

J]YhbUa YgY':]`a d]cb]Yf]b`8f""B [c
D\i cb['@Ub`a]h`9\ fYbcfXYb
Ui g[YnY]W\ bYh°

8f""B [c`D\i cb['@Ub`Yf\]Y`h`XYb`C ZZ]n]YfgcfXYb`Z0f`?i bgh
i bX`@]hYfUhi f`]b`DUf]g`i bX`Z0fXYfh`j]YhbUa Yg]gW\Yg`?]bc
]bhYfbUh]cbU`"



< Ubc]ž`J]YhbUa `!`8f""B [c`D\i cb['@Ubž`Y]bY`Y]bZi ggfY]W\Y':][i f
]a`j]YhbUa Yg]gW\Yb':]`a _fY]gž`k i fXY`_0fn`]W`a]h`Y]bYf
5i gnY]W\bi b[`XYf`ZfUbn0g]gW\Yb`F Y []Yfi b[`[Yf\fh`K`À\ fYbX`XYg
GhUUhgVYgi W\g`XYg`ZfUbn0g]gW\Yb`Df`Ag]XYbhYb`9a`a Ubi Y`A UWfcb
]a`ž\ f`&\$&) `Yf\]Y`h`g]Y`X]Y`A YXU]`Y`j ca`ZfUbn0g]gW\Yb
?i`hi fa`]b]ghYf`F UW\]XU`8 Uh`Z0f`]`fY`\YfUi`gfU[YbXYb`6Y]hf`À [Y
ni f`?i bgh`i bX`?i`hi f`"8]YgYf`C ZZ]n]YfgcfXYbž`XYf`Ub
9]bnY`dYfgcbYb`a]h`g][b]Z]_UbhYb`@Y]ghi b [Yb`]b`X]YgYb`6YfY]W\Yb
j Yf`]Y\Yb`k]fXž`]gh`Y]b`k]W\h][Yf`GW\ f]h`i]b`XYf`]bhYf`_i`hi fY`Yb
Ni gUa`a YbUfVY]h`nk]gW\Yb`J]YhbUa`i bX': fUb`_fY]W\`"

F UWX]XU'8Uh]k ØfX][hY'8f"@Ub'VYgcbXYfg'ZØf']\fYb'9]bZi ggžXYf
ØVYf'X]Y'; fYbnYb'J]YhbUa g'\]bUi g[Y\h"8]Y'J YfV]bXi b[
nk]gWYb'XYb'VY]XYb'AbXYfb'k]fX'Xi fW'8f"@Ubg'5fVY]h'ghUf_
VYhcbhž'i bhYf'UbXYfYa 'U'g'DfÅg]XYbh]b'XYf'J]YhbUa '7]bYa U
Dfca ch]cb'UbX'8Yj Y'cda Ybh'5ggcW]Uh]cb" ð'X]YgYf'Fc''Y'\Uh]g]Y
b]W'h'bi f'j]YhbUa Yg]gWY':]'a Y'[YZØfXYfhž'gcbXYfb'Ui W
VYXYi hYbXY'ccdYfUh]cbYb'a]h'XYf'ZfUbnØg]gWYb'6chgWUZh'i bX
ZfUbnØg]gWYb':]'a Ya UWXYfb']bg'@VYb' [Yfi ZYb"

9]b'k Y [k Y]gYbXYf'6Y]hfU['ni f':]`a]bXi ghf]Y

8f" B [c'D\i cb['@Ubž[YVcfYb'%- '* ']b'<Ubc]ž'k i W'g]b'Y]bYf
_Øbgh'Yf]gW' [YdfÅ[hYb': Ua ']Y'Ui Zž]gh'X]Y'HcW'hYf'XYg
Jc'_g_Øbgh'Yfg'B [c'A Ub'\@Ub'i bX'XYf'GWUi gd]Y'Yf]b'D\Ua 'B [cW
@Ub"' ðfY'U_UXYa]gWY'@Ui ZVU\ b'i a ZUggh'Y]b'Ghi X]i a 'Ub'XYf
BUh]cbU'Yb'i b]j Yfg]hÅh'ZØf'?]bYa Uhc [fUd\]Y'J; ð']b'A cg_Ui ž'k c
g]Y'Y]b'VYgcbXYfYg' ðhYfYggY'ZØf'ZfUbnØg]gWY'@hYfUhi f'i bX'?i bgh
Ybhk]W_Y'hY"' ðfY'8]ggYfhUh]cb'j cb'%- - - VYZUggh'g]W'a]h
A cXYfb]hÅh'i bX'BUh]cbU'WUfU_hYf']a 'j]YhbUa Yg]gWYb'?]bcž'k Ug
]\f'5bgY\Yb'U'g'9I dYfh]b'g]WYfhY"

Jcb'&\$%&'V]g'&\$%, 'X]YbhY'g]Y'U'g'8]fY_hcf]b'XYf'5VhY]i b['ZØf
?]bc'ja 'A]b]ghYf]i a 'ZØf'?i 'hi fž'Gdcfhi bX'Hci f]ga i g'J]YhbUa g"' ð
X]YgYf'Dcg]h]cb'_ccfX]b]YfhY'8f"@Ub':]'a j cfZØ\fi b[Yb']b
: fUb_fY]W' i bX' i bhYfnY]WbYhY'&\$%+ 'Y]bY'5Vg]W'hgYf'_Åfi b['ni f
Ni gUa a YbUfVY]h'nk]gWYb'XYf'j]YhbUa Yg]gWYb':]'a VY\ØfXY
i bX'XYa '7B7': fUb_fY]W"'GY]h'&\$%- ''Y]hYh'g]Y'X]Y'J]YhbUa
7]bYa U'Dfca ch]cb'UbX'8Yj Y'cda Ybh'5ggcW]Uh]cb'i bX'cf[Ub]g]Yfh
XUg'8U'BUb['5g]Ub':]'a ': Ygh]j U"

5bYf_Ybbi b [']bhYfbUh]cbU`Yf'6Y]hfÅ [Y

æ ' ð\ f'&\$&&'k i fXY'8f" B [c'D\i cb['@Ub'a]h'XYa 'H]hY'' A D5'5g]U
DUW]Z]W7cdmf][\h'9Xi W]hcf'cZ'h\Y'M'Uf 'VY]a '7]bY5g]U'5k UfXg
7YfYa cbm]b'6Ub['_c_'Ui g[YnY]W'bYh"8]YgY'5i gnY]W'bi b[
k ØfX][h']\fY'5bghfYb[i b[Yb'ni a 'GW'i hn'XYf'FYW'hY'j cb
:]'a Ya UWXYfb']b'J]YhbUa 'i bX'\fY'Fc''Y'ni f'GhÅf_i b['XYg
I f\YVYffYW'hg]a '@UbX"'8]Y'5bYf_Ybbi b['k i fXY'j cb'5bXfYk

Gi bg\]bYžXYa `DfĀg]XYbhYb`XYf':]`a `9l dc'; fci džVY_Ubbh
 [Y[YVYbž`k Ā\fYbX`6Y`]bXU`@]žDfĀg]XYbh]b`XYf`A D5`5g]U`DUW]Z]Wž
]\fY`J YfX]YbghY`VYhcbhY"

≠b`]\fYf`? Uff]YfY`\"Uh`8f"@Ub`nU\`fY]WXY: Ø\fi b[gdcg]h]cbYb`]b`XYf
 :]`a !`i bX`?i`hi fVfUbWXY`]bbY[Y\UVh"8Uni`nĀ\`Yb`i bhYf
 UbXYfYa`X]Y`J cfg]hnYbXY`XYg`5i ggWxi ggYg`ZØf`H\Ycf]Y`i bX`?f]h]_
 XYf`J]YhbUa`7]bYa`U`5ggcW]Uh]cb`gck]Y`X]Y`8]fY`hcf]b`XYg
 ≠bhYfbUh]cbU`Yb':]`a ZYgh]j U`g`< Ubc]"`≠fY`Di V`]_Uh]cbYb`g]bX`]b
 j YfgW]YXYbYb`NY]hi b[Yb`i bX`: UW nY]hgWf]ZhYb`YfgW]YbYbž`i bX
 g]Y`\"Uh`a Y\`fYfY`6ØWYf`ØVYf`XUg`?]bc`j YfZUggh"

8]Y`5i gnY]Wbi b[Ybž`X]Y`8f" `B[c`D\i cb[`@Ub`V]g`Ub[`Yf\U`hYb
 \Uhž]g]bX`VYa`Yf`_Ybgk`Yfh"8Uni`[Y\ØfYb`X]Y`GYWcbX`7`Ugg`@UVcf
 A YXU`ž`XYf`GhUUhgdfY]g`ZØf`@]hYfUhi`f`i bX`?i bgh`gck]Y`X]Y`5g]U!
 DUW]Z]W7cdmf][\h`7cbhf]Vi hcf`5k UfXg"8]YgY`9\fi b[Yb`gd]Y[Y`b
]\fY`_cbh]bi]Yf`]WY`<]b[UVY`i bX`XYb`VYXYi hYbXYb`9]bZi gg
 k]XYfž`XYb`g]Y`Ui ZX]Y`9bhk]W`i b[`XYg`j]YhbUa`Yg]gWYb':]`a g
 i bX`X]Y: ØfXYfi b[`]bhYfbUh]cbU`Yf`_i`hi fY`Yf`6Yn]Y\i b[Yb
 Ui gØVh"

A]h]\fYa`9b[U[Ya`Ybhi bX`] \fYf`9l dYfh]gY`V`Y]Vh`8f" `B[c
 D\i cb[`@Ub`Y]bY`GW`ØggY`dYfgcb`]b`XYf': ØfXYfi b[`i bX`XYa
 GWxi hn`XYg`j]YhbUa`Yg]gWYb`?]bcg`Ui Z[`cVU`Yf`9VYbY" `≠fY`Fc`Y
 gck c`\`U`g`9fn]Y\Yf]b`U`g`Ui W`U`g': ØfXYf]b`† b[Yf`HU`YbhY`k]fX
 j cb`XYf`]bhYfbUh]cbU`Yb'; Ya`Y]bgW`UZh[YgW`Āhnh`i bX`UbYf`_Ubbh"

8YhU]`g	
C fh	< Ubc]ž`J]YhbUa
E i Y`Yb	<ul style="list-style-type: none"> • k k k "j]YhbUa "j b • Yb "VUcei cWY"j b

6Ygi WXYb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY