

N]f_i g'? Ò`bYf']b'8Y[[YbXcfZ'[YghfUbXYh.
F YdUfUhi f_cghYb'gdfYb[Yb'6i X[Yh°

N]f_i g'? Uf`5`hcZZ'? Ò`bYf']b'8Y[[YbXcfZ'[YghfUbXYh.
@Ughk U[Yb'XYZY_hžZ]bUbn]Y`Y`B`ÒhY`i`bX`<cZZbi b[Yb`Ui Z
5i Zhf]hhY"



5W_Yf`c\ž'8Y[[YbXcfZž'8Yi hgWk`UbX`!`8Yf` 7]fW g'? Uf`5`hcZZ
? Ò`bYf` gcf[h'XYfnY]h'ZØf'[fc» Yg'5i ZgY\Yb']b'8Y[[YbXcfZ'5i Z
XYa` : Yghd`Uhn'5W_Yf`c\`Uh'X]Y`N]f_i gZJa`]Y`]\f`NY`h
Ui Z[YgWk`U[YbžXcWk`Y]bYg'ghY`h'ZYgh`8]Y`G]hi`Uh]cb`]gh
Ub[YgdUbbh"J Yf[Ub[YbYb` : fY]hU[`ZUbX`X]Y`DfYa`]YfY`ghUhhž`XcWk
XYf`N]f_i g`_ÖbbhY`VU`X`]b`XYf'?`Ya` a` Y`ghYW_Yb"9]b`@Ughk U[Yb
\Uh'a` Ugg]j` Yb`GWk`UXYb`[Ybca` a` Yb`i`bX`X]Y`FYdUfUhi`f_cghYb
_ÖbbhYb`g]Wk`Ui`ZV]g`ni`%) "\$\$\$'9i`fc`VY`Ui`ZYb" `C` \bY
Z`b_h]cb]YfYbXYb`@_k`]gh`Y]b`K`Y]hYfn]Y\Yb`XYg`N]f_i g`i`ba` Ò[`]Wk`ž
i`bX`X]Y`[Yd`UbhY`5VfY]gY`bUWk`D`Uh]b[`]gh`XUa`]hj`cfYfgh
\]bZ`Ä`][`8Yf`N]f_i gWk`YZž'? Uf`5`hcZZ'? Ò`bYfž`_Ubb`X]Y`Z]bUbn]Y`Yb
A`]hhY`ZØf`X]Y`FYdUfUhi`f`b]Wk`h`Ui`ZV]b[Ybž`k`Ug`]\b`]b`Y]bY
gWk`k`Yf][Y`@U[Y`Vf]b[h`6Ygc`bXYfg`V]hhYf`]ghž`XUgg`X]Y

6Ygi WXYfnU\`Yb`j]b`X]YgYa` 3\`f`ghUf`_`f0W`_`Ai` Z[` `g]bXž`k Ug`X]Y
G]hi Uh]cb`k`Y]hYf`j`YfgW`ÅfZh`

; YfUXY`Y]ba`U`%\$!%&`6Ygi WXYf`\UVYb`X]Y`J`cfghY`i`b[`Yb`Ua
`Y`hnhYb`K`cW`YbYbXY`VYgi W`h` `]b`Y]bYa` `NY`h`a`]h`0VYf`&` \$
D`Å`hnYb`"8]Y`YI`hfYa`Y`<`]hnY`_`0bbhY`Y]b`];`fi`bX`Z0f`X]Y`a`À`»`][`Y
F`YgcbUb`n`gY]bž`X]Y`Ub`gW`Y]bYbX`Ui`W`X]Y`[`YgUa`hY`N]f`_i`ggU]gcb
VYhf]Zh`"6YfY]hg`]b`X]YgYa` 3\`f`a`i`gghYb`nk`Y]`_`Y]bYfY`GW`ÅXYb
Z0f`]bg[`YgUa`h`Yhk`U`%)`\$\$`9i`fc`fYdUf]Yfh`k`YfXYbž`XcW`X`Yf
U`_hi`Y`Y`8YZ`_`h`0VYfghY][`h`X]Y`Z]bUb`n]Y`Yb`A`0[` `]W`_Y]hYb`X`Yf
N]f`_i`gZUa` `]Y`"

< cZZbi b[`Ui Z`I` b`hYfgh0hni b[

8]Y`:`Ua` `]Y`d`Ub`hž`Xi`fW`5i`Zh]hY` `]b`GW`i` `Ybž`?]bXYf[`ÅfhYbž
5`hYb`\Y]a`Yb`i`bX`VY]:`]fa`YbZYghYb`];`Y`X`ni`gUa`a`Y`bž`i`a`X]Y
b0h][`Y`F`YdUfUhi`f`XYg`@Ughk`U[`Ybg`ni`Z]bUb`n]YfYb`"K`]f`a`0W`hYb
b]W`h`VY`hY`bž`gcbXYfb`UfVY]hYb`ž`gc`X]Y`_`UfY`5bgU[`Y`j`cb
?`0`bYf`"8]Y`<`cZZbi`b[` `]Y[`h`Ui`ZXYf`?`i`Ub`n`XYf`GhUX`h`8Y[`[`YbXcfZ
i`bX`Y]bYf`gW`bY`Yb`Ni`gUa`a`YbghY`i`b[`XYf`A`]hY`Z0f`X]Y
`bghUbXgYhni`b[`XYg`K`U[`Ybg`"Ni`XYa` `[`]Vh`Yg`X]Y`A`0[` `]W`_Y]hž
gdYn]Y`Y`J`cfghY`i`b[`Yb`]a` `NY`h`Ui`ZXYf`5W`_Yf`c`\`ni`Yf`VYb`"
`b`hYfYgg]YfhY`g]bX`YXYfnY]h`k`]`_ca`a`Ybž`gY`Vgh`Ui`»`Yf`\U`V`XYf
fY[`i`ÅfYb`J`cfghY`i`b[`gnY]hYb`"8Yf`X]fY`_hY`?`cb`hU`_`_`Ub`b`0VYf`X]Y
HY`Y`Zcbbi`a`a`Yf`\$%*`#`+`+`-`+`-`,`\`Yf[`YghY`h`k`YfXYb`"

9]b`6`]W`_`Ui`Z`X]Y`N]f`_i`gk`Y`h

8]Y`<`YfUi`gZcfXYfi`b[`Ybž`j`cf`XYbYb`XYf`7]fW`g`?`Uf`5`hc`Z`?`0`bYf
ghY`\hž`g]bX`_Y]b`9]bnY`ZU`"8]Y`N]f`_i`g`_i`hi`f`\Uh]b`8Yi`hgW`UbX
Y]bY`Ub[`Y`HfUX]h]cbž`X]Y`YXcW`Xi`fW`\c\Y`Z]bUb`n]Y`Y`
5i`Zk`YbXi`b[`Yb`[`YZ`Å`\fXYh]gh`"8]Y`?`cb`_i`ffYbn`Xi`fW`UbXYfY
:`fY]nY]hUb[`YVchY`]gh`ghUf`_`[`Ygh]Y[`Ybž`i`bX`j`]Y`Y`VY`_`Ub`bhY
N]f`_i`ggYž`k`Y]6Ufi`a`cXYf`GUffUgUb]ž`\UVYb`]\fY`HcFY
[`YgW`cggYb`"<`U`hYb`k`]f`i`bg`j`cf`5i`[`Ybž`XUgg`X]Y`6`0hYnY]h`XYf
N]f`_i`ggY`V]g]bg`%-`"3\`f`i`bXYfh`ni`f0W`_fY]W`h`i`bX`Xi`fW
K`Y`h`_f]Y[`Y`gck`]Y`X]Y`9fZ]bXi`b[`XYg`:`YfbgY`Yb`g`ghUf`_`
VYY]bhf`ÅW`h][`h`k`i`fXY`"8]Y`,`VYf`YVYb`gghfUhY[`]Yb`XYf`a`cXYfbYb

N]f_i ggY`g]bX`j]Y`Z`h][ž`XcW`cZ`h]W`h[Ybi [ž`i a`X]Y`Z]bUbn]Y`Yb
 6Y`Ughi b[Yb`Ub[Z]gh][`ni`ghYa a Yb"Gc`VYf]W`hYh`VY]gd]Y`gk Y]gY
 _i`hi fbYk g"XY`ØVYf`]bbcj Uh]j Y`5bg`ÄhnYž`X]Y`N]f_i ggY`k]Y`XYb
 7]fW`g`F`cbW`j`]b`XYf`J`Yf[Ub[Yb`Y]h`Yb`hk]W`Y`h`UVYbž`i a`ØVYf
 K UggYf`ni`V`Y]VYb"

C`bY`Nk Y]ZY`]gh`XYf`7]fW`g`?`Uf`5`hc`Z`?`Ø`bYf`Y]b`HY`]`X]YgYf
 gW`ØhnYb`gk YfhYb`?`i`hi`fX]a`Ybg]cb"8]Y`:`Ua`j]Y`?`Ø`bYfž`X]Y`]b`XYf
 UW`hYb`; YbYfUh]cb`5fh]ghYb`g]bX`i`bX`Ui`g`j`]Yf`U`h]j`Yb
 ; YbYfUh]cbYb`VYghY`hž`c`Z`hž`XYf`HfUX]h]cb`XYg`N]f_i`g`Ui`Z
 fYUh]j`Y`K`Y]gY`hfYi`V`Y]VYb`ni``ØbbYb"CV`XYf`N]f_i`g`XYf`:`Ua`j]Y
 Ua`9bXY`XYf`Gca`a`YfdUi`gY`gY]bY`F`Y]gY`Zc`fhgY`hnYb`_`Ubbž`Äb[`h
 bi`b`j`cb`XYb`_`ca`a`YbXYb`HU[`Yb`UV"8]Y`N]f_i`g`ZJa`j]Y`UddY`]Yfh
 Ub`X]Y`; Ya`Y]bgW`UZh`j`]Y`Y]W`h]gh`bcW`b]W`h`U`Y`g`j`Yf`cfYb"

K]Y`k]fX`g]W`X]YgY`; YgW`W`hY`k`Y]hYfYb`hk]W`Y`b`3`6`Y]VYb`G]Y
 XfUb°

8YhU]`g	
C`fh	5W`Yf`c`ž`8Y[[YbXcfZž`8Yi`hgW`U`b`X
E`i`Y`Y`b	<ul style="list-style-type: none"> • k k k "dbd"XY • _i`hi`fbYk`g"XY

6Ygi W`Yb`G]Y`i`bg`Ui`Z.`bU[!VUmYfb"XY