

J c fg]hnYbXYf`hf]hh`ni fØW_ . ? f]gY`VY]`7\]bU A YfW\ Ub hg`9I dfYggk Um°

7\]bU`A YfW\ Ub hg`9I dfYggk Um`BYhk cf_`HYW\bc`c[m`<c`X]b[g
a Y`XYh`Ua`%) "\$+`&\$&) `FØW_hf]hhY`]a`J c fghUbX`i bX`U_hi Y`Y
; YgW\`ÀZhgnU\`Yb"



DY_]b[ž`J c`_gfYdi V`]_`7\]bU`!`ϕ`XYf`XmbUa`]gW\Yb`K`Y`h`XYf
ϕZfUghfi`_hi`f`Yb`hk`]W_Y`b`g]W\`gh`ÅbX][`gdUbbYbXY`;`YgW\]W\hYbž
i`bX`Y]bY`XUj`cb`_ca`a`h`X]fY`_h`Ui`g`XYb`FY]\Yb`XYf`7\]bU
A YfW\ Ub hg`9I dfYggk Um`BYhk cf_`HYW\bc`c[m`<c`X]b[g`7c`ž`@hX"
<Yi`hYž`Ua`%) "'&`]'&\$&) ž`k`i`fXY`VY`_Ubbhž`XUgg`XYf`J`c`fg]hnYbXY
XYg`l`bhYfbY\`a`Y`bg`ni`fØW_hf]hh`'8`]YgYf`GW\`f]hh`ZÀ`h`b`Y]bY`NY]hž`]b
XYf`X]Y`DYfZcfa`UbW`XYf`5_h]Yb`i`bX`X]Y`l`bhYfbY\`a`Y`bgnU\`Yb`X]Y
5b`Y[Yf`Ui`Za`Yf`_Yb`UggYb"@Ui`h`a`**Uf`_YhgWfYYbYf`gW\`cgg`X]Y**
5_h]Y`Ua`%("`&`]'&VY]Y]bYa`K`Yfhj`cb`%%ž`-`7`B`Mž`k`Ug`Y]bY`Y]W\hY
9f\`Ò`i`b[`i`a`\$ž`(`i`i`a`HU[`Ygj`Yf[`Y]W\`VYXYi`hYh`'8`cW\`XYf
5i`gV`]W_]gh[`Ya`]gW\h`ϕ`J`Yf[`Y]W\`ni`a`i`ϕ\`fYgVY[`]bb`\`Uh`X]Y
5_h]Y`i`a`%(`ž`%&i`i`Ub`K`Yfhj`Yf`cfYb"

7\]bU`A YfW Ubhg`9l dfYggk Um]gh`_Y]b`i bVYgW f]YVYbYg`6`Uhh`8 Ug
l bhYfbY\`a Yb`]bj Ygh]Yfh`b]W h`bi f`]b`XYb`6Yhf]YV`j cb
5i hcVU\`bYbž`gcbXYfb`]gh`Ui W\`]b`XYb`6Ui`j cb
=bZfUghfi`_hi fdfc`Y`_hYb`k]Y`6fØW`Ybž`Hi bbY`i bX`J Yf`Y\`fghYW b]_`
hÅh][`"8]Y`@]ghY`XYf`j cb`]\`bYb`VYhf]YVYbYb`5i hcVU\`bYb`]gh
VYY]bXfi W`YbX`i bX`i a ZUgghi bhYf`UbXYfYa`X]Y`>]b[`]bhUb[
9l dfYggk Um`i bX`X]Y`5]fdcfh`9l dfYggk Umž`k]Y`ghc W`Ub U`mg]g
VYf]W hYh`G]Y`g]bX`Ui W\`U`_h]j`]a`K UW\`ghi a gh\`Ya U`XYf
]bhY`][`YbhYb`J Yf`Y\`fggmghYa`Y`i bX`XYf`Ø`c`c[]gWYb
J Yf`Y\`fghYW bc`c[]Y"

5`_hi Y`Y`Y` :]bUb n`U[Y

K`Å\`fYbX`X]Y`F`ØW`_hf]hgbUW\`f]W h`ZØf`5i ZFY[i b[`]gc f[hž[]Vh`Yg
Ui W\`dcg]hj`Y`BYi][`_Y]hYb`Ui g`XYf`6`]Ub n`XYg`l bhYfbY\`a Ybg`"8 Yf
BYhnc[Yk]bb`]a`YfghYb`E i UfhU`&\$&)`gh]Y[`i a`&ž+ı`]a`J Yf[`Y]W
ni a`J cf`U\`f`"8]Yg`]gh`YXcW\`Y]b`gW\`k UW\`Yf`Hfcghž`k Ybb`a Ub
VYXYb`_hž`XUgg`XYf`; YgUa h[Yk]bb`ZØf`&\$&(`i a`&%`[Ygi b`_Yb
]gh`8 Yf`>]bi Uf`V]g`A`Åfn`&\$&)`VfUW\`hY`hfc`hn`XYg`cd]a`]gh]gWYb
E i UfhU`Yf[YVb]ggYg`Y]bYb`F`ØW`[Ub[`XYg`BYhnc[Yk]bbg`ZØf`&\$&(
j cb`&%ž(`ı`a`]h]g]W ž`k Ug`Ui Z`Yfbgh\`UZhY`< YfUi gZcfXYfi b[Yb
\`bXYi hYhž`X]Y`XUg`l bhYfbY\`a Yb`VYk`Å`h][`Yb`a`i`gg"

Ni gÅh`]W\`ni`XYb`Z]bUb n]Y`Yb`< YfUi gZcfXYfi b[Yb`ghY`hY`X]Y
7\]bU`A YfW Ubhg`; fci d`Ua`-`"5df]`&\$&)`j YfghÅf`_hY
5`_h]Yb fØW`_Ui Zdfc[fUa`a`Y`VY]`a`Y\`fYfYb`V`ØfgYbb`ch]YfhYb
HcW\`hYf[YgY`gW\`UZhYb`j`cf`"8]YgY`A`U»`bU\`a`Yb`gc`Yb`XUg
J YfhfUi Yb`XYf`=bj Yghc`fYb`ghÅf`_Ybž`k`Å\`fYbX`X]Y`7`fUW`_Xck`b!
A`U»`bU\`a`Ybž`X]Y`5`bZUb[`XYg`>]\`fYg`]b`XYf`6`fUbW\`Y`Yf[f]ZYb
k i fXYbž`k Y]hYf`X]Y`A`Uf`_hVYX]b[i b[Yb`VYY]bZi`ggYb"

=bZfUghfi`_hi f`i bX`k]fhgW\`UZh`]W\`Y
DYfgdY`_h]j`Yb

l a`X]Y`k]fhgW\`UZh`]W\`Yb`F`U\`a`Yb`VYX]b[i b[Yb`ZØf`l bhYfbY\`a`Yb
k]Y`7\]bU`A YfW Ubhg`VYggYf`ni`j`YfghY\`Ybž`c`\`bh]g]W\`Y]b`6`]W`
Ui Z`X]Y`=bZfUghfi`_hi`fYb`hk`]W`i b[]b`7\]bU`]bg[YgUa`h`K]Y`W\`]bU!

gW i `!U_UXYa]Y`Uba Yf_hž`k Y]gh`7\]bU`gY]h`XYb`%- , \$Yf!`!U`fYb
 Y]bYb`Ybcfa Yb`5bgh]Y[`XYf`ϕZfUghfi`_hi`f]bj`Ygh]h]cbYb`Ui`Z`8]YgY
 9btk]W`i`b[`k`]fX`Xi`fW`i`bgW`U[`VUf`_cghYb[`Øbgh][`Y`6Ui`dfÄa`]Yb
 i`bX`X]Y`B`chk`YbX][`_Y]hž`XYb`GhUhi`g`XYf`GhÄXhY`Ui`Zni`k`YfhYbž
 j`cfUb[`Yhf]YVYb`"9g[]Vh`YXcW`Ui`W`GW`UhhYbgY]hYb.`Ghi`X]Yb
 nY][`Ybž`XUgg`j`]Y`Y`ϕZfUghfi`_hi`fdfc`Y`_hY`c`Zi`hYi`fYf`Ui`g[`Y`Yb`U`g
 [`Yd`Ubhž`i`bX`Y]b][`Y`<cW`[`YgW`k`]bX][`_Y]hgghfYW`Yb`Y]bY
 i`bhYfgW`Ä`hnhY`Bi`hni`b[`Ui`Zk`Y]gYb`"

8]Y`a`Ugg]j`Y`9i`dUbg]cb`XYg`<cW`[`YgW`k`]bX][`_Y]hgbYhnYg`]b
 7\]bU`ghY`h]b`X]fY`_hYa`Ni`gUa`a`Yb`U`b[`a`]h`XYb`5a`V]h]cbYb`XYf
 FY[]Yfi`b[`ž`XUg`@UbX`hYW`bc`c[]gW`ni`hfUbgZcfa`]YfYb`i`bX`]b`XYf
 [`cVU`Yb`K`]fhgW`UZh`ni`dcg]h]cb]YfYb`"8Yf`VYhfÄW`h]W`Y`5i`gVUi
 j`cb`V]g`ni`+`\$`\$`\$`_a`V]g`&\$`)`nY][`h`XYb`i`bUi`Z`U`hgUa`Yb
 J`cfk`Ä`fhgXfUb[`ž`hfch`XYf`[`Ygh]Y[`YbYb`GW`i`XYb`XYf`ghUUh]W`Yb
 9]gYbVU`b[`YgY`gW`UZh`7\]bU`i`bX`X]Y`7\]bU`A`YfW`Ubhg`;`fci`d
 ghfU`Yb`gck`c`\`F]g]_Yb`U`g`Ui`W`7\UbW`b`Ui`gž`X]Y`Yg`ni
 UbU`mg]YfYb`[]`h`"

ϕ`X]YgYf`_f]h]gW`Yb`D`UgY`k`]fX`X]Y`5i`Za`Yf`gUa`_Y]h`Ui`Z`X]Y
 ni`_ØbZh][`Y`GhfUhY[]Y`i`bX`X]Y`H`Y`a`Ybž`X]Y`XUg`i`bhYfbY`a`Yb
 VYgW`ÄZh][`Ybž`[`Y`Yb`_h`C`V`XYf`F`ØW`hf]h`h`XYg`J`c`fg]h`nYb`XYb`X]Y
 b`chk`YbX][`Yb`J`YfÄb`XYfi`b[`Yb`Ubghc`»`Yb`_`Ubbž`V`Y]Vh`UVni`k`UfhYb`"
 8]Y`b`ÄW`ghY`NY]h`k`]fX`nY][`Ybž`c`V`X]Y`6Ui`hYb`k`Y]hYf`k`UW`gYb`c`XYf
 c`V`g]Y`YfbYi`h]bg`Ghc`W`Yb`[`YfUhYb`"

8YhU]`g	
C`fh	DY_]b[`ž`J`c`_`gfYdi`V`]`7\]bU
E`i`Y`Y`b	<ul style="list-style-type: none"> • XY`a`Uf`_`YhgWfY`YbYf`"W`c`a • ghc`W`_`Ub`U`mg]g`"W`c`a • k`k`k`"W`]bU!gW`i`"!U_UXYa`]Y`XY

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