

6U\ bVfYWX YbXYf`GdUhYbgh]WX . `? Y`\ Y]a
k]fX`D\ chcj c`hU]_!NYbhfi a °

6@ `@[]gh]Wg`ghUfhYh`X]Y` , VYfXUWXi b[`j cb`%\$"\$\$\$
GhY``d`ÄhnYb`Ua `5i hcHYfa]bU`?Y`\Y]a `a]hD\chcj c`hU]_!
A cXi `Yb`ZØf`bUWX\U`h][Y`@[]gh]_"



? Y`\ Y]a ž8Yi hgWX`UbX`!`!`?Y`\Y]a `k]fX`_fÄZh][`]b`X]Y`Ni`_i bZh
]bj Ygh]Yfh`5a `-' : '] & \$ &) `ZY]YfhY`6@ `@[]gh]Wg`XYb`GdUhYbgh]WX
ZØf`Y]bY`VYY]bXfi W_YbXY` , VYfXUWXi b[`j cb`GhY``d`ÄhnYb`Ua
5i hcHYfa]bU`ž`X]Y`a]hD\chcj c`hU]_!A cXi `Yb`VYghØW_h`k YfXYb
gc``6Y]`XYf`ZY]Yf`]WX`Yb`NYfYa`cb]Y`k UfYb`nU`\fY]WX`Y`DUf`hb`Yf`i bX
9bhgWX`Y]Xi b[ghfÄ[Yf`j YfhfYhYbž`XUfi bhYf`@UbXfUh`A Ufh]b
BYi a YmYf`i bX`6Øf[Yfa`Y]ghYf`7`f]gh]Ub`BYfV``8]YgYg`Dfc`Y_h
nY][hY]ba`U`a`Y`f`ž`k]Y`k]WX`h][`XYf`GhUbXcfh`?Y`\Y]a `ZØf`X]Y
bUWX\U`h][Y`@[]gh]_`XYf`F`Y[]cb`]gh`"

8]Y` , VYfXUWXi b[`k]fX`]bg[YgUa`h`%\$"\$\$\$`GhY``d`ÄhnY`i`a`ZUggYb
i bX`a`]h`fi`bX`)'`"\$\$\$`D\chcj c`hU]_a`cXi`Yb`Ui`g[YghUhYhž`X]Y`Y]bY
; YgUa`hY]ghi b[`j cb`ØVYf`&` `A`Y[Uk`Uh`DYU`_`]YZYfb`k`YfXYb``8]Yg

]gh`Y]b`Yb hgW`Y]XYbXYf`GW`f]hh`]b`X]Y`[f0bY`F]W`hi b[ž`XU`XYf
GhUbXcfh`VYfY]hg`gY]h`&\$%-`Ui ZD\`c`hcj`c`hU]_!Ghfca`gYhnh`i bX`gc
b]W`h`bi`f`ni`f`FYXi`n]Yfi b[`XYf`9bYf[]Y!`i bX`6Yhf]YVg`cghYb
VY]hfA[hž`gcbXYfb`Ui W`ni`f`i bhYfgh0hni b[`j`cb`_`]a UbYi hfU`Yb
@]YZf`_YhYb"5I`Y`?f]W`Y`ž`7CC`j`cb`6@,`@`[]gh]Wgž`VYhcbhY`X]Y
ghfUH`Y[]gW`Y`6YXYi`hi b[`XYg`GhUbXcfhg`U`g`nYbhfU`Yb
?bchYbdi b`_h`Z0f`i`a`k`Y`hZfYi bX`]W`Y`@`[]gh]_`0gi b[Yb`i bX`ghY`hY
_`Ufž`XUgg`?Y`\\Y]a`b]W`h`bi`f`Y]b`D`Uhn`Z0f`@U[Yfi b[ž`gcbXYfb
Ui W`Z0f`]bbcj`Uh]j`Y`9bYf[]Y`_cbnYdhY`]gh"

9]b`GW`f]hh`]b`X]Y`B`UW` \`U`h][`_`Y]h

8]Y`8i`fW`Z0\`fi b[`XYg`Dfc`Y`_hg`YfZc`[`h`]b`Yb[Yf`Ni`gUa`a`YbUfVY]h
a`]h`XYf`GC`@95ž`Y]bYa`i`UW`a`Ubb`Z0f`[`fc»`Z`A`W`][`Y
D\`c`hcj`c`hU]_Ub`U[Yb"8]YgY`DUf`hbYfgW`UZh`nY][hž`XUgg`6@
@`[]gh]Wg`Y]b`[`i`hYg`<`A`bXW`Yb`XU`Z0f`\`Uhž`X]Y`f]W`h][`Y`9I`dYfh]gY`]bg
6cch`ni`\`c`Ybž`i`a`bUW`\`U`h][`Y`@0gi b[Yb`ni`Yb`hk`]W`_`Y`b"
D\`c`hcj`c`hU]_`]gh]b]W`h`bi`f`Y]b`a`cXYfbYg`H`Y`a`Už`gcbXYfb`V]YhYh
Ui W`Y`W`hY`Ni`_i`bZh`gW`UbW`b"8]Y`@`[]gh]_VfUbW`Y`nY]W`bYh`g]W`
Xi`fW`\`c`Y`8UW`Z`A`W`Yb`Ui`gž`X]Y`g]W`VYghYbg`Z0f
`Y]ghi b[gghUf`_Y`Gc`UfUb`U[Yb`Y][`bYb"9]b`hmd]gW`Yg
@`[]gh]_nYb`hfi`a`_`Ubb`a`]h`Y]bYf`Gc`UfUb`U[Y`j`cb`Yhk`U`+)\$
?]`ck`Uhh`A`\`f]W`V]g`ni`+)\$`\$\$\$`?`]ck`Uhh`ghi`bXYb`Ghfca`YfnYi`[`Yb
i`bX`gca`]h`fi`bX`)`\$\$`HcbbYb`7C`&`j`Yfa`Y]XYbž`k`Ug`]b`Yhk`U`XYa
7C`&!6]bXi b[gYZY`_h`j`cb`i`)"`\$\$\$`6i`W`Yb`Yb`hgd`f]W`h"

8Yf`HfYbX`]b`F]W`hi b[`YfbYi`YfVUfY`9bYf[]Yb`[`Yk`]bb`h`Ui`W`]b
8Yi`hgW`\`UbX`]a`a`Yf`a`Y`\`f`Ub`i`U\`fh"=a`i`U\`f`&\$%-`hfi`[`Yb
Gc`UfUb`U[Yb`a`]h`(*ž)`HYfUk`Uhh`ghi`bXYb`VYfY]hg`0VYf`,`i`ni`f
]b`A`bX]gW`Yb`Ghfca`YfnYi`[`i`b[`VY]"`I`a`XYb`[`YgUa`hYb
9bYf[]YVYXUfZ`Xi`fW`YfbYi`YfVUfY`9bYf[]Yb`ni`XYW`_Ybž`a`i`gg`X]Y
]bghU`]YfhY`D\`c`hcj`c`hU]_`Y]ghi b[`XYi`h]W`Yf`\`0`h`k`YfXYb"8Ug
6`0\`Yb`XYf`D\`c`hcj`c`hU]_`]b`XYf`@`[]gh]_`ghY`h`U`gc`Y]bY`VYk`i`gghY
9bh`gW`Y]Xi b[`XUfž`X]Y`b]W`h`bi`f`0`c`c`[]gW`g]bbj`c`]]ghž`gcbXYfb
Ui W`0`_`cbca`]gW`ž`XU`gY`VghYfnYi`[`hYf`Ghfca`a`]h`fYXi`n]YfhYb
BYhYb`h[`Y`hYb`i`bX`99;`!I`a`U[Yb`dfcZ]h]YfYb`_`Ubb"

Ni`_i`bZh`gc`f]Yb`h]Yf`hY`A`c`V]`]h`A`h

8 Ug J cf \ UVYb]b ?Y \ Y]a]ghUi Wk]a ?cbhYI h'XYf'ni bY \ a YbXYb
 9`Y_hfca cV]]hAh'ni `VYhfUWk hYb" `A cXYfbY
 6UhhYf]YgdY]WkYfgmghYa Y`_ObbYb`X]Y`gWk Ub_YbXY
 Ghfca YfnYi [i b [`j cb`Gc`UfUb`U[Yb`Ui g[`Y]WkYb`i bX`Yfa Ò[`]WkYb
 gcž`XUgg`gY`Vgh`YfnYi [hYf`Ghfca `X]fY`_h]b`X]Y`@UXY]bZfUghfi _hi f
 ZØf`Y`Y_hf]gWk`VYhf]YVYbY` : U\fnYi [Y`Y]b[YgdY]gh`k]fX"
 @c []gh]_X]YbghY]ghYf`i bX` [fc»Y`i bhYfbY \ a Yb`k]Y`5a Uncb` \ UVYb
 VYfY]hg` \ fY`5a V]h]cbYb`VYnØ[`]Wk`Y`Y_hf]gWkYf` : U\fnYi [ZchhYb
 g_]nn]Yfh`i bX`d`UbYbž`X]Y`B UWk \ U`h][_Y]hgj cf[UVYb`U_h]j
 i a ni gYhnYb"

A]h'XYf', VYfXUWk i b[`Ua`5i hcHYfa]bU`?Y \ Y]a `gYhni`6@
 @c []gh]Wg`Y]b`ghUf`_Yg`NY]WkYb`ZØf`Y]b`ni _i bZhgc f]Ybh]YfhYgž
 bUWk \ U`h][Yg`@c []gh]__c b nYd h" `8]YgYg`Dfc`Y`_h`Vf]b[h`b]Wk h`bi f
 Ò_c`c []gWkY`J cfhY]`Y`a]h]g]Wk ž`gcbXYfb`g]WkYfh`Ui Wk`5fvY]hgd`AhY
 i bX`nY][hž`XUgg`X]Y`F Y []cb`?Y \ Y]a `Ui ZXYa`f]Wk h][Yb`K Y [`]gh"
 K]Y`a Ub`g]Y \ hž`XU`]Y [h`hUhg`ÅWk`]Wk`k Ug`Ub` `ZØf`Y]bY
 i a k Y`hžfYi bX`]WkY`Ni _i bZh]b`XYf`@c []gh]_`

: Øf`k Y]hYfY` ðZcfa Uh]cbYb`ni `X]YgYa`f]Wk hi b[gk Y]gYbXYb`Dfc`Y`_h
 _ObbYb` ðhYfYgg]YfhY`X]Y`Ybhgd`fYWkYbXYb`6Yf]Wk hY`Ui Z`XYb
 K YVgY]hYb`j cb`2 ghYffY]Wk]gWk Yg`J Yf`_Y \ fgnY]hi b [ž`6@,
 @c []gh]Wg`i bX`9B; ⇒`8 Yi hgWk`UbX`VYgi WkYb"

8YhU]`g	
C fh	?Y \ Y]a ž`8 Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none"> • cYj n"Wk a • k k k "V` [!`c []gh]Wg"Wk a • k k k "Yb []Y!XYi hgWk`UbX"XY

6Ygi WkYb`G]Y`i bg`Ui Z.`bU[!VUmYfb"XY