

? fcUh]Yb`&\$&) .`K Ufi a`XY]b`HfUi a i f`Ui V
hYi YfYf`k YfXYb`_ÒbbhY°

9bhXYW_Yb`G]Y`X]Y`DfY]gYbhk]W`i b[`ZØf`F Y]gYb`bUW
? fcUh]Yb`&\$&) .`H]ddgž`? cghYb`i bX`VY`]YVhY`i f`Ui Vgc fhY`]a
, VYfV`]W`"



? fcUh]Yb`!`? fcUh]Yb` \Uh`g]W`]b`XYb`YmhYb` \fYb`j cb`Y]bYa
; Y\Y]a h]dd`ni`Y]bYa`VY`]YVhYb`F Y]gYn]Y`ZØf`XYi hgWY`i f`Ui VYf
Ybhk]W_Y`h`8]Y`B UW ZfU[Y` \Uh`XUni` [YZØ`fhž`XUgg`X]Y`DfY]gY
nk]gWYb`&\$%)`i bX`&\$&(`i a`gUhY`+\$`DfcnYbh[Ygh]Y [Yb`g]bXž
k]Y`XUg`_fcUh]gWY`GhUh]gh]_Ua`h`fB`NGŁ`VYf]W`hYh`F Y]gYbXY`gc`hYb
g]W`VYk`i`ggh`gY]bž`XUgg`X]Y`? cghYb`]b`VY`]YVhYb`Hci`f]ghYbn]Y`Yb
]b`XYf`<cW`gU]gcb`XYi`h]W` \Ø`Yf`g]bX`"

9]bY`U`_hi`Y`Y`5bU`mgY`j`cb`F Y]gYV`c[[Yfb`7` \f]g`i`bX`A`Uf]Y
Yf`_Ybbh`X]Y`DfY]g[YghU`hi`b[]b`%*`_fcUh]gWYb`i`f`Ui`Vgc`fhYb
k`À` \fYbX`XYf`<Ui`dhgU]gcb`j`ca`-`"V]g`%*`"5i`[i`gh`&\$&)`"8]Y
Xi`fW`gW`b]h]W`Yb`i`bhYf`_i`bZhg`cghYb`ZØf`DUUfY`Y]Y`[Yb`VY]`+`-
9i`fc`dfc`K`cWY`"6YgcbXYfg`hYi`Yf`g]bX` , VYfbUW`hi`b[Yb`Ui`Z`XYf`"

þbgY`?f_a]h'WU"(% (&'9i fc'dfc'BUW'h'ZØf'nk Y]DYfgcbYbž[YZc`[h
j cb'8i Vfcj b]_a]h%') '9i fc'i bX'DcfYWa]h'%%' '9i fc'dfc'BUW'h"

'? cghYbghY][Yfi b[Yb'i bX'[Ughfcbca]gWXY
DfY]gY'

8]Y'DfY]gYfa]hhi b['VUg]YfhY'Ui Z'6i WXi b[gd`UhhZcfa Yb'k]Y
6cc_]b[žk cVY]'gdYn]Z]gWXY'?'f]hYf]Yb'ZØf'I bhYf_ØbZhY'ni f
5bk YbXi b['_Ua Yb"K Å\fybX'; UghghÅhhYb!'i bX
<chY'X]YbghY]ghi b[Yb']b'?'fcUh]Yb'&\$&('Yhk U'%('DfcnYbh
[Øbgh][Yf'k UfYb'U'g']b'8Yi hgW'UbXž'nY][Yb'X]Y
DfY]gghY][Yfi b[Yb'VY]'9ggYb'i bX'Hf]b_Yb'Y]bY'UbXYfY'HYbXYbn"
8Yf'DfY]g'ZØf'â Yj Udé]ä`]'Y[h'a '8i fW'gW'Xb]h'h'VY]'%' ž&' '9i fc'ž'Y]bY
_Y]bY'7c'U'f&) \$'a 'Ł'_cghYh' ž+* '9i fc'i bX'Y]b'\U'VYf'@]hYf'6]Yf
ZUgh)' '9i fc'"5i W'X]Y'DfY]gY'ZØf':]gW' i bX'5VYbXYggYb'_ØbbYb
ghUf'_j Uf]]YfYb.:']gW'_cghYh'WU'+&'9i fc'dfc'?']c'i bX'Y]b
5VYbXYggYb'ZØf'nk Y]DYfgcbYb'VY'Åi Zh]g]W'Ui Z'(\$'V]g'*\$'9i fc"

6YgcbXYfg'\c\Y'DfY]gY'[Y'hYb']b'hci f]gh]gWXYb'<chgdchg" '9]bY
?i [Y'9]g'_Ubb'V]g'ni '('9i fc'_cghYbž]a '8i fW'gW'Xb]h'h']Y[h'XYf
DfY]g'YXcW'VY]'&ž(\$'9i fc"'l f'Ui VYf'gc`hYb'g]W'VYk i ggh'gY]bž
XUgg'UVgY]hg'XYg'NYbhfi a g'cZi[Øbgh][YfY'Cd]h]cbYb'j YfZØ[VUf
g]bX'i bX'GY'Vghj YfdZY[i b['b]: Yf]Ybk c\bi b[Yb'Y]bY'g]bbj c`Y
A Ò['W'X]h'XUfghY`hž'?cghYb'ni 'gYb_Yb"

'H]ddg'ni a 'GdUfYb'i bX'gU]gcbU`Y
I bhYfgW]YXY'

C Vk c\`j]Y'Y'DfY]gY'Ubn]Y\Ybž'V'Y]Vh'Y]b'YfgW'k]b['W'X]Yf'I f'Ui V
]b'?'fcUh]Yb'a Ò['W'X"'FY]gYI dYfhYb'Ya dZY\Ybž]b'XYf
BYVYbgU]gcb'f5df]ž'A U]ž'GYdhYa VYf'ni 'fY]gYbž'i a
'?cghYbgYb_i b[Yb'i bX'VYggYfY'E i U]hÅh'ni 'YffY]W'Yb"; Øbgh][Y
I bhYf_ØbZhY'g]bX'VYfY]hg'UV'(', '9i fc'dfc'BUW'h'Ub'XYb'D']h]]W'f
GYYb'j YfZØ[VUf"'6YgcbXYfg'k]W'h]['gh'X]Y'6YfØW_g]W'h][i b['XYf
GU]gcb.'K Å\fybX]a 'K]bhYf'X]Y'DfY]gY'ZØf'I bhYf_i bZi' bX
; Ughfcbca]Y']b'k Yb][Yf'ØVYfZØ`hYb'; YV]YhYb'cZi[Øbgh][Yf'g]bXž
ghY][Yb'X]YgY']b'XYf'<cW'gU]gcb']b'VY'YVhYb'Hci f]ghYbn]Y'Yb'k]Y

8i Vfcj b]_ž'Gd`]hi bX`<j Uf"

8Yf`9]bZi gg`XYg`9i fc`_Ubb`YVYbZU`g`b]Wk`h`Ui » Yf`5Wk`h`[Y`UggYb
k YfXYb"8]Y`9]bZØ\fi b[`Uh`HfUbgU_h]cbYb`Yf`Y]Wk`hYfhž`YXcWk
Ui W`XUg`FY]gYVi X[Yh`Xi fW`K YWk`gY`_i fgY`i bX`≠ZUh]cb
VY`UghYh"9]bY`Y]bZUWk`Y`A U\`nY]h]b`Y]bYa`F`YghUi fUbh`_cghYh]b
XYf`<cWk`gU]gcb`Yhk`U`%) !&\$`9i fc`i bX`_Ubb`i a`%\$!&\$`Dfc`nYbh
hYi fYf`gY]b`U`g`]b`XYf`BYVYbgU]gcb"

Ni gÀhn`]Wk`[]Vh`Yg`nU\`fY]Wk`Y`A Ò[`]Wk`_Y]hYb`ni a` ; Y`XgdUfYbž
Yhk`U`Xi fWk`XYb`9]bgUhn`ÒZYbh]Wk`Yf`J Yf`Y\fga`]hhY`ž`XYb`6Ygi Wk
`c`_U`Yf`A`Àf`hY`cXYf`X]Y`ZfØ\`nY]h][Y`6i Wk`i b[`j`cb`: `Ø[Ybž`<chY`g
i bX`A`]Yhk`U[Yb`"@YVYbga`]hhY`d`fY]gY`j`Uf]]YfYb`ghUf`_ž`k`cVY]
6i X[Yh`fY]gYbXY`]b`<cghY`g`i bX`c`_U`Yb`F`YghUi fUbhg`ZØf`&\$!) \$
9i fc`d`fc`B`UWk`hi bX`,`!%&`9i fc`d`fc`A`U\`nY]h]Z]bXYb`_`ÒbbYb"

8]Y`?`fcUh]Yb`fY]gY`[YghU`hYh`g]Wk`X]j`Yfg`i bX`j`]Y`gY]h][ž`j`cb`XYb
UhYa`VYfUi`VYbXYb`B`Uh]cbU`d`Uf`_g`V]g`\]b`ni`YV\`UZ`hYb
DUf`hm`V`c`chYb`Ub`XYf`X`U`a`Uh]b]gWk`Yb`?`ØghY"8]Y`9]bhf]hhgd`fY]gY`ZØf`
XYb`B`Uh]cbU`d`Uf`_`D`]hj`]Wk`f`G`Y`Y`b`g`Wk`k`Ub`_`Y`b`Y`b`UWk`GU]gcbž
k`cVY]`g]Y`]a`Gca`a`Yf`nk`]gWk`Yb`(\$`9i fc`i]Y[Yb`i bX`]a`K`]bhYf`Ui`Z
%\$`9i fc`g]b`_`Yb`_`ÒbbYb" `Hf`ch`X`Y`f`D`fY]gghY][Yfi`b[Yb`V`Y]Vh
?`fcUh]Yb`Y]b`UhhfU`_`h]j`Yg`N]Y`ZØf`F`Y]gYbXYž`X]Y`VYfY]h`g]bXž`X]Y
f]Wk`h][Yb`H]ddg`ni`VY`Zc`[Yb`i bX`i]\`fY`F`Y]gY`Y`b`hgd`fY`Wk`Yb`X`ni
d`UbYb" `K`À`\`fY`b`X`9]b`Y]a`]gWk`Y`i`b`X`Hci`f]ghYb`[`Y]Wk`Yfa`U»`Yb
ØVYf`X]Y`ghY][YbXYb`?`cghYb`VYgc`f[`h`g]bXž`[]Vh`Y`g`b`UWk`k`]Y`j`c`f
A`Ò[`]Wk`_Y]hYbž`XUg`6`YghY`Ui`g`Y]bYa`I`f`Ui`V`\`YfUi`gni`\`c`Yb"

K`Y]hYfY`≠Zcfa`Uh]cbYb`ni`XYb`U`_`hi`Y`Y`b`D`fY]gYb`]b`?`fcUh]Yb
Z]bXYb`G]Y`Ui`Z`gi`Y`X`k`Y`gh`&(`i`b`X`j`j`gm"

8YhU]`g	
C`f`h	?`fcUh]Yb
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"gi`Y`X`k`Y`gh`&(`"XY • j`j`gm"Wk`a

6Ygi W\ Yb 'G]Y 'i bg 'Ui Z. 'Y]bY!fY]gY"XY