

? cU`h]cb`Y]b][h'g]W\ .`8 Yi hgW\`UbXh]W_Yh
V`Y]Vhž`DfY]gYf\ Ò\i b[`Xfc`h°

8]Y`?cU`h]cbgfY[]Yfi b[`Ui g`78I #7GI `i bX`GD8`g]W\Yfh`X]Y
Ni `i bZi`XYg`8Yi hgW\`UbXh]W_Yhgž`hfchn`Xfc`YbXYf
DfY]gYf\ Ò\i b[Yb`UV`&\$&- "



6Yf`]bž`8 Yi hgW\`UbX`!`#`Y]bYf`DfYggY`cbZYfYbn`Ua``%\$`"5df)`
&\$&)`]b`6Yf`]b`\UVYb`X]Y`i b]cb`f78I #7GI `i bX`X]Y`GD8`Y]bYb
?cU`h]cb]g]YfhfU[`i bhYfnY]W\ bYhž`XYf`X]Y` : cfhZØ\fi b[`XYg
8Yi hgW\`UbXh]W_Yhg]b`XYb`_ca`a`YbXYb`#`Yb`ZYghY[h`8Ug
8Yi hgW\`UbXh]W_Yhž`XUg`gY]h`A`U]`&\$&` `Vi`bXYgk`Y]hY` : U`fhYb`]b
6i`ggYb`i`bX`6U`bYb`XYg`BU`!`i`bX`FY[]cbU`j`Yf`_Y`fg`Yfa`Ò[`]W\hž
_cgYh`XYfnY]h) , `9i`fc`dfc`A`cbUh`8]Y`78I` `UhhY`ni`j`cf[`YZcfXYfhž
XUg`H]W_Yh`UVni`gW`UZZYbžk`À`fYbX`XYf`V]g`Yf][`Y
J`Yf`_Y`fga`]b]ghYf`J`c`_Yf`K`]gg]b[`Y]bXf]b[`]W\`j`cf`Y]bYf`gc`W\Yb
A`U`bU`a`Y`k`UfbhY`"8]Y`GD8!6i`bXYgdUfhY]j`cfg]hnYbXY`GUg`_U
9g`_Yb`VYnY]W\ bYhY`X]Y` : cfhgYhni`b[`XYg`8Yi hgW\`UbXh]W_Yhg`U`g
[`i`hY`BUW`f]W\ hYb` `ZØf`X]Y`fi`bX`%` `A`j`]cbYb`Bi`hnYfž`X]Y`g]W\`Ub
XUg`H]W_Yh[`Yk`Ò\bh`\UVYb"

8]Y'?'cU`h]cb`d`Ubh`YXcW`Ui W`žX]Y'?'cghYb`ZØf`X]Y`Bi hnYf`ni
Yf\`Ò\Yb" `a`bYi`Yb'?'cU`h]cbgj`YfhfU[`k`]fX`ZYgh[Y\`U`hYbž`XUgg`XYf
5bhY]`XYf`Bi`hnYfZ]bUbn]Yfi`b[`UV`&\$&- `gW`f]hkh`Y]gY`Yf\`Ò\`h
k`YfXYb`gc`""8]Yg`k`i`fXY`Ui`W`Xi`fW`Y]bY`5fVY]hg[`fi`ddY`j`cb
l`b]cb`i`bX`GD8`Yf`ØfhYfhž`X]Y`Y]b`bYi`Yg`:`]bUbn]Yfi`b[`ga`cXY`""ZØf
XUg`8Yi`hgW`UbXh]W_Yh`j`cfgW`À[`h"@Ui`h`XYb`U`_hi`Y`Yb`D`ÀbYb`gc`"
XUg`H]W_Yh`V]g`9bXY`&\$&`*`k`Y]hYf\]b`ni`a`DfY]g`j`cb`),`9i`fc
Ub[`YVchYb`k`YfXYbž`c`bY`XUgg`X]Y`DfY]gY`ghY][`Yb"5V`&\$&+`k`]fX
YXcW`Y]bY`Gcn]U`j`YfhfÀ[`]W`Y`9f\`Ò\i`b[`XYg`Bi`hnYfUbhY]`g
Ub[`YghfYVh"

:]bUbn]Yfi`b[`gghfi`_hi`f`i`bX
<`YfUi`gZc`fXYfi`b[`Yb

l`a`X]Y`:`]bUbn]Yfi`b[`XYg`8Yi`hgW`UbXh]W_Yhg`ni`g]W`Yfbž`Y]ghYb
XYf`6i`bX`i`bX`X]Y`@ÀbXYf`Yk`Y]g`%ž) `A`j`]UfXYb`9i`fc`À`f`]W`ž`i`a
9]bbU`a`YUi`gZ`""Y`XYf`J`Yf`_Y`fgVYhf]YVY`ni`_ca`dYbg]YfYb"8]YgY
l`bhYfghØ`hni`b[`Ui`g`XYa`6i`bXYg`U`i`g`U`h]gh`YXcW`bi`f`V]g`9bXY
&\$&) `[`UfUbh]Yfh"8U`Yf`a`ØggYb`[`YgYhn`]W`Y`F`Y[`Y`i`b[`Yb
Ub[`YdUggh`k`YfXYbž`i`a`Y]bY`:`cfhZØ\`fi`b[`XYg`H]W_Yhg`ØVYf`X]YgYb
NY]hfUi`a` \]bUi`g`ni`[`Yk`À`f`Y]ghYb"8Yf`l`b]cbg!:`fU`_h]cbgj`nY
Ài`»`YfhY`6YXYb`_Ybž`XUgg`X]Y`:`]bUbn]Yfi`b[`XYg`H]W_Yhg`j`cf`U`Y`a
`ÀbX`]W`Y`F`Ài`a`Y`VYbUW`hY][`Yb`_ØbbhY"

8Yf`A`cbUhgdfY]g`XYg`8Yi`hgW`UbXh]W_Yhg`gh]Y[`]a`Ubi`Uf`&\$&)
j`cb`(-`9i`fc`Ui`Z),`9i`fc`ž`k`Ug`VYfY]hg`Y]bY`DfY]gYf\`Ò\i`b[
XUfghY`"8]Y`ni`_ØbZh][`Yb`DfY]gUbdUggi`b[`Yb`g]bX`bi`b`Y]b
nYbhfU`Yf`Di`b`_h]b`XYb`?'cU`h]cbgj`Yf\`UbX`i`b[`Yb"8]Y
;`Ygd`f`W`gdUf`hbYf`X]g`_i`h]YfYb`XYfnY]hž`k`]Y`X]Y`D`Ubi`b[`gg]W`Yf\`Y]h
ZØf`U`Y`6YhY][`hYb`'?'i`bXYbž`6i`bX`i`bX`@ÀbXYf`'[`Yk`À`f`Y]ghYh
k`YfXYb`_Ubb"

Dc`h]gW`Y`8]g`_i`gg]cbYb`i`bX`5i`gV`]W`

8]Y`J`Yf\`UbX`i`b[`Yb`ØVYf`X]Y`Ni`_i`bZi`XYg`8Yi`hgW`UbXh]W_Yhg
g]bX`bcW`b]W`h`YbX[`Ø`h][`UV[`YgW`c`ggYbž`XU`Y]b][`Y`5gdY`_hY
k`Y]hYf\]b`i`a`ghf]hhYb`g]bX"J`cf`XYf`6i`bXYghU[`gk`U`\`UhhY`X]Y

l b]cb`]b`6Yni [`Ui Z`X]Y`Ni _i bZi`XYg`H]W_Yhg`l bg]W`Yf`Y]hYb
 [YgW`UZZYb``6YgcbXYfg`XYf`VUmYf]gW`Y`J Yf`Y`fga `]b]ghYf`gdfUW`
 g]W`Z0f`Y]bY`j c``gh`A`bX][Y`?cghYb0VYfbU`a Y`Xi fW`XYb`6i bX
 Ui g`z`k `A`fYbX`X]Y`GD8`]a `K U`d`f`c[fUa`a`XYb`9fZc`[`XYg
 8Yi hgW`UbXh]W_Yhg`VYhcb`hi bX`XYggYb`DfY]g`ghUV]`U`hYb
 a `0W`hY"

8]Y`<YfUi gZcfXYfi b[Yb`z`X]Y`a`]h`XYf`:]bUbn]Yfi b[`XYg
 8Yi hgW`UbXh]W_Yhg`j YfVi bXYb`g]bX`z`YfZcfXYfb`bi b`Y]b`gW`bY``Yg
 <UbXY`b`XYf`?cU`]h]cb`z`i a`X]Y`fY]Vi b[g`c`gY`:]cfhZ0`fi b[`XYg
 H]W_Yhg`ni`[Yk`A`f`Y]ghYb``8]Y`:] Ygdf`A`W`Y`k YfXYb`nY][Yb`z`k`]Y`X]Y
 A Y]bi b[gj YfgW`]YXYb`Y]hYb`0VYfk`i bXYb`i bX`Y]b`hfU[Z`A`][Yg
 A cXY``Z0f`X]Y`Bi hni b[`XYg`8Yi hgW`UbXh]W_Yhg`[YgW`UZZYb
 k YfXYb`_0bbYb``6YgcbXYfg`Ub[Yg]W`hg`XYf`6YXYi hi b[`XYg
 H]W_Yhg`Z0f`XYb`0ZZYb`h]W`Yb`BU`j Yf`Y`f`]b`8Yi hgW`UbX`k`]fX`Yg
 Yb`hgW`Y]XYbX`gY]b`z`X]Y`f]W`h][Y`6U`UbW`nk`]gW`Yb
 Bi hnyfz]bUbn]Yfi b[`i bX`ghUUh]W`Yf`l bhYfgh0hni b[`ni`z]bXYb``

8 Ug`b`hYfYggY`Ub`b`Zcfa`Uh]cbYb`0VYf`X]Y`ni`_0bZh][Y
 DfY]g[YghU`hi b[`V`Y]Vh`c`W`z`i bX`j`]Y`Y`:]U`f[`A`ghY`g]bX`[YgdUbb`h`z
 k`]Y`g]W`X]Y`d`c`]h]gW`Yb`9b`hgW`Y]Xi b[Yb`Ui`Z`]fY`A`cV`]h`A`hg`c`ghYb
 Ui gk`]f`_Yb`k`YfXYb``K`A`fYbX`X]Y`?cU`]h]cb`Ub`@0gi b[Yb`UfVY]hYh`z
 V`Y]Vh`XUg`8Yi hgW`UbXh]W_Yh`Y]b`nYb`hfU`Yg`H`Y`a`U`]b`XYf
 dc`]h]gW`Yb`8]g`_i`gg]cb"

Zf"XY`VYf]W`hYh`z`XUgg`X]Y`J Yf`U`bX`i b[Yb`j`cb`l`b]cb`i bX`GD8
 0VYf`X]Y`Ni`_i bZi`XYg`8Yi hgW`UbXh]W_Yhg`UbghY`Yb``K`A`fYbX`h!
 cb`]bY"XY`Ui`Z`a`0[`]W`Y`DfY]gYf`0`i b[Yb`l`]bk`Y]gh`z`k`]fX`XUg
 `Ub[Zf]gh][Y`N]Y`XYf`?cU`]h]cb`z`XUg`H]W_Yh`ni`g]W`Yfb`z`k`Y]hYf
 j`YfZc`[`h"

8YhU]`g	
Cfh	6Yf`]b`z`8Yi hgW`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "Zf"XY • k k k "h!cb`]bY"XY

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