

H][Yf`K ccXg`Y]XYh`YfbYi h.
5W\]`YggY\ bYbf]gg`ghc ddh`gY]b
7ca YVUW_°

H][Yf`K ccXg`Yf`Y]XYh`Y]bYb`5W\]`YggY\ bYbf]gg`]a ``]b_Yb
6Y]b`k Å\ fYbX`XYg`HfU]b]b[g"8]Y`CdYfUh]cb`j Yf`]YZ
YfZc`[fY]Wžj c`ghÅbX][Y` ; YbYgi b[`Yfk UfhYh"

? U`]Zc fb]Ybž`I G5`!`H][Yf`K ccXg`ghY\ h`YfbYi h`j cf`Yf\ YV`]W\ Yb
[Ygi bX\Y]h`]W\ Yb`<YfUi gZcfXYfi b[Yb"K]Y`hn`VYf]W\ hYhž`Å Uh`XYf
; c`ZghUf`Y]bYb`F]gg`XYf`5W\]`YggY\ bY`]a ``]b_Yb`6Y]b`Yf`]hYbž`XYf
k Å\ fYbX`XYg`HfU]b]b[g`ni`<Ui gY`Ui Z[YhfYhYb`]gh"K ccXg
VYgW\ f]YV`XYb`J cfZU``U`g`gW\ a Yfn\ UZhž`k cVY`]Y]b`ghYW\ YbXYf
GW\ a Yfn`\b`VY]a`HfU]b]b[`VYY]bhfÅW\ h][hY"9f`k i fXY`VYfY]hg
cdYf]Yfhž`i bX`XYf`VY\ UbXY`bXY`5fnhž`7\ Uf`hc b`Ghi W_Ybž`]gh
cdh]a]gh]gW\ \]bg]W\ h`]W\ `Y]bYf`j c`ghÅbX][Yb`9f\c`i b["8Yb bcW\
V`Y]Vh`i b[Yk]ggž`k Ubb`K ccXg`k]YXYf`]b`XYf`@U[Y`gY]b`k]fXž` ; c`Z
ni`gd]Y`Yb`cXYf`ni`hfU]b]YfYb"

K ccXg` [Ygi bX\Y]h`]W\ Y`DfcV`Ya Y`\UVYb`g]W\]b`XYb`YhnhYb
Å\ fYb`[Y\Åi Zh"æ`GYdhYa VYf`&\$&'`i bhYfnc[`Yf`g]W\ `Y]bYf
FØW_YbcdYfUh]cb`Ui Z[fi bX`Y]b[YYb[hYf`BYfj Yb`]a`i bhYfYb
6YfY]W\ `XYf`K]fVY`gÅi `Y"8]Yg`k Uf`bi f`Y]bYg`j cb`a Y\ fYfYb
J YfZU\ fYbž`X]Y`H][Yf`gY]h`gY]bYa`gW\ k YfYb`5i hci bZU``]a` : YVfi Uf
&\$&%ØVYf`g]W\ `Yf[Y\Yb`UggYb`a`i gghYž`VY`]XYa`Yf`g]W\
a Y\ fZUW\ `XUg`fYW\ hY`6Y]b`[YVfcW\ Yb`\ UhhY"8Ua U`g`nc[`Yf
cZYbY`HfØa`a YfVfØW\ Y`]a`cVYfYb`i bX`i bhYfYb`GW\]Yb!`i bX
K UXYbVY]b`ni`ž`k Ug`Y]bY`i ba`]hY`VUfY`B chcdYfUh]cb`YfZcfXYf`]W\
a UW\ hY"8]YgY`J Yf`Yhni b[Yb`k i fXYb`a`]h`Y]bYa`GhUV`]a
GW\]YbVY]b`ghUV`]g]Yfhž`k Å\ fYbX`k Y]hYfY`?bcW\ Ybj Yf`Yhni b[Yb
Xi fW\ `GW\ fUi VYb`i bX`D]bg[]Yg]W\ Yfh`k i fXYbž`k]Y`Y]b`6Yf]W\ h`Ui Z`
h!cb`]bY`XYhU]``]Yfh`Yf`Åi`hYfh"

K ccXg '7ca YVUW_`i bX`< YfUi gZcfXYfi b[Yb

8]Y`@ghY`XYf`gdcfh`jWXYb`5_hj]`hAhYb`j cb`K ccXg`\Uh]b`XYb
`YhnhYb`>U\fyb`XYi h`jW`UV[Ybca a Yb"GY]h`XYa `l bZU``hfUh`Yf`bi f
VY]`k Yb][Yb`Hi fb]YfYb`Ub"Ni `Yhnh`k Uf`Yf`ja `>`]&\$&'`VY]`XYb
6f]h]g\`CdYb`ni `gY\Ybž`k c`Yf`YXcW`j cfnY]h][`Ui ggW]YX`i bX
gY]bY`GU]gcb`ZØf`VYYbXYh`Yf`_`ÄfhY"8]Yg`k]fX`Xi fW`X]Y`HUhgUWXY
j YfghÄf_hž`XUgg`K ccXg`ja `: YVfi Uf`&\$&'`i fgdfØb[`]W`ZØf`Y]b`D; 5!
Hi fb]Yf`]b`GUb`8]Y[c`[Ya Y`XYh`k Ufž`YhnhYbX`jW`YXcW`Ui Z[fi bX
XYg`HcXYg`gY]bYf`A i hYf`b]W`h`XUfUb`hY]`bU\`a "

Gdcfha YX]n]bYf`l b]j `!DfcZ"8f"K]`\Y`a `6`cW`Yf`_`Äfhž`XUgg`K ccXg
hfchn`gY]bYf`J Yf`Yhni b[Yb`a Ö[`]W`Yfk Y]gY`b]W`h`ZØf`ja a Yf`j ca
; c`Zgd]Y`Yb`Ui g[YgW`cggYb`]gh"; c`ZYfZcfXYfh`b]W`h`X]Y`a Ul]a U`Y
_ÖfdYf`]W`Y; YgW`k]bX][_Y]hž`k Ug`VYXYi hYhž`XUgg`Y]b`7ca YVUW_
ni a]bXYgh`h`YcfYh]gW`a Ö[`]W`V`Y]Vh"6`cW`n]Y`h`J Yf[`Y]W`Y`ni
G_]fYbb`Äi ZYf`<Yfa Ubb`A U]Yfž`XYf`&\$\$(`bUW`Ä`b`]W`Yb
J Yf`Yhni b[Yb`Y]b`7ca YVUW`ZY]YfhY"Ni]Y`]gh`Ygž`XUgg`K ccXg`a]h
XYf`f]W`h][Yb`F`Y\UV]`]hUh]cb`i bX`Y]bYa `ghUf`_Yb`K]`Yb
ni fØW`_Y`fhž`Ui W`k Ybb`X]Yg`j]Y`NY]h]b`5bgdfi W`b`Y\`a Yb`_Ubbž
a Ö[`]W`Yfk Y]gY`V]g`ni a `bÄW`ghYb`>U\`f"

@Ub[gUa Y` ; YbYgi b[`i bX`F`Y\UV]`]hUh]cb

H][Yf`K ccXg`\Uh`Y]bY`Ub[Y` ; YgW]W`hY`j cb`a i g_i `cg_Y`YhU`Yb
9f_fUb_i b[Ybž`X]Y`gY]bY`? Uff]YfY`[YdfÄ[h`\UVYb"8]YgY
VY]b\U`hYb`i bhYf`UbXYfYa `a Y\fyfY`F ØW`YbcdYfUh]cbYb"Ni `Yhnh
a i gghY`Yf`g]W`&\$&(`Y]bYa `9]b[f]Z]ni f`9bh`Ughi b[`Y]bYg`B`Yfj`g
i bhYfn]Y\Ybž`k Ug`gY]bY`]bg[YgUa`h`gYW`ghY`F ØW`YbcdYfUh]cb`k Uf`
Hfchn`XYf`<YfUi gZcfXYfi b[Yb`gd]Y`hY`K ccXg`ja `>U\`f`&\$&(`bi`f`]b
ZØbZJ YfUbghU`hi b[Ybž`VY]`XYbYb`Yf`GW`k]Yf][_Y]hYb`\UhYž`X]Y
D`Uhn]Yfi b[`ni`j YfVYggYfbž`Y]bgW`Y]Y>`]W`Y]bYg`YhnhYb`D`UhnYg
VY]a `A UghYfg`i bX`j YfdUgghYf`7i hg`VY]`XYb`YhnhYb`XfY]
A U`cfhi fb]YfYb"

@Ui h`Y]bYa `6`c[VY]hfU[`j cb`=**bhY [fUhYX`F D7`_**ÖbbhYb
U`hYfbUh]j Y`F`Y\UV]`]hUh]cbgUbGÄhnY`i bX`[c`Z]gdYn]Z]gW`Y`? cbnYdhY
]b`XYf`J Yf[Ub[Yb`Y]h`XUni `VY][YhfU[Yb`\UVYbž`X]Y`NU\`XYf

J Yf`Yhni b[Yb`ni `a]b]a]YfYb"8]YgY', VYf`Y[i b[Yb`k YfZYb': fU[Yb
 \]bg]W\h]W\`Y]bYf`[Yn]Y`hYbž`bUW\U`h][Yb`K]YXYf\YfghY`i b[`i bX
 Ni _i bZhj cb`H][Yf`K ccXg `?Uff]YfY`Ui Z"

8YhU]`g	
J cfZU``	J Yf_Y\fgi bZU``
C fh	?U`]Zc fb]Ybž`I G5
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hn"XY • k k k "h!c b`]bY"XY • k k k "]bhY[fUhYXfdW\ca

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