

; fØbYf`K UggYfghcZZ`Ui g`5Zf]_U. `< Ò\YfY
? cghYb`U`g`Yfk UfhYh°

8]Y`HI A`UbU`mg]Yfh`X]Y`:]bUbn]Yfi b[g_cghYb`ZØf`[fØbYb
K UggYfghcZZ`Ui g`5Zf]_Už`YbhgW`Y]XYbX`ZØf`9i fcdUg
?`]a Un]Y`Y"



A ØbW`Ybž`8Yi hgW`UbX`!`9i fcdU`d`Ubhž`gY]bYb`6YXUfZ`Ub
[fØbYa`K UggYfghcZZ`Xi fW`X]Y`DfcXi`_h]cb`]b`5Zf]_U`ni`XYW`Yb"
9]bY`bYi`Y`Ghi`X]Y`XYf`HYW`b]gW`Yb`i`b]j`Yfg]h`h`A`ØbW`Yb
fHI`A`L`Y[`h`YXcW`bU\Yž`XUgg`X]Y`:]bUbn]Yfi b[g_cghYb`ZØf`
DfcXi`_h]cbgUb`U[`Yb`]b`5Zf]_U`\Ò\Yf`g]bX`U`g`ni`j`cf`Ub[`Ybca`a`Yb"
Bi`f`&`j`cb`Yhk`U`%`\$`\$\$\$`i`bhYfgi`W`hYb`GhUbXc`fhYb`_ØbbhYb
k`YhhVYk`YfVgZ`À\][`ZØf`XYb`9i`dcfh`bUW`9i`fcdU`gY]b`"8]Y`Ghi`X]Y
VYhcbhž`XUgg`5VbU`a`Y!`i`bX`DfY]g[`UfUbh]Yb`Yi`fcd`À]gW`Yf`GhUUhYb
Y]bY`;`fi`bXj`cfUi`ggYmi`b[`ZØf`X]Y`K`YhhVYk`YfVgZ`À\][`_Y]h
XUfghY`Yb"

; fØbYf`K UggYfghcZZ`XYf`Xi fW`9`Y`_hfc`mgY`a`]h`YfbYi`YfVUfYb
9bYf[`]Yb`k`]Y`GcbbY`i`bX`K`]bX`[`Yk`cbbYb`k`]fXž`]gh`YbhgW`Y]XYbX

ZØf`_]a UZfYi bX`]WXY` ðXi ghf]YdfcnYggYžXUfi bhYf`X]Y
GhU\`dfcXi _h]cb"5Zf]_U`nY]WbYh'g]W`U`g`dchYbn]Y`Yf
DfcXi _h]cbggHUbXcfh`Ui gž`]bgVYgcbXYfY`Ui Z[fi bX`gY]bYf`]XYU`Yb
_]a Uh]gWXYb`6YX]b[i b[Yb"8Yb`bcW`nY][Yb`YfghY`5bU`mgYbž`XUgg
j]Y`Y`UZF]_Ub]gWXY`@ÀbXYf`U`g`f]g]_cfY]WXY` ðj Ygh]h]cbYb`[Y`hYbž
k Ug`X]Y` :]bUbn]YfVUf`_Y]h`X]YgYf`Dfc`Y`_hY`Y]bgW`f`Àb`_h"

9fk Y]hYfhY`5bU`mgYb`i bX`DchYbn]U`Y

9]b`HY]`XYf`i a ZUggYbXYb`i bhYfgi W`i b[`]gh`XUg`< &5H@5G!
5: F =75!Dfc`Y`_hž`XUg`XUg`DchYbn]U`ni f`9fnYi [i b[`]cb`[fØbYa
K UggYfghcZZ]b`XYf`8Y`Y[Uh]cb`j`cb`K`Ygh!ž`C`gh!`i bX`GØXUZF]_U
i bhYfgi W`h"; fØbYf`K`UggYfghcZZ`Y]bY`GW`ØggY`hYW`bc`c[]Y`]a
?Ua`dZ[Y[Yb`XYb`?`]a Uk`UbXY`ž`_ØbbhY`X]Y`9bYf[]Yj`Yfgcf[i b[
5Zf]_Ug`ghUV]`]g]YfYb`i bX`X]Y`5V\`Àb[][_Y]hj`cb`Zcgg]`Yb
6fYb`bgHcZZYb`fYXi`n]YfYb"

6Y]`XYf`5bU`mgY`XYf`DchYbn]U`Y`]b`" %@ÀbXYfb`Yf[UV`XUg`Dfc`Y`_hž
XUgg`X]Y`gdYn]Z]gWXYb`F`U\`a`YbVYX]b[i b[Yb`XYf`Y]bnY`bYb
FY[]cbYb`[fc»`Y`i bhYfgW]YXY`Ui`Zk`Y]gYbž`X]Y`]b`XYf
?cghYb`_U`_i`Uh]cb`Xf]b[YbX`VYfØW_g]W`h][h`k`YfXYb`a`ØggYb`"
9f[YVb]ggY`k`i`fXYb`]b`Y]bYf`]bhYfU`_h]j`Yb`?`UfhY`j`YfØZYb`h]W`hž`X]Y
VY]`XYf`D`Ubi`b[`i`bX`i`a`gYhni`b[`j`cb`K`UggYfghcZZ`Ub`U[Yb`]b
5Zf]_U`\`Y`ZYb`gc`""8]Y`5VgW`i`ggj`YfUbghU`hi`b[`XYg`Dfc`Y`_hg`ZUbX
]a`A`U]`&\$`&(`ghUhhž`i`bX`Y]b`Z]bU`Y`6Yf]W`h`a`]h`XYhU]`]]YfhYb
9f[YVb]ggYb`k`]fX`bcW`Yfk`UfhYh"

; fØbYf`K`UggYfghcZZ]a`Yi`f`c`d`À]gWXYb 9bYf[]YgmghYa

ð`8Yi`hgW`UbX`]gh`K`UggYfghcZZ`Y]bY`GW`ØggY`_ca`dcbYbhY`XYg
ni`_ØbZh][Yb`9bYf[]YgmghYa`g""8]Y`6i`bXYgfY[]Yfi`b[`d`Ubhž`V]g
&\$`\$`K`UggYfghcZZ`Y`_hfc`mgYi`fY`a`]h`Y]bYf`; YgUa`h`Y]ghi`b[`j`cb`)
; K`ni`]bghU`]]YfYbž`i`a``À`f`]W`%(`HK`\`K`UggYfghcZZ
VYfY]hni`ghY`Yb""8Ug`N]Y`V]g`&\$`)`]gh`X]Y`9f`\`Ø\`i`b[`XYf
9`Y`_hfc`mgY`_UdUn]h`À`hYb`Ui`Z`(\$`); K`ž`i`a`XYb`k`UW`gYbXYb`6YXUfZ
XYf`ðXi`ghf]Y`ni`XYW`_Yb"

K UggYfghcZZ_Ubb`]b`j YfgW`]YXYbYb`5fhYb`dfcXi`n]Yfh`k YfXYbž
 XUfi bhYf`[fUi žV`Ui`i`bX`[fØb`"K`À\fybX`[fØbYf`K UggYfghcZZ`X]Y
 i`a`k`Y`hZfYi`bX`]W`ghY`J`Uf]UbhY`XUfghY`hž`X]Y`c`bY`7C`!9a`]gg]cbYb
 Ui`g_ca`a`hž`]gh`gY]bY`<YfghY`i`b`[`YXcW`a`]h`i`bhYfgW`]YX`]W`Yb
 9ZZ]n]Ybn`[fUXYb`j`YfVi`bXYb`"9`Y`_hfc`mgY`ni`f`<YfghY`i`b`[`j`cb
 K UggYfghcZZ`YfZc`fXYfh`VYhf`ÅW`h`]W`Y`A`Yb`[`Yb`Ub`K UggYfž`k`Ug`]b
 Y]b][`Yb`FY`[`]cbYb`ni`Bi`hni`b`[`g_cb_i`ffYbnYb`ZØ\fyb`_Ubb`"

⊕`XYf`W`Ya`]gW`Yb`⊕Xi`ghf]Y`i`bX`XYf`GhU`\`dfcXi`_h]cb`gd]Y`h
 K UggYfghcZZ`Y]bY`nYbhU`Y`F`c`Y`ž`k`À\fybX`gY]b`9]bgUhn`]a`J`Yf`Y`f
 Ui`Z`6YfY]W`Y`VYgW`f`Åb`_h`k`YfXYb`gc`hYž`k`c`Y]bY`X]fY`_hY`Bi`hni`b`[
 j`cb`YfbYi`YfVUfYa`Ghfca`b]W`h`a`Ò`[`]W`]gh`8Ua`]hj`YfXYi`h]W`h
 g]W`X]Y`YggYbh]Y`Y`F`c`Y`XYg`[`fØbYb`K UggYfghcZZ`g`gck`c`l`ZØf`X]Y
 Yi`fcd`Å]gW`Y`9bYf`[`]Yj`Yfgcf`[`i`b`[`U`g`Ui`W`ZØf`X]Y`Ò_c`c`[`]gW`Yb
 N]Y`Y`5Zf`_Ug`i`bX`X]Y`K`]XYfghUbXgZ`Å`][`_Y]h`XYf`Xc`fh][`Yb
 9bYf`[`]Yj`Yfgcf`[`i`b`["

8YhU]`g	
J`c`f`ZU``	I`a`k`Y`h
C`f`h	A`ØbW`Ybž`8Yi`hgW`UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"hi`a`"XY • k`k`k`"Zn!`i`Y`]W`"XY • k`k`k`"i`a`k`Y`hVi`bXYgUa`h"XY

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