

A Ul]a]`]Ub `5 fbc`X. `6`Y]Vh`XYf`J Z@! GhUf
V]g`&\$&* `]b`K c`ZgVi f[3

A Ul]a]`]Ub `5 fbc`X`j Yf`Ab[Yfh`gY]bYb`J YfhfU[`VY]a `J Z@
K c`ZgVi f[`V]g`&\$&* ``8Yf`Gd]Y`Yf`V`]W_h`Ui Z`Y]bY`YfZc`[fY]W`Y
5a hgnY]h`ini fØW`"



K c`ZgVi f[ž`8Yi hgW`UbX`!`A Ul]a]`]Ub `5 fbc`X`]gh`Y]b`BUa Yž`XYf
i bhfYbbVUf`a]h`XYa `J Z@K c`ZgVi f[`j YfVi bXYb`]gh``8Yf`&*`!`À`f][Y
A]hhY`ZY`Xgd]Y`Yfž`XYf`gY]h`gY]bYf`?`]bX`Y]h`ja `J YfY]b`]ghž`\Uh`bi b
gY]bYb`J YfhfU[`V]g`ni a ``\$``†`b]`&\$&*`j Yf`Ab[Yfh``8]YgY
9bhgW`Y]Xi b[`k`i fXY`]b`XYf`:`i »VU`k`Y`h`a]h`:`fYi XY
Ui Z[Ybca`a`Ybž`VYgcbXYfg`j`cb`J Z@GdcfhX]fY`_hcf`A UfW``GW`ÀZYfž
XYf`X]Y`J YfhfU[gj Yf`Ab[Yfi b[`U`g`dcg]hj`Y`BUW`f]W`h`ZØf`XYb
J YfY]b`VYnY]W`bYh``5 fbc`X`]gh`b]W`h`bi`f`Y]b`GW`ØggY`gd]Y`Yf`Ui Z
XYa `D`Uhnž`gcbXYfb`Ui`W`Y]b`Gma`Vc`ZØf`X]Y`→Ybh]h`h`XYg`7`i`Vg"

5 fbc`X`k`YW`gY`hY`&\$-\$-`j`cb`8`mbUa`c`8`fYgXYb`]b`X]Y`K`c`ZgVi`f[`Yf
5`_UXYa`]Y`i`bX`Xi`fW`]YZ`Xcfh`X]Y`l`%+`i`bX`l`%-`ž`VYj`cf`Yf`&\$`%
gY]bY`8`YVØhgU]gcb`UVgc`j`]YfhY``A`]h[`YfUXY`Y]ba`U`%+`†`X`fYb

k i fXY`Yf`ni a`'Øb[ghYb`Gd]Y`Yf`]b`XYf`6i bXYg`][U!; YgW]W`hY`XYg
J Z@`'b`ØVYf`))`'`DZ]W`hg d]Y`Yb`U`h`Yf`g]W`U`g`i`bj`Yfn]W`hVUf
Yfk`]YgYb`i`bX`ni`XYa`XUg`HYUa`ni`VYa`Yf`Ybgk`YfhYb`9fZc`[Yb
[YZØ\fh`9f`[Yk`Ubb`a`]h`XYb`DfcZ]g`&\$%)`XYb`8: 6!Dc`U`i`bX
k i fXY`J`]nY!A`Y]ghYf`"

9]b`@Y]ghi`b[ghf`À[Yf`a`]h`Ni`_i`bZh

A`]h`XYf`U`_hi`Y`Yb`GU]gcb`gd]Y`h`5fbc`X`VYfY]hg`gY]bY`nY`b`hY
6i bXYg`][U!GU]gcbž]b`XYf`Yf`]b`&,`DUfh]Yb`XfY]`HcfY`Yfn]Y`hY`i`bX
ZØbZk`Y]hYfY`j`cfVYfY]hYhY`Hfchn`X]YgYf`9fZc`[Y`]gh`X]Y`G]hi`Uh]cb
i`a`X]Y`J`YfhfU[gj`Yf`UbX`i`b[Yb`b]W`h[Ubn`i`bdfcV`Ya`Uh]gW`"
; YgW`ÀZhgZØ`fYf`DYhYf`7`f]gh]UbgYb`U`h`XYi`h]W`[Ya`UW`hž`XUgg
Yg`b]W`h`cdh]a`U`gY]žk`Ybb`Gd]Y`Yf`]b`]f`YmhYg`J`YfhfU[g`U`f
[Y`Ybž`c`b`Y`XUgg`]fY`Ni`_i`bZh[Y`_`Àfh]gh`"; Ygd`f`W`Y`nk`]gW`Yb
7`f]gh]UbgYb`i`bX`5fbc`Xg`6YfUhYf`?Uf`<Yfnc[`ZUbXYb`VYfY]hg
ghU`hž`Y`XcW`VchYb`g]Y`bcW`_Y]bYb`_cb`fYhYb`i`c`fhgW`f]h]b`XYb
J`YfhfU[g[Ygd`f`W`Yb`"

9]b`5gdY`_hž`XYf`]b`XYb`8]g`_i`gg]cbYb`i`a`X]Y
J`YfhfU[gj`Yf`Àb[Yfi`b[`VYgcbXYfg`]bg`; Yk`]W`h`Z`hž]gh`5fbc`Xg
F`c`Y`U`g`Gd]mYbj`YfX]YbYf`]a`HYUa`"K`À`fYbX`Yg`l`bg]W`Yf`Y]hYb
ØVYf`a`Ø[`]W`Y`; Y`U`hgUbdUggi`b[Yb`[]Vhž`VYghY`h`_Y]b`Nk`Y]ZY`ž
XUgg`5fbc`X`Y]bY`GW`ØggY`fc`Y`]a`HYUa`gd]Y`h`9f`U`h`b]W`h`bi`f
Y]bYb`k`]W`h[Yb`6Y]hfU[`ni`a`Gd]Y`[Y`Y]ghYhž`gcbXYfb`Ui`W`]b`XYf
J`Yf[Ub[Yb`Y]h`5bZØ`fYfei`U`]h`hYb`[YnY][hž`Ui`W`k`Ybb`Yf
Ui`Z[fi`bX`Y]bYg`a`Ø[`]W`Yb`7`C`J`8!%-`!:`U`g`Y]b[Y`DUfh]Yb
j`YfdUgghY`"9f`_Øb`bhY`ni`XYa`VU`X`XYb`J`YfY]bgfY`_cfX`j`cb`&)-
9]bg`À`mYb`j`cb`8]Y[c`6YbU[`]c`VfYW`Ybž`XYbb`U`_hi`Y`U`h`Yf
VYfY]hg`&`,`6i bXYg`][Ugd]Y`Y`UVgc`j`]Yfh`"

8Yf`K`Y[`XYg`J`Z@`K`c`ZgVi`f[

Ø`XYf`Ui`ZYbXYb`GU]gcb`gW`À[h]g]W`XYf`J`Z@[i`h`5`_hi`Y`VY`Y[h
X]Y`A`UbbgW`UZh`XYb`Xf]hYb`D`Uhn]b`XYf`6i bXYg`][U`i`bX`U`h`bi`f
nk`Y]B]YXYf`U[Yb`]bbY`a`Yb`a`ØggYb`"GhUf`_]gh`Ui`W`X]Y
8YZYbg]j`Yž`X]Y`U`_hi`Y`X]Y`nk`Y]hk`Yb[ghYb`; Y[Ybhc`fY`XYf`@[U
_Ugg]Yfhž`bi`f`]b`hYf`F`6`@Y]dn["5fbc`X`gY`Vgh`U`h]b`gY]bYf`NY]h

VY]K c`ZgVi f[`gck c\`<Ò\Yb`U`g`Ui W`H]YZYb`Yf`YVhž
 Y]bgW`Y]Y»`]W`XYf`HY]`bU\`a`Y`Ub`XYf`7\`Ua`d]cbg`@YU[`i`Y`gck`Y
 XYf`V]hhYfYb`9fZU\`fi`b[`XYf`FY`Y[`Uh]cb`"8YbbcW`V`Y]Vh`Yf`Y]b
 [`YZY]YfhYf`Gd]Y`Yf`a`]h`Y]bYf`ghc`nYb`6]`Ubn`i`bX`k`]fX`U`g`Y]bYf`XYf
 VYghYb`A`]hY`ZY`Xgd]Y`Yf`XYg`J`YfY]bg`Ub[`YgY\`Yb`"

A`]h`gY]bYf`J`YfhfU[`gj`Yf`Àb[`Yfi`b[`V]g`&\$`*`nY][`h`5fbc`X`b]W`h`bi`fž
 XUgg`\`a`XYf`J`YfY]b`Ua`<`YfnYb`"Y[`hž`gcbXYfb`Ui`W`ž`XUgg`Yf
 VYfY]h]`ghž`bcW`j`]Y`Y`k`Y]hYfY`?`Ud]hY`"b`XYf`K`c`ZgVi`f[`Yf
 ;`YgW`]W`hY`ni`g`W`fY]VYb`"Hfcm`XYf`U`hi`Y`Yb`l`bg]W`Yf`Y]hYb`i`a
 UbXYfY`Gd]Y`Yf`a`]h`Ui`g`Ui`ZYbXYb`J`YfhfÀ[`Ybž`V`]W`h`5fbc`X
 cdh]a`]gh]gW`]b`X]Y`Ni`_i`bZi`i`bX`g]Y\`h`g]W`U`g`HY]`Y]bYg`HYUa`gž
 XUg`XUg`DchYbn]U`\`Uhž`ni`fØW`_ni`U`hYf`GhÀf`_Y`ni`Z]bXYb`"

K`]Y`g]W`XYf`J`Z@K`c`ZgVi`f[`i`bX`5fbc`X`k`Y]hYf`Yb`k`]W`Y`b
 k`YfXYbž`V`Y]Vh`UVni`k`UfhYb`"8Yf`J`YfY]b`]gh`VY`Ubbh`XUZØfž`[`i`hY
 HU`Yb`hY`ni`ZØfXYfbž`i`bX`a`]h`5fbc`X`Ub`6cfX`k`]fX`X]Y`F`Y]gY`g]W`Yf
 gdUbbYbX`V`Y]VYb`":`Ubg`XYg`7`i`Vg`_ØbbYb`g]W`Ui`ZnU\`fY]W`Y
 k`Y]hYfY`5i`Zh]hY`Y]bYg`Gd]Y`Yf`ZfYi`Ybž`XYf`XYb`J`YfY]bgZUfVYb
 hfYi`[`YV`]YVYb`]gh`i`bX`g]W`Yf`]W`Ui`W`]b`XYb`_ca`a`YbXYb`š\`fYb
 ZØf`:`i`fcfY`gcf[`Yb`k`]fX`"

K`Y]hYfY`÷Zcfa`Uh]cbYb`ni`A`Ul`ja`]`Ub`5fbc`X`i`bX`gY]bYf
 J`Yf`Àb[`Yfi`b[`Yf\`À`h`a`Ub`i`bhYf`K`5Nž`6i`bXYg`][`U`gck`]Y`A`]
 6i`bXYg`][`U`"

8YhU]`g	
C`fh	K`c`ZgVi`f[`ž`8Yi`hgW`U`b`X
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"k`Un!`cb`]bY`XY • k`k`k`"Vi`bXYg`][`U`W`a • a`]Vi`bXYg`][`U`W`a

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