

GD8 `d`Ubh`F YZcfa . `6YUa hY`gc``Yb`YbX`]Wk
]b`X]Y`F YbhYb_UggY`Y]bnU\`Yb`°

GD8 `d`Ubh`F YZcfa `ni f`9]bVYn]Y\i b[`j cb`6YUa hYb`]b`X]Y
F YbhYb_UggYž`i a `l b[YfYWk h][_Y]hYb`nk]gWk Yb`DYbg]cbYb
i bX`F YbhYb`ni `j Yff]b[Yfb"



8Yi hgWk`UbX`!`8]Y`8]g_i gg]cb`i a `X]Y`F YbhYb`fYZcfa `]b
8Yi hgWk`UbX`[Yk]bbh`ni bY`a YbX`Ub` : U\fh`8]Y`GD8`\Uh`_UfY
: cfXYfi b[Yb`Ui Z[YghY`h`6YUa h]bbYb`i bX`6YUa hY`gc``Yb`]b`X]Y
F YbhYb_UggY`Y]bnU\`Yb`"@Ufg`?`]b[VY]`žXYf`DUfhY]j cfg]hnYbXY`XYf
GD8 ž`g]Y\h`\]Yf]b`Y]bY`A Ò[`]Wk _Y]h`ni f`_i fn!`cXYf`a]hY`Zf]gh][Yb
9bhUghi b[`XYf`F YbhYb]bUbnybž`]bgVYgcbXYfY`]a`<]bV`]W_`Ui Z
XYb`Fi \YghUbX`XYf`6UVmVcca Yf!; YbYfUh]cb`"9g`k]fX`VYZøfWk hYhž
XUgg`X]YgY`[YVi fhYbghUf`_Yb`>U\ f[Åb[Y`Y]bY`Yf\YV`]Wk Y
Z]bUbnyY`Y`6Y`Ughi b[`Zøf`X]Y`F YbhYb_UggY`XUfghY`Yb`_ÖbbhYbž
k Ybb`g]Y`]b`XYb`bÅWk ghYb`>U\ fYb`]b`XYb`Fi \YghUbX`hfYhYb`"< B 5
VYf]Wk hYhž`XUgg`?`]b[VY]`ZYgh[YghY`h`\Uhž`XUgg`X]Y`9ZZY`_hj]hÅh
X]YgYf`A U» bU\`a Y`YXcWk`ghUf`_j cb`XYf`[YbUi Yb`l`a gYhni b[
UV\Åb[h"

8Yf?cU`h]cbgjYfhfU[`Ybh`hV]g\Yf`_Y]bY`FY[Y`i b[`ni f
9]bVYn]Y\i b[`j cb`6YUa hYb`]b`X]Y`FYbhYb_UggYžYfk`h`bh`YXcW
X]Y`9]bVYn]Y\i b[`j cb`a Y`f`GY`Vghgh`bX][Yb``8]Yg`nY][hž`XUgg`XUg
H\Ya U`5`hYfgj cfgcf[Y`i bX` ; YfYW`h][_Y]h]b`XYf`FYbhYbdc`]h]
k Y]hYf\]b`j cb`nYbhfU`Yf`6YXYi hi b[`]gh``8]Y`Xi fW`gW`b]hh`]W`Y
6YUa hYbdYbg]cb``Y[h`VY]` " & (\$`9i fcžk`h`fYbX`X]Y
GhUbXUfXfYbhY`VY]`bi f`%`+* - `9i fc`]a` `A cbUh``Y[h``8]YgY
8]g_fYdUbn`nk]gW`Yb`XYb`DYbg]cbYb`i bX`XYb`FYbhYb`k]fX`j cb
j]Y`Yb`U`g`i b[YfYW`h`Ya dZ`bXYbž`k Ug`X]Y`8]g_i gg]cb`k Y]hYf
VYZi Yfh`A UfW`` : fUhgW`Yfž`Df`g]X]Ybh`XYg`8Yi hgW`Yb`bgh]hi hg
ZØf`K]fhgW`UZhgZc`fgW`i b[ž`U`h`VYbZU``g`X]Y`9]bVYn]Y\i b[`j cb
6YUa hYb`]b`X]Y`FYbhYb_UggY`[YZc`fXYfh`

F YZcfa VYXUfZ`i bX` ; YfYW`h][_Y]h

8]Y`?`i Zh`nk]gW`Yb`XYf`ghU]W`Yb`J c``j Yfgcf[i b[`ZØf`6YUa hY`i bX
XYf`[YgYh`]W`Yb`5`hYfgj cfgcf[Y`gc`f[h`ZØf`Ub`U`hYbXY
8]g_i gg]cbYb``?`]b[VY]``\Uh`VYhcbhž`XUgg`XUg`Xi U`Y`GmghYa`Ui Z
XYb`Df`ZghUbX`[Y`Øfh`i bX`Yf`Zc`fXYfh` ; Ygdf`W`Y`ØVYf`X]Y
9]bnU`i b[Yb`]b`X]Y`FYbhYb_UggY``8 Ug`N]Y`XYf`FYZcfa`]gh`Ygž
Y]bYb`5bgh]Y[`XYf`Gcn]U`j Yfg]W`Yfi b[gVY]hf`h`[Y`UVni k YbXYbž
k`h`fYbX`[`Y]W`nY]h][`a Y`f` ; YfYW`h][_Y]h`VY]`XYf
5`hYfgj Yfgcf[i b[`] [YgW`UZZYb`k YfXYb`gc````@Ui h`GW`h`ni b[Yb
_ØbbhYb`Xi fW`X]Y`9]bVYn]Y\i b[`XYf`6YUa hYb`%) `A]``]UfXYb`9i fc
ni g`h`n`]W`Y`6Y]hf`h`[Y`d`fc`h`Y`f`]b`X]Y`FYbhYb_UggY`Z]Y»Ybž`k Ug`X]Y
A Ø[`]W`_Y]h`Y]bYf`Z]bUbn]Y``Yb`9bh`Ughi b[`Yf`ØZb`Yh``@Ub[Zf]gh][
_ØbbhYb`VY]j c``Yf`b`hY[fUh]cb`gc[Uf`%` \$`A]``]UfXYb`9i fc
]bbYf`U`V`j cb`nY`b`h`Y`f`b`ni gUa`a Yb`_ca`a Yb``6i g]bYgg`Di b_
**VYf]W`hYhž`XUgg`X]Y`6i bXYgfY[]Yfi b[`VYZØfW`hYhž`XUgg
FYbhYbUi gnU`i b[Yb`ZØf`6YUa hY`X]Y`9bh`Ughi b[`XYf
FYbhYb_UggY`j Yff]b[Yfb`_ØbbhYb`**

DUFU``Y``ni`X]YgYb` : cfXYfi b[Yb`h`Uh`XYf`GUW`j Yfgh`bX][YbfUh`ni f
6Y[i hUW`hi b[`XYf`[YgUa`hk]fhgW`UZi]W`Yb`9bhk]W`_i b[
FYZcfa`cdh]cbYb`ZØf`X]Y`6YUa hYbj Yfgcf[i b[`] cf[YghY``h``8]YgY
VY]b`U`hYb`i bhYf`UbXYfYa`ž`XUgg`bYi`Y]b[YghY``hY`6YUa hY`]b`X]Y
[YgYh`n`]W`Y`FYbhYb]Yfg]W`Yfi b[`Ui Z[Ybca`a Yb`k YfXYb`gc``hYb`
Ni g`h`n`]W`_ØbbhY`Y]bY`6Yhf]YVgfYbhY`VYghY`Ybž`X]Y`Ub[Zf]gh][Y

Z]bUbn]Y`Y`9bhUghi b[Yb`i bX`Y]bY`9]bXÅa a i b[`XYf
 J Yfgcf[i b[gUi g[UVYb`Yfa Ò[`]W`h"; fØbYb`i bX`GD8`i bhYfghØhnYb
 FYZcfa Ybž`i a `gcn]U`Y`; YfYW`h][_Y]h]a `FYbhYbgmghYa `ni
 ghÅf_Ybž`k Å\fybX`X]Y`@]b_Y`Y]b`Y]b\Y]h]W`Yg`FYbhYbgmghYa `c\bY
 GcbXYffY[Y`i b[Yb`ZØf`6YUa hY`ZcfXYfh"9I dYfhYb"XY`\YVh
 \Yfj cfž`XUgg`Ui W`UbXYfY`DUfhY]Ybž`k]Y`X]Y`: 8D`i bX`X]Y`I b]cbž
 g_Ydh]gW`[Y[YbØVYf`Y]bYf`i a ZUggYbXYb`FYZcfa `g]bX`i bX
 di b_hi Y`Y`5bdUggi b[Yb`VYj cfni [Yb`

8]Y`Dfc[bcgYb`ZØf`ni _ØbZh][Y`DYbg]cbgUi g[UVYb`nY][Ybž`XUgg
 X]YgY`V]g`&\$(\$`Ui Z`%ž-`DfcnYbh`XYg`6fi hhc]b`UbXgdfcXi _hg
 ghY][Yb`_ØbbhYb"9]bY`i a ZfU[Y`Yf[UVž`XUgg`, %ž(`DfcnYbh`XYf
 6Yj Ò`_Yfi b[`ZØf`X]Y`5i ZbU\`a Y`bYi `Y]b[YghY`hYf
 GhUUhgVYX]YbghYhYf`b`X]Y`[YgYhn`]W`Y`FYbhYbj Yfg]W`Yfi b[`g]bX`"
 8Ua]h`k]fX`XYi h]W`ž`XUgg`XUg`H\Ya U`FYZcfa Yb`i bX`X]Y
 9]bVYn]Y\i b[`j cb`6YUa hYb`]b`X]Y`; FJ`Y]bY`nYbhfU`Y`F c`Y`]a
 ni _ØbZh][Yb`K U\`_Ua dZ`i bX`]b`XYf`Ub[Zf]gh][Yb`5i g[YghU`hi b[
 XYg`FYbhYbgmghYa g`gd]Y`Yb`k]fX"9g`V`Y]Vh`UVni k UfhYbž`cV`g]W`
 X]YgY`8]g_i gg]cbYb`]b`_cb_fYhY`FYZcfa Yb`i a gYhnYb`UggYb`

8YhU]`g	
J cfZU`	; YgYhn[YVi b[
C fh	8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "\ bU"XY • k k k "Vi g]bYgg!di b_`W`a • k k k "YI dYfhYb"XY

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