

K U`XVfUbX[YZU\ f`]a `@UbX_fY]g`9f`Ub[Yb!
< ÒW ghUXh. `5`Ufa ghi ZY`F ch`

=a `@UbX_fY]g`9f`Ub[Yb!< ÒW ghUXh`V`Y]Vh`X]Y
K U`XVfUbX[YZU\ f`\cW``@ ZhVYcVUW hi b[`j ca `%"`V]g`' ``ž` `']
&\$&) `ni f`DfÀj Ybh]cb"



9f`Ub[Yb!< ÒW ghUXhž`8 Yi hgW`UbX`!`8]Y`K U`XVfUbX[YZU\ f`]b
XYf`FY[]cb`9f`Ub[Yb!< ÒW ghUXh`V`Y]Vh`Ui ZY]bYa `U`Ufa]YfYbX
\c\Yb`B]j YUi ``K]Y`XYf`K]YgYbhVchY`VYf]W`hYhž`k i fXYb`]b
5Vgh]a a i b[`a]h`XYa `5a h`ZØf`9fbÀ\fi b[ž`@UbXk]fhgW`UZhi bX
: cfghYb`5bgVUW`@ ZhVYcVUW hi b[gZØ[Y`Ub[YcfXbYh``8]YgY
Z]Y[Yb`j ca `%"`V]g`' ``ž` `']&\$&) `ØVYf`X]Y`VYgcbXYfg`[YZÀ\ fXYhYb
K U`X[YV]YhYž`i a `ZfØ\ nY]h[`6fUbX[YZU\ fYb`ni `Yf`YbbYb``8]Y
ghUf`_`Ub\U`hYbXY`HfcW`Yb\Y]hi bX`X]Y`Yi hfYa `c\Yb
HYa dYfUhi fYb`hfU[Yb`ni f`; YZU\ fYb`U[Y`VY]ž`k cVY]
ZÀW`YbXYW`YbXYf`FY[Yb`a ca YbhUb`b]W`h`]b`G]W`h`]gh"

9]b`_f]h]gW`Yf`5ddY``XYg`@UbXfUhgUa hg`Ub`X]Y`6Øf[Yf]bbYb`i bX
6Øf[Yf``Ui hYhž`VYgcbXYfg`UW`hgUa `]a `K U`X`ni `gY]b``9g`]gh

Xf]b[YbX[YVchYbž'XUgg`Yj Ybhi Y`Y`K U`XVfÅbXY`gcZcfhØVYf`XYb
Bchfi Z%%&[Ya Y`XYh'k YfXYb"l a`XUg`F]g]_c`j cb`6fÅbXYb`k Y]hYf
ni`a`]b]a`]YfYbž]gh`Yg`i bhYfgU[hž]a`cXYf`Ua`K U`X`Yi Yf`cXYf
; f]`ghY`Yb`ni`YbhnØbXYbž`k Å`fYbX`XUg`FUi W`j YfVch`j cb`A`Åfn
V]g`C`_hcVYf`YVYbZU`g`ghf]W`h`VYUW`hYh'k YfXYb`a`i`gg"9]b`k Y]hYfYg
F]g]_c`[Y`h`j`cb`VfYbbYbXYb`N][UfYhhYb`Ui`gž`X]Y`b]W`h`Ui`g`XYa
5i`hc`[Yk`cfZYb`k YfXYb`XØfZYbž`k Å`fYbX`XUg`DUf`_Yb`Ui`Z
hfcW`YbYa` ; fUg`Ui`Z[fi`bX`Y]» Yf`U`fnYi`[_UhU`mgUhc`fYb
YVYbZU`g`Åi`» Yfgh[YZÅ`f]W`i`]gh"

@i ZhVYcVUW`hi`b[gZ`Ø[Y`i`bX`9]bgUhn`_f`ÅZhY

8]Y`@`ZhVYcVUW`hi`b[gZ`Ø[Y`Z]bXYb`]b`XYb`BUW`a`]hhU[gghi`bXYb
ghUhh`i`bX`k`YfXYb`j`cb`Y`fYbUa`h]W`Yb`D]chYb`XYf
@`ZhYhhi`b[gghUZY`A`]hY`ZfUb`_Yb`Xi`fW`[YZØ`fh"5b`6cfX`VYZ]bXYb
g]W`gdYn]Y`Ui`g[YV]`XYhY`@`ZhVYcVUW`hYf`XYf`Yi`Yfk`Y`f`i`bX
: cfghVY`ØfXYb"8]YgY`UVYb`XUg`N]Y`ž`fY`Yj`UbhY`K`U`X`[YV]YhY`ni
ØVYfk`UW`Yb`i`bX`gW`bY`Ui`Z`6fUbX[YZU`fYb`ni`fYU[]YfYb"6Y]
Y]bYf`9bhXYW`_i`b[`j`cb`6fUbX`YfXYb`YfZc`[h`X]fY`_h`Y]bY
5`Ufa`]Yfi`b[`XYf`Yi`Yfk`Y`f`ØVYf`i`b`"8]Y`9]bgÅhnY`k`YfXYb`j`cb
a`Y`fYfYb`GhØhndi`b`_hYb`Ui`g`_ccfX]b]Yfhž`Yhk`U`]b`GW`k`UVUW`ž
K`Y]» YbVi`f[`i`bX`F`ch`YbVi`f["

8]Y`VYZc[YbY`F`ci`hY`j`Yf`Åi`Zh`ØVYf`XUg` ; YV]Yh`9f`Ub[Yb!
8YW`gYbXcfZi`bX`ZØ`fh`Xi`fW`j`YfgW`]YXYbY` ; Ya`Y]bXYb`k`]Y
GW`bU]hhUW`ž`<YfgVfi`W`_i`bX`5`YfgVYf["6YgcbXYfg]b`XYb
k`U`XfY]W`Yb`F`Y[]cbYbž`k`]Y`XYa`GYVU`XYf`i`bX`@cfYbnYf
F`Y]W`gk`U`X`VY]`B`ØfbVYf[ž`VYghY`h`Y]bY`[fc»Y` ; YZU`fž`XU`Y]Yf
Ui`W`ghUf`_VYgi`W`hY`K`Å`XYf`]b`6U`i`b[g[YV]YhYb`Y]Y[Yb"

5`_hi`Y`Y`G]hi`Uh]cb`i`bX`Df`Åj`Yb]h]cb

8]Y`K`U`XVfUbX[YZU`f`]b`8Yi`hgW`UbX`k`Uf`]b`XYb`Y`hnhYb`Y`Å`fYb
Y]b`g]W`k`]YXYf`c`YbXYg`H`Y`a`U`Gc`k`i`fXY`nk`]gW`Yb`%-`-%i`bX
&\$%+`nk`Uf`Y]b`F`ØW`_`[Ub[`XYf`K`U`XVfUbXZ`ÅW`Yb`j`YfnY]W`bYhž
Y`XcW`UVYb`Yi`hfY`a`Y`K`Y`hYf`U[Yb`&\$%`i`bX`&\$%-`ni`f
Ni`bU`a`Y`XYf`6fÅbXY`VY][YhfU[Yb"»bgVYgcbXYfY`X]Y
bcfXØgh]W`Yb`6i`bXYg`ÅbXYf`U`hYb`a`]h`a`Ugg]j`Yb

; fc» ZÅWYbVfÅbXYb`ni`_`Åa`dZYbž`k`cVY]`k`]hhYfi`b[`gVYX]b[`hY
 ; YZU\`fYb`k`Y]hYf\`]b`VYghY\`Yb`V`Y]VYb``8]Y`i`fgUWXYb`ZØf
 K`U`XVfÅbXY`g]bX`\`Åi`Z[`\`ZU\`f`Ågg][`Yg`<`UbXY`b`c`XYf
 6fUbXgh]Zhi`b[`"

: Øf`X]Y`F`Y[`]cb`A`]hhY`ZfUb`_`Yb`]gh`X]Y`XYfnY]h][`Y`G]hi`Uh]cb`b`]W`h`ni
 i`bhYfgW`Å`hnYb``8Yf`K`U`XVfUbX[`YZU\`fYb]bXYi`nY][`h`U`_`hi`Y``\`c`Y
 V]g`gY\`f`\`c`Y`K`YfhY`Ub``6YgcbXYfg[`YZÅ\`fXYhY`6YfY]W`Y`g]bX
 `]W`hY`?`]YZYfbVYghÅbXYž`X]Y`]b`XYf`<`]mY`gW`bY``ni`f`6fUbXe`i`Y``Y
 k`YfXYb`_`ØbbYb``8U\`Yf`UddY``YfY`X]Y`F`Y[`]Yfi`b[`\`Ub`U``Y
 K`U`XVYgi`W`Yfž`g]W`Ub`X]Y`J`cf[`UVYb`ni`U`hYb`i`bX`i`a`g]W`h][`Yf
 ni`\`UbXY`b``8i`fW`X]Y`9]bZØ\`fi`b[`\`a`cXYfbYf`@Øgi`b[`Ybž`k`]Y
 X][`]hU`Y`GYbgcfYb`ni`f`ZfØ\`nY]h][`Yb`6fUbXYbhXYW`_i`b[`ž`k`]fX`X]Y
 DfÅj`Ybh]cbgUfVY]h`_`cbh]bi`]Yf`]W`j`YfVYggYfh"

⊖g[`YgUa`h`V`Y]Vh`X]Y`@U[`Y`Yfbghž`i`bX`X]Y`J`YfUbhk`c`fh]W`Yb
 gYhnYb`U``Yg`XUfUbž`X]Y`K`Å`XYf`]b`XYf`F`Y[`]cb`ni`gW`Ø`hnYb``⊖XYa
 g]W`X]Y`6Yj`Ø`_`Yfi`b[`\`Ub`X]Y`5ddY``Y`\`Å`hž`_`Ubb`Y`XYf`9]bnY`bY
 gY]bYb`HY]`ni`Y]bYa`g]W`YfYb`6Yhf]YV`XYf`K`Å`XYf`VY]hfU[`Yb`"

8YhU]`g	
C`f`h	9F`Ub[`Yb!<`ØW`ghUXhž`8Yi`hgW`U`b`X
E`i`Y``Y`b	<ul style="list-style-type: none"> • k`k`k`"k`]YgYbhVchY"XY • k`k`k`"fY[`]Yfi`b[`\`a`]hhY`ZfUb`_`Yb`"VUmYfb"XY • k`k`k`"i`a`k`Y`hVi`bXYgUa`h"XY

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