

5bbU`YbU`6UYfVcW_`ghfU\`h`VY]a
8Yi hgW\Yb`:]`a dfY]g`]b`6Yf`]b`°

5bbU`YbU`6UYfVcW_`[`ÀbnhY`VY]a`8Yi hgW\Yb`:]`a dfY]g
&\$&)`]b`6Yf`]b`i bX`[`Yb]Y»h`bUW\`]\fYf`dc`]h]gW\Yb`?Uff]YfY
k]YXYf`?]bcnY]h"



6Yf`]bž`8Yi hgW\`UbX`!`5a`'-`"A U]`&\$&)`bU\`a`5bbU`YbU
6UYfVcW_ž`X]Y`Y\Ya`U`][`Y`5i`»`Yba`]b]ghYf]b`i bX`dfca`]bYbhY`:`fØbY!
Dc`]h_]Yf]bž`a`]h`]\fYa`YfghYb`6Ygi`W\`VY]a`8Yi hgW\Yb`:]`a dfY]g
hY]`"8Yf`5VYbX`k`Uf`[`YdfÀ[`h]`cb`Y]bYa`Ui`ZÄ`][`Yb`5i`Zh]h`XYf
Dc`]h_]Yf]bž`X]Y`g]W\`]b`Y]bYa`g]W\]a`a`YfbXYb`GY]XYb!9bgYa`V`Y
nY][`hYž`XUg`Ui`g`Y]bYa`VcXYb`Ub[`Yb`F`cW_`i`bX`Y]bYf
_i`fn`Àfa`Y`][`Yb`6`i`gY`VYghUbX`"`≠`fY`[`c`XYbYbž`gd]hnYb`Di`a`dg`i`bX
X]Y`dUggYbXY`7`i`hW\`fi`bXYhYb`XUg`Y`Y`[`UbhY`C`i`hZ]h`UV`"A`]h
c`ZYbYbž`Xi`b`_`Yb`<`UUFYb`i`bX`XYnYbhYa`A`U`_`Y`!`i`d`dcg]YfhY
6UYfVcW_`ZØf`:`chc`[`fUZYb`i`bX`nc`[`U`Y`6`]W_`Y`Ui`Z`g]W\`"

8Yf`8Yi hgW\Y`:]`a dfY]g`ZUbX`]b`6Yf`]b`ghUhtž`i`bX`6UYfVcW_
VY[`Y`]hYhY`nU\`fY]W\Y`k`Y]hYfY`Dc`]h_]Yfž`XUfi`bhYf`X]Y`Y\Ya`U`][`Y

?i`hi fghUUhga]b]ghYf]b`7`Ui X]U`F ch\ž`Ui ZXYa`fchYb`HYdd]W`"9g
k Uf`Y]b`5i gV`]W_ž`XYb`g]Y`bUW`Y]bYf`"Àb[YfYb`D\UgY`gY`hYbYf
?]bcVYgi W`Y`[Ybcgg`" ÆW` \UVY`Yhnh`k]YXYf`NY]h`ni a` ?]bc
[Y\Yb`ž`gU[hY`g]Y`]a` ?cbhYI`h`]\fYg`5i ggW`Y]XYbg`U`g
5i » Yba]b]ghYf]b`i bX`VYa`Yf`hYž`XUgg`]\fY`@]ghY`Ub`:]a`Yb`i bX
6ØW`Yfb`gY`\f`"Ub[`gY]"

DfYa]YfY`j`c b` K i bXYfgW`ÒbYf

9]b`<][\`][\h`XYg`5VYbXg`k Uf`6UYfVcW`g`HY]`bU`a`Y`Ub`XYf
DfYa]YfY`XYg`:]a`g` K i bXYfgW`ÒbYf`ž`Y]bY`:]cfhgYhni b[`XYg
j`cfUb[Y[Ub[YbYb`:]a`g` K i bXYfgW`Òb`"8]Y`FY[]ggYi`f]b
?Ufc`]bY`<YfZ`fh`\`k Uf`YVYbZU`g`Ub`k YgYbX`i bX`dfÀgYb]YfhY
Y]bYb`:]a`ž`XYf`g]W`a`]h`XYf`H`Ya`Uh]_`VYgW`ÀZh][hž`XUgg`k`Y]V`]W`Y
7\UfU`hYfY`]\fYb`GY`Vghk`Yfh`b]W`h`a`Y`f`bUW`6Y[Y`f`]W`_Y]h
Ui`gf]W`hYb`k`c`Yb`"8Yf`:]a`"Y]Z`Ua`)"`:"YVfi`Uf`&\$&)`]b`6Yf`]b`Ub"

8]Y`Dc`]h]_Yf]b`j`YfXUb`_h`X]Y`9]b`UXi`b[`ni`f`DfYa`]YfY`X]fY`_h`Ub
?Ufc`]bY`<YfZ`fh`\`i bX`bi`hnhY`X]Y`:]Y[YVYb`Y]hž`g]W`]b`X]Y
:]a`k`Y`h`ni`fØW`_ni`n]Y`Yb`" Æ`X`Yb`Y`hnhYb`X`fY]` Æ\`fYb`_`Uh`hY`g]Y`bi`f
gY`hYb`X]Y`A`Ò[`]W`_Y]hž`]bg`?]bc`ni`[Y\Yb`ž`gc`VYgi`W`hY`g]Y`b`YVYb
K i bXYfgW`ÒbYf`Ui`W`nk`Y]`?]bXYfZ]`a`Yž`XUfi`b`hYf`8]Y`GW`i`Y
XYf`a`U[]gW`Yb`H]YfY`"

: Ua]`Y`i`bX`9b[U[Ya`Yb`h

B`YVYb`]\fYa`9b[U[Ya`Yb`h]b`XYf`Dc`]h]_`\Uh`6UYfVcW`_Ui`W`nk`Y]
HØW`hYfž`X]Y`&\$%%`i bX`&\$%)`[YVcfYb`k`i`fXYb`"8]Yg`hfÀ[h
ni`g`À`h`n]W`X`Uni`VY]ž`XUgg`g]Y]b`XYb`Y`hnhYb` Æ\`fYb`]\fY`:]fY]nY]h
UbXYfg`[YghU`hYb`a`i`gghY`"8c`W`a`]h`]\fYa`F`ØW`_ni`[`Ui`g`XYa`5a`h
\Uh`g]W`ZØf`g]Y`Y]bY`bYi`Y`:]fY]\Y]h`Yf`ÒZ`bYhž`X]Y`g]Y`c`ZY`b`V`Uf`]b
j`c`Yb`NØ[Yb`[Yb]Y»`h`8Yf`5VYbX`VY]a`8Yi`hgW`Yb`:]a`dfY]g`k`Uf
Y]b`a`Uf`_Ub`hYg`NY]W`Yb`X`U`ZØf`ž`XUgg`X]Y`Dc`]h]_Yf]b`k`]YXYf`a`Y`f`
NY]h`ZØf`dYfg`Òb`]W`Y` Æ`hYfYggYb`_`Uh"

8]Y`F`ØW`_Y`f`]bg`?]bc`]gh`ZØf`6UYfVcW`_b]W`h`bi`f`Y]bY`5i`gnY]hž
gcbXYfb`Ui`W`Y]b`NY]W`Yb`ž`XUgg`g]Y`]\fY`F`c`Y`U`g`A`i`h`hYf`i`b`X
Yb[U[]YfhY`Dc`]h]_Yf]b`]b`6U`Ub`W`Vf]b[Yb`a`ØW`hY`"8]YgY

; Y`Y[Yb\Y]hž'ni gUa a Yb'a]h; `Y]W[Yg]bbhYb'ØVYf'XYb'fchYb
 HYdd]W`ni `gWfY]hYbž'i bhYfghfY]W'h']\fYb`K i bgW`bUW`a Y\f
 dYfgÒb`]WYf': fY]\Y]h'i bX`X]Y`FØW__Y`f`]b`X]Y`K Y`h'XYf'?fYUhj]]hÀh
 i bX`?i `hi f"

8YhU]`g	
J c fZU``	Gcbgh][Yg
C fh	6Yf`]bž8Yi hgW`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "h!c b`]bY"XY • k k k "b!hj "XY • k k k "k Y`h"XY

6Ygi WXYb`G]Y`i bg`Ui Z.`b!U["XY