

5 Z8! ? UbX]XUhYb '[YgW\Y]hYfh. '6Øf[Yf`]W\Y
A]hhY'g]Y[h']b'A J!Gh]W\k U\`

6Y]'XYb '@UbXfUhgk U\`Yb']b'A J'f&) "\$) "&\$&) Ł'gW\Y]hYfb'U`Y
5 Z8! ? UbX]XUhYb" '6Øf[Yf`]W\Y'A]hhY'ZY]Yfh'_`UfY'G]Y[Y']b'XfY]
?fY]gYb"



J cfdca a Yfb!F Ø[Ybž'8Yi hgW\`UbX'!'6Y]'XYb '@UbXfUhg!
Gh]W\k U\`Yb']b'A YW_`YbVi f[!J cfdca a Yfb'Ua' '&) "'A U]'&\$&)
gW\Y]hYfhYb'U`Y'XfY]'? UbX]XUhYb'XYf'5`hYfbUh]j Y'ZØf'8Yi hgW\`UbX
f5Z8Ł'8]Y'K U\`Yb'k i fXYb'j cb'XYb'? UbX]XUhYb'XYf'VØf[Yf`]W\Yb
A]hhY'Xca]b]Yfhž'X]Y']b'XfY]'@UbX_fY]gYb'X]Y'Gh]a a Yba Y\ f\Y]h'ZØf
g]W\`Yb'hgW\Y]XYb'_`cbbhYb"'GhYZub'? Yfh\ž'XYf'dUfhY]'cgY
5a hg]b\UVYfžj YfhY]X][hY'gY]bYb'DcghYb']a '@UbX_fY]g
J cfdca a Yfb!F Ø[Yb'a]hY]bYa '_`UfYb'9f[YVb]g]j cb'+) ž'i'`XYf
Gh]a a Yb'[Y[Yb'XYb'5Z8! ? UbX]XUhYb'7Uf`cg'F cXf][i Ygž'XYf'Ui Z
&(ž- i' '_Ua "'`b'J cfdca a Yfb!; fY]Zgk U'X'k i fXY'A]W\UY`GUW_j cb
XYf'78I'a]h'*%ž(i' k]YXYf[Yk Å\`hž'k Å\`fYbX'`b_Yb'5fbXhj cb
XYf'5Z8'' , ž' i' `Yf\]Y'h'5i W\`H\ca Ug'A Ø`Yf'f78I Ł'_`cbbhY'g]W\
]a '@UbX_fY]g'A YW_`YbVi f[]gW\Y'GYbd'UhhY'a]h') , ž- i' '[Y[Yb

9bf]Wc`GWi`hif5Z8ž(%ž%:i ŁXi fWgYhnYb"Ni j cf`UhhY`GWi`h]b
XYf`YfghYb`K U\`fi bXY`bcW`j cf`A Ø`Yf`[Y`Y`[Yb`"8]Yg`nY][h`Y]bYb
XYi h`]WYb`HfYbX`[Y`[Yb`Y]bY`ghÅ_fYf`J YfhfYhi b`[XYf`5Z8`]b
`c_U`Yb`ÿa`hYfb"

8]Y`A`]b]ghYfdFÅg]XYbh]b`j`cb`A`YW`_YbVi`f`[!J`cfdca`a`Yfbž`A`Ubi`Y`U
GW`k`Yg][`fGD8Łž`k`YfhYh`XUg`K`U\`Yf`[YVb]g`U`g`d`c`g]h]j`Yg`NY]WYb
ZØf`X]Y`8Ya`c`_fUh]Y" `G]Y`bU\`a`Ubž`XUgg`X]Y`K`Å\`Yf`g]W`[`Y`[`Yb`X]Y
Yi`hfYa`]gh]gW`Yb`Dc]h]cbYb`XYf`5Z8`Yb`hgW`]YXYb`UVYb`"9f`_j`cb`h
A`U`chh`_ž`Ui`Z`XYf`i`bhYf`Y`[`YbYb`GD8!@]ghYž`[`fUhi`]YfhY`XYb`bYi`Yb
@UbXfÅhYb`i`bX`\`cV`XYb`Gi`ddcfh`ZØf`XYa`c`_fUh]gW`Y`K`YfhY
\`Yfj`cf`"9g`[`UV`]b`XYf`YfghYb`K`U\`fi`bXY`Y]bY`[`Ya`]gW`hY
K`U\`VYhY`][`i`b`[`ž`X]Y`nk`]gW`Yb`(`(`ž`i`i`bX`i`)`\$ž`i`i`U`[`ž`k`Ug`b]W`h
bi`fi`bhYfghfY]W`hž`XUgg`j`]Y`Y`6Øf`[`Yf`]\`f`Gh]a`a`fYW`h
k`U\`fbY\`a`Ybž`gcbXYfb`Ui`W`ž`XUgg`X]Y`6YhY`][`i`b`[`]a`_J`cfZY`X`j`cb
Dc`]h`_k`]ggYbgW`UZh`Yfb`U`g`VYgc`f`[`b]gYffY`[`YbX`VYhfUW`hYh`k`]fX"

K`U\`VYhY`][`i`b`[`i`bX`dc`]h]gW`Y`HfYbXg

Dc`]h`_k`]ggYbgW`UZh`Yf`æW`Yb`A`Ø`Yf`\`UhhY`]a`_J`cfZY`X`XYf
Gh]W`k`U\`Yb`Y]bY`\`Ø\`YfY`K`U\`VYhY`][`i`b`[`dfc`[`bcgh]n]Yfhž`cV`k`c`\`
Yf`g`_Ydh]gW`k`Ufž`cV`X]Y`5Z8`Y]bYb`@UbXfUhgdcghYb`[`Yk`]bbYb
_ØbbhY`"8]Y`K`U\`VYhY`][`i`b`[`Yb`]b`8Yi`hgW`UbX`\`UVYb`]b`XYb
`YhnhYb`]U\`fYb`hYbXYbn]Y`UV`[`Ybca`a`Ybž`k`Ug`hY`]k`Y]gY`Ui`Z`Y]bY
k`UW`gYbXY`i`bni`Zf]YXYb\`Y]hi`bX`X]Y`8Y`Y`[`]h]a`]Yfi`b`[
hfUX]h]cbY`Yf`DUfhY]Yb`ni`fØW`_`[`YZØ\`fh`k`]fX`"8`UhYb`nY][`Ybž`XUgg
gY]h`XYf`6i`bXYghU`[`gk`U\`%-`,`'`XYf`5bhY`]`XYf`B]W`hk`Å\`Yf`g]W`
a`Y\`f`U`g`j`YfXcddY`h`\`Uh`C`V`k`c`\`X]Y`K`U\`VYhY`][`i`b`[`gei`chYb`]a
]bhYfbUh]cbU`Yb`J`Yf`[`Y]W`fY`Uh]j`_`c`W`g]bXž`V`Y]Vh`g]Y`ZØf
XYi`hgW`Y`J`Yf`\`Å`hb]ggY`VYgc`f`[`b]gYffY`[`YbX`b]YXf`[`"

8]Y`K`U\`k`]fX`j`cb`Y]bYf`ni`bY\`a`YbXYb`i`bni`Zf]YXYb\`Y]hi`a`]h`XYa
dc`]h]gW`Yb`GmghYa`i`bX`XYb`YhUV`]YfhYb`DUfhY]Yb`VY`[`Y`]hYh`"8`Ug
6]X`nY]W`bYh`g]W`UVž`XUgg`K`Å\`Yb`b]W`h`a`Y\`f`U`g`6Øf`[`YfdZ]W`h
Ub`[`YgY\`Yb`k`]fX`i`bX`]a`a`Yf`a`Y\`f`6Øf`[`Yf`_i`fnZf]gh][`Y
9bhgW`Y]Xi`b`[`Yb`hfYZZYb`c`XYf`DUfhY]Yb`k`YW`gY`b`"8]YgY
9bhk`]W`_i`b`[`Yb`g]bX`HY`]Y]bYf`VfY]hYfYb`8]g`_i`gg]cb`ØVYf`X]Y
k`]f`_]W`Yb`;`fØbXY`ZØf`X]Y`5VbU\`a`Y`XYf`K`U\`VYhY`][`i`b`[`i`bX`X]Y

K UbXY`XYf`dc`h]gWkYb`?i`hi`f`]b`8Yi hgWk`UbXž]b`XYf`XUg
 ðhYfYggY`Ub`hfUX]h]cbY`Yb`K U\`j`YfZU\`fYb`gWk`]bXYh"

Ni gUa a YbZUggi b[`XYf`9f[YVb]ggY

8]Y`Gh]Wk U\`Yb`]b`A YW_\`YbVi f[!J cfdca a Yfb`\`UVYb`Zc`[YbXY
 9f[YVb]ggY`\`Yfj`cf[YVfUWk`h

? fY]g	? UbX]XUh	DUfhY]	Gh]a a Yb`fi`ł
J cfdca a Yfb! F Ø[Yb	GhYZUb`?Yfh\	dUfhY]`cg	+) ž%
J cfdca a Yfb! F Ø[Yb	7Uf`cg FcXf][i Yg	5Z8	&(ž-
J cfdca a Yfb! ; fY]Zgk U`X	A]WkUY`GUW_\`	78l	* %ž(
J cfdca a Yfb! ; fY]Zgk U`X	ð_Yb`5fbXh	5Z8	' , ž*
A YW_\`YbVi f[]g WkY`GYYbd`UhhY	H\ca Ug`A Ø`Yf	78l) , ž-
A YW_\`YbVi f[]g WkY`GYYbd`UhhY	9bf]Wk`GWk i`h	5Z8	(%ž%

ð`Y]bYf`NY]hž]b`XYf`dc`h]gWkY`6YhY]`][i b[`i bX`X]Y`XYa c_fUh]gWkY
 ?i`hi`f`ghYhg`]\`bhYfZfU[h`k YfXYbž`a Uf_]YfYb`X]YgY`K U\`Yb`Y]bYb
 _`UfYb`GhUbXdi b_h`[Y[Yb`X]Y`k UWk`gYbXY`DfĀgYbn
 Yl hfYa]gh]gWkYf`DUfhY]Yb`]b`XYi hgWkYb`?ca a i bYb`"8]Yg`nYi [h
 j`cb`Y]bYf`gWk`]bXYbXYb`5_nYdhUbn`ZØf`X]Y`dc`h]gWkYb`5bg]WkYhYb
 XYf`5Z8`i bX`VYghĀh][h`XYb`k i bgWk`bUWk`GhUV]`]hĀh]b`XYf
 dc`h]gWkYb`@UbXgWk`UZh"

8YhU]`g	
J c fZU`	K U\`Yb
C fh	J cfdca a Yfb!F Ø[Ybž8Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "cghgYY!nY]hi b["XY • k k k "bXf"XY • k k k "VdV"XY

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