

B Uh]c b g! @YU[i Y! :]b U`Y. ' Dc fhi [U` _Àa d Zh
[Y[Yb 'GdUb]Yb 'i a 'XYb 'H]hY`°

=a :]b U`Y`XYf`B Uh]c b g! @YU[i Y`hfY ZYb`Dc fhi [U`i bX`GdUb]Yb
Ua ' , " ' † b] ' & \$ &) 'i a ' & % . % , 'l \f`]b`A ØbWYb`Ui ZY]bUbXYf`
K Yf`k]fX`g]Y[Yb3



5`]Ub n`5 fYb Už`A ØbWYb ž`8 Yi hgW`Ub X`!`5a ' , " ' † b] ' & \$ &)
Z]bXYh`XUg`a]h`GdUbbi b [`Yfk UfhYhY` :]b U`Y`XYf`l`9: 5`B Uh]c b g
@YU[i Y`]b`XYf`5`]Ub n`5 fYb U`]b`A ØbWYb`nk]gWYb`Dc fhi [U`i bX
GdUb]Yb`ghUhh`8Yf`5bghc» `YfZc`[hY`i a ' & % . % , 'l \f`ž`i bX`XYf
U`_hi Y`Y`Gd]Y`ghUbX`ghY`h`VY]`\$. \$`"6Y]XY`A UbbgW`UZhYb`nY][`Yb`]b
XYb`YfghYb`A]bi hYb`Y]bY`gc`]XY`8YZYbg]j`Y]ghi b[ž`k`À`fYbX`X]Y
C ZYbg]j`VYa`Ø`i b [Yb`bcW`b]W`h`ini a` [Yk`ØbgW`hYb`9fZc`[`ZØ`fYb
_cbbhYb" `†`XYf`%+"`A]bi hY`gW`cgg`K]`Ua`g`ZØf`GdUb]Yb`_bUdd
ØVYf`XUg`Hcfž`i bX`]b`XYf`%*"`A]bi hY`j`Yf[UV`DYXf]`Y]bY`7`UbW
Ui`g`Y`ZA`YhYfb" `8]Y`YfghYb`A]bi hYb`XYg`Gd]Y`g`k`UfYb`[`Ydf`À[`hj`cb
j`cfg]W`h][`Yb`5bb`À`Yfi b [Yb`VY]XYf`HYUa`g`ž`k`cVY]`Dc fhi [U`]b`XYf
("`A]bi hY`X]Y`YfghY`9W`_Y`a]h`k`Yb][`9fZc`[`bi`hnhY"

JcfXYa`Gd]Y`ghUbXYb`X]Y`JcfnY]WXYb`_Uf"GdUb]YbžXYf`U_hi`Y`Y`
H]hY`j`YfhY]X][`Yfž`ghfYVh`bUW`XYa`Xf]hhYb`H]hY`j`b`_i`fnYf`NY]hž`
bUW`XYa`g]Y`XYb`K`YhVYk`YfV`]a``X`f`&\$`&`i`[`Yk`]bbYb`_ccbhYb`
@Ja`]bY`MJa`U`ž`XYf`Yfgh`%+`X`f`Y`U`h`]gh`i`bX`]a``<`U`V`Z]bU`Y`[`Y`[`Yb`
:`fUb`_fY]W`a`]h`nk`Y]`Hc`fYb`[``À`b`nhY`ž`k`]fX`U`g`d`chYbn]Y`Y`f`
K`Y`h`Z`»`VU`Y`f`[`Y`U`b`XY`h`"7f]gh]Ubc`F`cbU`Xc`ž`XYf`(`\$!`À`f`[`Y`
?`Ud]h`À`b`Dc`fhi`[`U`g`ž`"b[`Y`[`Yb`"c`Z`h`Ui`Z`gY]bYb`nk`Y]hYb`B`Uh]cbg!
@YU[`i`Y!`Hf]i`a`d`"bUW`&\$`%-`i`bX`"Uh]b`gY]bYf`?`Uff]YfY`ØVYf`-`\$\$`
DZ]W`hgd]Y`hfY`ZYf`Yfn]Y`h`"HfU]bYf`@`]g`XY`"U`i`i`Yb`hY`"c`VhY`XYb`
↑`b[`Yb`GhUf`MJa`U`i`bX`nY][`hY`[`Y]W`nY]h][`6Yk`i`bXYfi`b[`ZØf`X]Y`
@Y[`YbXY`F`cbU`Xc`"

8]Y`5i`ZghY`"i`b[`Yb`]a`"8YhU]`

8]Y`5i`ZghY`"i`b[`Yb`VY]XYf`HYUa`g`_ØbbhYb`_Ui`a`"i`bhYfgW]YX`]WXYf`
gY]b`"Dc`fhi`[`U`j`YfhfUi`h`Ui`Z`X]Y`Zc`[`YbXYb`Gd]Y`Yf`"8]c[`c`7`cghU`
æUc`B`Yj`Ygž`F`i`VYb`8]Ugž`i`cbWU`c`"bUW]c`ž`B`i`bc`A`YbXYg`
6YfbUfXc`G]j`Už`J`]h]b`Už`6fi`bc`i`YfbUbXYg`"i`fUbW]gWc`7`cbW]Ä`c`ž`
7f]gh]Ubc`F`cbU`Xc`ž`DYXfc`B`Yhc`"5i`Z`GY]hYb`GdUb]Ybg`ghY`Yb`i`bU`
G]a`cb`"A`]b[`i`YnUž`@Y`B`cfa`UbXž`<i`]gYbž`7i`W`fY`"U`"i`DYXf]ž`
Ni`V]a`YbX]ž`UV]Ub`"i`@Ja`]bY`MJa`U`ž`C`mUfnUVU`ž`B`"K`j`]Ua`g`Ui`Z`
XYa`D`Uhn`"

8Ug`i`]bU`Y`]gh`VYgcbXYfg`VYXYi`hYbX`ZØf`Dc`fhi`[`U`ž`XU`XUg`HYUa`
bUW`Y]bYa`gW`k`]Yf][`Yb`J`]YfhY`Z]bU`Y`[`Y`[`Yb`8`À`bYa`Uf`_]b`XUg`
9bXgd]Y`Y]bnc[`"Dc`fhi`[`U`VYb`Øh][`hY`nk`Y]`Hc`fY`]b`XYf`
J`Yf`À`b[`Yfi`b[`ž`i`a`"XUg`Gd]Y`ni`XfY`Yb`"i`a`"i`<`U`V`Z]bU`Y`[`Y`[`Yb`
8Yi`hgW`"UbX`"U[`XUg`HYUa`ni`f`<`U`V`nY]h`a`]h`\$.`%`ni`fØW`ž`[`Yk`Ubb`
YXcW`XUg`Gd]Y`a`]h`&.`%ž`k`cVY]`7f]gh]Ubc`F`cbU`Xc`i`bX`i`fUbW]gWc`
7`cbW]Ä`c`X]Y`Yb`hgW`Y]XYbXYb`HfY`ZYf`Yfn]Y`hYb`"9]b`G]Y[`]a`
:]bU`Y`k`ØfXY`X]Y`bY[`Uh]j`Y`Gh]a`a`i`b[`ž`X]Y`bUW`XYf`
Yb`h`À`i`gW`YbXYb`9i`fc`&\$`&(`Y`ffgW`hY`ž`XYi`h]W`j`YfVYggYfb`"

8Yf`i`cfa`Uh`XYf`i`9:5`B`Uh]cbg`@YU[`i`Y`

8]Y`i`9:5`B`Uh]cbg`@YU[`i`Yž`X]Y`Yfgha`U`g`&\$`%,`#`%-`Ui`g[`YhfU[`Yb`
k`i`fXYž`i`a`ZUggh`))`A`]h[`]YXg]YfV`À`bXY`XYf`i`9:5`ž`X]Y`]b`j`]Yf`@[`Yb`
i`bhYfhY`]h`g]bX`"@[`U`5`]gh`X]Y`"ØW`ghY`ž`k`À`fYbX`@[`U`8`X]Y`

b]YXf][ghY`Ghi ZY`XUfghY`h"8Yf`F \mh\ a i g`XYf`Gd]Y`nY]hYb`g]Y\h
 j cfz`XUgg`X]Y`K YhhVYk YfVY`U`Y`nk Y]`J\`fY`ghUhhZ]bXYbž`a]h`XYf
 bÅW`ghYb`5i ghfU[i b[`ja `J\`f`&\$&+""8]Y` ; fi ddYbY]bhY]`i b[Yb
 k YfXYb`ZfY]`Ui g[Y`cghž`c\`bY`GYhn`]ghYž`i bX`X]Y`A UbbgW`UZhYb
 gd]Y`Yb`]b`<]b!`i bX`F ØW`gd]Y`Yb`[Y[YbY]bUbXYf"

8]Y`9bXfi bXY`XYf`B Uh]cbg`@YU[i Yž`Ub`XYf`X]Y`VYghYb`HYUa g`XYf
 @[U`5`hY]`bY\`a Ybž`i a ZUggh`nk Y]`<U`VZ]bU`gž`Y]b`Gd]Y`i a `XYb
 Xf]hhYb`D`Uhn`i bX`Y]b`:]bU`Y""8]Y`9f[YVb]ggY`Ui g`X]YgYa
 k]W`h][Yb`K YhhVYk YfV`VYY]bZi ggYb`Ui W`X]Y
 E i U`Z]_Uh]cbg[fi ddYb`ZØf`X]Y`bÅW`ghYb`9i fcdU!`i bX
 K Y`ha Y]ghYfgW`UZhYb""8]Y`<YfUi gZcfXYfi b[ž`X]Y`g]W`VY]XYb
 A UbbgW`UZhYb`ghY`hž`]gh`b]W`h`bi f`gdcfh]W`Yf`B Uhi fž`gcbXYfb`Ui W`
 Y]b`k Y]hYfYg`? Ud]hY`i]b`XYf`f]j U`]g]YfYbXYb` ; YgW`]W`hY`nk]gW`Yb
 GdUb]Yb`i bX`Dcfhi [U`"

8]Y` VYfhfU[i b[`XYg`Gd]Y`g`YfZc`[h`ØVYf`j YfgW`]YXYbY`GYbXYf.
 : CL`i bX`: i Vc`]b`XYb`l G5ž`F HJ 9`D`Umi bX`l 9: 5"hj`]b`GdUb]Ybž
 FHD`i bX`Gdcfh]HJ`]b`Dcfhi [U`ž`H: %ž`]a` J YfY]b][hYb`? Øb][fY]W`
 gck]Y`5F8`GdcfhgW`Ui`]b`8Yi hgW``UbX"

8]Y` : fU[Y`V`Y]Vhž`cV`7f]gh]Ubc`F`cbU`Xc`]a` :]bU`Y`Vf]`YfYb`_Ubb
 i bX`Dcfhi [U`ni`gY]bYa`nk Y]hYb`H]hY`ZØ\`fhž`cXYf`cV`@Ja]bY
 MJa U`i bX`gY]bY`gdUb]gW`Yb`?c`Y[Yb`XYb`G]Y[`Yff]b[Yb`k YfXYb`
 6YfY]hg`Yhnh`gcf[h`XUg`:]bU`Y`ZØf`: i fcfY`i bX`]gh`Y]b`<Ø`Ydi b`_h
 XYg`]bhYfbUh]cbU`Yb`: i » VU`g"

K Y]hYfY`bZcfa Uh]cbYb`ni a`Hi fb]Yf`i bX`XYb`HYUa g`g]bX`Ui ZXYb
 K YVgY]hYb`j cb`cd!cb`]bYž`BYk`Mcf`_`H]a Yg`i bX`K]_]dYX]U
 Yf\`h]W`"

8YhU]`g	
J cfZU`	Gcbgh][Yg
C fh	5`]Ub`n`5fYbUž`A ØbW`Ybž`8Yi hgW``UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "cd!cb`]bY"XY • k k k "bmh]a Yg"Wca • XY"a "k]_]dYX]U"cf[

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