

9`cb`A i g_`]a `Ghi fnZ`i [.`HYg`U`ZÄ`hž GdUWŁ`L`'i VY`h`'k Ug`^Yhnh3

9fZU\FYb`G]Y`U_hi Y`Y`B UWŁ f]WŁ hYb`ØVYf`9`cb`A i g_ž`gY]bY
I bhYfbY\`a Yb`i bX`?cbhfcj YfgYb`Ua`'`%"`A U]'&\$&)`]b`XYb
?]Y`Yf`B UWŁ f]WŁ hYb`"



DfYhc f]Už`GØXUZf]_U`!`9`cb`A i g_ž`[YVcfYb`Ua`'&,'`'ž`b]`%-`+%]b
DfYhc f]Už`]gh`Y]b`gØXUZf]_Ub]gWŁ!_UbUX]gWŁ! I G!Ua`Yf]_Ub]gWŁ Yf
I bhYfbY\`a`Yf`i`bX`'A`j`]]UfXÄf`"9f`]gh`VY`_Ubbh`ZØf`gY]bY`]bbcj`Uh]j`Yb
5bgÄhnY`]b`j`YfgWŁ`]XYbYb`6fUbWŁ`Ybž`Yfn]Y`h`YXcWŁ`ni`bY\`a`YbX
bY[`Uh]j`Y`GWŁ`U[`nY]`Yb`Ui`Z[`fi`bX`fUX]_U`Yf`5i`ggU[`Yb`i`bX
J`YfgWŁ`k`Øfi`b[`gh\`Ycf]Yb`"A`i`g_g`J`Yfa`Ò[`Ybž`[`YgWŁ`Ähnh`Ui`ZYhk`U
'`&+ž`'A`j`]]UfXYb`i`G!8c`U`f`fGhUbX`'A`Äfn`&\$&)`Łž`ghUa`a`h`Ui`g
a`Y\`fYfYb`YfZc`[`fY]WŁ`Yb`i`bhYfbY\`a`i`b[`Yb`"

8]Y`:`]fa`Ybž`X]Y`A`i`g_`fYdfÄgYbh]Yfhž`g]bX`VYY]bXfi`W`YbX.`j`cb
N]d`&ØVYf`DUmDU`i`bX`X]Y`F`Ui`a`ZU\`fhZ]fa`U`GdUWŁ`L`V]g`\]b`ni
HYg`U`i`bX`k`Y]hYfYb`Dfc`Y`_hYb`k`]Y`BYi`fU`]b`_`i`bX`XYf`6cf]b[
7ca`dUbm`"6YgcbXYfg`VY`a`Yf`_Ybgk`Yfh`]ghž`XUgg`GdUWŁ`L`Y`hnh

A i g_g'k Yfhj c`ghYg'i bhYfbY\ a Yb']ghž'a]h'Y]bYf'[YgW\ ĀhnhYb
6Yk Yfhi b['j cb'') \$'A]`UfXYb' i G!8c`Ufž'bUW\XYa 'HYg`U`Ua '%, "
A Āfn'&\$&) 'b]W\h'a Y\ f'X]Y'Gd]hnybdcg]h]cb']b'gY]bYa 'DcfhZc`]c
Y]bbU\ a ž']b'Y]bYf'NY]hYbk YbXY'ZØf'XYb'HYW\!A]`UfXĀf"

F ØW_gW\`Ā[Y`VY]'HYg`U

HYg`Už'Y]bgh'XUg< YfnghØW_ j cb' A i g_g'J Yfa Ø[Yb' i bX'a]h'Y]bYf
A Uf_h_Ud]hU`]g]Yfi b['j cb'ØVYf'%ž) '6`]]cbYb' i G!8c`Ufž'\Uh]b'XYb
'YhnhYb'A cbUHYb'a]h< YfUi gZcfXYfi b[Yb'ni '_Āa dZYb"'æ 'x]bi Uf
&\$&) 'j Yfa Y`XYhY'XUg'i bhYfbY\ a Yb' [Yf]b[Y
5i g`Y]ZYfi b[gnU\`Ybž'k Ug`Y]bYb'XfUa Uh]gW\Yb'F ØW_[Ub['XYf
5_h]Yb_i fgY'ni f': c`[Y`\UhY"'5i W\X]Y'J Yf_Ui ZgnU\`Yb']b
GW\`ØggY`fY[]cbYb'k]Y'8Yi hgW\`UbXž'7\]bU' i bX'5i ghfU`Y]b
gUb_Ybž'k Ā\fYbX'5bU`mghYb']\fY'Dfc[bcgYb'ZØf' [`cVU`Y
5i g`Y]ZYfi b[Yb'Ui Z'XYb' b]YXf][ghYb'GhUbX'gY]h'&\$&&'fYXi n]YfhYb"

Ni 'XYb'Z]bUbn]Y`Yb'GW\k]Yf][_Y]hYb'j cb'HYg`U`_Ua 'bcW\`X]Y
² ZYb'h]W\ _Y]h'?f]h]_`]bni "'æ'XYb' i G5'ZUbXYb'DfchYghY' [Y[Yb
A i g_`i bX'XUg'i bhYfbY\ a Yb'ghUhh"<]bni '_ca a Yb'fYW\h]W\Y
5i gY]bUbXYfgYhni b[Ybž'Yhk U`X]Y'5bbi ``]Yfi b['gY]bYg'FY`cfX!
; Y\U`hgdU`Yhg'j cb'&\$%, 'Xi fW\`Y]b'; Yf]W\h']b'8Y`Uk UfYž'k Ug`X]Y
: U]fbYgg'XYg'DU`Yhg']b': fU[Y`ghY`hY"'8 Ug'ZØ\fh'XUni ž'XUgg'A i g_
bi b'Yhk U`%&'i 'XYf'HYg`U!5_h]Yb'VYg]hnhž'XYfYb'K Yfh'Ui Z'- +ž
A]`UfXYb' i G!8c`Uf' [YgW\Āhnh'k]fXž'YXcW\`ØVYf'X]Y'< Ā`ZhY'X]YgYf
5bhY]`Y'ZØf'?fYX]hY'j YfdZĀbXYh'\UH"

GdUW\L`Ui Z'XYa`J cfa UfgW\

æ ; Y[YbgUhn'ni 'HYg`U`nY][h'GdUW\L`bUW\`k]Y'j cf'XmbUa]gW\Yg
K UW\ghi a "'8 Ug'i bhYfbY\ a Yb'ghY][YfhY'&\$&('XYb' i a gUhn' i a ') %
i 'Ui Z'% ž%A]`UfXYb' i G!8c`Uf' i bX'Yfn]Y`hY'a]h'XYa 'GhUf']b`!
; YgW\ĀZh'Y]bYb'9f`Øg'j cb'Yhk U', ž&'A]`UfXYb' i G!8c`Uf"'8]Yg
g]W\Yfh'GdUW\L`b]W\h'bi f'Y]bYb'ZYghYb'D'Uhn']b'XYf
F Ui a ZU\fhVfUbW\Yž'gcbXYfb'\Uh'Ui W\`A i g_g'5bhY]`Ub'XYa
I bhYfbY\ a Yb'Ui Z' (&'i 'i bX'XYggYb'K Yfh'Ui Z'(% +`A]`UfXYb' i G!
8c`Uf'UbghY][Yb`UggYb"

Ni gÀhn`jW`hfU[Yb`A i g_g`6YhY`][i b[Yb`Ub`l 5`žXYf`_øfn`jW`
i a VYbUbbhYb`L`7cfdžXYf`6cf]b[`7ca dUbm`i bX`BYi fU`]b_
[YgW`Àhnh`Yhk U`() `A `]`UfXYb`l G!8c``Uf`ni `gY]bYa
; YgUa hj Yfa Ò[Yb`VY]`Hfchn`XYf`<YfUi gZcfXYfi b[Ybž`X]Y`a `]h`XYf
[`Y]W`nY]h][Yb` : Ø\fi b[`X]YgYf`gYW`g`l bhYfbY`a Yb`j YfVi bXYb
g]bXž`V`Y]Vh`A i g_`cdh]a `]gh]gW` `]bg]W`h]W`XYf`Ni `i bZh`j cb`HYg`U
i bX`GdUWL`"

Hfchn`U``Yf`F ØW_gW`À[Y`V`Y]Vh`9`cb`A i g_`XYf`fY]W`ghY`A YbgW`XYf
K`Y`h`?`f]h]gW`Y`ÒZYbh]W`Y`F`YU`_h]cbYbž`Y]bgW``jY`»`]W`
5bh]gYa `]h]ga i g!J`cfk`ØfZYb`i bX`?`cbhfcj`YfgYb`i a `gY]bY
ÿi`»`Yfi b[Ybž`UVYb`Y`XcW`gY]bY`Dcg]h]cb`]b`XYb`Y`hnhYb``j\`fYb
VY`UghYh`Gc`[UV`Yf`VY]gd]Y`gk`Y]gY`ØVYf`&\$\$`A `]`cbYb`l G!8c``Uf
ni`f`l bhYfghØhni b[`j`cb`8cbU`X`Hfi a dg`K `]YXYfk`U`U`i g`i bX`ghY`h
]b`XYf`ÒZYbh]W`Yb`K`U`fbY`a i b[`b]W`h`bi`f`U`g`]bbcj`Uh]j`Yf
l bhYfbY`a Yfž`gcbXYfb`YVYbgc`U`g`i a ghf]hhYbY` :][i`f`XU`"

CVk`c``X]Y`A`Àf`_hY`gW`k`Ub`_Yb`i bX`A i g_`]b`XYf`?`f]h]`_`ghY`hž
V`Y]Vh`Yf`Y]b`nYbhfU`Yf`5`_hy`i`f`]b`XYf`hYW`bc`c`[`]gW`Yb`@U`bXgWUdY
i bX`gYbXYh`k`Y]hYf`]b`ghUf`_Y`G][`bU`Yž`X]Y`UVni`k`UfhYb`V`Y]VYb```⊕
X]YgYa `XmbUa `]gW`Yb`l a Z`X`_`ÒbbhY`X]Y`b`ÀW`ghY
<YfUi gZcfXYfi b[`cXYf`K`YbXYdi b_`h`YXYfnY]h`_ca`a`Yb`"

K`Y]hYfY`⊕Zcfa`Uh]cbYb`Z]bXYb`G]Y`Ui`Z`_b!`cb`]bY`"XYž`ZcfVYg`"Uh
i bX`a`UbU[`Yf!`a`U[`Un]b`"XY`"

8YhU]`g	
J`c`f`ZU``	G`_`Ub`XU`
C`f`h	DfYhcf]Už`GØXUZf]`_`U
E`i`Y``Yb	<ul style="list-style-type: none"> • k k k "_b!cb`]bY"XY • k k k "ZcfVYg"Uh • k k k "a UbU[Yf!a U[Un]b"XY

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