

GWX cW_]YfYbXYf`A chcffUXi bZU``bU\Y J Ò\`. `Nk Y]`GWX k Yfj Yf`YhnhY°

5a `&%"'† b]`&\$&) `Ua `Yg`ni `Y]bYa `gWXk YfYb
A chcffUXi bZU``nk]gWXYb`J Ò\`i bX`@Ui hYfVUWX``J Yf`YhnhYž
F Yhhi b[gY]bgUhn`i bX`9fa]hhi b[Yb"



? fY]gghfU» Y`&) ž" () %* `J Ò\`ž`8 Yi hgWX`UbX`!`9]b`gWXk YfYf
A chcffUXi bZU``YfY][bYhY`g]WX`Ua `GUa ghU[ž`XYb`&%"'† b]`&\$&) ž
[Y[Yb`%&.&\$`I \f`Ui Z`XYf`? fY]gghfU» Y`&) `nk]gWXYb`<cZ
@Ui hYfVUWX`i bX`J Ò\``8 UVY]`dfU`hYb`nk Y]`A chcff`AXYf`ZfcbhU`
Ui ZY]bUbXYf"

8]Y`6YhY][hYb`X]YgYg`i bZU``g`k UfYb`Y]bY`*`!`À\`f][Y`i`fUi``Ui`g
GcYgh`Ui ZY]bYf`MJa U\UžY]b`*`%`!`À\`f][Yf`A Ubb`Ui`g`@]ddghUXh`Ui`Z
Y]bYf`8`i`WUh`i`bX`Y]b`" (!`À\`f][Yf`A Ubb`Ui`g`5gWX`UZZYbVi`f[`Ui`Z
Y]bYf`Hf]i`a`d`\`"8]Y`Dc`]nY][Y\h`V]g\Yf`j`cb`i`b`_`UfYb
I`bZU``i`fgUWX`Yb`Ui`gž`X]Y`9fa`]hhi`b[`Yb`"Ui`ZYb`"6Y]`XYa
Ni`gUa`a`Ybghc`»`Yf`]hh`X]Y`*`!`À\`f][Y`MJa`U\U!`U\`fYf]b`gWXk`YfY
J`Yf`Yhni`b[`Yb`i`bX`k`i`fXY`a`]hY]bYa`F`Yhhi`b[`g\i`VgWX`fUi`VYf`bUWX

?UggY`[YZc[Yb"8Yf' (!Å\f][Y'Hf]i a d\!: U\fyf'k i fXY'YVYbZU`g
gWk Yf'j Yf'Yhhi bX'jbg'?fUb_Yb\Ui g'bUWk'?cfVUWk'[YVfUWk'h
8Yf'*%Å\f][Y'8i WUh]!: U\fyf'\UhhY'k Yb][Yf';`ØW_i bX'a i gghY
a]h'a Y\fyfYb'DfY`i b[Yb'bUWk'a YX]n]b]gWkYf'9fghj Yfgcf[i b[
gY]bY': U\fh'Zc fhgYhnYb"

5i Z[fi bX'XYf'FYhhi b[g!`i bX'6Yf[i b[gUfVY]hYb'k Uf'X]Y
?fY]gghfU»Y'ZØf'a Y\fyfY'Ghi bXYb'j c``[YgdYffh"æ`9]bgUhn'k UfYb
nk Y]Dc`nY]ghfY]ZYbž'XfY]'FYhhi b[gk U[Ybž'Y]b'BchUfnhgck]Y'Y]b
FYhhi b[g\i VgWfUi VYf'XYg'Hmdg'7\f]ghcd\&) `Ui g'G]Y[Yb'i bX
X]Y'Øfh]WkY': Yi Yfk Y\f" `Gc`WkY'i bZÅ`Y`YVYb'X]Y'; YZU\fyb'XYg
A chcffUXZU\fybg'cZh'Y]bXf]b[`]Wk`Yfj cf"@Ui h'Y]bYf'5bU`mgY'XYg
5857'g]bX'A chcffUXZU\fyf'j]b'8Yi hgWk`UbX'j]bg[YgUa h'Y]bYa
\ØYfYb'F]g]_c`Ui g[YgYhhiU'g'5i hcZU\fyf"8]Yg`Y[hi bhYf
UbXYfYa `XUfUbž'XUgg'A chcffÅXYf'_Y]bY'?bUi hgWkncbYb'cXYf
G]WkYf\Y]hg[i fhY`UVYbž'k Ug'XUg'J Yf'Yhhi b[gf]g]_c`Yf\YV`]Wk
Yf\Ø\h"

8]Y'FYU`]hÅh'XYf'A chcffUXi bZÅ`Y

8]Y'GhUh]gh]_gd]Wk h'Y]bY'XYi h]WkY'GdfUWkY.'9hk U'(ž+'A]`)cbYb
A chcffÅXYf'g]bX'j]b'8Yi hgWk`UbX'ni [Y'UggYbž'i bX'X]Y'i bZU`fUHy
i bhYf'A chcffUXZU\fyfb`]ghj]Yfa U`\ØYf'U'g'VY]'5i hcZU\fyfb"
K Å\fybX'X]Y'NU\`XYf'gWk YfYb'J Yf'Yhhi b[Yb'gY]h'&\$\$\$
[Ygi b_Yb']ghž'ghY][h'XYf'dfcnYbhi U'Y'5bhY]'XYf'A chcffUXZU\fyf
i bhYf'XYb'J Yf'_Y\fghchYb"æ`š\f'&\$\$%&'k UfYb'Yhk U'%`DfcnYbh
U`Yf'gWk Yfj Yf'YhhiYb'J Yf'_Y\fghY]'bY\ a Yf'A chcffUXZU\fyfž'k Ug
X]Y'; YZU\fyb'X]YgYg': cfhVYk Y[i b[ga]hhY'g'i bhYfghfY]Wk'h", VYf
Y]b'8f]hhY`U`Yf'A chcffUXi bZÅ`Y'g]bX'5`Y]bi bZÅ`Yž'k Å\fybX
_bUdd`nk Y]'8f]hhY`?c`]g]cbYb'a]h'UbXYfYb'J Yf'_Y\fghY]'bY\ a Yfb
XUfghY`Yb"6YgcbXYfg'\Åi Z[`VYhfcZYb'g]bX'† b[Y': U\fyf'ja`5`hYf
j cb`%) `V]g'&(`š\fyb"

8]Y`\Åi Z[ghYb'i fgUWkYb'ZØf'A chcffUXi bZÅ`Y'g]bX'[fUj]YfYbXY
: U\fZY\Yf'k]Y'ØVYf\Ø\hY'; YgWk]bX][_Y]hž'i b[YbØ[YbXYf
5VghUbX'ni `UbXYfYb': U\fnYi [Yb'i bX': Y\Yf'VY]a`', VYf\c`Yb"
Bch'k YbX][Y'hYWk b]gWkY'G]WkYf\Y]hga U»bU\ a Ybž'k]Y
5VghUbXgfY[Y'hYa dca Uh'cXYf'?i fj Yb!56Gž'_ØbbhYb'Yf\YV`]Wk

ni f'i bZU`j Yfa Y]Xi b[`VY]hfU[Yb"5857!9l dYfhYb`fUHyb`Xf]b[YbX
XUni ž'GW i hn_Y]Xi b[`ni`hfU[Yb`i bX`fY[Y`a`À»][Y
G]WYf\Y]hgWYW_g`Xi fW`ni ZØ`fYb"9]b`XYZYbg]j Yg': U\ fj Yf\U`hYb
_Ubb`ni g`Àhn`]W` \Y`ZYbž'a` Ò[`]W`gh`i bZU`ZfY]`Xi fW`X]Y`?i fj Yb`XYg
@YVYbg`ni`_ca`a`Yb"

8]Y`6YXYi hi b[`j`c`b`GW i hna U» bU\ a Yb`i bX
fYW`h`]W`Yf`I` b`hY`fghØ`hni b[

A`chc`ff`Å`XYf`g]bX`b]W`h`bi`f`g`W`bY`i`i`bX`k`YbX][`ž`g]Y`V]Y`hYb`Ui`W`
Y]b`i`bj`Yf[`Y]W`h`]W`Yg';`YZØ` \`j`cb':`fY]\Y]h"8`c`W`X]Y`gY':`fY]\Y]h
hf`À[`h`Ui`W`X`U`g`F`g]_`c`g`W`k`Y`f`Y`f`I`b`Z`À`Y`]b`g]W`"G`h`U`h]`g`h]_`Y`b
VY`Y[`Y`b`ž`X`U`gg`VY]`Y`h`k`U',`\$`D`f`c`n`Y`b`h`X`Y`f`A`c`h`c`f`f`U`X`i`b`Z`À`Y`g`W`k`Y`f`Y
J`Y`f`Y`h`ni`b[`Y`b`Ui`Z`h`Y`h`Y`b`ž`X]Y`c`Z`h`Z`U`h`U`Y':`c`[`Y`b` \`U`V`Y`b`_`Ò`b`b`Y`b`"
8`Uni`[`Y` \`Ò`f`Y`b`b]W`h`bi`f`<`Ui`h`d`f`Y`i`b[`Y`b`i`b`X`E`i`Y`h`g`W`i`b[`Y`b`ž
g`c`b`X`Y`f`b`Ui`W`Y`f`b`g`h`U`Z`h`Y`_`Ò`f`d`f`]W`Y`G`W`À`X`Y`b`V]g` \]b`ni
F`Ø`W`_`Y`b`a`U`f`_`g]`Y`f`Y`h`ni`b[`Y`b`c`X`Y`f`h`f`Ui`a`U`h]g`W`Y`b`<]f`b]`Y`f`Y`h`ni`b[`Y`b
f`H`6`€"

I`a`g]W`ni`g`W`Ø`h`n`Y`b`ž`]g`h`Y`g`k`]W`h][`ž`VY]a`A`c`h`c`f`f`U`X`Z`U` \`f`Y`b`X`U`f`U`i`Z
ni`U`W`h`Y`b`ž`X`U`gg`a`U`b`]a`a`Y`f`U`b[`Ya`Y`g`g`Y`b`Y`G`W`i`h`n`U`i`g`f`Ø`g`h`i`b[
hf`À[`h`i`b`X`g]W`f`Y[`Y`a`À»][`Ø`V`Y`f`J`Y`f`_`Y` \`f`g`g]W`Y`f` \`Y]hg`f`Y[`Y`b
]b`Z`c`f`a`]Y`f`h`"K`Y`f`X`Y`b`b`c`W`]b`Y]b`Y`b`I`b`Z`U`j`Y`f`k`]W`_`Y`h`k`]f`X`ž`g`c`h`Y
g]W`f`Y`W`h`n`Y]h][`f`Y`W`h`]W`Y`b`6Y]g`h`U`b`X`g`i`W`Y`b`ž`i`a`5`b`g`d`f`Ø`W`Y`i`b`X
Z]b`U`b`n]Y`Y`6Y`U`g`h`i`b[`Y`b`b`U`W`X`Y`a`I`b`Z`U`f`Y[`Y`b`ni`_`Ò`b`b`Y`b`"5`i`Z
X]Y`g`Y`K`Y]g`Y`_`U`b`b`g]W`Y`f[`Y`g`h`Y`h`k`Y`f`X`Y`b`ž`X`U`gg`a`U`b`]a`i`U`Y`Y]b`Y`g
I`b`Z`U`g`X]Y`V`Y`g`h`a`Ò[`]W`Y`I`b`h`Y`f`g`h`Ø`h`ni`b[`Y`f` \`À`h"

Ni`g`U`a`a`Y`b`Z`U`g`g`Y`b`X`V`Y]V`h`ni`g`U[`Y`b`ž`X`U`gg`A`c`h`c`f`f`U`X`Z`U` \`f`Y`b`n`k`U`f
:`f`Y]\Y]h`i`b`X`5`V`Y`b`h`Y`i`Y`f`j`Y`f`g`d`f]W`h`ž`U`V`Y`f`Ui`W`a`]h
j`Y`f`U`b`h`k`c`f`h`i`b[`g]`c`Y`a`<`U`b`X`Y`b`i`b`X`Y]b`Y`a`_`U`f`Y`b`6`Y`k`i`g`g`h`g`Y]b
ZØ`f`X]Y`X`U`a`]h`j`Y`f`V`i`b`X`Y`b`Y`b`F`g]_`Y`b`Y]b` \`Y`f[`Y` \`Y`b`g`c`h`h`Y`"B`i`f`g`c
_`U`b`b`a`U`b`X]Y':`f`Y`i`X`Y`U`a`i`U` \`f`Y`b`Y`f` \`U`h`Y`b`i`b`X`Y]b`Y`b`h`f`U[`g]W`Y`b
I`b`Z`U`k`]Y`X`Y`b`j`c`a`G`U`a`g`h`U[`j`Y`f`a`Y]X`Y`b`"K`Y]h`Y`f`Y`8`Y`h`U]g`ni`X`Y`b
;`Y`Z`U` \`f`Y`b`i`b`X`G`W`i`h`na`U»`b`U` \`a`Y`b`V`Y]a`A`c`h`c`f`f`U`X`Z`U` \`f`Y`b`Z]b`X`Y`h
a`U`b` \]Y`f`.%`%`&!`a`U[`Un]b`"X`Y`ž` \`Y`U`h`c`_`Um"]b`Z`c`i`b`X`
Ui`h`c` \`Ui`g`"X`Y"

8YhU]`g	
C fh	? fY]gghfU» Y`&) ž' () %* `J Ò\`ž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • %%&!a U[Un]b"XY • \YU`h\c_Um"]bZc • k k k "Ui hc\Ui g"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`bU[!\YggYb"XY