

A Uf]Y`B UgYa Ubb`i bX`GYVUgh]Ub`H][[Yg.
9]bV`]W_`]b`XUg`@YVYb`bUW`XYf`HfYbbi b[

A Uf]Y`B UgYa Ubb`i bX`GYVUgh]Ub`H][[Yg`UVYb`]\fY
HfYbbi b[`VY_Ubbh[Y[YVYbž`YVYb`bi b[YhfYbbh`]b`6Yf`]b
i bX`hY`]Yb`g]W`XUg`Gcf[YfYW`h`Z0f`]\fY`?]bXYf`"



6Yf`]bž`8Yi hgW`UbX`!`A Uf]Y`B UgYa Ubb`f!`*Ł`i bX`GYVUgh]Ub
H][[Yg`f(\$Ł`UVYb`]\fY`6Yn]Y\i b[`VYbXYhi bX`YVYb`bi b`]b
[YhfYbbhYb`K`c\bi b[Yb`]b`6Yf`]b`"8]YgY`9bhgW`Y]Xi b[`_Ua`b]W`h
0VYf`B UW`hž`k`]Y`VY]XY`Ui`Z`0ghU[fUa`VYhc`bhYb`"9g`gY`i`b`_Ufž`k`]Y
]\f`@YVYb`U`g`:`Ua`])Y`a`]h`XYb`VY]XYb`_`Y]bYb`?]bXYfbž`X]Y`&\$&\$
i bX`&\$&%[YVcfYb`k`i`fXYbž`k`Y]hf[Y`h`"8]Y`HfYbbi b[`ghY`h`g]W`
U`g`VYgcbXYfg`YfUi`gZcfXYfbX`XUfž`XU`X]Y`?]bXYf`bcW`gY`f`↑`b[
g]bX`i`bX`X]Y`9`hYfb`g]W`VYa`0Ybž`X]Y`6Yn]Y\i b[`ni`Y]bUbXYf`]b
:`fYi`bXgW`UZh`Zcfhni`Z0`fYb`"

0Y]bYa`U`_hi`Y`Yb`0ghU[fUa`!Dcgh[UV`GYVUgh]Ub`9]bV`]W_Y`]b
A Uf]Yg`bYi`Y`K`c\bi b[ž`X]Y`g]Y`g]W`Y]b[Yf]W`hY`h`Uh`"5i`Z`XYb
6`]XYfb`k`Uf`Y]b[Yk`]ggYg`A`U»`Ub`i`bcfXbi b[`ni`gY`Ybž`k`Ug

A Uf]Y`Yf_`ÄfhYž]bXYa`g]Y`]\fY`5Vg]W`h`Äi » YfhYž]\f
Ghi XYbhYb`YVYb`bUW`ni`c`Yb`"8]YgY`G]hi`Uh]cb`nY][`h`UbgW`Ui`]W`ž
k]Y`gY`\f`g]W`]\f`5`hU[`Xi`fW`X]Y`HfYbbi`b[`[`Yk`UbXY`h`\Uh`"8`Ug
DUUf`VYgi`W`hig]W`Y`XcW`k`Y]hYf\]bž`i`a`X]Y`?]bXYf`]a
K`YW`gY`a`cXY`ni`VYhfYi`Ybž`k`Ug`X]Y`<`YfUi`gZc`fXYfi`b[`XYf
[`Ya`Y]bgUa`Yb`j`YfUbhk`cfhi`b[`VY]`HfYbbi`b[`Yb`j`YfXYi`h]W`h`

< YfUi`gZc`fXYfi`b[`Yb`VY]`HfYbbi`b[`Yb

8]Y`<`YfUi`gZc`fXYfi`b[`Ybž`X]Y`g]W`Ui`g`HfYbbi`b[`Yb`Yf[`YVYbž`g]bX
nU`\`cgž]bgVYgcbXYfY`k`Ybb`?]bXYf`]a`Gd]Y`g]bX`"9g]gh
Yb`hgW`Y]XYbXž`XUgg`VY]XY`9`hYfb`hY]Y`X]Y`Y][`Yb`Yb`;`YZØ`\`Y
VYhfUW`hYb`i`bX`Y]b`ghUV]Y`g`i`a`ZY`X`ZØf`]\fY`?]bXYf`gW`UZYb`"
9l`dYfh.]bbYb`Ya`dZY`\`Ybž`X]Y`6YXØfZb]ggY`XYf`?]bXYf`]b`XYb`:`c`_i`g
ni`fØW`Yb`i`bX`?`cbZ]_`hY`nk`]gW`Yb`XYb`9fk`UW`gYb`Yb`ni
j`Yfa`Y]XYb`"8]Y`?`ca`a`i`b]_`Uh]cb`nk`]gW`Yb`XYb`9`hYfb`gc`hY
ei`U`]hUhj`]\cW`k`Yfh][`gY]b`i`bX`g]W`Ui`ZXUg`K`c`\`XYf`?]bXYf
_`cbnYbhf]YfYb`"

A Uf]Y`i`bX`GYVUgh]Ub`]\UVYb`VYfY]hg`j`Yfgi`W`hž`]\fYb
[`Ya`Y]bgUa`Yb`DcXWUgh`:`Ua`]`m`:`YY`]b[`g`Zc`fni`ZØ`\fYbž`Ui`W`
k`Ybb`XUg`5i`g`X]YgYf`D`UhhZc`fa`bcW`b]W`h`YbX[`Ø`h][`VYgW`cggYb
]gh`"8]Y`VY]XYb`\UVYb`a`Y`\fZUW`Yfk`Ä`b`hž`XUgg`g]Y`j`]Y`ZØf`X]Y
Ui`»`YfY`\Y`]W`Y`6Yn]Y`\i`b[`U`g`7c!`9`hYfb`i`bhYfb`ca`a`Yb`\UVYb`i`bX
VYhcbYbž`XUgg`X]Y`9b`hgW`Y]Xi`b[`ni`f`HfYbbi`b[`b]W`h`ØVYfY]`h
[`Yhfc`ZYb`k`i`fXY`"

9]b`nYb`hfU`Yf`5gdY`_`h`VY]a`7c!DUfYbh]b[`]gh`X]Y`?`cbg]ghYbn`]b`XYb
5V`Äi`ZYb`XYf`?]bXYfYfn]Y`\i`b[`i`bX`!VYhfYi`i`b[`"9]b`Y]h]W`Y
FY[`Y`b`i`bX`Y]bY`_`UfY`?`ca`a`i`b]_`Uh]cb`ØVYf`GW`UZY`bgnY]hYb`i`bX
UbXYfY`k`]W`h][`Y`5gdY`_`hY`g]bX`YggYbn]Y`ž`i`a`XYb`?]bXYfb`Y]b
;`YZØ`\`j`cb`G]W`Yf\Y]h`ni`[`YVYb`"b`XYf`HUh`_`Ubb`7c!DUfYbh]b[
Y]bY`dcg]h]j`Y`9fZU\fi`b[`gY]bž`k`Ybb`X]Y`?`ca`a`i`b]_`Uh]cb`nk`]gW`Yb
XYb`9`hYfb`fY]Vi`b[`g`cg`j`Yf`Äi`Zhi`bX`VY]XY`DUfhY]Yb`Ui`ZX]Y
6YXØfZb]ggY`]\fYf`?]bXYf`Zc`_i`gg]Yfh`g]bX`"

8`Yf`6`_]W`_]b`X]Y`Ni`_i`bZh

K Å\fybX`A Uf]Y`i bX`GYVUgh]Ub`X]YgYb`bYi Yb`@VYbgUVgWÅ b]hh
 VY[]bbYbž`V`Y]Vh`UVni k UfhYbž`k]Y`g]WÅ`]\f`7c!DUfYbh]b[!A cXY`
 Ybhk]W_Y`b`k]fX``B]WÅh`bi f`X]Y`HfYbbi b[`V]f[h
 <YfUi gZcfXYfi b[Ybž`gc bXYfb`Ui WÅ`XUg`GhfYVYb`XUbUWÅž`Y]bY
 : fYi bXgWÅ UZh`Ui ZfYWÅ hni Yf\U`hYb`i bX`XYb`?]bXYfb`Y]b`ghUV]`Yg
 l a Z`X`ni `V]YhYb``l bhYfghØhni b[gbYhnY`g]bX`ZØf`VY]XY`9`hYfbhY]`Y
 k]WÅh][ži a `]\fY`Y][YbYb`6YXØfZb]ggY`b]WÅh`Ui g`XYb`5i [Yb`ni
 j Yf`YfYb"

GWÅ`Y»`]WÅ`nY][h`X]Y`G]hi Uh]cb`i a `A Uf]Y`i bX`GYVUgh]Ubž`XUgg
 HfYbbi b[Ybž`gc`gWÅ a Yfn`WÅ`g]Y`Ui WÅ`gY]b`a Ø[Ybž`a UbWÅ a U`X]Y
 7\UbWÅ`Ui ZY]b`bYi Ygž`k Ybb`Ui WÅ`UbXYfYg`A]hY]bUbXYf`V]YhYb
 _ØbbYb` `Ub`YfghYf`GhY``Y`ZØf`XUg`K c\`XYf`[Ya Y]bgUa Yb
 ?]bXYf"

: Øf`k Y]hYfY` ðZcfa Uh]cbYb`ni `XYb`9fZU\fi b[Yb`i bX
 <YfUi gZcfXYfi b[Ybž`X]Y`a]h`HfYbbi b[Yb`j YfVi bXYb`g]bXž`k YfZYb
 G]Y`Y]bYb`6`]W_Y`Ui ZX]Y`6Yf]WÅhY`j cb`; U`Už`6f]gUbh`i bX`Hf]d`Y`D
 9`hYfb"

8YhU]`g	
J c f Z U ``	HfYbbi b[
C f h	6Yf`]bž`8Yi hgWÅ`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "[U`U"XY • k k k "Vf]gUbh"XY • k k k "hf]d`Yd!Y`hYfb"XY

6Ygi WÅYb`G]Y`i bg`Ui Z.`b!U["bYh