

B Yi Yg`GhUXhhY]`nYb hfi a `]b`Fi Xck .`9]b
HfYZZdi b_h`ZØf`U`Y°

8Yf`6Yf`]bYf`GYbUh`YfØZbYh`Ua `&+`"> b]`&\$&) `XUg`bYi Y
GhUXhhY]`nYb hfi a `]b`Fi Xck `i bX`ghÅf`h`X]Y`gcn]U`Y
`bZfUghfi _hi f`ni f`b`hY[fUh]cb"



Fi Xck ž`6Yf`]bž`8Yi hgW`UbX`!`8Yf`6Yf`]bYf`GYbUh`d`Ubh]a
FU`a Yb`XYf`@Y[]g`Uhi fdYf]cXY`&\$&`!&\$&`*`X]Y`GW`UZZi b[`j`cb`%&
bYi Yb`GhUXhhY]`nYb hfi Yb`"8]YgY`b]h]Uh]j`Y`k`]fX`U`g`k`]W`h[]Yf`GW`f]h
Ub[YgY`Ybž`i a`X]Y`gcn]U`Y`bZfUghfi _hi f`]b`XYf`GhUXh`ni`ghÅf`_Yb
i bX`Y]bYb`VYggYfYb`Ni`gUa`a`Yb`U`h`XYf`;`Ya`Y]bgW`UZh`ni
ZØfXYfb`"8Ug`%&`"GhUXhhY]`nYb hfi a`k`]fX`Ua` `&+`"> b]`&\$&) `]b
Fi Xck`YfØZbYh`i bX`X]Yb`h`U`g`nYb hfi U`Yf`5b`Ui`Zdi b_h`gck`]Y
6Y[]Y[bi b[gcfh`ZØf`X]Y`6Yk`c`b`Yf`XYf`B`UW`V`Uf`g`W`U`Zh`n`
GhUUhggY`_fYhÅf`A`UI`@`UbXYf`c`k`]fX`X]Y`9fØZbi b[`VY]`Y]bYa
Gca`a`YfZYgh`i a`%*`i`l`f`VY[`Y]hYb`"8Yf`HfÅ[]Yf`XYg`bYi`Yb
NYb hfi a`gž`XUg`8]U`_cb]Yk`Yf`_G]a`Ycb`[;`a`V<`ž`U`h`VYfY]hg`Y]b][`Y
A`cb`UhY`5fVY]h]b`Fi Xck`[]Y`Y]ghYhž`i a`X]Y`6Yk`c`b`Yf`U`_h]j
Y]bni`VYn]Y`Yb`i bX`XYfYb`6YXØfZb]ggY`ni`Yf`_Yb`b`Yb`"

8]YgY`bYi Yb`GhUXhhY]`nYbhfYb`gc`Yb`_i`hi fgYbg]V`Yž
a Y`fgdfUW][Y`i bX`]b`_i`g] Y`5b[YVchY`VYfY]hghY`Ybž`i a`XYb
5bZcfXYfi b[Yb`Y]bYf`j`Y`Z`h[Yb`; YgY`gW UZh[YfYW`h`ni
k YfXYb" `b`gVYgcbXYfY`]b`Gcn]U`f`Ai a Yb`a`]h`c`Yb
l bhYfgh`hmi b[gVYXUfZYb`i bX`5fa`i h`U`h`XYf`5i`gVUi`X]YgYf
`b`Z`Ughfi`_hi`f`c`Y`Df]cf]h`h`k`j`Y`XYf`GYbUh`VYhcbh"8]Y
VYghY`YbXYb`" ,`GhUXhhY]`nYbhfYb`gc`Yb`ni XYa`Zcfh[YZ`f`hi`bX
a`]h`XYb`bYi`[Yd`UbhYb`9]bf]W`hi`b[Yb`_ca`dUh]VY`[Ya`UW`h
k YfXYb"

» V]`Ai a gZY]Yf`]b`GhY[`]hn

5a`&, "`» b]`&\$&) `k`]fX`XUg`GhUXhhY]`nYbhf`i a`GhY[`]hn`gY]b
`\$!`A`f][Yg`» V]`Ai a`a`]h`Y]bYa`:`Ygh]a`GW`cggdUf`_`@]W`hYfZY`XY
ZY]Yfb"8]YgYg`9fY][b]g`k`]fX`i bhYf`XYa`A`chc`?i bgh`UbXk`Yf`/
B`UW`VUfgW`UZh`Yf`VYb`ghY`Yb`i bX`i a`ZUggh`fY[`]cb`U`Y
?i bgh`UbXk`Yf`_ggh`AbXY`gck`]Y`Y]bY`HUbndYfZcfa`UbW`j`cb
» [YbX`]W`Yb"GYbUhc]b`7`UbgY`?`n]`hYdY`k`]fX`i a`%)`l`f`Y]b
;`fi`» k`cfh`U`hYb`i bX`X]Y`6YXYi`hi`b[`gc`W`Yf`9]bf]W`hi`b[Yb`Z`f
XYb`gcn]U`Yb`Ni`gUa`a`Yb`U`h]b`6Yf`]b`Yfj`cf`YVYb"

6YXYi hi b[`j`cb`»hY[fUh]cb`i bX`gcn]U`Ya Ni gUa a Yb`U`h

8]Y`:`O`fXYfi b[`j`cb`»hY[fUh]cb`i bX`gcn]U`Ya`Ni`gUa`a`Yb`U`h]gh
YbhgW`Y]XYbX`Z`f`X]Y`9bhk`]W`_i`b[``YVYbX][Yf`E`i`Ufh]YfY`i`bX
B`UW`VUfgW`UZhYb"8`Ug`6i`bXYga`]b]ghYf]i`a`Z`f`K`c`b`Ybž
GhUXhYbhk`]W`_i`b[`i`bX`6Ui`k`YgYb`VYhcbh`X]Y`B`chk`YbX][`_Y]h
[`YY][bYhYf`F`U`a`YbVYX]b[`i`b[Yb`Z`f`X]YgY`9bhk`]W`_i`b[Yb" `@`Ui`h
Y]bYf`Ghi`X]Y`YVhYb`]a``»`f`&\$&%]b`8Yi`hgW`UbX`&ž`A`]`]cbYb
A`YbgW`Yb`a`]h`A`][fUh]cbg`]bhYf[fi`bXž`k`Ug`&+ž`Dfc`nYbh`XYf
6Yj`O`_Yfi`b[`Yb`hgd]W`h`J`]Y`Y`X]YgYf`DYfgcbYb`g]bX`]b
gh`X`h]gW`Yb`;`YV]YhYbž`]bgVYgcbXYfY`]b`;`fc`»`gh`X`hYbž`Ubni`hfY`ZYb"

»a`F`U`a`Yb`XYf`Gh`X`hY`V`U`i`Z`f`X`Yfi`b[`i`bhYfgh`h`h`XYf`6i`bX
j`YfgW]YXYbY`A`U`»`b`U`a`Ybž`Y]bgW`Y]Y`»`]W``»`j`Ygh]h]cbYb`]b
6Y[Y[bi`b[gnYbhfYb`i bX`XUg`E`i`Ufh]Yf`ga`UbU[Ya`Yb`h`Dfc[fUa`a`Y

k]Y`XYf`#j Ygh]h]cbgdU`hi`Gcn]U`Y`#hY[fUh]cb`ja`E i Ufh]Yf`hfU[Yb
 ni f`GUb]Yfi b[`i bX`ni a`6Ui`gcn]U`Yf`#ZfUghfi`_hi f`VY]"J cb`&\$%+
 V]g`&\$&\$`ghY`hY`XYf`6i bX`A`f`]W`fi bX`&\$`A`j`]cbYb`9i fc`ni f
 J YfZ0[i b[ž`X]Y`]b`Yhk U`) \$`?ca a i bYb`]b`8Yi hgW`UbX`ni
 gd0fVUfYb`J YfVYggYfi b[Yb`Z0\fhYb"

K UW`ghi a`X i fW`A][fUh]cb

8]Y`Ni k UbXYfi b[`gY]h`&\$%)` \Uh`XUg`J Yfgh`AbXb]g`j cb
 GhUXhYbhk]W`_i b[`Yf\YV`]W`VYY]bZi`ggh"8]Y`bUh]cbU`Y
 GhUXhYbhk]W`_i b[gdc`h]_` \Uh`XUfUi`Z`fYU[]Yfhž`]bXYa`GhfUHY[]Yb
 Z0f`5b`_i bZhei Ufh]YfY`]b`XYb`Gh`XhYb`Ybhk]W`_Y`h`k i fXYb"N]Y`]gh
 Ygž`XYb`[YgY`gW`UZh]W`Yb`Ni gUa`a`Yb`U`h`ni`j`YfVYggYfb`i bX`X]Y
 Y][Ybgh`AbX][Y`#hY[fUh]cb`j`cb`Ni [Yk UbXYfhYb`ni`Z0fXYfb"8Yf
 Dfc`Y`_hUi`Zfi`Z` GhUXhYbhk]W`_i b[`i bX`A][fUh]cb` `k i fXY`VYfY]hg
 &\$%*`[YghUfhYh`i bX` \Uh`gY]h`Yf`nU`fY]W`Y`D`c`hd`fc`Y`_hY`]b]h]]Yfhž
 X]Y`i b`hYfgW`]YX`]W`Y`5gdY`_hY`XYf`gcn]U`Yb`#hY[fUh]cb`UVXYW`_Ybž
 k]Y`6`]Xi b[ž`K`c`b`fUi`a`j`Yfgcf[i b[`i bX`DUfh]n]dUh]cb"

8]Y`GW`UZI b[`Y]bYf`YZZ]n]Yb`hYbž`]b`hY[fUh]j`Yb`gcn]U`Yb
 #ZfUghfi`_hi f`]gh`Yb`hgW`Y]XYbX`Z0f`X]Y`9b`hk]W`_i b[`Y]bYg
 \Ufa`cb]gW`Yb`Ni gUa`a`Yb`YVYbg`]b`XYf`d`i`fU`Yb` ; YgY`gW`UZh
 6Yf`]bg"8]Y`A`U`b`U`a`Yb`XYg`GYbUhgž`ni`gUa`a`Yb`a`]h`XYb
 l`b`hYfgh0hni b[gdfc[fUa`a`Yb`XYg`6i bXYgž`n]Y`Yb`XUfUi`Z`UVž`Y]b
 `YVYbX][Yg`i bX`_c` \ÁfYb`hYg`A`]hY]bUbXYf`ni`Z0fXYfb"

8YhU]`g	
Cfh	Fi Xck ž`6Yf`]bž`8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "VYf`]b"XY • k k k "Va`k`gV"Vi`bX"XY • k k k "bUh]cbU`Y! ghUXhYbhk]W`_i b[gdc`h]_`XY

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