

8] [] hU`Y`5i gghY`i b [`nY] [h`%&\$`>U\ fY
K UbXY`XYf`9j Ub [Y`]gWXYb`?]fWXY

9fZU\ fYb`G]Y`a Y\ f`ØVYf`X]Y`X] []hU`Y`5i gghY`i b [`ni f
9bhk]W_`i b [`XYf`Yj Ub [Y`]gWXYb`?]fWXY`j cb`%- \$(`V]g`&\$&(
i bX`]\fY`U_`hi Y`Yb`<YfUi`gZcFXYfi b [Yb`"



C gh\ Y]a ž`8Yi hgWXY`UbX`!`5a`-`-`†`b]`&\$&) `YfZØ`h`g]WXY`Y]b`Ub [
 [Y\Y [hYf`K i bgWXY`a]hhYb`]a`<YfnYb`j cb`?`Òb`"8]Y`X] []hU`Y
 5i gghY`i b [`%- \$(`%- &(`%- *(``&\$&(``9j Ub [Y`]gWXY`YVYb`Å`h
 ?]fWXY`U []`]gh`bi b`ZØf`U`Y`ni [Åb [`]WXY`8]YgY`]bbcj Uh]j Y
 DfÅgYbhUh]cb`nY] [h`X]Y`9bhk]W_`i b [`XYf`Yj Ub [Y`]gWXYb`?]fWXY
 ØVYf`a Y\ f`U`g`Y]b`>U\ f\ i bXYfh`\]bk Y [`i bX`VYgWXY`ÅZh] [h`g]WXY`a]h
 nYbhfU`Yb`: fU [Yb.`K Ug`a UWXYh`X]Y`?]fWXY`Ui`g`XUa`U`gž`\Yi hY`i bX
]b`XYf`Ni`_i bZh3

8]Y`5i gghY`i b [`h\Ya Uh]g]Yfh`VYXYi hYbXY`A Y]`YbghY]bYž`XUfi bhYf
 X]Y`; fØbXi b [`Y]bYg`YfghYb`?]fWXYbj YfVUbXYg`i bX`X]Y
 9bhghY\ i b [`XYg`9j Ub [Y`]gWXYb`?]fWXYbj YfVUbXg`5i WXY`X]Y
 5i ZhY`i b [`XYg`?]fWXYb`fY]gYg`]a`>U\ f`%- *(``gck]Y`X]Y

VYj cfghY\YbXY': i g]cb`XYf`XfY]`b_gf\Y]b]gWYb`?`O`bYf
?]fWYb_fY]gY`ja` `U\`f`&\$&*`k`YfXYb`VY\UbXY`h`"8]Y`9j`Ub[`Y`]gWY
?]fWY`ghY\`h`j`cf`Y]bYa` `XmbUa`]gWYb`K`UbXY`ž`XYf`g]WY`b]WY`h`bi`f
]b`XYf`;`YgWY]WY`h`ž`gcbXYfb`Ui`WY`]b`XYf`;`Y[`Ybk`Ufh`k`]XYfgd]Y[`Y`h`
Gc`gWY`Y»`Yb`g]WY`;`Ya`Y]bXYb`ni`gUa`a`Ybž`GhUbXcfhY`k`YfXYb
Ui`Z[`Y[`YVYbž`i`bX`gck`c\`Z]bUbn]Y`Y`U`g`Ui`WY`d`YfgcbY`Y
FYggci`fWY`b`gWY`fi`a`dZYb`"Hfcm`X]YgYf`<`YfUi`gZcfXYfi`b[`Yb`V`Y]Vh
X]Y`?`]fWY`Y`XcWY`j`cb`XYf`6`chgWY`UZh`XYg`K`cfhYg`;`chhYg`i`bX`XYa
K`]f`_Yb`gY]bYg`;`Y]ghYg`[`Ydf`[`hž`k`]Y`_]fWY`Y!`_c`Y`b`"XY`VYf]WY`hY`h`

F YZcfa Yb`]b`XYf`?`]fWY`Y`

GY]h`XYa` `9?8!DUd]Yf` `?`]fWY`Y`XYf`:`fY]\Y]h` `Ui`g`XYa` `U\`f`&\$*\$
ghY\Yb`FYZcfa`Yb`]a` `A`]hY`di`b`_h`XYf`8]g_i`gg]cb`":`i`g]cbYb`i`bX
?`ccdYfUh]cbYb`j`cb`;`Ya`Y]bXYb`[`Y`hYb`Ui` »`YfXYa` `U`g`a`O[`]WY`
@Ogi`b[`Yb`ZOf`VYghY\YbXY`ghfi`_hi`fY`Y`DfcV`Ya`Y`"9]b`Y`hnhYf
DZUffYf]bbYb`!`i`bX`DZUffYfhU[`]b`K`cfa`g`VfUWY`hY`Yhk`U`*`\$
H\Yc`c[`]bbYb`i`bX`H\Yc`c[`Yb`ni`gUa`a`Ybž`i`a` `ØVYf`X]Y
<`YfUi`gZcfXYfi`b[`Yb`XYf`8`Ui`YffYZcfa` `ni` `X]g_i`h]YfYb`"J`cf`C`fh
Ya`dZ]bXYb`j`]Y`Y`DZUffYf`X]Y`Ghfi`_hi`fj`Yf`AbXYfi`b[`Yb`U`g`gWY`k`]Yf][
i`bX`cZhj`cb`Ui` »`Yb`j`YfcfXbYh`"8]Y`Gcf[`Yb`i`a` `XUg`GWY`W_gU`j`]Y`Yf
;`Ya`Y]bXYb`k`YfXYb`]a`a`Yf`Ui`hYfž`i`bX`6Yf]WY`hY`ØVYf`X]Y
9bhZfYa`Xi`b[`nk`]gWYb`?`]fWY`Y`i`bX`A`YbgWYb`g]bX`U`Ufa`]YfYbX`
A`UbWYf`d`Ybg]cb]YfhY`DZUffYf`g]Y`h`gh`AbX][`Y`GdUffi`bXYb`i`bX`XYb
J`Yf`i`ghj`cb`9`fYbUa`h`]WYb`i`bX`<`Ui`dhUa`h`]WYb`U`g`i`b`U`hVUF
Ub`"<`]YfVY]`Y]XYh`YXY`ZØbZHY`DZUffdYfgcb`Ub`6i`fbci`hi`bX
VY`_U[`hž`XUgg`]a`a`Yf`a`Y`f`;`Y`X`!`i`bX`A`UWY`hZfU[`Yb`XYb
h\Yc`c[`]gWYb`i`c`_i`g`ØVYf`U[`Yfb`ž`k`]Y`Yj`Ub[`Y`]gWY`"XY`Ui`ZnY][`h`

8YbbcWY`[`]Vh`Yg`Ui`WY`d`cg]h]j`Y`5bg`AhY`"A`Uhh`]Ug`:`f]hgWY
Yfa`i`h][`h`XUni`ž`nYbhU`Y`J`Yfk`U`hi`b[`Yb`ni` `bi`hnYbž`i`a` `X]Y`5fVY]h
XYf`;`Ya`Y]bXYdZUffYf`ni` `Yb`h`UghYb`"@Ui`h`7`cf]bbU`<`Y`_hc`f`k`]fX`X]Y
5fVY]h`nk`Uf`b]WY`h`k`Yb][`Yf`ž`gcbXYfb`a`i`gg`j`cb`]a`a`Yf`k`Yb][`Yf
A`YbgWYb`Yf`YX][`h`k`YfXYb`"J`YfgWY`YXYbY`H\Yc`c[`Yb`k`UfbYb
Y`XcWY`ž`XUgg`g]WY`X]Y`?`]fWY`Y`ni`fØW_n]Y`h`i`bX`X]Y`F`c`Y`XYg
DZUffYfg`j`cf`C`fh`Ub`6`YXYi`hi`b[` [`Yk`]bbh`"9fbgh`Y`Y`WY`bYf`gWY`À[`h
Y]bY`?`ca`V]bUh]cb`Ui`g`GdYn]U`]g]Yfi`b[`i`bX`J`YfbYhni`b[`j`cf`ž`i`a
XYb`GY`Y`gc`f[`YUi`ZhU[`h`fcm`g]b`_YbXYf`FYggci`fWY`b`ni` `YfZØ`Yb`

8]Yg`_ÖbbhY`XUni`VY]hfU[Ybž`X]Y`?]fWXY`Ui`W`]b`Ni`_i`bZi`YVYbX][
ni`\"U`hYb"

8 Ug`6]`X`XYf`?]fWXY`]a`K`UbXY`

8]Y`<YfUi`gZcfXYfi`b[Yb`ZØf`X]Y`]a`a`Yf`_`Y]bYf`k`YfXYbXY`?]fWXY
g]bX`j`]Y`ZÄ`h]["J`cf`U`Y`a`X]Y`GhUV`]hÄ`h`XYf`ghfi`_hi`fY`Yb
F`U`a`YbVYX]b[i`b[Yb`i`bX`X]Y`J`YfhY`]i`b[`XYf`F`Yggci`fW`b`ghY`Yb
Ui`Z`XYf`5[YbXU`"9]b`nYbhfU`Yf`5gdY`_h`]gh`X]Y`GW`UZZ`b[`Y]bYg
[i`hYb`I`a`Z`X`g`ZØf`_]fW`X]W`Y`A`]hUfVY]hYbXYž`]bXYa
VY]gd]Y`gk`Y]gY`X]Y`5i`gV`]Xi`b[`i`bX`I`bhYfghØhni`b[`j`YfVYggYfh
k`YfXYb`"8]Y`J`]Y`ZU`h`Ub`;`Ya`Y]bXYa`cXY`Ybž`j`cb`_`Ugg]gWXYb
DUfcW`U[Ya`Y]bXYb`V]g`\\b`ni`_]bbc`j`Uh]j`Yb`5bg`Ä`h`Ybž
i`bhYfghfY]W`hž`XUgg`XYf`K`UbXY`VYfY]hg`]a`;`Ub[`Y`]gh`"8]Y
U`_hi`Y`Yb`H`Y`a`Yb`]b`XYf`?]fWXYbYb`hk`]W`_i`b[`YfghfY`W`Yb`g]W`j`cb
XYf`J`YfY]bZUW`i`b[`XYf`J`Yfk`U`hi`b[`i`bX`XYf`9hUV`]Yfi`b[`Y]bYf
GYfj`]W`_i`hi`f`V]g`\\b`ni`f`A`]h[`]YXYfcf]Ybh]Yfi`b[`i`bX`XYf`6]bXi`b[
j`cb`?]fWXYba`]h[`]YXYf`"9]b`?i`hi`fk`UbXY`\\b`ni`Y]bYf
a`]bXYf`Y]h`]WXYb`?]fWXY`k`]fX`YfZcfXYf`]W`ž`i`a`XYb`5VgW]YX`j`ca
ghU]gWXYb`5i`ZVUi`XYf`?]fWXY`ni`j`c`n]Y`Ybž`gc`Y`_`X`XY`"

8]Y`5i`gghY`i`b[`j`Ub[`Y`]gW`Y`VYb`Ä`h`]fWXY`U[`]`Yfa`i`h][h
XUni`ž`ØVYf`X]Y`Y][YbY`F`c`Y`i`bX`X]Y`Ni`_i`bZi`XYf`?]fWXY
bUW`ni`XYb`_Yb`"8]Y`XUa`]h]j`YfVi`bXYbY`6fcgW`ØfY`j`Yfh]Y`Zi`X]Y
<]bhYf[fØbXY`i`bX`ghY`h`Y]bYb`6Yni`[`ni`ZfØ`YfYb`5fVY]hYb`k`Y
8 Ug`Yj`Ub[`Y`]gWXY`?`Ö`b`Ui`g`XYa`"Ä`f`%-`*)`\"Yf`"8]Y`F`Y]gY`Xi`fW
X]Y`;`YgW]W`hY`XYf`Yj`Ub[`Y`]gWXYb`?]fWXY`gc`b]W`h`bi`f
]bZcfa`]YfYbž`gcbXYfb`Ui`W`Ub`fY[Ybž`U`_h]j`Ub`]`fY`a`K`UbXY`
a`]hni`[YghU`hYb"

8 YhU]`g	
C fh	C gh`Y]a`ž`8Yi`hgW`UbX
E i`Y`Yb	<ul style="list-style-type: none">• k k k "_]fWXY!_cY`b"XY• k k k "Yj`Ub[`Y`]gW`XY• k k k "Y`_`X"XY

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