

CD97`Y\ fh; fYhU`H\ i bVYf[.`A]hUfVY]hYf]b
XYg`A cbUhg`ZØf`?`]a UgW\ i hn°

; fYhU`H\ i bVYf[`k]fX`j cb`XYf`CD97`ni f`/ ei ch/A]hUfVY]hYf]b
XYg`A cbUhg/ ei ch`YfbUbbhž`k À\ fYbX` : f]XUmg`Zcf` : i hi fY`g]W\
j cb`]\`f`X]ghUbn]Yfh"



K]Ybž`² ghYffY]W\ `! ; fYhU`H\ i bVYf[` \ Uh`Ua ` %&"'ž b]`&\$&)
YfbYi hiZØf`5i ZgY\Yb` [Ygcf[hž`bUW\XYa `g]Y`j cb`XYf`Cf[Ub]gUh]cb
9fXØ`YI dcfh]YfYbXYf`@AbXYf`fCdYW\`ni f` A]hUfVY]hYf]b`XYg
A cbUhg `YfbUbbh`k i fXY`"8]YgY`5bYf`_Ybbi b[`k i fXY`]b`K]Yb`j cb
CdYW; YbYfU`gY`_fYhÀf`<U]h`Ua `U! ; \U]g`VY`_Ubbh`[Y[YVYb`"8]Y
CdYW\cbcf]YfhY`H\ i bVYf[g`9b[U[Ya Ybž`XUg`H\Ya U
?`]a Uk UbXY`]b`XYb`<]bhYf[fi bX`ni `fØW`_Yb`i bX`cVhY`]\`fYb
9]bZi gg`Ui ZX]Y` : f]XUmg`Zcf` : i hi fY `!6Yk Y[i b[žX]Y`]b`YhnhYf
NY]h`Ub`6Y`]YVh\Y]hj Yf`cfYb` \Uh`"9g`]gh`VYfY]hg`X]Y`&%"
5i gnY]W\bi b[`X]YgYf`5fhž`X]Y`H\ i bVYf[`gY]h`XYa `+"`C`_hcVYf`&\$&'
Yf\`À`hž`i bX`g]Y`k i fXY`a]h`Y]bYa ` [YfU\`a hYb`6]`X`gck]Y`Y]bYa
; YgW\Yb`_ž`VYghY\YbX`Ui g`nk Y]`@]hYfb`F`c\Ø`i bX`Y]bYf`?Uf]_Uhi fž
[YY\fh`" `bhYfYggUbhYfk Y]gY`Yfk À[h`XYf``fUbž`H\ i bVYf[`XYb

DcghYb`U`g: fUi Yba]b]ghYf]b`Ubni V]YhYb"

8]Y`C dYWg`9bhgWXY]Xi b[`ca a hini`Y]bYa`NY]hdi b_hž`Ub`XYa`X]Y
8mbUa]_`XYf` : f]XUmg`Zcf: i hi fY !6Yk Y[i b[`i bhYf`8fi W_`ghY`h"
K]Y`X]Y`hUn`VYf]W\hYhž`UhiX]Y`XYi hgWXY`GdUfhY`j`cb`: f]XUmg`Zcf
: i hi fY`g]W`j`cb`H\i bVYf[`i bX`UbXYfYb`]bhYfbUh]cbU`Yb
A]h[`]YXYfb`X]ghUbn]Yfh"5_hj]]ghYb`VYgh`h][`hYb`]`fYb`?`i fg`XYf
`YhnhYb`K`cWXYb`i bX`UVYb`X]Y`]bhYfbUh]cbU`Y`J`YfbYhni b[
Ui`g[`YgYhnh`G]Y`U[]YfYb`bi b`U`g`Y][`Ybgh`AbX][`Y`C`f[`Ub]gUh]cb`i bX
gY`Yb`g]W`ØVYf`H\i bVYf[`]bUi`g[`Yk`UW`gYb"8]YgY
8]ghUbn]Yfi b[`YfZc`[`hj`cf`XYa`<]bhYf[`fi bX`Øb[`ghYf
9bhk]W_`i b[`Ybž`]b`XYbYb`H\i bVYf[`Ui`Z`Y]bYf`?`]a`UXYa`cbghfUh]cb
]b`5a`ghYfXUa`a`]h`Y]bYa`DU`Agh]bYbgYfhi`W`Ui`ZhfUhi`bX`VYhcbhYž
XUgg`X]Y`?`]a`UVYk`Y[i b[`X]Y`Gh]a`a`Yb`i bhYfXfØW`hYf`A`YbgWXYb
`ØfYb`gc`hY"≠fY`_`VYf[`UVY`XYg`A`_fcZcbg`Ub`Y]bY`_f]h]gWXY
Gh]a`a`Y`VYnc[`Yb`Ui`Z`gfUY`Ø`fhY`ni`DfchYghYb`i bhYf`XYb
HY]`bY`a`YbXYb"

F YU_h]cbYb`i bX`?`cbhfcj`YfgYb

8]Y`FYU_h]cbYb`Ui`Z`H\i bVYf[`g`5i`Zhf]h`k`UfYb`[`Ya`]gW`h"9]b`A`Ubb
k`i`fXY`j`cb`XYf`6Ø`bY`YbhZYfbhž`bUW`XYa`Yf`[`Y[`Yb`]`fY
dc`]h]gWXYb`Yi`»`Yfi`b[`Yb`dfchYgh]YfhY" `H\i bVYf[`g`5i`ZcfXYfi`b[
`Bc`W]a`UhY`↑`gh]W`cb`cW`d]YX`UbX`i`bhYfa`Ui`YfhY`]`fY
Dcg]h]cbž`k`À`fYbX`g]Y`]b`gcn]U`Yb`A`YX]Yb`ni`j`cf`Ui`W`GhY`i`b[`Øf
X]Y`DU`Agh]bYbgYf]b]bYb`VYnc[`Yb`UhhYž`c`bY`X]Y`]gfUY`]gWXYb
CdZYf`XYg`<`Ua`Ug!5b[`f]Zg`ni`Yfk`À`bYb"8]Yg`Ø`fhY`ni`Y]bYf
J]Y`nU`j`cb`FYU_h]cbYbž`i`bhYf`UbXYfYa`j`cb`æ`gY`Z`GW`i`ghYfž`XYa
Df`Ag]XYbhYb`XYg`NYbhfU`fUhg`XYf`š`XYb`]b`8Yi`hgW`UbXž`XYf`Y]bY
j`c`gh`AbX][`Y`5V`_cdd`i`b[`XYf`XYi`hgWXYb`j`cb`XYf`]bhYfbUh]cbU`Yb
6Yk`Y[i b[`ZcfXYfhY"J`c`_Yf`6YW`ž`Df`Ag]XYbh`XYf`8Yi`hgW!
≠gfUY`]gWXYb`;`YgY`gW`UZhž`VYnY]W`bYhY`H\i bVYf[`][`Uf`U`g
≠gfUY`UggYf]b`"

8Yf`8]g_i`fg`i`a`H\i bVYf[`g`Yi`»`Yfi`b[`Yb`Yb_h]`cb`XYb`nYbhfU`Yb
?`]a`UgW`i`hnh`Ya`Yb`UVž`k`]Y`J`c`_Yf`E`i`UgW`b]b[`ž`Df`cZYggcf`Øf
F`Y[`YbYfUh]j`Y`9bYf[]YgmghYa`Yž`Uba`Yf`_h`Hf`chn`gc`W`Y`Zh][`Yf
8]g_i`gg]cbYb`]ghX]Y`?`]a`UVYk`Y[i b[`bUW`k`]Y`j`cf`U_h]j`"≠`XYb

B]YXYf`UbXYb`XYa`cbghf]YfhYb`Ui`h`J`c`_g`f`Ub`h`g]WXYf`+\$\$\$\$
 A`YbgWXYb`Z0f`XUg`?`a`Už`k`Ug`U`g`\\]ghcf]gWXY`Ub[`YgY`Yb`k`]fX`"8]Y
 8Ya`cbghfUh]cb`j`YfXYi`h`]WXYh`X]Y`[`YgdU`hYbY`<U`hi`b[`ni`a
 BU`cgh`cbZ]_h`@]b`Y`gc`]XUf]g]YfhYb`g]WXY`a`]h`XYb
 DU`Agh]bYbgYf]b]bYbž`k`A`fYbX`_cbgYfj`Uh]j`Y`?`fY]gY`=gfUY`
 i`bhYfgh0hnyb`"9]b][`Y`8Ya`cbghf]YfYbXY`j`Yf`]Y»`Yb`X]Y
 J`YfUbghU`hi`b[`ž`U`g`Ubh]!]gfUY`]gWXY`G`c[`Ub`g`g`UbX]Yfh`k`i`fXYb`"

8]Y`Ni`_i`bZh`j`c`b`:`f]XUmg`Zcf`:`i`hi`fY`

;`fYhU`H`i`bVYf[`ghUfhYhY`X]Y`:`f]XUmg`Zcf`:`i`hi`fY`!6Yk`Y[`i`b[`]a
 5i[`i`gh`&\$%,`a`]h`XYa`<Ug`hU[`,`Zf]XUmgZcfZ`hi`fYž`i`a`XUg
 6Yk`i`gghgY]b`Z0f`XYb`?`a`Uk`UbXY`ni`gWXY`fZYb`i`bX`Y]bY`[`c`VU`Y
 @0gi`b[`Z0f`X]Y`?`a`U_f]gY`ni`ZcfXYfb`"8]Y`6Yk`Y[`i`b[`U`h`k`Y`h`k`Y]h
 j]Y`Y`↑`b[`Y`A`YbgWXYb`a`cV]`g]Yfh`i`bX`]gh`Xi`fWXY`GdYbXYb
 Z]bUbn]Yfh`Ni`XYb`N]Y`Yb`XYf`6Yk`Y[`i`b[`[`Y`\\`0fYb`i`bhYf`UbXYfYa
 X]Y`dc`h]gWXY`i`bX`[`YgY`gWXY`UZh]WXY`6YhY]`][`i`b[`Ub`XYf`@0gi`b[
 XYf`?`a`U!DfcV`Ya`Yž`XUg`<U`hYb`XYf`9fXYfk`Afa`i`b[`i`bhYf`%ž)
 ;`fUX`7Y`g]i`g`gck`j]Y`XYf`GWXY`hn`XYf`V]c`c[`]gWXYb`J]Y`ZU`h`Hfcm
 VYY]bXfi`W`YbXYf`FY`_cfXnU`Yb`VY]`[`c`VU`Yb`?`a`UghfY]_g`g]bX
 X]Y`HfY]V`U`i`g[`UgYa`]gg]cbYb`k`Y]hYf[`Ygh]Y[`Ybž`k`Ug`X]Y
 <YfUi`gZcfXYfi`b[`Yb`XYf`6Yk`Y[`i`b[`i`bhYfghfY]WXY`h`"

8]Y`9bhk`jW`i`b[`Yb`i`a`:`fYhU`H`i`bVYf[`i`bX`X]Y`:`f]XUmg`Zcf
 :`i`hi`fY`!6Yk`Y[`i`b[`nY][`Ybž`k`j]Y`Yb[`_]a`Uh]gWXY`i`bX`dc`h]gWXY
 H`Ya`Yb`a`]hY]bUbXYf`j`YfZcWXYhYb`g]bX`"≠fY`?`cbhfcj`YfgYb`k`YfZYb
 X]Y`:`fU[`Y`Ui`Zž`k`j]Y`X]Y`6Yk`Y[`i`b[`Yb`]fY`N]Y`Y`]b`Y]bYa
 ni`bY`a`YbX`dc`Uf]g]YfhYb`dc`h]gWXYb`?`a`U`YffY]WXYb`_0bbYbž
 k`A`fYbX`g]Y`[`Y]WXYnY]h][`X]Y`Gh]a`a`Y`XYfYfž`X]Y`i`bhYfXf0W`h
 k`YfXYbž`k`YfhgWXY`AhnYb`a`0ggYb`"B`UWXY`U`h][`(:`i`hi`fY`V]YhYh
 k`Y]hYfY`≠Zcfa`Uh]cbYb`0VYf`X]Y`C`f[`Ub]gUh]cb`i`bX`X]Y
 <YfUi`gZcfXYfi`b[`Ybž`j`cf`XYbYb`g]Y`ghY`h`"

8YhU]`g	
J`c`f`ZU`^`	G`c`b`g`h][`Y`g`
C`f`h`	K`j]Y`b`ž`^2`g`h`Y`f`f`Y]WXY`

8YhU]`g	
E i Y`Yb	<ul style="list-style-type: none">• k k k "k Y`h"XY• hUn"XY• bUW \ U`h][(Zi hi fY"XY

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