

?Àa dZY`i a`K`j`XYg\Ui gYb.`9]bV`]W_`]b
XUg`?f]Y[gW\Ucg`j`cb`%-()`°

5a`'-''5dfj`%-()`VY[UbbYb`YbhgW\Y]XYbXY`?Àa dZY`i a
K`j`XYg\Ui gYb`"6f]h]gW\Y`Hfi`ddYb`VYgYhnhYb`X]Y`GhUXh`Ua
%\$''5dfj`"

K`j`XYg\Ui gYb`ž`8Yi`hgW\`UbX`!`

5a`'-''5dfj`%-()`VY[UbbYb`X]Y`?Àa dZY`i a`K`j`XYg\Ui gYb`ž`U`g
X]Y`+"`Vf]h]gW\Y`DUbnYfX]j`]g]cb`a`]h`DUbnYfb`]b`X]Y`GhUXh`Y]bfc`hY`
6YfY]hg`Ua`Zc`[YbXYb`HU[`k`Uf`X]Y`GhUXh`VYgYhnh`"9]b`D`U`Uh`Ua
FUh\Ui`g`j`Yf`Øb`XYhY.`K`j`f`_ca`a`Yb`U`g`6Y`ZfY]Yf`XYg`XYi`hgW\Yb
J`c`_Yg`i`bX`b]W\h`U`g`i`bhYfXfØW_Yf`"8]YgY`9fY][`b]ggY`k`i`fXYb`j`cb
šØf[`?fUa`Yf`i`bX`?UfghYb`;`fUg\c`fb`ž`A`]h[`]YXYfb`XYg`6Øf[`Yf`!`i`bX
;`YgW\]W\hgj`YfY]bg`f6;`J`ž`Y]b[`Y\YbX`YfZc`fgW\hž`k`cVY]`g]Y`gck`c`\`
a`]h`NY]hni`[`Yb`gd`fUW\Yb`U`g`Ui`W\`Ui`Z`\]ghcf]gW\Y`8`c`_i`a`Yb`hY
ni`fØW_[`f]ZZYb`ž`XUfi`bhYf`XUg`?f]Y[`ghU[`YVi`W\`XYg`Vf]h]gW\Yb
C`ZZ]n]Yfg`<`Uffm`E`i`YYb`j`cb`XYb`)`h\`F`cmU`i`ž`b]g_]`]b[`8`fU[`ccb
;`i`UfXg`"

8]Y`+'`Vf]h]gW\Y`DUbnYfX]j`]g]cb`\`UhY`i`fgdfØb[`\]W\`XYb`?i`fg`bUW
6fYa`Yb`Y]b[`YgW\`U[`Yb`ž`YXcW\`gW\`k`Yb`_hYb`g]Y`bUW
K`j`XYg\Ui gYb`ž`i`a`Y]b`k`]W\h[`Yg`GhfU»`Yb`_fYi`nž`X]Y`5`hcbU!
?fYi`ni`b[`ž`ni`g]W\Yfb`"8Yi`hgW\Y`Hfi`ddYb`ž`X]Y`X]Y`GhUXh
j`YfhY]X][`hYb`ž`Yff]W\hYhYb`GdYffYb`Ub`XYf`<`UfdghY`XhYf`GhfU»`Y`i`bX
XYf`F`YW_i`a`Yf`GhfU»`Yž`X]Y`YXcW\`b]W\h`ØVYfk`UW\`h`k`UfYb`"
K`À`fYbX`XYf`?Àa dZY`k`i`fXY`K`j`XYg\Ui gYb`Ua`'-''5dfj`%-()
i`bhYf`5fh]`Yf]YZYi`Yf[`Ybca`a`Yb`ž`k`cVY]`X]Y`<`Ui`d]m]Y`Y`XYf
Vf]h]gW\Yb`5b[`f]ZZY`XYf`A`Uf`_hž`X]Y`Nk`]gW\Yb`VfØW_Yb`i`bX`X]Y
5`Yi`UbXYf_]fW\Y`k`UfYb`"

≠bhYbg]j Y ; YZYW hY i bX`K]XYfghUbX

5a`%\$`"5df]`_cbbhYb`X]Y`6f]hYb`X]Y`<i bhYVfØW_Y`]b
Nk]gWYbVfØW_Yb`bU\Yni`c\`bY`K]XYfghUbX`g]WYfbž`k`Å\`fYbX`Ua
%`"5df]`X]Y`%)`"DUbnYf[fYbUX]Yf!8]j]g]cb`i bhYf`; YbYfU`Yi hbUbh
9VYf\UfX`F`cXh`X]Y`6f]hYb`Ub[fY]ZYb`Y]Y»`"≠`Y]bYa`6Yf]W`h]c`b
C`Z]n]Yf`<Uffm`E`i`YYb`k`]fX`j`cb`Y]bYa`Y`Zh][Yb`; YZYW`h`VYf]W`hYhž
VY]`XYa`Vf]h]gWY`DUbnYf`i`bX`; U\`fnYi`[Y`nYfgh`Øfh`k`i`fXYb`"8]Y
6f]hYb`Yb`hXYW`hYb`ni`XYa`X]Y`6Ygh`ÅbXY`XYf`?`cfbVfYbbYfY]`Ub`XYf
K`]hhY`_]bXghfU»`Y"

5a`%`"5df]`%-`(`) `fØW`hY`X]Y`%)`"DUbnYf[fYbUX]Yf!8]j]g]cb`ØVYf
XYb`?`fUbXY`j`cfž`i`bX`Yg`_Ua`ni`k`Y]hYfYb`; YZYW`hYb`Ua
6U\`b\`cZ`6Y]X]YgYa`; YZYW`h`ØVYfbU\`a`Yb`gW`ch]gWY`Hfi`ddYb
Y]b`ni`Z`][Yg`?`ca`a`UbXc`i`bX`_cbbhYb`X]Y`XYi`hgWYb`5b[f]ZY
YfZc`[fY]W`UVk`Y\`fYb`"8]Y`Y`hnhYb`?`Ua`dZ`UbX`i`b[Yb`]b
K`]XYg\`Ui`gYb`ZUbXYb`Ua`%`"5df]`ghU`hž`VYj`cf`UV`XYa`%(`"5df]`
X]Y`gW`ch]gWYb`Hfi`ddYb`]b`F]W`hi`b[`8`Øh`]b[Yb`nc[Yb`"

8]YgY`\]ghcf]gWYb`9fY][b]ggY`k`i`fXYb`i`a`ZUggYbX`Xc`_i`a`Ybh]Yfhž
i`bhYf`UbXYfYa`Xi`fW`X]Y`F`YW`YfW`Yb`XYg`6Øf[Yf!`i`bX
; YgW`]W`hgj`YfY]bgž`X]Y`gck`c\`XYi`hgWY`U`g`Ui`W`Yb[`]gWY
; YgW`]W`hggW`fY]Vi`b[Yb`i`a`ZUggYb`"≠`hYfYgg]YfhYž`X]Y`ØVYf
9f]bbYfi`b[Yb`cXYf`≠Zcfa`Uh]cbYb`Ui`g`X]YgYf`NY]hj`YfZØ[Ybž
k`YfXYb`k`Y]hYf\]b[Ygi`W`hž`i`a`Y]b`j`c`gh`ÅbX][Yg`6]X`XYf
; YgW`Y\`b]ggY`]b`K`]XYg\`Ui`gYb`ni`Yf\`U`hYbž`k`]Y`Yg`]b`Y]bYf
F`YW`YfW`Y`j`cb`BK`Ncb`]bY`VYgW`f]YVYb`k`]fX"

8YhU]`g	
J`c`f`ZU`	?`f]Y[
C`f`h`	K`]XYg\`Ui`gYbž`8Yi`hgW`UbX`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k k k "_fY]gnY]hi`b["XY • k k k "bk`ncb`]bY"XY

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