV , ZDV YHU\ SOHDVHG ZKHQ , VDZ WKDV  
RI WKH FRPPXQLW\ DV H[SUHVVHG WR KLP LQ RSXUVZKHQ DQ  
KH UHLQVWDWHG WKH \*DUGHQ 'LVWULFW )DROVMHRQV DWHLP L  
ZDV DQ H[FHOHQW H[DPSON BQR,OHQWRHNDH/QRNDV URMV F  
DQG 7UDQVSRUWDWLRQURDYGLYFHWUUVFRPPLWWHH RI YDULR  
JURXS LQFOXGLQJ WKH )DFXOW\ DQG 6WDII 6HQDWH 3UHV  
DQRWKHU SRVLWLYH VWHS

6HFRQG D JURXS RI VSRQVRUV LQFOXGLQJ IDFXOW\ GHSD



80WLPLDWHV\LQFXPEMIQHWI\SRQWXV DGPLQLVWU/BVRRUV VWDI  
FRQWLSOXDFXMGXFDWLRQDO PLVVLRQ RI /68XEDEN-DVSHWKHH\$RM  
7KH FXUUHQW HQYLURQPHQW GHPDQGV W\K\WUZH SHPSRQHD  
RI /68 RFFXUV LQ RXU FODVVURRPV DQG ODERU,DWBRVLLHQV R  
WKHVH VSDFHV WKHDWLRQWUVRQW\WQ\FLWLH\WLEDFONRWR E H  
LGHDV DQG WR ZRDG YFRQD\ERW ERD\Y\ZD\G\B\DFRQRF\  
ZLWKLQ DQG RXWVLGH WKRQRXQGHU\H WKLQJ\W\W\K\O\GHEH  
NQRZ\ZHGS\HR\G\H\G\B\D\Q\Q\RW SXW VFKRODUVKLS ILUVW ZLW

, ORRN IRUZDUG WR ZRUNLQJ FROODERXWD\HLQ\H\H ZIQWR\BX  
ERG\WKDW DGYRFDWHVHIGURJ\DF\Q\W\Q\FHQ\B\Q\CF\B\O\OR\Z\W\68 V  
LPPHQVH SRWHQWLDO PDGH SRVVLEOH E\ LWV H[WUDRUGLQ

,W LV DQ KRQRU WRHV\H\H\N\RX\W\Z\Q\W\K\MUR ZRUNLQJ ZLWK \F  
VWUHQQJWKH\RY\Q\W\Q\D\X\W\H DUH DOZD\V VWURQJHU WRJHW

6LQFHUHO\

,QHVV D %DJD\HY  
3;!HUÍ0 LV !3ÇD\H ° y.)HUYH \RX DQRWKHU %SAv •¿!en-US6LQFH