

œgYd`Dcbg.`8Yf`bYi Y`A UYghfc`XYf
8Yi hgWXYb`F UX]c`D\]`Ufa cb]Y`

œgYd`Dcbg`]gh`bYi Yf`7\YZX]f][Ybh`XYf`8Yi hgWXYb`F UX]c
D\]`Ufa cb]Y`]b`GUUFVfØW_Yb``9f`hf]hh`gY]b`5a`h]a
GYdhYa VYf`&\$&) `Ub`



GUUFVfØW_Ybž`8Yi hgWXY`UbX`!`œgYd`Dcbg`]gh`bYi Yf`7\YZX]f][Ybh
XYf`8Yi hgWXYb`F UX]c`D\]`Ufa cb]Y`fBF DÈi bX`k]fX`]b`XYb
_ca`a`YbXYb`æ\`fYb`\Ui`dhgÀWXY`WXY`]b`GUUFVfØW_Yb`hÀh][`gY]b``8Yf
%-`+`[YVcfYbY`GdUb]UfX`hfUh`gY]bY`Dcg]h]cb`]a`GYdhYa VYf`&\$&)
Ub`i`bX`Zc`[`h`XUa`]h`D]YhUf]`æ_]bYb`bUWXY`ž`XYf`gY]h`&\$%+`X]YgY`F`c`Y
]bbY\`UhhY``Dcbgž`XYf`VY]a`GUUF`ÀbX]gWXYb`F`i`bXZ`b`_`VYfY]hg
gY]bY`5b`_i`bZi`U`g`Y]bY`:`fYi`XY`i`bX`9\`fY`VYnY]WXYbYhYž`Ài`»`YfhY
g]WXY`k`À\`fYbX`Y]bYg`DfYggYhYfa`]bg`bYfj`Ög`i`bX`VYghY`hY`g]WXY
Y]bYb`_`Y]bYb`9gdYggcž`k`cVY]`Yf`_`cbghU]YfhY.`A`m`èV`]g`hc
a`U`_`Y`a`i`g]W`**GUUFVfØW_Yf`NY]hi`b`[`VYf]WXY`hYhž`XUgg`**

8]Y`:`fYi`XY`ØVYf`X]Y`K`U\`XYg`8]f][YbhYb`]gh]a`[`Ubnyb
CfWXYgYhYf`gdØfVUf``Dcbg`i`bX`X]Y`8`F`D`\`UVYb`VYfY]hg`Y]bY

`Ub[Å\ f][Y`6Yn]Y\ i b[ž`X]Y`U`g` @]VYg\Y]fUh`VYgW\ f]YVYb`k]fXž
k Ug`X]Y`?ccdYfUh]cb`]b`XYb`_ca`a`YbXYb`š\ fYb`j]Y`j`YfgdfYW\YbX
YfgW\Y]bYb`"Åggh"GY]h`&\$*\$` \Uh`Dcbg`VYfY]hg`U`g` ; UghX]f][Ybh`a`]h
XYf`8FD`[YUfVY]hYhž`i`bhYf`UbXYfYa`VY]a`@`Xk`][`j`Ub`6YYh\c]Yb
CghYfZYgh]j`U`&\$%+`]b`K`UfgW\Ui`gck`jY`VY]j`YfgW\]YXYbYb
?cbnYfhYb`]b`GUUfVfØW_Yb`i`bX`A`Ubb\Y]a`"8]Y`8FD!K`YVg]hY
]bZcfa`]Yfh`XUfØVYfž`XUgg`

9]b`VYY]bXfi`W_YbXYg`Dc fhZc`]c

ægYd`Dcbg`Vf]b[h`Y]b`i`a`ZUggYbXYg`F`YdYfhc]fY`a`]hž`XUg`j`cb
_`Ugg]gW\Yb`K`Yf_Yb`k`jY`6YYh\c]Yb`i`bX`GW\i`VYfh`V]g`\]b`ni
nY]h[YbØgg]gW\Yf`A`i`g]_j`cb`A`Ui`f]W]c`GchY`c`i`bX`6YbYh
7UgUV`UbWUg`fY]W\h`GY]bY`Ni`gUa`a`YbUfVY]h`a`]h`XYf`8FD
]b`_i`X]Yfh`j`YfgW\]YXYbY`\cW\UfÅh][`Y`?`cbnYfhYž`k`cXi`fW\`Yf`g]W\
Y]bYb`BUa`Yb`]b`XYf`?`Ugg]_gnYbY`[`Ya`UW\h`\Uh`

GY]bY`\YfUi`gfU[YbXY`?`Uff]YfY`YfghfYW_h]g]W\`ØVYf`j`YfgW\]YXYbY
ZØ\ fYbXY`Dcg]h]cbYbž`XUfi`bhYf`X]Y`XYg` ; YbYfU`a`i`g]_X]fY`_hcf`g
XYg` ; fUb`HYUhY`XY`@]W\i`]b`6UfW\`cbU`gY]h`&\$%&`i`bX`XYf
_Øbgh`Yf]gW\Y`@]hYf`XYg`C`fei`YghU`m`7`cfc`BUW]cbU`Yg`XY`9gdUí`U
j`cb`&\$`\$`V]g`&\$%&`"8`UfØVYf`\]bUi`g`[`fØbXYhY`Yf`XUg`C`fei`YghfU
XY`7Ua`VfU`HYUhY`@]j`fY`i`bX`XUg`_UhU`Ub]gW\Y`š`[`YbXcfW\YghYf
æ`B`7`ž`k`Ug`gY]b`9b[`U[`Ya`Ybh`ZØf`X]Y`A`i`g]_i`bX`X]Y`5i`gV]`Xi`b[
↑`b[`Yf`HU`Yb`hY`VY`Y[`h`

5i`gnY]W\bi`b[`Yb`i`bX`5bYf_Ybbi`b[

Dcbg`VYY]bXfi`W_YbXY`8]g_c[`fUd`\]Y`i`a`ZUggh`ØVYf`)`\$`78gi`bX
8J8gž`X]Y`a`]h`nU\`fY]W\Yb`DfY]gYb`Ui`g[`YnY]W\`bYh`k`i`fXYbž
XUfi`bhYf`XYf`9W\c`?`Ugg]_`5k`UfX`i`bX`XYf` ; fUa`a`m`5i`»`YfXYa
Yf\]Y`h`Yf`XYb`BUh]cbU`Yb`A`i`g]_dfY]g`XYg`gdUb]gW\Yb
?`i`hi`fa`]b]ghYf]i`a`g`ZØf`gY]bY`J`YfX]YbghY`]b`XYf`A`i`g]_`XYg`&\$`
š\`f\`i`bXYfhg`"&\$%-`k`i`fXY`j`\a`X]Y`9\`fYbXc`_hcfk`ØfXY`XYf
5i`hcbca`Yb`i`b]j`Yfg]hÅh`6UfW\`cbU`j`Yf`Y\`Ybž`i`bX`]a`C`_hcVYf
&\$&(`k`i`fXY`Dcbg`VY]`XYb`DfYa`]cg`dYfU`L`L`=U`g`VYghYf
A`i`g]_X]fY`_hcf`ZØf`gY]bY`š`hYfd`fYhUh]cb`j`cb`K`U[`bYfg`DUfg]ZU`
Ui`g[`YnY]W\`bYh`

GY]bY`a i g]_U`]gWXY`5i gV]`Xi b[`VY[Ub b`Ub`XYf`9gWc`Ub]U`XY
 A cbhgYffUhž`k c`Yf`Ui W`C f[Y`i bhYff]W`h`Yf\]Y`h`8 UfØVYf`\]bUi g
 \Uh`Dcbg`Yb[Y`6Yn]Y\ i b[Yb`ni `nU`\fY]W`Yb`fYbca a]YfhYb
 Yi fcdÀ]gW`Yb`C fW`YghYfb`Yb`hk]W`Y`hž`XUfi bhYf`XUg`C fW`YghfY`XY
 DUf]g`i bX`XUg` ; Yk UbX\Ui gc fW`YghYf`@Y]dn][``A]h`gY]bYa
 i a ZUggYbXYb`9fZU\fi b[g\cf]ncbhi bX`gY]bYf`@Y]XYbgW`UZh`ZØf`X]Y
 A i g]_`]gh`ægYd`Dcbg`bi b`VYfY]hž`X]Y`8Yi hgW`Y`F UX]c
 D\]`Ufa cb]Y`]b`Y]bY`bYi Y`ŸfU`XYg`a i g]_U`]gW`Yb`GW`UZZYbg`ni
 ZØ\Yb"

8YhU]`g	
C fh	GUUfVfØW`Ybž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gUUfVfi YW`Yf!nY]hi b["XY • k k k "Xfd!cfW`YghYf"XY

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