



H\Y`df]W`cZfUk`a UhYf]U`g`Zi Whi UhYg`hcc`a i Wk
Wcg]b[`h\Y`ei chUh]cb`k]`WU]i gY`h\Y`df]W`cZ
7U`W]i a `B]hf]XY`hc`Zi Whi UhY

6YWU]i gY`h\Y`df]W`cZfUk`a UhYf]U`g`Zi Whi UhYg`hcc`a i Wk`h\Y`Wca dUbm`Ug`WcgYX`h\Y`ei chUh]cb

FYW`bh`mz`]gcVi hmfU`XY`mXY`k Ug`ei chYX`Uh`FA 6`&\$`*`)\$#cbz`VfYU_]b[`h\Y`\[\Yghj`U`i`Y`]b
\]ghc`fm`5ZZY`W`h\Y`Vm`h\Y`df]W`cZbYcdYbhm`[`mWc`\Ug`f]gYb`UW`Wc`fX]b[`m`H\Y`W`ffY`b`h`d`f]W`
cZbYcdYbhm`[`mWc`\]g`j`U`]X`Zc`f`cb`m`U`Z`U`X`Umz`UbX`h\Y`df]W`]b`h\Y`a`cfb]b[`]g`cb`mj`U`]X`]b`h\Y`
a`cfb]b["

H\Y`gi`dd`m`XYa`UbX`]a`VU`Ub`W`]b`h\Y`Y`dcl`m`fYg]b`]bXi`ghfm`\Ug`bch`m`Yh`V`Y`Y`b`Zi`m`U`Y`j`]UhYX`":`cf
`]ei`]X`fYg]bgz`]b`Ub`H]Uba`Uc`UbX`6U`]b[`DY`hfc`W`Ya`]WU`k`]`bch`c`ZY`f`ei`chUh]cbg`Zc`f`h\Y`h]a`Y
VY]b[`z`Vi`h`k`]`VY`bY`[ch]UhYX`/Zc`f`gc`]X`fYg]bgz`<i`Ub[`g\Ub`]:`]Zh`\`F]b[`k`]`bch`c`ZY`f`ei`chUh]cbg`z
Vi`h`XcnY`bg`c`Za`U`cf`a`Ubi`ZU`Whi`fYfg`\Uj`Y`a`UXY`ei`chUh]cbg`"G]b[`Y`bY`[ch]Uh]cb"

Gca`Y`Wca`dUb]Y`g`gU]X`h\Uh]Z`h\Y`df]W`XcYg`bch]b`WfYUgYz`]h]g`]_Y`m`h\Uh`h\Y`a`Ubi`ZU`Whi`fYf`\Ug
i`gYX`]bZf]cf`fUk`a`UhYf]U`g`cf`fYXi`W`X`h\Y`ei`U`]hm`c`Z`h\Y`dfcXi`W`h`UbX`k`]`bch`VY`UV`Y`hc
dfc]j`XY`W`ghca`Yfg`k`]h\`\[\!ei`U`]hm`d`fcXi`W`h`g"

K`]h\`h\Y`\[\j`c`Uh]`]hm`c`Zc`]`df]W`g`z`h\Y`[`Yc`dc`]h]WU`h`Y`bg]cb`]b`h\Y`A`]XX`Y`9Ughz`h\Y`Z`f`Y`ei`Y`bh
c`W`W`ffY`b`W`c`Z`Ya`Yf[`Y`b`W]Y`g`gi`W`U`g`h\Y`]b`h`Y`ffi`d`h]cb`c`Z`h\Y`a`U]b`U`f`h`Y`fm`c`Z`h\Y`I`G`c`]`d`]d`Y`]b`Y
UbX`h\Y`Vca`V]b[`c`Z`h\Y`g`f`UY`]`c`]`d`]d`Y`]b`Y`z`]h`k`]`U`ZZY`W`h`h\Y`gi`dd`m`UbX`df]W`c`Z`]b`h`Y`fb`Uh]cb`U`
W`fi`XY`c`]`z`k`\]W`]b`h`i`fb`k`]`U`ZZY`W`h`h\Y`Xca`Y`gh]Wa`Uf`_`Y`h`H\Y`df]W`c`Z`dfcXi`W`h`]b`h\Y`d`Y`hfc`Y`i`a
]bXi`ghfm`W`U]b`UbX`XY`f]j`Uh]`Y`]bXi`ghfm`W`U]bg"

I`b`XYf`Ubi`]Y`hmz`Xck`bghfYUa`W`ghca`Yfg`UfY`]b`WfYUg]b[`m`ifi`g\]b[`hc`Vi`m`W`Ya`]WU`f`Uk`a`UhYf]U`g`z
a`U_]b[`h\Y`W`Ya`]WU`a`Uf`_`Y`h`z`k`\]W`]g`U`f`Y`UX`m]b`g`c`f`h`gi`dd`m`UbX`f]g]b[`d`f]W`g`z`YI`UW`f`V`U`h`Y`g
h\Y`g]hi`Uh]cb`""<ck`Yj`Yfz`Vcc`ghYX`V`m`d`f]W`]b`WfYUgYg`]b`h\Y`Z]f`gh`ei`U`f`h`Y`f`UbX`gb`Ud`i`dg`]b`h\Y
gY`Wc`b`X`ei`U`f`h`Y`f`z`a`cfY`"df]W`]b`WfYUgYg`]b`h\Y`W`Ya`]WU`]bXi`ghfm`a`Um`Ya`Yf[`Y"

5ZZY`W`h\Y`Vm`h\Y`df]W`cZfUk`a`UhYf]U`g`Zi`Whi`UhYg`hcc`a`i`Wk`h\Y`Wca`dUbm`Ug`WcgYX`h\Y
ei`chUh]cbz`h\Y`7U`W]i`a`B]hf]XY`a`Uf`_`Y`h]g`W`Ub[`]b[`f`Ud]X`m`H\Y`gY`W`Ub[`Yg`UfY`]bX]WU`h`c`f`g`c`Z
a`Uf`_`Y`h[`f`ck`h`"H\]g`m`Y`Uf`!`cb`!`m`Y`Uf`i`dk`UfX`h`f`Y`b`X`]b`h\Y`a`Uf`_`Y`h]bX]WU`h`Y`g`h\Uh`h\Y`b`YI`h`B`c`j`Ya`V`Y`f
&\$&\$!&\$&*`k`]`g`l`ck`Ub`c`j`U`Vi`h`ghY`UX`m[`f`ck`h`"Z`mci`UfY`"cc_]b[`Zc`f`7U`W]i`a`B]hf]XY`c`f`Vi`m
7U`W]i`a`B]hf]XY`]b`Vi`_`zd`Y`UgY`gY`b`X`Ub`Ya`U]`hc`gU`Y`g4`cnVc`"Wca

H\Y`df]W`cZ`7U`W]i`a`B]hf]XY`Wc`bh]bi`Y`g`hc`VY`UZZY`W`h\Y`Vm`ZU`W`h`c`f`g`gi`W`U`g`a`Uf`_`Y`h[`f`ck`h\`
a`ca`Y`b`h`i`a`z`]Uf]ci`g`c`dd`c`f`h`i`b]h]Y`g`UbX`W`U`Y`b[`Yg`<ck`Yj`Yfz`Xi`f]b[`h\Y`Zc`f`W`U`g`h`d`Y`f]c`X`Z`f`ca
&\$&\$`hc`&\$&*`z`h\Y`[`c`v`U`"7U`W]i`a`B]hf]XY`gU`Y`g`a`Uf`_`Y`h]g`YI`d`Y`W`h\Y`h`c`Wc`bh]bi`Y`hc`VY`UV`c`j`Y`
Uj`YfU[`Y`H\Y`[`f`ck`h`f`U`h`Y`k`]`Wc`bh]bi`Y`hc`]b`WfYUgY`"h]g`YI`d`Y`W`h\Y`h`U`h`Z`f`ca`hc`X`U`m`h`c`b`YI`h
k`YY`_`z`h\Y`df]W`cZ`7U`W]i`a`B]hf]XY`k`]`]b`WfYUgY`hc`U`W`f`h`U]b`YI`h`Y`b`h`"



8i Y'hc'WkUb[Yg']b'Wc bgi a Yf'XYa UbXž]a dcfh'UbX'YI dcfh'Wc bX]h]cbgžUbX'j Uf]ci g']bj Ygh] [Uh]cbg
cb'h\Y'XYj Y'cda Ybh'cZ'7U'W]i a 'B]hf]XYžh\Y'Wc gh'cZ'7U'W]i a 'B]hf]XY']g'Wc bghUbh'm
WkUb[]b["HU_]b[]]bhc'UWwci bh'h\Y'W ffYbh'a Uf_Yh'a UWfcYWc bca]WdUfUa YhYfgžj U'i Y'WkU]b
UbU'mg]gžWkUbbY'dUfhbYfgžXYa UbX'UbX'gi dd'mžh\Y'Wc gh'cZ'7U'W]i a 'B]hf]XY'k]''U'gc'VY'UZZYWHYX
hc'U'WfU]b'YI hYbh'-'h]g'Ygh]a UhYX'h\Uh'h\Y'Wc gh'cZ'7U'W]i a 'B]hf]XY'k]''bWfYUgY'g'] [\h'mžfca
hcXUm'hc' bYI h'k YY_"

<ck Yj YfžCnVc"Wca 'dfcj]XYg'\] [\ 'di f]hmB Ubc'7U'W]i a 'B]hf]XY'k]h\ 'ghYUXm'df]Wf"-b'cfXYf'hc
ZYXVUW_'hc'c'X'W ghca Yfgžh\Y'Wca dUbm]g'gh]''b'ž ''c dYfUh]cbg'hc' d'fcj]XY'7U'W]i a 'B]hf]XY'k]h\
Wca dYh]hj Y'df]W'gU]X'c']bUžgU'Yg'a UbU[Yf'cZ'cNvC"Wca "

5Vci h'cNvC"Wca

CnVc"Wca 'fU_U"HUb_]BYk 'A UhYf]U'g'7c"@hX"ē]g'U'hfi ghYX' ['cVU'WkYa]WU''a UhYf]U''gi dd']Yf/
a Ubi ZUWhi fYf'k]h'c'j Yf'%'&mYUfg'YI dYf]YbWf']b'dfcj]X]b['gi dYf'\] [\!ei U']hmWkYa]WU'g'UbX
B Ubc'a UhYf]U'g"5g'U''YUX]b['bUbchYWkbc'c[m'XYj Y'cda Ybh'UbX'7U'W]i a 'B]hf]XY
a Ubi ZUWhi fYfžHUb_]BYk 'A UhYf]U'g'7c"@hX'Xca]bUhYg'h\Y'a Uf_Yh'Ci f'dfcZYgg]cbU''k cf_'hYUa
dfcj]XYg'dYfZYWh'gc'i h]cbg'hc'\Y'd']a d'fcj Y'h\Y'YZ]W]YbWm'cZj Uf]ci g']bXi ghf]YgžWfYUhY'j U'i YžUbX
YUg]'mWcdY'k]h'] Uf]ci g'WkU''Yb[Yg"-žmci 'UfY''cc_]b['žcf'7U'W]i a 'B]hf]XYž'd'YUgY'gYbX'Ub'Ya U]
hc.gU'Yg4 cnVc"Wca