



# UNIVERSITY STUDENTS' COUNCIL

**2017/2018 Operating and Capital Budget**

Published February 27th, 2017

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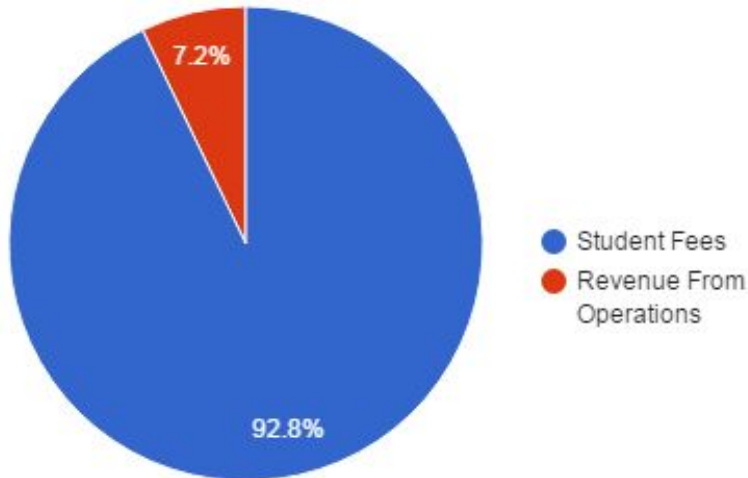
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t Zl {xZ`;AaZ`5W| uMlVt` ZZÄ`

**OZt't aMl` Zy`**

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Z.ZV| {bZ`\_xnk` {aZ`xZy{n\_{aZ`nx` MlB@Ml`aAaby`VaMl`Z`,, Mj| n{`uxnuZjt`Z.ZV| {ZXSMlX`aMj`  
| ZfZxjZ` Njt`UZZl`b`Z`\_ZV{a`H Zy(Zx| y{b| fz`,, y{aZ`B@` Mj`aMl` `nl`Z`kMz`\_ZZSb`VhxunxMl`b`  
Nj`° Xk`b` MlX`". ZV| {bZ`Z.uZl yZy`aAaby`U| X` Z{`uxZyZl {y`Mk`nxZ`MlV`xMz`fz`,, n\_{aZ`kMz`\_ZZS`  
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° jj`B@`'5uZxMb` `ZZy`aMz`| | XZx`nl`Z`Z.`{Zl`ybZ`xZ`fz`,, y{aby`tZM`aAaby`xZ`fz`,, `aMj`\_n| | X`k`Ml`  
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y{|`XZI`{y`aAaby`b`V|`XZy`yZx`fVZy`j`b`Z`{aZ`}`ZNY`{a`MlX`ž`Zl`{Nj`<j`MlS`1nl`Xnl`'AxMly`k`f`nk`k`by`l`l`k`|`y`  
<Mj`SMlX`{aZ`B@`-y`k`Zk`UZxy`ab`b`{aZ`5I`{Mln`BI`XZx`xMl`Mz`@|`XZI`{`°`jj`MlVZ`a`

**OZt't aMl` Zy`**

Aaby`U| X` Z{`Ux`b` `y`b`\_jMl`l` Ml`b` VZMjZy`b`k` Ml`B@`°`°`Xk`b`b{ZxZX`\_ZZy`aAaZ`B@` `) ZNY`{a`MlX`  
ž`Zl`{Nj`uj`Ml`,, b|`b`VZMjZ`Ut`äö`{n`Zl`y|`xZ`{aZ`uj`Ml`-y`xZy`Zx`f`\_|`|`X`,, b|`xZ{|`x|`{n`aZ`NY`{a`t`jZfZjy`a`  
AaZ`U|`y`uMj`y`Nj`n`b`VZMjZy`U`VZ`X`n`\_n`\_|`Z`n`{bMl`l`y`,, k|`a`{aZ`'1nl`Xnl`'AxMly`k`f`nk`k`by`l`l`a`1Mz`  
|`ba`{`U|`y`b` `SMlX`{aZ`B@` ž`MlVZ`aMz`U`n`{a`XZVZMjZ`X`{n`xZ`jZV`{aZ`{x|`Z`Vhy`{n`\_nuZxMl`b` ` `  
U`n`{a`yZx`fVZy`a`°`jj`n`{aZ`x`Ml`k`b`b{ZxZX`\_ZZy`aMz`xZ`k`Nb`ZX`Ml`V`xZl`{jZfZjy`S`nx`aMz`b`VZMjZ`X`Ut`  
b`\_jMl`l`a`

**I G7`7Ud|HU` : Yyg`**

t`MlqNyl`\_ZZy`Mz`VhjjZV{ZX`Ml|`|`Njt`{n`\_|`|`X`kZk`y`{aMl`,, b|`UZ`|`yZ`\_|`j`\_nxk`Ml`t`tZMj`aAaby`b`V|`XZy`  
kZk`y`j`b`Z`\_|`x|`k|`xZ`\_nx`{aZ`'2`|`y`Ml` `1n|`|`ZSxZl`n`fMl`l`y`{n`{aZ`@`uni`ZSMlX`k`b`xnuanl`Zy`{aMl`  
,, b|`UZ`|`yZ`\_nx`ZfZl`{y`aAaZx`Mz`{`,, n`f`MlqNyl`\_ZZy`S{aZ`B@` t`MlqNyl` ZZSMlX`{aZ`(`Mz`{Z`t`MlqNyl`  
\_ZZ`a`

**BI bZykf'@| XZI {y-t n| | Vjn\_{aZ BI bZykf'n\_H Zy(Zx '5I {Mln''  
YUUpYUa''5uzXVb` MxT NukNyk| X Z{`**

**OZt' aM` Zy`**

Aaby'tZM{aZ`VukNfujM', Ny'yab{ZX`\_xnk` M{MvU| X` Z{S{n`Mnjbb` `U| X` Z{a`Aaby'k` ZMiy{aM`  
I Z, `VukNfuxnzV'yMM`UZ`NXXZX`ZMwa`tZM'b\_l` ZZXZa`Aaby', bj`Nyn`k` ZM`{aM`{aZ`B@`'by`  
Ny, Mty`\_nxZVyx{b` `a` tZM'yMazM`\_nx`VukNf| u` xVXZy`a` NukNyk`\_ZZy', bj` b` VxZMZY` Ut` b` jMlml`' b`  
YUUpYUa`a`

**HUV`Y`%!' Gh XYbh: YY`GW`YXi` `Y`**

2016/2017 Main	2016/2017 Affiliate	Type	2017/2018 Main	Change Main	2017/2018 Affiliate	Change Affiliate
		<b>USC Operating Fees</b>				
\$ 84.93	\$ 32.27	Base Student Fee [a]	\$ 79.64	-\$5.29	\$ 30.26	-\$2.01
\$ 22.50	\$ 22.50	Gazette	\$ 18.51	-\$3.99	\$ 18.51	-\$3.99
\$ 2.00	\$ 2.00	Bus Pass Admin [r]	\$ 2.00	-	\$ 2.00	-
\$ 7.00	\$ 7.00	Health and Dental Admin [r]	\$ 7.00	-	\$ 7.00	-
\$ 66.68	\$ 37.66	UCC Occupancy Fee [a] [t]	\$ 60.00	-\$6.68	\$ 22.80	-\$14.86
		<b>USC Administered Fees</b>				
\$ 12.93	\$ 12.93	Late Night Busing [r] [t]	\$ 10.40	-\$2.53	\$ 10.40	-\$2.53
\$ 4.09	\$ 4.09	Faculty & Affiliate Council [t]	\$ 4.09	-	\$ 4.09	-
\$ 4.04	\$ 4.04	Grants Fund [r] [t]	\$ 4.04	-	\$ 4.04	-
\$ 3.64	\$ 3.64	OUSA [t]	\$ 3.69	\$0.05	\$ 3.69	\$0.05
\$ 3.31	\$ 3.31	Ombudsperson [t]	\$ 3.31	-	\$ 3.31	-
\$ 5.42	\$ 5.42	Community Legal Services [t]	\$ 5.52	\$0.10	\$ 5.52	\$0.10
\$ 13.15	\$ 13.15	CHRW [t]	\$ 12.47	-\$0.68	\$ 12.47	-\$0.68
\$ 0.83	\$ 0.83	WUSC [r] [t]	\$ 0.83	-	\$ 0.83	-
\$ 1.71	\$ 1.71	USC Daycare [t]	\$ 1.60	-\$0.11	\$ 1.60	-\$0.11
\$ 250.27	\$ 250.27	Health and Dental Plan [r] [t]	\$ 262.78	\$12.51	\$ 262.78	\$12.51
\$ 222.88	\$ 222.88	Bus Pass [r] [t]	\$ 227.88	\$5.00	\$ 227.88	\$5.00
\$ 90.00	\$ 90.00	Orientation week fee [t]	\$ 90.00	-	\$ 90.00	-
\$ 0.51	\$ 0.51	Marching Band Fee [r] [t]	\$ 0.52	\$0.01	\$ 0.52	\$0.01
		<b>Capital Fees</b>				
\$ 32.34	\$ 32.34	USC Capital/Facility fee [ft]	\$ 32.92	\$0.58	\$ 32.92	\$0.58
\$ 1.54	\$ 1.54	Multimedia Capital Fee [ft]	\$ 1.57	\$0.03	\$ 1.57	\$0.03
<b>\$ 829.77</b>	<b>\$ 748.09</b>		<b>\$ 828.77</b>	<b>-\$1.00</b>	<b>\$ 742.19</b>	<b>-\$5.90</b>

- [a] - Fee impacted by the Affiliate Agreement
- [t] - Transfer Out
- [ft] - Fund Transfer
- [r] - Initiated by referendum

HUV'Y%J!': YY'GW YXi `Y7 cbHjbi YX'

Type	Fees			Total
	Main	Grad	Affiliate	
<b>USC Operating Fees</b>				
Base Student Fee [a]	\$ 1,899,175.08		\$ 179,581.83	\$ 2,078,756.91
Gazette	\$ 441,407.97		\$ 109,838.34	\$ 551,246.31
Bus Pass Admin [r]	\$ 47,694.00		\$ 11,868.00	\$ 59,562.00
Health and Dental Admin [r]	\$ 119,700.00		\$ 27,300.00	\$ 147,000.00
UCC Occupancy Fee [a] [t]	\$ 1,430,820.00	\$ 196,200.00	\$ 135,295.20	\$ 1,762,315.20
<b>USC Administered Fees</b>				
Late Night Busing [r] [t]	\$ 248,008.80		\$ 61,713.60	\$ 309,722.40
Faculty Council [t]	\$ 97,534.23		\$ 10,678.99	\$ 108,213.22
Grants Fund [r] [t]	\$ 96,341.88		\$ -	\$ 96,341.88
OUSA [t]	\$ 87,995.43		\$ 21,896.46	\$ 109,891.89
Ombudsperson [t]	\$ 78,933.57		\$ 19,641.54	\$ 98,575.11
Community Legal Services [t]	\$ 131,577.25	\$ 33,105.30	\$ 32,741.20	\$ 197,423.81
CHRW [t]	\$ 297,372.09		\$ 73,996.98	\$ 371,369.07
WUSC [r] [t]	\$ 19,793.01		\$ 4,925.22	\$ 24,718.23
USC Daycare [t]	\$ 38,155.20		\$ 9,494.40	\$ 47,649.60
Health and Dental Plan [r] [t]	\$ 4,493,597.85		\$ 1,024,855.65	\$ 5,518,453.50
Bus Pass [r] [t]	\$ 5,434,254.36		\$ 1,352,239.92	\$ 6,786,494.28
Orientation week fee [t]	\$ 522,000.00		\$ 108,000.00	\$ 630,000.00
Marching Band Fee [r] [t]	\$ 12,400.44		\$ 3,085.68	\$ 15,486.12
<b>Capital Fees</b>				
USC Capital/Facility fee [ft]	\$ 785,093.80		\$ 195,359.86	\$ 980,453.66
Multimedia Capital Fee [ft]	\$ 37,385.42		\$ 9,302.85	\$ 46,688.27
<b>\$ 16,319,240.38</b>	<b>\$ 229,305.30</b>	<b>\$ 3,391,815.72</b>	<b>\$ 19,940,361.46</b>	

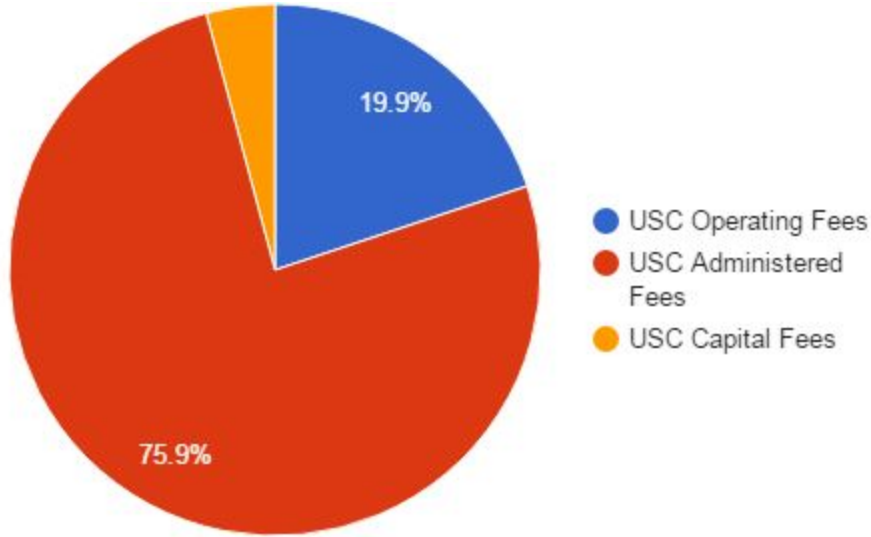
[a] - Fee impacted by the Affiliate Agreement

[t] - Transfer Out

[ft] - Fund Transfer

[r] - Initiated by referendum

: ]I i fY&! '6fYU\_Xck b'cZGh XYbh: YYg'



### CdYfUjcbg'

AaZ'BI bZykt'@| XZI {y-t n| I VjnuZxMZy'M | k UZxn\_U| yb ZyyZy'nl 'VNk u| y'AaZyZ'U| yb ZyyZy' yZxfZ'k Mlt'\_| I V{bnl yS{aZt'uxnfXZ' y{| XZI {XZfZj'nuk ZI {MIX'Zk ujntk ZI {S{aZt'uxnfXZ' jn,, 'Vhy{Nj(Zx MbfZy'n'VNk u| y'yZxfVZy'MIX'ZMZxZySMIX{aZt'uxnfXZ' xZfZI | Z{njn,, Zx{aZ' U| xXZI 'n\_y{| XZI {ZZy''

\* 'uxZfbn| yU| X' Z{ySB@ '5uzxMbnl y'aMfZ'uNk'M' nW| uMIVt'Z.uZI yZ'{n{aZ'B@ SXZ(Zxk b ZX' Ut{aZ| | k UZxn\_yw| MZ'ZZ{n\_ZMba'nuZxMbnl 'aAaby'n\_{ZI 'WlyZX'nuZxMbnl y{n'MiuZM' b' M XZ' b' unyqbnl \$,, aZ| b' xZMjkt{aZt'aMfZ' UZZI ' ZI ZxMb` 'a| I XxZy'n\_{an| yMIXy'n\_XnjjM'y{n' \_| I X{aZ'B@ 'aAaby'U| X' Z{xZk n'fZynW| uMIVt'Z.uZI yZy\_xnk 'Nj| | b' y'AaZ'B@ 'uMtyky' nW| uMIVt' UjjS'VaM' ZX'Ut' H Zy(Zx| S'Ut'jZftb` 'M' '5W| uMIVt' ZZ'at' aM' b` ' | I b' y'M' nW| uMIVt' Z.uZI yZ'jn,, Zxy{aZbx'uxn' b'ys,, abZ' I n{M' | Nj| t'` nb` 'n,, M'Xy'xZI {aAaby'aMfZ' UZZI ' VaM' ZX{n' xZX| VZ'Vhl \_| ybnl SMIX{n'uxZyZI {MjZM'ub{| xZ'n\_{aZ'B@ 'y'5uzxMbnl y'' XXb'bnl Nj| t'Sb' Nj| n,, y' \_nx'y{| XZI {y{n'yZZ {aZ'x| Z' b' uM' {aM' nuZxMbnl y'aMfZ'nl 'xZX| Vb` 'y{| XZI {ZZy''H b'an| {aZ' Vhl {xbl| bnl {aM' {aZyZ' nuZxMbnl y'Uxb` ' b' SM'X' b'bnl Nj| y{| XZI {ZZ' b' VxZM'Zy,, n| jX'UZ' xZw' bZX' {n'k Mb' {Nb' Nj' M'X'fn'W'fSy{| XZI {Z.uZxZ| VZSMIX'y{| XZI {XZfZj'nuk ZI {Z'\_nx'y''

Aaby'VaM' Z'by'nl jt'MXb\_ZxZI VZ'by'NWn| I {b` 'uxZyZI {Mbnl SMIX' b' I n'', M' b' uM' y{aM' M' | Nj| M' n| I {VhjjZV{ZX'S{aZ' xZfZI | Z'Uxn|` a{b` 'Ut' nuZxMbnl yS'nx'an,, {aZ' nW| uMIVt' Ujj' by'uNk' aAaby' VaM' Z'by'xZI M' b` {aZ' '5W| uMIVt'' .uZI yZ' Ut' Nj| nuZxMbnl y{n' M'k nxZ' NW| xMjZ' jM'ZjS Vhl {xbl| bnl ''



**H Y Gdc\_Y**

AaZ {xVktl yMIXV| j{| xZ'n\_AaZ@uni Z'VZ'Ny'ynl` 'Ny'ZfZx^'5| xVktl {n'Zy(MVjba'  
Vhl yb(ZI Vt`b` n| xw'Nykt`\_nnX'uxnX| VysV| y(nk ZxyZxfVZ'uMi MZ'MIXI`bafj'uxn` xM`k`b`  
aMy'Zi {xZi VaZX{aZ'xZy(M|xMI{ 'Ny'M Zt'ZjZk ZI {b` {aZ'y(| XZI {Z.uZxZi VZ'M'H Zy(ZX`^'AaZ'  
fnj| k Z'Vhl {b` | Zy{n` xn,, 'Ny', Z'aMfZ'yZZI`b` VZMjZX'yNjZyb` 'Nj'XZuM{k ZI {y'`Oq'VaZi S' M`  
MIX'LM^'Aaby'U| X` Z{ 'MXXzYyZy`\_ | x{aZx'b` VZMjZX'fnj| k Z', k'a {aZ'ujMI Zx'xZi nFMlmi`  
aMduZI b` {aby'y| k k Zx{n`{aZ`@uni Z'Oq'VaZi`^'AaZ`@uni Z'Vhl {xw| {b| {n`{aZ`B@`', 'Ny'  
tk uM{ZX'Ut` {aZ`tk`ujZk ZI {Mlmi`n`\_M`Nj`xZM'b`', ZZi`Ut`Mluxn.tk`MjZt`ÜÜÜÜÜÜ`

**OZt+ aM` Zy**

AaZ@uni Z'by'uxnZV{b` `M'Yö`yNjZyb` VZMjZ' {n`\_nnX'yNjZyn| {n`\_{aZ`i`k'VaZi`', Nj`'|uX| Z{n`{aZ`  
| uVnk`b` `xZi nFMlmi`b` VZMjZ' `n| x'fnj| k Z {axn|` `a`Mk`nxZ`Z`\_bVZi`{,` nxi`yuMwZ`MIX`  
b` {Z` xMlmi`n`\_{ZVal`njn`+ {n`uatybNj}t'yZxfZ`k`nxZ`V| y(nk Zxy`^` 'Yö`i`k'VaZi`b` VZMjZ`Zw' MZy{n`  
nfZx`O'Y`ÜÜÜÜÜÜ`b` `xn,, {a`nfZx`{aZ`Vh| xyZ'n`\_{aZ`+ZM^`(` bZi` {aZ`jZfZj`n`\_U| yb` Zyy`{aZ`@uni Z'by`  
V| xZi` {j`+nuZxM'b` `S,, Z'aMfZ`U| X` Z{ZX'y(M| yw' n`\_nx`{aZ`+ M` MIX'LM^'XZuM{k ZI {y^`3Z,,`  
\_ | x`k`| xZ`MIX`XZyb|`\_ZM| xZyb` {aZ`xZy(M|xMI{,` 'bj`Njn,,` | y{n`k`Mtk`bZoyZM'b` `SxZy| j{b` `b`  
b` VZMjZX`\_nn{ {xM`b`^2` MIM'b` ` {aZ`ValjZi` `Zyn`\_k` M'i Z{ VaM` Z`MIX`k`k`b`M'b` ` {aZ`tk`uM{`n`  
n| x'Vhy{n`\_`nnXy'yjX',` 'bj`Njn`xZk`Nö`M`nV| y`k`nfb` `nx,, M^`

**H Y K Uj Y**

AaZ`H`MfZ`uxn'fXZy'Mi`Z.VZjZi {j| | Va`MIX`Xb| ZxZ.uZxZi VZSM`\_jj`yZxfVZ`VMZx`b` `'  
XZuM{k ZI {SuxZu`\_Mjkt`\_nx'AaZ`@uni ZSMIX'n`\_Zi` {xMiy`nx`y'b` {n`MfZi`| Z`\_nxy(| XZI {S`M| j{tS`  
Vj| UyMIX`Z.ZV| {bZ`ZfZi` {y^'AaZ`H`MfZ`Vhl` {b` | Zy{n`k`MIMZ`Vhy{n`\_`nnXy'yjX',` ZjjSMIX`  
xZk`Nö`y`{ba`{nl` 'Nj`Z.uZi`yZ`VMZ`nxZy^'H`Z'aMfZ`tk`ujZk`ZI`{ZX`k`M`+i`Z,,` yty{Zk`y{n`Zi`y| xZ`  
,,` Z'MZ`nl` {nu`n`n| x'uxnX| V`MIX`yuZi`Xb` `',` abZ`uxn'fXb` `w'Nykt`MIX`fVj| Z`{n`n| xV| y(nk Zxy^`  
AaZ`H`MfZ`uxn'fXZy`{aZ`B@`\_b`M`Vjy{Mjkt`Ny`Muxn`k`VZi` {xZ`U| {by`Njn`MujWZ`n`\_y(| XZI` {`  
jZM`b` `MIX`XZfZj`nuk`ZI` {Ny',` Z`Zk`ujntZZ`nfZx`ÜÜÜÜy(| XZI` {y`MIX`uM`n| {nfZx`ÜÜÜÜÜÜ`b`  
y(| XZI` {,` MZy^`

**OZt+ aM` Zy**

AaZ`H`MfZ`,` 'bj`yZZ`b` VZMjZX'yNjZynfZx`{aZ`y| k k ZxNy`\_nnX`MIX`Nj`hanj`yNjZy`MZ`XxbZi` `Ut`AaZ`  
@uni Z`xZi`nFMlmi`^'AaZ`H`MfZ`,` 'bj`Vhl` {b` | Z`{n`k`nl`k`nx`\_nnX`{xZi`Xy`MIX`M^h`y`{aZ`k`Zi`|` {n`k`ZZ`{`  
{aZi`ZZXy'n`\_ky`XbZxyZ`VjZi` {Zj^a` | x{aZx`SH`MfZ`+`MjZx`b` `aMy` `xn,,` |` {n`Mw`n| |` {nx`Nj`k`ny` 'Yäö`  
n`\_{n`{Nj`H`MfZ`yNjZy^+`MjZx`b` `yNjZy`MZ`Z.uZV{ZX`xZk`Nö`M`{aZ`YÜÜäpYÜÜä`xMz^`

BI bZykt'@| XZI {y-t n| | Vjn\_(aZ BI bZykt'n\_H Zy(ZX '5I {Mtn''  
YÜäpYÜä''5uzxMb` MIXt MktNt| X Z{

AaZ'H MZ', bjj Vnk UMIMuxZXB(ZX'Páo`\_nnX'ib\_jMlml 'Ut'l Z' n{bMl'`', kã'y| uujZxySMIX'  
Vhl y{M{k ZI | 'XZfZjnuk ZI {a'' fZxt{ab`', bjj UZ'Xnl Z{n ZI y| xZ'Ml't'uxbZ'Nkh y{k ZI {y'VZ'  
k b b k Nt''

**K Yghfb': J'a`**

H Zy(ZXl`\_bkk`'by'b`'tZM{', n'n\_b'y'U| yb Zyy'ujM' b k ujZk ZI {Mlml SMIX'Vhl {b | Zy{n'yZZ'  
b'WZk ZI {Nt' xn,, {a'b`'y{| XZI {{xM'b'Nj'MZy| j{a'H Zy(ZXl`' bkk`'aM'y'Njn`\_nV| yZX'nl`'xZI {Nt'  
xZfZl | Z'Ut'xZk nfb`'\_bkk`'y{', n'XM'y'M, ZZI a'5fZxNj'H Zy(ZXl`' bkk`'Vhl {b | Zy{n'UZ'nl Z'n\_(aZ'  
B@`'y{k ny{y| WZyy\_| j'Xxt'y{| XZI {ZfZl {yS,, kã'y{| XZI {{xM'b'n`\_äÜ'ÜäÜZMwa l ba{a''

**OZt't aM' Zy'**

AbM Z{Vhy{n`\_`nnXy'ynjX'by'Z.uZV(ZX{n'b'WZMjZ'Nj'uxnX| V{bml`'Vnk uMl'Zyjnni`\_nx'ab aZx'  
uZxVZl {MZyn`\_ZMwa {bM Z{a'Zl {Njy,, bjj Vhl {b | Z{n'UZ'Mk Nhx'uxn`\_b`'Xxb'Zxb`'YÜäpYÜä'Nj'  
yNjZy'VZ'Z.uZV(ZX{n`'xn,, {n'Nj'k ny{`'ÖPaSÜÜP'' b Nj't'SuM' b`'Z.uZl yZy'aMjZ' b'WZMjZXS  
xZy| j{b`'b`'jn,, Zxn`\_VW u| yU| yb Zyy'aAaby'aMj'UZZI`\_n\_yZ{`'Ut'y{| XZI {ySU| {', bjj UZ'k nl k'nZX'  
VjnyZj't X| xb`'\_{aZ'y| k k Zx''

**H YDi fd'Y GtcfY''**

<| xujZ'@nxZ'MIX'2 | y{Ml`'t ZI {xNj'aMjZ'Vnk ujZ{ZX{aZxb'Nk Nj' M' Mlml`'MIX'l n,, 'yZxfb'Z'M  
UxnMZXxZk n`'xMab'a'AaZ'y{nxZ'y`\_nV| y'b'nl`'yMby'tb`'\_M xZM'ZxI | k UZxn`\_y{| XZI {yS  
Vhl fZx{b`'\_n| xU| yb Zyy'k nXZj`\_xnk`'MÉVjn{ab`'\_y{nxZÉ{n'NÉVZI {xNj'y{nxZÉ'Vhl | ZV{b`'\_kãy'  
\_| l V{bml`'y{n`\_aZ`\_xZM'ZxB@`'fbyml`'\_a'' i Z,, 'yZ{n`\_b{| xZy'aMj'VaMl`'ZX{aZ'jMn| {n`\_aZ`\_jnnx'  
yuWZS'WZMl'b`'\_Mj{| XZI {f'bz'MIX'jZyy'n`\_MkZ{Nj'yuWZ'a'

**OZt't aM' Zy'**

2 nfb`'\_nx,, MXSAAZ<| xujZ'@nxZ', bjj Vhl {b | Z{n'y| uunx{`\_Nj| j{Zy'Ut'uxn'fb'Xb`'\_yaZj`\_yuWZ`{n`'  
{Zy{MIX'yZj'uxnX| V{y'aAZ<| xujZ'@nxZ', bjj Nj'n'ujWZ'Ml`'Zk uaMj'by'nl`'kãy'Vhl | ZV{bml`'n`\_B@`'  
ZfZl {y'a''

**AjgW`UbYci g; YbYfU`FYj Ybi Y'**

2 byZjM Zn| y{ ZI ZxNj'?ZfZl | Z Vhl {Nj'y'b {ZxZy{ZMl`'ZX`\_xnk`'\_aZ'nx`'Ml'Nj'ab a'tZjX'  
{xZNj| xt'NWh| l {aZjX'Ml`\_n{b'WMI`'\_a'' XXk'bl Nj't'S{aZ`'YÜäpYÜä'5uzxMb`'\_U| X`'Z{`'nfZx'  
VhjjZV(ZX'b`'\_5W| uMlVt`\_ZZy'aAaby'k nl Zt', bjj UZ`| yZX{n'n`\_yZ{`'Munx{bml`'\_n`\_aZ`'YÜäpYÜä`'  
5W| uMlVt`\_ZZ'a''

BI bZykt'@| XZI {y-t n| I Vj'n\_{aZ BI bZykt'n\_H Zy(Zx '5I {Mln''  
 YÜäpYÜä''5uzXVb` MlXt MlqNt| X Z{`

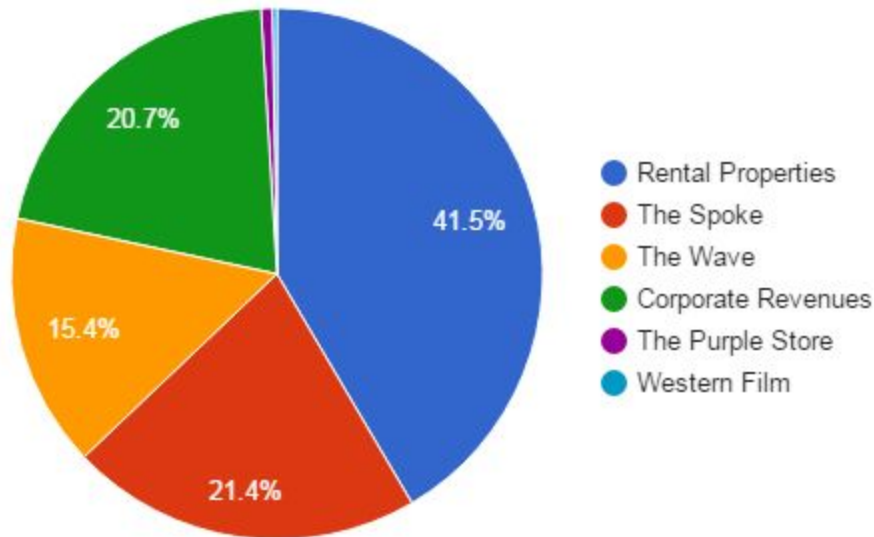
### FYbHJ`DfcdYfhjYg

AaZ`B@ `xZI {y'yuWZ', ktab {aZ`BI bZykt't nk k | I kt't ZI {xZSMIXjZMjZy{aMlyuWZ'n{ZI MI{y'  
 ž | Z{n'nfZx, aZjk b` XZk MIX`nx'yuWZS{aZ`B@ `by'WljZ{n'ubM {ZI MI{y{aM'uxnfXZ`UZI Z`ky{n'  
 y{| XZI {y`B@ `yuWZ byV| xxZI {jt'äö nW| ulzXS,, kta I Z`n{bM{ml y| I XZx, MI{n`bj {aZ`xZk Mb b`  
 Yö`a''

### HUV`Y`&'!`6`fYU`Xck b`cZCdYfUjcbg

É  X` Z{ YÜäpYÜä	ž ZyWtu{ml	É  X` Z{ YÜäpYÜä
ÓäÜ\$ÜÜÜÜÜ	t nxunxMz't nl {xbl} {ml}	ÓpäÜ\$ÜÜÜÜÜ
ÓäÜp\$ÜäB`ÜÜ	?ZI {Nj<xnuZx{lzy?ZfZI   Z	ÓäYÝ\$ÜÜÜÜÜ
ÜÜÜÜ	?ZI {Nj<xnuZx{lzy" .uZI yZy	ÜÜÜÜ
ÓäÜp\$ÜäB`ÜÜ	?ZI {Nj<xnuZx{lzyt nl {xbl} {ml}	ÓäYÝ\$äÜÜÜÜ
ÜäÜp\$ÜäÜÜ	H Zy(ZxI ' bjk ?ZfZI   Z	ÜYÜp\$äÜÜÜÜ
ÜÜäa\$äY`ÜÜ	H Zy(ZxI ' bjk " .uZI yZy	ÜÜäa\$äÜÜÜÜ
ÜÜÜÜ	H Zy(ZxI ' bjk t nl {xbl} {ml}	ÜÜÜÜÜÜÜÜ
ÜÜäÜÜÜÜÜÜÜ	H MZ ?ZfZI   Zy	ÜÜäYäÜÜÜÜÜÜÜ
ÜÜÜÜÜÜÜÜÜÜÜ	H MZ " .uZI yZy	ÜÜÜÜÜÜÜÜÜÜÜ
ÜÜÜÜÜÜÜÜÜÜÜ	H MZ t nl {xbl} {ml}	ÜÜÜÜÜÜÜÜÜÜÜ
ÜÜÜÜÜÜÜÜÜÜÜ	@uni Z ?ZfZI   Zy	ÜÜÜÜÜÜÜÜÜÜÜ
ÜÜÜÜÜÜÜÜÜÜÜ	@uni Z " .uZI yZy	ÜÜÜÜÜÜÜÜÜÜÜ
ÜÜÜÜÜÜÜÜÜÜÜ	@uni Z t nl {xbl} {ml}	ÜÜÜÜÜÜÜÜÜÜÜ
ÜÜÜÜÜÜÜÜÜÜÜ	AaZ`<  xujZ`@nxZ`?ZfZI   Zy	ÜÜÜÜÜÜÜÜÜÜÜ
ÜÜÜÜÜÜÜÜÜÜÜ	AaZ`<  xujZ`@nxZ`" .uZI yZy	ÜÜÜÜÜÜÜÜÜÜÜ
ÜÜÜÜÜÜÜÜÜÜÜ	<  xujZ`@nxZ`t nl {xbl} {ml}	ÜÜÜÜÜÜÜÜÜÜÜ
ÜÜÜÜÜÜÜÜÜÜÜ	An{Nj15uzXV{ml yf nl {xbl} {ml}	ÜÜÜÜÜÜÜÜÜÜÜ

: ]I i fY' '!6fYU\_Xck b'cZCdYfUjcbg'



## 9I dYbgYg'

### HfUbgZf'g'Ci hi

AxMy\_Zxy'n| {by'XbxZVjt' {tZX'n {aZ' | k UZxn\_y| XZI {y't njjZV{bZjtS{xMy\_Zxy'n| {MWh| I {\_nx' {aZ'uMk ZI {n\_B@'' Xk b' b'ZxZX'' Zzy'n {abX'uM{t'yZyfVZ'uxnfbZxy'''. Ml ujZyn\_{xMy\_Zxy'n| {b'Vj| XZ {aZ'} ZNf'a'MlX'z ZI {Nf'<MlSMlX' {aZ'k | y'<MlY'a' Aaby'tZM' {xMy\_Zxy'n| {Njn'b'Vj| XZy'nW| uMlVt'n\_{aZ'Bl' f' SvhjjZV{ZX' {axn| ` a {aZ'5W| uMlVt'' ZZSMlX'uMk' {n'H Zy(Zx 'a'AxMy\_Zxy'n| {MZ' n{b'Vj| XZX'b' {aZ'UxZMlXn,, I n\_{aZk ZX'Z.uZl yZySU| {VMl'UZ'\_n| I X'b' {aZ'U| X' Z{` y| k k Ml'Ml' {aZ'Zl X'n\_{aby'5uZxM'b` 'U| X' Z{a''

### Hl Ya YX'9I dYbgYg'

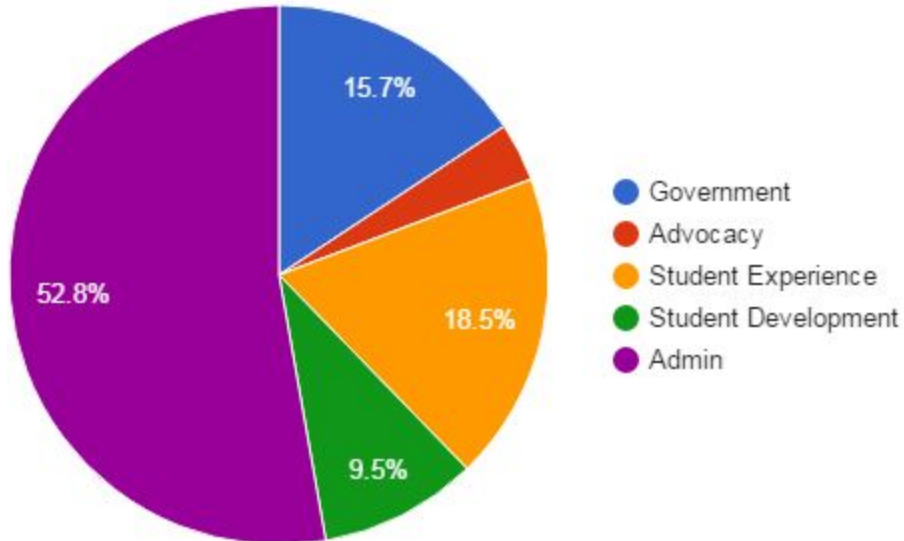
Aaby'U| X' Z{ 'aMy'' xn| uZX'Nj' xZjMZX'Z.uZl yZyb {n {aZ' {aZk Zyn\_( nfZx k ZI {S' XfnVWt'S @| XZI {'' .uZxZl VZ\$@| XZI {z'ZfZjnuk ZI {SMlX'' Xk b' a'' XfnVWt'S@| XZI {'' .uZxZl VZSMlX' @| XZI {XZfZjnuk ZI {SMZ'VhxZ' MyuZV'y'n\_{aZ' B@' y'k by'bnl ''( nfZx k ZI {MlX'' Xk b' Njn,, {aZ' B@' {n'MWhk ujba {aM'k by'bnl 'a'' jj {aZk ZX'Z.uZl yZyMlZ'\_| I XZX' {axn| ` a {aZ'k MlZ' ZZSMlX' {axn| ` a'Vhl {x'U| {bnl '\_xnk '5uZxM'bnl y''

BI bZykf'@| XZI {y-t n| | Vp'n\_{aZ BI bZykf'n\_H Zy(ZX '5I {Mn''  
 YUap'Ua''5uZxVb` NIXt MktNt| X Z{`

HUV'Y' 'I'6fYU\_Xck b'cZH Ya YX'9I dYbgYg''

YUap'Ua'	AaZk ZX'' .uZI yZy	YUap'Ua'
ÓaPÚšaa'Ua'	( nFZl k ZI {`	ÓaaYŠUa'aaY'
ÓUaUŠaUY'Up'	° XfnVWt'	ÓUpŠšaaP'UÚ'
ÓaYÚŠY'aPa'	@  XZI {'' .uZxZI VZ'	ÓaaaŠUa'UÚ'
ÓYBpŠaa'UÚ'	@  XZI {ž ZfZjnuk ZI {`	ÓPpŠšaaB'UÚ'
ÓÚšYaš'aa'UÚ'	° Xk b`	ÓYŠYpŠaaP'UÚ'
ÓpŠaYšaa'aB'	An(NYIAaZk ZX'' .uZI yZy	ÓpŠUpŠaa'UÚ'

: || i fY' ('I'6fYU\_Xck b'cZH Ya YX'9I dYbgYg'



; cj Yfba Ybh'

AaZ BI bZykf'@| XZI {y-t n| | Vp'aM' {axZZ k Nb` nFZl b` UnXlZySf n| | VpS{aZ EnMx'n`  
 ž bZV{nxySMIX' {aZ'' .ZV {bZ'a AaZ Vny{y'xZjMZX'n {aZyZ UnXlZy'aMfZ UZZI` xn| uZX'| | XZx{aZ`  
 Vnk k n| {aZk Z'n\_( nFZl k ZI {` ( nFZl k ZI {Z.uZI yZy'b Vj| XZ {aZ yNjMZY'n\_{aZ B@`  
 '' .ZV {bZS{aZ yNjMZYMIX'anl nxVbVh` yNjMZYMIX't nnxXb Mnxysn\_bZ Z.uZI yZyS'' .ZV {bZ`  
 b bMfZySMIX' {aZ Z.uZI yZy'xZjMZX{n't n| | Vp' MIX {aZ EnMx'a''

OZt't aM' Zy'

AalyU| X Z{ Uxb` yk Mf'Z, ZMly'n {aZ` yNjMZYMIX VhnXb Mnx'uxn` xM' y'a` yNjMZYMIX`  
 t nnxXb Mnx'unyq'bl yMz nuunx(| | bZy\_nxy(| XZI {y'n, nxi uM' {bZ b' M' '' .ZV {bZ`

**BI bZykt'@| XZI {y-t n| I Vp'n\_{aZ BI bZykt'n\_H Zy(ZX '5I {Mln''  
 YUUpYUa''5uZxMb` MlXt MlqNt| X Z{**

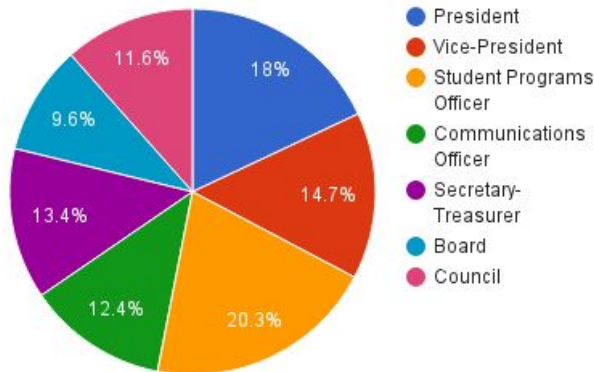
unx{njln^AaZyZ'unyqlmlyMz'Mi{aZ'VhxZ'n\_, aM{aZ'B@'MWhk'ujbyaZyZMwa'tZM^Aaby'tZM'i{aZ'  
 ".ZV{bZ'aMfZ{MIZI'MjnyZ'jnni'Mi''yynVMZ'MIX'tnrxXb'Mlnx'unyqlmlyMIX'aMfZ'k'MZ'  
 VaMI'Zy{nZI'aMIVZ'MIX'xZ'nV|y{aZ'uxn'xNk'y^Aaby,,Mj'Xnl'Z{nZI'y|xZ'MiuxnuxMz'xZyn|xZy'  
 MZ'XZXbMZX{n'MZMj{aM'I'ZZX{aZk''I'n{aZx'MXkqml'n{aby'tZMfyU|X'Z{by{aZ'  
 MiuXZVMlml'n''yynVMZy'MIX'tnrxXb'Mlnxy^Aaby'U|X'Z{MXY\_|I'Xy|I'XZxZMwa.Z.V{bZ{n'  
 yan,,{aM{aZ't'MiuXZVMZ{aZ'tk'uMf'n\_{aZb''yynVMZy'MIX'tnrxXb'Mlnxy^A

Aaby'U|X'Z{Mjny{xZyyZy{aZ'tk'unx{MIVZ'n\_{xMiyuMzi'Vt^@b'VZ'k'nfb`Z.{Zx'Njtb'YUUpYUaS  
 {aZ'Z.uZI'yZy'xZw'bZX{n'nuZxMz{aZ'LnMX'n\_z'bZV{lnxy'aMfZ'UZZI'U|xZx'tb'k|j{bWjZ'Xb\_ZxZI'  
 yZVlml'y'n\_{aZ'B@'U|X'Z{''nx{aZ'by{tk'Z'ZfZxS{aZyZ'Z.uZI'yZy'aMfZ'UZZI''xn|uZXSMIX'  
 uxZyZi{ZX'nuZI'jt{n'Mj'y{|XZI{y^A

**HUVY('!6fYU\_Xck b'cZ; cj Yfba Ybh9I dYbgYg'**

YUUpYUa	(nfZl k ZI {	YUUpYUa
O'U'Y's'i'U'p'a'a'	<xZy'XZI {	O'U'U'a's'J'a'Y'a'a'
O'a'U's'J'a'a'Y'a'	G'b'Z'1<xZy'XZI {	O'a'a's'U'a'a'a'
O'U'a'a's'a'a'a'a'U'	@ XZI {<xn' xNk'y5_b'Z'x	O'U'U'a's'a'a'a'a'
O'a'U's'U'Y'a'U'a'	t'nk'k I'b'Mlml'y5_b'Z'x	O'a'p's'J'a'a'a'a'
O'a'Y's'U'Y'a'p'a'	@Z'V'Z{M't'A'x'Z'M'y xZx	O'a'a's'U'a'a'a'
O'p's'U'U'U'U'	LnMX'	O'a'a's'U'U'U'U'
O'U'a's'U'U'U'U'	t'n I'Vp'	O'a'a's'U'U'U'U'
O'a'P'U's'a'a'a'U'a'	An{Nj{nfZl k ZI {	O'a'a'Y's'U'a'a'a'Y'

**: [I i fY) '!6fYU\_Xck b'cZ; cj Yfba Ybh9I dYbgYg'**



BI bZykt'@| XZI {y-t n| I Vp'n\_{aZ BI bZykt'n\_H Zy(Zx '5I {Mln''  
 YUap'YUa''5uzXVb` NIXt MktNt| X Z{`

HUV'Y( U!'; cj Yfba Ybh!'DfYg]XYbh''

É  X Z{ YUap'YUa`	<zYbXZI {`	É  X Z{ YUap'YUa`
ÓBa\$YáaáU`	@YMt`	ÓBa\$Uáaáa`
Óa\$ÚPáa`	5W  uMIVt`	ÓP`
ÓÚ\$aaÚ`	2 ZZ{b`y`	ÓÚ\$aaÚ`
ÓYaÚP`	<x{b`µ nutb`	ÓYaÚP`
ÓÚÚP`	5_bZ". .uZI yZy`	ÓÚÚP`
ÓYaÚ`	AZjZuanl Z`	ÓYaÚ`
ÓB\$ÚÚP`	* k{bMfZy`	ÓB\$ÚÚP`
ÓYaÚP`	AxMfZj`	ÓYaÚP`
ÓÚÚ\$ÚÚP`	". {Zx  Nt?ZyZMva AxMfZj`	ÓÚÚ\$ÚÚP`
ÓÚ\$ÚÚP`	". ZV2 ZZ{b`y`	ÓÚ\$ÚÚP`
Óa\$ÚÚP`	". ZV?Z{xZMyMIX AxMfZj`	Óa\$ÚÚP`
ÓÚY\$ÚÚP`	". ZV<xntZVfy`	ÓÚY\$ÚÚP`
ÓYÚ\$ÚÚP`	". ZV AxMfyk{ml`	ÓYÚ\$ÚÚP`
ÓP`	". ZV2 byZjjMIZn y`	ÓP`
ÓaÚP`	". ZV@M_° uuxZVbM{ml`	ÓaÚP`
ÓP`	°     Nt?Zunx{`	ÓÚÚP`
ÓP\$aÚÚP`	° j  k   b?ZjM{ml y`	ÓP\$aÚÚP`
ÓÚP`	@  XZI { @I Mlnxy'2 5B° k n    {`	ÓÚ\$ÚÚ`
ÓÚÚY\$ÚÚPáa`	An{Nt<xZyXZI {`	ÓÚÚa\$ÚáYáa`

HUV'Y( V!'; cj Yfba Ybh!'DfYg]XYbh!'Gi a a UfmcZ7\ Ub[ Yg`

<zYbXZI {`	† aM` Z`	?ZMynl`
@YMt`	†ÓáÜáaáB`	† aM` ZX{n'UZ`b`j{b`Z,, k{a`† n  I Vp`MluxnfZX`yNt`uxnVZX  xZ`
5W  uMIVt`	†Óa\$ÚPáa`	5W  uMIVt` aYUZZI` xZk nfZX`_xnk` Nj`MZY`
°     Nt?Zunx{`	ÓÚÚÚP`	3Z,, b`k{bMfZ`
@  XZI {`		
@I Mlnxy'2 5B`		3Z,, M` n    { {n'UZ`b`fZI` {n`{aZ`y  XZI {yZI Mlnxy`b`xZ  x  _nx`
° k n    {`	ÓÚ\$ÚÚ`	2 5B`
An{Nt<xZyXZI {`	†ÓP\$YÚPáU`	

HUV'Y( W!'; cj Yfba Ybh!'JjW!DfYg]XYbh''

É  X Z{ YUap'YUa`	GbZ'<zYbXZI {`	É  X Z{ YUap'YUa`
ÓBa\$áaáa`	@YMt`	ÓBa\$aÚPáa`
ÓP\$aP'áU`	5W  uMIVt`	ÓP`
ÓaÚÚP`	2 ZZ{b`y`	ÓaÚÚP`
ÓÚÚÚP`	<x{b`µ nutb`	ÓÚÚÚP`
ÓÚÚÚP`	5_bZ". .uZI yZy`	ÓÚÚÚP`
ÓYaÚ`	AZjZuanl Z`	ÓYaÚ`
ÓB\$ÚÚÚP`	* k{bMfZy`	ÓB\$ÚÚÚP`

**BI bZykt' @| XZI {y-t n| | Vp'n\_{aZ BI bZykt'n\_H Zy(Zx '5I {Mn''  
YUäpYÜä''5uzXVb` NIXt MktNt| X Z{'**

Óp00'00	° VNXZk b/NIX'' XfnVWt' ?n    X{MijZ'	Ó'00'
ÓY\$00'00	?ZVh`   ktlm y<xn` xNk`	ÓY\$00'00
ÓU\$00'00	t aMkn_{aZ<xZyXZI {Éy t nk k k(ZZ'nl` ?ZVh`   ktlm`	ÓU\$00'00
ÓU\$00'00	@  XZI {'' uuZNyj') n  n  xVb k`	Ó'00'
Ó'00'	° yynVMZ' MIXt nnxXb Mlnx'' uuxZVMlml`	Óp00'00
ÓU0\$00'00	° yynVMZ' GBZ'<xZyXZI {`	Ó'00'
Óa\$00'00	° yynVMZS? ZyZMva' MIX<njbt'	Ó'00'
Óa\$00'00	° yynVMZS? ZyZMva' MIX<njbt'	Ó'00'
Ó'00'	° yynVMZS? ZyZMva'' .{Zx  Nj'	ÓU0\$00'00
Ó'00'	° yynVMZS? ZyZMva' @  XZI {'' .uZxZI VZ'	ÓU0\$00'00
Ó'00'	° yynVMZS' VNXZk b/	ÓU0\$00'00
Ó'00'	° XfnVWt' AZNk` ) n  n  xVb k`	ÓU\$00'00
Óa0\$00'00	An{NjIGVZ'<xZyXZI {`	Óaa\$00'00

**HUV'Y( X'!; cJ Yfba Ybh!'J JW!Df Yg]XYbh!'Gi a a UfmcZ7\ Ub[ Yg'**

GBZ'<xZyXZI {`	t aM' Z'	?ZNyjnl`
@NjMt'	1ÓaÜäaa'	t aM' ZX{nUZ' b' j' b' Z', k'a t n    Vp'
5W  uMIVt'	1Óp\$apY'aÜ'	MluxnfZX yNjMt' uxnVZX  xZ'a
° VNXZk b/NIX'' XfnVWt' ?n    X{MijZ'	1Óp00'00	5W  uMIVt' aNy'UZZI' xZk nfZX' xnk' Nj'
° yynVMZ' MIXt nnxXb Mlnx'		NZMj'a
° uuxZVMlml`	Óp00'00	?Zk nfZX {n xZ' jZV{ MW  NjMhy{ n' MW{bkt'a
° yynVMZ' GBZ'<xZyXZI {`	1ÓU0\$00'00	3Z,, j' b' Z'a
° yynVMZS? ZyZMva' MIX<njbt'	1Óa\$00'00	?Zk nfZX unyktlml` a'
° yynVMZS? ZyZMva' MIX<njbt'	1Óa\$00'00	?Zk nfZX unyktlml` a'
° yynVMZS? ZyZMva'' .{Zx  Nj'	ÓU0\$00'00	?Zk nfZX unyktlml` a'
° yynVMZS? ZyZMva' @  XZI {`		
'' .uZxZI VZ'	ÓU0\$00'00	3Z,, ' unyktlml` a'
° yynVMZS' VNXZk b/	ÓU0\$00'00	3Z,, ' unyktlml` a'
° XfnVWt' AZNk` ) n  n  xVb k`	ÓU\$00'00	3Z,, ' unyktlml` a'
@  XZI {'' uuZNyj'	1ÓU000'	?Zk nfZX unyktlml` Nj' k' by'   n{   ZZXZx'a''
An{NjIGVZ'<xZyXZI {`	Óa\$00'00	

**HUV'Y( Y'!; cJ Yfba Ybh!'Gi XYbh'Dfc[ fUa g'CZJWf''**

É  X' Z{ YÜäpYÜä	@  XZI {<xn` xNk` y5_ bZx	É  X' Z{ YÜäpYÜä
ÓBa\$'aa'aa'	@NjMt'	ÓBa\$'aÜ'aa'
ÓBa\$'YB'aÜä	5W  uMIVt'	Ó'00'
ÓYaÜ'00'	2 ZZ{b` y`	ÓYaÜ'00'
ÓÜ00'00'	<xb {b` µ nutb`	ÓÜ00'00'
ÓÜ00'00'	5_ bZ'' .uZl yZy	ÓÜ00'00'



BI bZykt' @| XZI {y?n| | Vp'n\_{aZ BI bZykt'n\_H Zy(Zx '5I {Mln'  
 YÜäpYÜä''5uzXVb` NIXt MktNt| X Z{`

ÓYá°ÜÜ	AZjZuanl Z`	ÓYá°ÜÜ
ÓB\$ÜÜ°ÜÜ	* ktmkZy	ÓB\$ÜÜ°ÜÜ
ÓPÜÜ°ÜÜ	"fZI {y?n    X{MljZ`	ÓPÜÜ°ÜÜ
ÓPÜÜ°ÜÜ	<njktMj'° V{tbl f nk k k{ZZ`	ÓPÜÜ°ÜÜ
ÓPÜÜ°ÜÜ	° yynVMZ MIXt nnxXb Mlnx'° uuxZVMtbl`	ÓPÜÜ°ÜÜ
ÓÜÜ\$ÜÜ°ÜÜ	Associate, Clubs`	ÓÜÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	f j  Uy<njkt' ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	f j  Uy' b MVZ ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	f j  Uy@ uunx( ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜÜ\$ÜÜ°ÜÜ	Associate, Events`	ÓÜÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	f Nk u  y" fZI {y) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	<  Ujkt'° x(y) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	AaZMkZ H Zy(Zx ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	f aMkt ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	f aMkt t kNj ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	"Mjt'5  {xZMa) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	* Vnk Z'AM.) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	"I fbnH Zy(Zx ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜÜ\$ÜÜ°ÜÜ	Associate, Peer Programs`	ÓÜÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	<xkZ' H Zy(Zx ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	"{al nV  j{  xMkt@ uunx( @ZyfbZy) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	H nk ZI fY'yy  Z'3Z{, nxi ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	' nnX@ uunx( ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	° jjt' H Zy(Zx ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	) ZNt(a <xnk n{tbl ) nl n  xMk k`	ÓY\$ÜÜ°ÜÜ
ÓÜ\$ÜÜ°ÜÜ	° WZyyktkt ) nl n  xMk k`	ÓÜ\$ÜÜ°ÜÜ
Óa\$ÜÜ°ÜÜ	<ZZx@ uunx( f ZI {xZ @ uZxfynx	Óa\$ÜÜ°ÜÜ
ÓÜÜ\$ÜÜ°ÜÜ	Associate, Orientation`	ÓÜÜ\$ÜÜ°ÜÜ
Óa\$ÜÜ°ÜÜ	' M  j{t' @ua AZMk ?ZyZxfZ`	Óa\$ÜÜ°ÜÜ
ÓY\$ÜÜ°ÜÜ	5'@M_@luzI X'jáA	ÓY\$ÜÜ°ÜÜ
ÓÜä\$äááÜ	An{M @  XZI {<n' xNk y5_bZx	ÓÜä\$äááÜ

HUV'Y( ZI'; cj Yfba Ybhl' Gh XYbhDfc[ fUa g' CZjWf '! Gi a a UfmcZ7\ Ub[ Yg`

@  XZI {<n' xNk y5_bZx	f aM' Z`	?ZMjnl`
@Mkt`	1ÓäÜäáá	f aM' ZX{n'UZ b jtb Z', kta' n    Vp'MluxnfZX` yMkt' uxnVZX  xZa`
5W  uMIVt`	1Óä\$ÜYB'Üä	5W  uMIVt' aMj' UZZI 'xZk n'fZX' xnk 'Nj' MZMj'a`
"fZI {y?n    X{MljZ`	1ÓPÜÜ°ÜÜ	?Zk n'fZX' {n' xZ_jZV{ 'Mk  Nj' Mhy( n' M' b'kt'a`
<njktMj'° V{tbl f nk k k{ZZ`	ÓPÜÜ°ÜÜ	3Z,, jtb Z'a`
° yynVMZ MIXt nnxXb Mlnx' ° uuxZVMtbl`	ÓPÜÜ°ÜÜ	3Z,, jtb Z'a`

BI bZykt'@| XZI {y-t n| I Vp'n\_{aZ BI bZykt'n\_H Zy(ZX '5I {Mtn''  
 YUäpYÜä''5uZxM' ` MlXf MlqNyl| X Z{`

† j  Uy' b MIVZ' ) nl n  xMlq k`	1ÓÜ\$ÜÜ'ÜÜ` ?Zk nfZX' unyq' tml` a`
† j  Uy'@ uunx( ) nl n  xMlq k`	ÓÜ\$ÜÜ'ÜÜ` 3Z,, ' unyq' tml` a`
† Nk u  y'' fZI {y} nl n  xMlq k`	1ÓÜ\$ÜÜ'ÜÜ` ?Zk nfZX' unyq' tml` a`
<  Ujbv° x(y) nl n  xMlq k`	ÓÜ\$ÜÜ'ÜÜ` 3Z,, ' unyq' tml` a`
† aMlq† t' Nj  ) nl n  xMlq k`	ÓÜ\$ÜÜ'ÜÜ` 3Z,, ' unyq' tml` a`
) ZNf(a <xnk n{ tml` ) nl n  xMlq k`	ÓÜ\$ÜÜ'ÜÜ` 3Z,, ' unyq' tml` a`
5'@M_@luzI X' çÄ	1ÓY\$ÜÜ'ÜÜ` 2 nfZX' {n' 5xZI {Ml' tml` 'U  X' Z{` a`
An{Nyl'@  XZI {<xn` xNk y5_ bZx	1ÓBa\$ÜÜ'ÜÜ` aY` .`

HUV'Y( [ '!' ; c j Yfba Ybh!'7 ca a i b]WUj'cbg'CZQWf'

† nk k   I bMl' tml` y5_ bZx	† nk k   I bMl' tml` y5_ bZx	† nk k   I bMl' tml` y5_ bZx
ÓBa\$Yäa'aä`	@YjMt`	ÓBa\$äÜ'äa`
ÓÜ\$äYä'aäÜ`	5W  uMlVt`	ÓÜ'ÜÜ`
ÓYäÜ'ÜÜ`	2 ZZ{b` `y	ÓYäÜ'ÜÜ`
ÓÜÜÜ'ÜÜ`	<xb {b` µ' nutb` ``	ÓÜÜÜ'ÜÜ`
ÓÜÜÜ'ÜÜ`	5_ bZ'' .uZI yZy	ÓÜÜÜ'ÜÜ`
ÓB\$ÜÜ'ÜÜ`	'† k' bMl' bZy	ÓB\$ÜÜ'ÜÜ`
ÓYä'ÜÜ`	AZjZuanl Z`	ÓYä'ÜÜ`
ÓÜÜ'ÜÜ`	† nk k   I bMl' tml` y?n  I X{Ml' jZ`	ÓÜÜ'ÜÜ`
ÓÜ'ÜÜ`	' yynVbMz' MlX'† nnxXb Mlnx'' uuxZVbMl' tml` .`	ÓÜÜ'ÜÜ`
Óä\$ÜÜ'ÜÜ`	' yynVbMzS† nk k   I bMl' tml` y`	Óä\$ÜÜ'ÜÜ`
ÓÜ'ÜÜ`	' yynVbMzS@nVbYj2 ZXbM	Óä\$ÜÜ'ÜÜ`
ÓÜ\$ÜÜ'ÜÜ`	ž b k' Nyl'† nl {ZI { } ) nl n  xMlq k`	ÓÜ\$ÜÜ'ÜÜ`
ÓÜ\$ÜÜ'ÜÜ`	' ZZxUNWl` ) nl n  xMlq k`	ÓÜ\$ÜÜ'ÜÜ`
ÓÜ\$ÜÜ'ÜÜ`	† Nk uMl' I y† nnxXb Mlnx' ) nl n  xMlq k`	ÓÜ\$ÜÜ'ÜÜ`
ÓÜ\$ÜÜ'ÜÜ`	<  Ujbv° _Nky) nl n  xMlq k`	ÓÜ\$ÜÜ'ÜÜ`
ÓÜ\$ÜÜ'ÜÜ`	' ZZxUNWl` .`	ÓÜ\$ÜÜ'ÜÜ`
ÓÜä\$ÜÜ'ÜÜ`	<xnk n{ tml` y`	ÓÜ'ÜÜ`
ÓY\$ÜÜ'ÜÜ`	<  UjbMl' tml` y`	ÓY\$ÜÜ'ÜÜ`
Óä\$ÜÜ'ÜÜ`	† nk k   I bMl' tml` y† Nk uMl' I`	Óä\$ÜÜ'ÜÜ`
Óäa\$ÜÜ'ÜÜ`	An{Nyl'† nk k   I bMl' tml` y5_ bZx	Óäp\$ÜÜ'äa'aäa`

HUV'Y( \ '!' ; c j Yfba Ybh!'7 ca a i b]WUj'cbg'CZQWf'!'Gi a a UfmcZ7\ Ub[ Yg'

† nk k   I bMl' tml` y5_ bZx	† aMl' Z`	?ZNjnl`
@YjMt`	1ÓäÜä'aäa`	† aMl' ZX' {n' UZ' b' j' b' Z' , k' a'† n  I Vp' Ml' uxn' fZX'` yYjMt' uxnVZX  xZ` a`
5W  uMlVt`	1ÓÜ\$äYä'aäÜ`	5W  uMlVt' aMl' YUZZI` xZk nfZX' _xnk` 'Nj' MZMj` a`
' yynVbMz' MlX'† nnxXb Mlnx'` ' uuxZVbMl' tml` .`	ÓÜÜÜ'ÜÜ`	3Z,, j' b' Z` a`
<xnk n{ tml` y`	1ÓÜä\$ÜÜ'ÜÜ`	?Zk nfZX' j' b' Z` a`
' yynVbMzS@nVbYj2 ZXbM	Óä\$ÜÜ'ÜÜ`	3Z,, ' unyq' tml` a`

BI bZykt'@| XZl {y-t n| I Vp'n\_{aZ BI bZykt'n\_H Zy{Zx '5l {Mln''  
 YÜäp'Üä''5uZxM'b` NIXt MktNyl| X Z{`

† nk k   I bM{bni y?n  I X{NijZ`	°ÓpÜÜ` † MI`UZ`x  I` , k{an  {`  I Xb` `a`
An{Nyl† nk k   I bM{bni y5_ bZx	°ÖÜä\$Üä`Pa`

HUV'Y('J!'; cj Yfba Ybhi!'GYWYHUfmlHfYUgi fYf`

†  X Z{ YÜäp'Üä	@Vz{Nt'AzNyl} xZx	†  X Z{ YÜäp'Üä
ÓBa\$'ää`aa`	@YMt`	ÓBa\$`äÜ`Paa`
ÓÜ\$`aa`aY`	5W  uMIVt`	ÓÜ`ÜÜ`
ÓYaÜ`ÜÜ`	2 ZZ{b` `y`	ÓYaÜ`ÜÜ`
ÓYaÜ`ÜÜ`	<x{b` `µ` nutb` ``	ÓYaÜ`ÜÜ`
ÓÜÜÜ`ÜÜ`	5_ bZ` " .uZl yZy`	ÓÜÜÜ`ÜÜ`
ÓYa`ÜÜ`	AZJZuanl Z`	ÓYa`ÜÜ`
ÓB\$ÜÜ`ÜÜ`	* k{bM{bZy`	ÓB\$ÜÜ`ÜÜ`
ÓPÜÜ`ÜÜ`	' b MIVZ`MIX` ( nfZx` MIVZ` ?n  I X{NijZ`	ÓÜÜ`ÜÜ`
ÓÜ`ÜÜ`	` yynVbM{Z` MIX` † nnxXb` Mlnx` ° uuxZVbM{bni`	ÓPÜÜ`ÜÜ`
Óa\$ÜÜ`ÜÜ`	` yynVbM{ZS` b MIVZ` MIX` * {Zx` Nyl`   Xk{`	Óa\$ÜÜ`ÜÜ`
Óa\$ÜÜ`ÜÜ`	` yynVbM{ZS` ( nfZx` MIVZ`	Óa\$ÜÜ`ÜÜ`
ÓÜ\$ÜÜ`ÜÜ`	† aZ_`?Z{  x  b` `5_ bZx`	ÓÜ\$ÜÜ`ÜÜ`
ÓÜ\$ÜÜ`ÜÜ`	z Zu  {†?Z{  x  b` `5_ bZx) ni n  xVb` k`	ÓÜ\$ÜÜ`ÜÜ`
ÓB\$ÜÜ`ÜÜ`	"jZV{bni y`	ÓB\$ÜÜ`ÜÜ`
ÓP\$ÜÜ`ÜÜ`	?Z_ZxZl X  k`	ÓP\$ÜÜ`ÜÜ`
ÓÜÜ\$ÜÜ`ÜÜ`	"jZV{bni y@ UyXkZy`	ÓÜÜ\$ÜÜ`ÜÜ`
ÓäY\$ÜÜ`Ü`Pa`	An{Nyl@Vz{Nt'AzNyl} xZx	Óäa\$`Üä`aa`

HUV'Y(^!'; cj Yfba Ybhi!'GYWYHUfmlHfYUgi fYf`!'Gi a a UfmcZ7\ Ub[ Yg`

@Vz{Nt'AzNyl} xZx	† aMl` Z`	?ZVjnl`
@YMt`	°ÖäÜä`aa`	† aMl` ZX` {n`UZ` b` j{b` Z` , k{a` † n  I Vp` MluxnfZX` yNjYMt`
5W  uMIVt`	°ÖÜ\$`aa`aY`	uxnVZX  xZ`a`
` yynVbM{Z` MIX` † nnxXb` Mlnx` ` uuxZVbM{bni`	ÓPÜÜ`ÜÜ`	3Z` , j{b` Z`a`
' b MIVZ` MIX` ( nfZx` MIVZ` ?n  I X{NijZ`	°ÓpÜÜ`	† MI`UZ` MwalZfZX` , k{an  {`  I Xb` `a`
An{Nyl@Vz{Nt'AzNyl} xZx	°ÖY\$`aa`aa`	

HUV'Y(\_!'; cj Yfba Ybhi!'7 ci bW`

†  X Z{ YÜäp'Üä	† n  I Vp`	†  X Z{ YÜäp'Üä
ÓÜ`ÜÜ`	† n  I Vp` @ uunx{` @YMtZy`	ÓaÜ\$ÜÜ`ÜÜ`
ÓY\$ÜÜ`ÜÜ`	† n  I Vp` AxMfZj`	ÓY\$ÜÜ`ÜÜ`
ÓP\$ÜÜ`ÜÜ`	† n  I Vp` AxM` b` ``	Óa\$ÜÜ`ÜÜ`
ÓY\$ÜÜ`ÜÜ`	† n  I Vp` ° uuxZVbM{bni`	ÓY\$ÜÜ`ÜÜ`
Óa\$ÜÜ`ÜÜ`	† n  I Vp` 2 ZZ{b` `y`	Óa\$ÜÜ`ÜÜ`

**BI bZykt@| XZI {y-t n| I Vp n\_ {aZ BI bZykt n\_H Zy(Zx '5I {Mn''  
YUapYUa''5uzXVb` MlXf MlqNfE| X Z{`**

Óa0000	f n  I Vp f nutb` MlX`<xb {b``	Óa0000
ÓÚ\$0000	@uZMIZx@bZI X`	ÓÚ\$0000
ÓÚ\$0000	@MlXb` f nk k k{ZZ'2 ZZ{b`y	Óa0000
ÓÚ0000	ž Zu  {f@uZMIZx) nl n  xVb k`	ÓÚ0000
ÓÚa\$0000	An{Nf n  I Vp`	Óaa\$0000

**HUV'Y('!'; cj Yfba Ybh!'7 ci bW'!'Gi a a UfmcZ7\ Ub[ Yg''**

f n  I Vp	f aMl` Z`	?ZMjnl`
f n  I Vp@ uunx{ @YMlZy	Óa0\$0000	° jjnVMb` yNlMlZy_xnk MlXk b {n`yan,, unx{bnl n_ yNlMlZy xZjMZX {n f n  I Vp y  uunx{a`
f n  I Vp AxVb b``	ÓÚ\$0000	". {xVMl n  I {k n fZX_xnk `)   k Ml`?Zyn  xZy`a`
@MlXb` f nk k k{ZZ'2 ZZ{b`y	Óa0000	f aMl` ZX {n`xZ_jZV{ {x  Z' ZZXY`a`
f n  I Vp` uuxZVMlbnl`	Óa0000	f aMl` ZX {n`xZ_jZV{ {x  Z' ZZXY`a`
An{Nf n  I Vp`	Óa0\$0000	`

**HUV'Y(a '!'; cj Yfba Ybh!'6 cUfX`cZ8 fYWfcfg''**

E  X Z{ YUapYUa	EnMlX`	E  X Z{ YUapYUa`
Ó000	EnMlX`@ uunx{ @YMlZy	Óa0\$0000
Ó000	EnMlX`AxMfZj`	ÓÚ\$0000
ÓÚ\$0000	EnMlX`AxVb b``	Óa\$0000
Ó000	EnMlX` uuxZVMlbnl`	ÓÚ\$0000
Ó000	EnMlX` f nutb` MlX`<xb {b``	Óa0000
ÓÚ\$0000	An{NfEnMlX`	Óaa\$0000

**HUV'Y(b '!'; cj Yfba Ybh!'6 cUfX`cZ8 fYWfcfg!'Gi a a UfmcZ7\ Ub[ Yg''**

EnMlX`	f aMl` Z`	?ZMjnl`
EnMlX`@ uunx{ @YMlZy	Óa0\$0000	° jjnVMb` yNlMlZy_xnk MlXk b {n`yan,, unx{bnl n_ yNlMlZy xZjMZX {n f n  I Vp y  uunx{a`
EnMlX`AxMfZj`	ÓÚ\$0000	3Z,, j b Z` {n`UZ{{Zx xZ_jZV{ '1 ZZXYn_ {aZ EnMlX`a`
EnMlX`AxVb b``	ÓÚ\$0000	3Z,, j b Z` {n`UZ{{Zx xZ_jZV{ '1 ZZXYn_ {aZ EnMlX`a`
EnMlX` uuxZVMlbnl`	ÓÚ\$0000	3Z,, j b Z`a`
EnMlX` f nutb` MlX`<xb {b``	Óa0000	3Z,, j b Z` {n`UZ{{Zx xZ_jZV{ '1 ZZXYn_ {aZ EnMlX`a`
An{NfEnMlX`	Óaa\$0000	`

**5 Xj cWUWn**

AaZ B@` ZI` MZy`b` MlXfnVWf`,, k@a`Nj`jZfZjy`n` n fZx k ZI {SMj`,, Zj`Mj`,, k@a`H Zy(Zx S{n`k MIZ` VaMl` Zy{aMl`UZI Z\_k y| XZI {y`AaZ B@` Zk un,, Zxy y| XZI {y`n`MlXfnVMZ Ut`uxn fXb` {xVb b` S`

BI bZykt'@| XZI {y+n| Vjn\_{aZ BI bZykt'n\_H Zy{Zx '5I {Mn''  
 YÜäp'Üä''5uzXVb` MlXf MlqNt| X Z{

NXfnVWf'nuunx{| bZySMIX'Ut'XZXbMl`\_| Xy\_nx{aZ'<ZyXZI {S{aZ'GbZ'1<xZyXZI {SMIX'az'  
 ° XfnVWf'MIX'(nfZx k ZI {'@zfbZy'XZuM{k ZI {a''

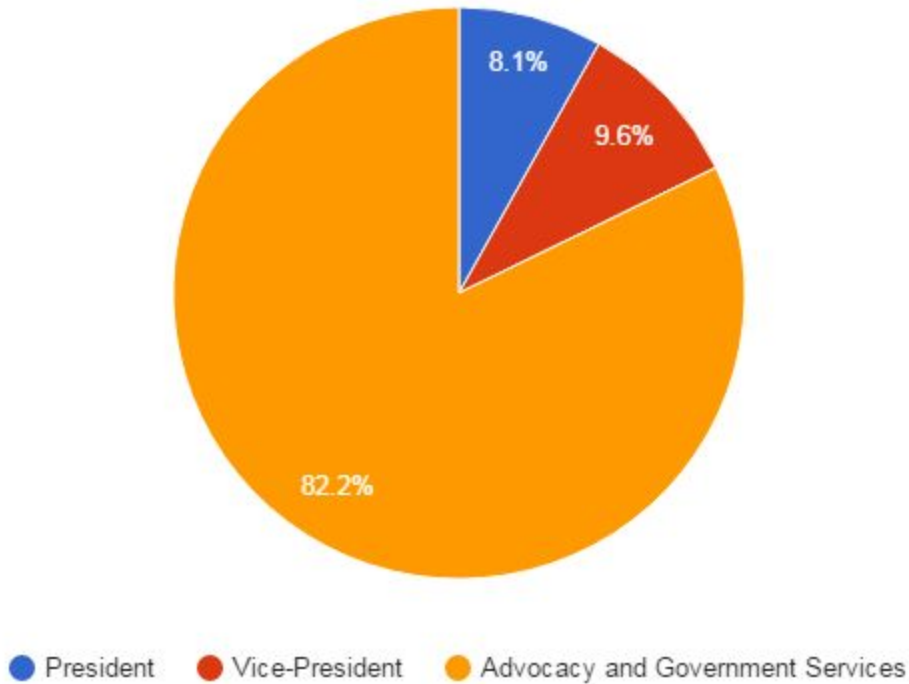
**OZt'f aM' Zy**

'{Zx NjMxfnVWf'by'M Zt'Vhk unI ZI {n\_{aZ'B@\_y'NXfnVWf'Z\_nx{y'Aaby'U| X' Z{'xZVh' I bZy{aZ'  
 bk uNf' {aM' b {Zx NjMxfnVWf' aM'ni 'H Zy{Zx 'y{| XZI {y'Ut' b'WZM' b' {aZ'B@\_y' b' fZy{k ZI {b'  
 Vnk u| y'k ZZ{b' ySMIX'NXb' `M' b' fZy{k ZI {b' b' {Zx NjM' uNl ySMIX' b' Vnk u| y'uxn'ZV'y'  
 ° XXl' b' Nj' t' SXZyuk' Z' y' N' Z' y' UZb' ` XZVZM' y' X' M' Z' y' j{ 'n' x' N' j' n' M' l' b' y' S' n' l' Z' I' Z' , 'uny' b' l' b' a' M' y'  
 UZZI 'U| X' Z{Zx'\_nx'YÜäp'Üä'a'

**HUV'Y) 'I'6fYU\_Xck b'cZ5 Xj cWUWni9I dYbgYg''**

É  X' Z{ YÜäp'Üä	° XfnVWf'	É  X' Z{ YÜäp'Üä
ÓÜ\$00°00	<xZyXZI {'	ÓÜ\$00°00
ÓÜ\$00°00	GbZ'1<xZyXZI {'	ÓÜb\$00°00
ÓÜBä\$äÜ°Üp	° XfnVWf'ì '(nfZx k ZI {'@zfbZy'	ÓÜÜ\$äp°ÜÜ
ÓÜäÜ\$äÜ°Üp	An{Nj' XfnVWf'	ÓÜP\$äp°ÜÜ

**: || i fY\* 'I'6fYU\_Xck b'cZ5 Xj cWUWni9I dYbgYg**



BI bZxyk†@| XZI {y† n| Vjn\_{aZ BI bZxyk† n\_H Zy(Zx '5I {Mkn''  
 YÜÜäpŸÜÜä''5uzxM(b` MIX† MlkŸŸk| X Z{`

HUV'Y) U!'5 Xj cWUWñi' DfYg]XYbh'

É  X Z{ YÜÜäpŸÜÜä	<xZybxZI {	É  X Z{ YÜÜäpŸÜÜä
ÓÜ\$JÜÜPÜÜ	' ZXZxy† Nk uNß   yMIX'AXM†Z'	ÓÜ\$JÜÜPÜÜ
ÓÜ\$JÜÜPÜÜ	An{ŸŸ†<xZybxZI {	ÓÜ\$JÜÜPÜÜ

HUV'Y) V!'5 Xj cWUWñi' J]W!DfYg]XYbh

É  X Z{ YÜÜäpŸÜÜä	GßZ'<xZybxZI {	É  X Z{ YÜÜäpŸÜÜä
ÓÜ\$JÜÜPÜÜ	<M{I Zxy(b ) b aZx" X  VM{bnl`	ÓÜ\$JÜÜPÜÜ
ÓY\$JÜÜPÜÜ	5B@ " .{Zx ŸŸ†ZNMZxyabw`	ÓÜ\$JÜÜPÜÜ
ÓÜ\$JÜÜPÜÜ	"jZV{bnl y?ZNMß Zyy`	ÓÜ\$JÜÜPÜÜ
ÓÜ\$JÜÜPÜÜ	2   I bkwŸŸ† XfnVMW†`	ÓY\$JÜÜPÜÜ
ÓY\$JÜÜPÜÜ	2   I bkwŸŸ† Nk uNß   y`	ÓY\$JÜÜPÜÜ
ÓÜ\$JÜÜPÜÜ	<xnf(b VßŸŸ† Nk uNß   y`	ÓÜ\$JÜÜPÜÜ
ÓÜ\$JÜÜPÜÜ	*† {Zx ŸŸ† Nk uNß   y`	ÓY\$JÜÜPÜÜ
ÓÜ\$JÜÜPÜÜ	† Nk u  y<xntZV{y`	ÓY\$JÜÜPÜÜ
ÓääÜÜPÜÜ	† Nk u  y° XfnVMW† 2 ZZ{b` y`	ÓÜ\$JÜÜPÜÜ
ÓäsŸaÜ	An{ŸŸ†GßZ'<xZybxZI {	ÓÜ\$JÜÜPÜÜ

HUV'Y) W!'5 Xj cWUWñi' J]W!DfYg]XYbh!' Gi a a UfmcZ7\ Ub[ Yg

GßZ'<xZybxZI {	† aM' Z	?ZŸŸnl`
5B@ " .{Zx ŸŸ†ZNMZxyabw`	†Ü\$JÜÜPÜÜ	† aM' ZX{n xZ_jZV{ Nk  ŸŸ†Nk n  I {°
"jZV{bnl y?ZNMß Zyy`	ÓääÜÜPÜÜ	?ZX  VZX°
2   I bkwŸŸ† XfnVMW†`	†Ü\$JÜÜPÜÜ	† aM' ZX{n xZ_jZV{ Nk  ŸŸ†Nk n  I {°
*† {Zx ŸŸ† Nk uNß   y`	ÓY\$JÜÜPÜÜ	3Z,, jß Z°
† Nk u  y<xntZV{y`	ÓY\$JÜÜPÜÜ	3Z,, jß Z°
† Nk u  y° XfnVMW† 2 ZZ{b` y`	ÓÜ\$JÜÜPÜÜ	?ZI Nk ZX°
† M  V  y@ uunx{`	†Ü\$JÜÜPÜÜ	?ZŸŸnVMZX{n *† {Zx ŸŸ† Nk uNß   yMIX† Nk u  y<xntZV{y°
An{ŸŸ†GßZ'<xZybxZI {	ÓääÜÜPÜÜ	

HUV'Y) X!'5 Xj cWUWñi' 5 Xj cWUWñiUbX'; cj Yfba YbhGYfj ]Wg

É  X Z{ YÜÜäpŸÜÜä	° XfnVMW† MIX ( nfZx k ZI { @ZyfbZy	É  X Z{ YÜÜäpŸÜÜä
ÓÜPÜ\$äY°ÜP	@ŸŸ†ZyMIXÉZI Z_ßy`	ÓÜÜP\$äP°ÜÜ
ÓÜÜ\$JÜÜPÜÜ	?ZyZMva *† {Zx`	ÓÜ\$JÜÜPÜÜ
ÓääÜÜPÜÜ	AZjZuanl Z`	ÓÜ\$ŸaÜPÜÜ
ÓPÜÜPÜÜ	† nut(b` MIX<xß {b``	ÓääÜÜPÜÜ
ÓÜYÜPÜÜ	5_bZ" .uZl yZy`	ÓÜYÜPÜÜ
ÓäsÜÜPÜÜ	† Nk uNß   yµ<xntZV{y`	ÓäsÜÜPÜÜ

**BI bZykf'@| XZI {y-t n| I Vp'n\_{aZ BI bZykf'n\_H Zy(ZX '5I {Mln''  
YÜäpYÜä''5uZxM'b` MlXf MlqNfE| X Z{`**

ÓÜäšÜYªÜ	An{Nf° XfnVWf`MlX'(nfZl k Zl {`@ZyfBZy	ÓÜÜšäpªÜ
----------	--	----------

**5 Xj cVWWh!`5 Xj cVWWhUbX` ; cj Yfba YbhGYfj JWg`!`Gi a a UfmcZ7\ Ub[ Yg`**

° XfnVWf`MlX'(nfZl k Zl {`@ZyfBZy`M' bYjM' Zy{`xZX| V{ml `b` yNfMZYs{aby'by'X| Z`{n`yNfMZY`  
UZb` xZNfjNfMZX`{n`Un{a`f`n| I Vp`MlX`{aZ`LnMlXª°` XXq{ml Nfj`f`šb` {Zl`y`{aMl` , ZxZ`uxZfml`yjt`  
U| X Z{ZX` , b{ab` {aby`XZuM{k Zl {`aMfZ`UZZI` k nfZX`{n`{aZ`f` {Zl` <xn` xMl`ª°`

**Gh XYbh9I dYfjYbW`**

' xnk` {aZ`V| Uy`yty{Zk` S{n`{aZ`<ZZx`@` uunx{`f` Zl` {xZS`{aZ`B@` -y`b` fZy{k Zl` {y`b` y{`| XZI` {`  
Z. uZxZl` VZ` Zl` aMlVZ`jbZ` Ml`H` Zy{Zl`ª`@| XZI` {`Z. uZxZl` VZ` b` VhxunxMlZy`{aZ`@| XZI` {`<xn` xMl` y`  
5`\_bZx-y`unx`\_njmS`{aZ`V| Uy`yty{Zk` S`MlX`{aZ`" fZl` {y`MlX`E|` bXb` `@ZyfBZy`XZuM{k Zl` {ª°`

**OZf`f` aMl` Zy`**

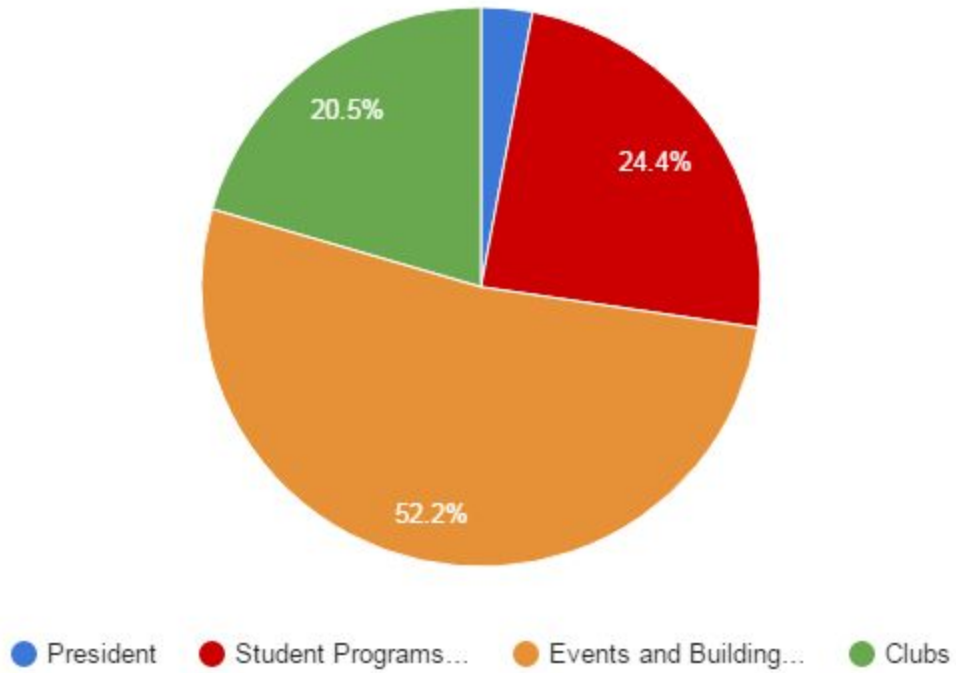
AaZ`@| XZI` {`<xn` xMl` y5`\_bZx`U| X` Z{`aMf`UZZI` V`aMl` ZX`{n`k` nxZ`MlW` xMlZj`xZ`jZV`{`aZ`xnjZS`MlX`  
I`ZZXy`n`\_H` Zy{Zl` y{`| XZI` {`yª`AaZyZ`V`aMl` Zy{xZV`h` I`BZo`{aZ`` xn` , {a`MlX`tk` unx`MlVZ`n`\_{aZ`@| XZI` {`  
". uZxZl` VZS`MlX`<ZZx`@` uunx`{`unx`\_njm`yª`@| XZI` {`<xn` xMl` k` b` `aMf`UZZI` V`hl` ynjbX`MlZX`S`  
xZk`nf`b` `jtk` b{Mlml`y`nl` , aZxZ`uxn` xMl` k` b` `Vh| jX`nW| xª`AaZxZ`aMf`Nfj`n`UZZI` b` VxZMlZX`  
b`fZy{k Zl` {`b` <ZZx`uxn` xMl` y`MlX`<ZZx`@` uunx`{`S` , b{a`k` nxZ`k` nl` Zf`XZXbMlZX`\_nx`uxn` xMl` k` b` `S`  
b` b{Mlml`bZyS`{xMl` b` S`MlX`XbM| yyml` `xn| uyª°`

**HUV`Y`\*`!`6`fYU`\_Xck`b`cZGh`XYbh9I`dYfjYbW`9I`dYbgYg`**

E  X` Z{`YÜäpYÜä	@  XZI` {`" . uZxZl` VZ`	E  X` Z{`YÜäpYÜä
ÓÜÜšÜÜ	<xZyBZl` {`	ÓYÜšÜÜ
ÓÜäšÜÜ	@  XZI` {`<xn` xMl` y5`_bZx`	ÓÜäYšäÜ
ÓÜäšÜäpª	" fZl` {y`MlX`E ` bXb` `@ZyfBZy`	ÓPäšäBÜ
ÓÜBšäpYªÜ	f`j  Uy`	ÓÜäšYªªÜ
ÓäYÜšYªª	An{Nf @  XZI` {`" . uZxZl` VZ`	ÓäääšÜªªÜ

BI bZykt'@| XZI {y-t n| | Vjn\_{aZ BI bZykt'n\_H Zy(Zx '5I {Mln''  
 YUäpYÜä''5uzXVb` NIXt NlkNyl| X Z{

: ][ i fY+'! 'Gh XYbh9I dYf]YbW'6 fYU\_Xck b'



HUV'Y\* U!' Gh XYbh9I dYf]YbW'!' DfYg]XYbh'

É  X' Z{ YÜäpYÜä	<xZybXZI {	É  X' Z{ YÜäpYÜä
ÓÜ\$ÜÜÜÜÜÜ	<xZybXZI {Éy'2 ZXNy' , Nk'	ÓÜ\$ÜÜÜÜÜÜ
ÓÜÜ\$ÜÜÜÜÜÜ	2 bXl b a{ ÉxZMl_Ny{	ÓÜÜ\$ÜÜÜÜÜÜ
ÜÜÜÜÜÜ	) nk ZVhk b` <xn` xNk k b`	ÓÜÜ\$ÜÜÜÜÜÜ
ÓÜÜ\$ÜÜÜÜÜÜ	An{Nyl<xZybXZI {	ÓYÜ\$ÜÜÜÜÜÜ

HUV'Y\* V!' Gh XYbh9I dYf]YbW'!' DfYg]XYbh!' Gi a a UfmcZ7\ Ub[ Yg''

<xZybXZI {	† aMl` Z	?ZlYnl
) nk ZVhk b` <xn` xNk k b`	ÓÜÜ\$ÜÜÜÜÜÜ	2 nfZX{n<xZybXZI {a'
An{Nyl<xZybXZI {	ÓÜÜ\$ÜÜÜÜÜÜ	



BI bZykt' @| XZI {y-t n| Vjn\_{aZ BI bZykt'n\_H Zy(Zx '5l {Mkn''  
 YUapYUa''5uZxM'b` MlXf MlqNfE| X Zf`

HUV'Y\* Wl' Gh XYbh9l dYfjYbWf! 'Gh XYbhDfc[ fUa g' CZQWf'

Ł  X Z{ YUapYUa	@  XZI {<xn` xNk y5_bZx	Ł  X Z{ YUapYUa
Óa00000	@  XZI {H xqZx'b ?Zy(xZI VZ ) nl n  xNk k`	Óa00000
	"fZI {y<xn` xNk k b`	
Óaa\$00000	@  XZI {<xn` xNk k b`	Óa0\$00000
Ó00\$00000	H MZ MlX'@uni Z'<xn` xNk k b`	Ó00000
Ó00\$00000	) nk ZVnk b` <xn` xNk k b`	Ó00000
	2 bY'<xn` xNk k b`	
ÓUa\$00000	<ZZx<xn` xNk y<xn` xNk k b`	ÓYU\$00000
ÓY\$00000	AaZMlxZ'H Zy(Zx  <xn` xNk k b`	ÓY\$00000
Ó00\$00000	f aMlqf'<xn` xNk k b`	Ó00\$00000
ÓB\$00000	"l fbnH Zy(Zx  <xn` xNk k b`	ÓB\$00000
Óa\$00000	"Mjt'5  {xZMwa<xn` xNk k b`	Ó00\$00000
Óa\$00000	f Ml u  y" fZI {y<xn` xNk k b`	Óa\$00000
ÓU\$00000	* Vnk Z'AM.f j b b'	ÓU\$00000
Ó00000	<  Uj b' x(y<xn` xNk k b`	Óa\$00000
	f j  Uy	
ÓY\$00000	f j  UyH ZZi`	ÓU\$00000
Ó00000	f j  Uy f nk k b{ZZy	Óa00000
Óa00000	f j  Uy'AxNk b`	Óa00000
Óa00000	f j  Uy` uuxZVMlbnl`	ÓY\$00000
Óa00000	f j  Uy5  {xZMwa`	Ó00000
Ó00000	f j  Uy5_bZ" .uZI yZy	ÓP00000
	' nnX@ uunx{`	
Ó00000	' nnX@ uunx{ @x'f bZy'5uZxMlbnl y`	ÓY\$00000
Ó00000	' nnX@ uunx{ @x'f bZy' f bMl bZy`	Óa00000
Óaa00000	' nnX@ uunx{ @nM b`	Ó00000
ÓU\$00000	' nnX@ uunx{ Gn  VaZxy`	Ó00000
Óa00000	' nnX@ uunx{ "k Zx Zl VZy`	Ó00000
	<ZZx@ uunx{`	
ÓUa00000	<ZZx@ uunx{ f Zl {xZ'AZjZuanl Z`	Óa00000
Óa\$00000	<ZZx@ uunx{ f Zl {xZ' f bMl bZy`	Óa\$00000
Óa00000	<ZZx@ uunx{ f Zl {xZ'5_bZ" .uZI yZy`	Ó00000
Ó00000	<ZZx@ uunx{ f Zl {xZ'5uZxMlbnl y`	ÓU\$00000
ÓU\$00000	1( EAž bY  yybnl `( xn  uy`	Ó00000
ÓU\$00000	" Ml b` ž bYnXZxž bY  yybnl `( xn  uy`	Ó00000
Ó00000	<ZZx@ uunx{ f Zl {xZ' ž bY  yybnl `( xn  uy`	Óa\$00000
ÓU\$00000	".{Zx  MfH Zjil Zyy<xn` xNk " Ml bMlbnx`	Ó00000
ÓU\$00000	<ZZx@ uunx{<xnk n{bnl y`	ÓU\$00000
Ó00000	<ZZx<xn` xNk y'AxNk b`	Óa\$00000
ÓUa\$00000	An{Nf@  XZI {<xn` xNk y5_bZx	ÓUaY\$00000

BI bZykt'@| XZI {y-t n| Vjn\_{aZ BI bZykt'n\_H Zy(ZX '5I {Mtn''  
 YUapYUa''5uZxM'b` MIXt MktNt| X Z{

HUVY\* X!'Gh XYbh9I dYf]YbWV!'Gh XYbhDfc[ fUa g'CZ]Wf!'Gi a a UfmcZ7\ Ub[ Yg''

@  XZI {<xn` xNk y5_bZx	f aM' Z	?Z]nI
@  XZI {<xn` xNk k b`	ÓYa\$000°00	?Z]nM]ZyH M]Z MIX@uni Z'uxn` xNk k b` \$ b VxM]Z {n uxZfM  yNk n  I {^
H M]Z MIX@uni Z'<xn` xNk k b`	1ÓU0\$000°00	2 nfZX {n @  XZI {<xn` xNk k b` ^
) nk ZVhk b` <xn` xNk k b`	1ÓU0\$000°00	2 nfZX {n <xZyXZI {^
<ZZx<xn` xNk y<xn` xNk k b`	Óa\$000°00	* VxM]Z {n M]n, 'k nxZ b k bM]bZy^
" M]t'5  {xZM'a<xn` xNk k b`	ÓY\$000°00	* VxM]Z {n xZ_jZV' M]k  M]I ZZx^
<  Uj b' x y<xn` xNk k b`	Óa\$000°00	3Z,, j b Z^
t j  UyH ZZI	1Óa00°00	?ZX  VZX {n xZ_jZV' M]k  M]I ZZx^
t j  Uy t nk k k ZZY	ÓB00°00	* VxM]Z {n xZ_jZV' M]k  M]I ZZx^
t j  Uy° uuxZV M]M]	ÓU\$000°00	* VxM]Z {n xZ_jZV' M]k  M]I ZZx^
t j  Uy5  {xZM'a	1Óa00°00	?ZX  VZX {n xZ_jZV' M]k  M]I ZZx^
t j  Uy5_bZ'' .uZI yZy	ÓY00°00	* VxM]Z {n xZ_jZV' M]k  M]I ZZx^
' nnX'@ uunx' @x]bZy'5uZxM]M] y	ÓY\$000°00	?Zy{x  V  xZX' nnX'@ uunx'
' nnX'@ uunx' @x]bZy' * k bM]bZy	Óa00°00	?Zy{x  V  xZX' nnX'@ uunx'
' nnX'@ uunx' @nM] b`	1Óaa0°00	?Zy{x  V  xZX' nnX'@ uunx'
' nnX'@ uunx' Gn  VaZy	1ÓU\$000°00	?Zy{x  V  xZX' nnX'@ uunx'
' nnX'@ uunx' " k Zx ZI VZy	1Óa00°00	?Zy{x  V  xZX' nnX'@ uunx'
<ZZx'@ uunx' t ZI {xZ'AZJzuanI Z'	1ÓU00°00	?ZX  VZX {n xZ_jZV' M]k  M]I ZZx^
<ZZx'@ uunx' t ZI {xZ'5_bZ'' .uZI yZy	1Óa00°00	2 nfZX {n <ZZx'@ uunx' t ZI {xZ'5uZxM]M] y^
<ZZx'@ uunx' t ZI {xZ'5uZxM]M] y	ÓU\$000°00	3Z,, j b Z^
1( ŁAž bM] y]M] (' xn  uy	1ÓU\$000°00	2 nfZX {n XbM] y]M] (' xn  uy^
" M]b` ž b]nxZxž bM] y]M] (' xn  uy	1ÓU\$000°00	2 nfZX {n XbM] y]M] (' xn  uy^
<ZZx'@ uunx' t ZI {xZ'ž bM] y]M] (' xn  uy	Óa\$000°00	3Z,, j b Z^
". {Zx M]H Z]I Zyy<xn` xNk " M]k]M]hx	1ÓU\$000°00	?ZX  VZX {n xZ_jZV' M]k  M]I ZZx^
<ZZx<xn` xNk yANb b`	Óa\$000°00	3Z,, j b Z^
An{N]@  XZI {<xn` xNk y5_bZx	ÓYa\$aa0°00	.

HUVY\* Y!'Gh XYbh9I dYf]YbWV!'9 j Yb]g'UbX'6 i ]X]b[ 'GYf j ]Wg'

Ł  X Z{ YUapYUa	"fZI {yMIXŁ  b]Xb` @x]bZy	Ł  X Z{ YUapYUa
ÓYaY\$aa°00	"fZI {yMIXŁ  b]Xb` @x]bZy?ZfZI   Z'	ÓYba\$ba°00
ÓPba\$aa°pa	@yM]ZyMIX'@M_ŁZI Z_ky	ÓPb0\$aa0°00
ÓUab\$aa°00	<M]k' {bZ @yM]Zy	ÓUab\$0a°00
ÓYp\$000°00	Bt t t jZM]b` ' 2 N b {ZI MIV'	ÓYp\$000°00
ÓUa\$aa0°00	5_bZ'' .uZI yZy	ÓU0\$Y0°00
Óa\$aa0°00	" w] b]k ZI {MIXt xnyy?ZI {M]	ÓU0\$00°00
Óa\$pa°00	ŁMi t aM] Zy	Ó°00
ÓY\$aa0°00	<xnk n{M] y	ÓY\$aa0°00

BI bZykt'@| XZI {y-t n| I Vjn\_{aZ BI bZykt'n\_H Zy(Zx '5I {Mln''  
 YÜäpYÜä''5uZxMtb` MIXt MktNt| X Z{`

ÓäÜÜÜÜ	AxMfZj`	ÓäÜÜÜÜ
ÓÜä\$JaÜÜÜ	5uZxMtb` @ uujtZy`	ÓÜä\$ÜÜÜÜ
ÓÜÜ\$ÜÜÜÜ	t nl {xMfZX @ZxfbZy`	ÓÜä\$äÜÜÜ
ÓPÜä\$äPä`	An{Nt'' fZI {y  t  tXtb` @ZxfbZy`	ÓPä\$ä\$ÜÜÜ

**Ghi XYbh9I dYf]YbWV!`9j Ybfg`UbX`6i ]X]b[ `GYfj ]Wg!`Gi a a UfmcZ7\ Ub[ Yg''**

"fZI {yMIX t| tXtb` @ZxfbZy'by'uxntZV{b` jn,, ZxZfZI | ZyX| Z{njnM ZxyNjZyk nfb` {n{aZ`  
 <| xujZ`@nxZ'' XXtöml NjtSk Mf+jb Zy'aMfZ`b VZMjZX`nxXZVZMjZX`{n xZ\_jZV{`{aZ`Nk n| I {y`  
 Mf| Njt+I ZZXZXSUMjZX`n\_n\_YÜäpYÜä''

**HUV`Y\*Z!`Ghi XYbh9I dYf]YbWV!`7`i Vg''**

t  X Z{ YÜäpYÜä`	t nk ujtbMVZ MIXt j  Uy`	t  X Z{ YÜäpYÜä`
ÜÜB\$äPäÜÜ	@MjZyMIX`@M tZI Z tY`	ÓÜBä\$äYäÜÜ
ÜÜB\$äPäÜÜ	An{Nt' nk ujtbMVZ MIXt j  Uy`	ÓÜBä\$äYäÜÜ

**Ghi XYbh8 Yj Ycda Ybh`**

@| XZI {z ZfZjnuk ZI {by'nl Z'n\_{aZ`B@`-yi Zt`ubjMjy`@| XZI {z ZfZjnuk ZI {b VhxunxMjZy`{aZ`  
 B@`-yGnj| I {ZZx`@ZxfbZy`XZuM{k ZI {S{aZ`B@` b {Zx' <xn` xMk \$MIX`{aZ`B@` '' j| k I buxn` xMk`  
 AaZy`XZuM{k ZI {yNj`,, nxi {nZI aMIVZ {aZ`ZX| VMöml`n\_y{ | XZI {y,, tãa`nuunx{ | tãZyMIX`  
 {xMk b` {aMjMZ`I n{uxnfbZX`b {aZ`VjMjy`nknk`''

**OZt`aM` Zy`**

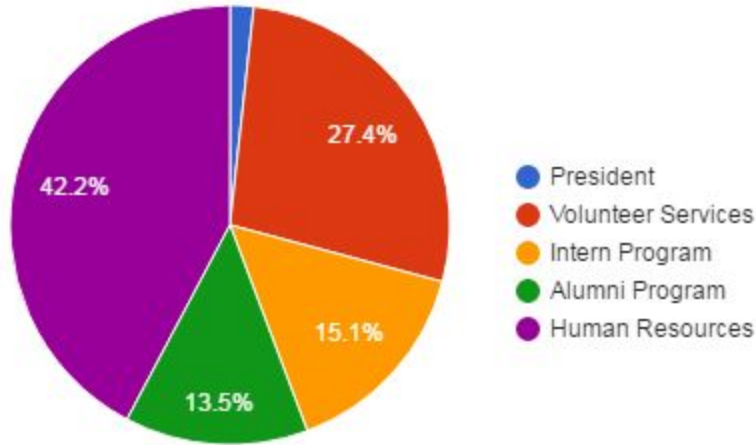
AabytZM{aZ`b {Zx' `uxn` xMk` aMj`UZZI`xZ`{an|`a{a'' xnk` l n,,` nl \$b y{ZM`n`\_aMf`b` yZ{`b {Zx' yb`  
 ynk` Z`XZuM{k ZI {ySk` nl Zt`,, tãj`UZ`MjMjZ`\_nx`Mf`B@``XZuM{k ZI {n`Mujt`\_nx`Mf`b {Zx'`  
 \_xnk` a`Aaby`Nj`n,, y`\_nx`| I tãj` Z`XZfZjnuk ZI {nuunx{ | tãZy`{n`UZ`Z`ujnxZX\$tb` y{ZM`n`\_n`\_Zx`b` {aZ`  
 yMk` Z`unyöml`y`tZM`nfZx`tZM`''

**HUV`Y+!`6fYU\_Xck b`cZGhi XYbh8 Yj Ycda Ybh`**

t  X Z{ YÜäpYÜä`	@  XZI {z ZfZjnuk ZI {`	t  X Z{ YÜäpYÜä`
Óä\$ÜÜ	<xZyöZI {`	Óä\$ÜÜ
ÓäÜ\$äYäÜÜ	Gnj  I {ZZx`@ZxfbZy`	Óää\$äYäÜÜ
ÜÜ\$ÜÜÜÜ	* {Zx' <xn` xMk`	Óää\$ÜÜÜÜ
Üä\$äÜÜÜÜ	* j  k I b<xn` xMk`	ÓBä\$ÜÜPäÜ
ÜÜä\$äÜBäÜÜ	)   k Mf`?Zyn  xZy`	ÓÜäP\$äYÜPäÜ
ÓYB\$ääÜÜ	An{Nt`	ÓPäP\$ää\$ÜÜ

BI bZykt'@| XZI {y-t n| I Vjn\_{aZ BI bZykt'n\_H Zy(ZX '5I {Mkn''  
 YUUpYUa''5uzXVb` NIXt NkNYt| X Z{`

: [[ i fY', !'6fYU\_Xck b'cZGh XYbh8 Yj Ycda Ybh



HUV'Y+U!'Gh XYbh8 Yj Ycda Ybh!'DfYg|XYbh

É  X Z{ YUUpYUa	<xZybxZI {	É  X Z{ YUUpYUa
ÓP00	<xZybxZI {y?n  I X{MjZ	ÓÚ\$00
Óá\$00	?ZyZMva <xnZV(yMIX) nl n  xVM	Óá\$00
Óá\$00	An{N <xZybxZI {	Óá\$00

HUV'Y+V!'Gh XYbh8 Yj Ycda Ybh!'Jc'i bhYf'GYfj JWg'

É  X Z{ YUUpYUa	Gnj  I {ZZx@ZyVZy	É  X Z{ YUUpYUa
Óaa\$áBá00	@yMzYMXtZI Z_bY	Óaa\$áá00
Ó000	AZJZuanl Z	ÓaaY00
Ó000	f nuttb` µxð {b`	ÓY0000
Ó000	5_bZ" .uZI yZy	ÓÚa000
Óá\$áBá00	AxVð b`	Óá\$ááá00
Óá\$áY00	° uuxZVMlml ì ?ZVh` I bml`	Óá\$áBá00
Óá\$Úa00	f Nk uNð I y  <xnZV{y	ÓÚ\$áB00
ÓY\$ááB00	B@ *f fñj/fZk ZI {" .un	Óá\$áá00
ÓÚa000	Gnj  I {ZZx' Nk	ÓáÚY00
ÓáÚ\$áY00	An{N Gnj  I {ZZx@ZyVZy	Óaa\$áY00

Gh XYbh8 Yj Ycda Ybh!'Jc'i bhYf'GYfj JWg'!'Gi a a UfmcZ7\ Ub[ Yg''

Aaby|U| X Z{ \_nV|yZy'nl `b fZy{b` `b {aZ B@ -y'fñj| I {ZZxy^Aaby`b fZy{k ZI {`Vnk Zy`b `yN|MZyS  
 y| XZI {`xVð b` \$MuxZVMlml \$MIX'Z.uny| xZ {n'k nxZ'y| XZI {y''

HUV'Y+W!'Gh XYbh8 Yj Ycda Ybh!'bhYf'b'Dfc[ fUa ``

*f {Zx <xn` xNk`	É  X Z{ YUUpYUa	?ZyN
*f {Zx <xn` xNk` <nnj`	Óaa\$0000	f nk uðZX'Nj`b {Zx y_xnk` XZuM{k ZI {y`b {n'nl Z` uxn` xNk` a'

BI bZykf'@| XZI {y-t n| I Vp'n\_{aZ BI bZykf'n\_H Zy(Zk '5I {Mbn''  
 YUUpYUa''5uZxM(b` MlXf MlqNf| X Z{`

**Gh XYbh8 Yj Ycda Ybh!'`bhfb`Dfc[ fUa '!'Gi a a UfmcZ7\ Ub[ Yg`**

AabyU| X Z{ Vnk Ub ZyNj| b {Zx| uny{bnl y\_xnk B@ XZuM{k ZI {yb {n'nl Z j(b Z^a`

**HUV'+X!'Gh XYbh8 Yj Ycda Ybh!'5`i a b]'Dfc[ fUa ``**

É   X Z{ YUUpYUa`	° j  k l b<xn` xNk`	É   X Z{ YUUpYUa`
ÓU\$ÓÓÓÓÓ	@YmZy`	ÓP\$ÓÓÓÓÓ
Óa\$ÓÓÓÓÓ	<xn` xNk` " . uZI yZy`	ÓÚa\$ÓÓÓÓÓ
ÓÚa\$ÓÓÓÓÓ	An{Nf ° j  k l b	ÓBa\$ÓÓÓÓÓ

**Gh XYbh8 Yj Ycda Ybh!'5`i a b]'Dfc[ fUa `7\ Ub[ Yg`**

AaZ'Nj| k l buxn` xNk` Vnl I ZV(yB@ Nj| k l b, k\$a V| xxZI {y| XZI {y{n'n\_Zxk ZI {nxyabw MlX{ xNk b` ^aAaby`  
 U| X Z{ xZVh` I BZy{aZ tk uM{ {aM| {aZyZ`xZjMbnl yabuy VMI` aMfZ^a`É t b fZy{b` `b` {aZ`° j| k l b<xn` xNk` S{aZ`  
 B@ VMI Vnl {b | Z{ n'Ux b` `` j| k l bUNMI {n{aZ B@ {n jZMk`fNj| NjZ {xNk b` `SMlX k ZI {nxyabw^a`

**HUV'+Y!'Gh XYbh8 Yj Ycda Ybh!'<i a Ub`FYgci fWg`**

É   X Z{ YUUpYUa`	)   k MI ?Zyn  xZy`	É   X Z{ YUUpYUa`
ÓÚa\$ÓÓÓÓÓ	@YmZyMlXÉZI Z_ky`	ÓÚBa\$YUÓÓÓ
ÓY\$ÓÓÓ	f n  I Vp`	ÓÓÓÓÓ
Óa\$ÓÓÓÓÓ	" . ZV  {bZ`	Óa\$ÓÓÓÓÓ
ÓY\$ÓÓÓ	ÉnMk`	ÓÓÓÓÓ
Óa\$ÓÓÓÓÓ	2 ZI {nxyabw`	ÓÚ\$ÓÓÓÓÓ
ÓÚa\$ÓÓÓÓÓ	An{Nf @  XZI {`z ZfZjnuk ZI {`	ÓÚap\$YUÓÓÓ

**Gh XYbh8 Yj Ycda Ybh!'<i a Ub`FYgci fWg!'Gi a a UfmcZ7\ Ub[ Yg`**

2 MI t'n\_{aZ`@| XZI {XZfZjnuk ZI {j(b Zy`xZjMZX{n) | k MI ?Zyn| xZy`aMfZ`UZZI` xZNj|nMMZX{n`  
 k nxZ` MluxnuxMlZ` MZMj^a`

**5 Xa j(b`**

AaZ`B@` b V| xy`k MI t`Vx| VbYjMk b by{xMfZ`Z. uZI yZy{axn| `an| {`{aZ`fZM^a`AaZyZ`Z. uZI yZy`Mz`  
 xZjMZX`{n`k Nk` y| uunx{`\_ | V{bnl yj(b Z` b MlVZS^1`\_nxk Mbnl` @ty{Zk yS) | k MI ?Zyn| xZy`SMlX`  
 k nxZ^a`

**OZt`f aM| Zy`**

**f nxunxMz`**

\*1 {ZxZy{ byZ. uZV{ZX`{n`XZVZMjZ`Uf` ÓU\$ÓÓÓÓÓ`b` YUUpYUa`^1Z` NjfaMj`UZZI` b` VZMjZX`Uf` ÓU\$ÓÓÓÓÓ`  
 {n`xZ`jZV{`M`xn,, b` `I`ZZX`\_nxjZ` NjMk`fVZS{aby|y| n{n`x`bnl yj`f`Xb`\_b| j{`{n`U| X Z{`\_nx^a`AabyU| X Z{`  
 Njfn`b`V| XZy`M`Z,, j(b Z`\_nx`uxn`Zyybnl Njy| xfZty^a`

**BI bZykt@ | XZl {y-t n| | Vjn\_{aZ BI bZykt'n\_H ZyZl '5l {Mln''  
YUäpYÜä''5uZxMb` MlXt MlqNt| X Z{`**

**† xZMlgZ @ZyfbZy'**

† xZMlgZ @ZyfbZy'by'Ml'Nk b by{xMlgZ'XZuM{k Zl { {aM'uxnfZy'uxb {b`'Mj', Zjj'Mj' xMlatv' XZyb| yZyfbZy'nxyl| XZl {yS\_NW} j{†MlX' {aZ' B@ 'aAaby'MaMl' Z' {aMl', Mj'k MlZ' Ml{Zx' {aZ' U| X' Z' {aMl' UZZl' vZMlZX' MlX' Ml'uxnfZx'' yMkZy| j{S' {aZ' nfZx'yl| U| X' Z' {XZ' Mlq' \_nx' {aby' MZM' b' vZMlZx' {n' Ml'vnk k nXmZ' {aZ' xZfZl | Zy'Mj', Zjj'Mj' {aZ' Z. uZl yZy'Mj'n' MlZx', lãa' {aZ' xMlatv' yZyfbZy' MZMl' xZMlgZ @ZyfbZy'aMj' Nj'n' yZZl' MlZvZMlZ' b' Vhjn| x'uxb {b`'fnj| k Z', ab'a'aMj' aMl' M' Z' MlgZ' k' uMl' {n' {aZ' nfZx'yl| U| X' Z' {aZ' | lãa' Aaby'aMj' UZZl' 'X| Z' {n' {aZ' Ml' Ml' Ml' b' Z. uZl yZy' ank Z' ux' {ZyS' XZvZMlZx' b' {Zx' Nj'yuZl Xb`' n| Vhjn| xSMlX' {aZ' b' {xnX| V{tbl' n' Vhjn| x'uxb {ZyMl' H ZyZl' '1b' MlZy'a'† xZMlgZ @ZyfbZy', lãj' Vhl {b | Z', lãa' Ml' nXZ' \_nV| yZx' Ml'uxn' Ml'a' {n' k' Ml' Z' {b`' SyuZv' Ml' Ml'† \_nV| yZx' n| \_by' {†ZMl'SU| yb' Zyy'yl| XZl {ySMlX' H ZyZl' \_NW| j{†MlX' Nk b by{xMl' a''

**<xnk n{tbl yZ ZuM{k Zl {`**

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**\*† \_nxk Ml'tbl @y{Zk y'**

\*† n{aZx' \_jj' {k Z' uny' lãtbl' 'aMj' UZZl' MlXZx' {n' k' ZZ' {`' xn, b`' y| uunx' XZk MlXZx' \_nxk' {aZ' \*† \_nxk Ml'tbl @y{Zk y' XZuM{k Zl {a' AaZ' xZ' | x| n'\_{aby' uny' lãtbl' , lãj' UZ' k' ZMl' xZx' {axn| `an| { {aZ' †ZMl' {n' Zl y| xZ' lã' MlXy' fVj' Z' b' xZx' | VZx' by| Z' xZy' un| yZ' {k' ZySZ. {xMlZyZ' Ml'a' S' xMl' b' S' MlX' ynj| {tbl' y'a''

**' b' MlVZ''**

\*† jjn' MlZy' \_nxMj' {Ml' k' Zk UZx' {n' xZ' | x| \_nxk' jZMlZ'a''

**2 MlMlZk Zl { @yMlZy''**

ž ZvZMlZx' Mj' MlZy| j{ n' xZl' jn' Ml'tbl' ySMlX' Vhxunx' MlZ' xZy' x| V{ | x' b`' a''

**HUV'Y, '†6 fYU\_Xck b' cZ5 Xa Jb**

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ÓPÜÜ\$ÜÜÜÜÜ	( Zl Zx'yl' nXunx' MlZ' " . uZl yZ'	ÓPÜÜ\$ÜÜÜÜÜ
ÓPa\$YÜÜÜÜ	† nXunx' MlZ' ( Zl Zx'yl'   lãXb`' " . uZl yZ'	ÓP\$ÜÜÜÜÜ
ÜÜäB\$äÜÜÜÜ	† nXunx' MlZ' '5_ bZ' " . uZl yZ'	ÜÜäÜÜÜÜÜÜ
ÜÜää\$äÜÜÜÜ	† nXunx' MlZ' 'k Zl Z' lãy'	ÜÜää\$äBÜÜÜ
ÓY\$äääÜÜÜ	† nXunx' MlZ' <xnk n{tbl y' MlX'† nk k' Zx' Ml'yl' <Ml' Z' yabuy'	ÜÜ\$äBÜÜÜ
ÓYÜP\$äBÜÜÜ	† xZMlGZ @ZyfbZy' ? ZfZl   Zy	ÓYÜä\$ÜÜÜÜÜ
ÓYÜä\$äÜÜÜÜ	† xZMlGZ @ZyfbZy' " . uZl yZy'	ÓPä\$YÜBÜÜÜ

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 YÜäpYÜä''5uzXVb` MlXf MlqNfK| X Zf`

ÓšááP'ÜÜ	3Z{f xZMfZ'@ZyfVZy	ÜYá\$ÜP'ÜÜ
ÓYÜá\$áYá'ÜÜ	<xnk n{tbl y?ZfZI   Z'	ÜPá\$PÜP'ÜÜ
ÓPá\$ÜÜ'ÜÜ	<xnk n{tbl y'' .uzI yZy	ÓYb\$Bá'ÜÜ
ÜÜá\$áY'ÜÜ	3Z{<xnk n{tbl y	Üá\$Üá'ÜÜ
Üáá\$áá'ÜÜ	*1_nxk Mtbl '@y(Zk y	ÓYÜP\$áY'ÜÜ
ÜáP\$áÜ'ÜÜ	)   k Ml ?Zyn  xZy	Üáá\$Üá'ÜÜ
ÓYáÜ\$ÜP'ÜÜ	' b MlVZ'	ÜPáY\$P'ÜÜ
ÜáÜY\$áá'ÜÜ	2 MlMZk Zl {@yMlZy	ÓYáá\$áY'ÜÜ
Ü\$áYá\$áá'ÜÜ	An{Nf' Xk b'	Ü\$áá\$áYáÜÜ

Red numbers represent expenses that will end in a surplus, or bring in revenue.

## HUV`Y- '!`6 i X[ YhGi a a Ufm&\$%+`#&\$%

Revenues	2016/2017	2016/2017	2017/2018
Student Fees	Budget	Projected	Budget
Student Fees	\$19,863,399.17	\$19,863,399.17	\$19,940,361.46
Transfers Out	-\$15,825,778.05	-\$15,768,312.05	-\$16,076,654.31
Fund transfers	-\$972,898.00	-\$972,898.00	-\$1,027,141.93
<b>Net Student Fees</b>	<b>\$3,064,723.12</b>	<b>\$3,122,189.12</b>	<b>\$2,836,565.22</b>

Operations	2016/2017	2016/2017	2017/2018
	Budget	Projected	Budget
Rental Properties	\$615,329.00	\$571,918.59	\$622,364.00
Wave	\$222,958.66	\$240,913.52	\$231,403.84
Spoke	\$318,724.00	\$453,593.99	\$375,563.00
Western Film	-\$3,809.00	\$1,202.13	\$4,212.00
Purple Store	\$5,315.00	-\$4,080.29	\$15,234.00
Corporate Contribution	\$90,000.00	\$195,000.00	\$350,000.00
<b>Net Operations</b>	<b>\$1,248,517.66</b>	<b>\$1,458,547.94</b>	<b>\$1,598,776.84</b>
<b>Total Revenues</b>	<b>\$4,313,240.78</b>	<b>\$4,580,737.06</b>	<b>\$4,435,342.06</b>

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<b>Expenses</b>	<b>2016/2017 Budget</b>	<b>2016/2017 Projected</b>	<b>2017/2018 Budget</b>
General Corporate Expense	\$352,754.00	\$281,049.59	\$331,700.00
Corporate General Building Exp	\$30,850.00	\$15,724.37	\$33,000.00
Corporate Office Expense	\$184,460.00	\$124,666.00	\$160,100.00
Corporate Salaries/Benefits	\$1,738,184.78	\$1,688,781.85	\$1,762,401.00
Corporate/Admin Promotions and Commercial Partnerships	\$19,946.00	\$2,478.00	<b>-\$1,194.00</b>
Executive Portfolios	\$735,865.00	\$735,865.00	\$717,460.00
<b>Gazette</b>			
Gazette Advertising and Productions	\$195,877.00	\$281,765.46	\$191,672.96
Editorial	\$413,480.00	\$362,181.44	\$357,031.50
Day Care			
Volunteer Services	\$98,719.00	\$98,468.00	\$98,196.43
Government Services	\$147,094.00	\$180,889.00	\$197,075.00
Events and Building Services	\$294,840.00	\$382,150.63	\$359,940.18
Creative Services	\$36,968.00	\$132,838.00	\$129,215.00
Promotions	\$84,028.00	\$131,470.00	\$94,107.00
<b>Total Expenses</b>	<b>\$4,341,489.78</b>	<b>\$4,418,882.17</b>	<b>\$4,430,705.07</b>
<b>Total USC</b>	<b>-\$28,249.00</b>	<b>\$161,854.89</b>	<b>\$4,636.99</b>

Red numbers represent expenses that will end in a surplus, or bring in revenue.

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**HUV'Y- 'I'H fYYMYU'Fdc'YVjcb!'FYj Ybi Yg**

Revenues	2017/2018	2018/2019	2019/2020	2020/2021
Student Fees	Budget	Budget	Budget	Budget
Student Fees	\$19,940,361.46	\$20,538,572.30	\$20,949,343.75	\$21,368,330.62
Transfers Out	-\$16,076,654.31	-\$16,398,187.40	-\$16,726,151.14	-\$17,060,674.17
Fund transfers	-\$1,027,141.93	-\$1,037,297.52	-\$1,052,856.98	-\$1,068,649.84
<b>Net Student Fees</b>	<b>\$2,836,565.22</b>	<b>\$3,103,087.39</b>	<b>\$3,170,335.62</b>	<b>\$3,239,006.62</b>
Operations	2017/2018	2018/2019	2019/2020	2020/2021
Rental Properties	\$622,364.00	\$633,566.55	\$644,970.75	\$656,580.22
Wave	\$231,403.84	\$237,188.94	\$241,932.71	\$246,771.37
Spoke	\$375,563.00	\$456,000.00	\$467,400.00	\$479,085.00
Western Film	\$4,212.00	\$4,296.24	\$4,382.16	\$4,469.81
Purple Store	\$15,234.00	\$15,538.68	\$15,849.45	\$16,166.44
Miscellaneous General Revenue	\$350,000.00	\$160,000.00	\$160,000.00	\$160,000.00
<b>Net Operations</b>	<b>\$1,598,776.84</b>	<b>\$1,506,590.41</b>	<b>\$1,534,535.08</b>	<b>\$1,563,072.84</b>
<b>Total Revenues</b>	<b>\$4,435,342.06</b>	<b>\$4,609,677.80</b>	<b>\$4,704,870.71</b>	<b>\$4,802,079.46</b>

**HUV'Y- U'I'H fYYMYU'Fdc'YVjcb!'9l dYbgYg**

Expenses	2017/2018	2018/2019	2019/2020	2020/2021
General Corporate Expense	\$331,700.00	\$338,334.00	\$345,100.68	\$352,002.69
Corporate General Building Expense	\$33,000.00	\$33,300.00	\$33,663.00	\$34,000.00
Corporate Office Expense	\$160,100.00	\$161,701.00	\$163,318.00	\$164,951.00
Corporate Salaries/Benefits	\$1,762,401.00	\$1,797,649.02	\$1,833,602.00	\$1,870,274.04
Corporate/Admin Promotions and Commercial Partnerships	-\$1,194.00	-\$1,215.49	-\$1,237.37	-\$1,259.64
Executive Portfolios	\$717,460.00	\$717,460.00	\$717,460.00	\$717,460.00
Gazette Advertising and Productions	\$191,672.96	\$195,123.07	\$198,635.29	\$202,210.72
Editorial	\$357,031.50	\$363,458.07	\$370,000.31	\$376,660.32
Volunteer Services	\$98,196.43	\$100,160.36	\$102,163.57	\$104,206.84
Government Services	\$197,075.00	\$201,016.50	\$205,036.83	\$209,137.57
Events and Building Services	\$359,940.18	\$367,138.98	\$374,481.76	\$381,971.40
Creative Services	\$129,215.00	\$131,799.30	\$134,435.29	\$137,123.99
Promotions	\$94,107.00	\$95,989.14	\$97,908.92	\$99,867.10
<b>Total Expenses</b>	<b>\$4,430,705.07</b>	<b>\$4,601,091.95</b>	<b>\$4,674,738.28</b>	<b>\$4,749,777.03</b>
<b>Total USC</b>	<b>\$4,636.99</b>	<b>\$8,585.85</b>	<b>\$30,132.43</b>	<b>\$52,302.44</b>

Red numbers represent expenses that will end in a surplus, or bring in revenue."

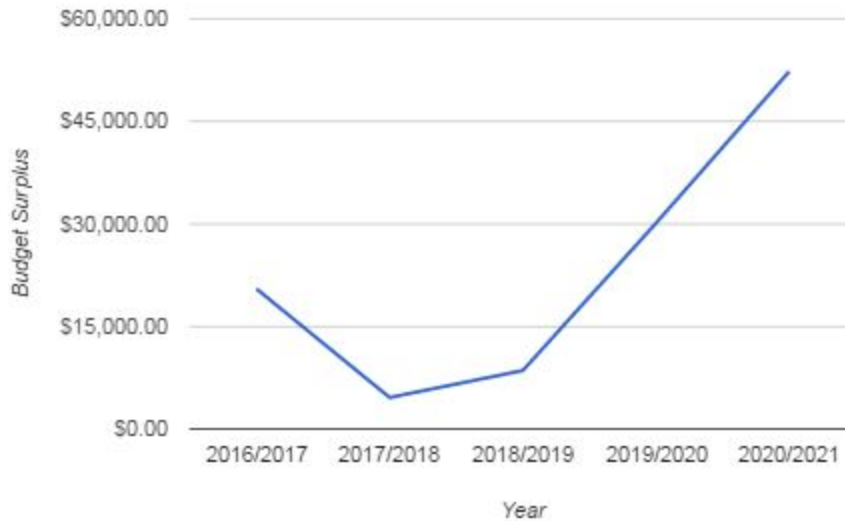
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Total Revenues	\$4,435,342.06	\$4,609,677.80	\$4,704,870.71	\$4,802,079.46
Total Expenses	\$4,430,705.07	\$4,601,091.95	\$4,674,738.28	\$4,749,777.03
Total USC	\$4,636.99	\$8,585.85	\$30,132.43	\$52,302.44

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