

? fcbUW\ `ghUfhYh`C ZZYbg]j Y `[Y[Yb
DZY[YbchghUbX. `? ca dYhYbnW\ bhYf`&\$&* °

? fcbUW\ `ghUfhYh`&\$&* `Y]b `?ca dYhYbnW\ bhYf`DZY[Yž`i a `XYa
DZY[YbchghUbX`Ybh[Y[Ybni k]f_Yb`i bX`X]Y`fY[]cbU`Y
DZY[YVfUbW\Y`ni `gh`f_Yb"



? fcbUW\ ž`8 Yi hgW\ `UbX `!`#`NY]hYbž]b`XYbYb`X]Y
<YfUi gZcfXYfi b[Yb`]a `DZY[YVYfY]W\ `]a a Yf`Xf`Ab[YbXYf`k YfXYbž
\Uh`XYf`?fY]ghU[`? fcbUW\ `Y]bY`YbhgW\Y]XYbXY`A U» bU`a Y
VYgW\ `cggYbž`i a `XYa `DZY[YbchghUbX`Ybh[Y[Ybni k]f_Yb"
9]bgh]a a][`k i fXY`X]Y` ; fØbXi b[`Y]bYg`?ca dYhYbnW\ bhYfg`DZY[Y
VYgW\ `cggYbž`k Y`W\Yg`]a `!`f`&\$&* `]a `@UbXfUhgUa`h`gY]bY`DZcfhYb
ÖZbYb`gc`""8]YgYg`Dfc`Y`h`Uh`XUg`_`UfY`N]Y`ž`X]Y`DZY[YVfUbW\Y
]a `: fUb_Ybk U`X`ni `gh`f_Yb`i bX`g]Y`ni `i bZhgZ`A\][`ni `a UW\Yb""8]Y
@c_U`dc`]h[_`Yf_Ybbh`\]Yf]b`Y]bYb`k]W\h][Yb`GW\ f]h`]b`XYf
8 UgY]bgj cfgcf[Yž`XYf`XUg`DchYbn]U`U`Uhž`X]Y`Xf]b[YbX`b`Öh][Yb
J YfVYggYfi b[Yb`]b`XYf`DZY[Y`ni `Yfa`Ö[`]W\Yb""8]YgY`9bhk]W`i b[
k]fX`U`g`X]fY`_hY`F`YU`_h]cb`Ui`Z`XYb`VYfY]hg`ZYgh`YhUV`]YfhYb
DZY[YbchghUbX`VYhfUW\ hYhž`XYf`b]W\h`bi`f`]b`6UmYfbž`gc bXYfb`]b

[Ubn'8Yi hgWk`UbX`ni `Y]bYf`XYf` [f0» hYb`<YfUi gZcfXYfi b [Yb
i bgYfYf`NY]h` [Yk cfXYb`]gh" @Ui h`WUfY`ccd"]c`]gh`X]YgYf`B chghUbX
Xi fWk`a Y`fYfY` : U`hc fYb`VYX]b [hzi bhYf`UbXYfYa` Xi fWk`XYb
XYa` c [fUd`]gWk`Yb`K UbXY`z`XYf`ni `Y]bYf`ghY][YbXYb`NU`
dZY [YVYX0fZh][Yf`A YbgWk`Yb`Z0`fh"

8]Y`G]hi Uh]cb` [YghU`hYh`g]Wk`Zc` [YbXYfa` U» Yb.`6]g`ni a` `U`f`&\$` \$
k]fX`ghUh]gh]gWk`YXY`DZY [Y`fUZh`Y]bY`i bVYgYhnhY`GhY`Y`]b`XYf
DZY [Y`]bhYf`UggYb" `8Yf`DZY [Yb`chghUbX`VYgWk`fY]Vh`_cb`_fYh`XYb
J Yfgcf [i b [gYb [dUggz`XYf`Xi fWk`Y]bYb`Y`_UhUbhYb`A Ub [Y`Ub
DZY [Y`fAZhYb` [YdfA [h`]gh" `5`_hi` Y` []Vh`Yg`]b`8Yi hgWk`UbX`fi bX`%ž(
A]`]cbYb`DZY [Y`fAZhY`ž`k` A`fYbX`Yg`Yhk`U` `ž`+`A`]`]cbYb
DZY [YVYX0fZh][Y` []Vh` `XUg`Z0`fh`ni `Y]bYf`DYfgcbU`0W`Y`j` cb
Yhk`U`%&\$`"\$`\$ž`X]Y`_0bZh][`bi`f` [f0» Yf`k`YfXYb`_0bbhY" `Dfc [bcgYb
XYi`hYb`XUfUi`Z`]bž`XUgg`X]Y`NU`XYf`DZY [YVYX0fZh][Yb`V]g`&\$) \$
Ui`Z`-`ž`+`A`]`]cbYb`ghY][Yb`_0bbhY`ž`k` A`fYbX` [`Y]Wk`nY]h][`X]Y
BUWk`ZfU [Y`bUWk`DZY [Y`fAZhYb`XfY]a` U`gc`c`Wk`gY]b`k`]fX`k`]Y
`Yi`hY"

< YfUi gZcfXYfi b [Yb`i`bX`l`fgUWk`Yb

8]Y` ; f0bXY`Z0f`XYb`DZY [Yb`chghUbX`g]bX`j`]Y`Z`h`h][" `8Yf
5`hYfgXi`fWk`gWk`b]h`XYf`DZY [Y`fAZhY`]gh`U`Ufa`]YfYbX.`Bi`f`WU"`) &
Dfc`nYb`h`g]bX`i`bhYf`) `U`fY`U`h`Ni`XYa`g]bX`Yhk`U` (\$`Dfc`nYb`h`XYf
DZY [Y`fAZhY`VYfY]hg`) \$`U`fY`c`XYf`A`hYf" `<`c`Y`?`fUb`_Yb`gh`Ab`XY
i`bX`c`Z`i`bni`a`i`hVUfY`5`fVY]hgVYX]b [i`b [Yb`Z0`fYb`XUni`ž`XUgg
]a`a`Yf`a`Y`f`DZY [Y`fAZhY`UbXYfY`6`fUbWk`Yb`VYj`cfni [Yb" `8Ug
8`i`fWk`gWk`b]h`hg [Y`U`h`Z0f`5`hYbdZY [Yf`]Y [h`VY]`Yhk`U`&"`*`&%`9i`fc`ž
k`A`fYbX`Ui`g [YV]`XYhY`?`fUb`_Yb`dZY [Yf`WU"`) "%`\$`9i`fc`Vfi`h`c`]a
A`cb`Uh`j`YfX]YbYb" `8]YgY`F`Y`Uh]cbYb`a`UWk`Yb`X]Y`6Yfi`Zg [fi`ddY
k`Yb][`Uh`fU`_h]j`ž`]bgVYgcbXYfY`]a` `J`Yf [`Y]Wk`ni`UbXYfYb``c`Vgž`X]Y
k`Yb][Yf`Ub`gh`fYb [YbX`g]bX"

Ni`XYb`l`fgUWk`Yb`n`A`h`Ui`Wk`XYf`HfYbX`ni`f`ghUh]cb`A`fYb`DZY [Y`
<]Yf`ghY`h`ZUgh`YXY`DZY [Y`fUZh`Y]bYa`DZY [YVYX0fZh][Yb`ni`f
GY]hY`ž`k`A`fYbX`]b`XYf`Ua`Vi`UbhYb`DZY [Y`XUg`J`Yf`A`h`b]g`j`cb
%`&ž`\$`*`Y]bYb`U`_i`hYb`A`Ub [Y`Ub`J`YfX]Yb`gha`0 [`]Wk`_Y]hYb`XUfghY`h`
8Uf0VYf`]bUi`g`ghY`Yb`0VYf`%`) "\$`\$`\$`j`cb`%ž`+`A`]`]cbYb

dZY[YbXYb`5b[Y\Öf][Yb`_i fn`XUj cfž]\fY`HÄh][_Y]h`Ui Zni [YVYb`
 Y]b`k Y]hYfYf`5`Ufa fi Z`ZÖf`X]Y`DZY[YVfUbWXY"8]Y`G]hi Uh]cb`]gh
 b]W`h`bi f`c`_U`ž`gcbXYfb`Ui W`_]bhYfbUh]cbU`ni`VYcVUW`hYbž`gc
 ZY\`Yb`]b`XYb`B]YXYf`UbXYb`' + "\$\$\$`DZY[Y_f`Ä`Z`h`ž`k`Ä`fYbX`]b
 : fUb_fY]W`]gc[Uf`%)` "\$\$\$`GhY`Yb`i bVYgYmh`g]bX"

Ni`_i bZhgdYfgdY`_h]j Yb`i bX`@Ögi b[gUbgÄhnY

K Ug`U`gc`hi bži a`X]Y`B`ch`ni`_]bXYfb3`8]Y`5b`hk`cfh`XUfUi Z`Z]bXYh
 g]W`]b`j`YfgW`]YXYbYb`@Ögi b[gUbgÄhnYb"8]Y`J`YfVYggYfi b[`XYf
 6YgW`Ä`Z][i b[gW`UbW`b`i bX`XYf`K`cf`_!@ZY!6U`UbW`]ghY\Yb`Ub
 cVYfghYf`GhY`Y"8i fW`X]Y`i a`k`UbX`i b[`j`cb`HY]`nY]h`]b
 J`c`nY]hghY`Yb`_Ö`bb`hYb`5fVY]hgnY]hYb`j`Yf`Ä`b[Yfh`k`YfXYbž`i a`X]Yb
 DYfgcbU`VYXUfZYZZ`_h]j Yf`ni`X`Y`W`_Yb"Ni`XYa`a`ØggYb
 ðj`Ygh]h]cbYb`i bX`Ug`6]Xi b[ggmghYa`[Yh`Ä`h][h`k`YfXYbž`i a`X]Y
 5i`gV]Xi b[gnU`\Yb`ni`Yf\Ö\Yb"5i`W`X]Y`[Yn]Y`hY`Ni`k`UbXYfi b[
 j`cb`DZY[Y_f`Ä`Z`h`b`Ui`g`XYa`5i`g`UbX`_Ö`bb`hY`Y]bY`@Ögi b[`gY]b"

8]Y`; fØbXi b[`XYg`?`ca`dYhYbnW`bhYfg`DZY[Y`]b`?`fcbUW`k`]fX`U`g
 Y]b`G`W`f]h`h`i]b`X]Y`f]W`h][Y`F]W`h`i`b[`VYhfUW`hYhž`i a`Y]b`i`i`hYg
 <`Ä`bXW`Yb`ZÖf`X]Y`<`YfUi`gZcfXYfi b[Yb`]a`DZY[YVYfY]W`h`ni
 VYk`Y]gYb"9]b`ni`_i bZhgZÄ`][Yg`GmghYa`VYb`Ö`h][h`Yb[U[]YfhY
 5`_hYi`fYž`i a`X]Y`A`]gggh`Ä`bXY`bUW`\U`h][`ni`VYgY]h][Yb"8Ug
 [Yd`UbhY`?`ca`dYhYbnW`bhYf`gc``b]W`h`bi f`U`g`5b`Ui`ZghY`Y`ZÖf
 DZY[Y_f`Ä`Z`h`X]YbYbž`gcbXYfb`Ui`W`U`g`8fY\gW`Y]VY`ZÖf
 ðbcj`Uh]cbYb`i bX`X`Y`Ybž`X]Y`Xf]b[YbX`b`ch`k`YbX][`g]bXž`i a`X]Y
 6fUbW`Y`ni`fYj`]hU`]g]YfYb"

8YhU]`g	
Cfh	?fcbUW`ž`8Yi`hgW`\UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "bd!W`Vi`f["XY • WUfY`ccd"]c

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