

@i Zhei U`]hÅh`]b`DchgXUa . : Y]bghUi Vk YfhY
U`Ufa]YfYbX` \cWÅ °

5_hi Y`Y`@ Zhei U`]hÅhga Yggi b[Yb`]b`DchgXUa `nY][Yb
: Y]bghUi Vk YfhY`i bX`9a dZY`i b[Yb`ZØf`Ya dZ]bX`]WÅY
DYfgcbYb" `ϕZcfa]YfYb`G]Y`g]WÅ °



DchgXUa ž'8Yi hgWÅ`UbX`!`K Ug`hi h`g]WÅ`]b`XYf`@i Zh`ØVYf
DchgXUa 3`<Yi hYž`Ua`%*" '\$+`&\$&) ž`k`i`fXYb`k`]WÅh][Y`8`UhYb`ni`f
@i Zhei U`]hÅh`Ui`g`XYf`VfUbXYbVi`f[]gWÅYb`<`Ui`dhghUXh
j`YfØZYbh`]WÅh`A`YggghUh]cbYb`]a`DchgXUa`Yf`NYbhf`i`a`UbU`mg]YfYb
_cbh]bi`]Yf`]WÅ`X]Y`@i`Zhi`bX`\UVYb`XUVY]`Y]bYb`VYgcbXYfYb`:`c`_i`g
Ui`Z`:`Y]bghUi`V`fDA`%\$£`[`Y`Y`[`h`'8]YgYf`DUfh]_Y`]gh`b]WÅh`bi`f`Y]b
GUa`a`Y`VY`[`f]Z`ZØf`_`Y]bghY`GhUi`VhY]`WÅYbž`gcbXYfb`Ui`WÅ`Y]b
Yfbghni`bY`a`YbXYg`;`Ygi`bX`Y]hg]g]_c`'8]Y`U`hi`Y`Yb`A`Yggi`b[`Yb
nY][Ybž`XUgg`XYf`;`fYbnk`Yfhj`cb`)`\$`A`_]fc[`fUa`a`dfc`?`i`V]_a`YhYf
@i`Zhi`Å`f`]WÅ`b]WÅh`a`Y`f`U`g`")`A`U`ØVYfgWÅf]hhYb`k`YfXYb`XUfZž
i`a`g]WÅYfni`ghY`Ybž`XUgg`X]Y`@i`Zhei`U`]hÅh`ZØf`X]Y`6Yj`Ø`_Yfi`b[
i`bVYXYb_]`WÅ`V`Y]Vh`@Ui`h`a`Un!`cb`]bY`"XY`]gh`XYf`:`Y]bghUi`V`Y]b
YbhgWÅY]XYbXYf`:`U`hc`f`VY]`XYf`6Yk`Yfhi`b[`XYf`@i`Zhi`bVYVYb

Gh]W_ghc ZZ]cl]X'i bX'C ncb"

8]Y'@ Zhei U`]hÅh'k]fX'Ub\UbX'gdYn]Z]gWYf'; fYbnk YfhY`Y]b[YhY]`h"
Gc'[]Vh'Yg`Y]bZUWY`?UhY[cf]Yb'j cb'gY\`f'gW`YW`h`V]g'gY\`f'[i hž
X]Y'g]W`Ub`XYb`GW UXghcZZ_cbnYbhfUh]cbYb'cf]Ybh]YfYb"
6Y]gd]Y`gk Y]gY`]gh'X]Y'@ Zh'U'g' gY\`f'gW`YW`h`Y]b[Yghi Zhžk Ybb
X]Y`Gh]W_ghc ZZ]cl]X!K YfhY`ØVYf`&\$`\$` [#a `^`Y[Ybž'k Å\`fYbX
gW`YW`h`VY]`%\$%&`\$`\$` [#a `^`UbZÅb[hi bX' a ÅW]h][`]b`XYf
NcbY'j cb'(%!%\$`\$` [#a `^`Y[h'6Y]' a Å»][`]_ÖbbYb
[Ygi bX\Y]h]WY`5i gk]f_i b[Yb'b]W]h[Åbn`]W`Ui g[YgW`cggYb
k YfXYbžk Å\`fYbX`VY]' [i h`a`h`_Y]bYf`Y]'[Ygi bX\Y]h]WYb
BUW]hY]'Yb'ni`fYW]bYb`]gh"

: Y]bghUi V`i bX'; Ygi bX\Y]h

8]Y'; Ygi bX\Y]hgf]g]_Ybž'X]Y'j cb`Y]bYf'gW`YW`hYb`@ Zhei U`]hÅh
Ui g[Y\Ybž'g]bX'b]W]h'ni`i bhYfgW`ÅhYb`"@Ui h`Yi fcdÅ]gWYf
I a k Y`hU[Ybhi f'[UV`Yg]b`XYf`9I`ja`'Å\`f`&\$&` [Ubny`&' - "\$\$\$
HcXYgZÅ`Yž'X]Y`X]fY`_h`Ui Z: Y]bghUi V`ni fØW`_ni ZØ\`fYb`g]bX`"8]Yg
nY][h`Ui ZXFUa Uh]gWY`K Y]gYž'k]Y'[fc»`XUg`i a k Y`hdfcV`Ya
@ Zhj YfgW]a`i hni b[`k]f`_]W`]gh`6YgcbXYfg`]b`ghÅXh]gWYb
; YV]YhYb`]gh'X]Y'@ Zhei U`]hÅh'cZh'VYY]bhfÅW]h][hžk Ug'j cf`U`Ya`ZØf
Ya dZ]bX`]WY`DYfgcbYb`[YZÅ\`f]W`gY]b`_Ubb`"9a dZc\`Yb`k]fX
XU\Yfž`VY]`gY\`f'gW`YW`hYf`@ Zhei U`]hÅh'5_hj]]hÅhYb`]a`': fY]Yb'ni
a Y]XYb"

9]bY`U`_hi Y`Y`I bhYfgi W]i b[`Uh'ni XYa`Yf[YVYbž'XUgg`X]Y
@ Zhj YfgW]a`i hni b[`Ui dhgÅW`]W`Xi fW]a`YbgW`]WY`5_hj]]hÅhYb
j Yfi fgUW]h'k]fX`"9g`k]fX`[YgW`Åhnhž'XUgg`U`Y]bY`Xi fW]a`XYb
G]j YghYfVfUi W`Yhk U`%) \$\$`HcbbYb': Y]bghUi V`ZfY][YgYhnh
k YfXYbžk Ug`+) `DfcnYbh`XYf`Å\`f]W]Yb': Yi Yfk Yf_gVY`Ughi b[
Ybhgd]f]W]h`5i W]k Ybb`X]Yg`Ui Z`XYb`YfghYb`6`]W`_b]W]h'g][b]Z]_Ubh
gWY]b]hž'UXX]Yfh'g]W]X]Y`6Y`Ughi b[`ØVYf`XUg`Å\`f`\]bk Y[`i bX
VYY]bZi ggh'X]Y`U`[Ya Y]bY`@ Zhei U`]hÅh"

5_hi Y`Y`A Yggk YfhY`i bX`5i gV`]W_

8]Y'ghØbX`]W]Yb`A YggXUhYb'ni f`@ Zhei U`]hÅh]b`6fUbXYbVi f[

k YfXYb`Yhk U`&\$`A]bi hYb`bUW`XYf`9fZUggi b[`cb`bY
j YfÒZYbh`W`hi bX`g]bX`XYfnY]h`U`g`j cf`Ài Z[`ni `VYhfUW`hYbž`XU`g]Y
bcW`b]W`hj U`X]Yfh`g]bX`" @i ZhXUhYb`6fUbXYbVi f[`V]YhYh`Y]bYb
i a ZUggYbXYb` , VYfV`W`ØVYf`X]Y`U`_hi Y`Yb`A Yggk YfhYž`X]Y
fY[Y`a`À»][`U`_hi U`]g]Yfh`k YfXYb`"9g`k]fX`Ya dZc`\`Ybž`X]Y
@ Zh[ØhYXUhYb`ghYhg`]a`5i [Y`ni `VY`U`hYbž`]bgVYgcbXYfY`k`À`fYbX
_f]h]gW`Yf`NY]hYb`VY]`ghUf`_Ya`GhfU»Ybj Yf`_Y`f`cXYf`]b`XYf
<Y]ngU]gcb"

9]bY`J YfVYggYfi b[`XYf`@`Zhei U`]h`Àh`]gh`Xf]b[YbX`b`Øh][``9I`!k Y]hY
N]Y`Y`gYhnYb`XUfUi`Zž`X]Y`HcXYgZ`À`Y`Xi fW`@`Zhj YfgW`a`i`hni b[`V]g
ni a`š`U`f`&\$`\$`i`a`)` `DfcnYbh`ni`fYXi`n]YfYb`"8]Y`bYi`Yb
@`Zhei U`]h`Àhgj`cfgW`f]ZhYbž`X]Y`b`À`Y`f`Ub`X`Yb`F`]W`h`]b]Yb`XYf
K`Y`h[Ygi`bX`Y]hgcf[`Ub]gUh]cb`cf]Ybh]Yfh`g]bXž`gc``Yb`XUni
VY]hfU[Ybž`X]Y`[Ygi`bX`Y]h`]W`Yb`5i`gk`]f`_i`b[Yb`XYf
@`Zhj YfgW`a`i`hni b[`k`Y]hYf`ni`j`Yfa`]bXYfb`"9g`]gh`Y]b`[`fc»Yf
GW`f]hž`XcW`V]g`ni`f`j`c``gh`ÀbX][Yb`I`a`gYhni b[`]gh`Yg`Y]b`k`Y]hYf
K`Y`["

8YhU]`g	
Cfh	DchgXUa ž`8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "a Un!cb`bY"XY • `i ZhXUhYb"VfUbXYbVi f["XY • k k k "YYU"Yi fcdU"Yi

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