

6U`_cb_fUZhk Yf_Y`YfcVYfb`8Yi hgW`UbX.
VYf`Y]bY`A]`]cb`]bghU``]Yfh°

8]Y`NU\`XYf`6U`_cb_fUZhk Yf_Y`]b`8Yi hgW`UbX`gh]Y[`&\$&)
i a`ØVYf`&&\$"\$\$\$"9fZU\fyb`G]Y`a Y\`ØVYf`XYb`Gc`UfVcca
i bX`[YgYhn`]WY`9f`Y]W`hYfi b[Yb"



8Yi hgW`UbX`!`8]Y`6Y[Y]ghYfi b[`ZØf`6U`_cb_fUZhk Yf_Y`k ÅW gh
fUgUbhž`i bX`XUg`nY][`h`g]W`XYi h]W`]b`XYb`NU\`Yb.`ā`YfghYb
<U`V`U\`f`&\$&)`j`YfnY]W`bYhY`8Yi hgW`UbX`Y]bYb`5i`Zgh]Y[`]`cb
ØVYf`&&\$"\$\$\$`bYi`Yb`6U`_cb_fUZhk Yf_Ybž`gcXUgg`bi`b`a`Y\`f`U`g
Y]bY`A`]`]cb`X]YgYf`_`Y]bYb`Gc`Uf!`5b`U[`Yb`VY]`XYf
6i`bXYgbYhnU[`Ybhi`f`[`Ya`Y`XYh`g]bX`"8]YgY`9b`hk`]W`i`b[`k`i`fXY`j`cb
NY]h`Ui`gZØ\`f`]W`h`Ya`Uh]g]Yfh"

7UfghYb`?`Øfb][`]`ca`i`6i`bXYgj`YfVUbX`Gc`Ufk`]fhgW`UZh`\`YVh`\`Yfj`cfž
XUgg`X]Y`B`UW`ZFU[`Y`b`UW`GhY`W`Yfgc`Uf[`Yf`Å`h`b`b]W`h`b`UW`Å`ggh"
8]YgY`6Y`]YVh`Y]h`k`]fX`j`cf`U`Ya`Xi`fW`gh`U`h]W`Y`9f`Y]W`hYfi`b[`Yb
i`bX`g]b`_`YbXY`DfY]gY`VYZØ[`Y`h`Ni`XYa`hfU[`Yb`a`Y\`f
<UbXY`gi`bhYfbY`a`Yb`X`Uni`VY]ž`XUgg`6U`_cb_fUZhk Yf_Y`]a`a`Yf

VY]YVhYf'k YfXYb'i bX'gca]h'Ui W'XUg'6Yk i gghgY]b'Z0f'g]Y']b'XYf
VfY]hYb'6Yj 0_Yfi b['k ÅW gh"

K Ug'g]bX'6U`_cb_fUZhk Yf_Y3

6U`_cb_fUZhk Yf_YžUi W'VY_Ubbh'U`g'GhYW_Yfgc`Uf[YfÅhYž
VYghY\Yb'Ui g'D\chcj c`hU]_a cXi `Ybž'Y]bYa 'K YWAgY'f]W hYfž'Y]bYf
5bgW`i gg`Y]hi b['i bX'Y]bYf'I bhYf_cbghfi _h]cb""8]YgY'5b`U[Yb
YfnYi [Yb'; `Y]W ghfca žXYf'0VYf'XYb'K YWAgY'f]W hYf']b
K YWAgY`ghfca 'i a [Yk UbXY'h'k]fX'i bX'XUbb'Yb'k YXYf']b'XYb
J YfVfUi W Yfghfca _fY]g'cXYf']b'Y]bYb'gYdUfUHyb'Ghfca _fY]g
Y]b[YgdY]gh'k]fX""@Ui h' ðZcfa Uh]cbYb'XYg'I a k Y`hVi bXYgUa hYg
hfU[Yb'g]Y`nk Uf'bi f'[Yf]b[Z0[] ['ni f'Ghfca YfnYi [i b['VY]ž'Z0fXYfb
YXcW`X]Y'5_nYdhUbn'i bX'A]hk]f_i b['Ub'XYf'9bYf[]Yk YbXYž
VYgcbXYfg'Z0f'A]YhYf]bbYb'i bX'A]YhYf"

8Yf'U_hi Y`Y'[YgYhn`]WY'F U\ a Yb'Yfa 0[`]W h'VYfY]hg'5b`U[Yb'a]h
Y]bYf'@Y]ghi b['j cb'V]g'ni '&""\$\$\$K Uhh'f' `Y]W ghfca Ł'a]h'Y]bZUWYf
5ba Y`Xi b['i bX'Yf'Ui Vh'Y]bY'hYa dcfÅfY'8i `Xi b[
f0W_k Åfhg`Ui ZYbXYf'NÀ\`Yfž'V]g'X]YgY'Ui g[YhUi gW'h'k YfXYb""5i W
hYW`b]gW`g]bX'6U`_cb_fUZhk Yf_Y [i h'Ui Z[YghY`h'8]Y' Bcfa Ybž
X]Y'XYb'5bgW`i gg'fY[Y'bž'k YfXYb'ghYh]['U_hi U`]g]Yfhž'k Ug'X]Y
 ðghU``Uh]cb'k Y]hYf'j YfY]bZUW`h"

A Uf_h'i bX'K]fhgW UZh`]W_Y]h']a '5i Zk]bX

8Ub_'XYf'\c\Yb'5a cfh]gUh]cbgnY]hYb'k YfXYb'6U`_cb_fUZhk Yf_Y
ni bY\ a YbX'U`g`i _fUh]j Yg'; YgW ÅZh'Ub[YgY\Yb""8]Y
Ghfca YfnYi [i b[g_cghYb'g]bX']b'XYf'FY[Y`b]YXf][Yf'U`g'X]Y
Ghfca VYni [g_cghYb""Ni XYa 'k i fXY'X]Y'I a gUhnghYi Yf'Ui Z
D\chcj c`hU]_Ub`U[Yb'V]g" '\$_K 'gY]h'&\$\$' `Ui Z\$'i '[YgYb_h""8]YgY
0_cbc a]gWYb'FU\ a YbVYX]b[i b[Yb'\UVYb'Yf\YV`]W`ni f
6Y`YVi b['XYg'A Uf_hYg'VY][YhfU[Yb"

9]bY'A Uf_hUbU`mgY'Ui g'XYa ' ð\ f'&\$\$' `Yf[UVž'XUgg'8Yi hgW`UbX
Yhk U'&+\$\$ '\$\$ \$'bYi Y'6U`_cb_fUZhk Yf_Y]bghU``YfhY""C ZZ]n]Y`Y
8UhYb'j YfnY]W`bYb'ni `X]YgYa `NY]hdi b_h'Yhk U'% '\$' , "\$\$\$ \$'bYi
]bghU``YfhY'Gc`UfgmghYa Yž'k cVY]6U`_cba cXi `Y'Y]bYb

g][b]Z_UbhYb`5bhY]`XUfUb`UhhYb"9]b`k Y]hYfYf`dcg]h]j Yf`5gdY_h
]ghž`XUgg`X]Y`J 8 9!F Y[Y`i b[Yb`j YfY]bZUW h`k i fXYbž`k Ug`X]Y
@Y]ghi b[g[fYbnY`Ui Z', \$\$`K Uhh`Ub`cV`i bX`gca]h`X]Y`ϕghU`Uh]cb
Yf`Y]W hYfh"8]Yg`ZØ`fhY`Ui W`ni`Y]bYa`gdfi b[`UZhYb`5bgh]Y[`XYf
bYi` `]bni [YZØ[hYb`Gc`Uf`UdUn]h`hž`X]Y`fi bX`,) i` [Y[YbØVYf`XYa
J cf`U`f`VYhf`h`h`<`Yfa`YgXYU`g`VYf]W hYhž`XUgg`8Yi hgW`UbX`Yhnh
ØVYf`fi bX`" ž+`A]`]cbYb`Gc`UfgmghYa`Y`j YfZØ[hž`X]Y[`Ya`Y]bgUa
VYY]bXfi W_YbXY`*`&`A]`]UfXYb`?]`ck Uhhghi bXYb`Ghfca`YfnYi [Yb`
XUg`Ybhgd]W h`Yhk U`%&i` `XYg[YgUa`hYb`Ghfca`j YfVfUi`W`g`XYg
@UbXYg"

8]Y`Ni`_i bZh]g]Y`h`U`gc`j]Y`j YfgdfYW`YbX`Ui`g`8Yi hgW`UbX`U`h
g]W`ni`a`N]Y`[YgYhnhž`V]g`&\$`\$`a`]bXYghYbg`, \$i` `XYg
Ghfca`VYXUfZg`Ui`g`YfbYi`YfVUfYb`9bYf[]Yb`ni`XYW_Yb"ϕ`X]YgYa
Ni`gUa`a`Yb`Ub[`gd]Y`Yb`6U`_cb`fUZh`k`Yf`_Y`Y]bY`k`]W`h][Y`F`c`Yž
XU`g]Y`b]W`h`bi`fi`a`k`Y`hž`Yi`bX`]W`g]bXž`gcbXYfb`Ui`W`X]Y`6Øf[Yf
U_h]j`i]b`XYb`K`UbXY`XYf`9bYf[]Yj`Yfgcf[i`b[`Y]bVYn]Y`Yb"

8YhU]`g	
C fh	8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "nY]h"XY • k k k "i a k Y`hVi bXYgUa h"XY • gc`Uf"`\Yfa`YgXYU`g"W`a

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