

6U\h!GhÄf_Y`VfYa gh'DUhhUmUg`Hci f]ga i g.
K c`V`Y]Vh`XYf`5i ZgWk i b[3

H\U]`UbX`Yf`YVh`Y]bYb`XmbUa]gWYb`5i ZgWk i b[`]a
Hci f]ga i g`XUb`_`J]gU!9f`Y]W hYfi b[Ybž`hf`ch
<YfUi gZcfXYfi b[Yb`k]Y`K YWgY`_i fg!`i bX`Dc`h]_ZFU[Yb"



DUhhUmUž`H\U]`UbX`!`8Yf`h\U]`ÄbX]gWY`6U\h`\Uh]g]W`Øb[gh
[Y[YbØVYf`XYa `! G!8c``Uf``Y]W h`Ui Z[Yk YfhYh"5a`%-`" A U]
YfÖZbYhY`X]Y`K Ä\fi b[`VY]"` ` ž%-`idfc`8c``Ufž`k Ug`Y]bY
J YfVYggYfi b[`]a`J Yf[`Y]W`ni a`K cWYbgW`i gg_i fg`j cb`" ` ž&+
VYXYi hYh"5bU`mghYb`k UfbYb`YXcWž`XUgg`X]YgY`K Ä\fi b[gghÄf_Y
U``Y]b`b]W h`Ui gfY]W hž`i a`XYb`Hci f]ga i ggY`_hcf`bUW\U`h][`ni
fYj]hU`]g]YfYb"J]Y`a Y\f`VY`UghYb`dc`h]gWY`i`bg]WYf\Y]hYb`gck]Y
XYf`K YhhVYk YfVgXfi W`_j cb`BUWVUf`ÄbXYfb`k]Y`J]YhbUa`ž
A U`Umg]U`i bX`ϕXcbYg]Yb`X]Y`9f`c`i b[`XYg`Hci f]ga i g`]b
H\U]`UbX"8]Y`_i fnZf]gh][Y`K YWgY`_i fgdfc[bcgY``]Y[h`nk]gWYb
" ` ž%\$`i bX" ` ž(\$"

8]Y`dc`h]gWY`G]hi Uh]cb`]a`@UbX`V`Y]Vh`Ub[YgdUbbh" A]ggghÄbXY

k]Y`Y]bY`i b`_UfY`J]gUdc`h]_`i bX`XYf`A Ub[Y`Ub`Y]bYf
bUW\U`h][Yb`Hci`f]ga i gghfUHy[]Y`j`YfgW\`fZYb`X]Y
<YfUi`gZcfXYfi b[Yb`"Hfchn`Y]bYg`Y]W\hYb`5bgh]Y[g`Ub`Hci`f]ghYb`]b
DUhhUmUz`VY[Øbgh][h`Xi`fW\`ghUV]`YfYg`K`YhhYfz`V`Y]Vh`X]Y`9f`c`i`b[
ZfU[]`"9]b`gh`f`_YfYf`6U\`h`ZØ\`fh`b]W\h`Ui`hca`Uh]gW\`ni`"Ø\`YfYb
9]bbU\`a`Yb`cXYf`6Ygi`W\YfnU\`Yb`"C\`bY`Y]bY`_c\`fYb`hY`bUh]cbU`Y
Hci`f]ga i gghfUHy[]Y`ghY`h`g]W\`X]Y`: fU[Yz`cV`H\`U]`UbX`gY]bY
K`YhhVYk`YfVgZ\`][_Y]h`]a`Hci`f]ga i g`ni`fØW_[Yk`]bbYb`_Ubb"
8UbYVYb`g]bX`UbghY\`YbXY`8]j`]XYbXYbUVZØggY`j`cb`fi`bX`-`ž)
A`j`]UfXYb`6U\`h`ni`VYfØW_g]W\h][Ybž`X]Y`XYb`6U\`h`k`Y]hYf`i`bhYf
8fi`W_gYhnYb`_ØbbhYb"

8mbUa]gW\Y`9f`c`i`b[`XYf Hci`f]ga i gVfUbW\Y

8]Y`h\U]`AbX]gW\Y`Hci`f]ga i gVfUbW\Y`nY][h`YXcW\`Ui`W\`d`cg]h]j`Y
5bnY]W\Yb`Y]bYf`XmbUa]gW\Yb`9f`c`i`b["i`@Ui`h`k`c`W\`Yb`V`]hn`Wca
i`bhYfghØhnYb`J]gU!9f`Y]W\hYfi`b[Yb`gck`]Y`ghfUHy[]gW\Y
A`U»bU\`a`Yb`ni`f`5bn]Y\`i`b[`Ui`g`AbX]gW\Yf`Hci`f]ghYb`X]YgY
d`cg]h]j`Y`9bhk`]W_`i`b["i`a`i`j\`f`&\$&`VYgi`W\hYb`Yhk`U`")`ž)
A`j`]cbYb`]bhYfbUh]cbU`Y`F`Y]gYbXY`H\U]`UbXz`Y]b`5bgh]Y[`]a
J`Yf[`Y]W\`ni`&`,`ž&`A`j`]cbYb`]a`J`c`f`U\`f`"9]b`k`YgYbh]W\Yf`: U`hc`f
ZØf`X]YgYb`5bgh]Y[`g]bX`X]Y`j`]gUZfY]Yb`F`Y[Y`i`b[Yb`ZØf
W\]bYg]gW\Y`6Ygi`W\Yf"

C`V`k`c\`X]Y`NU\`Yb`XUg`N]Y`XYg`A`]b]ghYf]i`a`g`ZØf`Hci`f]ga i g`i`bX
Gd`cfh]j`cb`" *`ž+`A`j`]cbYb`6Ygi`W\Yfb`j`YfZY\`hYbž`U[Yb`g]Y`bU\`Ub
XYb`Dfc[bc`gYb`XYf`6Ub`_j`cb`H\U]`UbXz`X]Y`" *`A`j`]cbYb`5b`Øb`ZhY
Yfk`UfhYhYb`"Ni`XYb`k`]W\h][ghYb`GhfUHy[]Yb`n\`Yb`X]Y`5bdUggi`b[
XYf`J]gUVYgh]a`a`i`b[Yb`i`bX`X]Y`: ØfXYfi`b[`i`h`i`fY`Yf`Dfc`Y`_hYž
k`]Y`VY]gd]Y`gk`Y]gY`X]Y`YfZc`[fY]W\Y`GYf]Y`H\Y`K`\]hY`@ch`g`"
5i`Z[fi`bX`X]YgYf`b]h]Uh]j`Y`_c`bbhY`H\U]`UbX`Ui`W\`gY]bY
5hhfU`_h]j`h\h`ZØf`@`6HE`!`F`Y]gYbXY`Xi`fW\`X]Y`@Y[U]g]Yfi`b[`XYf
[`Y]W\`[YgW\`YW\h]W\Yb`9\`Y`ghY][Yfb"

5bgh]Y[`Xi`fW\`]bhYfbUh]cbU`Y`Hci`f]ghYb

æa ``YhnhYb`dJ\`f`_Ua Yb`*ž+`A]``cbYb`Wk]bYg]gWkY`Hci`f]ghYb`bUWk
 H\U]`UbXžk Ug`Y]bY`K]YXYf\YfghY``i b[`j cb`*`\$`i` `]a` `J Yf[`Y]Wk`ni
 XYb`NU\`Yb`j cb`&\$%-`XUfghY``h``Ni XYa` `[UV`Yg`VYgcbXYfY
 6Y]hfÅ[Y`j cb`6Ygi`WkYfb`Ui`g`A`U`Umg]U`i bX`bX]Ybž`X]Y`Xi`fWk
 : ÒfXYfi b[gdfc[fUa`a`Y`ZØf`j]gU!ZfY]Y`F`Y]gYb`Yf\YV`]Wk`ni a
 5i ZgWk`k`i b[`VY]hfi` [Yb``C`ZZ]n]Y``Y`8`UhYb`nY][Ybž`XUgg
 Yi`fcdÅ]gWkYž`]bX]gWkY`i bX`fi`gg]gWkY`Hci`f]ghYb`VYfY]hg`XUg
 B]j`YUi` `j cb`j`cf`XYf`DUbXYa`]Y`ØVYfgWk]fhYb`\`UVYb`

Hfchn`X]YgYf`dgc]h]j`Yb`9bhk`]W`i b[`k`Ufbh`X]Y`K`Y`hVUb`ž`XUgg`X]Y
 5i`g[UVYb`dfc`Hci`f]gh`V]g`&\$&) `b]YXf][Yf`V`Y]VYb`_`ÒbbhYb``5i`Wk
 X]Y`J`YfVYggYfi`b[`XYg`9]b`_Ui`ZgYf`YVb]ggYg`k`]fX`U`g`Xf]b[YbXYf
 Di`b`h`\`Yfj`cf[Y\`cVYb``I`a`XYb`Ub\`U`hYbXYb`9fZc`[`XYf`6fUbWkY
 g]WkYfni`ghY``Ybž`]gh`X]Y`Yb[Y`Ni`gUa`a`YbUfVY]h]j`cb`df]j`UhYb`i`bX
 ÒZZYbh`]WkYb`GY`hc`fYb`i`bYf`Àgg`]Wk`ž`i`a`X]Y`Hci`f]ga`i`g]bXi`ghf]Y
 k`Y]hYf`ni`ZØfXYfb`i`bX`Ui`gni`VUi`Yb`

8YhU]`g	
C`fh	DUhhUmUž`H\U]`UbX
E`i`Y``Yb	<ul style="list-style-type: none"> • k k k "d UhhUmUa`U]`"Wk`a • k k k "k`c`Wk`Yb`V`]`hn"Wk`a

6Ygi`Wk`Yb`G]Y`i`bg`Ui`Z.`Y]bY!fY]gY`XY