

A YggYfUhhUW_Y`]b`6Yf`]bYf`GhfU»YbVU\ b.
C dZYf`gWk Yf`j Yf`Yhnh°

⌘`6Yf`]b!A]hhY`k i fXY`]b`Y]bYf`GhfU»YbVU\ b`Y]bY`DYfgc b
j Yf`Yhnh`HÀhYf`ZØWk h[ž Dc`nY]`Yfa]hhY`h`8YhU]`g`ni a `JcfZU`
`Yf"



? Uf`!@]YV_bYWk h!GhfU»Yž`%\$%+, `6Yf`]bž`8Yi hgWk`UbX`!`⌘
Y]bYf`YfgWkfYW_YbXYb`A YggYfUhhUW_Y`]b`Y]bYf`6Yf`]bYf`
GhfU»YbVU\ b`k i fXY`]b`XYf`BUWk hni a `%"`5df]`&\$&) `Y]b`A Ubb
gWk Yf`j Yf`Yhnh`8Yf`JcfZU`YfY][bYhY`g]Wk`[Y[Yb`&.`\$`I` \f`]b
Y]bYf`GhfU»YbVU\ b`XYf`@]b]Y`A &ž`U`g`XYf`HÀhYf`d`Øh`]Wk`ni ghUWk
i bX`UbWk`]Y»YbX`ZØWk hYhY`8]Y`j Yf`YhnhY`DYfgc bž`X]Y`V]g`Ub[
bcWk`b]Wk h`XYbh]Zn]Yfh`k YfXYb`_cbbhYž`Yf`]hhYb`Y]bY`Gh]Wk k i bXY
Ua`CVYfUfa`i bX`k Uf`V`i hØVYfgfhØa`h`8]Y`9fghj Yfgcf[i b[
ØVYfbU\ a Yb`Dc`nY]Y]bgUhn_fÀZhYž`X]Y`gWk bY`Ua`HUhcfh
Y]b[YhfcZYb`k UfYb`9]b`BchUfnhØVYfbU\ a`X]Y`6Y\UbX`i b[ži bX
XYf`A Ubb`k i fXY`i a [Y\YbX`]b`Y]b`?fUb_Yb\Ui g[YVfUWk hž`k c`Yf
g]Wk`]b`@VYbg[YZU\ f`VYZUbX`8]Y`Dc`nY]`Uh`X]Y`9fa`]hhi b[Yb
k Y[Yb`[YZÀ\ f`]Wk Yf`?ØfdYfj Yf`Yhni b[`Ui Z[Ybca`a Yb`i bX`X]Y

?f]a]bU`dc`]nY]`a]h`XYf`U\`bXi b[`bUW`XYa `H`hYf`VYUi ZhfU[h`

8]Y`[YbUi Yb`<]bhYf[fØbXY`XYf`HUh`g]bX`bcW`i b`_Uf``8Yf`H`hYf
gdfUb[`bUW`XYf`HUh`Ui Zi bX`j Yf`Y»`X]Y`6U\`bž`k`À\`fYb`X`X]Y
Dc`]nY]`f5VgW`b]hh`) &Ł`i bX`Y]bY`<`i bXYfhgW`UZh`j cf`C`fh`k UfYbž`i a
X]Y`@U[Y`ni ` _`ÀfYb``9g`]gh`ni `VYUW`hYbž`XUgg`6Yf`]b`]b`XYb`Y`hnhYb
`À\`fYb`Y]bYb`g][b]Z`_Ub`hYb`5bgh]Y[`j`cb`A`YggYfUb[f]ZZYb`Yf`YVh
`Uh``@Ui`h`Y]bYf`U`_hi`Y`Yb`GhU]gh]`_`XYg`@UbXYg`_f]a]bU`Ua`hg`f@?`5Ł
_ca`a`h`Yg`Xi`fW`gW`b]hh`)W`ni`a`Y\`f`U`g`bYi`b`A`YggYfUb[f]ZZYb`d`fc
HU[`]b`XYf`GhUXh``&\$&(`k`i`fXYb`]bg[YgUa`h`(`%&`A`YggYf!8Y`)_hY
fY[]ghf]Yfhž`a`Y\`f`U`g`X]Y`<`À`ZhY`X]YgYf`5b[f]ZZY`YfY][bYhY`g]W`Ui`Z
`ZZYbh]W`Ya`f`Ui`a`"

5bgh]Y[`XYf`A`YggYfUb[f]ZZY

8]Y`Ni`bU\`a`Y`j`cb`];`Yk`U`hhU`hYb`]gh`6Ygc`f[b]g`YffY[YbX``8]Y
GhU]gh]_Yb`nY][Ybž`XUgg`XYf`5b`hY`]`b]W`hXYi`hgW`Yf
HUh`j`YfX`ÀW`h][Yf`]b`XYb`Y`hnhYb``À\`fYb`[Ygh]Y[Yb`]gh`6Y]
↑[YbX`]W`Yb`HUh`j`YfX`ÀW`h][Yb`[UV`Yg`Y]bYb`5bgh]Y[`i`a` ``*
Dfc`nYb`hž`k`À\`fYb`X`X]Y`NU\``VY]`9fk`UW`gYbYb`i`a``&&`gh]Y[``a``À\`f
&\$&(`_Ua`Yg`]b`6Yf`]b`ni`]bg[YgUa`h`%-`HcXYgZ`Yb`Ui`Z[fi`bX`j`cb
A`YggYfUb[f]ZZYb``6YgcbXYfg`U`Ufa`]YfYbX`]gh`XYf`HfYbXž`XUgg`X]Y
;`Yk`U`h`]b`XYf`GhUXh`c`ZZYbVUf`ni`b]a`a`hž`k`À\`fYb`X`UbXYfY`5fhYb
j`cb`GhfUZhU`hYbž`k`]Y`f`Ui`VhU`hYbž`ni`fØW`_Y[Ub[Yb`g]bX``

8]YgY`bYi`YghYb`9b`hk`]W`_i`b[Yb`k`YfZYb`Y]bYb`GW`UhYb`Ui`Z`X]Y
G]W`Yf\Y]hg`U[Y`]b`6Yf`]bž`gdYn]Y``]a``<]bV`]W`_Ui`Z`X]Y`ZZYbh]W`Yb
JYf`_Y\fga`]hY`ž`X]Y`c`Zh`U`g`g]W`Yf[`Y`hYb``9g`V`Y]Vh`UVni`k`UfhYbž
k`]Y`X]Y`6Y\`ØfXYb`Ui`Z`XYb`U`_hi`Y`Yb`J`cfZU``fYU[]YfYb`k`YfXYb
i`bX`cV`ni`g`Àh`]W`Y`A`U»`bU\`a`Yb`YfZcfXYf`]W`g]bXž`i`a``X]Y
G]W`Yf\Y]h`XYf`DUggU[]YfY`]b`XYb`GhfU»`YbVU\`bYb`ni
[Yk`À\`f`Y]ghYb`"

†`Œ`66&(`Q`VYf]W`hYhž`XUgg`X]Y`9fa`]h`i`b[Yb`ni`XYb
<]bhYf[fØbXYb`XYf`HUh`bcW`_UbXUi`Yfb`i`bX`k`Y]hYfY`≠Zcfa`Uh]cbYb
ni`XYa`H`hYf`i`bX`XYb`i`a`gh`ÀbXYb`XYg`J`cfZU``g`Yf\c`Zh`k`YfXYb`"
8Yf`J`cfZU``Ua`5`Yi`UbXYfd`Uh`]gh`Y]b`k`Y]hYfYf`U`Ufa`]YfYbXYf
6Yk`Y]g`XUZØfž`XUgg`A`YggYfUb[f]ZZY`]b`XYf`<`Ui`d`hghUXh`Y]b

Yfbgłni bY\`a YbXYg`DfcV`Ya `XUfghY``Yb"

ł ŒYf`]bYf`?i f]YfŒ`\\YVh`ni XYa `\\Yfj cfž`XUgg`X]Y`Dc`]nY]`i bhYf
UbXYfYa `Ui W\`8fc\`i b[Yb`a]h`A YggYfb`U`g`A YggYfUb[f]ZZ
_`Ugg]Z]n]Yfh`i bX`X]Y`Ni bU\`a Y`gc`W\Yf`J cfZ\`Y`X]Y`6Y\ŒfXYb
ghUf_`VYgW\`ÀZh][h``8]Y`[YbYfU`]g]YfhY`; Yk U`hVYfY]hgW\UZh`]b`XYf
GhUXh`a i gg`Xf]b[YbX`UbU`mg]Yfh`i bX`UXfYgg]Yfh`k YfXYb"

8]Y`G]hi Uh]cb`fi bX`i a `X]Y`A YggYfUb[f]ZZY`]b`6Yf`]b`V`Y]Vh
Ub[YgdUbbh``5b[Yg]W\hg`XYf`\c\Yb`NU\`Yb`i bX`XYf
JYfi bg]W\Yfi b[`i bhYf`XYb`6Œf[Yfb`g]bX`XYfUfh][Y`5b[f]ZZY`b]W\h
bi f`Y]b`ŒZZYbh]W\Yg`G]W\Yf\Y]hgdfcV`Ya ž`gcbXYfb`fYZY_h]YfYb
Ui W\`h]YZfY`[YgY``gW\UZh`]W\Y`<YfUi gZcfXYfi b[Ybž`X]Y`Yg`ni
VYk `À`h][Yb`[]`h"

K Y]hYfY`ŒZcfa Uh]cbYb`ni f`H\Ya Uh_]`Z]bXYb`G]Y`]b`XYb
XYhU]``]YfhYb`6Yf]W\hYb`j cb`ł ŒYf`]bYf`nY]hi b[Œ`ž`X]Y`g]W\`]bhYbg]j
a]h`XYf`DfcV`Ya Uh_]`XYf`A YggYfUb[f]ZZY`]b`6Yf`]b
Ui gY]bUbXYfgYmYb"

8YhU]`g	
Cfh	?Uf`!@]YV_bYW\h!GhfU»Yž`%\$%+, `6Yf`]bž 8Yi hgW\`UbX
EiY``Yb	<ul style="list-style-type: none">• k k k "fVV&("XY• k k k "VYf`]bYf!_i f]Yf"XY• k k k "VYf`]bYf!nY]hi b["XY

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