

F Ud]X`j YfdZ]W hYh`F UXi `cj]W`9]b < c ZZbi b[ghfÀ[Yf`V]g`&\$&- °

G?`F Ud]X`j YfdZ]W hYh`C ZYbg]j gd]Y`Yf`5bXf]`U`F UXi `cj]WZYgh
j cb`Jc`†cX]bU`Bcj]`GUX`V]g`&\$&- "Dcg]hj Y`Gh]a a Yb`ni f
J YfdZ]W hi b["



< ØhhY`XcfZž`² ghYffY]W h`!`#`Y]bYa`gdUbbYbXYb`HfUbgZYfi dXUHy
ZØf`XYb`G?`F Ud]X`K]Yb`[]Vh`Yg`[i hY`B UW h f]W hYb`ZØf`X]Y` : Ubg.
5bXf]`U`F UXi `cj]WV`Y]Vh`ZYgh`VY]`XYb`< ØhhY`XcfZYfb`"8Yf
hU`Ybh]YfhY`C ZYbg]j gd]Y`Yf`k i fXY`bUW`gY]bYf`@Y]\Y`j cb
Jc`†cX]bU`Bcj]`GUX`bi b`YbX[Øh][`j YfdZ]W hYh`"8]Y`9]b][i b[
nk]gW`Yb`XYb`VY]XYb`7`i Vg`ØVYf`X]Y`5V`ÒgYa`cXU`]h`hYb`ghY`h
ZYgh`"8Ua`]h`k]fX`F UXi `cj]Mž`XYf`VYfY]hg`]b`XYf`F ØW`fi bXY`gY]bYg
YfghYb`9]bgUhnYg`\]Yfni`UbXY`gY]b`DchYbn]U`i bhYf`6Yk`Y]g`ghY`hYž
V]g`Gca`a Yf`&\$&-`HY]`XYf`F Ud]X!:`Ua`j]Y`gY]b"

8Yf`&&!`Ä`f][`Y`A`cbhYbY[`f]bYf`k`Uf`gY]h`i`YVfi`Uf`Ui`Z`@Y]\`VUg]g`]b
K]Yb`i`bX`VfUW`hY`VYfY]hg`Zf]gW`Yb`K]bX`]b`X]Y`C`ZYbg]j`Y`XYf
;`fØb!K`Y]»`Yb`"A`]h`XfY]`Hc`fYb`]b`%,`DZ]W`hgd]Y`Yb`h`U`h`Yf`g]W`b]W`h

bi f']b 'X]Y' < YfnYb 'XYf': Ubg [Ygd]Y'hž'gcbXYfb 'Ui W'X]Y
J YfUbk cfh]WXYb'ØVYfnYi [h''A Uf_i g'? UhnYfž'XYf'Gdcfh!
; YgWÀZhgzØ\ fYf'j cb 'F Ud]Xž'Ài » YfhY'g]W' d'cg]hj' ØVYf'F UXi 'cj]Wg
=bhY [fUh]cb ']bg 'HYUa 'i bX'XYggYb '9bhk]W_ 'i b [ga Ò [']W_ Y]hYb"
HfU]bYf'DYHYf'GhÒ [Yf'nY][h'g]W' YVYbZU`g'Yi d\cf]gW' ØVYf'X]Y
J YfdZ]W'hi b ['i bX'g]Y\h [fc» Yg'DchYbn]U`]b'XYa '† b [Yb'Gd]Y'Yf"
8 Yf' ? i f]Yf' VYf]W'hYh'XUni ž'XUgg'X]Y'5V`ÒgYgi a a Y'fi bX'%ž%
A]`]cbYb'9i fc'VYhfÀ [hž'Y]bY'Gi a a Yž'X]Y]b'XYb'YhnhYb'↵\fYb'ja
J Yf ['Y]W'ni ' [fc» Yb']bhYfbUh]cbU`Yb'HfUbgZYfg'Xi fW'Ui g'a cXYfUh
YfgW'Y]bh"

8 Yf' ? c b hYI h'XYf'HfUbgZYfgd]Y`nY]h

=a ' \Yi h][Yb': i » VU` [YgW'Y\Yb'g]bX'HfUbgZYfg'Yhk Ug' [Ubn
Bcfa U'Yg"l a 'XYb'Gd]Y'Yf_ UXYf'ni 'cdh]a]YfYb'i bX'X]Y
@Y]ghi b [gZÀ\][_Y]h'ni 'ghY][Yfbž' [Y\Yb'j]Y'Y'7'i Vg'bYi Y
J YfdZ]W'hi b [Yb'Y]b"8]Y'HfUbgZYfdYf]cXYž'X]Y'\U'V'À\ f']W'
ghUhz]bXYhž'Vf]b [h'ghYhg'Zf]gW'Yb'K]bX'Ui Z'X]Y'Gdcfhd`ÀhnY"
GhUh]ghU'ghY`h'_Ufž'XUgg'X]Y'5V`ÒgYgi a a Yb'ghUf'_j Uf]]YfYb"
A UbW'Y'bUa '\UZhYb'Gd]Y'Yf'k YW'gY'b'ZØf'XfY]ghY`][Y
A]`]cbYbVYhfÀ [Yž'k À\ fYbX'_Y]bYfY'HfUbgZYfg' ['Y]W'k c\
YbhgW'Y]XYbX'ZØf'XYb'gd'cfh]W'Yb'9fZc` ['gY]b'_ÒbbYb"9]b
6Y]gd]Y'. 'DUf]g'GU]bh; Yfa U]b' [f]ZZ'&\$%+'&&&'A]`]cbYb'9i fc'ZØf
BYma Uf'Ub': 7'6UfW'`cbU'Ui Z'`=a'; Y [YbgUhn'XUni '\Uh'F Ud]X'a]h
F UXi 'cj]WY]bYb'j]Y'j YfgdfYW'YbXYb'Gd]Y'Yf'ZØf'Y]bY
j Yf ['Y]W'gk Y]gY'a cXYfUhY'Gi a a Y'g]W'Yfb'_ÒbbYb"

=b'Y]bYf'NY]hž']b'XYf'7'i Vg'Ui g'XYf' [YgUa hYb': i » VU`k Y'h' [fc» Y
Gi a a Yb']b'Gd]Y'Yf']bj Ygh]YfYb' ' [YfUXY'X]Y'DfYa]Yf'@YU [i Y'\Uh
'Ui h'U_hi Y`Yb'6Yf]W'hYb']b'XYf'GU]gcb'&\$&(#&\$&) 'fi bX'&ž
A]`]UfXYb'9i fc'ZØf'HfUbgZYfg'Ui g [Y [YVYb' ']gh'F Ud]Xg' [YcfXbYhY
GhfUhY []Yž'g]W'† b [Y'HU'YbhY'k]Y'F UXi 'cj]Wni 'g]W'Yfbž'Y]b
NY]W'Yb'ZØf'j cfUi ggW'Ui YbXYg'A UbU [Ya Ybh"8]Y'6i bXYg' [Už'X]Y
ni 'XYb'VYghYb'@[Yb'9i fcdUg'nÀ\`hž'\Uhink Uf']b'XYf'GU]gcb
&\$&(#&\$&) 'Y]b'HfUbgZYfXYZ]n]hYfk]fhgW'UZhYhž'UVYf'a]h'XYf
f]W'h][Yb'Dc`h]_ _Ubb'F Ud]X'g]W'Yf'W'Ui Z'Y]bY'd'cg]hj Y
9bhk]W_ 'i b ['\cZYZb"

Ni gUa a Yb[YZUggh]gh'X]Y`ZYghY`J YfdZ]W\hi b[`j cb`5bXf]`U
 F UXi `cj]WY]b`k Y]hYfYf`GWf]hh]b`X]Y`f]W\h][Y`F]W\hi b[`ZØf`G?
 F Ud]X`K]Yb"A]h`Y]bYa `gc`]XYb`Gd]Y`Yf`]a `? UXYf`i bX`Y]bYf`_`UfYb
 J]g]cb`ZØf`X]Y`Ni _i bZh'nY][Yb`X]Y`<ØhhY`XcfZYfž`XUgg`g]Y
 Ua V]h]cb]Yfh`g]bX`i bX`VYfY]hž`]b`XYb`_ca a YbXYb`>J\fyb`k]YXYf
]a `?cbnYfh`XYf`; fc»Yb`a]hni gd]Y`Yb"8]Y`: Ubg`_ØbbYb`g]W\`Ui Z
 gdUbbYbXY`Gd]Y`Y`i bX`X]Y`9bhk]W`_i b[`]\fyg`bYi Yb
 @]YV`]b[ggd]Y`Yfg`ZfYi Yb"

8YhU]`g	
C fh	< ØhhY`XcfZž`2 ghYffY]W\
E i Y`Yb	<ul style="list-style-type: none"> • _i f]Yf"Uh • k k k "hfUbgZYfa Uf_h"XY • XY"ghUh]ghU"Wč a

6Ygi W\Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb"bYh