

B Yi Yf`K]bX`]b`6fUbXYbVi f[. : f]YXYf]_Y
6YbXU`ZØ\fh`K U[Yb_bYW\h!DUfhY]`Ub

: f]YXYf]_Y`6YbXU`k i fXY`ni f`bYi Yb`DUfhY]W\YZ]b`XYg`6GK`]b
6fUbXYbVi f[`[Yk Å\`hi bX`_ØbX][hY`Y]bYb`gY`VghVYk i gghYb
?i fg`Ub"



?`Y]ba UW\ bck ž`8Yi hgW\`UbX`!`8]Y`dc`h]gW\Y`@UbXgW\UZhi]b
6fUbXYbVi f[`Uh`g]W\`_Øfn`]W\`a]h`XYf`K U\`j cb : f]YXYf]_Y
6YbXU`ni f`bYi Yb`DUfhY]W\YZ]b`XYg`6ØbXb]ggYg`GU\ fU
K U[Yb_bYW\h`fßGK Ł`cfXYbh`]W\`[Yk UbXY`h`5i ZXYa`DUfhY]hU[`]b
?`Y]ba UW\ bck`Yf\]Y`h`6YbXU`Y]bY`_UfY`A Y\ f\Y]h`j cb`++`DfcnYbh
XYf`Gh]a a Yb`i bX`gYhnhY`g]W\`XUa`]h[Y[Yb`]fYb`<YfUi gZcfXYfYf`
J]bnYbn`@cfYbn`Xi fW\ž`XYf`bi f` \$`Gh]a a Yb`Yf\U`hYb`_cbbhY`"
8]YgY`K U\`]ghj cf`XYa`<]bhYf[fi bX`Y]bYg`c\bY\]b
Ub[YgdUbbhYb`dc`h]gW\Yb`?`]a Ug`]b`6fUbXYbVi f[`j cb
6YXYi hi b[ž`XYbb`XYf`6GK`UhhY`VY]`XYf`YhnhYb`6i bXYghU[gk U\`
bi f`-`DfcnYbh`XYf`Gh]a a Yb`Yf\U`hYb`ž`Y]b`_UhUghfcd\U`Yg`9f[YVb]g
ZØf`X]Y`DUfhY]"

6YbXU`Uh'a]h]\fYf'K U\`Y]bYb'gY`VghVYk i gghYb'?i fg
Ub[Y_0bX][hi bX`VYhcbhž`XUgg'g]W`X]Y`DUfhY]`Xi fW`Y][YbY
GhÅf`Y`YhUV`]YfYb`k]`ž'i a`_Y]bYb`Gd]Y`VU``XYf'dc`h]gW`Yb
JYf\`À`hb]ggY`ni`gY]b" `a` ; Y[YbgUhn`ni`@cfYbnž`XYf`Y]bY`VYggYfY
9]bV]bXi b[`XYf`6Ug]g[YZcfXYfhi bX`X]Y`?ca`a`i`b]_Uh]cb`nk`]gW`Yb
: Ø\fi b[`i`bX`A`h[`]YXYfb`_f]h]g]Yfh`\Uhž'a` ÒW`hY`6YbXU`Y]bYb
_`UfYb`?i fg`ZU`fYbž`XYf`g]W`Ui`W`j`cb`XYf`5Z8`UV[fYbnh`G]Y`Y`b`h
Y]bY`6fUbXa`Ui`Yf`[Y[Yb`X]Y`5Z8`UV`i`bX`g]Y`h`X]YgY`U`g`Y]bY
A`U`b`U`a`Y`ž`X]Y`Y`h`h`]W`Y`Y`f`ni`f`GhÅf`_i`b[`X]YgYf`DUfhY]`VY]hfÅ[`h`
8Yf`5Z8!@UbXYgj`YfVUbX`]b`6fUbXYbVi`f[`k`]fX`U`_hi`Y``U`g
fYW`hgYI`hfYa`]gh]gW`Yf`J`YfXUW`hgZU``Y]b[Yghi`Zhž`X]Y`9]bgW`Åhni`b[
V`Y]Vh`UVYf`Ui`Z[fi`bX`†`f]gh]gW`Yf`5i`gY]bUbXYfgYhni`b[Yb`j`cfYfgh
Ui`Z`9]gž`k`]Y`VYf`]bYf!nY]hi`b["XY`Uba`Yf`_h"

6YbXU`i`bX`X]Y`F`Y[]Yfi`b[gj`YfUb`hk`cfhi`b[

æhYfYggUbhYfk`Y]gY`]gh`6YbXU`b]W`h`i]b`X]Y`?UV]bY`h`gX]gn]d`]b`XYf
fch`]U`F`Y[]Yfi`b[`Y]b[YVi`bXYbž`gcXUgg'g]Y`b]W`h`i`bhYf`XYa
8fi`W`_XYf`_`Ugg]gW`Yb`F`Y[]Yfi`b[gX]gn]d`]b`ghY`h`"K`À`fYbX`g]Y
g]W`_f]h]gW`ni`f`G]W`Yf`Y]hgd`c`h]_`i`bX`XYb`5i`gk`]f`_i`b[Yb`j`cb
5i`ZfØghi`b[`Ài`»`YfhYž'a`UW`h`g]Y`[`Y]W`nY]h][`XYi`h`]W`ž`XUgg'g]Y`X]Y
F`Y[]Yfi`b[gVYhY]]][i`b[Yb`]b`H`Øf]b[Yb`i`bX`6fUbXYbVi`f[`ZØf
YbhhÅi`gW`YbX`À`h`8]YgY`9]bgW`Åhni`b[`_ØbbhY`Ui`Z`DfcV`Ya`Y
]bbYf`U`V`XYf`?cU`h]cb`_`]bk`Y]gYbž`ni`a`U`X]Y`DUfhY]`ZØf`]\fY
_f]h]gW`Y`<U`hi`b[`ni`f`6i`bXYgfY`[]Yfi`b[`VY`_Ubbh]ghž`VYgc`bXYfg`]a
<]bV`]W`_Ui`Z`GUb`_h]cbYb`[Y[Yb`F`i`gg`UbXž`X]Y`]\fYf`A`Y]bi`b[`bUW`
K`c`_ghUbX`i`bX`5fVY]hgd`À`h`nY`[YZÀ`fXYb"

8Yf`V]g`Yf][Y`6GK`!7`Y`Zi`bX`XYfnY]h][Y`J`]nY!A`]b]ghYfd`f`Åg]XYb`h
F`cVYfh`7fi`a`VUW`V`Y]Vh`i`]bUbna`]b]ghYf`i`bX`_Uh`g]W`_ZØf`Y]bY
Yb[Y`5Vgh]a`a`i`b[`a`]h`XYf`DUfhY]gd]hnY`Ui`g[Ygd`fc`W`Yb`"8Yb`bc`W`
_Uh`hY`Ui`W`7fi`a`VUW`]a`i`fØ`_U`f`Ui`Z[fi`bX`XYf`6Y`Ughi`b[`Ui`g
gY]bYb`ÿ`a`hYfb`gY]bYb`F`ØW`_hf]h`Ub[Y_0bX][`h`6YbXU`_`]b[Y[Yb
d`Ub`h`X]Y`i`fØbXi`b[`j`cb`%`_?fY]gj`YfV`Å`bXYb`gck`]Y`X]Y`9]bZØ`fi`b[
j`cb`@UbXYgUfVY]hg[Ya`Y]bgW`UZhYb`i`bX`Y]bYf`_ [YbXcf[Ub]gUh]cbž
i`a`XYf`DUfhY]`bYi`Yg`@VYb`Y]bni`_Ui`W`Ybž`k`À`fYbX`g]Y`X]Y
VYghY`YbXY`A`h[`]YXYfnU`_`j`cb`XYfnY]h`fi`bX`%`\$`Yf`Ø`Yb
a`ÒW`hY"

5i gV`]W_`Ui Z`X]Y`@UbXhU[gk U\`

I bk Y]hj cb`X]YgYb`9bhk]W_`i b[Yb`Z]bXYh'g]W\`6fUbXYbVi f[`]b
Y]bYf`_f]h]gW\Yb`D\UgYž'a]h`bi f'`* -`HU[Yb`V]g`ni f`bÅW\ghYb
@UbXhU[gk U\`"8]Y`dc`h]gW\Y`?cb_`i ffYbn`]gh]bgVYgcbXYfY`Xi fW\
XYb`5i Zgh]Y[`XYf`5Z8`[Y[YVYb`"GY]h`&\$%-`gYhnh`X]Y`GD8ž`X]Y`gY]h
XYf`K`YbXY`X]Y`FY[]Yfi b[`UbZØ\fhž`U`Yg`XUfUbž`\fY`Dcg]h]cb`ni
k U\`fYb`"8]Y`GW\UZZ`b[`Y]bYf`ghUV]`Yb`FY[]Yfi b[`_ÖbbhY`VY]`XYb
K`Å\`Yfb`Ui Z`<Yfn`i bX`B]YfYb`[YdfØZh`k YfXYbž`VYgcbXYfg`k Ybb
a`Ub`X]Y`<YfUi gZcfXYfi b[Yb`VYfØW_g]W\h][hž`j cf`XYbYb`X]Y
U_hi`Y`Y`?cU`h]cb`ghY\`h"

9]b`?ca`a`YbhUf`j`cb`5a`]fU`A`c\Ua`YX`5`]ž`XYf`7c!
6i bXYgj`cfg]hnYbXYb`XYg`6GK`ž`cVhY`Øb[`gh`X]Y`5fVY]hj`cb`6YbXU
i bX`]fYa`HYUa`"b`gi`a`a`Y`]gh`Yg`_Uf.`6YbXU`VYg]hnh`Y]b`[`i`hYg
<`ÅbXW\Yb`ZØf`Y]bYb`Y][`Ybgh`ÅbX][`Yb`?`i`fg]a`6GK`i`bX`\YVh'g]W\
XUa`]hj`cb`XYb`hfUX]h]cbY`Yb`?`cbj`Ybh]cbYb`UV`"CV`X]Yg`YXcW\
Ui`gfY]W\hž`i`a`]b`XYb`bÅW\ghYb`K`U\`_Ua`dZ`YfZc`[`fY]W\`ni`[`Y\Ybž
V`Y]Vh`UVni`k`UfhYb`"8]Y`dc`h]gW\Yb`K`c[`Yb`]b`6fUbXYbVi`f[`g]bX
VYfY]hg`cfXYbh]W\`cW\`[`Y_cW\hž`i`bX`XUg`FYb`bYb`\Uh[`YfUXY`Yfgh
VY[`cbbYb`"8]Y`bÅW\ghYb`A`cbUhY`_ÖbbhYb`Yb`hgW\Y]XYbX`XUZØf
gY]bž`k`]Y`g]W\`XUg`6GK`i`bhYf`6YbXU`dcg]h]cb]Yfh"

8YhU]`g	
Cfh	?`Y]ba`UW\bck`ž`8Yi`hgW\`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "hU[Yggd]Y[Y`"XY • k k k "fVV&("XY • k k k "VYf`]bYf!nY]hi`b["XY

6Ygi W\Yb`G]Y`i`bg`Ui`Z.`b!U["bYh