



RI WKH 6HQDWH  
 +RIVWUD 8QLYHUVLW\ 6WXGHQW \*RYHUQPHQW \$VVR  
 1RYHPEHU  
 +RIVWUD 8QLYHUVLW\

&DOO WR RUGHU

0HHW&DQWR RUGHU DW (67

\$ 4XRUXP &DOO

D 4XRUXP VHW WR

% 1HZ %XVLQHVV

D &KDLU 'DQHN PRYHV WR RSHQ WKH JDOOHU\

L 0RWLRQ 6HFRQG HG

LL 0RWLRQ 3DVVHG

E :HOFRPH-HVVLFD (DGV RI 6((6

L 93 (DGV 7KLV KDV EHDQDQVWVWYH GRQH VRPH UHD  
 JRRG ZRUN UHVXGHEWKSODVW VSUMQHDIQLFDOO\  
 VSHHG EXPSV ZKLFK KHOSV NHHS VWXORRQWQJVDIH  
 :H DUH PDSNRQJUHVV WKRXJK VORZ ZLWKGLQDOQRW  
 PRUH ZRUN WR GR DQG LWFVZHD UHXZRWUNDQLQWRW  
 ZHOO :H UHIPQLQJ VWDVWEDD  
 VWXGHQWV DQG GOSRHUQWDLK  
 GHDZLQWK VWUHV VHG VWX  
 FRQWLQSRXPVWDQYDV DV Z  
 ZLWK WKH 3UHVLGHQW DRH  
 FDQQS WDN RQ 3UHVLGHQW  
 WDWKH FRQFHUQV DGGUHV  
 TXHVW LFRQVSKDWWWKH 7RZQ  
 WKH , QW HUVQDGWHIQRVQD  
 LQFRUSDRSUDRWHDQ\WQHVKR  
 KDYH WODHIVRUGHUHG DQG  
 7KLV LV DFRSQR EHVW H7KH  
 ZKHQ QR VWXGHQWV DUH S

WKHUH ZHUH QR VWXGHQWV RQ RXUYU R D W7HKL ZILWK  
WKH UH D V R Q L W L V Q R W K L X Q L Q , I M X W F W W M R R Q H U Q R H Z Q  
+ D O O , N Q W K W K D W Q R W K R Q W K H S W N T L X I Q W & H Q W H U  
X Q G H U V W R R G , U H D C W W K F K H O W F K D W Q G , N Q R Z L W  
D G G U H V V H G D Q G Z H Z L O O Z R U N R Q I L [ L Q J L W  
L L 9 3 ( D G V % D F N D V O U L B L N W O Q H Z D V D + R I V W U D X Q G H U J U D C  
V W D Z U R W H N L Q J Z L W K W K H O W I Q D P Q % D V Y N H I Q W X Q G O B O \\  
Z D \ L Q W R \$ G P L V V L R Q V ' H V S L W H E H L Q J R I I H U H G M R  
D G P L V V L R Q V L V Z K D W , Z D Q W H G W R G R , K D Y H E H H C  
X Q G H U D G P L V V L R Q V D Q G W K H Q L Q , K H O S H G E U I  
V W X G H Q W F W Q R U R W K H H U Q W 6 V Z H W K 3 U H V L G H Q W 3 R V H U  
O R W W R F K I D W J R X O R W R E N D I Z K O R N W Z D V D Q G Z H K D Y H D  
Z R U N W R G R E X W Z H E D X W H X F L Q H H Z G K Y H H \ V W R W D N H  
H [ S H U L R Q F H O D Y H D Q G P D N H L W W K H E H L Q W D W F D Q E H  
P D Q \ Z D \ V D V Z H F D Q P D Q \ R I Z K L F K H Z H \ U H D Q \ W D D R D L C  
L L L 6 H Q D W R U & D O S O W K E N L Q D H W M K R U R X H K S O Q C Q I D W R I X W Q  
W K H I O D J T X H V W L R Q & R X O G \ R X H [ S D Q G R Q 3 U H V L C  
9 3 ( D G V , D J U H H E X Q W Z H I D Q R Q R W K U H E Z H K O D O I  
D Q V Z H U I R U K H U V H O I , Z L V K X W L C W L U B B D O G W  
M X V W K D U G W : H E H U X I S Q R W H U Q H D G P K Q R W W Q U D W L R C  
F D U E R X W R X U V W X G H Q W V , W \ V H D Q G Z H U H Y H U  
D U H Q R W E X W I Z H F W R W U \ R X U R A ` @ € Á ü \$ p € p ° P

6HQDWRU ~~HO~~ ~~DE~~ ~~IV~~ ~~HD~~ GLVER ~~Q~~ ~~KL~~ ~~WH~~ DGPLQLVWUDWL  
DQG WKH VWXGHQW ERG\ +RZ DUH \RX DGGUHVVLQJ  
93 (DGV , FDQ¶W VSHDN IRU WKH

WR KHOS VSUHDG RXW :H KDYH ORWV RI IXQLG  
W KDWPDQ \ PDQ \ \ HDUV GRZQ WKH OLQH  
YLLI&KDLU 0DIKQ \ RWLW KLQN DERXW HU' HQ NYLQ WRLOXWV "  
\$GGLWLRQDOO \ \ RX \ UH VD \ LQJ LW \ V D PDVVLYH H[  
DUH \ RX ZRUNLQJ RQH W BRYSKUXQWMLH HD DJV ZKLOH  
UHVSHIEWERQDFHUQV" 7KURXJKRW WR IRXWUFD ZKHUW \ V  
VRPHWKHLIQ \ RWIFYDQ SRLQW WR DV \ RXU SURXGHVW D  
93 (DGV <HVV KIH MDPH DERXW 'XQNLQ ZH QHHG  
WKH KHDUH D OR WGRH • LEV GWH XE Z ERQ WLRXADY H A

FRPPXW M V U H V F I D U H V Q W Q G S R D Y H I Q Q W I G H V O L J Q D W H  
ORWV R Q W K H Q R U W K R U V R R S W K X V O L C R W B I D W H G R C  
IUHH VSRWV XS IR Q W R K P X W X I W K V L G H  
[L 6H Q D W R U ) L Q Z N H Q W W R I W K D Q N \ R X H R U H Q F R K U S E U D W  
IRRG R S W L R Q V R Q F D P S X V  
93 ( D G V 7 K D Q N \ R X , W ¶ V Q R W G E Q W Z H I D U H H Q R V  
Z R U N L Q J R Q L W : H K D G Z I R W P K K O L U ¶ Q W Q B H G L Y H U V  
L W V P H Q X E X W Z H ¶ U H P R Y L Q J L Q W K H U L J K W G I  
[L L & K D L U 4 X D Q W W R D V N D E R X W F D S P S O I V F G ? Z N R I Q W W U D V  
W K H Q H [ W V W H S V "  
3 U H V L G H Q W 3 R V I H W I D Q Q Q F I O W Z H O V D V N L Q J I R U  
E \ O I R Q H V X J J H V W L R Q : H Q W K X W I Z W I D Q U H D O V R G R  
R X U R Z Q U E V H Z I D I O K 6 R P K W W L E Q H H Q Z H L J K L Q J R Q  
L V W K H P D V N S R O L F \ E X W Z H K D Y H P R U H G L V F X  
[L L L 6 H Q D W R U < X U L < W X B W Q W H L R Q H S I O W D Q W H R Y P H U N \ H  
V W X G H Q W E H D E L Q H W R D J U V D Z I X W K R H P I F Q U I E C H I P W V  
V H P H V W H G R H K D W K L V Z O W K N P O Q R H V G R X E O H P D M R U V  
W K Z D W Q W W R J E H I Q K H W \ H D U V "  
7 K L V L V W K H Z R U N R I W % K F W 3 U P R J X R H W W K L V L V E H D W  
E H L Q J W Q W R Q F R Q V L I G Q \ U D W W L C R I Q Q W V F W H D N I H W F R O O I  
L Q K L J K V F K R R O D Q G Z H D U H J I R W Q W R M R F Z R X U N O R Q  
D F F R I R Q W R X U P E T M R I U H K E Q W R X O G K H O S Z L W K  
[L Y \* D O O H U H V L G H Q W R I 6 W X G H Q W R X I P H Q W W R K U Q E D C O H V W I  
I R U P L V W K D W ¶ P F F X I U V L R X E O E I E R X Q W K H W H F R A U L P R V Q  
Z K H U H \ R H W W Q R W F E W X Q W U \ R I R U L V I R Q F X D R L H Q G W L Q H  
W K H I R U P V Z K R X W \ R X M D O O L W , L V D O L O V K R G G R \ R X P D  
W K O L W W L E Q F W Z L F R I Q D H Q G L 3 D O H W W W L Q H L Q W V W S H H D U G L Q J  
7 R Z Q + D O O V E P H W O D P W K L Q J V Z H E R Q H W P H I W K H  
3 U H V L G H Q W P U I G S H L D W H H G S H F W I X I O P I D Q W H V Q M I D W Q Y M  
3 D O H V W W Q L G I Q W D Q \ W W K Q H Q U H G R Q H D E R X W W K D W "  
& K D L U 0 D K E D W L V V R P H X W K H L V Q Z K H Q \ R X D U H F R P  
W R W K H 8 6 < R X Z R X O G J H W L W L Q \ R X U K R P H F R X  
F R P L Q R W K H 8 6  
93 ( D G V , W L V K R Z J H W D E Q W R D W O I O H V W D W H V < R X  
D Q G W K H Q Y D U L R X Q Y R X D R R P H W E R X Q W U \ D Q G V  
F R P K H U H , W L V D J W K H Q Q P H R Q W D O R I V W U D W K L O  
W U W K L V L V Q R W D S R O L F \ 7 K L V Z D E \ W I K H S O \ D S  
, Q W H U Q O W W L C R I Q Q W D Q I G I V F K I L V Z D V W K H E H V W Z D \ V  
Z K H U H R X U V W X G H Q W R P Z , H K U H D R R P K Q W \ R X U H V I  
D Q G , E H W W K D W L V K R Z E X W W S K D R F H V V Z D V G H  
G R Q ¶ W W K L Q N W K H \ W K R X J K W D E W R W W K L V L W  
K L J K O W K K W W X G H Q W V , W V R X U M R E W R W K L Q N  
F D Q Q S W D N I R U 3 U H V L G H Q W 3 R V H U 7 K H U H D U H  
S H U V R Z I D W K O \ V D L G G L I I H U H Q W O \ D Q G , D P V X U H  
, N Q R Z V K H Z D Q W V W R V S H D N Z L W K 6 9 3 W R K H O \

\*DOOHHUFXL&WPHQWIRU 693 , KDYH VRPH TXHVWLRQ  
GHPRQVWRDWR\RSQ\DFRQIQGHEVWEHDSSURYHGDQ  
PDQDEHGWKH XQLYHUVLW\ +RERQHEKHWKHURLWQR  
WKHVDPSONRIRXQG"

2QHRIWKHWKLLQJV LVVZWBNDQWKLGHYBQW IRU  
H[DPSONHQRW QHD RWRDQGLHPIWFSDFHV +RIVWUD +  
WKRXJK LV DZRSDFHGWKDWWSW WKHVHVSDFHV "

DW WKH 7RZQ + **DQOV** RUWKNUPH ~~IKQ~~ RDQJ  
FRQWURO WKHVH UHDFWLRQV"

93 (DGV <HV DJDLQ , FDQQRW VSHDN IRU KHU  
PDGH IDFHV DQG KDRYHWKRLQH \$OHQJW\HW \$QG W  
ZLWK WKH: ~~WDDHCKLXQ~~ PDQ \$QG , KRSH \RX JLYH XV  
JUDFH

[L] \*DOOHU\ 0HPEHU ~~U&KOWIRMGW~~ DRX PHQWHLG ~~QPHG~~ JUDSKLF  
FOLII +RZ LV WKH XQLYHU VIRW \WSKHVS ~~DUQQU~~ WIRWHGN  
H[SHQGZ ~~VWK~~ ~~KG~~ ~~YFK~~ ~~QGN~~ ~~QIG~~

93 (DGV :H QHHG WR UDLVH PRQH\ :H QHHG WR E  
FRQVWUDQW ~~QJ~~ PRQH\ \$QG WKDW ~~V~~ ~~VDQ~~ ~~HW~~ ~~DD~~ ~~OZ~~ ~~D~~ \  
ORWRIS ~~Q~~ ~~D~~ ~~H~~ ~~W~~ WR GRRQ ~~H~~ ~~W~~ ~~W~~ ~~K~~ ~~H~~ ~~D~~ ~~N~~ ~~M~~ ~~K~~ ~~Q~~ ~~R~~ ~~F~~  
WKHVH X ~~S~~ ~~F~~ ~~R~~ ~~G~~ ~~Q~~ ~~J~~ ~~W~~ ~~V~~ ~~L~~ ~~Y~~ ~~W~~ ~~R~~ ~~V~~ ~~G~~ ~~L~~ ~~R~~ ~~L~~ ~~I~~ ~~Q~~ ~~U~~ ~~W~~ ~~R~~ ~~W~~ ~~E~~ ~~H~~ ~~D~~ ~~Q~~ ~~H~~ ~~Z~~  
PDUN ~~Z~~ ~~H~~ ~~W~~ ~~U~~ ~~H~~ ~~J~~ ~~R~~ ~~L~~ ~~Q~~ ~~J~~ ~~W~~ ~~R~~ ~~Z~~ ~~K~~ ~~D~~ ~~W~~ ~~K~~ ~~H~~ ~~W~~ ~~R~~ ~~D~~ ~~C~~ ~~U~~ ~~H~~ ~~D~~ ~~I~~ ~~E~~ ~~R~~ ~~X~~ ~~H~~ ~~U~~ ~~Q~~ ~~H~~ ~~G~~  
WKH VWDQGLQJ RIRW ~~K~~ ~~H~~ ~~X~~ ~~G~~ ~~H~~ ~~S~~ ~~N~~ ~~Z~~ ~~H~~ ~~V~~ ~~P~~ ~~X~~ ~~W~~ ~~J~~ ~~R~~ ~~R~~ ~~X~~ ~~W~~  
DQG UDLVH PRQH\ VR ZH FDQ KHOS VWXGHQWV D

[[] &KDLU 4XDLO PRYHV WR VXVSHQG WKH UXOHV  
ORWLRQ VHFRRGHG  
ORWLRQ SDVVHG

[[] 3UHVVLGHQW: ~~H~~ ~~Q~~ ~~U~~ ~~H~~ ~~E~~ ~~D~~ ~~O~~ ~~G~~ ~~H~~ ~~U~~ ~~V~~ ~~K~~ ~~H~~ ~~U~~ ~~K~~ ~~R~~ ~~Q~~ ~~H~~ ~~O~~ ~~X~~ ~~G~~ ~~L~~ ~~Q~~ ~~H~~ ~~J~~ ~~D~~ ~~O~~ ~~C~~  
(YHU\ ZHHNJ ~~E~~ ~~R~~ ~~X~~ ~~W~~ ~~O~~ ~~Q~~ ~~V~~ ~~W~~ ~~D~~ ~~N~~ ~~H~~ ~~W~~ ~~D~~ ~~C~~ ~~H~~ ~~G~~ ~~R~~ ~~D~~ ~~H~~ ~~E~~ ~~D~~ ~~F~~ ~~N~~ ~~Z~~ ~~L~~ ~~W~~ ~~K~~  
LW ~~H~~ ~~Z~~ ~~H~~ ~~K~~ ~~N~~ \$VFKDLUV HVSHFLDOO\ \RX ~~R~~ ~~X~~ ~~H~~ ~~W~~ ~~K~~ ~~H~~ ~~L~~ ~~G~~

3 UHVLGHQW H QW VHPHIV WHU  
LL 6HQDWRU 3DULVK /HW V VD\ WKDW \RX NQRZ \RX ZL  
WRPRURZ \RX NQIRZ IDG Y DQW DGDV\ WKH FDE YRWHC  
PDNIHW PDQGDWRU\ EXW QW Z \RX VRIHQ QK W DE D HW  
QRWL E Z FDQ ZH PDNH DDER K WRVOKL W "  
3 UHVLGHQW, \$QQLQENMOKLRV G SRLQW DQG ZH FDQ  
DGGUH Z V WKK DWU WKHU SROLF\ 0DS E H Z RCFDQ VH  
EXW ZH XQGHUVWDQG WKLQJV PD\ FRPH XS ZLW  
LLL & KDLU 0DK \ R X VULH R QDD Q W HDP K DY HDP F R Q W DL Q  
DEVHQF H V W K X W R I E R X Q G V > @ "  
3 UHVLGHQW < R X Z I L E D O O D H E H I L Q L H Q J  
6 H F U H W R D U H X Q G H U V W D Q G W K L Q J V F R P H X S D Q G  
G R L Q J R W K H U W K L Q J V E X W D W W K H H Q G R I W K H  
D G Y R F D R V L Q W X G H Q W V , I W K L V X L F D V Q K E H F D V H P  
L Q Y R D Q D G L I I H U H Q W 6 \* \$ F D S D F L W \ E , W L V X Q I D  
D E V H Q W W R S H R V O L M E R K E H P D N U H  
9 L F H U H V L G H Q W - R \ D O 7 K H U H D V R Q Z H K D Y H W K  
Q X P E H U R I D E V H Q F H I V R L V E I H F V X I V E M L H V Q F H V W K D  
H Y H U \ V L Q J C H W W H R Q X J K M L W I Z I D R X D L U H W Q R D W K H U  
I R U K D O I R I \ W K H W H L P R W Z R U W K \ R I W K L V S R V L V  
W K H R S S R V R V X S I L H W I O U Z D U G V  
3 UHVLGHQW, \$ Q Q L J E D D G O L W R V M H V R X Q I E \ D W L R Q  
P D \ E W K H D Q V Z H U L V K I O Y I F Q X L R Q Q J W K K H \ H D U E X  
W K Z L W O E H D Q R W K H U F R Q Y H U V D W L R Q  
LY 6HQDWRU 5DGHV :L WKQW KQR PDPD D D W D W R V \ KRZ LV W  
EHLQJ GH, M W K D C L H V W E H V W Z F S Q I Y H Q W V D Q G F R P P L W  
H Y H Q W W K H F G E H Q Y V Q H Y H Q M R P D H Q C H U W K H Q D W R U 2 L  
W K H U H \ V W D Q P H W R P Q W W W S H X W Q I L Q W \ V P R U H \ E P S R U W D Q  
W K H W K H Q V R P H R Q H H O V H W K D W \ V - R Z V U S H Z M R I W K H  
J R L Q J W R U W K H N O D W H  
3 UHVLGHQW & S I Q L Q R H N O G D W Y D N W H R Q W Q G H Y H Q W  
G H W H E P D Q P H M R R W W \ : H Z D Q W W P R H F W K K I D W H  
O D V W Q Q N X V W \* D E Q Q E Q M W K L H Q I H W M Z L D O C H L W N H  
O R Q J O D Q W H Q U L F L H Q W  
9 L F H U H V L G H Q W - R \ D O , W Z L O Q E W K S W R D W K H G L  
Z K H W K H U W K H W K H E H Q M L V Q B D R Q G W K R U F R P P L W W H  
P H P E H & N P P L M W H Q W V Z L O O M X V H Q B F W H R Q W M W W H  
Z L O O F R X Q W I D E V H Q H H D W H  
Y 6HQDWRU & D R Q D W K N Q G H U V W D Q S C R W K R H K P D O V M L E Q V H Q F  
F R P P L W K \ H L V W K D W O H R V X Q W W K I G Q H C Y V R X O V K W Q J H  
H % R D U G E H R S H Q W W K S D M K W Q I L Q W "  
3 UHVLGHQW, \$ R Q H M D V O S C H L D N W R Z K D W Z H D U H L Q  
Q R W < R X K D Y H W E R F R E P R W W W N U H Q Z H H N D Q G  
R Q H V H P Q I D I W H V Q R Q O \ V H H P V I D L U W R \ R X L Q U H J D  
F R P P L W W R Q Z M L J K L W G L I I H U H Q W O \







6HFUH(WRDLW DOO JRHV EDFN WR DUH \RX KHUH D  
<RX FDQ RQO \WRV VXS K D Q VHHQHW W WHZLHVW HU  
[YL 6HQDWR, V \WHDU W WIRQ DOORZ VRPHRQH WR EHRQ ]RR  
YLUW X D Q DV "RPHRQH KDV DQ HPHUJ G Q E L Q Q W K E V WR  
VHQDWW H Q U R S H Q U R R P D R U V G H Z E K M W M K H U Z H F D Q P D N  
P D Q G D W R H U Q W V O H V V R I D Q D E V H Q F H  
3 U H V L G H Q W W S Q I Q V E D O O K S K E H I R R P H H K I D W H  
P D L Q W D V Q H C O R X D U H V S X O U W W E H N Q X M L F R Q  
G L I I H R U H H Q W M R X X O W I D P U H W C H R O W S U H V H Q W < R X D U  
I U R P W K H P , H M W E L H Q W K L Q V X S W K D W V R N D \ L W  
D E V H Q F H < R X D U H Q R W S X Q L W K E L G O R E H F Q I Q D E V  
I D L O X R U H K Q K L O D H V S R Q V L E L O L W L H V  
[ Y L L 6 H Q D W R ( D I V Q I K H U D U G W K H V D H F R H W E R I X Q M R Y H U W K H  
V X P P H U D Q G E H L Q J R Q ] R R P : H U H W Z H D W H T X L U H G W R  
9 L F 3 U H V L G H Q W - R \ D O , W R I P P Q W W A D L M J W L P H  
L Q I U H D Q E Q W U \ V K R U W  
[ Y L L I \$ U F K L W R V W Q 0 L U D Q G A U U U H V S R Q V L E f δ D W I D L O X U H V

&KDLU 6NHOG RQ :KHQ , ILUVW UH DG WKLVSRO  
+RZHYHU WKHLW[SDDDQHG  
6HFUHWDCIWKLN ZKDW LV QRW EHLQJ WDNHQ L  
LV WKKDLW LVZRU S W R W H Q E W P D O O W K R V H W K L Q J V  
DUH SRWHH Q W L D I O R V E X W D W W K H H Q G R I W K H G  
D FRQWLQRRXV WKL Q K I W R L V S R U R H R I Q H W G L H Q J L G L Q  
ZKH WKHU LV LV H [ F X V S G R W R Q R W W R K H S R O L L F \  
GHFLVLRQV

[[LL 6HQDWRU 3HUL , W V V R K D U G W E V D E V N H L Q F I N H G R X W  
WKLQN WKLVPDNH O H L M U D E Q Q I G D D Q W H V O F R W K D G E Z H P D O  
VKRXOG MXVW SDVV WKLVRZ

[[LLL 6HQDWRU , D S F R E R R F H R Q H Z K R R D V V D H G U H D Q D W H D Q G  
FRPPLWRWHYHDULRXV UH D V R Q V P , I L V R X Q U W K R Q V H W D Q V  
\RX DUH QR W D H Q D F W R L Y H R X E H \ U R X H S H F W M C V R E H D W  
WDEOH

[[LY 9LFHUVLGHQW -R\DO LI \ W R W K Y L V K S H Q W L R V Q U R Q O  
\RX GLV \ R X U M K R X O V G K D R M G F H D N F K V D Q D M Z ' R Q \ W V L W  
LGO \ E \ D W K I O Q H W \ R X G L V D J U H H Z L W K K S D W H Z L W K R X  
RSLQLRQV

[[Y &RPSWUR O H I O D Z P R Y H W S W B N I L Q H W P L Q H X W H V  
ORWLRQ V H F R Q G H G  
ORWLRQ S D V V H G

[[YL 3UHV L G H Q W , K Q S H E B O F I D Q V H H E D V H G W K Z R W U S U H V  
UHDG O G W K L Q N R I : H W H K U R W K K L V Q R I R X R I H W S K H U O D I Q W H V  
\H D U V D Q \ K \ S B O K H K D L W D F O H X K O G Y H H W R R F U E D \ W  
WKH U H D O L W \ Q R W W K H K \ S R W K H W L F D O V

[[YLL 6HQDWRP D • R p A 3 U H V P L C H Q Y V H R X U W L P H

ORWLRQ 6HFRQGHG  
ORWLRQ 3DVVHG

[[[YL 6HQDWR,UX<GULU V WIKQHW & DWR EH UHYLVLRQV EHL  
WKQH HGV WR EHD ORWR IIRG GUDIPSOH HOLJLRQ  
3UHVVLGHQW, \$QCGHEDVOVDQG DQG, WKLQN WKHU  
GLIHYUHQZW :H FRXOG KDYFRQPHVRO IHY\HWK DWW  
GHWDKZDWGV XS EHLQJ PRUH FRQIXVLQJ 2U ZHI  
URXWH \$GLEPOMW HSPRIFQHLW WBDWIRU HYHU\R  
, PQRW VD\LQJ WKHRWKHU VLGHLV ZURQJ EX  
IUHVK , GRQW WKLQNEIDW HG RQ SUKHVYQWDZSLR

[[[YLL6HQDWRU )HODFNKHXOG EHRUCILDVWQF\KH VHQDWRU  
HQGIRU WKDW

[[[YLL6HQDWRU )LQNHQHLMWFWLXVHQGDQFHGLQRXUFODVVHV  
QRWJHWSRLQWV WDNHQ DZQRW WKR\RKD:KH KMWK'DV  
3UHVVLGHQW<\$XQLEHQQRWURHEHXIDSEGWRI6\*\$ :H  
WKRXJKW DERXW WKLW 7KLVLVQRWDFODVVU  
:HKDYHSPRQHQZKRGLGQRWRHSHW WWHFKHQF  
WDHQGLIVRPHRQH IEKDWQWK HSHHMDQDWRQV  
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[[[L[ 6HQDWRU 5DGHV , WKWQQRW H WIKLSRILWQWQWW WRU  
FXU\$RQWK\LFK LV YDJXH DQG ZHKDYHQW EHHQ GR  
7KHVH DMRFHDSOHFWZWKLRQM ZLWKLQ WKH JURXS 6XU  
QHHG UHYLVLRQV RU ZRUGFKDQ QKH WZKWLXVHLLHWQWIO  
ZRQW KXUW WR KDYHIRWQ,WDIWLIRQHIIHFWLYH

[O 6HQDWRU &HLOQD IDVQHQDWRU UHTXLUHVEHLQJKHU  
UHPIHQHU\RQH \RXGRQWQHGGWR EHLW KHQDWRU  
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