

9fghYf`NY`Yf`6ÄXYfVUi`Hf]Uh\`cb.`>Yhnh
5ba`Y`XYb`i`bX`A`]ha`UW`Yb`°

9fZU\fyb`G]Y`U`Yg`ØVYf`XYb`YfghYb`NY`Yf`6ÄXYfVUi
Hf]Uh\`cb`]b`<Y]XYb\Y]a`Ua`'&&"A`U]'&\$&&"5ba`Y`Xi`b[`i`bX
⌘Zcg`\Yf"



<Y]XYb\Y]a`ž`8Yi`hgW`UbX`!`<Yi`hY`]gh`XYf`'`%'5i`[`i`gh&\$&)
i`bX`k`Ä\fybX`X]Y`Gca`a`Yf\]hnY`Ub[`gUa`b`UW`Ägghž`n]Y\`hY]b
VYgcbXYfYg`9j`Ybh`X]Y`5i`Za`Yf_gUa`_Y]h`j`cb`GdcfhVY[`Y]ghYfhYb
Ui`Zg]W`"8Yf`YfghY`NY`Yf`6ÄXYfVUi`Hf]Uh\`cb`]b`<Y]XYb\Y]a`ž`XYf
Ua`'&&"A`U]'&\$&&`ghUhhZUbX`ž`VfUW`hY`b]W`h`bi`f`X]Y`c`_U`Y
;`Ya`Y]bgW`UZhini`gUa`a`Ybž`gcbXYfb`k`Uf`Ui`W`Y]b`<][`\][`\h`ZØf
U`Y`Hf]Uh\`cb!:`Ubg`]b`XYf`l`a`[`YVi`b[`"C`f[`Ub]g]Yfh`j`cb`XYf
Hf]Uh\`cbUVhY`]i`b[`XYg`GJ`A`Yf[`Y`ghYhhYb`i`bX`i`bhYfghØhnh`Xi`fW
XUg`<Y]XYb\Y]a`Yf`l`bhYfbY\`a`Yb`NY`Yf`6ÄXYfVUi`ž`cW`hY`X]Y
J`YfUbghU`hi`b[`%+\$`9]bnY`ghUfhYf`gck`]Y`'`\$`GhUZZY`b`Ubž`X]Y`g]W
k`U[`Ya`i`h][`XYf`Gdf]b`hX]ghUb`n`ghY`hYbž`X]Y`Ui`g`(\$`\$`A`YhYfb
GW`k`]a`a`Ybž`&)`?`]ca`YhYfb`F`UXZU\fyb`i`bX`)`?`]ca`YhYfb`@Ui`ZYb
VYghUbX"

8]Y`F UXZU\ fghfYW_Y`Z0\fhY`X]Y`HY]`bY\`a Yf`Xi fW`X]Y`a U`Yf]gW`Y
@UbXgW`UZh`k`A\`fYbX`XYf`@Ui`ZdUfh`g]Y`]b`XYb`Gdcfh`dUf`_`Z0\fhY`
8]Y`5ha`cgd\`A`fY`k`Uf`Y`Y`_hf]g]YfYbX`Z`i`bX`VYgcbXYfg`9fghghUfhYf
Yf\`Y`hYb`Y]bYb`\`Yfn`]W`Yb`5i`Zfi`Z`ni`f`HY]`bU\`a`Y``K`Yf`Ui`Z`XYb
;`YgW`a`UW`_[`Y`_ca`a`Yb`]gh`Z`_Ubb`g]W`Ui`Z`XYf`K`Y`Vg]hY`XYg
Hf]Uh\`cbg`b`A\`Yf`]bZcfa`]YfYb`i`bX`Uba`Y`XYb`"

Hf]Uh\`cb` `9]bY`GdcfhUfh`]a` `5i`ZgW`k`i`b[

8Yf`Hf]Uh\`cb`U`g`GdcfhUfh`_Ubb`Ui`Z`Y]bY`VYY]bXfi`W`YbXY
;`YgW`]W`hY`ni`f0W`V`]W`Yb``GY]h`gY]bYa` `YfghYb`K`Yhh`_Ua`dZ`]a` `Z\`f
%-`+`(`]b`GUb`8]Y[`c`YfZfYi`h`g]W`X]YgY`8]gn]d`]b`k`UW`gYbXYf
6Y`]YVh\Y]h``b`8Yi`hgW`\UbX`gY`VghghUfhYhYb`X]Y`YfghYb
K`Yhh`_Aa`dZ`]b`XYb`%-,`\$Yf`Z\`fYb`Z`i`bhYfgh0hnh`Xi`fW`X]Y
;`f0bXi`b[`XYf`8Yi`hgW`Yb`Hf]Uh\`cb`i`b]cb`fB`Hl`L`]a` `Z\`f`%-`,`)"
9]b`VYXYi`hYbXYf`A`ca`Ybh`k`Uf`X]Y`C`ma`d]gW`Y`9]bZ0\fi`b[`&\$\$\$
]b`GmXbYm``<`Yi`hY`[`Y\`0fhXYf`Hf]Uh\`cb`Z`gh`ni`a` `Gdcfh`_U`YbXYf`]b
8Yi`hgW`\UbX`Z`k`c`A\`f`]W`fi`bX`*`\$\$`J`YfUbghU`hi`b[`Yb`a`]h0VYf
%)`\$\$`K`YhhVYk`YfVYb`ghUhhZ]bXYb`"

K`]Y`X]Y`NU\`Yb`nY][`Yb`Z`gh]Y[`Yb`X]Y`HY]`bY\`a`YfnU\`Yb`]cb`-`\$"\$\$\$
]a` `Z\`f`&\$\$` `Ui`Z`ghc`nY`&+`\$"\$\$\$`]a` `Z\`f`&\$%*``6YgcbXYfg
\Yf]cfni`\YVYb`]gh`X]Y`Hl` `K`cf`X`Hf]Uh\`cb`GYf]Yg`]b`<`Ua`Vi`f[`Z`X]Y
a`]hi`b[`Y`Z\`f`%\$"\$\$\$`HY]`bY\`a`Yfb`i`bX`0VYf`&)`\$"\$\$\$`Ni`gW`Ui`Yfb
XUg[`f0»`hY`9]YbhXYg`@UbXYg`XUfghY``h``8]Y`8`UhY`b`nY][`Yb`Ui`W`Z
XUgg`X]Y`XYi`hgW`Y`Hf]Uh\`cb`gnYbY`Y]b][`Y`\`YfUi`gfU[`YbXY`5h\`YhYb
[`Y`Zcfa`h`\`Uh`Z`XUfi`bhYf`;`f0»`Yb`k`]Y`Zb`:`fcXYbc`Z`XYf`C`ma`d]W;`c`X
&\$\$`,`]b`DY_]b[`i`bX`XYb`f`cba`Ub`f`<`Uk`U]]`&\$%)`i`bX`&\$%*
[`Yk`Ubb`"

9]b`5i`Zfi`Z`Ub`X]Y`;`Ya`Y]bgW`UZh

8Yf`NY``Yf`6AXYfVUi` `Hf]Uh\`cb`]b`<`Y]XYb\Y]a` `]gh`a`Y\`f`U`g`bi`f`Y]b
K`Yhh`_Ua`dZ`Yf`ghY``h`Y]b`;`Ya`Y]bgW`UZh`gYfY][`b]g`XUf`Z`XUg`XYb
@c`_U`dUhf]ch]ga`i`g`i`bX`X]Y`:`fYi`XY`Ua` `Gdcfh`]YfY]bh`
b`gVYgcbXYfY`X]Y`i`bhYfgh0hni`b[`]cb`c`_U`Yb`i`bhYfbY\`a`Yb`k`]Y
NY``Yf`6AXYfVUi`nY][`h`Z`k`]Y`k`]W`h][`gc`W`Y`J`YfUbghU`hi`b[`Yb`b]W`h
bi`f`Z0f`X]Y`Gdcfh`Yf`Z`gcbXYfb`Ui`W`Z0f`X]Y`7ca`a`i`b]h]Yg`g]bX`"

5i W\`&\$&) `k]fX`Yg`g]W\Yf`W\`gdUbbYbXž`k Ybb`\cZZYbh]W\`X]Y
bÅW\ghY`5i ZU[Y`XYg`Hf]Uh\`cbg`UbgHY\`hi bX`j]Y`Y`A UbbgW\UZhYb
i bX`9]bnY`ghUfhYf`VYfY]h`g]bXž`g]W\`XYf`<YfUi gZcfXYfi b[`ni
ghY``Yb": Øf`k Y]hYfY`bZcf`a Uh]cbYb`i bX`i a `g]W\`ZØf`XYb`bÅW\ghYb
Hf]Uh\`cb`Ubni a Y`XYbž`VYgi W\Yb`G]Y`V]hhY`\`]Yf"

Ni gUa`a YbZUggYbX`Åggh`g]W\`gU[Ybž`XUgg`XYf`Hf]Uh\`cb`]b
8Yi hgW\`UbX`bUW\`k]Y`j cf`YfZc`[fY]W\`Vcca`hi bX`a`]h
JYfUbghU`hi b[Yb`k]Y`XYa`nY``Yf`6ÅXYfVUi`Hf]Uh\`cb`]b
<Y]XYb\`Y]a`k Y]hYf\]b`bYi Y`a di`gY`Yf\`Å`h`8]Y`JcfZfYi XY`Ui Z
X]Y`_ca`a YbXYb`K Yh_Åa dZY`k ÅW\ghž`i bX`YXYf`\`Uh`X]Y
A Ò[`]W\`_Y]hž`Y]b`HY`]`X]YgYf`Ui ZfY[YbXYb`GdcfhUfh`ni`k YfXYb"

8YhU]`g	
Cfh	<Y]XYb\`Y]a ž`8Yi hgW\`UbX
E i Y``Yb	<ul style="list-style-type: none">• gU`nVi f["cfZ"Uh• k k k "nY``Yf!VUYXYfVUi !hf]Uh\`cb! `Y]XYb\`Y]a "XY• `Y]XYbgW\UZh!hf]Uh\`cb"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`i bgYfY!\`chY`g"XY