

5`_c\c`_fUk U``VY]` 85G° .`6Yhh]bU H]Yh^Yb`Vf]Wk h`]\f`GWk k Y][Yb°

6Yhh]bU`H]YhYb`Yf]bbYfh'g]Wk`Ub`>bbmi'9`j Yfg/`\$`- /
g_UbXU`ÒgYb`5i Zhf]hh'&\$%&`]b`XYf`5F8``5`_c\c`i bX`a`c`[Yb
k YfXYb`h\Ya Uh]g]Yfh"

B 8 F ž`8 Yi hgWk`UbX`!`a`i`>\f`&\$%&`gc f[hY`>bbmi'9`j Yfg!
9`VYfhn\U[Yb`a`]h`Y]bYa`g_UbXU`ÒgYb`5i Zhf]hh`]b`XYf`5F8!
HU`_gYbXi b[` 85G°`Z0f`5i ZgY\Yb``6Yhh]bU`H]YhYbž`X]Y
A cXYfUhc f]b`XYf`GYbXi b[ž`Yf]bbYfh'g]Wk`Ub`X]Y`G]hi Uh]cb`]b`Y]bYa
U_hi Y`Yb`DcXWUgh`K`À\fybX`XYf`GYbXi b[`Z]Y`9`j Yfg!
9`VYfhn\U[Yb`Xi fWk`]\f`k`]ffYg`J Yf\U`hYb`i bX`GWk k]Yf][`_Y]hYb`VY]
XYf`cfa`i`]Yfi b[`j`cb`GÀhnYb`Ui Z`H]YhYb`VYa`Yf_hY`gcZc fhž`XUgg
9`j Yfg!9`VYfhn\U[Yb`]b`Y]bYa`Ui Z`À`][Yb`Ni ghUbX`k Uf`i bX
j Yfa`i`hYhYž`XUgg`g]Y`K`cX`U`_cbgi`a`]Yfh`UhhY``8]Y`A`cXYfUhc f]b
k Uf`g]Wk`g]Wk`Yfž`XUgg`Yg`_Y]bYb`Y]bXYi`h][Yb`5`_c\c`[Yfi Wk`[UVž
XYf`Ui Z`Y]bY`Hfi b`_Yb\Y]h`]\bk`]Yg`Hfc`h`X]YgYf`6YcVUWk`hi b[Yb
Vch`X]Y`F`Y[]Y`XYf`GYbXi b[`_Y]bY`i`bhYfghØ`hni b[ž`k`Ug`X]Y
G]hi Uh]cb`Z0f`H]YhYb`VYgcbXYfg`\YfUi`gZc`fXYfbX`a`UWk`hY``8]YgY
5i`gY]bUbXYfgYhni b[`a`]h`XYf`F`YU`]h`h`XYg`5`_c\c`a`]ggVfUi`Wk`gž`gc
gWk`a`Yfn\UZh`g]Y`Ui`Wk`k`Ufž`k`]fZh`fU[Yb`XUfØVYf`Ui`Z`k`]Y`a`]h
gc`Wk`Yb`H\Ya`Yb`]a`ÒZYbh`]Wk`Ya`F`Ui`a`i`a`[Y[Ub[Yb`k`YfXYb
gc`hY"

≠`XYf`c`[Y`Yb`hgWk`]YX`g]Wk`H]YhYbž`X]Y`GYbXi b[`Zc`f`hni`Z0\fybž
c`bY`9`j Yfg!9`VYfhn\U[Yb`X]fY`_h`Ui`Z`\fyb`Ni`ghUbX
Ubni`gd`fYWk`Yb`F`ØW`V`]W`_YbX`Ài`»`YfhY`g]Yž`XUgg`XUg`Di`V`_i`a`ni
X]YgYa`NY]hdi`b`_h`VYfY]hg`X]Y`GWk k]Yf][`_Y]hYb`j`cb`9`j Yfg!
9`VYfhn\U[Yb`VYa`Yf`_h`\UhhY``B`UWk`XYf`5i`gghfU`\i`b[`k`i`fXY
H]YhYb`Z0f`]\fy`9`bhgWk`Y]Xi b[`_f]h]g]Yfh`G]Y`Z0\`hY`g]Wk
a`]ggj`YfghUbXYbž`XU`]\f`N]Y`b]Wk`h`XUf]b`VYghUbXž`X]Y

GWUi gd]Y`Yf]b`V`c» ni ghY`Ybž`gcbXYfb`X]Y`GYbXi b[`dfcZYgg]cbY`
ni `[YghU`hYb"8YbbcW`fYZY_h]Yfh'g]Yž`XUgg`Y]b`9]b[fY]ZYb
a Ò[`]WYfk Y]gY`Ub[Ya YggYbYf`[Yk YgYb`k`ÀfY"GY]h`X]YgYa
JcfZU`[UV`Yg`k]YXYf`c`h`6Yf]W`hY`ØVYf`9`j Yfg!9`VYfm`U[Ybž`X]Y
Øb[gh]b`Y]bY`k`Y]hYfY`g_i ff`Y`G]hi Uh]cb`j Yfk]W_Y`h`k`Uf"

I bhYfghØhni b[`i bX`? f]h]_`Ub`A`YX]Yb

B UW`Y]bYa`k`Y]hYfYb`JcfZU`]b`Y]bYf`B8F!GYbXi b[ž]b`XYa
9`j Yfg!9`VYfm`U[Yb`YfbYi`h`k`jffYg`J`Yf`U`hYb`nY][hYž`k`i`fXY`X]Y
?f]h]_`Ua`GYbXYf`Ui`h"9]b][Y`Ni`gWUi`Yf`Yf`YVh`XYb`Jcfk`i`fZ
XUgg`XYf`B8F`b]W`h`Ui`gfY]W`YbX`ZØf`9`j Yfg!9`VYfm`U[Yb`[Ygc f[h
UVY"8]YgYf`JcfZU`k`i`fXY`Ui`Z`M`c`i`Hi`VY`j`Yf`ØZYb`h]W`hi`bX`ZØ`f`hY
ni`Y]bYf`K`Y`Y`XYf`9a`dØfi`b[`ØVYf`X]Y`a`Ub[Y`U`Z`hY
I bhYfghØhni b[`gY]hYbg`XYg`GYbXYfg"8Yf`B8F`Ybh[Y[bYhYž`XUgg
9`j Yfg!9`VYfm`U[Yb`_i`fn`j`cf`XYf`GYbXi`b[`]bg`G`h`X]c`_Ua`i`bX`ni
X]YgYa`NY]hdi`b`h`Y]bYb`k`UW`Yb`9]bXfi`W`_a`UW`hY" `Hf`c`h`X`Yf
Jcfk`ØfZY`gY`h`hY`XYf`GYbXYf`nk`Y]9]bgd]Y`Z]a`Y`Y]bž`i`a`9`j Yfg!
9`VYfm`U[Yb`k`Yb][Yf`F`Y`X`Y`Ub`hY]`ni`[YVYb"

H\ca Ug`?Ø`b`j`ca`B8F`VYf]W`hY`hYž`XUgg`Y]b`XYfUfh][Yf`JcfZU`
gY]h`X`Ya`G`h`U`f`h`XYf`GYbXi`b[`]a`_`X`f`%-`-%`c`b`Y`Df`À`n`Y`X`Y`bn`ZU`]gh"
B UW`X]YgYb`9fY][b]ggYb`[UVYb`9`j Yfg!9`VYfm`U[Ybg`9`Y`a`Ubb
;`c`Y`h`i`b`X`g]Y`g`Y`V`gh`VY`_Ubb`hž`XUgg`g]Y`i`bhYf`Y]bYa
5`_c`c`d`f`c`V`Ya`Y`X`Y`h`i`b`X`<`]Z`Y`gi`W`Y`b`k`j`" `b`Y]bYa`_`b`h`Y`f`j`]Yk
[YghUbX`9`j Yfg!9`VYfm`U[Ybž`[fc»Y`GW`Ua`i`bX`5b[gh]ni
Ya`dZ]bXYb" `À`f`9`Y`a`Ubb`Y`bh`g`W`c`gg`g]W`ž`ZØf`XYb`F`Y`gh`X`Y`f
K`c`W`Y`Z`fY]ni`b`Y`a`Y`bž`i`a`g]Y`ni`i`bhYfghØh`nYb"

; YgY`gW`UZh`]W`X`Y`DYfgdY`_h]j`Yb`Ui`Z

5`_c`c`a`]ggVfUi`W`

5`_c`c`U`h]b`k`Y`gh]W`Y`b`; YgY`gW`UZh`Yb`Y]bY`Ub[Y`i`b`X
_ca`d`Y`I`Y`; YgW`]W`hY`i`b`X`]gh`c`Z`h`X]Y`X`ca`]b`Ub`hY`8`fc[Y"8Yf
I`a`[`Ub[`a`]h`U`_c`c`V`Y`nc[YbYb`DfcV`Ya`Yb`U`h`g]W`]a`@Ui`Z`Y`X`Y`f
X`f`X`i`b`X`Y`f`hY`[Yk`Ub`X`Y`h`i`b`X`k`]f`X]a`a`Y`f`bc`W`j`cb`ØVYf`c`hYb
H`Y`c`f]Yb`V`Y`Y]b`Z`i`g`gh"8]YgY`_i`h`i`fY`Yb`i`b`X`g`cn]U`Y`b

J YfÀbXYfi b[Yb`hfU[Yb`ni f`Gh][a Uh]g]Yfi b[`j cb`6YhfcZZYbYb`VY]"
 Gc`k]fX`]b`j]Y`Yb`8]g_i gg]cbYb`ØVYf`Gi W`hi bX`5V`Àb[][_Y]h`X]Y
]bX]j]Xi Y`Y`J YfUbhk cfhi b[`Yfj cf[Y`cVYbžk À`fYbX`[`Y]W`nY]h][
 XYf`Ni [Ub[`ni`k]f_gUa Yf`6Y`UbX`i b[`bUW`k]Y`j cf
 Y]b[YgW`fÀb`_h]`gh"

8 Yf`ÒZZYbh`]W`Y`8]g_i fg`ØVYf`5`_c`c`a]ggVfUi W`V`Y]Vh]j cb
 [fi bX`Y[YbXYb`A]ggj Yfgh`AbXb]ggYb`[YdfÀ[h`9]bY`Vi bXYgk Y]hY
 HUg_ZcfW`ni f`FYZcfa `XYg`J Yfgcf[i b[ggmghYa g`k]fX`Ya dZc`Ybž
 i a`X]Y`6Y`UbX`i b[`j cb`Gi W`h_fUb_Yb`ni `j YfVYggYfb`8]Y
 9bhghY`i b[`j cb`GY`Vgh`]ZY[fi ddYb`k]Y`XYb`5bcbma Yb
 5`_c`c`_]Yfb`i bX`X]Y`ni bY`a YbXY`5_nYdhUbn`j cb
 9bmi [ggma dhca Yb`]b`XYb`%-) \$Yf`Y`fYb`g]bX`GW`f]hY`]b`X]Y
 f]W`h][Y`F]W`hi b[ži a`XUg`6Yk i gghgY]b`ZØf`X]YgY`DfcV`Ya Uh]_ni
 gW`ÀfZYb"

8]YgY`h]YZ[fY]ZYbXYb`[YgY`gW`UZh`]W`Yb`<YfUi gZcfXYfi b[Yb`i bX
 X]Y`]bX]j]Xi Y`Y`b`GW`]W_gU`Y`j cb`6YhfcZZYbYb`k]Y`>bbm`9`j Yfg!
 9`VYfhn`U[Yb`nY][Ybžk]Y`k]W`h][`Yg`]ghž`gYbg]VY`a]h`XYa`H`Ya U
 i a ni [Y`Yb"

A Yf_i f`VYf]W`hYhž`XUgg`9`j Yfg!9`VYfhn`U[Yb`k À`fYbX`Y]bYf
 B8F!GYbXi b[`YfbYi h`]b`XYb`: c_i g`XYf`2 ZZYbh`]W`_Y]h[Yf]Yh`8Yf
 GybXYf`a i gghY`g]W`ZØf`XYb`i a [Ub[`a]h`XYf`G]hi Uh]cb
 j YfhY]X][Ybžk]Y`Ui W`X]Y`6Yf]W`hYfghUhh**i b[`j cb`: cW`g**
 VY`Y[h`i bhYfghØmYbXY`bZcfa Uh]cbYb`ni `XYb`_i`hi fY`Yb
 5gdY`hYb`j cb`5`_c`c`_]bXYb`g]W`]a`5fh]_Y`Ui Z**DA 7"**

8YhU]`g	
J cfZU`	5`_c`c`d`fcV`Ya
C fh	B8Fž8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Yf_i f"XY • k k k "ZcW`g"XY • da WbW]"b`a "b]\ "[cj

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