

9fghYf'5fa YXUb[Y`g!G\cd']b'?Ò`b.
B UWX \U`h][_Y]h'ZY]Yfh'DfYa]YfY°

5fa YXUb[Y`g`YfÒZZbYh'YfghYb'@UXYb']b'?Ò`b"9fZU\ fYb'G]Y
a Y\ f'ØVYf'bUWX \U`h][Y`A cXY`i bX`ZU]fY
DfcXi _h]cbgVYX]b[i b[Yb"



?Ò`bž'8Yi hgWX`UbX`!'5a`'&&"A U] &\$&) ` \Uh`X]Y`bUWX \U`h][Y
A cXYa Uf_Y`5fa YXUb[Y`g`] \fYb`YfghYb`Y][YbYb`G\cd']b'?Ò`b
YfÒZZbYh`'8]Y`6fUbXž`X]Y`&\$ \$+`j cb`nk Y]`Ghi XYbhYb`[Y[fØbXYh
k i fXYž` \UhY`ni j cf`Ui ggWX`Y»`]WX`cb`]bY`i bX`]b`Ui g[Yk`À`hYb
9]bnY` \UbXY`g[YgWX`ÀZhYb`U[]Yfh`A`]h`XYf`9fÒZZbi b[`XYg`bYi Yb
@UXYbg`]b`XYf`<Y]a UhghUXh`XYf`; fØbXYfž'?Ò`bž'a ÒWX`hY`XUg
l bhYfbY`a Yb`gY]bY`Ò`c`c[]gWX`Y`i bX`'gcN]U`Y`A`]gg]cb
k Y]hYfhfU[Yb`i bX`XYb`X]fY`_hYb`?cbhU`_hni`gY]bYb`?i bXYb
ZØfXYfb`"Ni f`i: Y]Yf`XYg`5b`UggYg`k i fXYb`; i hgWX`Y]bY`]a`K`Yfh]`cb
&\$ \$`9i fc`]b`XYf`GhUXhj`YfghYW`hž`X]Y`j cb`Ui Za`Yf`_gUa`Yb`?i bXYb
[YZi bXYb`k YfXYb`_cbbhYb`"8Ug`9j Ybh`k i fXY`]b`XYf`7ca`a i b]hm
gY\ f`dgc]h]j`Ui Z[Ybca`a Ybž`j]Y`Y`VY[Y]ghYfhY`?ca`a YbhUfY`Ui Z
=bghU[fUa`nYi [Yb`j cb`XYf`c` \Yb`K`YfhgWX`Àmi b[`XYf`A`Uf`_Y"

5fa YXUb[Y`g]gh`VY_Ubbh`Z0f`X]Y`J Yfk YbXi b[`0_c`c[]gWXYf
A UHYf]U`Y]Yb`i bX`ZU]fY`DfcXi _h]cbgVYX]b[i b[Yb``8 Ug
I bhYfbY\`a Yb`j YfZc`[h`Y]bY`GhfUHY[]Yž`X]Y`g]W`b]W`h`bi f`Ui Z`X]Y
A]b]a]Yfi b[`XYg`7C !: i » UVXfi W_g`_cbnYbhf]Yfhž`gcbXYfb`Ui W`
XUfUi Zž`Y]bYb`d cg]h]j Yb` < UbXUVXfi W_ `ni ` \]bhYf`UggYb``8 Ug
0VYf[YcfXbYhY`N]Y``]gh`Ygž`bUW` \ U`h][Y`? cbgi a YbhgW`Y]Xi b[Yb
ni `Yf`Y]W`hYfb`i bX`gh]`j c``Y`A cXY`ni `dfcXi n]YfYbž`X]Y`gck c`\`
0_c`c[]gW`Yb`U`g`Ui W` `gcn]U`Yb`< YfUi gZcfXYfi b[Yb`ghUbX` \ `h`
8]Yg`ghY`h]a `9]b`_Ub[`a]h`XYb`Df]bn]d]Yb`XYf` `hYfbUh]cbU`
@UVci f`Cf[Ub]nUh]cb`f`@C Łž`X]Y`g]W` `Z0f`X]Y`J YfVYggYfi b[`XYf
5fVY]hg]i bX`@YVYbgVYX]b[i b[Yb`k Y`hk Y]h`Y]bgYhnh`i bX
[fi bX`Y[YbXY`5fVY]hg]fYW`hY`ZcfXYfhž`k]Y`X]Y`6YgY]h][i b[`XYf
Nk Ub[gUfVY]h`i bX`X]Y`5VgW`UZZi b[`XYf`?]bXYfUfVY]h``9g`]gh
nYbhfU`ž`XUgg`YXYg`dfcXi n]YfhY`?`Y]Xi b[ggh0W`_X]YgY`F`YW`hY
fYgdY`_h]Yfhž`i a `gcn]U`Y` ; YfYW`h][_Y]h`ni `[Yk `A` \ `Y]ghYb`

B UW` \ U`h][Y`DfcXi _h]cb`]a `: c`_i`g

9]b`nYbhfU`Yf`5gdY`_h`XYf`bUW` \ U`h][Yb`GhfUHY[]Y`j`cb
5fa YXUb[Y`g]gh`X]Y`DfcXi _h]cb``6Y]a `: `AfVYb`j`cb`HYI`h]`]Yb`]a
_cbj`Ybh]cbY``Yb`6YfY]W` `k`YfXYb` \ `Ai`Z][`gW`AX`]W`Y`7` \ `Ya]_U`]Yb
Y]b[YgYhnhž`X]Y` ; Ygi bX` \ Y]hg]f]g]_Yb`j`Yfi fgUW`Yb`_0bbYb`
5fa YXUb[Y`g`gYhnh` \]b[Y[Yb`Ui`Z;`CHG!ni [Y`UggYbY` : `AfVYa]hY`ž
X]Y`hcI]_c`c[]gW` `[Ydf0Zh`g]bX``8UXi fW` `k`YfXYb`b]W`h`bi f`F`]g]_Yb
Z0f`X]Y` ; Ygi bX` \ Y]h`XYf`Hf`A [Yf`j`Yfa]YXYbž`gcbXYfb`Ui W` `X]Y
6Y`Ughi b[`XYg`5Vk`UggYfg`Xi fW` `a`cXYfbY` :]`hfUh]cbggmghYa`Y
a]b]a]Yfh``6YgcbXYfg`k]W`h][`]ghž`XUgg`VY]`XYf`J`YfUfVY]h`i b[`j`cb
GhcZYb`Ui`g`NY``i` `cgY`Ui`ggW` `]Y`»`]W` ;`CHG!nYfh]Z]n]YfhY
: `AfVYa]hY``j`Yfk`YbXYh`k`YfXYbž`X]Y`X]Y` \ `c` \ `Yb`GhUbXUfXg`XYf
bUW` \ U`h][Yb`HYI`h]`dfcXi _h]cb`Y]b` \ U`hYb`

K `A` \ `YbX` ; 0hYg]Y[Y``i bX`NYfh]Z]_UhY`Z0f`bUW` \ U`h][Y`A`cXY`Y]bYb
, VYfv`]W`_0VYf`X]Y`< YfghY``i b[`V]YhYbž`[UfUbh]YfYb`g]Y`b]W`h
]a`a`Yf`X]Y`gcn]U`Y` : U]fbYgg]b`XYf`DfcXi _h]cb``9g`[]Vh`nU` \ `fY]W`Y
A`Uf`_Ybž`X]Y`bUW` \ U`h][`dfcXi n]YfYbž`UVYf`_Y]bY`Zcfa`U`Yb
NYfh]Z]n]Yfi b[Yb`VYg]hnYb``8YfYb` : c`_i`g`Ui`Z`J`YfUbhk`cfhi b[`i`bX
HfUbgdUfYbn`]gh`YXcW` `c`Zh`YVYbgc`ghUf`_`Ui`g[Ydf`A [`h`

ðg[YgUa h'nY][h'X]Y'9f0ZZbi b['XYg'bYi Yb'G\cdg]j cb
 5fa YXUb[Y`g`]b`?`0`b`XYb`ni bY\ a YbXYb`HfYbX`\]b`ni
 bUW\ \U`h][Yf`A cXY`i bX`XYf`ghY][YbXYb`BUW ZfU[Y`bUW
 hfUbgdUfYbhYf`i bX`j YfUbhk cfhi b[gj c`Yf`DfcXi _h]cb"8]Y`A Uf_Y
 j Yf_0fdYfh`b]W`h`bi f`Y]bYb`a cXYfbYb`@YVYbggh]`ž`gcbXYfb`Ui W
 Y]bY`VYk i gghY`5i gY]bUbXYfgYhni b[`a]h`0_c`c[]gWYb`i bX
 gcn]U`Yb`<YfUi gZcfXYfi b[Yb"8]Yg`k]fX`j cb`XYf`7ca a i b]hm
 Ybh\i g]Ugh]gW`i bhYfgh0hnh`i bX`gdf]W`h`Z0f`Y]bYb`K UbXY`]a
 ?cbgi a j Yf\U`hYb"

8YhU]`g	
J cfZU``	Gcbgh][Yg
C fh	? 0`bž`8Yi hgW\ `UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "fi \f&("XY • k k k "Ufa YXUb[Y`g"Wca • bUW\ \U`h][Y!_`Y]Xi b["XY

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