

ÿ`hYfY`5fVY]hbY\ a Yf`j cf`XYa`5i g.`8fc\h
X]Y`F Y[Y`U`hYfg[fYbnY`ni`_]ddYb3

9I dYfhYb`k UfbYb`j cf`F]g]_Yb`XYf`5_hj fYbhY`i bX
X]g_i h]YfYbž`k]Y`5`hYfg[fYbnYb`5fVY]hga Uf_h`i bX
F YbhYbgmghYa`VYY]bZi ggYb"



8Yi hgW\`UbX`!`b`8Yi hgW\`UbX`k]fX`U_hi Y``Y]bY`]bhYbg]j Y
8]g_i gg]cb`ØVYf`X]Y`9fk YfVgh`h][`_]h]j cb`F YbhYfb`[`YZØ`fh`'9]b
nYbhU`Yg`H\Ya U`]gh`X]Y`VYj c fghY\YbXY`9]bZØ`fi b[`XYf`gc
[`YbUbbhYb`5_hj] fYbhYž`X]Y`UV`XYa`%'`>Jbi Uf`&\$&`*`]b`?fUZi`hfYhYb
gc``'8]YgYg`bYi Y`?cbnYdh`Yfa`Ò[`]W`h`Yg`F`YbhYfbž`V]g`ni`'&`\$\$\$
9i fc`dfc`A`cbU`h`ghYi`YfZfY`\]bni`ni`j`YfX]YbYbž`c`bY`XUgg`XUVY]
XUg`F`YbhYbY]bhf]h`hgU`hYf`Ub[`Y\`c`VYb`k`YfXYb`a`i`gg`<`]YfVY]`k`]fX
]bgVYgcbXYfY`XYf`XYa`c[`fUZ]gW`Y`K`UbXY`U`g`YbhgW`Y]XYbXYf
:`U_hcf`[`YbUbbhž`XYf`g]W`Xi`fW`Y]bY`ghY][`YbXY`@YVYbgYfk`Ufhi`b[
i`bX`Y]bY`g]b`_YbXY`;`YVi`fhYb`fUhy`Äi`»`Yfh"

9b[`Y`a`Y]Yf`k`Y]gh`XUfUi`Z`\]bž`XUgg`ghUffY`5fVY]hgj`YfhfÄ[`Y`]b
8Yi hgW\`UbX`Y]bY`6YgW`ÄZh][`i`b[`ØVYf`X]Y`5`hYfg[`fYbnY`\]bUi`g

cZha U`g`Ui ggWk`jY»Yb"9g`gY]XU\Yf`k jWk h[ž`À`hYfY : UWk_fÀZhY`ja
6Yfi Zg`YVYb`ni `U`hYbž`i a`X]Y`<YfUi gZcfXYfi b[Yb`XYg
FYbhYbgmghYa g`ni `a Y]ghYfb"Ni XYa`k Ufbh`Yf`j cf`a Ò[`]WkYb
@Y]ghi b[g_Øfni b[Yb`VY]`XYf`[YgYhn`]WkYb`FYbhY`Xi fWk
FY[Y`i b[Yb`k]Y`X]Y`5_hj] fYbhY"8]YgY`_ÒbbhYb`XUg`FYbhYbb]j YUi
[YZÀ\`fXYbž`k À\`fYbX`XYf`8Yi hgWkY` ; Yk Yf_gWkUZhgVi bX`fB ; 6Ł
XUg`FYbhYbgmghYa `U`g`Ui gfY]WkYbX`Zi b_h]cb]YfYbX`g]Y\`hž
]bgVYgcbXYfY`ja`<]bV`]W_`Ui Z`X]Y`VYj c fghY\`YbXYb
FYbhYbY]bhf]hhY`XYf`6UVmVcca Yf"

< YfUi gZcfXYfi b[Yb`XYf`9fk YfVghÀh][_Y]h`ja
5`hYf

CVk c\`X]Y`GhUh]gh]_`XYg`GhUh]gh]gWkYb`6i bXYgUa`hYg`nY][hž`XUgg
%`i`XYf`FYbhYbYf`]b`8Yi hgWk`UbX`]b`XYb`YfghYb`gYWk`g`A`cbUhYb
bUWk`6Yni [`Y]bYf`5`hYfgfYb`hY`k`Y]hYf\]b`UfVY]hYbž`]gh`X]Y`NU\`XYf
U_hj] Yb`FYbhYbYf`ja`JYf[`Y]Wk`ni`XYb` ; YgUa`hnU\`Yb`b]Wk`h
i`bVYX]b[h`\`cWk`"J`cb`X]YgYb`U_hj] Yb`FYbhYbYfb`UfVY]hYb`*`i
i`bj`YfÀbXYfhž`k`À\`fYbX`+`i`ZYI]V`Y`5fVY]hga`cXY`Y`[Yk`À\`h
\`UVYb"9]b`[fÒ»YfYf`5b`hY]`ž`b`Àa` `]Wk`))`i`ž`\`Òfh`bUWk
FYbhYbY]bhf]hh`Ui`Z`ni`UfVY]hYbž`k`Ug` : fU[Yb`ni`f`9ffY]Wk`VUF`_Y]h
i`bX`9]bVYn]Y\`i`b[`X]YgYf`5`hYfg[fi`ddY`]b`XYb`5fVY]hga`Uf`h
Ui`Zk`]fZh"

9]b][Y`?`f]h]_Yf`Ài »Yfb`6YXYb`_Ybž`XUgg`X]Y`5_hj] fYbhY`j`cf`U`Ya
XYb`Yb][Yb`FYbhYbYfb`ni [i`hY`_ca`a`hž`X]Y`c`\`bY\]b`UfVY]hYb
k`c`Ybž`k`À\`fYbX`[Ygi`bX\`Y]h]Wk`Y]b[YgWk`fÀb`_hY`DYfgcbYb`b]Wk`h
j`cb`XYb`[Yd`UbhYb`FY[Y`i`b[Yb`dfc`Z]h]YfYb"@Ui`h`XYb`D`ÀbYb`XYf
6i`bXYgfy[]Yfi`b[`gc`Yb`FYbhYbYfž`X]Y`ZfY]k`]`][`ØVYf`X]Y
FY[Y`U`hYfg[fYbnY`\]bUi`g`UfVY]hYbž`j`cb`ghYi`Yf`]WkYb`J`cfhY`]Yb
i`bX`Y]bYf`a`Ò[`]WkYb`9f\`Ò\`i`b[`XYf`FYbhY`dfc`Z]h]YfYb"5`YfX]b[g
[]Vh`Yg`Ui`Wk`6YXYb`_Yb`\]bg]Wk`h]Wk`XYf` ; YfYWk`h][_Y]h`i`bX`XYf
gcn]U`Yb`5i`gk`]f`_i`b[Yb`X]YgYf`FY[Y`i`b["

F YU_h]cbYb`i`bX`5i`gV`]W_Y

8Yf`Gcn]U`j`YfVUbX`J`X?`\`Uh]g]Wk`V]g`Ub[`b]Wk`h`_`Uf`ni`XYf

: cfXYfi b['[YÄi » Yfhž'X]Y'FY[Y`U`hYfg[fYbnY`UVni gWUZZYbž'k Ufbh
 UVYf'j cf'a cfU`]gWYa`'8fi W`'a`'8]g_i fg'ØVYf'XYb'5fVY]hgk]`Yb
 j cb'FYbhbYfb" , VYf'%ž`'A]`]cbYb'FYbhbYf'k UfYb'9bXY`&&&
 Yfk YfVghÀh][ž'k cVY]'X]Y'A Y`f`Y]h'X]YgYf'6YgW`ÀZh][i b[Yb`]b
 : cfa`'j cb'A`]b]`cVg'ghUhhZUbX" '9g'V`Y]Vh'UVni k UfhYbž'k]Y`g]W`X]Y
 5_h]j fYbhY`Ui Z'X]Y'FYbhYbj Yfg]W`Yfi b['Ui gk]f_Yb`k]fX`i bX`cV
 g]Y`hUhg`W`]W`U`g`Yb`h`UghYbX`ZØf`XUg`FYbhYbgmghYa`Zi b[]Yfh"

8]Y`VYj cfghY`YbXYb`<YfUi gZcfXYfi b[Yb`YfZcfXYfb`Y]bY
 i a ZUggYbXY`8]g_i gg]cbž'i a`'g]W`Yfni ghY`Ybž'XUgg`X]Y`žhYfYggYb
 U`Yf'FYbhbYf[fi ddYb`[Yk U`fh`V`Y]VYb`i bX`XUgg`X]Y`[Yd`UbhYb
 A U» bU`a`Yb`gck c`U`hfhU_h]j`U`g`Ui W`[YfYW`h[YghU`hYh'g]bX": Øf
 XYhU]`YfhYfY`žZcfa`Uh]cbYb`ØVYf'XUg`H`Ya`U`Ya`dZY`Y`]W`Y]bYb
 6`]W`]b`X]Y`**6i bXYghU['FYggci fWb"**8]Y`_ca`a`YbXYb`A`cbUhY
 k YfXYb`YbhgW`Y]XYbX`gY]bž'i a`'X]Y`K`Y]W`Yb`ZØf`X]Y`Ni`_i`bZi`XYg
 XYi hgW`Yb`FYbhYbgmghYa`g`ni`ghY`Yb"

8YhU]`g	
J cfZU``	; Ygi bX`Y]hg_f]gY
C fh	8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "]bZfUb_Yb"XY • k k k "Vi Yf[Yf![Y`X"cf[• k k k "Vi bXYghU["XY

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