

7 \]b Ug`K]fhgW\ UZh`Yf\ c`h`g]W\ .`DA =
 YffY]W\ h`K UW\ ghi a ž`9I d c g`gh`f`_Yb
 < UbXY`°

9fZU\ fYb`G]Yž`k]Y`7 \]b Ug`K]fhgW\ UZh`Ua `*"'&]'&\$&)`Xi fW\
 9I d c g`i bX`ghY][YbXY`DA ±K YfhY`ghUV`]g]Yfh`k]fXž`k À\ fYbX
 [`cVU`Y`HfYbXg`g]W\ `Yf\c`Yb"



E]b[XUcž`G\ UbXcb[`Dfcj]bWž`7 \]bU`!`±`XYb`YhnhYb
 A cbUhYb`\Uh`g]W\ `X]Y[`cVU`Y`Yfh][i b[gU`hj]h`h`k]YXYf`Yhk Ug
 VY`YVh`8Yf`Di fW\ Ug]b[`A UbU[Yfg `±XYI `fDA ±`gh]Y[`]a `ž`b`i a
 \$"" `Di b`hY`Ui Z(-) ž`k Ug`nk Uf`bcW`i bhYf`XYf`K UW\ ghi a g[fYbnY
 j cb`) \$`Y][hž`YXcW`Ui ZY]bY`GHUV`]g]Yfi b[` \]bXYi hYh"6YgcbXYfg
 Ui ZŽ`][`]gh`5g]Ybg`DA ž`XYf`a]h) \$`+`XYi h]W\ `ØVYf`XYa [`cVU`Yb
 GW\ b]hh`Y][h`8]Yg`nY][hž`XUgg`X]Y`FY[]cb[YfUXY`Ui ZV`Ø\hž
 k À\ fYbX`X]Y[`cVU`Yb`K]fhgW\ UZh`U[Yb`bcW`]a `GW\ UhhYb`j cb
 l bg]W\ Yf\Y]hYb`ghY`Yb"K]Y`X]Y` ; `cVU`H]a Yg`VYf]W\ hYhž`]gh
 7 \]b Ug`k]fhgW\ UZh]W\ Y`K]XYfghUbXgZÀ\][_Y]h`Y]b`nYbhfU`Yf` : U`hc f
 ZØf`X]YgY`d c g]hj Y`9btk]W`i b[`]b`5g]Yb"

7\]bU'nY][h'i b[Yk Ò\b`]Wk`ghUf_Y: cfhgWk f]hhY" `Hfc.h`k Y]hYf\]b
VYghY\YbXYf`<YfUi gZcfXYfi b[Yb`a`]h`XYf`B UWk ZFU[Y`Ui g`XYb
I G5ž`k]Y`X]Y`9Wc`bcH]a` Yg`]b`Y]bYa` ` _Øfn`)Wk Yb`6Yf]Wk h
Xc_i a` Ybh]YfhYž`k]fX`Y]bY`j` Yff]b[YfhY`<UbXY`gVY`Ughi b[`Xi`fWk
Y]b`bYi` [YZUgghYg`5V`_ca` a` Yb`nk`]gWk Yb`7\]bU`i` bX`XYb`I` G5`U`g
GWk`ØggY`ZU`_hcf`[YbUbbh" `8Yf`cZ]n]Y`Y`DA` =ZØf`X]Y
: Yfh][i b[g]bXi`ghf]Y`]b`7\]bU`j` YfnY]Wk bYhY`Y]bY`j` YfVYggYfi b[`Ui`Z
(- "+ž`k Ug`ØVYf`XYb`9fk`Ufhi b[Yb`XYf`5b`U`mghYb`U[`i`bX`Y]bY
k`Yb][Yf`Ui`g[YdfÄ[hY`?`cb`hfU`_h]cb`g][bU`]g]Yfh" `b`hYfYggUbh]ghž
XUgg`Y`Z]`cb`&%`VY`ZFU[hYb`b`X`i`ghf]Yb`]b`7\]bU`VYfY]hg`]a
9I`dUbg]cbgVYfY]Wk`cdYf]YfYbž`k`Ug`Y]bY`5i`Z`Y`i`b[`XYf
; YgWk`Ä`ZhgVYX]b[i b[Yb`UbnY][h"

: UWk a` YggYb`U`g`GhUV]`]gUhc`fY`b

I`a`X]Y`k`]fhgWk`UZh]Wk`Y`GhUV]`]hÄ`h`k`Y]hYf`ni`ZØfXYfbž`i`bhYfghØhnh
7\]bU`]bhYfbUh]cbU`Y`?`ccdYfUh]cbYb`Xi`fWk`A`YggYb`i`bX
5i`gghY`i`b[Ybž`k`]Y`ni`a`6Y]gd]Y`X]Y`UbghY\YbXY`Xf]hhY`7\]bU
b`hYfbUh]cbU`Gi`dd`m`7\U]b`9I`dc`]b`6Y]`]b[``8]YgY`Z]bXYhj`ca``%*"
V]g`&\$`" `ž`]`ghUhh`i`bX`H\U]`UbX`k`]fX`U`g`9\`fYb[Ugh`Ui`g[YnY]Wk`bYh`
,`VYf`*)`\$`I`bhYfbY\`a`Yb`Ui`g`+`)`@Ä`bXYfb`\UVYb`]`fY`HY]`bU\`a`Y
ni`[YgU[hž`XUfi`bhYf`nU\`fY]Wk`Y`;`c`VU`":`cfhi`bY`)`\$\$`I`bhYfbY\`a`Yb`"
Gc`Wk`Y`9j`Ybhg`[Y`hYb`U`g`k`]Wk`h][Y`GhUV]`]gUhc`fY`b`ZØf`[`c`VU`Y
b`X`i`ghf]Y`!`i`bX`@]YZf`_Y`hhYbž`VYgcbXYfg`]b`NY]hYb`j`cb
DfchY`_h]cb]ga`i`g`i`bX`[Ycdc`]h]gWk`Yf`I`bg]Wk`Yf\`Y]h"

Ni`gÄ`h`)Wk`nY][h`7\]bU`Ui`Wk`]a`6YfY]Wk`XYf`]bXi`ghf]Y`Y`b
DfcXi`_h]cb`dcg]h]j`Y`NU\`Yb" `a`A`U]`k`i`Wk`g`X]Y`]bXi`ghf]Y`Y`
DfcXi`_h]cb`i`a`i`)",`DfcnYbh]a`]U\`fYgj`Yf[`Y]Wk`ž`k`Ä\`fYbX`X]Y
\`cWk`a`cXYfbY`:`Yfh][i b[`gc[Uf`i`a`VYUWk`h]Wk`Y`,`"*`DfcnYbh
ni`Y[hY" `8]YgY`K`UWk`ghi`a`gfUhY`ØVYfhf]Zh`X]Y`U`[Ya`Y]bY
]bXi`ghf]Y`Y`9bhk`]W`i`b[ž`k`Ug`X]Y`HfU[ZÄ\][_Y]h`i`bX
b`bcj`Uh]cbg`_fUZh`XYg`Wk`]bYg]gWk`Yb`GY`_hcf`g`k`Y]hYf`i`bhYfghfY]Wk`h"

; `c`VU`Y`<`UbXY`gXUhYb`]a`:`c`_`i`g

8]Y`6YXY`i`hi`b[`j`cb`hfUbgdUfYbhYb`<`UbXY`gXUhYb`_Ubb`b]Wk`h
[Ybi`[`VYhcb`h`k`YfXYbž`VYgcbXYfg`]b`Y]bYa`]g]Wk`gWk`bY`Y`

j YfÅbXYfbXYb`[`cVU`Yb`A Uf_h`D`UhhZcfa Yb`k]Y`I B`7ca hfUXY
V]YhYb`ZFY]Yb`Ni [Ub[`ni [`cVU`Yb`< UbXY`gXUhYb` `j cb`>\fYg!`V]g
ni `E i UfhU`gnU`Yb`"9]b`6`]W`_Ui Z`X]Y` \]ghc`f]gW`Yb`NY]hfY]\Yb`_Ubb
I bhYfbY`a Yb` \Y`ZYbž`VYggYfY`9bhgW`Y]Xi b[Yb`ni `hfYZZYb`"
8 UfØVYf` \]bUi g`n]Y`h`X]Y`K HC`XUfUi Z`UVž`< UbXY`gVUff]YfYb
UVni VUi Yb`i bX`gca]h`XYb`ZFY]Yb`< UbXY`nk]gW`Yb`XYb`B`Uh]cbYb
ni `ZØfXYfb`" `hYfbUh]cbU`Y` `h]Uh]j Yb`k]Y`X]Y`?cbZYfYbn`XYf
J YfY]bhYb`B`Uh]cbYb`ZØf`< UbXY`i bX`9bhk]W`_i b[`fi B`7H58Łi bX
]bhYfbUh]cbU`Y`< UbXY`gnYbhfYb`ghÅf`_Yb`X]Y
K YhhVYk YfVgZÅ\][_Y]hž]bgVYgcbXYfY`j cb`_Y]bYb`i bX`a]h`YfYb
I bhYfbY`a Yb`]b`9bhk]W`_i b[g!`i bX`HfUbgZcfa Uh]cbg`ÅbXYfb`"

Ni gUa a YbZUggYbX` `Äggh`g]W`_i ZYgh`U`hYbž`XUgg`X]Y`W`_i]bYg]gW`_iY
K]fhgW`_iUZh`ini fnY]h`Y]bY`k]W`_i]h][Y`F`c`Y`]a` [`cVU`Yb`?cbhYI`h`gd]Y`h`"
9g`V`Y]Vh`UVni k UfhYbž`k]Y`g]W`_i]X]Y`[Ycdc`h]gW`_iYb`GdUbbi b[Yb
i bX`< UbXY`gUV`_ca a Yb`k Y]hYf`Yb`hk]W`_i]b`ž`XcW`_i]X]Y
[Y[Ybk`Åfh][Yb`5bnY]W`_iYb`XYi hYb`Ui Z`Y]bY`U`a`Å` \]W`_iY`9f`c`i b[
\]b` `gck`c` \ `]b`7` \]bU`U`g`Ui W`_i]b`5g]Yb`]bg[YgUa`h`I bX`k]Y`Yg
Ui gg]Y`hž`ghY`Yb`k]f`Yfgh`Ua` 5bZUb[`Y]bYf`gdUbbYbXYb`F`Y]gY`Ui Z
XYa`K`Y[`ni`f`k]fhgW`_iUZh`]W`_iYb`GhUV`]h`Å`h`i bX`[`cVU`Yb
Ni gUa a YbUfVY]h`"

8 YhU]`g	
C fh	E]b[XUcž`G\UbXcb[`Dfcj]bW`ž`7` \]bU
E i Y`Yb	<ul style="list-style-type: none"> • k k k "[`cVU`h]a Yg"Wb • k k k "YW`b`c`h]a Yg"W`a • k k k "XYghUh]g"XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`k`ca` , +`XY