

: `i [[ÀghY `]b `XYf`9I . `GhY`h`i bg`VU`X
k Yb][Yf`9bhgW`ÀX][i b[`ni 3

K YgYf`?i f]Yf`VY`Yi W`hYh: `i [[UghfYW`hY`]b`9i fcdU.
FYZcfa Ybž`9bhgW`ÀX][i b[Yb`i bX`U`_hi Y``Y`8YVUhhYb`Ua`) "
ž b`])b`@ I Ya Vi f["



@ I Ya Vi f[ž`@ I Ya Vi f[`!`-a `Gca a Yf`&\$&&`YffY]W`hY`X]Y
DØb`_h]W`_Y]h`j cb`: `Ø[Yb`]b`9i fcdU`Y]bYb`H]YZdi b`_hž`Y]b`_`UfYg
G][bU`XUZØfž`XUgg`XYf`< UbX`i b[gVYXUfZVY]`XYb`: `i [[UghfYW`hY`b
cZYbg]W`h]W`_jgh``: Ugh`YXYf`nk Y]hY`: `i [`k Uf`j Yfgd`ÀhY`h`i bX
a UW`hY`j]Y`Y`DUggU[]YfY`Ui Z`\fY`5bgdfØW`Y`Ui Za Yf`_gUa` ``8]YgY
5bgdfØW`Y`i a ZUggYb`9bhgW`ÀX][i b[Yb`nk]gW`Yb`&) \$`i bX`* \$ \$
9i fcž`gc``hYb`: `Ø[Y`a Y`f`U`g`XfY]`Ghi bXYb`J Yfgd`Àhi b[`UVYb`
5`_hi Y``_ØbbhY`g]W`X]Y`G]hi Uh]cb`YXcW`ÀbXYfbž`XU`Y]b][Y`9I`!
A]h[`]YXghUUhYb`Yfk`À[Ybž`X]Y`9bhgW`ÀX][i b[g[fYbnY`Ui Z`ØbZ
Ghi bXYb`ni `Yf`Ø`Yb``8]Y`dc`b]gW`Y`F Uhgd`f`Àg]XYbhgW`UZh`\Uh
Ub[Y`ØbX][hž`X]Y`FYZcfa `XYf`9I`!`: `i [[UghfYW`hY`]J YfcfXbi b[
j cfUbni hfY]VYbž`Y]b`GW`f]hž`XYf`Ui ZY]b`HfYZZYb`XYf
J Yf`_Y`fga]b]ghYf`XYf`9I`Ua`) " ž b`])b`@ I Ya Vi f[`UVn]Y`hž`i a

Y]bY`dc`h]gWXY`9]b][i b[`ni`Yfn]Y`Ybž`VYf]W`hYh`XYf`K YgYf!?! f]Yf`

9]b][Y`8]g_i gg]cbYbž`X]Y`Ui Z`9! !9VYbY`ghUhh]bXYbž`gWXY]hYfb`gY]h`
ØVYf`Y`Z`Y`fYb`Ui Z[fi bX`j cb`l bY]b][_Y]h`i bhYf`XYb`&+`
A]h[`]YXgghUUhYb`"K`À`fYbX`X]Y`9! !?ca`a`]gg]cb`VYfY]hg`&\$%`
J`c`fgW`À[Y`ni`f`5`_hi`U`]g]Yfi`b[`XYf`&%`Y`fY`U`hYb`FY[Y`b`
df`ÅgYb]h]Yfh`\Uhž`\Y`h`XUg`9i`fcd`À]gWXY`DUf`Ua`Ybh`&\$%(`Ub`XYf`
8fY]!Ghi`bXYb`!`f]gh`ZYgh`"B`UW`X]YgYf`FY[Y`i`b[[]`h`X]Y`
9bhgW`ÀX][i b[gdZ]W`h`ZØf`U`Y`:`Ø[Yž`X]Y`]b`XYf`9!`ghUfhYbž`
i`bUV`Àb[][j`cb`XYf`5]f`]bY`!BUh]cbU`]h`Åh`"@Ui`h`XYa`9i`fcd`À]gWXYb`
J`YfVfUi`W`Yfj`YfVUbX`6Yi`W`À`hhYb`+)`i`XYf`:`i`[[`ÀghY`_Y]b`FYW`h`
Ui`Z`9bhgW`ÀX][i b[ž`k`Ybb`X]Y`:`f]ghYb`Ub[Y`c`VYb`k`ØfXYb`"8]YgY`
6YXYb`_Yb`k`YfXYb`j`cb`J`YfVfUi`W`YfgW`Ø`hYfb`[YhY]`hž`X]Y`Y]bY`
5b[`Y]W`i`b[`Ub`X]Y`FYW`hgd`fYW`i`b[`XYg`9i`fcd`À]gWXYb`
;`Yf]W`hg`\c`Zg`Zc`fXYfb`"

5_hi`Y`Y`G]hi`Uh]cb`XYf`:`i`[[`UghfYW`hY`

8]Y`:`i`[[`UghfYW`hY`!J`Yf`c`f`X`bi`b[`f]U`C`f`9;`Ł`B`f`"&`*`%`#`&`\$`\$(`Ł`fY[Y`h`
X]Y`FYW`hY`j`cb`DUggU[]YfYb`i`bX`[]`h`ZØf`U`Y`:`Ø[Yž`X]Y`j`cb`Y]bYa`
9!`!`:`i`[\UZ]b`UVZ]Y[Yb`c`XYf`j`cb`9!`!`:`i`[[`YgY`g`W`UZhYb`
Xi`fW`[YZØ`fh`k`YfXYbž`gY`Vgh`k`Ybb`g]Y`Ui`g`8f]hghUUhYb`_ca`a`Yb`"
9]b`k`]W`h][Yf`Di`b`_h]ghž`XUgg`X]Y`9bhgW`ÀX][i b[Yb`bi`f`VY]`
Ui`»Yf[Yk`Õ`b`]W`Yb`l`a`gh`Åb`XYb`j`Yfk`Y][Yfh`k`YfXYb`_ØbbYbž`
k`Ug`\`Ai`Z][j`cb`:`i`[[`YgY`g`W`UZhYb`U`g`:`fi`bX`[Yb`Ubb`h`k`]fX`ž`i`a`
9bhgW`ÀX][i b[Yb`ni`j`Yfa`Y]XYb`"8]YgY`l`a`gh`Åb`XY`g]bX`Y`X`c`W`
_`Uf`XYZ]b]Yfhž`i`bX`:`i`[[`YgY`g`W`UZhYb`a`ØggYb`b`UW`k`Y]gYbž`XUgg`
g]Y`i`bj`Yfa`Y]XVUf`k`UfYbž`k`]Y`ni`a`6Y]gd]Y`VY]YI`hfYa`Yb`
K`YhhYfj`Yf`\`À`hb]ggYb`c`XYf`dc`h]gWXYf`b`ghUV]`]h`Åh`"
J`YfVfUi`W`YfnYbhfU`Yb`V]YhYb`b`Zc`fa`Uh]cbYb`ni`XYb`[YbUi`Yb`
9bhgW`ÀX][i b[gVYhf`À[Ybž`X]Y`k`]Y`Zc`[h[YghUZZY`h`g]bX`.&)`\$`9i`fc`
ZØf`:`Ø[Y`V]g`%)`\$\$`_a`ž`(\$`\$`9i`fc`ZØf`:`Ø[Y`ØVYf`%)`\$\$`_a`
]bbYf`\U`V`XYf`9!`gck`]Y`*`\$\$`9i`fc`ZØf`GhfYW`_Yb`ØVYf`)`\$\$`_a`"

6Y]5VZi`[j`Yfn`Ø[Yfi`b[Yb`j`cb`a`]bXYghYbg`ZØbZ`Ghi`bXYb`\UVYb`
DUggU[]YfY`gc[Uf`XUg`FYW`h`Ui`ZY]bY`j`c`gh`ÅbX][Y`9fghUhh`i`b[`XYg`
:`i`[dfY]gYg`"9VYb`gc`k`]fX`XUg`K`c`\`XYf`DUggU[]YfY`VYh`cb`hž`k`Ybb`

Àb[YfY`5i ZYb\U`hY`Ua` :`i [\UZYb`UbZU`Ybž`Y]bgW`Y»`]W`XYf
6YfY]hghY`i b[`j cb`GdY]gYb`i bX` ; YhfÀb`_Ybž`HY`YZcbUbfi ZYb`i bX
<chY`i bhYf`_ØbZhYbž`k Ybb`YfZcfXYf`]W`"8]Y

J YfVfUi W`YfnYbhfU`Y` \YVh`X]YgY`5gdY`hY` \Yfj cfž`i a
DUggU[]YfY`ØVYf`] \fY`F`YW`hY`Ui Zni`_`ÀfYb`"

Ni`_ØbZh][Y`9b`hk`]W`_`i b[Yb`i bX
< YfUi`gZcfXYfi`b[Yb`

8]Y`F`YZcfa`XYf`:`i [[UghfYW`hY`_ØbbhY`k`Y]hfY]W`YbXY
5i`gk`]f`_i b[Yb`Ui`ZX]Y`9i`!6Øf[Yf` \UVYb`"9]b`nYbhfU`Yf
8]g`_i`gg]cbgdi`b`_h`]b`XYf`dc`]h]gW`Yb`8YVUhhY`]gh`X]Y`6U`UbW`
nk`]gW`Yb`J`YfVfUi`W`YfgW`i`hn`i`bX`XYb`_`hYfYggYb`XYf`6fUbW`Y`
`>b!7` \f]ghcd` \`C`YhYbž`9i` fcdUUUV[YcfXbYhYf`XYf`:`8`Dž`_f]h]g]Yfh`XYb
dfcnYXi`fU`Yb`Hf]W`_ž`Xi`fW`XYb`X]Y`dc`b]gW`Y`F`Uhgdf`Àg]XYbhgW`UZh
d`Ubhž`XYb`9]bZi`gg`XYg`9i` fcd`À]gW`Yb`DUf`Ua`Ybhg`Ui`ZX]Y`F`YZcfa
ni`j`Yff]b[Yfb`"8]Y`6YZØfW`hi`b[`]ghž`XUgg`Y]bY`gW`bY`YfY
; YgYhn[YVi`b[`c` \bY`Ub[Ya`YggYbY`6YfØW`_g]W`h][i`b[`XYf
J`YfVfUi`W`Yf]bhYfYggYb`]ghž`k`Ug`ni`b`UW`hY`] [Yb`5i`gk`]f`_i b[Yb
Ui`ZX]Y`DUggU[]YfY`ZØ`fYb`_ØbbhY`"8]Yg`k`]fX`b]W`h`ni`Y`hnh`Ui`W`
j`cb`>bg` ;]YgY`_Yž`Y]bYa`78i`!9i` fcdUdUf`Ua`YbhUf]Yfž
Ub[YgdfcW`Ybž`XYf`Ui`ZX]Y`DfcV`Ya`Uh]_`XYf`9]Y`VY]`XYf`F`YZcfa
 \]bk`Y]gh`"

8Yf`Ub` \U`hYbXY`F`i`Z`b`UW`Y]bYf`_`VYfUfVY]hi`b[`XYf
DUggU[]YffYW`hY`a`UW`h`XYi`h]W`ž`XUgg`X]Y`8]g`_i`gg]cb`ØVYf`XYb
GW`i`hn`XYf`J`YfVfUi`W`YffYW`hY`]a`:`U`Y`j`cb`:`i [j`Yfgd`Àhi`b[Yb
i`bX`!ghc`fb]Yfi`b[Yb`k`Y]hYf` \]b`Y]b`U`_hi`Y`Y`g`i`bX`k`]W`h][Yf
k`YfXYbXYg`H` \Ya`U`]b`XYf`9i`V`Y]VYb`k`]fX`"K`À`fYbX`Y]b][Y
dc`]h]gW`Yb`5`_hYi`fY`Ui`ZY]bY`dfU[a`Uh]gW`Y`@Øgi`b[` \]bUfVY]hYbž
ghY` \Yb`X]Y`_`hYfYggYb`XYf`J`YfVfUi`W`Yf`]a`A`]hY`di`b`_h`XYf
8YVUhhY`"?`UfY`_`Zcfa`Uh]cbYb`ØVYf`X]Y`[Y`hYbXYb`F`YW`hY`_ØbbYb
Y`Xc`W`X`Uni`V`Y]hfU[Ybž`XUgg`DUggU[]YfY`VYggYf`]bZcfa`]Yfh]g]bX
i`bX`] \fY`5bgdfØW`Y`YfZc`[fY]W`[Y`hYbX`a`UW`Yb`_ØbbYb`":`Øf
[YbUi`Yf`_`Zcfa`Uh]cbYb`ØVYf`X]Y`:`i [[UghfYW`hY`]b`9i` fcdU`ghY` \h
Ui`W`X]Y`D`UhhZcfa`j`cb`9i` fcdU`Yi`ni`f`J`YfZØ[i`b["

8YhU]`g	
J c f Z U ``	J Y f g W a i h n i b [
C f h	@ Y a V i f [ž @ Y a V i f [
E i Y `` Y b	<ul style="list-style-type: none"> • k k k "k Y g Y f ! _ i f] Y f " X Y • k k k "j Y f V f U i W Y f n Y b h f U ` Y " X Y • Y i f c d U " Y i

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