

GhY [`]hn!NY\`YbXcfZ. `K]fhgW\ UZh`Vcca h XUb_`]bbcj Uh]j Yf`Dfc ^Y_hY°

9bhXYW_Yb`G]Y`X]Y`k]fhgW\ UZh]W\Y`J]Y`ZU`h]j cb`GhY [`]hn!
NY\`YbXcfZ`ghUf_Y`K]fhgW\ UZhghUbxcfhYž`÷]j Ygh]h]cbYb`i bX
]bbcj Uh]j Y`Dfc ^Y_hY"



GhY [`]hn!NY\`YbXcfZž`8Yi hgW\`UbX`!`6Yn]f_gVØf[Yfa Y]ghYf]b
A UfYb`GWY`YbVYf[`Uh`Ua` ("5dfj`&\$&) `X]Y`k]fhgW\ UZh]W\Y
J]Y`ZU`h]j cb`GhY [`]hn!NY\`YbXcfZ`\Yfj cf[Y\cVYb`G]Y`VYnY]W\byhY
XYb`6Yn]f_`U`g`Y]bYb`ghUf_Yb`K]fhgW\ UZhghUbxcfhž`XYf`Y]b
\Ufa cb]gW\Yg`Ni gUa a Ybgd]Y`Ui g`hfUX]h]cbY`Yb`6Yhf]YVYbž
]bbcj Uh]j Yb`i bhYfbY\`a Yb`i bX`gcn]U`Yb`Dfc ^Y_hYb`V]YhYh`8Yf
5i ghUi gW`nk]gW\Yb`XYf`J Yfk U`hi b[`i bX`XYb`i bhYfbY\`a Yfb`k]fX
U`g`nYbhfU`ZØf`X]Y`ni _ØbZh][Y`9bhk]W`i b[`XYg`GhUbxcfhg`VYhcbh`
8]Yg`[Y\`hiUi g`Y]bYf`DfYggYa]hY]i b[`XYf`6Yn]f_gj Yfk U`hi b[
\Yfj cf`**VYf`]b"XY"**

: fUbn]g_U` ;]ZZYmž`X]Y`GYbUhc]b`ZØf`K]fhgW\ UZhž`9bYf[]Y`i bX
6Yhf]YVYž`hfUh]b`X]YgYf`?cbhYi hi`U`g`Gh]a a Y`ZØf`÷]j Ygh]h]cbYb`Y]b"

⊖`XYb`YhnhYb`nY\`b`⊘\fYb`k`i`fXYb`ØVYf`%\$\$`A`j`]cbYb`9i`fc`Ui`g`
A`]hhY`b`XYf`;`Ya`Y`]bgW\UZhgi`Z`[`UVY`ni`f`J`YfVYggYfi`b`[`XYf`
fY`[`]cbU`Yb`K`]fhgW\UZhghfi`_hi`f`fi`FK`Ł`]b`X`Y`
K`]fhgW\UZhgi`b`ZfUghfi`_hi`f`XYg`6Yn]f_g`]bj`Ygh]Yfh`8`]YgY`A`]hhY`
ZcggYb`]b`j`YfgW\YXYbY`A`U`bU\`a`Ybž`ni`XYbYb`hci`f]gh]gW\Y`
Dfc`Y`_hY`i`bX`⊖bcj`Uh]cbgnYbhfYb`n`À`Yb`";`]ZZYm\YVh`X]Y`J`]Y`ZU`h`
XYf`6fUbW\Yb`i`bX`Ghfi`_hi`fYb`U`g`Yb`hgW\Y]XYbXY`Gh`À`f`_Y`XYf`
K`]fhgW\UZh`]b`GhY`[`]hm!NY\`YbXcfZ`i`bX`6Yf`]b`\Yfj`cf`"

K`]fhgW\UZh`]W\Y`Gh`À`f`_Yb`i`bX`<`][`\`][`\hg`

GhY`[`]hm!NY\`YbXcfZ`_Ubb`Yhk`U`"``%\$`"``(`)`\$`9]bk`c`\bYf`j`YfnY]W\YbYb`
i`bX`k`Y]gh`Y]b`\c\Yg`6]Xi`b`[`gb]j`YUi`gck`]Y`X]Y`\ØW\ghY`?`Ui`Z`_fUZh`
]b`6Yf`]b`Ui`Z`i`Ugh`X]Y`<`À`ZhY`XYf`:`À`W\Y`XYg`6Yn]f_g`VYghY\`h`Ui`g`
K`U`X`i`bX`K`UggYfž`k`Ug`XYb`GhU`bXcfh`U`g`K`c`\b`i`bX`
@YVYbgei`U`]h`À`h`VYgcbXYfg`UhhfU`_hj`i`a`UW\h`8]Y`K`]fhgW\UZhgi`i`bX`
@YVYbg`UbXgW\UZh`nY][`h`g]W\`Xi`fW\`Y]bY`Yb`[`Y`Ni`gUa`a`YbUfVY]h`
nk`]gW\Yb`ØVYf`)`\$`⊖gh]hi`hYb`i`bX`?`]b`_Yb`]a`6YfY]W\`
@YVYbgk`]ggYbgW\UZhYbž`gck`]Y`ØVYf`(`)`\$`i`bhYfbY\`a`Ybž`X]Y`]b`XYb`
:`Y`XYfb`A`YX]n]bhYW\`b`_ž`D\Ufa`Un]Y`i`bX`6]chYW\bc`c`[`]Y`U`_hj`
g]bX`"Ni`XYa`g]bX`a`]h`XYf`:`fY]Yb`i`b]j`Yfg]h`À`h`6Yf`]bž`Y]bYf`XYf`Y`Z`
XYi`hgW\Yb`9i`nY`Ybni`b]j`Yfg]h`À`h`Ybž`VYXYi`hYbXY`
:`c`fgW\i`b`[`gY]b]f]W\hi`b`[`Yb`]a`6Yn]f`_Ubg`À`gg][`

Vi`g]bYgg`c`WWh]cb`W`b`hYf`"XY`"

8]Y`Gh`À`f`_i`b`[`XYf`K`]fhgW\UZh`g`_fUZh`k`]fX`ni`XYa`Xi`fW\`
gdYn]U`]g]YfhY`9]b]f]W\hi`b`[`Yb`k`]Y`XUg`[`Yd`UbhY`GhUfhi`d`i`bX`
HYW\bc`c`[`]YnYbhfi`a`i`:`I`6`⇒`ž`XUg`g]W\`Ui`Z`Y]bYf`:`À`W\Y`j`cb`)`"\$`\$\$`\$`
a`‡]b`XYf`B`À`Y`XYg`8U\`Ya`!7Ua`di`g`Yb`hk`]W`_Y`b`gc`ž`i`bhYfgh`Ø`hnh`
GY]h`&\$%&`]gh`XUg`f`Y`[`]cbU`a`UbU`[`Ya`Ybh`G`Ø`X`k`Ygh`U`_hj`ž`XUg`g]W\`
Ui`Z`GhU`bXcfha`Uf`_Yh]b`[`i`bX`X]Y`:`Ø`fXYfi`b`[`j`cb`⊖bcj`Uh]cbYb`
_cbnYbhf]Yfh`5i`W\`Y]b`fY`[`]cbU`Yf`⊖_i`VUhc`fž`XYf`gY]h`A`U`]`&\$`&&`]a`
9]bgUhm`]ghž`Z`Ø`fXYfh`X]Y`J`Yfa`Uf`_hi`b`[`i`bX`k`Y]hYfY`9b`hk`]W`_i`b`[`Yb`
]a`6Yn]f`_`"

9b`[`U`[`]Yf`hY`GhU`bXcfh`[`Ya`Y]bgW\UZhYb`

⊖`GhY`[`]hm!NY\`YbXcfZ`hfY`ZZYb`g]W\`Yb`[`U`[`]Yf`hY`

GhUbXcfh[Ya Y]bgWUZhYbžk]Y`VY]gd]Y`gk Y]gY`Ub`XYf`C b_Y`!Hca !
 @UXYbghfU» Y" <]Yf`g]bX`]b`i g]j Y`6Yhf]YVY`k]Y`X]Y
 @VYVbgK Yf_ ; Ya Y]bgWUZh i bX`]bbcj Uh]j Y` : Ua `]]Ybi bhYfbY\ a Yb
 k]Y`k \ `A ØbndfØZYf`U_h]j " `8]YgY`J]Y`ZU`h`Ub`k]fhgWUZh]WYb
 5_hYi f]]bbYb`hfÅ[h`ni f`d cg]h]j Yb`9bhk]W`i b[`i bX`ni a
 XmbUa]gWYb`K UW`ghi a `XYf`FY[]cb`VY]" `8]Y`ϕZfUghfi _hi f`k]fX
 Xi fW`fY[Y`a Å»][Y`ϕZcfa Uh]cbgUb[YVchY`Xi fW`XUg`K]fhgWUZhg!
 i bX` : ØfXYfi b[gVØfc`XYg`6Yn]f_g`i bhYfghØhnhž`i a `U`hi Y`Y
 BUW`f]W`hYb`i bX` : ØfXYfa Ø[`]W`_Y]hYb`VYfY]hghY`Yb`ni ` _ØbbYb`
 VYf`]b"XY"

Ni gUa a YbZUggYbX` `Äggh`g]W`Zygh\U`hYbž`XUgg`GhY[`]hn!NY`\`YbXcfZ
 b]W`h`bi f`U`g` [fØbYf`6Yn]f_ `VY`Ubbh]ghž`gcbXYfb`Ui W`U`g`Y]b
 Cfh`a]h`Y]bYf`YVYbX][Yb`i bX`j]Y`ZÅ`h][Yb`K]fhgWUZhž`X]Y`ghYh][
 Ub`6YXYi hi b[`i bX`K UW`ghi a `[Yk]bbh`Ni _ØbZh][Y
 9bhk]W`i b[Yb`k YfXYb`k Y]hYf\]b`a]h`9b[U[Ya Ybhi bX`XYf`Yb[Yb
 Ni gUa a YbUfVY]h`U`Yf`6YhY`][hYb`j cfUb[Yhf]YVYb`"

8YhU]`g	
Cfh	GhY[`]hn!NY`\`YbXcfZž`8Yi hgW`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "VYf`]b"XY • k k k "Vi`g]bYgg`cWUh]cbW`bhYf"XY • k k k "VYf`]b"XY

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