

9i fcdÀ]gWXY`5Vgc`j YbhYb`ZY]Yfb`]\fY @Y]XYbgW UZh`ZØf`XUg`[YY]bhY`9i fcdU`

HfYZZYb`j`cb`ØVYf`*`\$`5Vgc`j`YbhYb`XYg`A`UghYfghi`X]Yb`[`Ub`[`g`
9i fcdYUb`Ghi`X]Yg`Ua`)`" ð b] &\$&)`ja`F Uh\Ui`g`GW`ÒbYVYf`[
ni`a`5i`ghUi`gW`ØVYf`9i fcdU`"

F Uh\Ui`g`GW`ÒbYVYf`[`ž`%\$,`&`-`6Yf`]bž`8Yi`hgW`UbX`!`5a`)`"
ð b] &\$&)`hfUYZb`g]W`ØVYf`*`\$`5Vgc`j`Ybh]bbYb`i`bX`5Vgc`j`YbhYb`
XYg`A`UghYfghi`X]Yb`[`Ub`[`g`9i fcdYUb`Ghi`X]Yg`ja`F Uh\Ui`g`
GW`ÒbYVYf`[`ž]bYa`C`fhž`XYf`Xi`fW`æ`b`:"`?`YbbYXmg`VYfØ`a`hY`
5i`ggU`[`Y`≠W`V]b`Y]b`6Yf`]bYf`VY`_`Ubbh`]gh`8Yf`5b`Ugg`ZØf`X]YgYg`
HfYZZYb`k`Uf`X]Y`6Y`[`Y]ghYfi`b`[`XYf`HY`]bY`a`YbXYb`ZØf`9i fcdU`i`bX`
]\fY`,`VYfnYi`[`i`b`[`ž`XUgg`X]Y`9i fcdÀ]gWXY`i`b]cb`X]Y`VYghY`@Øgi`b`[
ZØf`Y]b`[`YY]bhYg`9i fcdU`]gh`DfcZ`8f`H]a`a`6Y]WXY`hž`XYf`
`Ub`[`À`]\f`[`Y`Ghi`X]Yb`[`Ub`[`Y]hYfž`\UhY`ni`gUa`a`Yb`a`]h`gY]bYa`
HYUa`Y]b`[`Y`UXYb`"6Y`X]YgYf`;"`Y`Y`[`Yb`Y]h`Yf]bb`YfhY`6Y]WXY`h`Ub`
X]Y`5b`ZÀb`[`Y`XYg`Ghi`X]Yb`[`Ub`[`gž`XYf`]b`XYb`gd`À`hYb`%-`-\$Yfi`÷`]\fYb`
[`Y`[`fØb`XYh`k`i`fXY`"Ni`XYa`ZUb`X`Y]b`DcX]i`a`g`[`Ygdf`À`W`a`]h`j`]Yf`
5Vgc`j`Ybh`]bbYb`ghUhhž`XUg`j`cb`8f`"@bb`GY`Y`a`cXYf]Yfh`k`i`fXY`"

8Ug`H\Ya`U`XYg`DcX]i`a`g`[`Ygdf`À`W`g`Ui`hYhY`K`c`ZØf`9i fcdU3`i`bX`
i`a`fY]»`hY`j`YfgW`]YXYbY`DYfgdY`_h]j`Yb`Ui`ZX]Y`Yi`fcdÀ]gWXY`
≠hY`[`fUh]cb`"A`Uf]U`:"`fYi`XYbVYf`[`ž`A`]hUfVY]hYf]b`ja`5i`gk`Àfh`[`Yb`
5a`hž`VYf]W`hYhY`j`cb`]\fYb`9fZU`fi`b`[`Yb`]b`6Y`Ufi`g`i`bX`cV`X]Y`
Gh`Àf`_Y`XYf`9i`ja`[`Ya`Y]bgUa`Yb`6]bbYba`Uf`_h`Yfj`cf`"G]Y`VYhcb`hY`
X]Y`B`chk`YbX][`_Y]h`j`cb`a`Y`f`9b`[`U`[`Ya`Ybhi`bX`VYggYfYf`
?ca`a`i`b]_Uh]cb`XYf`9i`"GUfUj`UbUb`;"`UbYgUbž`@Y]hYf`XYf`
?ca`a`i`b]_Uh]cb`VY]a`J`YfY]b`5`F`≠`Y`"J`ž`hY]`hY`gY]bY`
Ui`»`YfYi`fcdÀ]gWXY`G]W`hk`Y]gY`i`bX`Zc`fXYfhY`a`Y`f`Gc`]XUf]h`À`hi`bX`
5i`ghUi`gW`nk`]gW`Yb`XYb`@Àb`XYfbž`]bgVYgcb`XYfY]ja`i`a`[`Ub`[`a`]h`
[`YZØW`hYhYb`A`YbgW`Yb`"

Dc`h]gWk Y`DYfgdY_h]j Yb`i bX`9a dZY\`i b[Yb

đ`]U`GWk bY]XYfž`6i bXYghU[gUV[YcfXbYhY`ZØf`XUg`6ØbXb]g`- \$#8]Y
; fØbYbž`k Uf`VYVbZU`g`HY]`XYg`DcX]i a`g`i bX`h\Ya Uh]g]YfhY
[YgY`gWk UZh]Wk Y`i bni Zf]YXYb\Y]h`9]b][`k UfYb`g]Wk`X]Y
8]g_i h]YfYbXYbž`XUgg`XYf`A UghYf`9i fcdYUb`Ghi X]Yg`fA`9GŁ
k Y]hYfYa dZc\`Yb`k]fXž`XU`Yf`Y]bYb`]bhYfX]gn]d`]bÅfYb`6`]W`Ui Z
8Ya c_fUh]Yb`j Yfa`]hhY`h`5i Z`X]Y` : fU[Yž`k Ufi a`a Ub`XYb`A`9G
k Å\`Yb`gc`Yž`Ubhk cfhYhY`GWk bY]XYf. `K Ug`XYbb`gcbgh3 ``8]YgY
Ui Za Yf_gUa Y`8]g_i gg]cb`VY`Yi Wk hYhY`X]Y`K]Wk h][`_Y]h`XYg
Ghi X]i a`gž`XUg`gck c\`X]Y`fYWk h]Wk Yb`U`g`Ui Wk`X]Y`gcn]U`Yb
5gdY_hY`9i fcdUg`VY\UbXY`h`

9i fcdYUb`Ghi X]Yg`]gh`Y]b` : UWk VYfY]Wk ž`XYf`g]Wk`a`]h`XYa`F`YWk hž
XYf`K]fhgWk UZhž` ; YgWk]Wk hY`i bX`?i`hi`f`9i fcdUg`VYgWk ÅZh][`hi`bX
Ub`j`]Y`Yb`U`UXYa`]gWk Yb`ϕgh]hi`h]cbYb`Ub[YVchYb`k]fX``9g`k]fX
VYhc b hž`XUgg`X]Y` ; YgWk]Wk hY`XYf`k Ygh]Wk Yb`N]j`]]gUh]cb`i bX`X]Y
9bhk]W`i b[`XYf`k Ygh]Wk Yb`?i`hi`f`Y]bYb`nYbhfU`Yb`D`Uhn`ja
7i ff]W`i a`Y]bbY\`a`Yb``ϕ`j`]Y`Yb`Dfc[fUa`a`Yb`k]fX`Ui Wk`Ui Z`X]Y
U`hi`Y`Yb`9bhk]W`i b[Yb`XYf`Yi fcdÅ]gWk Yb`ϕhY[fUh]cb
Y]b[Y[Ub[Ybž`k Ug`ZØf`X]Y`5Vgc`j`Yb`h`]bbYb`j`cb`[fc»Yf
6YXYi hi b[`]gh`8 Ug`7i ff]W`i a`i`a`ZUggh`hmd]gWk Yfk Y]gY
Dc`h]_k]ggYbgWk UZhž`9i !² ZYbh]Wk _Y]hgUfVY]hž`Yi fcdÅ]gWk Y
; YgWk]Wk hYž`Yi fcdÅ]gWk Yg`F`YWk hž`² _cbca`]Y`i bX`Gcn]c`c[]Y``9]b
hfUb gX]gn]d`]bÅfYf`5bgUhnž`XYf` ; Y]ghYg!`i bX`Gcn]U`k]ggYbgWk UZhYb
_ca`V]b]Yfhž`]gh`XUZØf`Yb`hgWk Y]XYbXž`i a`Y]b`i`a`ZUggYbXYg
JYfghÅbXb]g`XYf`H\Ya Uh]_`ni`ZØf`XYfb`

Ghi X]Yb[Ub[gghfi _hi f`i bX`5VgWk`ØggY

: Øf`ϕhYfYgg]YfhY`[]Vh`Yg`j`YfgWk]YXYbY`Ghi X]Yb[Åb[Yž`X]Y`g]Wk`a`]h
9i fcdU`i bX`XYggYb`<YfUi gZcfXYfi b[Yb`VYgWk ÅZh][`Yb``9]b
6Y]gd]Y``]gh`XYf`6UWk Y`cf!Ghi X]Yb[Ub[`9i fcdUk]ggYbgWk UZhYb.
Dc`h]_`F`YWk h` ; YgY`gWk UZh`Ub`XYf`i`b]j`Yfg]hÅh`XYg`GUUf`Ub`XYg`
8]Y`Ghfi _hi`f`i`a`ZUggh`Y]bYb`?YfbVYfY]Wk ž`Y]b`GWk`k`Yfdi`b_hZUWk
i`bX`Y]bYb`K`U\`dZ]Wk hVYfY]Wk ž`k`cVY]`]bg[YgUa`h`a`]bXYghYbg`%, \$
7fYX]h`Dc]bhg`f7`DŁ`ZØf`XYb`5VgWk`i`gg`bch`k`YbX][`g]bX`"

- ?YfbVYfY]W\.'%\$&'7D
 - 9]bZØ\fi b[']'b'X]Y'; YgW]W\hYž9bhk]W_'i b[g']b]Yb
i bX'FUi a _cbghfi _hY'9i fcdUg
 - 9]bZØ\fi b[']'b'6Yj Ò`_Yfi b[g!'i bX
A][fUh]cbgghi X]Yb
 - 9i fcdÀ]gWY' ðhY[fUh]cb
 - 9i fcdUfYW\h
 - 9]bZØ\fi b[']'b'k]ggYbgW\UZh]W\Yg'5fVY]hYb
- GW\k Yfdi b_hZUW\.'*\$'7D
- K U\`dZ]W\hVYfY]W\.'%,'7D

Ni gUa a YbZUggYbX'nY][h'XUg'5'i a b]hfYZZYbž'k]Y'k]W\h]['XYf
5i ghUi gW'i bhYf'XYb'5Vgc'j YbhYb']gh'i bX'k Y`W\Y'A Ò[`]W_Y]hYb
XUg'Ghi X]i a 'XYf'9i fcdYUb'Ghi X]Yg'YfÒZbYh'8]Y'; YgdfÀW\Y
VchYb'k Yfhj c``Y'9]bV`]W_Y`]b'X]Y'<YfUi gZc'fXYfi b[Yb'i bX
7\UbW\Wbž'XYbYb'9i fcdU'\Yi hY'[Y[YbØVYfghY\hž'i bX'ghÀf_Yb'X]Y
, VYfnYi [i b[ž'XUgg'6]'Xi b['XYf'GW\`ØggY`ni 'Y]bYf'[Ya Y]bgUa Yb
Ni _i bZh']gh"

: Øf'k Y]hYfY' ðZcfa Uh]cbYb'ØVYf'XYb'A UghYfghi X]Yb[Ub['i bX
gY]bY'6YXYi hi b['Z]bXYb'G]Y'Ui gZØ\f`]W\Y' ðZcfa Uh]cbYb'VY']
Yi fcdU!i b]"XYž'b'Y]bYa 'i a ZUggYbXYb'5fh]_Y`Ui Z'K]_]dYX]U
i bX']a 'Ghi X]YbUb[YVch'Ub'XYf'**i b]j Yfg]hÀh'XYg'GUUf`UbXYg"**

8YhU]`g	
J cfZU``	Gcbgh][Yg
C fh	F Uh\Ui g'GW\ØbYVYf[ž'%, &- '6Yf`]bž 8Yi hgW\`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "Yi fcdU!i b]"XY • Yb"k]_]dYX]U"cf[• k k k "i b]!gUUf`UbX"XY

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