

J Yf[YggYbY`6Yf`]bYf`HU`YbhY. ? Uff]YfYk Y[Y`j` c b` < Yfh\ U!GhUfg`]a F ØW_V`]W_

9bhXYW_Yb`G]Y`X]Y`9bhk]W_`i b[`j` Yf[YggYbYf`6Yf`]bYf`
: i » VU``hU`YbhY`i bX`X]Y`B`Yi Ui gf]W\hi b[`j` c b` < Yfh\ U`6G7`]b
XYf`HU`YbhZÖfXYfi b["



6Yf`]bž`8Yi hgW\`UbX`!`<Yfh\ U`6G7`žXYf`hfUX]h]cbgfY]W\Y
: i » VU``j`YfY]b`Ui g`6Yf`]bž`\Uh]`cf`_i`fnYa``XYb`J`YfhfU[`a`]h
A`Ua`i`nU\`@`a`j`Yf`Äb[`Yfhž`XYf`bi`b`U`g`XYf`Øb[`ghY`Gd]Y`Yf`]b`XYf`
J`YfY]bg[`YgW\]W\hY`[`]h`8]YgY`9bhgW\Y]Xi`b[`nY][`h`XYb`_`UfYb`
: c`_i`g`XYg`J`YfY]bg`Ui`Z`X]Y`: ÖfXYfi`b[`†`b[`Yf`HU`YbhY``8`c`W\`
k`Ä`fYbX`g]W\`<Yfh\ U`Ui`Z`X]Y`;`Y[`Ybk`Ufh`_`cbnYbhf]Yfhž`c`b`h`g]W\`
Y]b`F`ØW_V`]W_`Ui`Z`Y]b][`Y`XYf`j`Yf[`YggYbYb`6Yf`]bYf`†`[`YbXhU`YbhY`
i`bX`XYfYb`K`YfXY[`Äb[`Y"

I`bhYf`XYb`VY`_`UbbhYghYb`B`Ua`Yb`g]bX`9`]Ug`5Vci`W\UVU`_`Už`8`Ua`]f`
6Y`_h]W\`@`Y`UbXYf`G]Ya`Ubbž`5bh\`cbm`Gm\`fY`i`bX`;`YX]cb`NY`U`Ya`"

8]YgY`Gd]Y`Yf`\UhhYb`Y]bghj`]Y`j`YfgdfYWX`YbXY`?Uff]YfYb`j`cf`g]WŁ`ž`
XcWŁ`b]WŁ`h`U`Y`_`cbbhYb`]\fY`HU`YbhY`Ub[`Zf]gh][`]a`DfcZ]VYfY]WŁ`
YbhZU`hYb`"Gc`k`YWŁ`gY`hY`XYf`&\$\$`[`YVcfYbY`5Vci`WŁ`UVU`U`j`cb`
<Yfh\U`6G7`ni`F`6`@Y]dn][`ž`k`c`Yf`]b`XYf`6!`ž`[`YbX`ghUf`_Y`
@Y]ghi`b[`Yb`nY][`hY`ž`YXcWŁ`Ui`Z`gY]bYa`k`Y]hYfYb`K`Y[`]b`XYb`DfcZ`
:i`»`VU``]a`a`Yf`k`]YXYf`a`]h`<`YfUi`gZcfXYfi`b[`Yb`_`cbZfcbh]Yfh`k`i`fXY`
i`bX`gWŁ`]Y`»`]WŁ`gY]bY`?Uff]YfY`Ui`Z[`UV``6Y`_h]WŁ`[`YVcfYb`%-`-`+`ž`
ZY]YfhY`9fZc`[`Y`a`]h`XYf`<`Yfh\U`ž`VYj`cf`]b`J`Yf`Yhni`b[`Yb`ni`a`
?Uff]YfYbXY`VYk`Y[`hYb`"Y`b`]WŁ`Yf[`]b[`]Yg`Gm`fYž`NY`U`Ya`i`bX`
G]Ya`Ubbž`XYfYb`K`YfXY[`Àb[`Y`j`cb`J`YfY]bgk`YWŁ`gY`b`i`bX`
gWŁ`]Y`»`]WŁ`J`YfY]bg`cg][`_Y]h[`YdfÀ[`h`g]bX"

HU`YbhY`VY]`<`Yfh\U`6G7`

5_hi`Y``ghY`\h`<`Yfh\U`6G7`YXcWŁ`Z0f`Y]b`bYi`Yg`?Ud]hY``]b`XYf`
HU`YbhZ0fXYfi`b[``6Yb`Ua`]b`K`YVYfž`XYf`@Y]hYf`XYf`BUWŁ`k`i`WŁ`g!`
5_UXYa`]Yž`\YVh`\Yfj`cfž`XUgg`X]Y`5bnU`\`Ub`HU`YbhYb`Ui`g`XYf`
Y][`YbYb`ž`[`YbX`]b`XYf`6i`bXYg`][`U`Yhk`U`gc`\cWŁ`]gh`k`]Y`b]Y`ni`j`cf`
Gd]Y`Yf`k`]Y`5fbY`A`U]Yfž`A`Ui`]a`]Ub`A`]hY`gh`ÀX`h`i`bX`æ`fXUb`
Hcfi`bUf][`\U`nY][`Ybž`XUgg`<`Yfh\U`6G7`VYfY]h`]ghž`↑`b[`Yb`HU`YbhYb`
X]Y`7`UbWŁ`Ui`ZY]bY`dfcZYgg]cbY`Y`?Uff]YfY`ni`i`[`YVYb`"

9]b`nYbhfU`Yg`?cbnYdh`XYf`5_UXYa`]Y`]gh`X]Y`8`i`fWŁ`Àgg][`_Y]h`
nk`]gWŁ`Yb`XYf`ž`[`YbX!`i`bX`XYf`DfcZ]a`UbbgWŁ`UZh`8`]YgY`Ghfi`_hi`f`
Yfa`Ò[`]WŁ`h`Ygž`XUgg`HU`YbhY`bU`h`cg]b`X]Y`YfghY`A`UbbgWŁ`UZh`
]bhY[`f]Yfh`k`YfXYb`_0bbYb`"DU`8`UfXU]ž`XYf`7`\YZh`fU]bYfž`j`YfZ0[`h`
ØVYf`i`a`ZUggYbXY`9fZU`fi`b[`]a`]h`ž`[`YbXa`UbbgWŁ`UZhYb`i`bX`
UfVY]hYh`Yb[`]a`]h`i`&`!HfU]bYf`5bhY`7cj`]Wni`gUa`a`Ybž`i`a`X]Y`
9]bg`ÀhmY`XYf`HU`YbhY`ni`_ccfX]b]YfYb`8`]YgY`Yb[`Y`
Ni`gUa`a`YbUfVY]h`]gh`Y]b`YbhgWŁ`Y]XYbXYf`:`U`_hcf`Z0f`XYb`9fZc`[`
XYg`J`YfY]bg]a`6YfY]WŁ`HU`YbhZ0fXYfi`b[``"

9]bn][`Ufh][`Yf`:`0fXYfUb`gUhn`

8]Y`<`Yfh\U`6G7`5_UXYa`]Y`j`YfZc`[`h`Ui`WŁ`Y]b`d`ÀXU[`c[`]gWŁ`Yg`
?cbnYdhž`XUg`HU`YbhY`i`bX`XYfYb`:`Ua`]Y]Yb`ØVYf`X]Y`
<`YfUi`gZcfXYfi`b[`Yb`]a`DfcZ]ž`»`VU``Ui`Z`Àfh`Ni`XYa`i`[`]Vh`Yg`Y]bY`
Yb[`Y`J`Yf`_b0dZ]b[`]nk`]gWŁ`Yb`gWŁ`i`]gWŁ`Yf`i`bX`gdcfh]WŁ`Yf`

5i gV]Xi b[ž]bgVYgcbXYfY`Xi fW`?ccdYfUh]cbYb`a]h`XYf
GdcfhgW`i`Y`ja`C`ma`d]UdUf_`"<]Yf`k`YfXYb`HU`YbhY`b]W`h`bi`f
Z`»VU`Yf]gW`[`YZ`fXYfhž`gcbXYfb`bY`a`Yb`Ui`W`Ub`K`cf_g`cdg`ni`f
DYfg`Ob`]W`_Y]hgYbhk`]W`_i`b[`hY`]"

8]YgY`<YfUb[`Y`Ybgk`Y]gY`]gh`HY`Y`bYg`ØVYf[`YcfXbYhYb`GmghYa`gž
XUg`j`cb`XYf`8Yi`hgW`Yb`i`»VU`Vi`bX`fB`6Ł`]bg`@YVYb`[`Yfi`ZYb
k`i`fXY`"GY]h`&\$\$&[`]Vh`Yg`XUg`8`6!HU`YbhZ`fXYfdfc[`fUa`a`ž`XUg
XUfUi`Z`UVn]Y`hž`X]Y`š`[`YbXUfVY]h`Ub`XYf`J`YfY]bgVUg]g`a`]h
5i gV]Xi b[`gnYbhYb`i`bX`9`]hYgW`i`Yb`ni`j`YfV]bXYb`"Fi`bX`i`)`\$
Gh`Øhndi`b`hY`]b`8Yi`hgW`UbX`g]bX`HY`]X]YgYg`Dfc[`fUa`a`gž`XUg
hU`Ybh]YfhY`Gd]Y`Yf`UV`Y]bYa`5`hYf`j`cb`Y`Z`š`fYb`i`bhYfgh`Øhnhž
ni`g`Åm`]W`ni`a`fY[`i`ÅfYb`HfU]b]b[`k`Y]hYfY`9]b`Y]hYb
k`U`fni`bY`a`Ybž`i`a`]`fY`:`Å`][`_Y]hYb`ni`Ybhk`]W`_Y`b
fXZV!hU`YbhY`"XYŁ"

9]b`k`UW`gYbXYf`Dcc`Ub`HU`YbhYb`i`bX`Y]b`Xi`fW`XUW`hYg
:`ØfXYf`_cbnYdh`_ØbbhYb`VYXYi`hYbž`XUgg`X]Y`Ni`_i`bZ`ij`cb`<Yfh`U
6G7`i`bX`XYg`6Yf`]bYf`i`»VU`g`fcg][`Yf`]gh`U`g`Y`ni`j`cf`8]Y
<YfUi`gZcfXYfi`b[`Ybž`X]Y`†`b[`Y`Gd]Y`Yf`ni`VYk`Å`h][`Yb`UVYbž
]bgVYgcbXYfY`X]Y`c`Yb`i`Y`Å`hYf`]a`B`UW`k`i`W`gVYfY]W`ž`V`Y]VYb
VYghY`Ybž`XcW`XUg`9b[`U[`Ya`Ybh`XYg`J`YfY]bg`ni`f`i`bhYfgh`Øhni`b[
XYg`š`[`YbXYbhk`]W`_i`b[`gd`fc`nYggYg`_ØbbhY`XYf`GW`ØggY`ni`a
9fZc`[`gY]b"

<Yfh`U`6G7`ghY`h`gca`]h`b]W`h`bi`f`U`g`J`YfY]bž`gcbXYfb`Ui`W`U`g
K`Y[`VYfY]hYf`Z`f`ni`_ØbZh][`Y`i`»VU`hU`YbhYž`X]Y`ZYgh`YbhgW`c`ggYb
g]bXž`X]Y`6Yf`]bYf`i`»VU`[`YgW]W`hY`k`Y]hYfni`gW`fY]VYb`"
**ZcW`g`XY`k`Y]gh`XUfUi`Z`bž`XUgg`X]Y`<c`Zbi`b[`Yb`Ui`Z`Y]bY`bYi`Y
;`YbYfUh]cb`6Yf`]bYf`i`»VU`ghUfg`Xi`fW`Ui`g`VYfYW`h][`h`g]bX`i`bX
VYfY]hg`k`Y]hYfY`HU`YbhY`k`]Y`@UnUf`GUa`UfXn]Wi`bX`A`Ufhcb`8UfXU]
]b`XYb`GhUfh`ØW`Yfb`ghY`Yb"**

8]Y`<YfUi`gZcfXYfi`b[`VYghY`h`bi`b`XUf]bž`X]Y`k`Å`fYbX`XYf
9bhk`]W`_i`b[`[`Yk`cbbYbYb`i`Å`][`_Y]hYb`Ui`Z`XYa`i`[`fc`»Yb
i`»VU`ZY`X`ni`nY][`Yb`i`bX`X]Y`j`cb`XYb`j`cf`Yf][`Yb`HU`YbhYb
Y]bhYf`UggYbYb`i`»ghUdZYb`YfZc`[`fY]W`ni`Z`Ø`Yb"

8YhU]`g	
C fh	6Yf`]bž'8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • a "ZcW`g"XY • k k k "XZV!hU`YbhY"XY

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