

9fXVYYfYfbhY`Vcca h.`GU]gcbUfVY]hYf
ZcfXYfb`VYggYfY`@Ò\ bY`i bX
6YX]b[i b[Yb`

8Yf`5fh]_Y`VY`Yi W\hYh`X]Y`<YfUi gZcfXYfi b[Yb`i bX
6YX]b[i b[Yb`ZØf`GU]gcbUfVY]hYf`]b`XYf`XYi hgW\Yb
@UbXk]fhgW\UZh`]bgVYgcbXYfY`ZØf`dc`b]gW\Y`9fbhY\Y`ZYf`



K YfgW\Ybž`8Yi hgW`UbX`!`đ`K YfgW\Ybž`Y]bYa``XYf`nU\`fY]W\Yb
`UbXk]fhgW\UZh]W\Yb`NYbhYb`8Yi hgW`UbXgž`\YffgW`h`VY]
GcbbYbgW\Y]b`fY[Yf`6Yhf]YV`"<]Yf`VYgW`ÀZh][Yb`@UbXk]fhYž`k]Y
A Ufh]b`6YW`ž`fi bX`&\$`9fbhY\Y`ZYf]bbYb`i bX`!\Y`ZYfž`X]Y`Ui Z
j YfgW\]YXYbYb`:`Y`XYfb`h`h][`g]bX`"6YW`VYhcbh`X]Y`K]W\h][`_Y]h
Y]bYf`ZU]fYb`6YnU\`i b[ž`XU`YfZU\fybY`A]hUfVY]hYf`nk]gW\Yb`%+
i bX`%,`9i fc`Vfi hhc`dfc`Ghi bXY`j YfX]YbYb`"9f`Yf`_`Àfhž`XUgg`XYf
[YgYhn`]W\Y`A]bXYgh`c`bž`XYf`ni fnY]h`VY]`%&ž(%`9i fc``]Y[hž`b]W\h
Ui gfY]W\Yž`i a`X]Y`5fVY]h`fYbhUVY`ni`[YghU`hYb`"8]Y`a`Y]ghYb
GU]gcbUfVY]hYf`g]bX`dc`b]gW\Y`:`fUi Ybž`X]Y`]b`Ub[Ya`]YhYhYb
K`c`b`i b[Yb`]b`XYf`BÀ\Y`XYg`<cZYg`k`c`b`Yb`"

8]Y`5hfu_hj]hÅh`XYf`GU]gcbUfVY]h`k]fX`Ui WÅ`Xi fWÅ`X]Y`HUhgUWÅY
i bhYfa Ui Yfhž`XUgg`&(` "\$\$\$`GU]gcb_fÀZhY`U`Y]b`ja` ¼\`f`&\$&` `]b
XYf`XYi hgWÅYb`@UbXk]fhgWÅUZh`VYgWÅ`Zh][h`k UfYb`"8]YgY
5fVY]hg_fÀZhY`g]bX`j cf`U`Ya` ZØf`XUg`GhYWÅYb`j cb`GdUf[Y`ž`XUg
9fbhYb`j cb`9fXVYfYb`i bX`X]Y`K`Y]b`YgY`j YfUbhk`cfh`]WÅ`"8 Yf
GY_hcf`]gh`ghUf`_`Ui ZX]YgY`5fVY]hg_fÀZhY`Ub[Yk]YgYbž`X]Y`ja
; Y[YbgUhn`ni`UbXYfYb`6fUbWÅYb`k]Y`XYa`6Ui [Yk YfVY`cXYf`XYf
; Ughfc`bca]Y`j cf`U`Ya` `]b`XYf`@UbXk]fhgWÅUZh`VYgWÅ`Zh][h`g]bX`"

J YfVYggYfi b[Yb`XYf`5fVY]hgVYX]b[i b[Yb

G]a cb`GWÅi a UWÅYfž`J`cfghUbXga]h[`]YX`XYg`BYhmk`Yf_g`XYf
GdUf[Y`!`i bX`6YYfYbj YfVÅbXYž`YVh`Yfj`cfž`XUgg`@UbXk]fhY`[i hY
5fVY]hgVYX]b[i b[Yb`gWÅUZYb`a`ØggYbž`i a`X]Y`GU]gcbUfVY]hYf
`Ub[Zf]gh][`Ub`g]WÅ`ni`V]bXYb`"8]YgY`5fVY]hbY`a`Yf`_`ØbbYb`gWÅbY`
ni`Y]bYa`UbXYfYb`5fVY]h[YVYf`k`YWÅgY`bž`ZU`g`g]Y`UbXYfgk`c
VYggYfY`6YX]b[i b[Yb`cXYf`_`Ø`YfY`@`Ø`bY`Z]bXYb`"I a`XYfYb
Ni`Zf]YXYb`Y]h`ni`ghY][Yfbž`UVYb`5fVY]h[YVYf`]b`XYb`YhnhYb
¼\`fYbž`]bgVYgcbXYfY`bUWÅ`XYf`7`cfc`bU!DUbXYa`]Yž`]b`X]Y
I bhYf`_`Øb`ZhY`]b] Ygh]Yfh`"8]YgY`k`Y]gYb`a`]h`Yfk`Y]Y`Y]bYb`_`Ø`YfYb
GhUbXUfX`Ui`Zž`]b`_`i`g]j`Y`K`@5Bž`:`fY]nY]ha` Ò[`]WÅ`_Y]hYb`k]Y`Y]bYb
6c`nd`Uhn`cXYf`Y]bY`H]gWÅhYbb]gd`UhhY`gck]Y`:`U`fX]YbghYb`ni`a
5fnh`ja` `?fUb`_`Y]hgZU`""

8YbbcWÅ`[]Vh`Yg`6Yf]WÅhY`ØVYf`I a [Y`i b[Yb`XYg`A]bXYgh`c`bg
i bX`ØVYf`_`Ø`hY`?`cghYb`ZØf`I bhYf`_`Øb`ZhY`]b`Y]b][Yb`6Yhf]YVYb`"8]Y
; Yk`Yf_gWÅUZhYb`ZcfXYfb`XU`Yf`Y]bY`gh`f`_YfY`F`Y[i`_]Yfi b[`XYf
5fVY]hgVYX]b[i b[Yb`"G]Y`gYhnYb`g]WÅ`i bhYf`UbXYfYa`ZØf`Y]bY
VYggYfY`5Vg]WÅYfi b[`XYf`5fVY]hYf`Y]bž`XU`j]Y`Y`9fbhY`Y`ZYf
Ui`Z[fi bX`XYf`_`i`fnYb`6YgWÅ`Zh][i b[gXUi`Yf`_Y]bY
F`Yb`hYb`Ub`gd`f`ØWÅY`Yfk`YfVYb`"8]Y`NU`_`XYf
gc`n]U`j`Yfg]WÅYfi b[gdZ]WÅh][`6YgWÅ`Zh][hYb`ghY][h`U`YfX]b[gž`k`Ug
nY][hž`XUgg`X]Y`5fVY]hgVYX]b[i b[Yb`]b`XYf`6fUbWÅY`g]WÅ
j`YfVYggYfb`"

< Yf`_`i bZh`i bX`Ghfi`_`hi`f`XYf
GU]gcbUfVY]hg_fÀZhY

Fi bX'+\$`DfcnYbh'XYf'GU]gcbUfVY]hg_fÅZhY`]b`XYf'XYi hgWXYb
 @UbXk]fhgWUZh'_ca a Yb'Ui g'Fi a Åb]Ybž'Yhk U'&) `DfcnYbh'Ui g
 Dc`Yb"K Y]hYfY`<Yf_i bZhg`ÅbXYf'i a ZUggYb'6i `[Uf]Ybž?fcUh]Yb
 gck]Y`Y]b][Y`B]WÅh!9! !GhUUhYb`k]Y'; Ycf[]Yb'i bX`X]Y`FYdi V`]
 A c`XUi "'8Yi hgWXY`@0\`bY`g]bX`Z0f'j]Y`Y`X]YgYf'5fVY]hg_fÅZhY
 UhhfU_hj] ž`XU`g]Y`cZh`0\`Yf`g]bX`U`g]b`]\`fYb`<Y]a Uh`ÅbXYfb"'8]Y
 XYi hgWXY`5fVY]hgU[Ybhi`f`]bZcfa`]Yfh'ni XYa`XUf0VYfž`XUgg`Z0f
 GU]gcbUfVY]hYfž`X]Y`V]g'ni`UWÅh`A`cbUhY`UfVY]hYbž`Y]bY`fY[i`ÅfY
 Gcn]U`j`Yfg]WÅYfi`b[gdZ]WÅh[]`h"

, VYf`X]Y`5fVY]hgj`Yfa`]h'i`b[`VYghY`Yb`gY]h`_i`fnYa`Ui`WÅ
]bhYfbUh]cbU`Y`5V`_ca`a`Ybž`X]Y`Y]bY`VYggYfY`Ni`gUa`a`YbUfVY]h
 nk`]gWÅYb`@UbXk`]fhgWUZhg[Yk`Yf`_gWÅUZhYb`Ui`g'Fi`a`Åb]Ybž`Dc`Ybž
 6i`[Uf]Yb'i`bX`8Yi`hgWÅ`UbX`[Yk`Å`f`Y]ghYb`gc`Yb"'8]YgY
 ð]h]Uh]j`Yb`g]bX`k`]WÅh[]ž`XU`]b`Fi`a`Åb]Yb`XYfnY]h`Y]b`a`Ugg]j`Yf
 5fVY]hg_fÅZhYa`Ub[Y`]b`XYf`@UbXk`]fhgWUZh`\`YffgWÅh'i`bX`XU`Yf
 j`Yfa`Y`fh`GU]gcbUfVY]hYf`Ui`g`G0XUg]Yb`Ub[Y`Yi`Yfh`k`YfXYb
 a`0ggYb"

8]Y`8]g_i`gg]cb`i`a`@0\`bYž`5fVY]hgVYX]b[i`b[Yb`i`bX`FY`_fi`h]Yfi`b[
 j`cb`GU]gcbUfVY]hYfb`V`Y]Vh]b`XYf`XYi`hgWXYb`@UbXk`]fhgWUZh`Y]b
 VYXYi`hYbXYg`H`Ya`U`i`bX`nY][hž`k`]Y`k`]WÅh[]i`bX`\`YfUi`gZc`fXYfbX
 X]YgYf`GY`_hcf`Z0f`X]Y`[YgUa`hY`B`U`fi`b[ga`]hhY`dfcXi`_h]cb`]gh"

8YhU]`g	
J`c`f`ZU``	Gcbgh][`Yg
C`f`h	K`YfgWÅYbž`8Yi`hgWÅ`UbX
E`i`Y``Yb	<ul style="list-style-type: none"> • k k k "a`Xf"XY • k k k "UfVY]hgU[`Ybhi`f"XY • k k k "XYi`hgWÅ`UbXZi`b`_"XY

6Ygi`WÅYb`G]Y`i`bg`Ui`Z.`b!U["bYh