

F U\ a YXY!HU`VfØW_Y. `F Y_c fXVUi `a]h`) \$\$
A]`]cbYb `9i fc `ZØf `@ØXYbgWY]X °

8]Y`F U\ a YXY!HU`VfØW_Y `]b `B F K `k]fX `V]g`&\$&+ `YfbYi Yfh"
) \$\$`A fX""9i fc `ZØf`A UfcXYg`i bX`FY_c fXVUi nY]hYb
j YfgdfYWYb `gW`bY`Y` : c fhgW`f]hhY"



F U\ a YXYž`8 Yi hgW`UbX`!`8]Y`F U\ a YXY!HU`VfØW_Yž`Y]b
nYbhfU`Yf`6YghUbXhY]`XYf`5 () `]b `B c fXf\Y]b!K YghZU`Ybž`V`Y]Vh
Ui Z[fi bX`gW`k YfYf`? cffc]cb`i bX`F]ggYb`k Y]hYf\]b` [YgdYffh" `@Ui h
F Ya gnY]hi b [`fc`hYb`j cf`XYf`GdYffi b [`hÀ [`]W`ØVYf`* "\$\$\$
: U\ fnYi [Y`ØVYf`X]YgY`6fØW_Y""`a `A U]`&\$&` `k i fXY`X]Y`6fØW_Y
[YgdYfb [hž`i bX`XUg`9fY][b]g`k i fXY`dYf`@j YghfYUa `ØVYfhfU[Yb"
8 Yf`Xf]b [YbXY`<UbX`i b [gVYXUfZ`]gh`Yj]XYbh`8 Yi hgW`UbX`\ Uh
gW`Åhni b [gk Y]gY`%`"\$\$\$`a UfcXY`6fØW_Yb`]b`Y]bYa `À\`b`]WYb
Ni ghUbXž`j]Y`Y`XUj cb`Ui g`XYb`%-`* \$Yf`↵\fYb"

I a `X]YgYf`<YfUi gZcfXYfi b [`ni `VY[Y [bYbž`d`Ubh`X]Y
6i bXYgYf []Yfi b [`a Ugg]j Y`↵j Ygh]h]cbYb`j cb`) \$\$`A]`]UfXYb`9i fc
]b`X]Y`GUb]Yfi b [`XYf`↵ZfUghfi `]hi f""8]Y`bYi Y`F U\ a YXY!HU`VfØW_Y

gc``V]g'&\$&+`ZYfh][[YghY``h'k YfXYbž'i bX`Y]bY`HY]`ZY][UvY`XYf
: U\fgdi fYb`]gh`VYfY]hg`ZØf`XUg': fØ\`U\f`&\$&*`j cf[YgY\Yb``8Yf
6Ui`XYf`6fØW_Y`k]fX`]b`Y]bYa`VYa`Yf_Yb`gk`Yfh`_i`fnYb`NY]hfUi`a
j`cb`j`]Yf`Ź\`fYb`i`a` [YgY`hnhž`]a`J`Yf[`Y]W`ni`XYb`c`Zh`k`Y]h`Åb[`YfYb
GUb]Yfi`b[`gnY]hYb`j`cb`ZØb`Z`V]g`%,`Ź\`fYb`ž`X]Y`]b`XYf
J`Yf[`Ub[`Yb`Y]h`i`ØV`]W`k`UfYb`"

5_hi`Y``Yf`6Ui`Zc`fhgW`f]hh

8]Y`6Ui`UfVY]hYb`ZØf`X]Y`bYi`Y`HU`VfØW_Y`\`UVYb`]a`C`_hc`VYf`&\$&`
VY[`cbbYb``5b`X]YgYa` ;`fc»`dfc`Y`_h`g]bX`X]Y`<`565I`<`cW`!`i`bX
H]Y`ZV`Ui` [YgY`g`W`U`Zh`i`a` "V"<`"ž`6]W`\`UfX`h`6Ui`G9`i`bX`X]Y`A`79` ;` a`V<
VY`hY]][`hž`X]Y`]a`5i`Zh`fU[`XYf`5i`hc`V`U`b` ;` a`V<`UfVY]hYb``9]b
VY`XYi`hYb`XYf` :`cfhgW`f]hž`X]Y`gc[`Yb`U`b`hY`GhU`\`c`W`nY]h`ž`k`i`fXY
9b`XY` :`YVfi`Uf`&\$&)`YffY]W`hž`U`g`X]Y`GhU`\`hfU[`Yk`Yf`_Y`XYf`YfghYb
F]W`hi`b[`gZ`U`f`V`U`b`j`YfVi`b`XYb`k`i`fXYb``8]YgY`@ØW_Y`_cbb`hY`%*
A`cb`UhY`b`UW`6Ui`VY[`]bb`[`YgW`c`ggYb`k`YfXYb`**VYf]W`hYh`<`565I`
"**

8]Y`6fØW_Y`k`]fX`Y]bY`@Åb[`Y`j`cb`(`)``A`YhYfb`Ui`Zk`Y]gYb`i`bX
VY`Z]b`XYh`g]W`U`_hi`Y``]b`XYf`D\`UgY`XYf`6Y`hc`b`V`Ui`UfVY]hYb`ZØf`j`]Yf
DZY]Yf!`DUUfY`a`]hY]bYf`<`Ø\`Y`j`cb`V]g`ni`+`\$`A`YhYfb``8]Y
K`]XYf`U[`Yf`g]bX`VYfY]hg`ZYfh][[YghY``h`i`bX`X]Y` :`i`bX`Ua`Yb`hY`g`c`k`]Y
DZY]Yf`k`YfXYb`a`]h`6`c`\`fd`Z`Å`\`Yb`UV[`YX]W`hYh``8]Y`Yb[`Y
Ni`g`Ua`a`Yb`UfVY]h]bb`Yf\`U`V`XYf`<`565I` ;` F`C`I`D`c`d`h]a`]Yfh`X]Y
6Ui`UV`Åi`ZY`i`bX`hY`W`b]gW`Yb`@Øgi`b[`Yb`ž`i`a`YZZ]n]Ybh
j`cf`Ubni`_ca`a`Yb`"

K`]fhgW`UZh`]W`Y`5i`gk`]f`_i`b[`Yb`i`bX <`YfUi`gZc`fXYfi`b[`Yb`

Hf`chn`XYg`gW`bY``Yb` :`cfhgW`f]h`g`k`]fX`X]Y`F`Y[`]cb`gh`Uf`_j`cb`XYf
6fØW_Y`bgd`Yffi`b[`VY`Y]b`hf`Å`W`h][`h`@ØXYb`gW`Y]X`Y]XYhi`b`hYf
[`YgW`Å`h`hYb`k`]fhgW`UZh`]W`Yb`G`W`Å`XYb`j`cb`%`A`]]cb`9i`fc`d`fc
HU[``6Øf[`Yfa`Y]ghYf`GYV`Ugh]Ub`K`U[`Ya`YmYf`\`Uh`X]Y`8f]b[`]W`_Y]h
XYg`D`fc`Y`_hg`VY`hc`b`hž`Ub[`Yg]W`hg`XYf`k`]fhgW`UZh`]W`Yb` :`c`[`Yb`**gc`
X]Y`F`Ya`gnY]hi`b[`"**

K Å\fybX`X]Y`F U\`a YXY!HU`VfØW_Y`U`g`J cfnY][Ydfc`Y`_h`ZØf`X]Y
 gW`bY``YfY`l`a`gYhni`b[`j`cb`'`ZfUghfi`_hi`fa`U`»`bU\`a`Yb`[`]`hž`V`Y]Vh
 X]Y`ni`_ØbZh][Y`9ZZ]n]Ybn`j`cb`'6Ui`dfc`Y`_hYb`i]b`8Yi`hgW`U`bX
 ZfU[`]W`"8Yf`6i`bXYgfYW`bi`b[`g\`cZ`\Uh`_f]h]g]Yfhž`XUgg`X]Y
 A`cXYfb]g]Yfi`b[`a`UfcXYf`6fØW_Yb`i]bg[`YgUa`h`\]bhYf\`Yf\]b`h`8]Yg
]gh`hY`k`Y]gY`Ui`ZX]Y`_ca`d`Yi`Yb`VØfc`_fUh]gW`Yb`DfcnYggY`i`bX
 `Ub[`k`Yf][`Yb`;`YbY\`a`][`i`b[`gj`YfZU\`fYb`ni`fØW`ni`ZØ\`fYbž`X]Y
 9l`dYfhYb`U`g`<`Ui`dhdfcV`Ya`Y`]XYbh]Z]n]YfYb":`cfXYfi`b[`Yb`bUW
 Ghfi`_hi`ffYZcfa`Yb`k`YfXYb`Ui`hYfž`i`a`X]Y`D`Ubi`b[`i`bX`l`a`gYhni`b[
 j`cb`'6Ui`dfc`Y`_hYb`ni`j`YfVYggYfb"

æ`_]bhYfbUh]cbU`Yb`J`Yf[`Y]W`g]bX`XYi`hgW`Y`ZfUghfi`_hi`fdfc`Y`_hY
 `Ub[`gUa`Yfž`k`Ug`XUni`ZØ\`fhž`XUgg`Yg]b`UbXYfYb`@ÅbXYfb`[`Y`b[`hž
 6fØW_Yb`i]b`XYi`h]W`_ØfnYfYf`NY]hni`VUi`Yb`cXYf`ni`YfbYi`Yfb`
VYf]W`hYh`X]Y`HU[`YggW`Ui`"Z`X]YgYa`?`cbhYl`h`V`Y]Vh
 UVni`k`UfhYbž`cV`X]Y`:`cfhgW`f]hhY`VY]`XYf`F`U\`a`YXY!HU`VfØW_Y`XUni
 VY]hfU[`Yb`_ØbbYbž`XYf`Ub\`U`hYbXYb`ZfUghfi`_hi`f`_f]gY`i]b
 8Yi`hgW`U`bX`Ybh[`Y[`Ybni`k`]f`_Yb"

8YhU]`g	
J`c`f`ZU``	æZfUghfi`_hi`f
C`f`h	F`U\`a`YXYž`8Yi`hgW`U`bX
E`i`Y``Yb	<ul style="list-style-type: none"> • k k k "fYa`gnY]hi`b[`XY • k k k "\`UVUi`[`fci`d`Wca • k k k "hU[`YggW`Ui`"XY

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