

: U\ ffUX!DYbXY`b`nk]gW\ Yb`GW\ _Yi X]hn
i bX`@Y]dn][.`Gc` `Ài Zh/ , \$' - /g`Ua
@i ddYXUa a `

: U\ ffUXdYbXY`b`nk]gW\ Yb`GW\ _Yi X]hn`i bX`@Y]dn][.`F ci hYbž
D`Ubi b[`i bX`<YfUi gZcfXYfi b[Yb`Ua `@i ddYXUa a `i bX`6*
UV`&\$&) "



GW\ _Yi X]hnž`8Yi hgW\ `UbX`!`a a Yf`a Y\ f`DYbX`Yf`nk]gW\ Yb
GW\ _Yi X]hn`i bX`@Y]dn][`YbhgW\ Y]XYb`g]W\ `Z0f`XUg` : U\ ffUX`U`g
i a k Y`hžYi bX`]W\ Yg`J Yf`_Y\ fga]hhY`" `gVYgcbXYfY`XYf`F UXk Y[ž
XYf`Ybh`Ub[`XYf`6*`i bX`XYf`@i ddYXUa a `Z0\ fhž` \Uh`g]W\ `U`g
VY`]YVhY`F ci hY`YhUV`]Yfh`<Ybfm`@Yg`_Yž`Y]b` ((!`À\ f][Yf`DYbX`Yfž
VYf]W\ hYh`hÀ[`]W\ `j cb`GW\ _Yi X]hn`bUW\ `@Y]dn][`i bX`VYb`0h][h`XUZ0f
fi bX`Y]bY`Ghi bXY`Z0f`&\$`?`]`ca YhYf`Ni`_0bZh][`0bbhY`Y]b
F UXgW\ bY`k Y[`X]Y`GhfYW`_Y`nk]gW\ Yb`@Y]dn][`i bX`GW\ _Yi X]hn
k Y]hYf`j YfVYggYfbž`XYggYb`6Ui ghUfh`fYU`]gh]gW\ `YXcW\ `Yfgh`bUW
&\$&, `Yfk UfhYh`k]fX`"8]Y`[Yd`UbhY`6fY]hY`XYg`F UXgW\ bY`k Y[g
`]Y[h`VY]j]Yf`A YhYfbž`k Ug`Y]bY`g]W\ YfY`i bX`_ca`ZcfhUV`Y

6Ybi hni b['Yfa Ò['jWXYb'gc''ž'gc '@J N"

DYbX`Yf`bi hnYb`XYfnY]h`X]Y`VYghY`YbXYb`F UXk Y[Yž] cf`U`Ya `XYb
Ub`XYf`6`*`cXYf`X]Y`GhfYW_Y`Ub`XYf`BYi Yb`@`ddY"6YgcbXYfg`XYf
@`ddYXUa`a`žXYf`YXcW`bi`f`V]g`_i`fn`j`cf`XYf`9`ghYfVfØW_Y
Ugd`U`h]Yfh]ghž`ZcfXYfh`X]Y`F UXZU`fYf`YfUi`gž`XU`XYf`I`bhYf[`fi`bX
UV`X]YgYa`Di`b`_h`Ui`Z`GW`c`hYf`k`YW`gY`h`F`cb`U`X`?`fUi`gYž`XYf
GdfYW`Yf`XYf`GhUX`h`GW`_Yi`X]hž`U`h`VYfY]hg`Ub[`Y`_ØbX][`hž`XUgg`X]Y
5gd`U`h]Yfi`b[`V]g`ni`f`6%,`*`Zcfh[`YZØ`f`h`k`YfXYb`gc''`5b`XYf`GhY`Y
k`]fX`Ui`W`XYf`:`fY]nY]hj`Yf`_Y`f`]bhYbg]j`Yf`k`U`f[`Ybca`a`Ybž`k`Ug
XUg`F`UXZU`fYb`YfgW`k`Yfh"

J YfVYggYfi b[Yb`i`bX`<`YfUi`gZcfXYfi b[Yb

8]Y`GhfYW_Y`Ua`@`ddYXUa`a`k`]fX`ni`XYa`_i`fj`][`Yf`i`bX`U`h
I`bhYfZØ`fi`b[`Ybž`X]Y`j`cfUi`ggW`Ui`YbXYg`:`U`fYb`YfZcfXYfb"9]b
k`Y]hYfYg`Dfc`V`Ya`ghY`h`XYf`GhUi`Ua`i`bhYfYb`9`ghYfk`Y`f`ni
Ghc»`nY]hYb`XUfž`k`À`fYbX`F`UXZU`fYbXY`UV`XYf`9]gYbVU`bVfØW_Y
bØfX`W`XYg`?`Àfk`Yf`_g`bUW`@Yi`hngW`UVV]Y[`Yb`F`UXZU`fYf
gc''hYb`VYgcbXYfg`VY]`8i`b`_Y`Y`h`Ui`Z`]`fY`G]W`Yf`Y`h`UW`hYbž
]bgVYgcbXYfY`Ui`Z`_Y]bYb`K`U`Xk`Y[`Yb`i`bX`XYf`GhfYW_Y`Yb`h`Ub[
XYf`BYi`Yb`@`ddYž`k`c`:`U`ffUXgW`Y]bk`YfZYf`i`bYf`Àgg`]W`g]bX"

8Yf`k`]fhgW`UZh]W`Y`?`Yfb`XYf`A`Yhfc`dc`fY[`]cb`A`]hY`XYi`hgW`UbX
`Y[`h]a`6YfY]W`<`U`Y!@Y]dn][`ž`k`c`nU`fY]W`Y`I`bhYfbY`a`Yb
Ubg`Àgg][`g]bX"8]YgY`F`Y[`]cbYb`g]bX`Xi`fW`j`]Y`Z`h][`Y
k`]fhgW`UZh]W`Y`i`bX`j`Yf`_Y`f`]W`Y`6Yn]Y`i`b[`Yb`ghUf`_`a`]hY]bUbXYf
j`YfVi`bXYb"8Yf`h`À[`]W`Y`DYbXY`j`Yf`_Y`f`nk`]gW`Yb`<`U`Y`ž`@Y]dn][
i`bX`XYa`I`a`UbX`]gh`c`W`ž`k`Ug`X]Y[`Yd`UbhY`9]bZØ`fi`b[`Y]bYg
F`UXgW`bY`k`Y[`g`<`U`Y!@Y]dn][`ni`a`N]Y`U`h"8]YgYf`gc''Y]bY
i`a`k`Y`hZfYi`bX`]W`Y`5`hYfbUh]j`Y`ni`a`]bX]j`]Xi`Y`Yb`?`Zn!
DYbXY`j`Yf`_Y`f`V]YhYb`i`bX`_Øb`bhY`XUXi`fW`ni`f`9bhUghi`b[`XYf
GhfU»`Yb`VY]hfU[`Ybž`VYgh`h][`Yb`X]Y`bZcf`a`Uh]cbYb`j`cb`
F`UXgW`bY`k`Y[`"

F UXj Yf_Y`f`U`g`Ni`_i`bZhga`cXY`

8]Y`8YZ]b]h]cb`j`cb`F`UXgW`bY`k`Y[`Yb`Y[`h`ZYghž`XUgg`g]Y

VYXYi hYbXY'E i Y`Y!N]Y`!DchYbn]U`Y`XYg`5`hU[gfUXj Yf_Y\fg
 YfgW`Y» Yb`gc`hYb" `A]bXYghYbg`&"\$\$\$`F UXZU\ fYbXY`dfc`K Yf_hU[
 k YfXYb`dfc[bcgh]n]Yfh" `F UXgW`bY`k Y[Y`V]YhYb`ni XYa`nU`\fY]W`Y
 E i U`]h`hga Yf_a U`Y. `VfY]hYž`[Yg]W`YfhY`?fYi ni b[gdi b_hYž`\c\Y
 6Y`U[gei U`]h`hgck]Y`[Yf]b[Y`GhY][i b[Yb`g]bX`bi f`Y]b][Y`XUj cb"
 G]Y`f]W`hYb`g]W`df]a `f`Ub`DYbX`Yfž: fY]nY]h`i bX
 Hci f]ga i gUbK YbXi b[Yb`ghY\Yb`XUVY]`ja`<]bhYf[fi bX""8Yf`6i bX
 ZOfXYfh`D`Ubi b[i bX`6Ui`j cb`F UXgW`bY`k Y[Yb`a`]h`Yhk U` - \$
 A]`]cbYb`9i fc`V]g`&\$` \$ž`k cj cb`Xi fW`gW`b]h`]W`+] i`XYf`?cghYb
 i bhYfghØhnh`k YfXYbž`k]Y`XUg`A cV]`]h`hgZc fi a`Yf`Ai hYfh"

æg[YgUa`h]g]bX`XYfnY]h`fi bX`+`\$`?]`ca`YhYf`F UXgW`bY`k Y[Y`]b
 8Yi hgW`UbX`]b`6Yhf]YVž`k Y]hYfY`%%(`g]bX`]b`D`Ubi b[""8Yf`HfYbX
 ni f`: U\ffUXbi hni b[`U`g`DYbX`YfU`hYfbUh]j Y`nY][Yb`X]Y
 9bhk]W`i b[Yb`nk]gW`Yb`GW`_Yi X]h`i bX`@Y]dn][`Y]bXfi W`gj c`ž
 i bX`X]Y`_ca`a`YbXYb`š\`fY`j YfgdfYW`Yb`Y]bY`g][b]Z`UbhY
 J YfVYggYfi b[`XYf`F UX]bZfUghfi`_hi`f`]b`X]YgYf`F Y[]cb"

8YhU]`g	
C fh	GW`_Yi X]h`ž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "j n"XY • fUXgW`bY`k Y["cf[• k k k "a cV]`]hUYhgZc fi a "Vi bX"XY

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