

9d]W8: 6!Dc_U`Z]bU`Y. '6]Y`YZY`X`_`Äa dZh
[Y[Yb`Ghi hh[Ufh`i a`XYb`H]hY`°

5a`&("A U] &\$&) `hf]Zzh`5fa`]b]U`6]Y`YZY`X`]a`'8: 6!Dc_U`Z]bU`Y
Ui ZXYb`J Z6`Ghi hh[Ufh`]a`C`ma`d]UghUX]cb`6Yf`]b`"Ni`gW\Ui`Yf
_ÖbbYb`XUg`Gd]Y`"j`Y`]a`N8: `cXYf`cb`]bY`j`YfZc`[Yb`"

C`ma`d]UghUX]cb`ž`%\$%+`-`6Yf`]b`ž`8Yi`hgW\`UbX`!`5a`&("A U]
&\$&) `Z]bXYh`]a`C`ma`d]UghUX]cb`]b`6Yf`]b`XUg`8: 6!Dc_U`Z]bU`Y
&\$&(`#&) `ghUhhž`]b`XYa`X]Y`5fa`]b]U`6]Y`YZY`X`Ui ZXYb`J Z6`Ghi`hh[Ufh
hf]Zzh`'8]Y`DUfh]Y`VY[]bbhi`a`&\$`I` \f`i`bX`k`]fX`]a`': fYY!HJ`Ui`ZN8:
ØVYfhfU[Yb`ž`k`Ä`fYbX`Ui`W\`C`b`]bY!`_`VYfhfU[i`b[Yb`Ui`Z
gdcfgh`i`X]c`XY`Ub[YV`chYb`k`YfXYb`"DUm!HJ`!5V`cbbYb`hYb`_ÖbbYb
XUg`Gd]Y`UV`%-`I` \f`ØVYf`G`_mj`YfZc`[Yb`"8`Ug`GhUX]cb`]b`6Yf`]b
V]YhYh`D`Uhm`ZØf`V]g`ni`'+`("\$\$\$`Ni`gW\Ui`Yf`"

8]YgYg:]bU`Y`]ghj`cb`\]ghcf]gW\Yf`6YXYi`hi`b[`ZØf`VY]XY
A`UbbgW\UZhYb`"8]Y`5fa`]b]U`6]Y`YZY`X`\Uh]g]W\ž`bUW\`]\fYa
5i`Zgh]Y[`Ui`g`XYf`'`"@[UžV]g`]bg:]bU`Y`[Y`_Äa`dZhi`bX`ghfYVh`]\fYb
YfghYb`'8: 6!Dc_U`g]Y[`Ub`"ä`J`cfZY`X`XYf`9bhgW\Y]Xi`b[`ggd]Y`
_c`bbhYb`X]Y`6]Y`YZY`XYf`bUa` \UZhY` ; Y[bYf`VYg]Y[Yb`ž`XUfi`bhYf
6UmYf`@Y`Yf`_i`gYb`]a` '<U`VZ]bU`Y`"8]Y`@Y]XYbgW\UZh`i`bX
9bhgW\`cggYb`\Y]h`XYf`A`UbbgW\UZh`\Uh]g]Y`Ui`ZY]bY`FY]Y`]\Y`j`cb`%
i`b[YgW\`U[YbYb`Gd]Y`Yb`[YZØ`fhž`k`cVY]`g]Y`gY]h`A`]hY`': YVfi`Uf
bi`f`Y]b`Y]bn][Yg`A`U`j`Yf`cfYb`\UVYb`"

Ghi`hh[Ufh`Ui`Z`XYf`Gi`W\Y`bUW\`XYa`'j`]YfhYb
H]hY`

8Yf`J`Z6`Ghi`hh[Ufh`\]b[Y[Yb`a`ÖW`hY`gY]bYb`j`]YfhYb`'8: 6!Dc_U`g]Y[
ZY]Yfb`"8]Y`GW\k`UVYb`gW\`cggYb`X]Y`6i`bXYg`][U!GU]gcb`a`]hY]bYa
G]Y[`][Y[Yb`F`6`@Y]dn][`UVž`j`YfdUgghYb`YXcW\`X]Y`ei`U`]Zn]YfYbXY

Dcg]h]cb`Z0f`9i fcdU`0VYf`X]Y`@[U``9]b`G]Y[`]a `Dc_U`Z]bU`Y`k 0fXY
Ghi hh[Ufh`Y]bYb`D`Uhn`]b`XYf`l`9: 5`9i fcdU`@YU[i`Y`&\$&) #&*
g]W`X`Yfb``8Yf`K`Y[`]bg`:]bU`Y`Z0\fhY`X]Y`Ghi hh[UfhYf`Xi fW
YfZc`[fY]W`Yg`Gd]Y`Yb`[Y[Yb`HYUa`g`k`]Y`DfYi »Yb`A`0bghYf`i`bX
5i`[gVi`f[``

Ghi hh[Ufh`V`]W`h`Ui`Z`Y]bY`dcg]h]j`Y`6`Ubn`[Y[Yb`6]Y`YZ`X`ni`f0W`ž
a`]h`&\$`G]Y[Yb`]b`((`DZ]W`hgD]Y`Yb`i`bX`Y]bYa`Hcfj`Yf`À`h`b]g`j`cb
+).)` ``6YgcbXYfg`ni`VYUW`hYb`]ghž`XUgg`Ghi hh[Ufh`X]Y`Y`hnHY
6Y[Y[bi`b[`]a`8: 6!Dc_U`&\$&&`a`]h`*.`\$`Z0f`g]W`Y`b`hgW`Y]XYb
_`c`b`b`hY``7cUW`G`YV`Ugh]Ub`<c`Y`b`Y»` \`Uh`X]Y`A`UbbgW`UZh`YfZc`[fY]W
Xi`fW`%%`Dc_U`gd]Y`Y`[Y`Y]hYhž`a`]h`Y]bYf`6`Ubn`j`cb`bYi`b`G]Y[Yb`

HYUa`Ui`ZghY``i`b[`Yb`i`bX`GW`X`0ggY`gd]Y`Yf`

6Y]XY`HYUa`g`ghY``Yb`g]W`X]YgYa`Yb`hgW`Y]XYb`XYb`Gd]Y``a`]h
GW`X`0ggY`gd]Y`Yfb`Ui`Z``: 0f`Ghi`hh[Ufh`g]bX`B]W`_`K`c`h`Ya`UXY`i`bX
8Yb]n`l`bXUj`VYgcbXYfg`\Yfj`cfni` \YVYbž`k`À`fYbX`9fa`YX]b
8Ya`]fcj`]ã`j`cfUi`gg]W`h`]W`Ui`Z`XYf`6`Ub`_`g]hnh``5b[`Y`c`Gh]`Yf`\`Uh
Ui`Z[`fi`bX`Y]bYf`?`b0W`Y`j`Yf`Y`hni`b[`ZFU[`]W`X`Y`9]bgUhnW`UbW`b``5i`Z
XYf`Ub`XYfYb`G]Y]hY`d`Ub`h`6]Y`YZ`X`g`7cUW`A`]hW`?`b]Uhž`g]W
nk`]gW`Yb`7`\f]ghcd`Yf`@UbbYfhi`bX`:]`l` `<`U[`a`Ubb`Z0f`X]Y
Dcg]h]cb`XYg`F`YW`hgj`YfhY]X][`Yfg`ni`Yb`hgW`Y]XYb`

8Ug`:]bU`Y`VYXYi`hYh`b]W`h`bi`f`Y]bYb`?`Ua`dZ`i`a`X`Yb`Dc_U`ž
gcbXYfb`Ui`W`i`a`X]Y`Z]bUbn]Y``Y`GhUV`]h`À`hi`bX`XYb`GhUhi`g`XYf
VY]XYb`7`i`Vg``6]Y`YZ`X`_`À`a`dZ`i`a`]h`XYb
:]bUbn]Yfi`b[`g`Y`f`Ui`gZ`c`f`XYfi`b[`Yb`b`UW`X`Y`a`5Vgh]Y[`ž`k`Ug`X]YgY
6Y[`Y[`bi`b[`bcW`VYXYi`hi`b[`gj`c``Yf`a`UW`h``9]b`G]Y[`_`0b`b`hY`Z0f
XYb`J`YfY]b`Y]bY`Xf]b[`YbX`VYb`0h][`hY`5i`Zk`Yfhi`b[`VYXYi`hYb`

8: 6!Dc_U``i`bX`X]Y`6YXYi`hi`b[`XYg`

K`Y`hhVYk`YfVg`

8Yf`8: 6!Dc_U``]gh`Y]b`VYXYi`hYb`XYf`b`Uh]cbU`Yf`K`Y`hhVYk`YfVž`XYf
gY]h`%-` `) `À`f`]W`j`ca`8Yi`hgW`Yb`:]`i`»`VU``!6i`bX`fB: 6ł
j`YfUbghU`hYh`k`]fX``9f`V]YhYhi`b`hYf`_`Ugg][`Yb`A`UbbgW`UZh`Yb`X]Y

A Ò[`]W_X]hž[Y[Yb`ghÀf_YfY`HYUa`g`ni` [Yk`]bbYb`i` bX`g]W`Y]bYb
D`Uhn`]b`XYf`Yi` fcdÀ]gW`Yb`?`cb`_i` ffYbn`ni` `g]W`Yfb`"5`_hi` Y``g]bX`&`*
j`YfgW`]YXYbY`J`YfY]bY`]b`XYf`;`YgW`]W`hY`XYg`Dc`_U`g`U`g`G]Y[`Yf`
`Yfj`cf[`Y[`Ub[`Yb`ž`k`c`VY]`XYf`:`7`6UmYfb`A`ØbW`Yb`a`]h`&\$`H]hY`b`
FY`_cfXg]Y[`Yf`]gh`"

8 Ug`Yi`h][`Y`:]bU`Y`j`Yfgdf]W`hž`ZØf`VY]XY`HYUa`g`Y]b`
i`bj`Yf[`Ygg`]W`Yg`9f`YVb]g`ni` `k`YfXYb`i` bX`_ØbbhY`X]Y`;`YgW`]W`hY`
XYg`8:`6!Dc`_U`g`i`a` `Y]b`k`Y]hYfYg`VYa`Yf`_Yb`gk`YfhYg`?`Ud]hY`
Yfk`Y]hYfb`"

8YhU]`g	
J`c`f`ZU``	Gd`c`f`h`
C`f`h`	C`ma`d]UghUX]c`b`ž`%`\$`%`+`-` `6Yf`]b`ž`8Yi`hgW` `UbX`
E`i`Y``Yb`	<ul style="list-style-type: none">• k`k`k`"gUYW`g]gW`Y`"XY`• k`k`k`"Vi`bXYg`][`U"W`a`• XY`"k`_]dYX]U`"cf[`

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