

GD8!D`Ub.`A]h`bYi Ya
; fi bXgUhndfc[fUa a `ni fØW_`]bg
J YfhfUi Yb`°

8]Y`GD8 `d`Ubh`V]g`&\$&+`Y]b`bYi Yg`; fi bXgUhndfc[fUa a ži a
XUg`J YfhfUi Yb`bUW`XYf`K U`b]YXYf`U[Y`&\$&)
ni fØW_ni [Yk]bbYb"



6Yf`]bž`8Yi hgW`UbX`!`8]Y`Gcn]U`XYa c_fUh]gW`Y`DUfhY]
8Yi hgW`UbXg`fGD8`Ě`ghY`h]j`cf`Y]bYf`Z`bXUa`YbhU`Yb
HfUbgZcfa`Uh]cb`"5i`Z`Y]bYa`DUfhY]hU[`'9bXY`↵`b]`&\$&`'ghUfhYh`X]Y
GD8`XYb`DfcnYgg`ni`f`9bhk`jW`i`b[`Y]bYg`bYi`Yb
; fi bXgUhndfc[fUa a gžXUg`V]g`ni`f`6i`bXYghU[`gk`U`&\$&-
ZYfh][`[`YghY`h`gY]b`gc`""8]Yg`[`UV`XYf`XYg][`b]YfhY`;`YbYfU`gY`_fYh`f
H]a`?`ØggYbXcfZ`VY`_Ubbh`B`UW`XYf`ZØf`X]Y`GD8`XfUa`Uh]gW`Yb
K`U`b]YXYf`U[`Y]a`:`YVfi`Ufž`VY]`XYf`bi`f`%*`ž(`DfcnYbh`XYf
K`Ä`Yfgh]a`a`Yb`Yfn]Y`h`k`i`fXYb``XUg`gW`YW`hYghY`9f[`YVb]g`]b
XYf`;`YgW]W`hY`XYf`6i`bXYgfYdi`V`_`gY]`_Y]b`GhY]b`ØVYf`XYa
UbXYfYb`V`Y]VYb`_`ØbbYbž`gc`?`ØggYbXcfZ`"8]Y`;`fi`bXk`YfhY

: fY]\Y]hž; YfYW h[_Y]hi bX'Gc`]XUf]hÀh'gc`Yb`bYi`Zcfa i`]Yfh
k YfXYbž i a`XUg`j Yf`cFYbY`J YfhfUi Yb`XYf`6Øf[Yf
ni fØW_ni [Yk]bbYb"8]Yg`VYf]W hYh`**NJ K** "

8]YgYf`GW f]hh`YfZc`[hij cf`XYa`<]bhYf[fi bX`Y]bYf
6YgW`i ggj cf`U[YžX]Y`Ua`&"`ž b]`&\$&) `dfÀgYbh]Yfh`k i fXY"8Yf
@Y]hU bhfU[`a]h`XYa`H]hY` J YfÀbXYfi b[`VY[]bbh`a]h`i bg`k]fX
Y]bY`_f]h]gW`Y`5i`gY]bUbXYfgYhni b[`a]h`XYf`Y][YbYb`DUfhY]i bX
XYf`5a`hgnY]h`XYg`Y`Ya`U`][Yb`?Ub`n`Yfg`C`UZ`GW`c`n`VY]b`U`h`Yb`
8]Y`i fgUW`Yb`ZØf`XYb`J YfhfUi Ybgj Yf`i gh`k YfXYb`_`Uf`VYb`Ubbh
ghfi`_hi`fY`Y`9bhk`jW`i b[Ybž`X]Y`7cfc`bU!DUbXYa`jYž`XYf`i`_fU]bY!
?f]Y[`i bX`Yb`hÀi`gW`hY`9fk`Ufhi`b[Yb`Ub`X]Y`FY[]Yfi b[`j`cb
GW`c`n`"?ØggYbXcfZ`fÀi`a`h`Y]bž`XUgg`Yg`XYf`DUfhY]`Ub`Y]bY`a
i`a`ZUggYbXYb`]b`U`h]W`Yb`DU`_Yh[YZY`h`UVY`i bX`X]Y`dc`h]gW`Y
?ca`a`i`b[_Uh]cb`c`Zi`U`g`ni`_ca`d`Yi`k`U`f[Ybca`a`Yb`k`i`fXY"8]YgY
9f`_Yb`bh]ggY`g]bX`Yb`hgW`Y]XYbXž`i`a`k`jYXYf`b`À`Yf`Ub`X]Y
@VYb`gk`Y`hYb`XYf`A`Yb`gW`Yb`ni`fØW`_Ybž`k`jY`**A`Yf`_i`f`VYf]W`hYh`**

B Yi Ui gf]W hi b [`XYf`DUfhY]ZØ\ fi b [

8Yf`VYj`cfghY`YbXY`DUfhY]hU[`k`]fX`Ui`W`X]Y`BYi`k`U`Y`b`XYf
DUfhY]gd]hnY`a`]h`g]W`Vf]b[Yb"J]nY`_Ub`n`Yf`@Ufg`?`]b[VY]`k`]fX`]a
5a`h`V`Y]VYbž`k`À`fYbX`5fVY]hga`]b]ghYf]b`6ÀfVY`6Ug`g]W`ZØf`XYb
DcghYb`XYf`7c!DUfhY]W`YZ]b`VYk`]fVh`"?ØggYbXcfZ`k`]fX`U`g`bYi`Yf
; YbYfU`gY`_fY`h`f`Zi`b[]YfYb`i`bX`Zc`[h`Ui`Z`A`Uh`h`]Ug`A`jYfgW`ž`XYf
bYi`Yf`fU`_h]cb`gj`cf`g]hnYbXYf`k`]fX`F`c`Z`A`Ø`hnYb]W`[UV`gY]b`5a`h
Ui`Zi`bX`k`UfbhY`j`cf`Y]bYf`GUbXk`jW`!Dcg]h]cb`XYf`GD8`ž`X]Y`Ub
X]Y`@]b`_Y`i`bX`X]Y`5Z8`Gh]a`a`Yb`j`Yf`]Yfh"8]Y`DUfhY]gd]hnY`U`h
ni [Ygh]a`a`hž`XUgg`Y]b`Y]bZUW`Yg`K`Y]hYf`gc`]bU`_nY`dhUVY`gY]ž
i`bX`VYhfUW`hYh`X]Y`B`chk`YbX][`_Y]h`Y]bYf`h]YZ[fY]ZYbXYb
9fbYi`Yfi`b[ži`a`X]Y`C`f[Ub]gUh]cb`i`bX`DUfhY]_i`hi`f`ni
j`YfVYggYfb"

8Yf`@Y]hU bhfU[ž`XYf`VY]a`VYj`cfghY`YbXYb`DUfhY]hU[`VYgW`c`ggYb
k YfXYb`gc`ž`UXfYgg]Yfh`Ui`W`X]Y`<YfUi`gZc`fXYfi`b[Ybž`X]Y`Xi`fW
X]Y`8][]hU`]g]Yfi`b[`Yb`hgh`UbXYb`g]bX"9]b`H`Y`a`Už`XUg`]b`XYf
dc`h]gW`Yb`?ca`a`i`b[_Uh]cb`]a`a`Yf`a`Y`f`Ub`6YXYi`hi`b[`[Yk]bbhž
k`jY`**V`d`V`U`ba`Yf`_h"8]Y`Bi`hni`b[`X][]hU`Yf`A`YX]Yb`U`h`K`U`_`Àa`dZY**

i bX`X]Y`dc`h]gWXY?ca a i b]_Uh]cb`[fi bX`Y[YbX`j Yf`AbXYfh"
 6YgcbXYfg`VY]`XYf`A cV]`g]Yfi b[`i bX`?ccfX]bUh]cb`dc`h]gWXYf
 6Yk Y[i b[Yb`gd]Y`Yb`X][]hU`Y`?Ub`A`Y`Y]bY`nYbhfU`Y`F c`Y`"9g`k]fX
 ^XcW`Ui W`XUfUi Z`\]b[Yk]YgYbž`XUgg`X]Y`5V`Åb[][_Y]h`j`cb
 Ui g`ÅbX]gWXYb`X][]hU`Yb`D`UhhZcfa Yb`F]g]_Yb`ZØf`X]Y
 A Y]bi b[gV]`Xi b[`]b`8Yi hgW`UbX`V]f[h"

GW`i ggZc`[Yfi b[

8]Y`GD8`ghY`h`j`cf`[fc»Yb`<YfUi gZcfXYfi b[Yb`i bX`XYf`K Y[`ni f
 9fbYi Yfi b[`k]fX`b]W`h`Y]bZUW`gY]b`"8]Y`dc`h]gWXY
 ?ca a i b]_Uh]cb`a i gg`bYi ` [YXUW`h`k YfXYbž`i bX`Yg`VYXUfZ`_`UfYf
 GhfUhY[]Ybž`i a `XUg`j Yf`cfYb`[Y[Ub[YbY`J YfhfUi Yb
 ni fØW`ni [Yk]bbYb`"8]Y`_ca a YbXY`6i bXYghU[gk U`&\$&- `k]fX
 nY][Ybž`cV`X]Y`GD8`X]YgY`HfUbgZcfa Uh]cb`YfZc`[fY]W`a Y]ghYfb
 _Ubb`i bX`cV`XUg`bYi Y` ; fi bXgUhndfc[fUa a`hUhgÅW`]W`U`g
 : i bXUa Yb`h`ZØf`X]Y`hÅ[`]W`Y`5fVY]h`XYf`DUfhY]`X]YbYb`k]fX"

8YhU]`g	
I fgUWXY	ghfi _hi fY`Y`9bhk]W`_i b[Ybž`U`_i hY`YI hYfbY : U`hc fYbž`Ybhh`Åi gW`hY`9fk Ufhi b[Ybž ZY`\`YbXY`ghfUhY[]gWXY`?`Uf`Y]hž`a Ub[Y`bXY DfÅgYbn
C fh	6Yf`]bž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "nj k "XY • k k k "a Yf`_i f"XY • k k k "VdV"XY

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