

GYb]cf]b'fYhhYh'g]W\`Ui g'6Yhfi [gZU``Y.
%&"\$\$\$'9i fc`[YgdUfh°

GYb]cf]b`]b'DUdYbVi f[`bU\Yni `CdZYf`Y]bYg
; i hgWXY]bVYhfi [g'ØVYf`%&"\$\$\$'9i fc`"K Ufbi b[`XYf`Dc`]nY]
j cf'6YhfØ[Yfb`]a `BYhn"



DUdYbVi f[ž'8Yi hgW\`UbX`!`b`Y]bYa `j Yfa Y]bh]W\`Ufa `cgYb
J YfVfUi WXYfa Uf_h]b'DUdYbVi f[ž`@UbX_fY]g'9a g`UbXž`VU\`bhY`g]W
Ua `%, " ' & \$ &) `Y]bY`[YZ\`f`]WY`6Yhfi [ga UgWXY`Ub``9]bY
GYb]cf]b`k c`hY`[`Y]W`a Y\`fYfY`5dd`Y!; YgWXYb__UfhYb`]a `K Yfh
j cb`fi bX`%&"\$\$\$'9i fc`]b`VUf`Yfk YfVYb``<]bhYf`X]YgYa `J cf\`UVYb
ghYW_hYb`k c`\`g_fi dY`cgY`6YhfØ[Yfž`X]Y`g]Y`]b`X]Y`; U`Y`[Y`cW_h
\`UhYb``8]YgY`ZcfXYfhYb`g]Y`Ui Z`X]Y`? UfhYb`ni `Ui ZYb`i bX`X]Y
9]b`ØgYWcXYg`k Y]hYfni [YVYbž`i a `Ub`\f`; Y`X`ni `[Y`Ub[Yb``8cW
XUb`_XYg`Ui Za Yf_gUa Yb`b`hYfj Ybh]cbgj Yfgi W`g`Y]bYf
A]hUfVY]hYf]b`XYg`A Uf_hYg`_cbbhY`Y]b`[fØ» YfYf`GW`UXYb
UV[Yk YbXYh`k YfXYb``G]Y`]bZcfa `]YfhY`X]Y`GYb]cf]b`ØVYf`X]Y
[Åb][Y`6Yhfi [ga UgWXY`i bX`f]Yh`\f`j cb`XYa `?Ui ZUV"

8]Y`Dc`nY`\Uh'a]h`Yfk Y]Y`Y]bY`K Ufba Y`Xi b[`YfUi g[Y[YVYb
i bX`V]hYh`X]Y`GYb]cf]b`gck]Y`UbXYfY`a Ò[`]WXY`NYi []bbYb`i bX
NYi [Ybž`g]W`ni `a Y`XYb"9g`]ghY]b`k]W`h][Yg`5b`Y[Ybž`XUgg
6Øf[Yf]bbYb`i bX`6Øf[Yf`XUfUi Z`UW`hYbž`_Y]bY`c`Yb
; Y`XVYhfÅ[Y`UVni `YVYb`cXYf`i hgWXY]bW`XYg`Ub`I bVY`UbbhY
k Y]hYfni [YVYb"6YhfØ[Yf`hfYhYb`cZi`ØVYf`gcn]U`Y`A YX]Yb`cXYf
A YggYb[Yf!8]YbghY`]b`?cbhU`hi bX`[YVYb`j cfž`hYW`b]gWXY
DfcV`Ya Y`ni `ØgYbž`i a `Ub`gYbg]V`Y`8UhYb`ni `ca a Yb"8]YgY
a UgW`]bY`Yb`Hf]W`g`g]bX`Y]XYf`_Y]bY`GY`hYb`Y]h`a Y`f`i bX`gc`hYb
Xf]b[YbX`Yfbgh`[Ybca a Yb`k YfXYb"

6Yhfi [ga UgWXYb`]a `8YhU`

8]Y`J cf[Y`Yb`gk Y]gY`XYf`6YhfØ[Yf`_Ubb`[Ubni`i bhYfgW`]YX`]W
gY]b"9]bY`XYf`VY`_UbbhYghYb`A Yh`cXYb`VYghY`h`XUf]bž`[YZ`gW`hY
; YgWXYb`_UfhYb`ni `a Ub]di `]YfYb"b`a Y`fYfYb`i Å`Yb`UVYb
6YhfØ[Yf`Cf][]bU`_UfhYb`]b`Gi`dYfa`Åf`hYb`[Yghc`Ybž`X]Y
Ghf]W`W`XYg`_cd]Yfh`i bX`X]YgY`XUbb`ØVYf`X]Y`7cXYg`UbXYfYf
?UfhYb`[Y`_YVh"8]YgY`a Ub]di `]YfhYb`?UfhYb`k YfXYb`XUbb`]a
; YgW`ÅZi`b]bhYf`Y[hž`k`Å`fYbX`X]Y`YW`hYb`?UfhYb`VY]`XYb
6YhfØ[Yfb`V`Y]VYb"i`?Åi`Zfž`X]Y`i bk]ggYbh]W`X]YgY`?UfhYb
Yfk YfVYbž`Z]bXYb`g]W`a]h`Y]bYa`k Yfh`cgYb`i hgWXY]b`k]YXYfž`XU
XUg`i Y`X`Ui ZX]Y`Cf][]bU`_UfhYb`ØVYfhfU[Yb`k`i fXY"9]b`ghUf`_Yg
GhØW`°

8]Y`J YfVfUi W`YfnYbhfU`Y`6UmYfb`Uh`XUni `[YfUhYbž`XYb`6UfW`XY
XYf`i hgWXY]b`_UfhYb`j cf`XYa`?Ui Z[fØbX`]W`ni `ØVYfdfØZ]bž`i a
A Ub]di `Uh]cbYb`fYW`hY]h][`ni `Yf`_YbbYb"6Y]`J YfXUW`h`Ui Z`6Yhfi []
gc`hYb`?Åi`Zf`gcZcfh`XYb`<ÅbX`Yf`]bZcfa]YfYb`i bX`Y]bY`5bnY][Y
VY]`XYf`Dc`nY]`YfghUhhYb"5`YfX]b[g`V`Y]Vh`X]Y`i fU[Y`XYf`<UZh`i b[]
]a`F`Ui a`K`Yf`]gh]`YfUbhk`cfh]W`ž`k`Ybb`Y]b`?i bXY`Ui ZY]bYb
a Ub]di `]YfhYb`i hgWXY]b`YfY]bZ`h3`F`YW`h]W`Y`?`Uf`Y]h`[]Vh`Yg
`Yf`V]g`Ub[`b]W`hž`i bX`X]YgY`i b[Yk]gg`Y]h`_ØbbhY`gck`c`ZØf`XYb
<ÅbX`Yf`U`g`Ui W`ZØf`XYb`?i bXYb`i bUb[YbY`a`Y`i`c`[Yb`UVYb"

K Ug`a Ub`k]ggYb`gc`hY

: Øf`X]Yž`X]Y`Yg`bcW`b]W`h`k]ggYb`i`5dd`Y!; YgWXYb`_UfhYb`_ØbbYb

Y]bn][i bX`U`Y]bY`ZØf`XYb`?Ui Zj cb`5dd`Y!DfcXi _hYb`i bX
 !8]YbghYb`j Yfk YbXYh`k YfXYb`"NU\`i b[Yb`ZØf`F`YWX`bi b[Ybž
 ; YVØ\`fYb`cXYf`UbXYfY`i bhYfbY\`a Yb`g]bX`Ui gXfØW`_]WX`b]WX`h
 Yf`Ui Vh`"8Ua`]h]gh`_`Ufž`XUgg`Ui WX`VY`]XYf`J`Yfk YbXi b[j cb`5dd`Y!
 ; YgWXYb__UfhYb`[fc»Y`J`cfg]WX`h[YVchYb`]gh`"8]Y`9]b`ØgYWc`XYg
 Ui ZXYf`F`ØW`gY]hY`XYf`?UfhYb`gc`hYb`_Y]bYgZU`g`Ub`i bVY`UbbhY
 DYfgcbYb`k`Y]hYf[Y[YVYb`k`YfXYb`ž`XU`X]YgY`7`cXYg`]b`XYb`<`AbXYb
 XYf`6YhfØ[Yf`gc`Zcfh`Ui`g[YVYi`hYh`k`YfXYb`_`ØbbYb`"

8]Y`6chgW`UZh]gh`Y]bZUW`i`bX`k`]WX`h][`GY]Yb`G]Y`k`UWX`gUa`i`bX
]bZcfa`]YfYb`G]Y`g]WX`ØVYf`[`Åb[`][`Y`6Yhfi`[`ga`UgWXYb`";`YfUXY`]b
 Y]bYf`]a`a`Yf`X][`]hU`Yf`k`YfXYb`XYb`K`Y`h`_`ØbbYb`gc`WX`Y`Hf]W`g
 gW`bY`ni`a`i`J`Yf`Åb[`b]g`k`YfXYb`"6Y]:`fU[`Yb`cXYf`J`YfXUW`h`Ui`Z
 6Yhfi`[`gc`hY`XYf`5dd`Y`Gi`ddcfh`_cbhU`_h]Yfh`k`YfXYb`ž`i`a
 a`Ø[`]WX`Y`A`U»`bU\`a`Yb`ni`VYgd`fYWX`Yb`"8]Y`Dc`]nY`]Ya`dZ]Y`\`h
 YXYb`J`YfXUW`hgZU`ni`a`[`Y\`YbX`ni`i`a`Y`XYb`ž`i`a`Ub`XYfYb`XUg
 ;`Y]WX`Y`ni`Yfgd`UfYb`"

: Øf`a`Y`f`bZcfa`Uh]cbYb`ØVYf`X]Y`;`YZU\`fYb`]cb`6Yhfi`[`i`a`]h
 ;`YgWXYb__UfhYb`i`bX`GW`i`hna`U»`bU\`a`Yb`ž`VYgi`WX`Yb`G]Y`X]Y
 5fh]_Y`j`cb`**B8F`ž`5dd`Y`Gi`ddcfh`i`bX`N8:``\`Yi`hY`"**

8YhU]`g	
C`fh	DUdYbVi`f[`ž`8Yi`hgW`_`UbX
E`i`Y`Yb	<ul style="list-style-type: none"> • k`k`k`"bXf"XY • gi`ddcfh"Udd`Y"Wc`a • k`k`k`"nXZ\`Yi`hY"XY

6Ygi`WX`Yb`G]Y`i`bg`Ui`Z`X]Y!`bUW`f]WX`hYb`"Wc`a