

: cfhi bU'8ØggY`XcfZ`_Åa dZh'g]WÅ `]a
5i Zgh]Y[gfYbbYb`ni fØW_°

5a ' "A U] &\$&) `YbXYhY`XUg`Gd]Y`nk]gWÅYb`9]bhfUWÅ h
6fUi bgWÅk Y][`i bX` : cfhi bU'8ØggY`XcfZ`&.&"`6Y]XY`HYUa g
_Åa dZYb`i a `k]WÅh][Y`Di b_hY`]b`XYf`&"`6i bXYg`][U"



6fUi bgWÅk Y][ž'8Yi hgWÅ`UbX`!`a`gdUbbYbXYb`8i Y`XYf`&"
: i »VU`!6i bXYg`][U`hfYbbhYb`g]WÅ`9]bhfUWÅ h`6fUi bgWÅk Y][`i bX`
: cfhi bU'8ØggY`XcfZ`Ua ' "A U] &\$&) `a]h`Y]bYa
&.&! bYbhgWÅ]XYb" `8]YgY`DUfh]Y`ZUbX`]a `9]bhfUWÅ h! GhUX]cb`j cf
&' "*" \$) `Ni gWÅUi Yfb`ghUhh`i bX`Y]» `VY]XY`HYUa g`a]h
i bhYfgWÅ]YX`]WÅYb` ; YZØ`Yb`ni fØW_"

: cfhi bU'8ØggY`XcfZ`V`Y]Vh`k Y]hYf`Y]b`]a `5i Zgh]Y[gfYbbYbž`U`h`bi b
) \$`Di b_hY`i bX`Y][h`bi f`nk Y]`NÅ`Yf`Y]bhYf`XYa `G7`DUXYfVc`fb
Ui ZXYa `FY`Y[Uh]cbgd`Uhn" `8]Y`A`UbbgWÅ`UZh`j`cb`HfU]bYf`F`ØX][Yf
FY`a`ghfYVhY`Ubž`Y]fY`GYf]Y`j`cb`j`]Yf`G]Y[Yb`[Y[Yb
6fUi bgWÅk Y][`Zcfmi`gYhnYbž`_cbbhY`YXcWÅ`b]WÅ`h`XYb
YbhgWÅY]XYbXYb`G]Y[`Yff]b[Yb" `8Ug`HYUa `k]f_hY`ni `6Y[]bb

Yh\Uf[]gW\ i bX`_cbbhY`]a` YfghYb`8i fW\ [Ub[`Y]bY
bYbbYbgk YfhYb`7\UbW\`b`YfUfVY]hYb"

Gd]Y`j Yf`Ui Z`i bX`HcfY

8 Ug`Gd]Y`VY[Ubb`a`]hY]bYf`ghUf_Yb`D\UgY`XYf`< Ui` g\YffYbž`X]Y
6fUi` bgW\k`Y][Yf`nY][hYb`g]W\`YbYf[]gW\`i` bX`gYhnhYb`8ØggY`XcfZ
ZfØ`i` bhYf`8fi`W`" `b`XYf`&&"`A`]bi` hY`Yfn]Y`hY`DUi` ` `YUW_Y`dYf`?`cdZ
bUW\`Y]bYa` `: fY]ghc`»` j`cb`Gj`Yb`?`Ø\`Yf`XUg`%`\$`ZØf`6fUi` bgW\k`Y]["`
`b`XYf`YfghYb`<`U`VnY]h`V`]YV`8ØggY`XcfZg`Hcfk`Ufh`F`cb!`H\`cfVYb
<`c`Za`Ubb`k`Y]h[`Y\`YbX`VYgW\`ÅZ]h[`i`b[`g`cgž`k`Å\`fYbX`X]Y`;`ÅghY
c`ZYbg]j`Y]bY`i`bg]W\`hVUfY`@Y]ghi`b[`UV`]Y`ZYfhYb"

8]fY`_h`bUW\`XYf`<`U`VnY]h[`Y`Ub[`B]W\`Ug`;`Uj`cfm`XYf`5i`g[`Y]W\`ZØf
8ØggY`XcfZ]b`XYf`(`+"`A`]bi`hY`"8cW\`6fUi` bgW\k`Y][`Ubhk`cfhYhY
dfca`dh`F`UmUb`D\`]`ddY`hfUZ]b`XYf`)`&"`A`]bi`hY`i`bX`ghY`hY`Ui`Z`&`%
ZØf`X]Y`B]YXYfgUW\`gYb`"`A`]higY]bYa` `%"`"GU]gcbhcf`gYhnhY`Yf`Y]b
k`Y]hYfYg`<][` \`][` \h`XYg`Gd]Y`gž`XcW\`8ØggY`XcfZ`V`]YV
YbhgW\`cgYb`i`bX`[`W\`Xi`fW\`A`Uhh\]Ug`N]a`a`Yfa`Ubb`]b`XYf`+`&"
A`]bi`hY`YfbYi`h`Ui`g"

7\UbW\`b`i`bX`GW\`i`ggd`UgY

`b`XYf`GW\`i`ggd`UgY`XfÅb[`hYb`VY]XY`HYUa`g`Ui`ZXYb`G]Y[`hfY`ZYfž
k`cVY]`6fUi` bgW\k`Y][`]b`XYf`,`("`A`]bi`hY`Y]bY`[`fc`»`Y`7\UbW\`Xi`fW\
D\`]`ddY`\`YfUi`ggd]Y`hY`":`cfhi`bUg`?`YYdYf`:`cf]Ub`?`UghYba`Y]Yf
a`i`gghY`]b`XYf`-`\$`"`A`]bi`hY`gY]b`[`Ubnyg`?`ØbbYb`Ui`ZnY][`Yb`i`bX
j`Yf\]bXYfhY`a`]hY]bYf`DUfUXY`XUg`a`Ø[`W\`Y`"`.&`ZØf
6fUi` bgW\k`Y][`"6Y]XY`HYUa`g`]Y`»`Yb`j`]Y`Y`7\UbW\`b`i`b[`Ybi`hnh`i`bX
XUg`Gd]Y`YbXYhY`a`]hY]bYa` `[`YfYW\`hYb`&`&"

8]Y`6Y[`Y[`bi`b[`nY][`hž`k`]Y`Yb[`XYf`K`YhhVYk`YfV`]b`XYf`&"
6i`bXYg`][`U`]gh`K`Å\`fYbX`6fUi` bgW\k`Y][`g]W\`a`]h`X]YgYa`Di`b_h
XYa` `?`UggYbYf\`U`h`bÅ\`Yf`_ca`a`h`XUg`HYUa`]gh`gY]h`gYW\`g
Gd]Y`Yb`i`b[`YgW\`U[`Yb`i`bX`ghY\`h`Ui`Z`D`Uhn`%)` `V`Y]Vh`8ØggY`XcfZ
]a`5i`Zgh]Y[`gfYbbYbž`\`Uh`U`YfX]b[`g`bcW\`j`]Y`ni`hi`bž`i`a`X]Y
bØh][`Yb`Di`b_h`ni`g]W\`Yfb`"F`ØX][`Yf`F`Y\`a`k`]fX`k`]ggYbž`XUgg`X]Y
bÅW\`ghYb`Gd]Y`Y`Yb`hgW\`Y]XYbX`ZØf`X]Y`HfÅi`a`Y`XYg`7`i`Vg`g]bX"

GhUh]gh]_Yb`VY`Y[Ybž`XUgg`VY]XY`HYUa`g`7`UbW`b`Ui`Z`XYb`G]Y[
 \UhhYb"8ØggY`XcfZ`nY][hY`]bg[YgUa`h`Y]bY`gWk`ÅW`YfY`9Z]n]Ybn
]a`5VgW`i`ggž`k`Å`fYbX`6fUi`bgWk`Y][`a`Y`f`6U`VYg]hn`\UhhYž
 UVYf`b]W`h`]a`a`Yf`_`UfY`7`UbW`b`\YfUi`ggd]Y`Yb`_`c`b`b`h`"8`Y
 A`U`h`W`:`U`W`h`g`n`Y][`Ybž`XUgg`6fUi`bgWk`Y][`g`H`c`f`Y`Y]bY`\`Ö`Y`f`Y
 K`U`f`g`W`Y]b`]W`_`Y]h`\UhhYbž`ni`XYa`VYk`Y[hY`g]W`F`Um`Ub`D`]`dd`Y
 a`]h`" `(ž`%`_`a`#`U`g`g`W`b`Y`gh`Y`f`Gd]Y`Yf`Ui`Z`XYa`D`U`h`"

8]Y`HYUa`g`g]b`X`X`Ua`]h`VYfY]h`ZØf`X]Y`_`ca`a`Yb`XYb
 <YfUi`gZc`f`XYfi`b[`Yb`]b`X]YgYf`gd`Ubb`Yb`XYb`GU]gcb`XYf`&"
 6i`b`XYg`][`Už]b`XYf`Y`XY`6Y[`Y[`bi`b[`j`cb`\`c`\Yf`6Y`XYi`hi`b[`]gh"

: Øf`XYhU]`YfhY`Gd]Y`ghUh]gh]_Yb`i`b`X`5`b`U`mg`Yb`VYgi`W`Yb`G]Y`X]Y
 GY]hYb`j`cb`?`Ö`b`Yf`GhUXh!5bnY][`Yfž`6i`b`XYg`][`U`W`a`i`b`X`
 :`c`c`h`m`g`h`U`h`g`"

8YhU]`g	
J`c`f`Z`U```	Gd`c`f`h`
C`f`h`	6`f`U`i`b`g`W`k`Y][`ž`8`Y`i`h`g`W`\`U`b`X`
E`i`Y``Y`b`	<ul style="list-style-type: none"> • k`k`k`"_`ghU`"XY` • k`k`k`"Vi`b`XYg`][`U`W`a` • Z`c`c`h`m`g`h`U`h`g`"c`f`[`

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