

HUi gYbXY`HUggYb`ZØf`A Yfn.`DfchYghU_h]cb YfcVYfh`X]Y`78I !NYbhfU`Y`°

DfchYghU_h]cb`[Y[Yb` : f]YXf]W\`A Yfn.`HUi gYbXY`HUggYb`Ub
78I !NYbhfU`Y`[YgW\]W_hž]b]h]]Yfh`j cb`G]`_Y`6i fa Y]ghYf`a]h
` A Y]bYHUggY: ØfA Yfn"

? cbfUX!5XYbUi Yf!< Ui gž`%\$%)`'6Yf`]bž`8Yi hgW\`UbX`!`5a
%&"'A Åfn'&\$&)` \Uh`Y]bY`i b[Yk Ò\b`]W\Y`DfchYghU_h]cb`[Y[Yb`XYb
78I !7\YZ: f]YXf]W\`A Yfn`]b`6Yf`]b`5i Za Yf_gUa`_Y]h`YffY[h`'8]YgY
A U»bU\`a Y`k`i fXY`U`g`FYU_h]cb`Ui ZA Yfn`dfcj`c`UbhY
ÿi »Yfi b[Yb`k`Å\fybX`gY]bYg`K U\`_Ua`dZUVgW\`i ggYg`]b`A ØbW\Yb
]b]h]]Yfh`" ð`gY]bYf`FYXY`VYgW\]a`dZh`Y`Yf` [fØbY`i bX`"]b`_Y`Gd]bbYf
i bX`VYhc`bhYž`XUgg`X]Y`78I`k`]YXYf`Dc`]h]`_ZØf`X]Y`A Y\`f`Y]h`XYf
6Yj`Ò`_Yfi b[`a`UW\Yb`k`c`"Y`"8]Y`5_h]cbž`X]Y`j`cb`XYf`æi`fbU`]gh]b
G]`_Y`6i fa Y]ghYf`]bg`@YVYb`[Yfi ZYb`k`i fXYž`f]W\hYh`g]W\`[Y[Yb
X]YgYb`HYbcf`i bX`_cbnYbhf]Yfh`g]W\`Ui Z`XUg`J`YfgYbXYb`j`cb
HUggYb`Ub`X]Y`78I !NYbhfU`Yž`X]Y`A Yfn`]b`gY]bYa`K U\`_Ua`dZ`U`g
A YhUd`Yf`ZØf`X]Y` HUggYb`]a`GW\`fUb`_`j`Yfk`YbXYhY`"8`UVY`]f]YZ
XYf`< Ug\`hU[` ` A Y]bYHUggY: i YfA Yfn`ni f`HY`]bU\`a Y`Ui`Z`

ðg[YgUa`h`k`i fXYb`a`Y\`fYfY`7`cbhU]bYf`a`]h`U`hYb`HUggYbž`X]Y`]b
NY]hi b[gdUd]Yf`[Yk`]W`_Y`h`k`UfYbž`Ub`X]Y`78I !DUfhY]nYbhfU`Y
[YgW\]W`_h`"8]Y`NU\`"XYf`[YgUa`a`Y`hYb`HUggYb`gW\`k`Ub`_hY
nk`]gW\Yb`a`Y\`fYfYb`\`i bXYfh`V]g`\]b`ni`hUi`gYbX`"8]Y`HUggYb
k`i fXYb`j`cb`HY`]bY\`a`Yfbž`Ui`W\`j`cb`XYf`;`fi`ddY`Ca`Ug`[Y[Yb
FYW\hg`Ui`g`XYa`GUUf`UbXž`Y]b[YdUW`_hi`bX`UXfYgg]Yfh`Ub`X]Y
DUfhY]"`6Y[`Y]hYbX`ni`XYb`HUggYb`ZUbXYb`g]W\`6`chgW\`UZhYb`k`]Y
<]Yf`Y]bY`HUggY`ZØf`" ð`fYb`GW\`fUb`_`K`]f`\`UVYb`[Ybi`[`ž`X]Y`XYb
DfchYgh`k`Y]hYf`i`bhYfghf]W\Yb`"5i`Z`5b`ZfU[Y`\`Uh`X]Y`78I`"YXcW\`
_Y]bY`ð`Zcfa`Uh]cbYb`ni`XYf`5bnU\`"XYf`[YgYbXYhYb`HUggYb`c`XYf
XYfYb`J`Yfk`YbXi`b[gnk`YW`_VYfY]h[YghY`"hž`k`Ug`i`fU[Yb`ni`f`

HfUbgdUfYbn'Ui Zk]fZh"

A cV]`]g]Yfi b['Xi fW\ 'DfchYgh

8]YgY'5_h]cb'j YfXYi h]W\h'X]Y'Fc`Y'XYf'A UggYba cV]`]g]Yfi b[]b
 XYf'dc`h]gW\Yb '@UbXgW\UZh'8Yi hgW\`UbXg"DfchYghY'g]bX'Y]b
 k YgYb'h]W\Yf'6YghUbXhY]'XYg'XYa c_fUh]gW\Yb'DfchYggYg'i bX
 _ObbYb'Y]bY'VYXYi hYbXY'K]f_i b['Ui Z'dc`h]gW\Y'9bhgW\Y]Xi b[Yb
 Ui gØVYb"8]Y'ϕ]h]Uh]j Y'XYa cbghf]Yfh'k]Y'6Øf[Yf]bbYb'i bX
 6Øf[Yf'Xi fW\ _fYUh]j Y': cfa Yb'XYg'DfchYghg']\fY'A Y]bi b[Yb'i bX
 6YXYb_Yb'Ài » Yfb'_ObbYb"8]YgY'HUggYbU_h]cb'gYhnh]g]W\`Ui Z
 Y]bYf'VfY]hYb'D'UhhZcfa 'XYf'gcn]U'Yb'A YX]Yb'ZYgh'i bX'gh'HY]'Y]bYf
 g]W\`j Yfgh`f_YbXYb'dc`h]gW\Yb'A cV]`]g]Yfi b["6YgcbXYfg'i bhYf
 XYa '<Ug\hU['5`YHUggYb⇒a GW\ fUb_'k]fX'g]Y'k Y]hYf
 j YfVfY]hYh"

Ni g`hn`]W\`ni 'X]YgYf'DfchYghU_h]cb'ghY\Yb'X]Y'dc`h]gW\Yb'ϕ\U'hY
 j cb'A Yfn]a ': c_i g"8]Y'78I !: fU_h]cb]a '6i bXYghU['\Uh]Y]bY
 i a ghf]hhYbY' _Y]bY'5bZfU[Y 'Ub'X]Y'FY[]Yfi b[[Yf]W\hYh'X]Y')) %
 : fU[Yb'ni 'XYb'6Yn]Y\i b[Yb'nk]gW\Yb'B; Cg'i bX'dc`h]gW\Yb
 DUfhY]Yb'i a ZUgg"8]YgY'k i fXY'Y]bYb'HU['j cf'A Yfn'FYXY
 Y]b[YfY]W\h'i bX'k]fX'j cb'j YfgW\]YXYbYb'DUfhY]Yb'XUfi bhYf'X]Y
 GD8'i bX'X]Y'@]b_Yž'U`g'5b[f]Z'Ui ZX]Y'8Ya c_fUh]Y'i bX'X]Y
 A Y]bi b[gZfY]\Y]h'_f]h]g]Yfh'5a bYghm'ϕhYfbUh]cbU`'\Uh'YVYbZU`g
 Y]bY'_UfY'GhY`i b[bU\`a Y'UV[Y[YVYbž]b'XYf'X]Y'A U» bU\`a Y'U`g
 ZY]bX`]W\` [Y[YbØVYf'XYf'N]j] [YgY`gW\UZh'k U\`f[Ybca a Yb'k]fX"

8Yf'[YgUa hY'J cfZU``nY][h'k]Y'dc`h]gW\Y'Yi » Yfi b[Yb'X]Y
 ÖZYbh]W\Y'A cV]`]g]Yfi b['UbfY[Yb'_ObbYb'i bX'k]Y'_fYUh]j Yf
 DfchYgh'Ui W\`U`g'A]hY`ni f'dc`h]gW\Yb'?ca a i b]_Uh]cb'X]YbYb
 _Ubb"6Y]'X]YgYf'VYa Yf_Ybgk YfhYb'5_h]cb'[]b['Yg'b]W\h'bi f'i a
 X]Y'HUggYbž'gcbXYfb'Ui W\`i a 'XUg'5i ZhY][Yb'i bX'XUg'9]bZcfXYfb
 Y]bYf'VfY]hYb'dc`h]gW\Yb'F Ydf`AgYbhUh]cb'j]b'8Yi hgW\`UbX"

8YhU]`g	
J cfZU``	DfchYgh

8YhU]`g	
C fh	? c b f U X ! 5 X Y b U i Y f ! < U i g ž % \$ % %) ` 6 Y f `] b ž 8 Y i h g W ` U b X
E i Y ` ` Y b	<ul style="list-style-type: none"> • k k k "_ b ! c b `] b Y " X Y • k k k " g f " X Y • g W f Y] V a Y b h c f Y b " X Y

6Ygi W X Y b ` G] Y ` i b g ` U i Z . ` b ! U [" X Y