

? cghYb`cgYg`9j Ybh`]b`I Y`nYb.
9bYf[]YgdUfYb`Y]W h`[Ya UW h°

5a " " † `]`&\$&) `Ub`I Y`nYbg`F Uh\Ui g`]bZcfa]Yfh`XUg
6i bXYga]b]ghYf]i a `ØVYf`9bYf[]YgdUf!7cbhfUWh]b[`i bX
; YVÀi XYa cXYfb]g]Yfi b["HY]`bU\`a Y`_cgYb`cg"



I Y`nYbž`8Yi hgW\`UbX`!`9g`hi h`g]W\`Y]b][Yg`]b`I Y`nYb`°5a " " † `]`
&\$&) `ÀXh`XUg`6i bXYga]b]ghYf]i a `ZØf`@UbXk]fhgW\UZh`9fbÀ\fi b[
i bX`<Y]a Uhni `Y]bYf`gdUbbYbXYb`J YfUbghU`hi b[`]a `F Uh\Ui g
I Y`nYb`Y]bž`VY]`XYf`Yg`i a `Y]b`H\Ya U`[Y\hž`XUg`i bgYfYb`5`hU[
i bX`X]Y`I a k Y`h`YbhgW\Y]XYbX`VYhf]Zh`9bYf[]YgdUf!7cbhfUWh]b[
ni f`YbYf[Yh]gW\Yb`A cXYfb]g]Yfi b[`ÖZYbh]W\Yf`; YVÀi XY`K]Y`
I Y`nYbYf`DfYggY`VYf]W\hYhž`_ÖbbYb`g]W\`b`hYfYgg]YfhY`Ui Z`Y]bYb
]bZcfa Uhj Yb`BUW`a]hU[`ZFYi Ybž`XYf`i a `%) `I \f`VY[]bbh"

≈a `: c`_i g`XYf`J YfUbghU`hi b[`ghY\Yb`X]Y`A Ö[`]W\`_Y]hYb`XYf
9bYf[]YgdUf!7cbhfUWh]b[g`fØG7`E`9i hYfbY`8]Ybgh`Y]ghYf
ØVYfbY\`a Yb`\]YfVY]`X]Y`D`Ubi b[ž:]bUbn]Yfi b[`i bX`I a gYhni b[
j cb`9bYf[]YgdUfa U» bU\`a Ybž`k Ug`b]W h`bi f`F Yggci fW`b`gW`cbhž

gcbXYfb`Ui W`Y]bY`[UfUbh]YfhY`9bYf[]YY]bgdUfi b[`Z0f`X]Y
?ca a i bYb`VYXYi hYh"8 Ug`]gh`VYgcbXYfg`k]W h][ž`XYbb`]b
8 Yi hgW`UbX`[]Vh`Yg`fi bX`%+) "\$\$\$`_ca a i bU`Y`@]Y[YbgW`UZhYbž
XYfYb`YbYf[Yh]gW`Y`C dh]a]Yfi b[`k YgYbh`]W`ni f
HfY]V`U`i g[UgbYi hfU`]h`h`VY]hfU[Yb`_Ubb"8 Yf
C dh]a]Yfi b[gdfcnYgg`_Ubb`Yf`YV`]W`?cghYb`Z0f`Ghfca`!`i bX
K`Àfa Yj Yfgcf[i b[`gYb`_Yb`i bX`[`Y]W`nY]h][`X]Y`l a k Y`h`gW`ØhYbž
k]Y`; **cj g`UfY`Yf`Ài hYfh"**

9]b`6`]W`_]b`X]Y`DfUI]g

K`À`fYbX`XYf`J YfUbghU`hi b[`VY`_ca a Yb`X]Y`HY]`bY`a Yf`X]Y
; Y`Y[Yb`Y]hž`Y]bYb`9]bV`]W`_]b`XUg`Ui ZYbXY`Dfc`Y`_h`XYf
<UbgYghUXh`l Y`nYb`ni `Yf`U`hYb"Ni XYa`k]fX`XUg`YbYf[Yh]gW`
gUb]YfhY`H`Y`UhYf`Ub`XYf`=a YbUi`VYg]W`h][h`Y]b`Yi W`hYbXYg
6Y]gd]Y`XU`Z0fž`k]Y`Xi fW`g]bbj c`Y`A U» bU`a Yb`gck c`\`?cghYb
[YgdUfh`U`g`Ui W`XUg`9fgW`Y]bi b[gV]`X`i bgYfYf`GhUXh]j YfVYggYfh
k YfXYb`_Ubb"

: UW`j cfhf`À[Y`k YfXYb`k Y]hYfY`9]bV`]W`_]b`X]Y`H`Y`a Yb`5i gk U`
[YY][bYhYf`; YV`Ài XY`i bX`:]bUbn]Yfi b[ga`Ö[`]W`_Y]hYb`[YVYb"9]b
VYgcbXYfYg`<][`][`h]gh`XYf`@]hZUXYb`ni f`ghfU`hY[]gW`Yb`D`Ubi b[
XYg`_ca a i bU`Yb`; YV`Ài XYVYghUbXgž`XYf`XYb`HY]`bY`a Yfb`ni f
J YfZ0[i b[`ghY`h"9l dYfhYbž`XUfi bhYf`j ca`?ca dYhYbnnYbhfi a
7cbhfUW]b[`XYf`8 Yi hgW`Yb`9bYf[]Y!5[Ybhi fž`ghY`Yb`Z0f`XYb
5i ghUi gW`VYfY]h`i`i bX`XUg`b]W`h`bi f`Z0f`9bhgW`Y]Xi b[ghf`À[Yf
Ui g`XYf`?ca a i bYž`gcbXYfb`Ui W`Z0f`: UW`_f`ÀZhY`]a`?`]a UgW`i hnz
6YgW`ÀZh][hY`]b`XYf`@]Y[YbgW`UZhj Yfk U`hi b[`i bX`]bhYfYgg]YfhY
60f[Yf"

?ca d`YI Y`< YfUi gZcfXYfi b[Ybž`Y]bZUW`Y @0gi b[Yb

B`Uh0f`]W`Vf]b[h`X]Y`YbYf[Yh]gW`Y`A`cXYfb]g]Yfi b[`j`cb`; YV`Ài XYb
Ui W`<YfUi gZcfXYfi b[Yb`a`]hig]W`"8]YgY`g]bX`b]W`h`bi f`_ca d`YI ž
gcbXYfb`Ui W`dYfgcbU`!`i bX`_cghYb]bhYbg]j ž`k Yg`U`V`Yg`k]W`h][
]ghž`Y]b`ghfi`_hi`f]YfhYg`J`cf[Y`Yb`ni`k`À`Yb`i`bX`

: ÒfXYfa Ò[`]W_X]hYb`ni `bi hnYb" <]YfVY]`g]bX`GWf]hhY`k]Y`X]Y`gh!
 5bU`mgY`XYg`Ghfca !`i bX`K`Àfa Yj YfVfUi W`g`cXYf`XUg`GYhnYb`j cb
 N]Y`k YfhYb`i bYf`Àgg`W`"6Y]`[Ya Y]bgUa Yb`5bghfYb[i b[Yb`k]fX
 Yg`a Ò[`]W`ž`Ui W`]b`XYf`:`ÀW`Y`Y]bYb`g][b]Z`_UbhYb`6Y]hfU[`ni f
 ?`]a UbYi hfU]h`h`ni `Y]ghYb`i bX`XYb`[YgYhn`]W`Yb`5bZcfXYfi b[Yb`ž
 k]Y`g]Y`]a `; YV`Ài XYYbYf[]Y[YgYhn`ZYgh[Y`Y[h]g]bX`ž[YfYW`h`ni
 k YfXYb"

9]b`_`UfYf`J`cfhY]`XYg`9bYf[]YgdUf!7cbhfUW]b[g`]ghž`XUgg`Yg`XYb
 ; YV`Ài XYY][Ybh`Øa Yfb`Y]bY`Ub[Zf]gh][Y`; UfUbh]Y`Ui Z`X]Y`< Ò\Y`XYf
 9bYf[]YY]bgdUfi b[Yb`V]YhYh"8 Ug`Yb`h`UghYh`b]W`h`bi f`j`cb`XYf
 cf[Ub]gUhc]gW`Yb`l`a`gYhni b[`XYf`A`U»bU`a`Yb`ž`gc`b`XYfb`hf`À[h
 Ui W`X`Uni `VY]ž`k]fhgW`UZh`]W`Y`i`bX`h`Y`W`b]gW`Y`F]g]_Yb`Ui Z`XYb
 7cbhfUW`hcf`ni `ØVYfhfU[Yb`"@Ui`h`; **YV`Ài XYZcfi a`a`ØggYb`XUVY]**
 X]Y`bYi`Yb`; Yf`h`Y`a`]bXYghYbg`XYf`nk`Y]hVYghYb
 9bYf[]YYZZ]n]Ybn`_`UggY`Yb`hgd`fY`W`Yb`ž`k`Ug`Z`Øf`Y]bY`b`UW`X`U`h][Y
 9bhk]W`_i`b[`gc]f[h"

8]Y`HY]`bU`a`Y`Ub`XYf`J`YfUbghU`hi`b[`]gh`_`cghYb`cgž`Y`XcW`X`U`X]Y
 D`h`nY`VY[fYbnh]g]bX`ž`]gh`Y]bY`5ba`Y`Xi`b[`i`bhYf`k`k`k`"Vi`Yd`i`g!
YbYf[]Yk`YbXY`"XY`#j`Yb`h`#bYf[]YYZZ]n]Ybn!Zi`Yf!_ca`a`i`bU`Y!
 `]Y[YbgW`UZhYb`YfZcfXYf`]W`"8 Ug]ghY]bY`hc`Y`7`UbW`ž`i`a
 a`Y`f`ØVYf`X]Y`YbYf[Yh]gW`Y`Ni`_i`bZhi`bgYfYf`GhUXh`ni`YfZU`fYb
 i`bX`gY`Vgh`U`h]j`ni`k`YfXYb`"

8YhU]`g	
Cfh	I`Y`nYb`ž`8Yi`hgW`_`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • i`Y`nYbYf!dfYggY`XY • k`k`k`"[`cj`g`UfY`cf[• k`k`k`"[`YVUYi`XYZcfi`a`"XY

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