

➤bg`GdU\b. `9]b`5i Zgh]Y[`]b`XYf`78I `cXYf`
Y]bY`f]g_UbhY`K`YhhY3

➤bg`GdU\b`ghfYVh`bUW`9]bZi`gg`]b`XYf`78I`i`bX`d`Ubh`
J`Yf`ÀbXYfi`b[`Yb`]b`XYf`DUfhY]Yb`UbXgW`UZh`XYf`gW`k`Ufn!
fchYb`?`cU`]h]cb"



6Yf`]bž`8Yi`hgW`UbX`!`➤bg`GdU\bž`Y]b`dfca`]bYbhYf`Dc`]h]_Yf`XYf`
78I`i`bX`Y\Ya`U][`Yf`;`Ygi`bX\Y]hga`]b]ghYfž`ghY\h`]a`NYbhf`i`a`
U_hi`Y`Yf`dc`]h]gW`Yf`9bhk`]W_i`b[`Yb`]b`XYf`6i`bXYgfY[`]Yfi`b[`"8Yf`
(`(!`À\f][`Yž`XYf`gY]h`&\$\$&`]a`6i`bXYghU[`]U_h]j`]ghž`\UhY]bY`
9]b`UXi`b[`]Ub`X]Y`<`Ui`dhghUXhdfYggY`ni`Y]bYa`
<]bhYf[`]fi`bX[`]Ygdf`ÀW`Ui`g[`]Ygdfc`W`Ybž`i`a`gY]bY`N]Y`Y`i`bX`
5a`V]h]cbYb`_`Uf`ni`Ufh_i`]Yfyb`"8`UVY`]a`ÒW`hY`Yf`X]Y`78I`j`cb`
XYf`A`Yf`_Y`!`YfU`UV[`]fYbnYb`i`bX`Y]bY`J`YfgW`]YVi`b[`]bUW`fYW`hg`
j`cfUbhfY]VYbž`k`Ug`YXcW`Ui`Z`_cbhfcj`YfgY`F`YU_h]cbYb`ghÒ»`h"

GdU\b`]gh`VY`_Ubbh`ZØf`gY]bY`dc`]h]gW`Yb`5a`V]h]cbYbž`
]bgVYgcbXYfY`]b`Y]bYf`NY]hž`]b`XYf`X]Y`78I`#7GI`j`cf`
<YfUi`gZc`fXYfi`b[`]Yb`ghY\h`"9f`k`]fX`ZØf`nk`Y]k`]W`h[`]Y`Dcg]h]cbYb`

[Y\UbXY`h`ni a `Y]bYb`Z0f`XUg`5a`h`XYg` : fU_h]cbgWkYZg`XYf`l`b]cbž
XUg`Yf`ZUj`cf]g]Yfhž`XU`Yf`Xcfhk`Yb][`Yf`9]bgWk`f`Àb`_i`b[`Yb`\`ÀhYž
i`bX`ni`a`UbXYfYb`Z0f`XUg`XYg`K`]fhgWk`UZhga`]b]ghYfg`"GY]b
dc`]h]gWk`Yf` : fYi`bX`7UfghYb`@]bbYa`Ubb`\`Uh`g]Wk`VYfY]hg`Ui`g`XYf
?`cb`_i`ffYbn`i`a`X]Y` : fU_h]cbgZ0\`fi`b[`ni`f0W_[`Ync[`Yb`i`bX`d`Ubhž
;`YbYfU`gY`_fYh`Àf`ni`V`Y]VYb"

?`cb`hfcj`YfgYb`i`bX`5a`V]h]cbYb

8Yf`J`cfghc`»`j`cb`GdU\bž`X]Y`5Z8`]a`i`bXYghU[`k`]Y`UbXYfY
C`ddcg]h]cbgdUfhY]Yb`ni`VY\`UbXY`bž`gcf[`h`Z0f`\`]hn][`Y`8YVUhYb`"
:`f]YXf]Wk`A`Yfnž`XYf`78I`!`J`cf]g]hnYbXYž`Ài`»`Yfh`6YXYb`_Yb`VYn0[`Wk
GdU\b`g`9]bZi`gg`i`bX`5a`V]h]cbYb`"Ni`XYa`i`[`]Vh`Yg` ;`Yf0Wk`hY`i`a
Y]bY`a`0[`Wk`Y`6chgWk`UZhYfdcg]h]cb`GdU\b`g`]b`XYb`l`G5ž`X]Y`Y`XcWk
j`cb`gY]bYa`i`a`ZY`X`XYa`Ybh]Yfh`k`i`fXYb"

⊕`XYf`dc`]h]gWk`Yb`@`Ub`XgWk`UZh`nY]Wk`bYh`g]Wk`Xi`fWk`GdU\b`g
9b[`U[`Ya`Ybh`i`bX`BYhk`Yf`ž`]bgVYgcbXYfY`ni`fYdi`V`]Ub]gWk`Yb
?`fY]gYb`]b`XYb`l`G5ž`Y]b`Y`Yf`i`b`_cbj`Ybh]cbY`Yf`5bgUhn`UV`"9f
bU`a`ni`Ymh`Ub`XYf`FYdi`V`]WU`B`Uh]cbU`7cbj`Ybh]cb`hY]`ž`k`Ug
gY]b`⊕`hYfYggY`Ub`XYb`hf`Ub`gU`h`Ub]h]gWk`Yb`6Yn]Y`i`b[`Yb
i`bhYfghfY]Wk`hž`Ui`Wk`k`Ybb`Yf`_Y]b` : UWk`a`Ubb`Z0f`5i`»`Ybdc`]h]_`]gh"

8]Y`\`]ghcf]gWk`Y`F`c`Y`j`cb`78I`i`bX`7GI

8]Y`78I`i`bX`7GI`V`]XYb`gY]h`%-`(-`Y]bY` : fU_h]cbg[`Ya`Y]bgWk`UZh
]a`8Yi`hgWk`Yb`6i`bXYghU[`ž`X]Y`a`U`»`[`YV`]Wk`X]Y`XYi`hgWk`Y`Dc`]h]_
VYY]bZi`ggh`\`Uh`"8]Y`l`b]cbgdUfhY]Yb`gd]Y`hYb`Y]bY`nYbhfU`Y`F`c`Y`
VY]`VYXYi`hYbXYb`dc`]h]gWk`Yb`9bhgWk`Y]Xi`b[`Ybž`]bgVYgcbXYfY
k`À`fYbX`i`bX`bUWk`XYf`K`]YXYfj`YfY]b][`i`b[`"l`bhYf`?`cbfUX
5XYbUi`Yf`YffY]Wk`hY`X]Y`l`b]cb`%-`)+`X]Y`UVgc`i`hY`A`Y`f`Y]h`i`bX
gYmhY`g]Wk`Z0f`Y]bY`gcn]U`Y`A`Uf`_hk`]fhgWk`UZh`Y]b"

8]Y`78I`#7GI`V`]Uhj`YfgWk`]YXYbY`]bbYfdUfhY`]Wk`Y`Ghf0a`i`b[`Yb`i`bX
Ybhk`]W`_Y`h`i`bhYfgWk`]YX`]Wk`Y`K`U`\`_Ua`dZghfUhY[`]Ybž`cZi[`Y`Y]hYh
j`cb`Wk`Uf]ga`Uh]gWk`Yb`Gd]hnYb`_UbX]XUhYb`"X`XcWk`\`Uh`X]Y`DUfhY`]b
XYb`YmhYb`⊕`fYb`Ui`Wk`F`0W_[`Àb[`Y`j`YfnY]Wk`bYhž`X]Y`g]Wk`]b`XYb
K`U`\`Yf[`YVb]ggYb`k`]XYfgd]Y[`Y`b`"8]Y`dc`]h]gWk`Y`5i`gf]Wk`hi`b[

V`Y]Vh`k]fhgW\UZh`g]VYfU`ž`_cbgYfj Uh]j `i bX`W\`f]ghXYa c`_fUh]gW\ž`a]h
 Y]bYa ` _`UfYb`i: c`_i g`Ui ZX]Y`Ni gUa a YbUfVY]h`i]b`XYf`5i »Yb!`i bX
 G]W\Yf\Y]hgdc`h]_ž`i]bgVYgcbXYfY`i]bbYf\U`V`XYf`9I `i bX`XYf`B5HC`"

8]Y`78I #7GI ` \Uh`b]W\h`bi f`ni f`Yi fcdÄ]gW\Yb``b`hY[fUh]cb
 VY][YhfU[Ybž`gcbXYfb`Ui W\`Y]bY`YbhgW\Y]XYbXY`F c``Y`VY]`XYf
 K]YXYfj YfY]b][i b[`8Yi hgW\`UbXg`[Ygd]Y`hi bX`g]W\`Ub`X]Y
 <YfUi gZcfXYfi b[Yb`XYg`g]W\`k UbXY`bXYb`dc`]h]gW\Yb`?`]a Ug
 Ub[YdUggh`"

A]h`>bg`GdU\`b`i bX`UbXYfYb`i: Ø\fi b[gdYfgÖb`]W\`_Y]hYb`i]b`XYf
 l b]cb`ghY\`h`X]Y`78I `j cf`XYf`5i Z[UVYž`\fY`>Ybh]hÄ`h`bYi `ni
 XYZ]b]YfYb`i bX`g]W\`XYb`ni _`ØbZh][Yb`<YfUi gZcfXYfi b[Yb`ni
 ghY``Yb``8]Y`_ca a YbXYb`A cbUhY`_ÖbbhYb`YbhgW\Y]XYbX`XUZØf
 gY]bž`k]Y`g]W\`X]Y`dc`]h]gW\Yb`? fÄZhYj Yf\Ä`hb]ggY`i]b`8Yi hgW\`UbX
 Yb`hk]W\`Y`b`"

: Øf`k Y]hYfY``bZcfa Uh]cbYb`ni `>bg`GdU\`b`i bX`XYb`U`_hi Y``Yb
 9b`hk]W\`i b[Yb`i]bbYf\U`V`XYf`i b]cb`VYgi W\Yb`G]Y`**H!C b`]**bYž`
Dc`h]Wł`i bX`**8]g`_i fg`"**

8YhU]`g	
J c f ZU``	F Y[]cbU`Yg
C fh	6Yf`]bž`8Yi hgW\`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "h!c b`]bY"XY • k k k "dc`]h]Wł"Yi • X]g`_i fg!nY]hgW\`f]Zh"XY

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