

; YghU`hYb`G]Y`X]Y`Ni`_i`bZh.`@YgYfi`a`ZfU[`Y`
ZØf`i`bgYfY`C`b`]bYdcfhU`Y`[`YghUfhYh°

8]Y`GWk`ÀV]gWY`Dcgh`ZØ`fh`V]g`%\$"\$)`&\$&)`Y]bY`
@YgYfi`a`ZfU[`Y`ni`f`J`YfVYggYfi`b[`]`fYf`C`b`]bYdcfhU`Y`Xi`fW`
BY`a`Yb`G]Y`hY]`°



C`ghU`V`_fY]gž`8`Yi`hgW`Ub`X`!`8]Y`GWk`ÀV]gWY`Dcgh`i`bX`X]Y`
;`a`ØbXYf`HU[`Ygdcgh`UVYb`Ua`%"\$"\$)`&\$&)`Y]bY`i`a`ZUggYbXY`
@YgYfi`a`ZfU[`Y`ni`f`K`Y]hYfYb`hk`]W`_i`b[`]`fYf`C`b`]bYdcfhU`Y`
[`YghUfhYh`N]Y`X]YgYf`⊕]h]Uh]`Y`]gh`Ygž`X]Y`6Ybi`mYfZfYi`bX`]W`_Y]h`
ni`j`YfVYggYfb`i`bX`X]Y`X][`]hU`Yb`⊕`U`hY`VYggYf`Ub`X]Y`
6YXØfZb]ggY`XYf`@YgYf`Ubni`dUggYb`"8]Y`i`a`ZfU[`Y`]gh`ZØf`U`Y`
Bi`mYfž`i`bUV`Åb[`][`j`cb`Y]bYa`VYgh`Y`YbXYb`5VcbbYa`Ybž`
ni`[`Åb[`]W`i`bX`gc`"bi`f`k`Yb][`Y`A`]bi`hYb`]b`5bgdfi`W`bY`a`Yb`"

Ni`XYb`nYbhfU`Yb`H`Ya`Yb`XYf`i`a`ZfU[`Y`n`Å`Yb`XUg`
⊕Zcfa`Uh]cbgj`Yf`U`hYb`XYf`@YgYf`a`X][`]hU`Yb`F`Ui`a`ž`k`]W`h][`Y`
⊕`U`hY`k`]Y`c`_U`Y`B`UW`f]W`hYbž`GdcfhVYf]W`hYž`
J`YfUbghU`hi`b[`gh]ddg`i`bX`?ca`a`YbhUfY`gck`]Y`X]Y`

6Ybi hnYfZfYi bX`jW_X]h`XYf`K YVg]hY"5gdY_hY`k]Y`b\U`hggi W_XYž
@Umc i hž`@YgVUf_Y]hž`K YfVYY]bV`YbXi b[Yb`i bX
@UXY[YgW_k]bX][_Y]h`k YfXYb`YVYbZU`g`VYfØW_g]W_h][h`Ni XYa
\UVYb`X]Y`HY]`bY\ a Yf`X]Y`A Ò[`]W_X]hž`]\fY`K ØbgW_XY`i bX
5bfY[i b[Yb`ni `ZY\`YbXYb`b\U`hYb`cXYf`i b_h]cbYb`ni `Ài »Yfb"
8]Y`5i gk Yfhi b[`YfZc`[h`ØVYf`XYb`8]Ybgh` A Ybh]a YhYf žk cVY]
dYfgcbYbVYnc[YbY`8UhYb`j YfUfVY]hYh`k YfXYb"

J c fhY]`Y`i bX`< YfUi gZc fXYfi b[Yb`j cb`C b`]bY!
I a ZfU[Yb

C b`]bY!! a ZfU[Yb`[Yk]bbYb`ni bY\ a YbX`Ub`6YXYi hi b[ž
]bgVYgcbXYfY`]b`6YfY]W_XYb`k]Y`i cfgW_Xi b[`i bX`A Uf_Yh]b[``8]Yg
nY][h`g]W_X`Ui W_X`]b`XYf`U_hi Y`Yb`I a ZfU[Yž`X]Y`ØVYf`X][]hU`Y
? Ub`À`Y`j YfhY]`h`k]fX`i bX`Ui Z`X]Y`6YXØfZb]ggY`XYf`Øb[YfYb
N]Y`[fi ddY`ni [YgW_b]hhYb`]gh`@Ui h`bZcfa Uh]cbYb`j cb`Gd\]bI !
Gi fj Ym]gh`Y]bY`C b`]bY!6YZfU[i b[`Y]bY`A Yh\cXY`ni f
8UhYbYf\YVi b[ž`VY]`XYf`XYZ]b]YfhY`HY]`bY\ a Yf`ØVYf`Y]bYb`@]b_
Ui ZY]bYb`i fU[YVc[Yb`ni [fY]ZYb``<]YfVY]`k]fX`Y]b`dfcZYgg]cbY`Yg
Hcc`j Yfk YbXYhž`i a `X]Y`I a ZfU[Y`gc`VYbi hnYfZfYi bX`jW`k]Y
a Ò[`]W_X`ni `]YghU`hYb``8]Y`HY]`bY\ a Yf`bi hnYb`]\fY`Y][YbYb
; Yf`ÀhYž`gY]Yb`Yg`7ca di hYfž`Ga Ufhd\cbYg`cXYf`HUV`Yhgž`i a `X]Y
: fU[Yb`ni `VYUbhk cfhYb"

8]Y`J c fhY]`Y`j cb`C b`]bY!! a ZfU[Yb`Y]Y[Yb`Ui Z`XYf`<UbX``8]Y
8i fW_ZØ\fi b[`i bX`5i gk Yfhi b[`YfZc`[Yb`XYi h`]W_X`gW_XbY`Yf`U`g`VY]
\Yf_Øa a `]W_XYb`DUd]YfVYZfU[i b[Ybž`k Ug`Y]bY`Yf\YV`]W_XY
NY]hYfgdUfb]g`a]h`g]W_X`Vf]b[h`Ni XYa `YbhZU`Yb`8fi W_!`i bX
J YfgUbX_cghYbž`k Ug`X]Y`I a ZfU[Y`_cghYb[Øbgh][Yf`a UW_Xh``9]b
k Y]hYfYf`J c fhY]`]gh`X]Y`5_hi U]h`Àh`XYf`Yf\cVYbYb`8UhYbž`X]Y`]b
9W_XhnY]h`Y]b[YgY\Yb`i bX`[YhY]`h`k YfXYb`_ØbbYb``8]Y`A Ò[`]W_X]h
ni f`Ucbma Yb`i bX`j YfhfUi `]W_XYb`6YUbhk cfhY b[`ZØfXYfh`ni XYa
Y\`f`]W_XY`5bhk cfhYb"

< YfUi gZc fXYfi b[Yb`XYf`X][]hU`Yb
8UhYbYf\YVi b[

Hfc hn`XYf`nU\`fY]W\Yb`J cfhY]Y`[]Vh`Yg`Ui W\`<YfUi gZcfXYfi b[Yb`
 Cb`]bY!! a ZFU[Yb`g]bX`ni a`6Y]gd]Y`bi f`ZØf`HY]`bY\`a Yf`a]h
 ðhYfbYhni [Ub[`i bX`Yb hgd fYW\YbXYb` ; Yf`ÀhYb`[YY][bYh`8]Yg
 _Ubb`X]Y`F Ydf`ÀgYb hUhj]h`Àh`XYf`9f[YVb]ggY`VYY]bhf`ÀW\h][Ybž
]bgVYgcbXYfY`VY]`À`hYfYb`DYfgcbYb`"8UfØVYf`\]bUi g`_Ubb`X]Y
 5bc bma]h`Àh`XUni`ZØ\`fYbž`XUgg`Yb][Y`HY]`bY\`a Yf`a Ò[`]W\Yfk`Y]gY
 i b[YbUi Y`5bhk`cfhYb`[YVYbž`XU`g]Y`YX][`]W\`Ub`Y]bYf`gW\`bY`Yb
 6YYbX][i b[`XYf`I a ZFU[Y`]bhYfYgg]Yfh`g]bX"

ðg[YgUa h`ØVYfk]Y[Yb`X]Y`J cfhY]Y`YXcW\žk Yg\U`V`Cb`]bY!
 6Y ZFU[i b[Yb`]b`j YfgW\]YXYbYb`6YfY]W\Yb`gY\`f`[YgW\`Àhnh
 k YfXYb`"8]Y`@YgYfi a ZFU[Y`j cb`GW\k`ÀV]gW\Y`Dcgh`i bX` ; a ØbXYf
 HU[Ygdcgh`V]YhYh`gca]h`Y]bY`k Yfhj`c`Y` ; Y`Y[Yb\`Y]h`ZØf`@YgYfž`]fY
 A Y]bi b[Yb`i bX`K ØbgW\Y`ni`Ài » Yfbž`i bX`hf`À[h`ni`f`k`Y]hYfYb
 Cdh]a]Yfi b[`XYf`Cb`]bYdcfhU`Y`VY]": Øf`@YgYfž`X]Y`Ub`XYf
 I a ZFU[Y`hY]`bY\`a Yb`a ÒW\hYbž]gh`XYf`Ni [Ub[`UV`gcZcfh`cb`]bY
 j YfZØ[VUf"

HY]`bY\`a Yf`k YfXYb`[YVYhYbž`g]W\`Ub`XYf`I a ZFU[Y`ni`VYhY]][Yb
 i bX`]fY`dYfgØb`]W\Y`A Y]bi b[`ni`f`Ni`_i bZh`XYf`Cb`]bYdcfhU`Y`ni
 Ài » Yfb`" Æf` : YYXVUW`_]gh`Yb hgW\Y]XYbX`ZØf`X]Y`K`Y]hYfYb`hk]W`_i b[
 XYf`X][]hU`df`ÀgYb h]YfhYb`ð\`U`hY`i bX`XYfYb
 6Ybi hnYfZfYi bX`]W\`_Y]h"

K`Y]hYfY`ðZcfa`Uh]cbYb`ni`f`I a ZFU[Y`Z]bXYb`G]Y`Ui`Z`XYf`GY]hY`XYf`
GW\k`ÀV]gW\Yb`Dcgh`: Øf`Y]bY`j Yfh]YZhY`5i`gY]bUbXYfgYhni b[`a`]h
 XYb`J`cf!`i bX`BUW\hY]Yb`j`cb`Cb`]bY!6Y ZFU[i b[Ybž`VYgi`W\Yb`G]Y
 XYb`6`c[`j`cb`**Gd\]bl`!Gi`fj`Ym`**"

8YhU]`g	
J`c`f`ZU``	Gcbgh][`Yg
C`f`h	C`ghU`V`_`fY]gž`8Yi`hgW\`UbX
E`i`Y``Yb	<ul style="list-style-type: none"> • k k k "gW\k`UYV]gW\Y!dcgh"XY • gd\]bl`!gi`fj`Ym`XY

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