

H_UW\i _/ , \$' - /g '@YUXYfg\]d 'GdUf_g
: `cf]XU'DUbh\Yfg/ , \$' - /'Ghi bb]b['B < @
F]gY°

8]gWcj Yf\ck 'A Uhh\Yk 'H_UW\i _'hfUbgZcfa YX'h\Y': `cf]XU
DUbh\Yfg']bhc 'B < @WcbhYbXYfg'g]bW\`]g'&&&'Uff]j U`ž
YbYf[]n]b['h\Y'hYUa 'UbX`YUX]b['h\Ya 'hc'gi W\gg"



7fYj Y'7cYi fž'A]ggci f]ž'i G5 '! † h\Y'ZUgh!dUW\X'k cf'X'cZ'h\Y
B < @ž'cbY'bUa Y'\Ug'WUdh]j UhYX'h\Y'f]b_'UbX'fU``]YX'ZUbg'UWfcgg
: `cf]XU.'A Uhh\Yk 'H_UW\i _'"<]g'hfUbgZcfa Uh]j Y']a dUWh'cb'h\Y
: `cf]XU'DUbh\Yfg'\Ug'a UXY`YUX`]bYgž'UbX'Ug'ZUbg'W\Yf'cb'h\Y]f
hYUa ž']hg'\UfX'bch'hc'UW_bck`YX[Y'h\Y'k Uj Yg'\]g'Uff]j U``\Ug
WfYUhYX"K \Yb'H_UW\i _'ghYddYX'cbhc'h\Y']Wž`Y'X]Xb hi† gh'c]b
U'hYUa /\Y'gdUf_YX'U'a cj Ya Ybh"D]cbYYf]b['Ub'YfU'cZ']bhYbg]hm
UbX'ghfUhY[]Wdfck Yggž'H_UW\i _'g']bZi YbW`\Ug'd`UmYX'U'_Ym'fc`Y
]b'h\Y'DUbh\Yfg'fYWbh'gi W\gg'cb'h\Y'ZfcnYb'VUhY'Z]Y'X'cZ'h\Y
B < @'5g'A c hc fWmWY 'Gd c fhg'fYdcfhgž`Y'\Ug'g\ck b'Ub'i bWUbbm
UV']`]hm'hc'Ubh]W]dUhY'd`Umg'UbX'W\U`Yb[Y'cddcbYbhgž'WfYUh]b['U

d`Yh\cfU`cZ`cddcfhi b]h]Yg`Zcf`\]g`hYUa a UhYg"

6i h]hg`bch`f gh`UVci h`ghUhg/H_UW\i _ g`hfi Y`YUXYfg\]d`g\]bYg
h\fc i [\`]\b`\]g`UW\]cbg h\Y`k Um`\Y`]bgd]fYg`\]g`hYUa a UhYg`UbX
[U`]Ub]nYg`h\Y]f`gd]f]hg"<Y`Ya VcX]Yg`U`W`hi fY`cZ`i b]hm`UbX
fYg`]YbW\Z`ZcghYf]b[`U`fY`YbhYgg`Xf]j Y`Ua cb[`h\Y`DUbh\Yfg`k \c
k YfY`dfYj]ci g`m`W\bg]XYfYX`i bXYfXc[g`H\Y`hYUa `Ug`bck
YI dYf]YbW`X`U`fYgi f[YbW\Z`UbX`h\YfY g`gca Yh\]b[`hc`VY`gU]X`Zcf
h\Y`YbYf[m`H_UW\i _`Vf]b[g`hc`h\Y`]W`"XYYXZ`\]g`XYX]WU\]cb`UbX
W\ca a]ha Ybh`Um`U`dfca]g]b[`Zci bXU\]cb`Zcf`cb[!hYfa `gi W\gg"
H\Y`DUbh\Yfg `dfcgdYW\g`Uj Y`bYj Yf`cc_YX`Vf][\hYf`k]h\
H_UW\i _`ghYf]b[`h\Y`g\]d"

: fca `h\Y`F]b_g`cZ`5f]ncbU`hc`h\Y`B < @`GhU[Y

6cfb`]b`G\hngXU`Y`Z`5f]ncbU`Z`A Uhh\Yk`6fYbXUb`H_UW\i _`WUa Y
Zfca `U`\cW_Ym`]bYU[Y`/\]g`ZUh\YfZ`?Y]h\Z`]g`U`Zcfa Yf`B<@`d`UmYf
UbX`U`dfci X`a Ya VYf`cZ`h\Y`I b]hYX`GhUhg`<cW_Ym`<U`cZ`Ua Y"
H_UW\i _`gdYbh`\]g`Zcfa Uh]j Y`mYUfg`bUj][Uh]b[`h\Y`f]b_g`k \`]Y
hU[[]b[`U`cb[`k]h\`\]g`ZUh\Yf`Xi f]b[`dfUW\]W\gZ`U`W\]X`ccX`hUh
g\UdYX`\]a]bhc`h\Y`Zcfa]XUV`Y`d`UmYf`\Y`]g`hcXUm`5ZhYf`a cj]b[
hc`A]ggci f]Uh`h\Y`U[Y`cZ`h\YfY`Z`\Y`VY[Ub`\cb]b[`\]g`g_]`g`k]h`U
mci h\`UZZ`]UhY`cZ`h\Y`Gh`@ci]g`6`i Yg`UbX`UhYf`UhYbXYX`J]`U
8i W\YgbY`UbX`7`Ua]bUXY`7c`Y[Y`DfYdUfUhcfm`GW\cc`Z`k \YfY`\Y
g\UfYX`WUggYg`k]h`B65`ghUf`Xmgcb`HUhi a `Z`Ug`bchYX`Vm`
K]_]dYX]U"

5ZhYf`U`gi W\ggZ`gh]bh`k]h\`h\Y`I G5`<cW_Ym`B Uh]cbU`HYUa
8Yj Y`cda Ybh`Dfc[fUa `Z`H_UW\i _`k Ug`XfUZhYX`Vm`h\Y`@cbXcb
?b][\hgZ`k \YfY`\Y`hfi `m`a UXY`U`bUa Y`Zcf`\]a gY`Z`gW\cf]b[`%\$+
dc]bhg`UbX`k]bb]b[`h\Y`A Ya cf]U`7i d`"<]g`dUh\`YX`hc`\]g
gY`YW\]cb`Vm`h\Y`7U`[Ufm`:`Ua Yg`Ug`h\Y`g]I h\`cj YfU`d]W`]b`h\Y
&\$%*`B<@`8fUZh`k \YfY`\Y`ei]W`mYghUV`]g\YX`\]a gY`Z`VYW\ca]b[
h\Y`gYW\cbX`mci b[Ygh`d`UmYf`]b[`Ua Yg`\]ghcfm`hc`fYUW\`%\$\$
[Ua Yg`"<Y`fUW_YX`i d`g][b]Z]WUbh`UW\`UXYgZ`]bWi X]b[`VY]b[
bUa YX`A J D`cZ`h\Y`&\$&`B<@`5`!GhUf`; Ua Y"

5`6f][\h`:`i hi fY`k]h\`h\Y`DUbh\Yfg

H\Y`hi fb]b[`dc]bhWUa Y`cb`đ`m&&ž&\$&&žk \Yb`H_UW\i _`k Ug
hfUXYX`hc`h\Y`:`cf]XU`DUbh\Yfg`]b`U`a U`cf`a`cj Y`h\Uh`ZcfYj Yf
U`hYfYX`h\Y`W\i fgY`cZ`h\Y`ZfUbW\]gY`"<Y`g][bYX`Ub`]a`dfYgg]j Y
Y][\hlmYUf`W\bfhUW\k`cfh\`~`+`*`a`j`]cbž`U`hYghUa Ybh`hc`h\Y
DUbh\Yfg`VY`]YZ`]b`\]g`WUdUV`]h]Yg`"<]g`]a`dUW\k Ug`]a`a`YX]UhY`/\Y
Z]b]g\YX`\]g`Z]fgh`gYUgcb`k`]h\`h\Y`hYUa`VcUgh]b[`%\$-`dc]bhg`UbX
\Y`d]b[`hc`[`i`]XY`h\Y`DUbh\Yfg`hc`h\Y]f`Z]fgh`GhUb`Ym`7i`d`j`]W\cfm]b
&\$&(`"H\]g`a`cbi`a`YbhU`k`]b`\Ug`gc`X]Z]YX`\]g`fYdi`hUh]cb`↑`gh`Ug
h\Y`K`_]dYX]U`Ybhfm`\][\`][\hg`\]g`bi`a`Yfci`g`UW\]Yj`Ya`Ybhg`UbX
W\bfh]Vi`h]cbg`hc`h\Y`[`Ua`Y`"

5g`h\Y`DUbh\Yfg`W\bfh]bi`Y`hc`gcUfž`H_UW\i _`g`bUffUh]j`Y`]`i`ghfUhYg
h\Y`hfUbgZcfa`Uh]j`Y`dck`Yf`cbY`d`UmYf`WU`b`\Uj`Y`]b`dfcZYgg]cbU`
gdcfhg`"<Y`W\`a`V]bYg`g\YYf`hU`Ybh`k`]h\`Ub`i`bXYb]UV`Y
W\`a`a`]ha`Ybh`hc`\]g`hYUa`ž]bgd]f]b[`Yj`Yfmc`bY`Ufci`bX`\]a`" "<]g
`ci`fbYm`Zfca`h\Y`f]b_g`]b`5]nc`bU`hc`VYW\`a`]b[`Ub`U`hYfbUhY
WUdhu]b`Zcf`h\Y`DUbh\Yfg`YbWUdgi`UhYg`h\Y`\YUfh`UbX`gci`cZ
\cW_Ym`:`cf`H_UW\i _`UbX`\]g`hYUa`a`UhYgž`h\Y`]W\`]g`bch`↑`gh`U
d`Um]b[`Z]Y`X`/]hg`U`ghU[`Y`k`\YfY`WUa`d]cbg`f]gYž`dfcj`]b[`h\Uh
k`]h\`XYhYfa`]bUh]cbž`i`b]hmž`UbX`U`]hh`Y`ZU]fž[`fYUh`bYgg`]g`U`k`Umg
k`]h\]b`fYUW\`"

8YhU]`g	
Cfh	7fYj`Y`7cYi`fž`A`]ggci`f]ž`l`G5
Ei`Y`Yb	<ul style="list-style-type: none">• a`c`hc`fW\WYgd`cfhg`bYh• Yb`"a`"k`_]dYX]U`cf[• Yb`"k`_]dYX]U`cf[

6Ygi`W\Yb`G]Y`i`bg`Ui`Z.`a`Y]b`!k`]Yb`"bYh