

F YW\ hg fUX]_U`Yf`A UfgW\ `]b`>Yfi gU`Ya . GdUbbi b [Yb`ghY][Yb`°

HUi gYbXY`fYW\ hg [Yf]W\ hYhYf`g fUY`]g`a UfgW\]YfYb`Xi fW\`C gh!
>Yfi gU`Ya /GdUbbi b [Yb`ghY][Yb`<]bhYf [fi bX`i bX
5i gk]f_i b [Yb`XYg`?cbZ]_hg"

C gh!>Yfi gU`Ya ž`g fUY`!`5a`&*""A U] &\$&) `XYa cbghf]YfhYb
HUi gYbXY`j cb`fYW\ hg [Yf]W\ hYhYb`g fUY`]g`Xi fW\`XUg`VYgYhnhY`C gh!
>Yfi gU`Ya ž`i a`X]Y`6YgYhmi b [`XYf`GhUXh]a`>\f`%-`*`+`bUW\`XYa
GYW\ ghU [Y_f]Y [`ni`ZY]Yfb`"8Yf`A UfgW\ `j Yf`]YZ`Xi fW\
dU`Àgh]bYbg]gW\Y`J]YfhY`ž`k`c`X]Y`HY`]bY`a Yf`G`c [Ub`g`k]Y` HcX
XYb`5fUVYfb`i bX`UbXYfY`Ubh]!]g`Ua]gW\Y`DUfc`Yb`g`UbX]YfhYb`
8]YgY`dfc] c_Uh]j Y`8Ya cbghfUh]cb`U`h`X]Y`c`b`Y`]b`Ub [YgdUbbhYb
6Yn]Y`i b [Yb`nk]gW\Yb`g fUY`]g`i bX`DU`Àgh]bYbgYfb`k Y]hYf
VY`UghYh`"Dc`]nY`_f`ÀZhY`k UfYb`]a`J`cfZY`X`a`cV`]g]Yfh`k`cfXYb`ž`XU`Yg
>Ài Z] [`ni`5b [f]ZYb`i bX`6Y`Àgh] [i b [Yb`j cb`DU`Àgh]bYbgYfb`Xi fW\
G]YX`Yf`]a`a`i`g`]a]gW\Yb`J]YfhY`_ca`a`h`>gVYgcbXYfY`XUg
<Ui`dhei`Ufh]Yf`XYf`i`BFK`5`]a`J]YfhY`G`Y]_`>ffU`k`i`fXY`j`cb
XYb`8Ya cbghfUbhYb` [YghØfa`h`ž`k`Ug`X]Y`G]hi`Uh]cb`ni`g`Àh`]W\
Yg_U`]YfhY`"@YhnhYg`>\f`j`Yf`]YZ`XYf`A UfgW\ `]ba]hYb`XYg`; UnU!
?f]Y [gž`XYf`ni`Y]bYa`5b [f]Z]Ui`ZY]bYb`dU`Àgh]bYbg]gW\Yb
>ei`fbU`]ghYb`]b`XYf`5`hghUXh`ZØ`fhY`i bX`j`cf`j]Yf`>\f`Yb`Y]bYb
%%!hÀ [] [Yb`?f]Y [`]b`; UnU`Ui`g`ØghY`ž`Yf]bbYfh`5`>UnYYfU"

8]Y`dc`]h]gW\Y`G]hi`Uh]cb`]b`g fUY`]g]h`Ub [YgdUbbhž`VYgcbXYfg`i`bhYf
A]b]ghYfd`f`Àg]XYbh`6Yb`Ua]b`BYhUmU`i`"9f`g]Y`h`g]W\`Y]bYa
k`UW\gYbXYb`8fi`W`_j`cb`fYW\ hg fUX]_U`Yb`?`cU`]h]cbgdUf`hbYfb
Ui`g [YgYhnhž`]bgVYgcbXYfY`j`cb`>Ua`Uf`6Yb!;`j`]fž`XYa`A]b]ghYf`ZØf
bUh]cb`U`Y`G]W\Yf`Y]hž`XYf`X]Y`9]bZØ`fi`b [`XYf`HcXYgghfUZY`ZØf
dU`Àgh]bYbg]gW\Y`9i`hfYa]ghYb`ZcfXYfh`5b [Y`Øf] [Y`j`cb`<`Ua`Ug!
;`Y]gY`b`ZØfW\hYb`ž`XUgg`Y]bY`XYfUfh] [Y`9g_U`Uh]cb`XUg`@YVYb`XYf

; Y]gY`b`[YZÄ\FXYb`_ÖbbhY"G]h'6Y[]bb`XYg`?f]Y[Yg`j YfhY`h'6Yb!
; j]f`hÄ [`]W`Yhk U`%"+\$\$`K UZZYb`nYbnYb`i bX`ghY`h'Ghi fa [Yk Y\FY
ZØf`n]j]Y`G]W`Yf\Y]hghYUa`g`b`; fYbnghÄXhYb`ni f`J YfZØ[i b[ž`k Ug
X]Y`G]W`Yf\Y]hg`U[Y`k`Y]hYf`XYghUV`]g]YfYb`_ÖbbhY`Hfchn`XYf
U[[fYgg]j Yb`F`Y`hc f]_`_cbbhY`BYhUbmU`i`Y]b][Y
9I hfYa`ZU`Äi » Yfi b[Ybž`k]Y`X]Y`XYYž`Y]bY`5hca`Vca`VY`Ui`Z; UnU
ni`k`YfZYbž`b]W`hi`bk`]XYfgd`fc`W`Yb`UggYb`5a`]W`U`9`]U`i`ž
A]b]ghYf`ZØf`?i`hi`fYfVYž`Äi » YfhY`X]YgY`5bg]W`h]b`Y]bYa
F`UX]c]bhYfj]Yk`i`bX`k`i`fXY`j`cb`BYhUbmU`i`j`cfØVYf[Y`YbX`j`cb
?UV]bYhhgg]hni`b[Yb`Ui`g[YgW`cggYbž`i`a`gY]bY`U[[fYgg]j Y
F`Y`hc f]_`ni`bYi`hfU`]g]YfYbž`k]Y`HU[YggW`Ui`VYf]W`hYh"

<]bhYf[fi bX`XYg`? cbZ]_hg

8Yf`BU`cgh?cbZ]_h`\Uh'h]YZ`j`Yfk`i`fnY`hY`\]ghcf]gW`Y`i`fgdfØb[Y`
8Ug; YV]Yh`DU`Ägh]bUž`XUg`\Yi`hY`gfuY`ž`XYb`; UnUghfY]ZYb`i`bX`XUg
K`Ygh`c`fXUb`UbX`i`a`ZUgghž`]gh`nYbhfU`ZØf`X]Y`?cbZ]_hY`nk`]gW`Yb
ØX]gW`Yf`i`bX`UfUV]gW`Yf`6Yj`Ö`_Yfi`b["8Yf`N]cb]ga`i`gž`Zcfa`i`]Yfh
j`cb`H`YcXcf`<Yfn`9bXY`XYg`%-`" `X\F`i`bXYfhgž`ghfYVhY`X]Y
; fØbXi`b[`Y]bYg`ØX]gW`Yb`GhUUhg`Ubž`k`Ug`ni`Yf`YV`]W`Yb
GdUbbi`b[Yb`a`]h`XYf`Xcfh`YVYbXYb`UfUV]gW`Yb`6Yj`Ö`_Yfi`b[
ZØ`fhY`8]Y`6U`Zci`f!8Y`_UfUh]cb`j`YfgdfUW`gck`c`\`XYf
n]cb]gh]gW`Yb`6Yk`Y[i`b[`U`g`Ui`W`XYb`UfUV]gW`Yb`9]bk`c`bYfb
j`cb`DU`Ägh]bU`Y]bYb`BUh]cbU`ghUUhž`k`Ug`X]Y; fi`bX`U[Yb`XYg
\Yi`h][Yb`?cbZ]_hg`k`]XYfgd]Y[Y`h`8]YgY`5i`gY]bUbXYfgYhni`b[Yb
\UVYb`XUni`[YZØ`fhž`XUgg`<i`bXYfhUi`gYbXY`DU`Ägh]bYbgYf`X]Y
FY[]cb`j`Yf`UggYb`a`i`gghYb`i`bX`j`]Y`Y`XUfUi`ZVYghY`Ybž`b`]fY
<Y]a`Uh`ni`fØW`ni`_Y`fYbž`k`Ug`j`cb`XYf`]gfUY`]gW`Yb`FY[]Yfi`b[
UV[Y`Y`b`h`k`]fXž`gc` : f]YXYbgV]`Xi`b[`6K`"

8]Y`Zcfh`Ui`ZYbXY`]gfUY`]gW`Y`A`]hÄfVYgUhni`b[`Uh`ni`VY`_UbbhYb
dc`]h]gW`Yb`i`bX`k`]fhgW`UZh]W`Yb`6YbUW`hY`]i`b[Yb`XYf
DU`Ägh]bYbgYf`[YZØ`fh`8]Y`6Yk`Y[i`b[gZfY]\Y]h`XYf`DU`Ägh]bYbgYf
]a`; UnUghfY]ZYb`i`bX`K`Ygh`c`fXUb`UbX`]gh`ghUf`_Y]b[YgW`fÄb`_hž`k`Ug
ni`Yf`\Ö`hYf`5fVY]hg`cg][_Y]hi`bX`5V`Äb[][_Y]hj`cb`Yi`hYfbYf`<]ZY
ZØ`fh`Ni`XYa`_`cb`hfc`Yfh`XUg`]gfUY`]gW`Y`A`]hÄf`X]Y`9]bZ`\f`j`cb
; ØhYfbž`k`Ug`X]Y`k`]fhgW`UZh]W`Y`9bhk`]W`_i`b[`XYf`FY[]cb`\Ya`a`h`
=b`XYb`j`cb`gfuY`_`cb`hfc`YfhYb; YV]YhYb`]gh`X]Y`=bZfUghfi`_hi`f

ghUf_`VYY]bhfÅW.h][hž:k cXi fW`K UggYf_bUdd\Y]hi bX
 Y]b[YgWfÅb_hYf`Ni [Ub[`ni `6]`Xi b[`ni gÅhn`]WY`?cbZ]_hZU_hcfYb
 XUfghY``Yb``8]YgY` : U_hcfYb`VY[Øbgh][Yb`X]Y`FY`fi h]Yfi b[`ZØf
 a `]]hUbhY` ; fi ddYb`k]Y`X]Y`<Ua Ugž`X]Y`]\fY` ; Yk U`h`U`g`HY]`Y]bYg
 6YzFY]i b[g_Ua dZYg`Y[]h)a]YfYbž`k cXi fW`XYf`Nm`i g`XYf` ; Yk U`h
 i bX`XYf`I bg]WYf\Y]h]b`XYf`FY[]cb`k Y]hYf`j YfghÅf`h`k]fX"

8YhU]`g	
J c fZU``	J UbXU`]ga i gž`HYffc]ga i g
C fh	C gh!`Yfi gU`Ya ž`gfUY`
E i Y``Yb	<ul style="list-style-type: none"> • k k k "U`^UnYYfU"WŁa • k k k "hU[YggWU i "XY • k k k "Zf]YXYbgV]`Xi b[!Vk "XY

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