

6fUbXYbVi f[g`GYi WXYbØVi b[.`Gc
gWx Øhnh`g]Wx `X]Y`H]Yf\ U`hi b[`YZZY_h]j °

6fUbXYbVi f[`hYghYh`GYi WXYbVY_Äa dZ b[`a]h`YfZc`[fY]WXYf
@UbXYgh]YfgYi WXYbØVi b[`ni f`A Ui `!`i bX`?`Ui YbgYi WXY`j ca
' ``V]g`) ``† `]`&\$&)"



6fUbXYbVi f[ž`8Yi hgWx`UbX`!`#`6fUbXYbVi f[`ZUbX`_Øfn`]Wx
Y]bY`]bhYbg]j Y`XFY]hÄ[][Y`@UbXYgh]YfgYi WXYbØVi b[`ni f`A Ui `!`i bX
?`Ui YbgYi WXY`fA`?GŁ`ghUhh``8]YgY` , Vi b[ž`X]Y`j ca ` ` \$``†`b`]V]g`&`
†`]`&\$&)`]b`GYXX]b`Xi fWx[YZØ\fhk i fXYž`n]Y`h`XUfUi ZUVž`X]Y
5V`Äi ZY`XYf`GYi WXYbVY_Äa dZ b[`i bX`X]Y`A U»bU`a Ybd`ÄbY`ja
DfUi]ghYgh`ni `ØVYfd`fØZYb``@UbXk]fhgWx UZnga]b]ghYf]b`< Ub_U
A]hhY`ghÄXhi bhYfghf]Wx`X]Y`8f]b[`]Wx_Y]h`gc`WxYf` , Vi b[Yb.` `G]Y
V]YhYb`X]Y`A Ò[`]Wx_Y]hž`i bgYfY`J`cfVYfY]hi b[Yb`ZØf`Y]bYb`9fbghZU``
ni `hYghYb`i bX`[Y[YVYbYbZU`g`ni `cdh]a]YfYbž`gc`X]Y`A]b]ghYf]b`"

8Yf`<]bhYf[fi bX`X]YgYf` , Vi b[`]gh`Y]b`YfbghYf. `5a` `%\$``>]bi Uf
&\$&)`k i fXY`Y]b`A`?G!5i gVfi Wx`VY]`K UggYfVØZZY`b`ja `@UbX_fY]g
A Äf_]gWx!CXYf`UbX`ZYgh[YghY`h``8]Yg`k Uf`XYf`YfghY` : U``]b

8 Yi hgW\`UbX`gY]h%- , , ži bX`X]Y`6Y\`ÖfXYb`fYU[]YfhYb`gcZc fhž
]bXYa`g]Y`GdYffncbYb`Y]b]f]W\hYhYb`i bX`?cbhU`hVYhf]YVY
i bhYfgi W\hYb`"Ni a` ;`ØW`nY][hYb`i a ZUb[fY]W\Y`6YdfcVi b[Yb
_Y]bY`k Y]hYfYb` : Ä`Y`i bX`8Yi hgW\`UbX`Yf\]Y`h`Ua`i`%(`"5df)`&\$&)
XYb`GhUhi`g` A`?G!ZfY]`c\`bY`æ`dZ`b[`k`]YXYf`ni`Yf`Ubbhž`k`Ug`ZØf
XYb`]bhYfbUh]cbU`Yb`<`UbXY`j`cb`[`fc»`Yf`6YXYi`hi`b[`]ghž`k`]Y`
Va`Y`"XY`VYf]W\hYh`"

J`c`f`V`Y`f`Y]hi`b[`Y`b`i`b`X`8`i`f`W\`ZØ\`fi`b[

8]Y` , Vi b[ž`X]Y`gY]h`GYdhYa`VYf`&\$&(`[`Yd`Ub`h`k`i`f`XYž`VYXYi`hYhYž
XUgg`Ua`h`]W\Y`H]Yf`ÄfnhY`]b`6f`Ub`XYb`Vi`f[`]f`Y`A`U»`b`U`a`Y`bd`Ä`b`Y
ØVYfd`f`Ø`ZhYb`i`b`X`U`_`hi`U`]g]YfhYb`"5b`XYf` , Vi b[`b`U`a`Y`b`fi`b`X`%`\$`\$
HY]`b`Y`a`Y`b`XY`Ui`g`j`Yfg`W\]YXYb`Yb``b`gh]hi`h]cb`Yb`hY`]ž`XUfi`bhYf`XUg
@`Ub`XYg`U`V`c`f`ž`XYf`H]YfgYi`W\Yb`VY`_`Ä`a`dZ`b[`g`X]Yb`gh`i`b`X`XUg
@`Ub`XYg`_`f]g`Y`bn`Y`b`hf`i`a`H]YfgYi`W\Yb`XYg`A`]b]ghYf]i`a`g`
Dfc`VY`b`Y`b`hb`U`a`Y`b`VY`]j`Yfg`W\]YXYb`Yb`Ya`dZ`Ä`b[`]W\Yb`H]Yf`U`fhY`b
k`i`f`XYb`[`Y`Ø`V`hž`Y`VY`b`gc`k`]Y`XYf`g`Yi`W\Yb`\`m[`]Y`b]g`W\Y
Dfc`VY`b`hf`Ub`g`dc`fh`j`Yfg`W\`f`Y]VY`b`XYf`A`U`hYf]U`]Y`b`"

8]Y`9f[`Y`V`b]gg`Y`X]Y`g`Y`f`i`a`ZUgg`Y`b`XYb` , Vi b[`Y`b`k`Y`f`XYb`[`Y`b`i`h`hž
i`a`X]Y`6Y`_`Ä`a`dZ`b[`g`_`cb`n`Y`dhY`]a
H]YfgYi`W\Yb`VY`_`Ä`a`dZ`b[`g`U`b`X`Vi`W\`XYg`@`Ub`XYg`bc`W\
dUgg[`Y`b`Ui`Y`f`ni`[`Y`gh`U`h`Y`b`"@`Ub`X`k`]f`hg`W\`U`Zhga`]b]ghYf]b`A`]h`hY`gh`Ä`X`h
VY`hc`b`hž`X`Ugg`gc`W\Y` , Vi b[`Y`b`U`b[`Y`g]W\`hg`XYg`U`_`hi`Y`Y`b
g`Yi`W\Yb`\`m[`]Y`b]g`W\Y`b`l`a`Z`X`g`i`b`Y`f`Ä`gg`]W\`g]b`X`ž`]b`g`VY`g`cb`XY`f`Y
b`U`W\`XY`a`A`?`G!`5`i`g`V`fi`W\`ni`6Y[`]b`b`X]Y`g`Y`g``Ä`f`Y`g`"

8]Y` ;` Y`Z`U`\`f`Y`b`j`c`b`A`?`G`

A`?`G`]gh`Y]b`Y`\`c`W\`Ub`gh`Y`W`_`Y`b`XY`j`]fi`g`Y`f`_`f`Ub`_`i`b[`]j`c`b
?`Ui`Y`b`h]Y`f`Y`b`ž`X]Y`i`bhYf`VY`gh]a`a`h`Y`b`l`a`gh`Ä`b`XYb`Ui`W\`U`b`XY`f`Y
H]Yf`U`fh`Y`b`VY`hf`Y`Z`Z`b`_`U`b`b`"8`Y`f`A`Y`b`g`W\`V`Y]V`h`j`c`b`XY`f`?`f`Ub`_`\`Y]h
Y`X`c`W\`j`Y`fg`W\`c`b`h`i`b`X`D`f`c`V`Ya`Y`a`]h`@`Y`VY`b`g`a`]h`hY`b`ž`k`]Y
d`U`gh`Y`i`f]g]Y`fhY`A`]W\`d`f`c`Xi`_`h`Y`ž`g]b`X`b]W\`h`ni`Y`f`k`U`fh`Y`b`"8`Y`b`bc`W\
V`Y]V`h`X]Y`?`f`Ub`_`\`Y]h`Y]b`Y`Y`fb`gh`\`U`ZhY`6`Y`X`f`c`\`i`b[`]ZØ`f`X]Y
H]Yf[`Y`gi`b`X`\`Y]h`i`b`X`XY`b`]bhYfbUh]cbU`Y`b`<`Ub`XY`"Ä`f`d`ch`Y`bn]Y`Y`f`
9]b`Z`i`gg`]gh`b]W\`h`ni`i`bhYfg`W\`Ä`h`Y`b`ž`k`Y`g`\`U`V`X]Y`6`i`b`XY`g`Ä`b`XY`f`]b`

8Yi hgW`UbX`j Yfgh`f`h`Z0f`X]Y`6Y`_Aa` dZi b[`gc`W`Yf`GYi` W`Yb`
 j`YfU`bhk`cfh`]W`g]bX`zi`bhYfgh`0hnh`Xi`fW`XUg`:
 f]YXf]W!@cYZZYf!
 =>gh]hi`h`fl`@t`"

8]Y`@U[`Y`]b`XYb`B`UW`VUf`_`Ab`XYfb`V`Y]Vh`Ub[`Ygd`Ubbh`" `b`l`b[`Ufb`
 i`bX`XYf`G`ck`U`_Y]`k`i`fXYb`a`Y`fYfY`A`?`G!`5i`gVf`0W`Y`[`Ya`Y`XYh`z`X]Y`
 nU`fY]W`Y`H]YfY`VYhfY`ZZYb`"9g`[`]Vh`V]g`Ub[`_`Y]bY`<`]bk`Y]gY`Ui`Z`
 Y]bYb`Ni`gUa`a`Yb`Ub[`nk`]gW`Yb`XYb`5i`gVf`0W`Yb`]b`
 6fUb`XYb`Vi`f[`i`bX`l`b[`Ufb`z`Xc`W`X]Y` ,`VYfk`UW`i`b[`]b`XYb`
 VYhf`c`ZYb`Yb`FY[`]cb`Yb`]gh`Yf`_`0`h`k`cf`XYb`"H]Yf`U`h`Yf`i`bX`!`_`f`nh`Y`
 g]bX`X`Uni`Ui`Z[`Yfi`ZYb`z`Ui`Z`Gma`dhca`Y`k`]Y`:`]YVYf`z`GdY]W`Y`b`i`bX`
 @U`a`_`Y]h`Yb`ni`UW`h`Yb`z`X`U`Y]bY`Zf`0`nY]h][`Y`F`YU`_h]cb`
 Yb`hg`W`Y]XYb`X`]gh`"

8i`fW`X]Y`Yb[`Y`Ni`gUa`a`Yb`Uf`VY]h`nk`]gW`Yb`XYb`6Y`_`0f`XYb`i`bX`
 XYb`@`Ub`Xk`]fh`Yb`_`Ubb`Ui`Z`X]YgY`9b`hk`]W`_i`b[`Yb`g`W`bY`"f`YU[`]Yf`h`
 k`Yf`XYb`"8`Ug`9b[`U[`Ya`Yb`h`]b`XYf`Df`Aj`Yb`h]cb`i`bX`X]Y`
 fY[`Y`a`_`A»][`Yb` ,`Vi`b[`Yb`Yb`hdi`dd`Yb`g]W`U`g`Y]b`g`W`U[`_`f`_`Zh][`Yg`
 F`Yn`Y`dhi`U[`]b`gh`ni`_`0b`Zh][`Y`h]Yf`gYi`W`Yb`VYX]b[`hY`
 <`Yf`Ui`g`Zc`f`XYfi`b[`Yb`"

8YhU]`g	
C`fh	6fUbXYbVi`f[`z`8Yi`hgW`UbX`
E`i`Y`Y`Yb`	<ul style="list-style-type: none"> • k k k "gW`k`Y]bY`bYh` • k k k "Va`Y`"XY` • k k k "Z`]XY`

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