

K UggYf_bUdd\Y]h]b`6YfbUi .`? bY]dd!
5b`U[Y`V`Y]Vh]j cfYfgh[YgW\`cggYb`°

8]Y` ; Ya Y]bXY`6YfbUi`gdYffh`dfÄj Ybh]j`XUg`?bY]dd!6YW_Yb
k Y[Yb`Xfc\YbXYa`K UggYfa Ub[Y`"6Øf[Yfa Y]ghYf]b`6]YV`!
8U]VYf`Yf`Äi hYfh`X]Y`A U» bU\`a Yb"



6YfbUi`Ua`7\]Ya gYYž`8Yi hgW\`UbX`!`8]Y`?bY]dd!5b`U[Y`]b
6YfbUi`Ua`7\]Ya gYY`V`Y]Vh]UV`gcZcfh[YgW\`cggYb`"; fi bX`XUZØf
g]bX`Xfc\YbXY`K UggYf_bUdd\Y]h]i bX`X]Y`B`chk YbX][`_]hž
dfÄj Ybh]j`Y`A U» bU\`a Yb`ni`Yf[fY]Z]bž`k]Y`6Øf[Yfa Y]ghYf]b`≠YbY
6]YV`!8U]VYf`VY_Ubbh[UV`"Hfchn`XYf`FY[YbZÄ`Y`]b`XYf`FY[]cb`Ua
&`"i bX`&(`"5df]"`V`Y]Vh`X]Y` ; YZU\`f`Y]bYg`K UggYfa Ub[Y`g
VYghY\`Yb`"8]Y`?bY]dd!5b`U[Y`bi hnh`Hf]b_k UggYfž`XUg
j cfni [gk Y]gY`ZØf`X]Y`6Yk c\`bYf`XYf` ; Ya Y]bXY`fYgYfj]Yfh]gh"
≠hYfYggUbhYfk Y]gY`VYb`Øh][`h`Y]b`gc`W`Yg`?bY]ddVYW_Yb`Ä\`f`]W
gc`j]Y`K UggYf`k]Y`Y]b`< Ui g\`U`h`a`]h]]Yf`DYfgcbYb"

8Yf`9bhgW`Y]Xž`XUg`?bY]ddVYW_Yb`ni`gdYffYbž`\Uh`Ui W`Y]bY
ghfUhY[]gW`Y`?ca`dcbYbhY`"8]Y` ; Ya Y]bXY`i bhYfgi W`h`VYfY]hg

5`hYfbUh]j Ybž'i a `X]Y`5b`U[Y`j cb`Hf]b_k UggYf`i bUV`Åb[][`ni
a UWXYb``9]bY`a Ò[`]WXY`@Ògi b[`_ÒbbhY`X]Y`5i g`Y]hi b[`j cb
K UggYf`Ui g`Y]bYa `bU`Y[Y`Y[YbYb`6UW`gY]b``a `; Y[YbgUhn
XUni `UVYb`X]Y`?bY]dd!5b`U[Yb`]b`Df]Yb`Y][YbY`K UggYfei Y`Yb
i bX`V`Y]VYb`gca `]hj cb`XYf`U_hi Y`Yb`K UggYf_bUdd`Y]h
i bVYfØ`fh"

? bY]dd!D`]\`cgc d`]\Y`i bX`]\`fY`F`Y`Yj Ub n

8]Y`?bY]dd!D`]\`cgc d`]\Y`žVY[fØbXYhj cb`GYVUgh]Ub`?bY]ddž]gh`]b
ZØbZYf`Y`<]bg]W`h`Ui Z[YVUi h`K UggYfž`DZUbnybž`6Yk Y[i b[ž
9fb`Å`fi b[`i bX`6U`UbW``8]YgY`Df]bn]d]Yb`VYhcbYb`5gdY`hY`XYf
B UW`U`h][`_Y]hi bX`5W`hgUa `_Y]hž`X]Y`]b`XYf`Yi h][Yb`NY]h`Ub
6YXYi hi b[`[Yk `]bbYb``Df]YbYf`6Øf[Yfa `Y]ghYf`5bXfYUg`f]YXf]W
VYa Yf`hYž`XUgg`X]Y`D`]\`cgc d`]\Y`]b`XYf`Yi h][Yb`; YgY`gW`UZh
b]W`h`a `Y`f`XUg`5bgY`Yb`[Yb]Y» hž`XUg`g]Y`ZfØ`Yf`UhhY"

8]Y`i fgd fØb[Y`XYf`?bY]dd!D`]\`cgc d`]\Y`fY]W`Yb`V]g`ni `?bY]ddg
9fZU`fi b[Yb`a `]h`K UggYfVY`UbX`i b[Yb`ni fØW``9]b`gW`k YfYf
Hi VYf`_i `cgYZU``ZØ`fhY`]b`ni `gY`VghYI dYf]a YbhY`Yb`?i fYbž`X]Y
]\a `Yf`YV`]W`Y`[Ygi bX`Y]h`]W`Y`J`cfhY`]Y`VfUW`hYb``8]YgY
9f`YVb]ggY`Zcfa`hYb`b]W`h`bi f`gY]bYb`; `Ui VYb`Ub`X]Y`Y]YbXY
?fUZh`XYg`K UggYfgž`gcbXYfb`hfi [Yb`Ui W`ni f`9hUV`]Yfi b[`XYf
?bY]dd!A Uf`_Y`VY]ž`X]Y`XUfUi Z`UVn]Y`hž`dcg]hj Y`9ZY`hY`Xi fW
?bY]dd`A`ca`YbhY`ni`gW`UZYb"

; YghU`hi b[`i bX`DZ`Y[Y`j cb`?bY]dd!5b`U[Yb

9]b`k Y]hYfYf`5gdY`h`VY]a `6Ui `i bX`XYf`DZY[Y`j cb`?bY]dd!
5b`U[Yb`]gh`X]Y`6YfØW`g]W`h][i b[`]\`Ø`YfYf`G]W`Yf`Y]hgghUbXUfXgž
]bgVYgcbXYfY`VY]`5b`U[Yb`ZØf`?]bXYf``K UggYfh]YZYb`g]bX`Y]Yf`Ui Z
a`U]a`U`` \$`W`a`VYgW`f`Åb`_hž`i bX`XYf`Ni `Ui Z`ZØf`?bY]ddVYW`Yb
gc``hY`Y]bY`A`]bXYghUbZcfXYfi b[`j cb`&`@]hYfb`_U`hYa `K UggYf`dfc
A`]bi hY`YfZØ`Ybž`k`cVY]`X]Y`HYa`dYfUi`f`b]W`h`ØVYf`%+..7`Y]Y[Yb
gc``hY``Ni`XYa`XØfZYb`?bY]dd!5b`U[Yb`]W`h`XYf
Hf]b_k UggYfj`YfcfXbi b[`i bhYf`]Y[Ybž`k`Yg`U`V`Y]b`?Y]b
Hf]b_k UggYf` `GW`]X`Ub[YVfUW`h`k`YfXYb`a`i`gg"

ð'6Yni ['Ui ZX]Y'A UhYf]U`Y]b'k]fX`Ya dZc\`Ybž`VYk Å\fhY`Ghc ZY
 k]Y`BUhi fghY]b`i bX`fcghZfY]Yg`9XY`ghU\`ni `bi hnYbž`i a
 @Ub[`YV][_Y]h`i bX`K]XYfghUbXgZÅ\[_Y]h`XYf`6YW_Yb`ni
 [Yk Å\`f`Y]ghYb"8]Y`fY[Y`a Å»][Y`DZY[Y`i a ZUggh`Ui W`X]Y
 @YYfi b[`i bX`FY]b][i b[`XYf`5b`U[Ybž`X]Y`a]bXYghYbg`nk Y]`V]g
 XfY]`A U`dfc`K cW`Y`bchk YbX][`]ghž`i a `Y]bYb`fY]Vi b[g`cgYb
 6Yhf]YV`ni `[Yk Å\`f`Y]ghYb"

8]Y`?bY]dd!5b`U[Yb`V]YhYb`b]W`h`bi f[Ygi bX`Y]h]W`X`Y`J`cfhY]`Yž
 gcbXYfb`Ui W`Y]bYb`C`fh`XYf`9f`c`i b["8]Y`; Ya Y]bXY`6YfbUi
 nY][h`YXcW`ž`XUgg]b`NY]hYb`j`cb`K`UggYf`_bUdd`Y]h`YXYf`ni
 Y]bYa`j`YfUbhk`cfh`i b[gVYk`i`gghYb`l`a [Ub[`a]h`XYf`FYggci`fW`
 K`UggYf`Ui`Z[YZcfXYfh]`gh"

8YhU]`g	
J`c`f`ZU``	I`a`k`Y`h
I`f`g`U`W`X`Y	K`UggYf`_bUdd`Y]h
C`f`h	6YfbUi`Ua`7\]Ya`gYYž`8Yi`hgW`U`b`X
E`i`Y``Y`b	<ul style="list-style-type: none"> • k k k "fcgYb`Y]a`&("XY • k k k "_bY]ddVi`bX"XY • k k k "_bY]dd"W`a

6Ygi W`X`Yb`G]Y`i`bg`Ui`Z.`b!U["XY