

5 Z8!Dc`h]_Yf'6mghfcb'j Yf`Ub[h
5i Z_`Àfi b[`ØVYf'I G5=8!
K U\`a Ub]di `Uh]cb`

5Z8!9i fcdUUUV[YcfXbYhYf'6mghfcb'ZcfXYfh'5i Z_`Àfi b[`ØVYf
I G5=8`i bX`XYfYb`9]bZi gg`Ui Z`X]Y`9I !K U\`Yb`&\$&("
6Ygcf[b]g`ØVYf`Ui g`ÀbX]gWXY`A Ub]di `Uh]cb`

9I ž`9i fcdU`!`5a`!`+": YVfi Uf'&\$&) `Uh`XYf`5Z8!
9i fcdUUUV[YcfXbYhY`DYhf'6mghfcb`Y]bY`i a ZUggYbXY`I bhYfgi W`i b[
XYf`5_h]j]h`hYb`j cb`I G5=8`]b`XYf`9I`I [YZcfXYfh`<]bhYf[fi bX
X]YgYf': cfXYfi b[`g]bX`J cfk ØfZYž`XUgg`I G5=8`a`Ò[`]WXYfk Y]gY
Xi fW`8Yg]bZcfa Uh]cbg_Ua dU[bYb`]b`X]Y`9i fcdUk U\`Yb`&\$&(
]bhYfj Yb]Yfh`\Uh``8]YgY`J cfk ØfZY`ghØmYb`g]W`Ui Z`9bh`Ø`i b[Yb
j cb`dfca]bYbhYb`DYfgØb`]W`_Y]hYb`k]Y`9`cb`A i g`_i bX`8cbU`X
Hfi a dž`X]Y`]`Y[U`Y`DfU_h]_Yb`j cb`I G5=8`h`Ya Uh]g]Yfh`\UVYb`
6mghfcb`Ài »YfhY`XYb`J YfXUW`hž`XUgg`Ui g`ÀbX]gWXY`9]bZi ggbU`a Y
[Ybi hnh`k i fXYž`i a`X]Y`Ni gUa`a YbgYhni b[`XYg`9I !DUF`Ua Ybhg`ni
a Ub]di `]YfYb``9f`VYhcb`h`X]Y`B`chk YbX][`_Y]h`Y]bYf`i a ZUggYbXYb
5i Z_`Àfi b[`]b`6Yni [`Ui Z`\mVf]XY`?f]Y[gZØ\fi b[ž`Ui g`ÀbX]gWXY
DfcdU[UbXU`i bX`8Yg]bZcfa Uh]cb`

6mghfcbg`?f]h]_f]W`hYh]g]W`]bgVYgcbXYfY`[Y[Yb`X]Y`a YX]U`Yb
5_h]j]h`hYb`ž`X]Y`a]h`i; Y`X`j cb`I G5=8`Z]bUn]Yfh`k YfXYb``8]YgY
A YX]Yb`g`À\Yb`g]W`XYa`J cfk i fZUi g[YgYhnhž`[Yn]Y`h
cddcg]h]cbY`Y`?f`ÀZhY`Ubni [fY]ZYb``8]Y`8Ya c`_fUh]Y`a i gg]j cf
ZfYa XYb`9]bZØggYb`[YgW`Øhnh`k YfXYb`ž`gc`6mghfcb``9f`j Yf`Ub[h
j cb`XYb`Yi fcd`À]gW`Yb`ègh]hi h]cbYb`ž`X]Y`A Ub]di `Uh]cbg] Yfgi W`Y
Ui gZØ\`f]W`Ui Zni _`ÀfYb`i bX`X]Y`G]W`Yf\Y]h`ni _ØbZh][Yf`K U\`Yb
ni`[Yk`À`f`Y]ghYb``8Yf`J cfk i fZ[Y[Yb`I G5=8`]gh`b]W`h`bYi ž
VYZ]bXYh]g]W`Y`XcW`j cf`XYa`<]bhYf[fi bX`XYf`VYj c fghY`YbXYb
K U\`Yb`]a`!`U`f`&\$&(`]b`Y]bYa`_f]h]gW`Yb`i: c`_i g`I G!Df`Àg]XYbh

8cbU`X`Hfi a d`\Uhni XYa `XUg'6i X[Yhj cb`l G5=8`XfUgh]gW
[Y_Øfnhi bX`U`Y`A]hUfVY]hYf'ni a `+`": YVfi Uf`VYi f`Ui Vh"

F]g]_Yb`ZØf`X]Y`Yi fcdÄ]gWY`8Ya c_fUh]Y

8]Y`9i fcdÄ]gWY`i b]cb`g]Y\h]g]W`]b`XYf`JcfVYfY]hi b[gd\UgY`ZØf
X]Y`K U\`Yb`&\$&(`ni bY\`a YbX`a]h`XYb`F]g]_Yb`Ui g`ÄbX]gWYf
9]bZi ggbU\`a Y`_cbZfcbh]Yfh`8]Yg`[YgW`]Y\h`]b`Y]bYa `?`]a Už`XUg
Xi fW`gcn]U`Y`A YX]Yb`i bX`[Ycdc`h]gWY`GdUbbi b[Yb`[YdfÄ[h]gh"
8]Y`k UW`gYbXY`6Ygcf[b]g`ØVYf`VÖgk]`][Y`5_hYi fYž`X]Y`XUg
J YfhfUi Yb`]b`X]Y`XYa c_fUh]gWYb`DfcnYggY`i bhYf[fUVYb`_ÖbbhYbž
]gh`a Y\`f`U`g`VYfYW`h][h`Jcf`XYa `<]bhYf[fi bX`Y]bYg`dcg]h]j Yb
=a U[Yg`XYf`9i `i bhYf`XYb`6Øf[Yfb`]gh`YXcW`X]Y`J Yfk`i bXVUf`_Y]h
[Y[YbØVYf`≠Zcfa Uh]cbga Ub]di `Uh]cb`i bX`GhÖfi b[Yb`b]W`hini
j YfbUW`Ägg][Yb`"8Ug`9i fcdÄ]gWY`DUf`Ua Ybh`\Uh`VYfY]hg`j cb
&\$%- `V]g`&\$&(`5`Ufa ` [YgW`U[Yb`i bX`A U» bU\`a Yb`[Y[Yb
8Yg]bZcfa Uh]cb`Yf[f]ZYb`"8Uni ` [Y\`ÖfYb`gck c`\`bYi Y`[YgYm`]W`Y
FY[Y`i b[Yb`U`g`Ui W`≠h]Uh]j Yb`ni f`GhÄf`_i b[`XYf`F Yg]Ybn`XYf
9i "

≠gVYgcbXYfY`]b`Y]bYa `6Yf]W`h`Y]bYg`GcbXYfUi ggW`i ggYg`XYf`9i ž
XYf`a]h`(* - `ni `+`%Gh]a a Yb`Ub[Ybca a Yb`k`i fXYž`k`i fXYb`X]Y
6YXfc`\i b[Yb`Xi fW`Ui g`ÄbX]gWY`9]bZi ggbU\`a Y`i bX
8Yg]bZcfa Uh]cbYb`Y]b[Y\`YbX`VY\`UbXY`h`"8Yf`6Yf]W`h`VY\`UbXY`h
b]W`h`bi f`X]Y`9]ba]gW`i b[`Fi gg`UbXg`i bX`7\]bUgž`gcbXYfb`Ui W`
X]Y`<YfUi gZcfXYfi b[Ybž`X]Y`j cb`UbXYfYb`@ÄbXYfb`k`]Y`?UhUf`i bX
A Ufc`__c`Ui g[Y\`Yb`"A 9Dg`\UVYb`]b`XYb`YhnhYb`≠\fYb`k`]YXYf\`c`h
X]Y`Bch`k`YbX][_Y]h`VYhc`bhž`[Y[Yb`Ui g`ÄbX]gWY`:`]bUbn]Yfi b[
dc`h]gWYf`5_h]j]hÄhYb`i bX`X]Y`9]ba]gW`i b[`]b`K U\`dfcnYggY
j cfni [Y\`Yb"

GW`i hna U» bU\`a Yb`i bX`9fZcfXYfb]ggY

8Ug`DUf`Ua Ybh`\Uh`Xf]b[YbX`Ub`X]Y`9i fcdÄ]gWY`?ca a]gg]cb
UddY``Yfhž`X]Y`FØW_] YfZc`[i b[`j cb`GdYbXYb`Ui g`8f]hghUUhYb`ni
j YfVYggYfb`i bX`[Y[Yb`XYfYb`9]bZi gg`Ui Z`dc`h]gWY`DUfhY]Yb`]b
XYf`9i `j cfni [Y\`Yb`"Ni XYa `k`]fX`Ui Z`X]Y`k`]fhgW`UZh`]W`Yb
5V\`Äb[][_Y]hYb`\]b[Yk`]YgYbž`X]Y`Xi fW`Ui g`ÄbX]gWY`

I bhYfbY\ a Yb`]b`XYf`9I`Yb hghY\Ybž`XUfi bhYf`Ui W\`Yfbgh`ni
 bY\ a YbXY`F]g]_Yb`]b`6Yni [`Ui Z`Gd]cbU[Y`i bX`GUVchU[Y`"

A]h`6`]W`_`Ui Z`_`0bZh[Y`K U\`Yb`Ya dZ]Y\`h`XUg`DUf`Ua Ybh
 VY]gd]Y`gk Y]gYž`H]_Hc`_`Ui ZU`Yb`F Y[]Yfi b[gYVYbYb`ni `j YfV]YhYb
 i bX`GcZhk UfY`j cb`< YfghY`Yfb`Ui g`< cWf]g]_cghUUhYb
 Ui gni gW\`]Y» Yb" `8]Y`Bchk YbX][_Y]h`Y]bYf`_ccfX]b]YfhYb`9I`!
 GhfUhY[]Y`ni f`6Y`_Aa dZi b[`j cb`8Yg]bZcfa Uh]cb`]gh`_`Uf`Zcfa i`]Yfh"
 =a `A`Äfn`&\$&(`VYhcbhY`XYf`DfÄg]XYbh`XYg`9i fcdÄ]gWYb
 DUf`Ua Ybhgž`F`cVYfhU`A`Yhgc`Už`[Y[YbØVYf`XYb`GhUUhg]`i bX
 FY[]Yfi b[gWYZg`XYf`9I`ž`k]Y`k]W`h[`Yg`gY]ž`[Y[Yb
 8Yg]bZcfa Uh]cb`j`cfni [Y\Yb`i bX`X]Y`XYa c_fUh]gWYb`DfcnyggY`ni
 gW`ØhnYb"

≠g[YgUa h`Yf[]Vh`g]W\`Y]b`U`Ufa]YfYbXYg`6]`X`\]bg]W`h`]W`XYf
 Ub[YghfYVhYb`A`U» bU\`a Yb`ni f`G]W\Yfi b[`XYf`K U\`Yb`i bX`XYf
 XYa c_fUh]gWYb`≠hY[f]hÄh`]b`XYf`9I` `]a`_`ca`a YbXYb`≠\`f" `8Yf
 < UbX`i b[gXfi W`_`Ui ZX]Y`9I`! ≠gh]hi h]cbYb`k`ÄW`ghž`i a`XYb
 < YfUi gZcfXYfi b[Yb`Xi fW`_`Ui g`ÄbX]gWY`6YY]bZi ggi b[Yb
 k]f_gUa`ni`VY[Y[bYb"

8YhU]`g	
J`c`f`ZU``	A`Ub]di`_`Uh]cb
I`fgUW\Y	Ui`g`ÄbX]gWY`6YY]bZi`ggi`b[`ž`8Yg]bZcfa`Uh]cb
C`fh	9I`ž`9i`fcdU
E`i`Y``Yb	<ul style="list-style-type: none"> • i`bgYf!`a`]hhY`Yi`fcdU`"W`a • k`k`k`"Yi`fcdUf`"Yi`fcdU`"Yi • k`k`k`"Yi`fcdUf`"Yi`fcdU`"Yi

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