

F Yj c`i h]cb`]a` < YfnVYfY]W\ .`A`]b]a` U`Y`
9]b[f]ZZY`fYhhYb`@YVYb`]b`K`]Yb`°

⊕`K`]Yb`k`i`fXY`Yfgha`U`g`Y]b`_Uh\YhYfVUg]YfhYf`
A`]hfU`_`UddYbYfgUhn`ØVYf`X]Y`@Y]ghY`YfZc`[fY]W\`
Xi`fW\`[YZØ\fhž`k`Ug`ZØf`<`cW`f]g]_c!DUh]Ybh.]bbYb`Y]bY`
F Yj c`i h]cb`XUfghY`h`"



K`]Yb`ž`²` ghYffY]W\`!`⊕`K`]Yb`_Uh`X]Y`A`YX]n]b`Y]bYb`VYXYi`hYbXYb`
GW\]f]hh`bUW\`j`cfbY`[`Ya`UW\`h`5a`%,`" `†`b`]`&\$&)`ZØ\fhYb`X]Y`
A`YXI`b]`K`]Yb`i`bX`XUg`5?`<`K`]Yb`Yfgha`U`g`]b`²` ghYffY]W\`Y]bYb`
j`c`i`a`ZÄb[`]W\Yb`A`]hfU`_`UddYbYfgUhn`a`]b]a`U`]bj`Ugj`ØVYf`X]Y`
@Y]ghY`Xi`fW\`"8]YgYf`]bbcj`Uh]j`Y`9]b[f]ZZ[UV`nk`Y]DUh]Ybh.]bbYb`
a`]h`gW\`k`YfYf`A`]hfU`_`UddYb]bgi`ZZ]n]Ybnž`XUfi`bhYf`Y]bY`DYfgcb`a`]h`
Y]bYa`Ub[YVcfYbYb`<`YfnZY`\`Yf`i`bX`a`Y`fYfYb`J`cfcdYfUh]cbYbž`
X]Y`<`cZbi`b[`Ui`ZY]bY`bYi`Y`@YVYbgei`U`]hÄh`6Y`]XYf`V]g\Yf][`Yb`
a`YX]n]b]gW\Yb`@U[Y`_`cbbhYb`hfUX]h]cbY`Y`W\`fi`f[]gW\Y`9]b[f]ZZY`
b]W\`h`Xi`fW\`[YZØ\fh`k`YfXYb`"8]Y`bYi`Y`A`Yh\`cXY`VYXYi`hYh`Y]bYb`
A`Y`]YbghY]bž`]bgVYgcbXYfY`ZØf`<`cW`f]g]_c!DUh]Ybh.]bbYbž`ZØf`X]Y`
[`Äb[][Y`J`YfZU\`fYb`cZi`_Y]bY`@Øgi`b[`V]YhYb`"

A]h'XYf'fY]b'hfUbgZY'a cfU`Yb`Ni [Ub[ghY\k b]_`YfZc`[h'X]Y
6Y\UbX'i b[`]b`nk Y]'GWf]hhYb.`Ni bÅW gh'k]fX`Y]b` 8cW_]b[!
GmgHY'a `j YfUb`_Yfhž`Y\Y`X]Y`bYi Y`<Yfn`_UddY`ØVYf`Y]bYb
?Uh\YhYf`Y]b[YZØ\fh'k]fX""8]Yg`YfZcfXYfh`Y]b`h]YZYg`J YfghÅbXb]g
XYf`_UfX]U`Yb`5bUhca]Y`gck]Y`Y]bY`gcf[ZÅ`h][Y`a i`h]X]gn]d`]bÅfY
D`Ubi b[ž`X]Y`XUg`9b[U[Ya Ybhj`cb`?UfX]c`c[Ybž`<YfnW]fi f[Ybž
5bÅgh\Yg]ghYbž`FUX]c`c[Yb`i bX`DZY[Y`_fÅZhYb`i a ZUggh`i`bYf\U`V
k Yb][Yf`HU[Y`_ccbhYb`VY]XY`DUh]Ybh.]bbYb`]b`ghUV`]Yb`Ni ghUbX
Ybh`UggYb`k YfXYbž`k Ug`X]Y`gW`bY`Y`9f`c`i b[gd`UgY
i bhYfghfY]W`h""8]YgY`HYW`b]_`_ÖbbhY`g]W`_Ub[Zf]gh][`U`g`bYi Y
GhUbXUfXh\YfUd]Y`YhUV`]YfYbž`gcVU`X`U`_hi Y`Y`@Ub[nY]hXUhYb
UbU`mg]Yfh'k YfXYb"

9]bY`bYi Y`Y`fU`]b`XYf`<YfnW]fi f[]Y

8]Y`8i fW`ZØ\fi b[`XYg`A]hfU`_`UddYbYfgUhnYg`ØVYf`X]Y`@]ghY
VYXYi hYh`b]W`h`bi f`Y]bYb` : cfhgW`f]hh`ZØf`X]Y`K]YbYf`<Yfna`YX]n]bž
gcbXYfb`fY]\h]g]W`Ui W`]b`X]Y`a]b]a`U`]bj Ug]j Yb`J YfZU`fYb`Y]bž
X]Y`]b`XYb`Y`hnhYb`X\`fYb`Ub`6YXYi hi b[`[Yk`cbbYb`UVYb""K]Y
X]Y`?`]b]_`ZØf`<Yfn!`i bX`H\`cfUI W]fi f[]Y`]b`5i [gVi f[`VYf]W`hYhž
[Y`hYb`gc`W`Y`9]b[f]ZZY`U`g` ; c`XghUbXUfXž`]bgVYgcbXYfY`VY]
5cfhYb`_UddYbcdYfUh]cbYbž`k`c`J YfYb[i b[Yb`XYf`5cfhYb`_UddY
\Ai Z][`X]Y`i fgUW`Y`ZØf`X]Y`B`chk YbX][_Y]h`Y]bYg`9]b[f]Zg`g]b`X`
<]YfVY]`k]fX`X]Y`5cfhYb`_UddY`a]b]a`U`]bj Ug]j `YfgYhnhž`i a`X]Y
<Yfn!`i bX`@` b[YbZi`b_h]cb`k`Å\`fYbX`XYg`9]b[f]Zg`ni`i bhYfghØhnYb
i bX`XUVY]`XUg`F]g]_c`ni`a]b]a]YfYb"

8]Y`K U\`nk]gW`Yb`a`YW`Ub]gW`Yb`i bX`V]c`c[]gW`Yb
?`UddYbdfch\YgYb`]gh`Y]b`k]W`h][Yf`5gdY`_hž`XYf`]bX]j]Xi Y`
nk]gW`Yb`XYb`Y`fnh.]bbYb`i bX`XYb`DUh]Ybh.]bbYb`VYgdfcW`Yb`k]fX`
A YW`Ub]gW`Y`?`UddYb`YfZcfXYfb`Y]bY`YVYbg`Ub[Y`9]bbU`a`Y`j`cb
6`i`hj`YfXØbbYfbž`k`Å\`fYbX`V]c`c[]gW`Y`?`UddYbž`X]Y`Ui`g
h]Yf]gW`Ya` ; Yk`YVY`VYghY\Ybž`bi f`Y]bY`b]YXf][Y`8cg]Yfi b[`j`cb
5W`hm`gU`]W`n`g`Ai`fY`VYb`Öh][Yb`":`Øf`↑`b[Y`i`bX`gdcfh]W`_U`_hj`Y
DUh]Ybh.]bbYb`V]YhYh`X]Y`F`cgg]C`dYfUh]cbž`VY]`XYf`X]Y`Y][YbY
Di`a`cbU`_`UddY`j`Yfk`YbXYh`k]fXž`Y]bY`Ui`g[YnY]W`bYhY
5`hYfbUh]j`Y"

: c`[Yb`XYf`A]hfU`_`UddYb]bgi ZZ]n]Ybn

9]b`Åi Z[Yf`? fUb`_`Y]hgj Yf`Ui Z`VY]`A]hfU`_`UddYb]bgi ZZ]n]Ybn`g]bX
5hYa bchž`< YfngWk ÅWY`i bX`]b`XYf` : c`[Y`XUi Yf`UZhY
Cf[Ub`gWk ÅXYb`"8]Y`GWk YfY`X]YgYf`9f`_fUb`_i b[`nY][`hig]Wk`cZh`Yfgh
]b`gdÅhYfYb`GhUX]Ybž`k Yg`U`V`ZfØ`nY]h[Y`8]U[bc`gYb`i bX
]bbcj Uh]j Y`H`YfUd]YUb`gÅhY`k]Y`X]Y`bi b`]b`K]Yb`Xi fWk [YZØ`fhY
A Yh`cXY`j cb`nYbhfU`Yf`6YXYi hi b[`g]bX`" ð j]Y`Yb` : Å`Yb`YfZc`fXYfh
X]Y`6Y`U`bX`i b[`Ui Wk`Y]bYb`g]a i `hUbYb`9]b[f]ZZ`Ub`XYf
Hf]_i gd]XU`_`UddYž`X]Y`YVYbZU`g`j cb` : Y`Å`i Zhi b[Yb`VYhfc`ZYb`gY]b
_Ubb"

A]h`X]YgYf`VYa Yf`_Yb`gk YfhYb`9b`hk]W`_i b[`dc`g]h]cb]Yfh`g]Wk`K]Yb
U`g`Y]bYg`XYf`]bhYfbUh]cbU`Yb`NYbhfYbž`XUg`ØVYf`i a ZUggYbXY
9fZU`fi b[`]b`a]b]a U`]bj Ug]j Yb`_Uh`YhYfVUg]YfhYb`j YfZU`fYb
j YfZØ[h`"9g`]gh`ni`Yfk UfhYbž`XUgg`X]Y` : c`fhgWk`f]hhY`]b`XYb
_ca`a`YbXYb`]Y`fYb`b]Wk`h`bi`f`X]Y`@YVYbgei U`]hÅ`h`XYf
DUh]Yb`h.]bbYb`j YfVYggYfbž`gcbXYfb`Ui Wk`bYi Y`GhUbXUfXg`]b`XYf
< YfnWk`]fi`f[]Y`gYhYb`k YfXYb"

: Øf`k Y]hYfY` ðZcfa Uh]cbYb`ni`a]b]a U`]bj Ug]j Yb
?`UddYbcdYfUh]cbYb`i bX`XYb`j YfgWk]YXYbYb`5fhYb`j cb
?`UddYbdfch`YgYb`_ØbbYb` ðhYfYgg]YfhY`X]Y`GY]hYb`XYf`A YXI b]
K]Ybž`?`]b]_`ZØf`< Yfn!`i bX`H`c`f`U`I Wk`]fi`f[]Y`5i [gVi`f[`i bX`
< YfnWk`]fi`f[]Y`?`Ø`b`VYgi Wk`Yb"

8 YhU]`g	
C fh	K]Ybž`² ghYffY]Wk
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a YXi b]k]Yb"UWUh • k k k "i _!Ui [gVi f["XY • \YfnWk]fi f[]Y"i _!_cY`b"XY

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