

=G=@gW\`À[h'ni fØW_. '5b[f]ZZ'Ui Z'bYi Y
gmf]gW\Y`F Y[]Yfi b[ghfi ddYb°

⊖@`Uh'YfbYi h'5b[f]ZY`Ui ZX]Y`gmf]gW\Y`5fa YY`j YfØVhž
a Uf_]Yfh'XYb`YfghYb`gY]h'XYa`'Ghi fn`j cb`6Ug\Uf`U!5ggUX"



U`!GUZUž`Dfcj]bn`Gk Y]XUž`Gmf]Yb`!`5a`" ` \$"`A U]`&\$&) `\"Uh`X]Y
HYffcfcf[Ub]gUh]cb`⊖@fUi W\`VY`Ubbh`U`g`⊖⊖`X]Y
J YfUbhk cfhi b[`ZØf`nk Y]'5b[f]ZZY`]b`GØXgmf]Yb`ØVYfbca`a`Yb`"
8]YgY`5b[f]ZZY`ghY`Yb`X]Y`YfghYb`C`ZYbg]j`Yb`[`Y[`Yb`X]Y`gmf]gW\Y
5fa`YY`gY]h`XYa`'Ghi`fn`j`cb`6Ug\Uf`U!5ggUX`XUf`"@Ui`h`5`>UnYYfU
ZUbXYb`X]Y`,`VYf[f]ZZY`Ua`'&&"`A U]`]b`XYf`U`!GUZU!K`ØghY`]b`XYf
Dfcj]bn`Gk Y]XU`ghUhhž`k`cVY]`Y]b`GdfYb[`gUhn`Y]b
FY[]Yfi b[ZU\fnYi [`hfUZi bX`g]YVYb`Gc`XUHYb`hØhYhY`cXYf
j`Yf`YhnhY`"9]b`k`Y]hYfYf`6ca`VYbUbW\`U[`f]W\hYhY`g]W\`[`Y[`Yb`X]Y
j`cb`XYb`!`G5`i`bhYfghØhnhY`:`fY]Y`Gmf]gW\Y`5fa`YYž`VY]`XYa`Y]b
?Åa`dZYf`[`YhØhYhi`bX`XfY]`k`Y]hYfY`j`Yf`Yhnh`k`i`fXYb`"

8]Y`5b[f]ZZY`[`YgW\Y\Yb`ni`Y]bYa`'NY]hdi`b`hž`Ub`XYa`X]Y`bYi`Y

gmf]gWXY`FY[]Yfi b[ž`X]Y`bUW`XYa`Ghi fn`5`!5ggUXg]a`8YnYa`VYf
&\$&(`Y)b[YgYhnh`k`i`fXYž`]\fY`5i`hcf]h`h`b`8Ua`Ug_i`g
bUW`XfØW`]W`VY`Ui`dhYh`"8]YgY`FY[]Yfi b[ž`[`Y`Y]hYh`j`cb`5`a`UX
U`!G`UfUUž`Y]bYa`Y`Ya`U`][Yb`: `Ø`fYf`j`cb`U`!E`U]XU`]b`Gmf]Ybž`U`h
ni`j`cf`[Y[Yb`'G`@`[Y`_`Åa`dZn`" `b`XYb`Y`hnhYb`A`cbUhYb`U`hY`'G`@
\Ui`dhg`ÅW`]W`5b[f]ZZY`Ui`ZX]Y`Gmf]gWXYb`8Ya`c`fUh]gWXYb`?`f`ÅZnY
]a`B`cfXcghYb`Gmf]Ybg`j`YfØVh`

9fghY`5b[f]ZZY`Ui`Z`X]Y`bYi`Y`gmf]gWXY`5fa`YY

6Yf]W`hY`XYg`Gmf]Ub`C`VgYfj`U`hcfm`Zcf`<`i`a`Ub`F`][\hg`ni`Zc`[`Y`]gh
XYf`5b[f]ZZ`Ui`Z`X]Y`FY[]Yfi b[ghfi`ddYb`XYf`YfghY`gY]bYf`5fh`gY]h
XYa`9bXY`XYf`<`YffgW`UZh`XYf`5ggUX!:`Ua`j`]Y`"8]Y`gmf]gWXY
FY[]Yfi b[`U`h`V]g`Ub[`Y]bYb`cZZ]n]Y`Yb`?`ca`a`YbhUf`ni`XYb
5b[f]ZZYb`UV[Y[YVYbž`i`bX`Ui`W`X]Y`:`fY]Y`Gmf]gWXY`5fa`YY`U`h
g]W`b]W`hi`a`[Y`YbX`ni`XYb`9fY][b]ggYb`[Y`Åi`»`Yfh`"567`BYk`g
\YVh`ni`XYa`Y`Yfj`cfž`XUgg`X]YgY`5b[f]ZZY`]b`Y]bYa`?`cbhYI`h`XYg
k`]YXYfUi`ZYVYbXYb`'G`@`[YgWXY`Ybž`XYf`hfch`gY]bYg
a`j]h`Åf]gWXYb`F`ØW`gW`U[g]a`Y`U`f`&\$%-`k`Y]hYf`]\b`ØVYf`U`_h]j`Y
GW`U`ZnY`Yb`]b`Gmf]Yb`j`YfZØ[h`

8]Y`U`_hi`Y`Y`@U[Y`XYi`hYh`XUfUi`Z`\]bž`XUgg`'G`@]b`5bVYhfUW`h`XYf
[YgW`k`ÅW`hYb`ghUUh`]W`Yb`?`cbhfc`Y`i`bX`g]W`j`YfÅbXYfbXYf
5`]Ubnyb`j`Yfgi`W`hž`g]W`]b`Gmf]Yb`bYi`ni`Y`hUV`Y]YfYb`"Df`Åg]XYbh`U`!
G`UfUU`U`hY`_`Øfn`]W`Y]b`HfY`ZZYb`a`]h`I`G!Df`Åg]XYbh`8`cbU`X
Hfi`a`dž`VY]`XYa`Hfi`a`d`gY]bY`5Vg]W`h`Yf`_`ÅfhYž`X]Y
k`]fhgW`UZh`]W`Yb`GUb`_h]cbYb`[Y[Yb`8Ua`Ug_i`g`ni`c`W`Yfbž
k`Å`fYbX`Yf`U`!G`UfUU`XUni`Ui`Zc`fXYfhYž`g`fUY`X]d`ca`Uh]gW
Ubni`Yf`_YbbYb`i`bX`Ui`g`ÅbX]gWXY`HYffcf]ghYb`Ui`g`Gmf]Yb`ni
j`YfhfY]VYb`"

⇒b`hYfbUh]cbU`Y`FYU`_h]cbYb`i`bX

9b`hk`]W`_i`b[Yb

⇒`XYf`Nk`]gWXYbnY]h`[]VhYg`Ui`W`]bhYfbUh]cbU`8]g_i`gg]cbYb`ØVYf
X]Y`G]hi`Uh]cb`]a`B`U`Yb`C`ghYb`":`fUb`_fY]W`g`Df`Åg]XYbh`9a`a`Ubi`Y`
A`UWfcb`U`h`Y]bY`_`ÅfhYfY`<`U`hi`b[`XYf`9I`[Y[Yb`ØVYf`g`fUY`

[YZcfXYfhž`ZU`g`g]W`X]Y`G]hi Uh]cb`]a` ; UnUghfY]ZYb`b]W`h
 j YfVYggYfh`A UWfcb`Ài » YfhY`X]Y`Bchk YbX][_Y]hž`GUb_h]cbYb
 [Y[Yb`gYfUY`ni`j Yf\Àb[Ybž`k Ug`]a` ?cbhYI h`XYf`U_hi Y`Yb
 ðgnYb]Yfi b[j`cb` ; Yk U`h`i bX`i bfi \Yb`]b`XYf`FY[]cb` [YgW`Y\Yb
 _ÒbbhY" `8]YgY`dc`]h]gW`Yb`GdUbbi b[Yb`_ÒbbhYb`X]Y`ZFU[]Y
 G]W`Yf\Y]hg`U[Y`]b`Gmf]Yb`k Y]hYf`VYY]bZi`ggYb"

Ni`gUa`a`YbZUggYbX``Àggh`g]W`gU[Ybž`XUgg`X]Y`Øb[ghYb`5b[f]ZZY
 j`cb`G`@Ui`Z`X]Y`gmf]gW`Yb`FY[]Yfi b[ghfi`ddYb`Y]bYb
 VYgcf[b]gYffY[YbXYb`HfYbX`UbnY][Ybž`XYf`X]Y`6Ya`Ø\i b[Yb`i`a
 GhUV]`]hÀh]b`XYf`FY[]cb`i`bhYf[fÀVh" `9I`dYfhYb`i`bX
 A`YbgW`Yb`fYW`hgcf[Ub]gUh]cbYb`k`YfXYb`X]Y`9bhk`]W`_i`b[Yb`]b`XYb
 _ca`a`YbXYb`K`cW`Yb`[YbUi`VYcVUW`hYb`a`ØggYbž`i`a`X]Y
 5i`gk`]f`_i`b[Yb`Ui`Z`X]Y`gmf]gW`Y`FY[]Yfi b[`i`bX`X]Y
 G]W`Yf\Y]hg`U[Y`ni`j`YfghY`Yb" `8]YgY`9fY][b]ggY`nY][Yb`Y]ba`U`
 a`Y`fž`XUgg`X]Y`<YfUi`gZcfXYfi b[Yb`]a`B`U\Yb`C`ghYb`k`Y]hfY]W`YbX
 i`bX`_ca`d`YI`g]bX"

8YhU]`g	
J`c`f`ZU``	HYffcf]ga`i`g
C`f`h	U`!`GUZUž`Dfcj`]bn`Gk`Y]XUž`Gmf]Yb
J`Y`f`Y`hnhY	;%\$
E`i`Y`Y`Yb	<ul style="list-style-type: none"> • k`k`k`"U`^UnYfU"W`a • UVWbYk`g"[`c`"W`a • k`k`k`"ZUn"bYh

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