

9i fcdU'i bX'i G5]a '6UhhYf]Y_Ua dZ. J YfdUggYb'g]Y'X]Y'Ni _i bZh3

I B =A ØbghYf'i bX'7Ua Vf]X[Y'UbU`mg]YfYb' [`cVU`Y
6UhhYf]YhYW`bc`c []Yb"Ghi X]Y'k Ufbhj cf' ðbcj Uh]cbg`ØW_Y
nk]gW`Yb'5g]Yb'i bX'K YghYb"



A ØbghYfž'8 Yi hgW`UbX'!9i fcdU'i bX'X]Y'i G5`ghY\Yb'j cf'XYf
<YfUi gZcfXYfi b[ž'a [`cVU`Yb'K YhVYk YfV'i a
Ni _i bZhghYW`bc`c []Yb'ja '6YfY]W`XYf'6UhhYf]YhYW`bc`c []Y'XYb
5bgW`i gg'ni 'j Yf'YfYb"8]Yg'gh'XUg'?YfbfYgi `hUh'Y]bYf
i a ZUggYbXYb'Ghi X]Yž'X]Y'j cb`Y]bYa `: cfgW`i b[ghYUa `XYf
l b]j Yfg]h`hYb'A ØbghYf'i bX'7Ua Vf]X[Y'gck]Y'XYf': fUi b`cZYf!
9]bf]W`hi b[`: cfgW`i b[gZYfh][i b['6UhhYf]YnY`Y`Xi fW` [YZØ\fh
k i fXY"8]Y'Ghi X]Yž'X]Y'j b'XYf': UW`nY]hgW`f]Zi'9bYf[m/
9bj]fcb a YbhU`GW`YbW` 'j YfØZYbh]W`h'k i fXYž'i bhYfgi W`h'X]Y
DUhYbhY'i bX' ðbcj Uh]cbggfUhY []Yb'j YfgW`]YXYbYf'@AbXYf'i bX
VY`Yi W`hYh'X]Y'Dcg]h]cbYb'j cb'7\]bUž' ðdUbž'GØX_cfYUž'9i fcdU
i bX'XYb'l G5]a '6YfY]W`XYf'6UhhYf]YhYW`bc`c []Yb'ZØf
9`Y_hfcZU\fnYi [Y"@Ui hi **b]!a i YbghYf"XY`_cbnYbhf]YfYb'g]W`**

9i fcdU'i bX'X]Y'I G5'ØVYfk]Y[YbX'Ui Z'VYghY\YbXY'@]h\]i a !:εbYb!
HYWbc`c[]Ybžk Å\fybX'Ug]Uh]gWY'@ÅbXYf'k]Y'7\]bUž'ΔdUb'i bX
GØX_cfYU'j YfghÅf_h'Ui Z'ni _ØbZh][Y'HYWbc`c[]Yb'gYhnYb"

6YgcbXYfg'Ui ZÅ`][]gh'7\]bUg'i a ZUggYbXYf'5bgUhnž'XYf
'Y]ghi b[gghUf_Y'6UhhYf]Yb'a]h\c\Yf'9bYf[]YX]WkhY'gck]Y
_cghYb[Øbgh][Y'@Øgi b[Yb'UXfYgg]Yfh"ΔdUb'i bX'GØX_cfYU
\]b[Y[Yb'Zc_i gg]YfYb'g]W'Ui Z'X]Y'9bhk]W_i b[
\cWYbYf[Yh]gWYf'6UhhYf]Yb"ϕ'X]YgYa 'Ni gUa a Yb\Ub['k UfbYb
X]Y'K]ggYbgWUZhYf'j cf'Y]bYf'k UWgYbXYb'ϕbcj Uh]cbg_i Zh
nk]gWYb'5g]Yb'i bX'XYa 'K YghYbžX]Y'X]Y'hYWbc`c[]gWY
5i hcbca]Y'i bX'K YhhVYk YfVgZÅ\][_Y]hj cb'9i fcdU'i bX'XYb'I G5
Yfbgh\UZh[YZÅ\fXYb'_ØbbhY" DfcZ'8f" GhYd\Ub'j cb'8Y'Zh\YVh
\Yfj cfžXUgg'Yg'Xf]b[YbX'YfZcfXYf]W'gY]ž'ϕj Ygh]h]cbYb']b'X]Y
_ØbZh][Y'6UhhYf]Yk YfhgW'ØdZi b[g_YhhY'ni 'Yf\Ø\Yb'i bX'XYb
K]ggYbg! 'gck]Y'HYWbc`c[]YhfUbgZYf'ni 'Ug]Uh]gWYb
6UhhYf]YYbhk]W_Yfb'ni 'ZØfXYfb"

; `cVU`8Yj Y`cda Ybh'UbX': i bX]b['HfYbXg

8]Y'ÖZZYbh]WY':]bUbn]Yfi b['ZØf': cfgWai b['i bX'9bhk]W_i b[
fl / 9Ł'a '6YfY]W'6UhhYf]YhYWbc`c[]Yb']gh'gY]h'&\$%('g][b]Z_Ubh
[Ygh]Y[Yb"8]YgYf'5bgh]Y[]gh'Y]b'HY]'XYf'6Ya Ø\i b[Yb'j]Y'Yf
@ÅbXYfž'\fy'i bUV\Åb[][_Y]hj cb']bhYfbUh]cbU'Yb'@]YZf_YhhYb'ni
Yf\Ø\Yb'gck]Y'X]Y'?`]a Un]Y'Y'ni 'YffY]WYb. '8Yi hgW'UbX'ghfYVh
'?`]a UbYi hfU'hÅh'V]g'&\$() 'Ubžk Å\fybX'UbXYfY'@ÅbXYf'X]Yg'V]g
&\$) \$'i bX'7\]bU'gc[Uf'V]g'&\$* \$'YffY]WYb'a ØW'hYb"@Ui h'
]g]"ZfUi b\cZYf"XY' \UVYb'g]W'X]Y': ØfXYfa]hhY'']b'XYf
6UhhYf]YZc'fgWai b['gY]h'&\$&\$'j YfXcddY'h'cXYf'j YfXfY]ZUW'h'i bX
X]Y'GhfUHy[]Yb'XYf'@ÅbXYf'j Uf]]YfYb'j cb'XYf'I G5 g'6]dUfh]gUb
ϕZfUghfi Whi fY'5Wh'ØVYf'8Yi hgW'UbXg'8UW_cbnYdh
6UhhYf]YZc'fgWai b['&\$&' 'V]g'\]b'ni 'ΔdUbg'; fYYb'; fck h\GhfUHy[m
i bX'?cfYUg'GYWcbXUfm'6UhhYfm'ϕbcj Uh]cb'GhfUHy[m"

8]YgY'GhfUHy[]Yb'g]bX'a Uf_h'i bX']bXi ghf]Ycf]Ybh]Yfhi bX
_ca V]b]YfYb'Ub[YVchg! 'i bX'bUWZfU[YgY]h][Y'A U» bU\ a Yb"
K Å\fybX'X]Y'I G5'XUfUi Z'UVn]Y'Ybž']bhYfbUh]cbU'Y': Ø\fyfgWUZh']b
:/ 9'ni 'Yf'Ub[Yb'i bX'X]Y'5V\Åb[][_Y]hj cb'7\]bU'ni 'j Yff]b[Yfbž

j YfZc`[h'7\]bU`Y]bY`U[[fYgg]j Y`GhfUHY []Y`ni f`A UI]a]Yfi b[`gY]bYf
A Uf_hUbhY]`Yž`k c`Yg`&\$&&`VYfY]hg`X]Y`[f0» hY`A Uf_hgHY`i b[`]b`XYf
6UhhYf]YVfUbwX`Y`Y]bbU`a "

8 Yf`9]bZ`i gg`j cb`HYW`bc`c []Y`i bX
=bbcj Uh]cb

8]Y`5bU`mgY`XYg`YbYf []YZU`fYf`XY`nY][hž`XUgg`XYf`8fi W`ni f
8Y`UfVcb]g]Yfi b[`XYg`9bYf []Y!`i bX`J Yf`Y`fYggY`hcf`g`Y]b
hfY]VYbXYg`9`Ya Ybh`\]bhYf`X]YgYb`9bhk]W`i b[Yb`V]`XYh`@`AbXYf
k]Y`8Yi hgW`UbX`gYhnYb`Ui Z`Y]bY`hYW`bc`c []Yc`ZYbY`GhfUHY []Yž
X]Y`Ui W` : Yghghc`Ziž`BUhf]i a !`€bYb!`i bX`U`hYfbUh]j Y`6UhhYf]Yb
i a ZUgg`h`UdUb`\]b[Y[Ybž`\]ghcf]gW` [YgY`Yb`Y]b`hYW`bc`c []gW`Y
: 0`fYfž`\Uh`ni bY`a YbX`X]Y`DfcXi`_h]cbg`UdUn]h`hYb`]b`XYb
A]hhY`di b`h[Yf0W`h`i bX`_cbnYbhf]Yfh`g]W`Ui Z`@]h`]i a !`€bYb!`i bX
U`hYfbUh]j Y`6UhhYf]YhmdYb"

=b`G0X`cfYU`Y[h`XYf` : c`_i g`Ui Z`XYf`I bhYfgh0hni b[`XYf`9!
A cV]`h`h]bXi ghf]Y`gck]Y`XYb`6UhhYf]Y`YfghY`Yfbž`a]h`XYa`N]Y`ž
Y]bY`]bhYfbUh]cbU`Y` : 0`fi b[gfc`Y`Y]bni bY`a Yb`"8]Y`9i fcd`A]gW`Y
I b]cb`j YfZc`[h`Y]bY`]bhY [f]YfhY`6UhhYf]Ydc`]]_ž`X]Y`gck c`\`
Ub[YVchg!`U`g`Ui W`b`UW`ZfU[YgY]h][Y`9`Ya YbhY`VY]b`U`hYhi bX
Y]bYb`ghUf`Yb` : c`_i g`Ui Z`B`UW`\U`h][_Y]hi bX`F`YWmW]b[``Y[h`"8]YgY
j Uf]]YfYbXYb`5bg`h`hY`i bX`X]Y`k UW`gYbXYb` : 0`fXYfa]hhY`nY][Yb
XUg`[Ya`Y]bgUa`Y`N]Y`ž`X]Y`6UhhYf]YhYW`bc`c []Y`j cfUbni hfY]VYb
i bX`gca]h`X]Y`K`YhhVYk`YfVgZ`A`][_Y]h]a`[`c`VU`Yb`A`Uf`h`ni
g]W`Yfb"

Ni gUa`a`YbZUggYbX``Aggh`g]W`gU[Ybž`XUgg`X]Y`Ni`_i`bZ`h`XYf
6UhhYf]YhYW`bc`c []Yb`YbhgW`Y]XYbX`j`cb`dc`]h]gW`Yf
I bhYfgh0hni b[ž`=bbcj Uh]cbg`fUZh`i bX`]bhYfbUh]cbU`Yf
Ni gUa`a`YbUfVY]h`UV`\`Ab[h`"8]Y`U`_hi`Y`Yb`GhfUHY []Yb`XYf
Z0`fYbXYb`@`AbXYf`g]bX`Y]b`=bX`_U`hcf`Z0`f`X]Y`g]W`j`Yf`AbXYfbXYb
8mbUa`]Wg`]b`XYf [`c`VU`Yb`6UhhYf]Y]bXi`ghf]Y"

8YhU]`g	
C fh	A ØbghYfž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "i b]!a i YbghYf"XY • k k k "]g]"ZfUi b\cZYf"XY • YbYf[]YZU\ fYf"XY

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