

6UmYfb`A ØbWXYb`[Yk]bbh'gdUbbYbX` UVYf`k Ug`k]fX`Ui g`< Uff]g3

6UmYfb`A ØbWXYb`i bX`K ØfnVi f[`Y]WXYb`]b`]\fYb`D`UmcZl
<U`VZ]bU`gYf]Yb`Ui g"J Yf`Yhni b[Yb`i bX`Ni gWXYUi YfnU\`Yb
dfÅ[Yb`XUg`Gd]Y`[YgWXY\`Yb"



<Y]XY`VYf[ž`8Yi hgWXY`UbX`!`æ`D`UmcZl<U`VZ]bU`Y`XYf
6Ug_YhVU`!6i bXYg`][U`_ca a hYg`ni`gdUbbYbXYb`K YbXi b[Yb"
8Y`6UmYfb`A ØbWXYb`g]Y[Yb`]a`nk Y]hYb`Gd]Y`XYf`GYf]Y`[Y[Yb
A @D`5WXYa]Wg<Y]XY`VYf[`a]h`- \$.*%`i bX`[`Y]WXYb`gca]h`X]Y
6Ygh`cZl:]j Y!GYf]Y`Ui Z%.%Ui g"8 Ug`YfghY`Gd]Y`\`UhhYb`X]Y
<Y]XY`VYf[Yf`ni j cf`[Yk cbbYb`i bX`XUa]h`ZØf`Y]bYb
, VYffUgWXYi b[ga ca Ybh[Ygcf[h`8Yf`G]Y[`]b`<Y]XY`VYf[`k i fXY
j cf`(" (%\$`Ni gWXYUi Yfb`]a`GBD`8ca Y`[YZY]Yfhž`k c`X]Y`K i fZei chYb
Ui ZVY]XYb`GY]hYb`gWXYk UWXY`k UfYb`i bX`j]Y`Y`: ci`g`X]Y`DUfh]Y
dfÅ[hYb" `G\UVUnn`B Ud]Yf`k Uf`XYf`VYghY`K YfZYf`ZØf`X]Y`A ØbWXYbYf
a]h`%*`Di b_hYbž`k Å\`fYbX`A]WXYU`Y`K YUh\`Yfg`ZØf`<Y]XY`VYf[`%)
Di b_hY`VY]ghYi YfhYž`VYf]WXYhYh`Vbb`"XY"

8]Y`6UmYfb`ghUfhYhYb`j`j]Y`j`YfgdFYWk`YbXž`UhhYb`UVYf`
GWk`jYf][`_Y]hYbž`<Y]XY`VYf[`]b`GWk`UWk`ni`U`hYb`" `#`XYf`
<U`VnY]hdUi`gY`ZØ`fhYb`X]Y`A`ØbWk`bYf`a`]h`+.`'`" `I`a`gc`
gWk`cW_]YfYbXYf`k`Uf`X]Y`gWk`YfY`J`Yf`Yhni`b[`]`cb`9`]Ug`<Uff]gž`XYf`
g]Wk`c`bY`fYa`XY]bk`]f`_i`b[`Ua`" `]b`_Yb`?`b]Y`j`Yf`YhnhY`" `B`UWk`UWk`h`
A`]bi`hYb`Gd]Y`nY]h`_cbbhY`<Uff]g`XUg`Y`X`b]Wk`h`a`Y`f`VYhfYhYb`
i`bX`k`i`fXY`j`cb`gY]bYb`HYUa`_c`Y[`Yb`æ`UbbYg`J`c][`ha`Ubb`i`bX`
B]Y`g`;`]ZZYmj`ca`D`Uhn`[`YhfU[`Yb`" `8]YgY`J`Yf`Yhni`b[`_`ØbbhY`ZØf`X]Y`
6UmYfb`ZUhuY`Y`c`[`Yb`U`UVYbž`XU`<Uff]g`a`Ø[`]Wk`Yfk`Y]gY`ZØf`XUg`
Zc`[`YbXY`Gd]Y`" `Ui`gZ`" `hž`VYf]Wk`hYh`gd`c`f`h`V]`X`" `XY`"

Gd]Y`j`Yf`Ui`Z`i`bX`9f[`YVb]ggY`XYf`
<U`VZ]bU`gd]Y`Y`

#`XYf`nk`Y]hYb`<U`VnY]h`nc[`Yb`X]Y`6UmYfbž`Ub[`Y`ZØ`fh`j`cb`
æ`UbbYg`J`c][`ha`Ubbž`XYf`k`]Wk`h][`Y`Di`b`_hY`VY]ghYi`YfhYž`XYi`h`]Wk`
XUj`cb`" `J`c][`ha`Ubb`Yfn]Y`hY`bYi`b`Di`b`_hY`]b`:`c`[`Yž`k`Ug`ni`Y]bYa`
nk`]gWk`YbnY]h`]Wk`Yb`J`c`fgd`fi`b[`]`cb`*`&.`(`%`ZØ`fhY`" `8]Y`<Y]XY`VYf[`Yf`
nY][`hYb`]a`GWk`i`ggUVgWk`b]h`b`UWk`UggYbXY`?`f`Å`ZhY`i`bX`_cbbhYb`
XYb`F`ØW`ghU`bX`b]Wk`h`a`Y`f`Ui`Z`c`Yb`" `8]Ug`b`ÅWk`ghY`Gd]Y`Z]bXYh`Ua`
GUa`ghU[`i`a`&`\$`I`f`]a`G5D`;`UfXYb`]b`A`ØbWk`Yb`ghUhhž`k`c`X]Y`
6UmYfb`Ui`ZY]bY`J`j]Y`nU`" `j`cb`:`Ubg`c`ZZYb`"

≈`a`UbXYfYb`<U`VZ]bU`Y`Yf`YVhYb`X]Y`K`ØfnVi`f[`6Ug`_Yhg`YVYbZU`g`
Y]bYb`[`Y`i`b[`YbYb`5VYbX`i`bX`[`]Wk`Yb`[`Y[`Yb`fUh]cd`Ufa`i`a`
ni`a`" `%.%`Ui`g`" `8]Y`K`ØfnVi`f[`Yf`[`Yk`UbbYb`]f`<Y]a`gd]Y`" `a`]h`+.`+`+`"
8Uj`]cb`A`]bhn`k`Uf`XYf`Yf`Yf`Ui`gfU[`YbXY`Gd]Y`Yf`Ui`Z`XYa`:`Y`X`i`bX`
Yfn]Y`hY`&`%`Di`b`_hY`ž`k`Å`fYbX`A`UfW]c`GUbhc`g`j`cb`i`a`" `%)`Di`b`_hY`
VY]ghYi`YfhY`" `8]Ua`]h`V`Y]Vh`X]Y`GdUbbi`b[`]b`VY]XYb`<U`VZ]bU`gYf]Yb`
Yf`U`hYb`i`bX`X]Y`Ni`gWk`Ui`Yf`XØfZYb`g]Wk`Ui`Z`d`UW`_YbXY`Gd]Y`Y`
ZfYi`Yb`"

Ni`gWk`Ui`YfnU`" `Yb`i`bX`
A`YX]YbVYf]Wk`hYfghUhh`i`b[`

8]Y`Ni`gWk`Ui`YfnU`" `Yb`]b`XYf`6Ug`_YhVU`"!6i`bXYg`][`U`g]bX`Y]b`
k`]Wk`h][`Yf`6YghU`bXhY`]`XYf`GU]gc`b`" `#`X]YgYf`GU]gc`b`j`Yf`ØZYb`h`]Wk`h`

X]Y`66@bi f'bcW`X]Y`Ni gWUi YfnU\`Yb`Z0f`Y]bnY`bY`Gd]Y`Y""9g
k YfXYb`_Y]bY`NU\`Yb`Z0f`X]Y`[YgUa hY`GU]gcb`a Y\`f`VYfY]h[YghY``h"
K]W`h][Y`5ba Yf`_i b[Yb`g]bXž`XUgg`<Y]XY`VYf[`Y]b`<Y]a`gd]Y``]b
XYf`G5D!5fYbU`a`]h`%\$`"(`) (`Ni gWUi Yfb`\`UhhY`i bX`i;` 0hh]b[Yb
YVYbZU`g`nk Y]`<Y]a`gd]Y`Y`a`]h`Yk Y]`g`' "+\$\$`Ni gWUi Yfb
UVgc`j`]YfY`"8]YgY`NU\`Yb`nY][Yb`XUg`fY[Y`#hYfYggY`XYf`i;` Ubg`Ub
XYb`Gd]Y`Ybž`VYhcbh`X]Y`D`UhhZcfa` ``YYg!W`fbYf"XY"

8 Ug`_ca`a` YbXY`K`cW`YbYbXY`j`Yfgdf]W`h`Xi`fW`X]Y`UbghY\`YbXYb
Gd]Y`Y`]b`VY]XYb`GYf]Yb`YVYbgc`gdUbbYbX`ni`k`YfXYb`"8]Y`HYUa`g
g]bX`[YZcfXYfhž`gck`c\`i]\`fY`gdcfh]W`Y`HU`h]_`ni`c`dh]a`]YfYb`U`g
Ui`W`Ui`ZX]Y`<YfUi`gZcfXYfi`b[Yb`i`bj`c`f\`Yf[YgY\`YbYf
J`Yf`Yhni`b[Yb`ni`fYU[]YfYb`i;` Ubgž`Gd]Y`Yf`i`bX`HfU]bYf`V`]W`Yb
[YgdUbbh`Ui`ZX]Y`_ca`a` YbXYb`Gd]Y`Y"

8YhU]`g	
J`c`f`ZU``	Gdcfh
I`fgUW`Y	J`Yf`Yhni`b[
C`fh	<Y]XY`VYf[ž`8Yi`hgW`UbX
J`Yf`YhnhY	%
E`i`Y``Yb	<ul style="list-style-type: none"> • Vbb"XY • gdcfhV]`X`V]`X`XY • `YYg!W`fbYf"XY

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