

9]gfY]b][Yf '[Ygi W h. 'K YfXY 'HY]'`XYf'5X`Yf!
: Ua]`Y`]b`A Ubb\Y]a °

8]Y`D9BBM89@ZØ\fh'UV`XYf'GU]gcb`&\$&) #&*`Y]bY
j YfdZ]W hYbXY`9]gfY]b][i b[`Y]b" `9\fybUa h`WXY`9]gfY]b][Yf
[Ygi W h`



A Ubb\Y]a ž'8Yi hgW\`UbX`!'`#`XYf`_ca a YbXYb`D9BBM89@
GU]gcb`&\$&) #&*` []Vh`Yg`gdUbbYbXY`BYi] [_Y]hYb`ZØf`X]Y`9]g\cW_Ym!
7ca a i b]hm`5V`gcZc`fh`k`]fX`Y]bY`j YfdZ]W hYbXY`9]gfY]b][i b [
k`À\fybX`YXYg`Dck`YfVfYU_g`]b`XYb`8f]hhY`b`Y]b [YZØ\fh" `8]YgY
9bhgWXY]Xi b [`k`i`fXY`]b`XYf`j`Yf [Ub [YbYb`GU]gcb`Ui`Z;`fi`bX`U [Y
Y]bYg`YfZc`[fY]WXYbž`ZfY]k`]'`][Yb`HYghVU`c`bg`[Yhfc`ZYbž`i`bX`bi`b
gi`W h`X]Y`@[U`U`_hj`]b`UW`Y\fybUa`h]WXYb`9]gfY]b][Yfb`ZØf`X]Y
<Y]a`gd]Y`Y`]b`XYf`G5D`5fybU" `8]YgY`#]h]Uh]j`Y`j`Yfgdf]W h`b]W h`bi`f
a`Y\f`GUi`VYf`_Y]h`Ui`ZXYa` `9]gž`gcbXYfb`V]YhYh`Ui`W`X]Y
A`Ô [`]W`_Y]h`ZØf`':`Ubgž`X]fY`_h`Ua` `;`YgWXY\Yb`hY]`ni`bY\`a`Yb`i`bX
[`Y]W`nY]h] [`j`cb`j`YfgW`]YXYbYb`5b`fY]nYb`ni`d`fc`Z]h]YfYbž`k`]Y`ni`a
6Y]gd]Y`Y`]bYa` `YI`_i`g]j`Yb`HfU]b]b [gUbni [`]a` `5X`Yf!6fUbX]b [`i`bX
J`YfnY\`f [i`hgWXY]bYb`ZØf`'\`fy`9]bg`À`hY" `8`UfØVYf`_\]bUi`g`Yf`U`hYb`

X]Y`<Y`ZYf`Y]bY`G]hd`Uhn_UfhY`ZØf`g]W`i bX`Y]bY`6Y[`Y]hdYfgcb`

K Yf`ϕhYfYggY`\\Uhž`]b`X]YgYa`6YfY]W`h`h][`ni`k YfXYbž`gc`hY
a]bXYghYbg`%*`ϕ\`fY`U`h`gY]bž`ØVYf`Y]bY`[Yk]ggY
9]g`Ui Z[YgW`k]bX][`_Y]hi bX` ; YgW`][W`_Y]hi]a`l`a`[Ub[`a]h`XYf
GW`bYYgW`Ui ZY`j YfZØ[Yb`gck]Y`Y][YbY`GW`]h`gW`i \Y`VYg]hnYb`
8UVY]`a`i`gg`b]W`h`YXYfž`XYf`g]W`VYk]fVhž`VY]`U`Yb`<Y]a`gd]Y`Yb
df`ÅgYb`h`gY]b`"6Yk YfVi b[Yb`g]bX`V]g`ni`a`"\$+"5i`[i`gh`dYf`9]A`U`
Ub`X]Y`5X`Yf`A`Ubb`\\Y]a`ni`gYbXYbž`]b`_i`g]j`Y`B`Ua`Yž`5`hYfž
?cbZY`_h]cbg[fØ»`Y`gck]Y`XYf`9]g`Ui Z`9fZU`\\fi`b[""9]b`DfcVY!
9]g`Ui ZYb`Z]bXYh`Ua``%("5i`[i`gh`j`cb`%,"\$\$`l`\\f`V]g`%- "\$`\$`l`\\f
ghUhhž`k`Ug`Y]bY`[i`hY` ; Y`Y[Yb`\\Y]h]ghž`X]Y`b`Øh][Yb` :`À`\\[_Y]hYb
i`bhYf`6Yk`Y]g`ni`ghY`Yb`i`bX`X]Y`9]gZ`ÅW`Y`b`Å`\\Yf`_Yb`bYb`ni`YfbYb`
8]YgY`ϕ]h]Uh]j`Y`_ØbbhY`ZØf`j`]Y`Y`9]g`Ui ZZUbg`[YbUi`XUg`F]W`h][Y
gY]bž`XYbb`k`]Y`5X`Yf`A`Ubb`\\Y]a`VYf]W`hYhž`Vf]b[`h`g]Y`b]W`h`bi`f
5V`k`YW`g`i`b[ž`gcbXYfb`Ui`W`X]Y`7`\\UbW`ž`HY]`XYf`gdUbbYbXYb
9]g`cW`_Ym`K`Y`h`ni`k`YfXYb`"

8 Ug`Dck YfVfYU`_`9]b`b`chk YbX][Yg` , VY`3

8 Ug`Dck YfVfYU`_ž`ni`b`ÅW`gh`&\$%&`]b`XYf`8`9@Y]b[YZØ`\\fhž`gcf[`h`ZØf
[Ya`]gW`hY` ; YZØ`\\Y`i`bhYf`XYb` :`Ubg`i`bX`HfU]bYfb`"8]YgY
-`\$!gY`_ØbX][Y`l`bhYfVfYW`i`b[`YfZc`[`h`bUW`X`Y]bYf`YZZY`_h]j`Yb
Gd]Y`nY]h]j`cb`UW`h`A`]bi`hYbž`i`bX`n]Y`h`\\Ui`dhg`ÅW`]W`XUfUi`ZUVž
K`YfVYi`bhYfVfYW`i`b[Yb`ni`Yfa`Ø[`]W`Yb`"?f]h]_Yf`\\YVYb`\\Yfj`cfž
XUgg`X]YgY`DUi`gY`X]Y`GhUX]cbUha`cgd`\\ÅfY`bY[Uh]j`VYY]bZi`ggYb
_ØbbhYž`[`Y]W`nY]h][`V]YhYh`g]Y`XYb`7`i`Vg`X]Y` ; Y`Y[Yb`\\Y]hž`XUg`9]g
ni`fYdUf]YfYb`i`bX`hYW`b]gW`Y`J`cfVYfY]hi`b[Yb`ni`hfY`ZYb`"HfU]bYf
i`bX`9l`dYfhYb`g]bX`g]W`b]W`h`Y]b][`ØVYf`XYb`Bi`hnYb`K`Å`\\fYbX
Y]b][Y`Y]bY`DfcZYgg]cbU`]g]Yfi`b[`XYg`Gd]Y`g`XUf]b`gY`\\Ybž`Åi`»`Yfb
UbXYfY`6YXYb`_Yb`\\]bg]W`h]W`Y]bYg`a`Ø[`]W`Yb`J`Yf`i`ghg`XYg
Gd]Y`Zi`ggYg`"9]g`cW`_Ym`B`Y`k`g`\\Uh`X`Uni`j`YfgW`]YXYbY
A`Y]bi`b[Yb`ni`gUa`a`Yb[YhfU[Ybž`X]Y`j`cb`dcg]h]j`Yb`V]g`ni
_f]h]gW`Yb`Y`i`»`Yfi`b[Yb`fY]W`Yb`"

8]Y`A`Y]bi`b[Yb`j`cb`HfU]bYfb`k`]Y`HcV]Ug`Ghc`_c`k`g`_ž`XYf`X]Y
DfcZYgg]cbU`]h`h`c`Vhž`ghY`\\Yb`]a` ; Y[YbgUhn`ni`XYb`5bg]W`hYb`j`cb
8`Ubb`mi`5`VfYW`hž`XYf`XUg`Dck YfVfYU`_U`g`?`ca`a`Yfn]U`]g]Yfi`b[

g]Y\h"@Yhnh]W\ V`Y]VhUVni k UfhYbžk]Y`g]W\X]Y`9]bZØ\fi b[`XYf
 9]gfY]b][i b[`Ui ZX]Y`5_nYdhUbn`XYg`Dck YfVfYU_g`Ui gk]f_Yb`k]fX"
 : Øf`j]Y`Y` : Ubg`_ØbbhY`Yg`YXcW\Y]bY`7\UbW`gY]bž`\f
 9b[U[Ya YbhZØf`X]Y`9]g\cW_Ym[Ya Y]bgW\UZh`i bhYf`6Yk Y]g`ni
 ghY`Yb"

9\ fYbUa h`]W\Y`]a `Gdcfh. `Y]bY`k Yfhj c``Y GhØhnY

5VgY]hg`XYg`9]gYg`gd]Y`h`XUg`9\ fYbUa h`Y]bY`YbhgW\Y]XYbXY`F c``Y
]a `Gdcfh" ð`6Yf`b`Yhk U`k i fXYb`_Øfn`W\Y\ fYbUa h`]W\Y`<Y`ZYf
 Ui g[YnY]W\ bYhž`X]Y`g]W\ ZØf`\fY`Gdcfhj YfV`ÀbXY`ghUf`_`[Ya UW\h
 \UVYb"i bhYf`XYa `A c`hc` NY]hgW\Yb_Yb `Y\ fYb`X]Y
 : Yi Yfgcn]Yh`h`6Yf`b!6fUbXYbVi f[`i bX`XYf`@UbXYggdcfhVi bX
 6Yf`b`ghc`nY`nY\ b`DfY]ghf`À[Yfž`X]Y`DfY]gY`nk]gW\Yb`&) \$`i bX
 %) \$\$`9i fc`Yf\U`hYb"8]YgY`5i gnY]W\bi b[`i bhYfghfY]W\h`XUg
 i b[`Ui V`]W\`k]W\h][Y`9b[U[Ya Ybhž`XUg`j]Y`Y`A YbgW\Yb`]a `Gdcfh
 nY][Yb`i bX`XUg`cZh`b]W\h[Ybi [`Yk ØfX][h`k]fX"9]b`DcXWUgh`a]h
 A`Y`Ub]Y`HcV]Ug`i bX`: `cf]Ub`F Ua g`VY`Yi W\hYh`ni XYa `X]Y
 <YfUi gZcfXYfi b[Yb`i bX`7\UbW`bž`X]Y`XUg`9\ fYbUa h`a]h]g]W\
 Vf]b[h`Ni `Z]bXYb`]gh`X]Yg`Ui ZX`Yf`GY]hY`j cb`6Yf`]b`Gdcfh"

ðg[YgUa h`nY][h]g]W\ ž`XUgg`X]Y`9]g\cW_Ymk Y`h`b`6UXYb!
 K ØfhYa VYf[`]b`6Yk Y[i b[`]gh` `gck c\`Ui ZX`Ya `9]g`U`g`Ui W\
 Ui »Yf\U`V"8]Y`Gi W\Y`bUW\Yb[U[]YfhYb`9]gfY]b][Yfb`i bX`X]Y
 8]g_i gg]cb`fi bX`i a `XUg`Dck YfVfYU_`VY`Y[Ybž`XUgg`9]g\cW_Ym
 b]W\h`bi f`Y]b`Gdcfhž`gcbXYfb`Ui W\Y]bY` ; Ya Y]bgW\UZh]ghž`X]Y`g]W\
 [Y[YbgY]h][`i bhYfghØhni bX`[Ya Y]bgUa `k `W\gh"

8YhU]`g	
C fh	A Ubb\Y]a ž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • UX`Yf!a Ubb\Y]a "XY • k k k "Y]g\cW_YmbYk g"XY • VYf`]b!gdcfh"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`bU[!Vk "XY