

K UggYf`Xf]b[YbX`[YZcfXYfh. `@UbXfUhgUa h
[fY]Zh`VY]`HfcW_Yb\Y]h`Xi fWΛ °

BcfXgUWΛgYb`Yf`Àggh`5``[Ya Y]bj YfZØ[i b[`ni f
K UggYfbi hni b[`k Y[Yb`HfcW_Yb\Y]h"5Vdi a dYb`j cb`K UggYf
Ui g; Yk ÀggYfb`V]g" "\$-\$- "&\$&) `j YfVchYb"



BcfXgUWΛgYbž`8Yi hgWΛ`UbX`!`8]Y`Ub\U`hYbXY`HfcW_Yb\Y]h
Vf]b[h]b`BcfXgUWΛgYb`Yfbgh\UZhY`?cbgYei YbnYb`a`]h`g]WΛž`X]Y
bi b`]b`:`cfa`Y]bYf`5``[Ya Y]bj YfZØ[i b[`XYg`@UbXfUhgUa hYg
gdØfVUf`k YfXYb"5a`&"'†`]'&\$&) `Uh`XUg`@UbXfUhgUa h
YbhgWΛ]YXYbž`XUgg`k Y[Yb`g]b_YbXYf`; fi bXk UggYfgh`AbXY`i bX
b]YXf][Yf`K UggYfdY[Y`]b`C VYfZ`ÀWΛYb[Yk ÀggYfb`X]Y
K UggYfYbhbU\`a`Y`a`]hY`g`Di a dYb`gcZcfh`Y]b[YghY`h`k YfXYb
a`i`gg"8]Yg`VYhf]Zh]b`YfghYf`@]b]Y`9][YbhØa`Yf`i bX`5b`]Y[Yf`j`cb
cVYf]fX]gWΛYb`; Yk ÀggYfb"K`]Y`X]Y`@Y]dn][Yf`=bhYfbYh`NY]hi b[
VYf]WΛhYhž]gh`X]YgY`9bhgWΛY]Xi b[`bch`k`YbX][ži a`X]Y`H]Yf!`i bX
DZUbnybk`Y`h`gck`]Y`X]Y`b`UhØf`WΛY`GY`VghfY]b][i b[`XYf`; Yk ÀggYf
ni`gWΛØhnYb"

8]Y`U_hi Y`Y`G]hi Uh]cb`]gh`Yfbgh`i bX`_ÖbbhY`Xi fW`i bYf`Ui VhY
GhUi ghY`Yb`cXYf`Di a dYbgØa dZYž`X]Y`Ài Z[`Xcfh`Yb`hghY`Ybž`k c
K UggYf`UV[Ydi a dh`k]fXž`k Y]hYf`j YfgW`ÄfZh`k YfXYb`"6YgcbXYfg`]b
_`Y]bYfYb`Ni ZØggYb`nY][h`g]W`X]Y`_f]h]gW`Y`@U[Yž`k]Y`8f`"9W`_UfX
FYI fch`ž`%"6Y][YcfXbYhYf`XYg`@UbX`_fY]gYgž`VYhcbh`"5bk c`bYf
g]bX`Ui Z[Yfi ZYbž`j YfUbhk cfhi b[gVYk i ggh`a]h`XYb
K UggYffYggci fW`b`i a ni [Y`Ybž`]bgVYgcbXYfY`VY]`XYf
; UfhYbVYk ÄggYfi b["8]Y`J YfZØ[i b[[]h`V]g`ni a ` "\$`GYdhYa VYf
&\$&) `cXYf`V]g`Ui ZK]XYffi Zž`i bX`U`Y`6Øf[Yf`gc`h`Yb`g]W`XYf
HfU[k Y]hY`X]YgYf`A U» bU`a Yb`VYk i ggh`gY]b"

F Y[Y`i b[Yb`ni f`K UggYfYbhbU`a Y

8cW`k]Y`ghY`hYg`i a `X]Y`6Yk ÄggYfi b[`XYf`Y]a]gW`Yb`; ÄfhYb3
5i W`_`Yf`[]Vh`Yg`i bhYfgW`]YXYž`ØVYf`X]Y`X]Y`F Y[]cbU`<Yi hY
]bZcfa]Yfh`K Ä`fYbX`X]Y`K UggYfYbhbU`a Y`Ui g
C VYfZÄW`Yb[Yk ÄggYfb`ghf]_h`Y]b[YgW`fÄb`_h]ghž`XØfZYb
; UfhYbVYg]hnYf`]\fY`DZUbnyb`hU[gØVYf`nk]gW`Yb`%\$`i bX`%` `i` \f
a]h`@Y]hi b[gk UggYf`[]Y» Yb`"8UVY`]gh`Yg`k]W`h][`ni`k]ggYbž`XUgg
ZØf`K UggYf`Ui g`df]j UhYb`6fi bbYb`cXYf`bUhØf`]W`Yb`E i Y`Yb
hYa dcfÄfY`9]bgW`fÄb`_i b[Yb`cXYf`j c`ghÄbX][Y`J YfVchY`[Y`hYb
_ÖbbYbž`UV`Äb[][`j cb`XYf`Yk Y][Yb`5`[Ya Y]bj YfZØ[i b["

8]Y`FY[Y`i b[Yb`VYhfYZZYb`ni XYa`N]YfVfi bbYb`i bX
Gdf]b[Vfi bbYbž`X]Y`bi f`VYhf]VYVb`k YfXYb`XØfZYbž`k Ybb`g]Y`a]h
Hf]b`_k UggYf`j Yfgcf[h`g]bX`"9]b[]YbYfY`Yg`6Yk ÄggYfi b[gj YfVch
]a`[YbUbbhYb`NY]hfUi a`[]h`U`YfX]b[g`b]W`h`ZØf`X]Y`J Yfk YbXi b[
j cb`@Y]hi b[gk UggYf`"8]Y`nY]h]W`Yb`9]bgW`fÄb`_i b[Yb`X]YbYb`XYa
Nk YW`ž`K UggYf`j Yf`i ghY`Xi fW`_`c`Y`J YfXi bghi b[`ni`a]b]a]YfYbž
Y]bY`bchk YbX][Y`A U» bU`a Yž`X]Y`]b`nU`fY]W`Yb`@UbX`_fY]gYb
VYfY]hg`5bk YbXi b[`Z]bXYhž`XUfi bhYf`]b`GhUXh`6fUi bgW`k Y][`i bX
@UbX`_fY]g`; cg`Uf"

GhfYb[Y`? cbhfc`Yb`i bX`6i » [Y`XYf

A]h`X]YgYb`ghf]_hYb`A U» bU`a Yb`nY][h`XUg`@UbXfUhgUa hž`k]Y`Yfbgh
X]Y`@U[Y`]gh`8]Y`i bhYfY`K UggYfVY`ØfXY`k]fX`X]Y`9]b`U`hi b[`XYf
J cf[UVYb`VYgcbXYfg`]b`XYb`Gca a Yfa cbUhYb`ghfYb[

ØVYfk UWXyb" J YfghØ» Y [Y [Yb`X]Y`5`[Ya Y]bj YfZØ[i b [` _ØbbYb
 Ya dZ]bX`]WXY`6i » [Y`XYf`V]g`ni `) "\$\$\$\$`9i fc`bUWX`g]W`n]Y\Yb"9]b
 5i Zfi Zni f`5W`hgUa _Y]h`i bX`ni a `j YfUbhk cfhi b[gj c`Yb`l a [Ub[
 a]h`XYb`K UggYffYggci fW`b`]gh`XU\Yf`a Y`f`U`g`Ub[YVfUWX`h`i a
 X]Y`gYbg]V`Y`BUhi f`ni `gW`ØmYb`i bX`Ui W`ni _ØbZh][Yb
 ; YbYfUh]cbYb`Y]bY`]bhU_hY`l a k Y`hni `VYk U`fYb"

8YhU]`g	
Cfh	BcfXgUWX`gYbž8Yi hgW`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "`!]n"XY • fY[]cbU`Yi hY"XY

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