

?]bXYf[UfhYb! ? f]gY`]b`H\Øf]b[Yb.
: Ua]`]Yb`_Àa dZYb`i a g` , VYf`YVYb`°

H\Øf]b[Yb`ghY`h`j`cf`<YfUi`gZcfXYfi`b[Yb`Xi`fW`XYb`
XYa`c[fUZ]gWYb`K`UbXY`.`G]b`_YbXY` ; YVi`fhYbnU`Yb`i`bX`
?]bXYf[UfhYbUbdUggi`b[Yb`bØh][` "



H\Øf]b[Yb`ž`8`Yi`hgW`UbX`!`&`H\Øf]b[Yb`ghY`h`X]Y`
?]bXYf[UfhYb`UbXgW`UZh`j`cf`a`Ugg]`Yb`<YfUi`gZcfXYfi`b[Yb`ž`X]Y`
Xi`fW`XYb`XYa`c[fUZ]gWYb`K`UbXY`VYX]b[h`g]bX`" `a`
j`Yf[Ub[YbYb`>U`f`k`i`fXYb`bi`f`%`" , `\$` ` ; YVi`fhYb`j`YfnY]W`bYh`
XYf`b]YXf][ghY`K`Yfh`gY]h`%-`-`)` "Dfc[b`cgYb`XYi`hYb`XUfUi`Z`\\]b`ž`
XUgg`X]Y`NU`\\XYf`?]bXYf[UfhYb`_]bXYf`V]g`&\$` \$`i`a` `Yhk`U`%`+`i`
g]b`_Yb`k`]fX`ž`VYj`cf`Y]b`_`Y]bYf`5bgh]Y[`j`cb`*`ž`-`i` `V]g`&\$`(` &`
Yfk`UfhYh`k`]fX`" `8]YgY`9b`hk`]W`_`i`b[`\\Uh`b]W`h`bi`f`5`i`gk`]f`_`i`b[Yb`Ui`Z`
X]Y`9]b]f]W`hi`b[Yb`gY`Vgh`ž`gcbXYfb`Ui`W`Ui`Z`X]Y` : Ua]`]Yb`ž`X]Y`]b`
`ÀbX`]W`Yb`F`Y[]cbYb`c`Zh`Ui`Z`X]Y`X`cfh][Y`gc`n]U`Y`&`Z`f`Ughfi`_`hi`f`
Ub[Yk]YgYb`g]bX`"

8cW`k`Ug`VYXYi`hYh`XUg`_cb`_fYh`ZØf`X]Y`↑`b[Yb` : Ua]`]Yb`]b`

H\Øf]b[Yb3'8]Y'GW`Y»i b['j cb'?]bXYf[ÅfhYbž]bgVYgcbXYfY`]b
`ÅbX`]WYb'; YV]YhYbžZØ\fhni ``Åb[YfYb`5bZU\fhgk Y[Yb`i bX
Z]bUbn]Y`Yb`6Y`Ughi b[Yb`ZØf`X]Y`9`hYfb``8]Y`: fU_h]cb`8]Y`@]b_Y
\Uh`XU\Yf`A U» bU\ a Yb`j cf[YgW`U[Ybž`i a `X]YgYb
<YfUi gZcfXYfi b[Yb`ni `VY[Y[bYb``Gc`k]fX`Yhk U`X]Y`9]bVYfi Ž b[
Y]bYf`?ca a]gg]cb`[YZcfXYfhž`X]Y`g]W`a]h`XYf`:]bUbn]Yfi b['j cb
?]bXYfhU[Yggh`ÅhYb`VYgW`ÅZh][Yb`gc````8]YgY`?ca a]gg]cb`gc``Y
J YfhfYhYf`Ui g`i bhYfgW`]YX`]WYb`6YfY]WYb`ni gUa a YbVf]b[Ybž
i a `Ub`Y]bYf`@Ogi b[`ni `UfVY]hYbž`bUW`XYa `X]Y`@UbXYgfY[]Yfi b[
V]g`Ub[`Y]bYb`DUf`Ua YbhgVYgW`i gg`][bcf]Yfh`\Uh"

:]bUbn]Y`Y`DYfgdY_h]j Yb`i bX`gc n]U`Y
=bZfUghfi _hi f

9g`k]fX`Xf]b[YbX`Y]b`l a XYb_Yb`]b`XYf`:]bUbn]Yfi b[`[YZcfXYfh`
A ca YbhUb`X]Ybh`X]Y`_]bXVYnc[YbY`DUi gW`U`Y`U`g`; fi bX`U[Yž
XcW`X]Y`@]b_Y`d`ÅX]Yfh`ZØf`Y]bY`l a ghY``i b[`]b`ni
9]b]W`hi b[gdUi gW`U`Yb``N]Y``]gh`Ygž`X]Y`?]hU!5b[YVchY`Ui W`]b
Z]bUbngW`k ÅW`YfYb`F Y[]cbYb`Ui ZfYW`hni Yf\U`hYb``9]b
?]bXYf[UfhYba cfUhc]i a `gc``\Y`ZYbž`DYfgcbU`YbhUggi b[Yb`ni
j Yfa Y]XYb`i bX`[`Y]W`nY]h][`XYb`Xi fW`X]Y`GW`Y»i b[Yb
YbhghY\YbXYb`J Yf`i gh`XYf`gc n]U`Yb`=bZfUghfi _hi f`UVni ZYXYfb"

8 UfØVYf`\]bUi g`k]fX`Yfk UfhYhž`XUgg`H\Øf]b[Yb`]b`XYb
_ca a YbXYb`ϰ\Yb`Å\`f]W`Yhk U`&&\$`A]`]cbYb`9i fc`j ca `6i bX
Yf\U`hYb`k]fXž`i a `X]Y`=bZfUghfi _hi f`Ui gni VUi Ybž`k cVY]Y]b`HY`
X]YgYf`A]hY``]b`gc n]U`Y`9]b]W`hi b[Yb`]bj`Ygh]Yfh`k YfXYb`gc````8Yf
j cf[YgW`U[YbY`HfUbgZcf a Uh]cbgZcbXg`j cb`&) `A]`]cbYb`9i fc`gc``
ni XYa `XUni `VY]hfU[Ybž`ZYI]V`Y`F`Ài a Y`ZØf`?]bXYf[ÅfhYb`ni
gW`UZZYb`i bX`bchk YbX][Y`l a VUi hYb`VYgcbXYfg]b`ÅbX`]WYb
; YV]YhYb`ni `ZØfXYfb``8]Yg`]gh`VYgcbXYfg`k]W`h][ž`XU`[YfUXY`Xcfh
cZi`_Y]bY`5`hYfbUh]j Yb`ni `?]hUg`j cf\UbXYb`g]bX"

?]bXYfnU\`Yb`i bX`[YgY``gW`UZh`]W`Y`HfYbXg

8]Y`9bhk]W`i b[`XYf`; YVi fhYbnU\`Yb`]b`H\Øf]b[Yb`]gh`HY]`Y]bYg
[fØ» YfYb`XYa c[fUZ]gW`Yb`K UbXY`gž`XYf`i b`8Yi hgW`UbX`ni

VYcVUW hYb`]gh"K]Y`X]Y`GhUh]gh]_Yf`j cb`XYghUh]g`VYf]W hYbž`YVhYb
 &\$&&`VYfY]hg`*`\$`A`j``]cbYb`DYfgcbYbž`U`gc`+`%`i` `XYf`6Yj`Ò`_Yfi`b[`ž
]b` ; fc» ghUXhfY []cbYb`"Hfchn`XYg` ; YgUa` hUbgh]Y[`g`]b`X]YgYb
 FY []cbYb`i`bX`XYa` `Ni`k`UW`g`Xi`fW`A`] [fUh]cb`]gh`X]Y
 <YfUi`gZc`fXYfi`b[`ZØf`"ÀbX`]W`Y` ; Y[YbXYb`VYgcbXYfg`[`fc»`"J`cf
 U`Ya` `X]Y`5`hYfgghfi`_hi`f`XYf`6Yj`Ò`_Yfi`b[`j`Yf`ÀbXYfh]g]W`.
 K`À`fYbX`'†`b[`Y`:`Ua` `]Yb`]b`"ÀbX`]W`Yb` ; YV]YhYb`c`Zhi`a` `]`fY
 9I`]ghYbn`VUb[`Ybž`n]Y`Yb`j`]Y`Y`Øb[`YfY`A`YbgW`Yb`]b`X]Y
 gh`Xh]gW`Yb`NYbhfYbž`k`Ug`X]Y`G]hi`Uh]cb`]b`XYb`VYhfc`ZY`bYb
 FY []cbYb`k`Y]hYf`j`YfgW`Àf`Zh`"

: Øf`X]Y`?`ca`a`i`bYb`]gh`Yg`c`Zh`Y]b`8`fU`hgY]`U`hž`X]YgY
 9b`hk`]W`_i`b[`Yb`ni`a`UbU[`Yb`"?)`hUgW`]Y»`i`b[`Yb`ghY`"Yb`b]W`h`bi`f
 Y]bYb`J`Yf`i`gh`Ub`6YhfYi`i`b[`gd`ÀhnYb`XUfž`gcbXYfb
 VYY]bhf`ÀW`h][`Yb`Ui`W`X]Y`@YVYbgei`U`h`Àh`†`b[`Yf`:`Ua` `]Yb
 Yf`YV`]W`" , VYfU`"k`]fX`X]g`_i`h]Yfhž`k`]Y`X]Y`Z]bUbn]Y`"Yb`A`]hY`
 j`YfhY]`h`k`YfXYb`_ØbbYbž`i`a` `gck`c`"??`]hUg`U`g`Ui`W`UbXYfY
 k`]W`h][`Y`≠ZfUghfi`_hi`fYb`k`]Y`XYb`ÒZYbh]W`Yb`B`U`j`Yf`_Y`f`ni
 i`bhYfghØhnYb`"8]Y`U`_hi`Y`"Y`G]hi`Uh]cb`nY][`hž`XUgg`Xf]b[`YbXYf
 <UbX`i`b[`gVYXUfZ`VYghY`hž`i`a` `X]Y`6YXØfZb]ggY`XYf`:`Ua` `]Yb`ni
 Yf`_Yb`bYb`i`bX`Ni`_i`b`ZhgdYfgdY`_h]j`Yb`ni`g`W`UZY`b`"

5b[`Yg]W`hg`X]YgYf`<YfUi`gZc`fXYfi`b[`Yb`]gh`Yg`i`a`gc`k`]W`h][`Yfž
 XUgg`U`"Y`dc`h]gW`Yb`9b`hgW`Y]Xi`b[`ghf`À[`Yf`Ub`Y]bYa` `GhfUb[
 n]Y`Ybž`i`a` `Y]b`[`i`hYg`i`a`ZY`X`ZØf`X]Y`b`ÀW`ghYb` ; YbYfUh]cbYb`ni
 gW`UZY`b`i`bX`XUg`gc`n]U`Y` ; YZØ[`Y`]b`H`Øf]b[`Yb`ni`ghUV]`]g]YfYb`"
 8]Y`_ca`a`YbXYb`≠J`fY`k`YfXYb`Yb`hgW`Y]XYbX`gY]bž`k`Ybb`Yg
 XUfi`a` `[`Y`hž`X]Y`K`Y]W`Yb`ZØf`X]Y`ni`_Øb`Zh][`Y`9b`hk`]W`_i`b[`XYf
 ?]bXYf[`UfhYb`Ub`XgW`UZh`i`bX`X]Y`[`YgUa`hY` ; YgY`"gW`UZh`ni`ghY`"Yb`"
 8UVY]`a`ØggYb`i`bj`cf`Yf[`YgY`YbY`9fY][`b]ggYž`k`]Y`XYf`Ni`ni`[`j`cb
 ; YZØW`hYhYbž`YVYbZU`g`]b`X]Y`D`Ubi`b[`Y]bVYnc[`Yb`k`YfXYbž`i`a
 ZYI`]VY`i`bX`ni`_i`b`Zhgc]f]Yb]h]Yfh`fYU[`]YfYb`ni`_ØbbYb`"

8YhU]`g	
C fh	H\Øf]b[`Ybž`8Yi`hgW`UbX
E i`Y`"Yb	<ul style="list-style-type: none"> • k k k "X]Y!"b`_Y!h`"XY • k k k "a`Xf"XY

8YhU]`g

- k k k "XYghUh]g"XY

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