

K U`X\Y]a . ; fi bXgW\Ø`Yf`Yb hXYW_Yb `]\fY F YW hY `a]h`A cgUËi Y °

8 Yf`J YfY]b`A cgUËi Y`i bX; fi bXgW\Ø`Yf`]b`K U`X\Y]a
X]g_i h]YfYb`?]bXYffYW hY`bUW`XYf`I B!`cbj Ybh]cbž`i a
6Yk i gghgY]b`ni `gW UZZYb"



K U`X\Y]a ž`8Yi hgW`UbX`!`b`K U`X\Y]a `UVYb`g]W`_Øfn`]W
A]h[`]YXYf`XYg`J YfY]bg`A cgUËi Y`a]h`%) `GW\Ø`Yf]bbYb`i bX
GW\Ø`Yfb`XYf`; fi bXgW`i`Y`ni gUa`a`Yb[YZ`bXYbž`i`a`[`Ya`Y]bgUa
XUg`H\Ya`U`?]bXYffYW hY`ni`Yf`_i`bXYb`" `a`A]hY`di`b`highUbX`X]Y
I`bhYfgW`f]Zh`XYf`I`B!`?]bXYffYW hg`cbj`Ybh]cbž`X]Y`VYfY]hg`%`-`-`
j`YfUVgW]YXYh`k`i`fXY`i`bX`[`fi`bX`Y`[`YbXY`F`YW`hY`ZØf`?]bXYf
k`Y`hk`Y]h`ZYgh`Y[`hž`k`Y`Yhk`U`XUg`F`YW`h`Ui`Z`6`]Xi`b[`ž`:`fY]nY]h`i`bX
GW`i`hn`j`cf`;`Yk`U`h`8`Ug`9b[`U[`Ya`Ybh`XYg`J`YfY]bg`n]Y`h`XUfUi`ZUVž
XUg`6Yk`i`gghgY]b`ZØf`X]YgY`F`Y`Yj`Ub`n`ni`gh`Åf`_Yb`i`bX`Y]b`h]YZYfYg
J`Yfgh`Å`b`Xb]g`ZØf`?]bXYffYW hY`ni`j`Yfa`]hhY`b`"@Ui`h`GAW`g]gW`Y`"XY
k`Uf`Yg`Y]b`k`]W`h[`Yf`HY]`XYg`Dfc`Y`hgž`XUgg`:`UW`Y`i`hY`i`i`bhYf
UbXYfYa`Y]bY`A]hUfVY]hYf]b`XYg`ž`[`YbXUa`hYg`i`bX`Y]bY`@Y`fYf]b`
Y]b[`Y`UXYb`k`i`fXYbž`i`a`Ui`g`]\fYa`6Yfi`Z`ni`VYf]W`hYb`i`bX`XYb

?]bXYfb`X]Y`Ni gUa a Yb\Åb[Y`bÅ\Yf`ni `Vf]b[Yb"

8]Y`?]bXYf`\UhhYb`X]Y`5i Z[UVYž`X]Y`bYi Yb`9f_Yb`hb]ggY
ZYghni \U`hYb.`Ui ZUV[Ya U`hYb`< ÅbXYb`XYf`b`hYfj]Yk dUfhbYfž`X]Y
g]Y`XUbb`ghc`n`dfÅgYbh]YfhYb" `8]YgYg`_fYUhj] Y`9`Ya Yb`h`a UW`hY
XUg`@YfbYb`[fY]ZVUf`i bX`ZØfXYfhY`XYb`5i ghUi gW`i bhYfY]bUbXYf"
8]Y`<cfh`Y]hYf]b`\UhhY`XYb`?cbhU`_h`ni a`JYfY]b`\Yf[YghY`hž`XU`g]Y
Y]b`Dfc`Y`_h`]bg`@YVYb`fi ZYb`k`c`hYž`i a`XYb`GW`Ø`Yfb`X]Y`K`Y`h`XYf
?]bXYffYW`hY`b`Å\Yfni Vf]b[Yb" `9]b`YfghYf`Dfc`Y`_hhU[`k`]Xa`YhY`g]W`
VYfY]hg`ZØb`ZnYbhU`Yb`?]bXYffYW`hY`bž`k`Ug`XYb`?]bXYfb`Y]bYb
DYfgdY`_h]j`k`YW`gY`Y`fa`Ò[`]W`hY" `9]b`Y]bXfi W`_gj`c`Y`f`A`ca`Ybh`k`Ufž
U`g`Y]b`A`ÅXW`Yb`XUfUi`Z`\]bk`]Ygž`XUgg`Y`XYf`A`YbgW`XUg`F`YW`h
\Uhž`ZfY]`ni`Y`bhgW`Y]XYb`Y`Y]bY`Y]bZUW`Yž`UVYf`_fUZh]`c`Y
6`chgW`UZh"

J]Y`ZÅ`h][Yf`5i ghUi gW`i bX`[Yd`Ub`hY
Dfc`Y`_hhU[Y

8Yf`5i ghUi gW`i]b`XYb`K`cf`_g`cdg`Yf`Ui`VhY`Yg`XYb`?]bXYfbž`\fY
Y][YbYb`9fZU\fi`b[Yb`i`bX`i`YgW`]W`hYb`Y]bni`Vf]b[Yb" `A`cgUĚi`Y
d`Ubh`XUfØVYf`\]bUi`g`nk`Y]`k`Y]hYfY`Dfc`Y`_hhU[Y`k`Å`fYbX`XYf
Gca`a`YfZYf]Ybž`X]Y`g]W`X`Ya`H\`Ya`U`6Yfi`ZY`k`]Xa`Yb`k`YfXYb"
<]YfVY]`k`]fX`Yg`XUfi`a`[Y\Ybž`k`]Y`j`YfgW`]YXYbY`6Yfi`ZY`a`]h`XYb
?]bXYffYW`hYb`j`Yf`_bØdZh]g]bX" `9]b`[i`hYg`< ÅbXW`Ybž`i`a`X]Y
?]bXYf`b]W`h`bi`f`ni`]bZc`fa`]YfYbž`gcbXYfb`Ui`W`U`_h]j
Y]bni`VYn]Y\Yb`°

8Yf`J`YfY]b`A`cgUĚi`Yž`XYf`ni`6Y[]bb`XYg`d\`fYg`[Y[fØbXYh
k`i`fXYž`\Uh]g]W`fU`Uhj`gW`bY`Y]bYb`BUa`Yb`[Ya`UW`hž`]bXYa`Yf
VYfY]hg`Dfc`Y`_hhU[Y`ni`f`H\`Ya`Uh]_`:`i`W`h`i`bX`A`][fUh]cb`Ub`XYf
:`fY]Yb`@UbXgW`i`Y`]b`8`ØVY`b`i`a`[YgYhnh`\Uh" `8]Yg`nY][h`XYb
K`Y]hV`]W`_i`bX`X]Y`gcn]U`Yb`5a`V]h]cbYb`XYg`J`YfY]bgž`5b[YVchY`ZØf
X]Y`N]j`][YgY`gW`UZh`ni`gW`UZZYb`i`bX`XUg`XYa`c`_fUh]gW`Y
J`YfghÅbXb]g`ni`ZØfXYfb"

?]bXYffYW`hY`]a`fYW`h`]W`Yb`?`cbhYI`h

9]b'6`jW`Ui Z`X]Y`i B!`?]bXYffYW`hg_cbj Ybh]cb`cZZYbVUfhž`XUgg`g]Y
 Ui W`gdYn]Z]gW`Y`5fh]_Y``i a ZUgghž`X]Y`VY]gd]Y`gk Y]gY`X]Y`F`YW`hY
 j`cb`?]bXYfb`]a`GhfUZfYW`h]j`YfUb`_Yfb`"5fh]_Y`` -`h\Ya`Uh]g]Yfh`X]Y
 ;`YbYgi`b[`i`bX`K`]YXYfY]b[`]YXYfi`b[`[`YgW`ÅX][`hyf`?]bXYfž
 k`Å\fybX`5fh]_Y``(\$`XUZØf`gcf[`hž`XUgg`_Y]b`?]bX`ZØf`HUHyb
 [`YgYhn`)W`j`YfZc`[`h`k`]fXž`X]Y`ni`a`NY]hdi`b_h`XYf`6Y[`Y\i`b[`b]W`h
 j`YfVchYb`k`UfYb`"8]YgY`5fh]_Y``g]bX`YbhgW`Y]XYbXž`i`a
 g]W`Yfni`ghY``Ybž`XUgg`?]bXYf`]b`Y]bYa`fYgdY`_hj`c``Yb`i`bX
 k`ØfXYj`c``Yb`F`U\`a`Yb`VY\`UbXY`h`k`YfXYbž`k`Ug`]\`fYg[`_Y]W`Yb
 gi`W`h`"8`Ug`?]bXYf\`]\`Zgk`Yf`_`XYf`J`YfY]bhYb`B`Uh]cbYbž`I`B`⇒9: ž`\YVh
 X]Y`K`]W`h][`_Y]h`X]YgYf`6Ygh]a`a`i`b[`Yb`\`Yfj`cf`i`bX`i`bhYfghfY]W`h
 X]Y`J`YfdZ]W`hi`b[`_`XYf`GhUUhYbž`X]YgY`F`YW`hY`ni`fYgdY`_h]YfYb`i`bX
 ni`ZØfXYfbž`k`jY`]b`i`b]W`Z`X`Y`V`YgW`f]YVYb"

8`Ug`6`Yk`i`gghgY]b`ZØf`X]YgY`F`YW`hY`]gh`b]W`h`bi`f`k`]W`h][`_`ZØf`X]Y
 ?]bXYf`gY`Vghž`gcbXYfb`Ui`W`ZØf`X]Y`[`YgUa`hY`;`YgY``gW`UZhž`X]Y
 g]W`i`a`i`]\`f`K`c`\`Yf[`Y\`Yb`_Øa`a`Yfb`gc``hY``G]W`X`Ua`]h
 Ui`gY]bUbXYfni`gYhnYbž`]gh`Y]b`G`W`f]h`h]b`X]Y`f]W`h][`Y`F`]W`hi`b[`ž`XYf
 `YbYb`K`YfghW`Åhni`b[`j`Yf`Y]\`hž`X]Y`Y`XYg`?]bX`j`YfX]Ybh`i`j`c``Yf
 K`ØfXY`i`bX`F`YgdY`_h"

8`Y`h]`g`	
C`f`h`	K`U`X`\`Y]a`ž`8`Yi`hgW`\`Ub`X`
E`i`Y``Y`b`	<ul style="list-style-type: none"> • k`k`k`"gUYW`g]gW`Y`"XY` • k`k`k`"i`b]W`Z`X`Y` • k`k`k`"_]bXYffYW`hY`"XY`

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