

9!6]_Y!8]YVY`]b` ; cg`Uf`[YZUggh. C fhi b[ghYVX b]_`fYhhYh`9!GWŁchYf°

⊕ ; cg`Uf`k i fXYb`Ua` `%"\$+"&\$&) `cWk Yfh][Y`9!6]_Yg`i bX
Y]b`9!GWŁchYf`[Yghc`Yb`"HÄhYf`k i fXYb`ZYgh[Ybca`a`Ybž
a`cXYfbY`C fhi b[ggmgHYa`Y`U`ZYb`VY]`XYf`5i`Z`Äfi b["



; cg`Uf`ž`8Yi`hgWk`UbX`!`⊕`XYf`]Xm`]gWkYb`GhUXh; cg`Uf`ž`k`c`U`Yg
fi`\\[`i`bX`VYgWk`Ui`]Wk`k`]f`hž`_Ua` `Yg`ni` `Y]bYa` `f]a`]bY`Yb
Nk`]gWkYbZU`ž`XYf`XYb` : U\\ffUXVYg]hnYfb`Y]b`a`i` `a`][Yg; YZØ`
VYgWkYfYb`_ØbbhY`"5a` : fY]hU[ž`XYa` `%"`†`]'&\$&) žVfUWkYb
I`bVY`_UbbhY`]b`XYf`6]ga` UfW`ghfU»Y`]b`Y]bYb`; UfU[Yb`_ca`d`YI` `Y]b
i`bX`Yb`hk`YbXYhYb`nk`Y]`cWk`Yfh][Y`9!6]_Yg`"8]YgY`8fU`hYgY`
g]bX`b]Wk`h`bi`f`Y]b` : cfhVYk`Y[i`b[ga`]hY`ž`gcbXYfb`Ui`Wk`XYf
5i`gXfi`W`_j`cb`@VYbggh]`i`bX`A`cV]`]hÄh`8]Y`Dc`]nY]`VYf]Wk`hYhY
XUfØVYf`]b`Y]bYf`DfYggYa`Y`Xi`b[ž`X]Y`ZØf`Y]b][Yb`5i`Zfi`\\f`gc`f[hY"
9fZfYi`]Wk`Yfk`Y]gY`_cbbhYb`X]Y`[Yghc`YbYb`9!6]_Yg`Ui`Z[fi`bX
]`fYg`c`Yb`K`]YXYfYf`_Ybbi`b[gk`YfhYg`]b`XYf` : Y`Xa`Uf`_VY]
<Uf`]b[YfcXY`fUgWk`]YXYf`Ui`Z[YZ`bXYb`k`YfXYb"

æa`Ni [Y`XYf': U\`bXi b[`k i fXYb`X]Y`j Yfa i h]W\Yb`HÅhYf`]b`6UX
<UfnVi f[`ZYgh[Ybca a Yb``8]Y`Dc`]nY`]`Uh`VYfY]hg`X]Y
Gdi fYbg]W\Yfi b[`UV[YgW\`cggYb`i bX`d`Ubhž`X]Y`9!6]_Yg`XYa
fYW\ha Å»][Yb`9][Ybh0a Yf`ni f0W_ni [YVYb``8cW\`XYf`J cfZU``]b
XYf`6]ga UfW_ghfU» Y`]gh`b]W\h`XUg`Y]bn][Y`A U`ž`XUgg`X]Y`0fh]W\Y
Dc`]nY`]b`Y`hnhYf`NY]h`a]h`9!6]_Y!8]YVghÅ\`Yb`_cbZfcbh]Yfh`k Uf"
5a`[`Y]W\Yb`: fY]hU[`_cbbhY`Y]bY`9!GW\`chYf!6Yg]hnYf]b`]b`XYf
A 0bngfhU» Y`]fYa`[Yghc\`YbYb`F c``Yf`XUb`_a`cXYfbghYf
Cfhi b[ghYW\bc`c[]Y`Ui Z`X]Y`Gdi f`_ca`a Yb``5a`GUa`ghU[a`cf[Yb
ZUb`X`X]Y`Dc`]nY`]b]W\h`bi f`XYb`(\$!`Å\`f][Yb`HÅhYfž`gcbXYfb`Ui W\
XYb`[Yghc\`YbYb`GW\`chYf``9]b`GhfU] YfZU\`fYb`k i fXY`Y]b[`Y`Y]hYhž
i bX`X]Yg`j YfXYi h]W\h`X]Y`K]W\h][`_Y]h`j cb`]bbcj Uh]j Yb
G]W\Yf\Y]hga U» bU\`a Yb`ni f`6Y_Åa`dZ`b[`j cb`8]YVghÅ\`Yb"

8]Y`ghY][YbXY`; YZU\`f`Z0f`9!6Yg]hnYf

8Yf`9!6]_Y!8]YVghU\``]gh`Y]b`k UW\`gYbXYg`DfcV`Ya`ž`XUg`j]Y`Y
6Yg]hnYf`VYhf]Zh``8Yf`5i Zgh]Y[`XYf`6Y`]YVh\Y]h`X]YgYf`a`cXYfbYb
: U\`ffÅXYf`\`Uh`XUni`[YZ0\`fhž`XUgg`8]YVY`Y]b`VYgcbXYfYg`#hYfYggY
Ub`]bYb`\`UVYb``9!6]_Yg`j YfZ0[Yb`0VYf`nU\`fY]W\Y`J`cfhY]`Yž`k]Y
Y]bY`Yf\`0\`hY`F`Y]W\k`Y]hY`i bX`VYggYfYb`: U\`f`_ca`Zc`fhž`k`Ug`g]Y`ni
Y]bYa`N]Y`Z0f`?f]a`]bY``Y`a`UW\`h`I`a`g]W\`ni`gW\`0hnYbž`gc``hYb`9!
6]_Y!6Yg]hnYf`j`YfgW\]YXYbY`j`cfVYi [YbXY`A`U» bU\`a`Yb`]b
6YhfUW\`h`n]Y\`Yb.

- Bi hni b[`\`cW\`k`Yfh][Yf`GW\`0ggYfž`k]Y`60[Y`!`cXYf
: U`hgW\`0ggYf"
- FY []ghf]Yfi b[`XYg`9!6]_Yg`VY`]Y]bYf`nYbhfU`Yb`GhY``Y"
- 5VgW\`i`gg`Y]bYf`9!6]_Y!J`Yfg]W\Yfi b["

9]b`k`Y]hYfYg`k]W\h][Yg`A`]hY``g]bX`; DG!HfUW`_Yf`i bX`ga`UfhY
GW\`0ggYf``8]YgY`a`cXYfbYb`HYW\bc`c[]Yb`V]YhYb`b]W\h`bi f`Y]bY
\`0\`YfY`G]W\Yf\Y]hž`gcbXYfb`\`Y`ZYb`Ui`W\`ž`[Yghc\`YbYb`F`ÅXYf`fUgW\
ni`k]YXYfni Z]bXYb``5bV]YhYf`k]Y`J`Y`c`WUhY`cXYf`Dc`k`i`b]hm`\`UVYb
gdYn]Y``Y`; YfÅhY`Yb`hk]W`_Y`hž`X]Y`]b`F`0W`_]W\`hYf`]b`hY[f]Yfh`cXYf
i`bhYf`XYa`A`c`hc`fV`c`W`_j`cb`9!6]_Yg`d`cg]h]cb]Yfh`k`YfXYb`i`bX`VY]
6Yk`Y[i`b[`XYg`F`UXYg`5`Ufa`g`W\`U[Yb``Gc`W\`Y`GmghYa`Y`_0bbYb
]a`6YXUfZgZU``X]Y`F`0W`_[UVY`XYg`9!6]_Yg`Yf`Y]W\`hYfb"

K Ug`hi b`VY]`8]YVghU\`3

: U`g`Yg`XcW`ni`Y]bYa`8]YVghU\`_ca a hž]gh`Yg`k]W`h][ž`gW`bY`
 ni`UbXY`b"8]Yg`VYXYi hYhž[Āf][Y`A U» bU`a Yb`ni`Yf[fY]ZYb`i bX
 @ØW`Yb`ni`ghcddYbž`XUa]h`X]Y`HÅhYf`b]W`h`Yb`h`_ca a Yb`_ØbbYb"
 Gc`gc`hYb`6YhfcZZYbY`i a [Y`YbX`X]Y`Dc`nY]j YfghÅbX][Yb`i bX
 U`Y`fY`Yj UbhYb`⊕Zcfa Uh]cbYb`VYfY]h`U`hYbž`Y]bgW`Y»`]W`
 F U`a Ybbi a a Yf`i bX`?Ui ZVY`Y["Ni XYa`]gh`Yg`fUhgUa ž`X]Y
 J Yfg]W`Yfi b[`i bX`XYb`<ÅbX`Yf`ni`]bZcfa]YfYb"

Ni gUa a YbZUggYbX`]gh`Yg`i bYf`Àgg`]W`ž`XUgg`g]W`9!6]_Y!6Yg]hnYf
 XYf`F]g]_Yb`VYk i ggh`g]bX`i bX`U`_h]j Y`GW`f]hhY`ni`f`G]W`Yfi b[`]`fYf
 : U`fnYi [Y`i bhYfbY`a Yb"8Yf`9]bgUhn`j cb`d`mg]_U`]gW`Yb`i bX
 hYW`bc`c []gW`Yb`G]W`Yf`Y]hga U» bU`a Ybž`Yf[Åbnh`Xi fW`Y]bY
 dUggYbXY`J Yfg]W`Yfi b[ž`_Ubb`XUni`VY]hfU[Ybž`XUg`F]g]_c`Y]bYg
 8]YVghU\`g`gdØfVUf`ni`a]b]a]YfYb"GW`Y»`]W`]gh`XYf`GW`i hn`j cf
 8]YVYbž`Y[U`cV`Ui Znk`Y]cXYf`j]Yf`F`ÅXYfbž`j cb`Ybcfa Yf
 6YXYi hi b[`]b`Y]bYf`NY]hž]b`XYf`: U`ffÅXYf`i bX`9!GW`chYf`]a a Yf
 VY`]YVhYf`k YfXYb"

8]YgY`U`_hi Y`Yb`J cfZÅ`Y`]b`; cg`Uf`ghY`Yb`Yi Ya d`Uf]gW`ZØf`X]Y
 <YfUi gZcfXYfi b[Ybž`XYbYb`g]W`X]Y`6Yj Ø`_Yfi b[`VY]a`H`Ya U
 : U`ffUXg]W`Yf`Y]h`[Y[YbØVYfg]Y`h"8]Y`Dc`nY]i bX`X]Y
 VYhfcZZYbYb`6Øf[Yf`g]bX`[YZcfXYfhž[Ya Y]bgUa`bYi Y`GhfUhY[]Yb
 ni`f`DfÅj Ybh]cb`j cb`GhfUZhUhYb`ni`Yb`hk]W`Y`b`i bX`i a ni`gYhnYb"

8]Y`6Yf]W`hYfghUhi b[`ni`X]YgYb`J cfZÅ`Yb`Z]bXYb`G]Y`]b
 XYhU]`fY]W`Yf`: cfa`Ui Z`fY []cbU`Yi hY"XY"K Y]hYfY
 ⊕Zcfa Uh]cbYb`ni`a`H`Ya U`9!6]_Y!8]YVghU\`i bX`G]W`Yf`Y]h
 _ØbbYb`G]Y`Ui Z`ZU`ffUX!cb`]bY"bYh`i bX`fUXZU`fYb"XY
 bUW`YgYb"

8YhU]`g	
C fh	; cg`Ufž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • fY []cbU`Yi hY"XY • ZU`ffUX!cb`]bY"bYh

8YhU]`g

- k k k "fUXZU\ fYb"XY

6Ygi W\ Yb `G]Y `i bg `Ui Z. `X]Y!bUW\ f]W\ hYb "Wc a