

Hi fV]bY`Dc hgXUa `fcW_h`A`ÅXWYbhi fb]Yf
a]h`i b[YgW`U[YbYa `5i Zhf]hh°

8Yf`%": : 7`Hi fV]bY`Dc hgXUa `[`ÀbnhY`VY]a `A`ÅXWYbhi fb]Yf
]b`@ Xk][gZY`XY`i bX`Yf_`Àa dZhY`g]W`XYb`<U`VZ]bU`Y]bni [XYf`6&!`& b]cf]bbYb"



@i Xk][gZY`XY`ž`8Yi hgW`UbX`!`8]Y`GhfU`Yb`XYf`GcbbY
VY[Y[bYhYb`Ua`i`%(`" `& b]`&\$&) `XYb`GdcfhVY[Y]ghYfhYb`VY]a
A`ÅXWYbhi fb]Yf`XYg`@ Xk][gZY`XYf` : 7`ž`k`c`X]Y` : !`& b]cf]bbYb`XYg
%": : 7`Hi fV]bY`Dc hgXUa `]b`X]Y`5fYbU`hfUhYb`"<cW`gca`a`Yf`]WY
HYa`dYfUhi`fYb`j`Yfk`UbXY`hYb`XUg` ; Y`ÀbXY`]b`Y]b`]XYU`Yg`Gd]Y`ZY`X
ZØf`X]Y`↑`b[Yb`HU`Yb`hY`ž`X]Y`g]W`bUW`Y]bYa`VYY]bXfi`W`YbXYb
Hi fb]Yfj`Yf`Ui`Z`D`Uhn`ZØf`D`Uhn`bUW`cVYb`_`Àa`dZhYb`i`bX`Ua`9bXY
XUg`HcdZY`X`YfcVYfhYb`"@Ui`h`**Hi fV]bY`Dc hgXUa`**`_`cbbhYb`X]Y
A`ÅXWYb`nY][Yb`ž`k`Ug`]b`]`bYb`ghYW`hž`]bXYa`g]Y`j`cb`Y]bYa
%![Y[Yb!`%`ni`Y]bYa`a`UbbgW`UZhX]Yb`]WYb`DUgggd]Y`ZUbXYb
i`bX`[`Y]W`nY]h][`g]W`YfY`6U`VYg]hnd`UgYb`i`a`gYhnhYb"

K`Ug`k`]f`_`]W`VY[Y]ghYfhž`]gh`X]Y`HUhgUW`Yž`XUgg`X]Y`A`ÅXY`g`_Y]bY

B]YXYf`U[Y`_Ugg]YfhYb`i bX`]b`YXYa`Gd]Y`_`Uf`Xca`]b]YfhYb`" ÆfY
Gd]Y`k Y]gYž[YdUUfh`a`]h`ni bY`a`YbXYa`A`i`h]a`5VgW`i`ggž`gcf[hY
ZØf`Y]b][Y`gY`Yb`gk`YfhYb`HcfY`"@Y]XYf`[]Vh`Yg`XYbbcW`Y]bYb
6YfY]W`ž]b`XYa`g]W`XUg`HYUa`bcW`Yhk`Ug`ghY][Yfb`_Ubb.`XUg
Dcg]h]cbggd]Y`]b`8`fi`W_g]hi`Uh]cbYb`"8YbbcW`YfZfYi`hYb`g]W`X]Y
Gd]Y`Yf]bbYb`Ui`W`ØVYf`X]Y`j`YfX]YbhY`5V_Ø`i`b[ž`X]Y`]bYb
: f]YXU`i`bX`:`cf]Ub`VchYb`"

9]b`ghUf`_Yf`5i`Zh]hh`XYf`6&!`ž`b]cf]bbYb

8]Y`6&!`ž`b]cf]bbYb`XYg`%": : 7`Hi`fV]bY`DchgXUa`_`UhYb`YVYbZU`g
;`fi`bX`ni`f`:`fYi`XY`"b`XYf`@UbXYga`Y]ghYfgW`UZhi`hfUhYb`g]Y`]a
F`ØW_gd]Y`[Y[Yb`X]Y`G;`GW`k`UbYVYW`_`Ui`Zi`bX`_`c`bb`hYb`g]W`
YfbYi`h`VYk`Y]gYb`"B`UW`Y]bYa`ØVYffU[YbXYb`<]bgd]Y`ž`XUg`a`]h
Y]bYa`-`.\$!5i`gk`Åfhgg]Y[`YbXYhYž`Zc`[hY`]a`_`Y]a`]gW`Yb
GdcfhZcfi`a`K`U`XghUXh`Y]b``,`.&!G]Y["`8]Y`YfghY`<U`VnY]h`YfZØ`hY
XUVY]`U`Y`9fk`Ufhi`b[Yb`a`]h`Y]bYf`_ca`ZcfhUV`Yb`)`.\$!:`Ø`fi`b[`ni`f
DUi`gY`"

HfU]bYf`H]a`A`YmYf`nY][hY`g]W`b`UW`X`Y`a`Gd]Y`ni`Zf]YXYbž`Ui`W`
k`Y`bb`]b`XYf`nk`Y]hYb`<U`VnY]h`X]Y`?`cbnYbhfUh]cb`Yhk`Ug`b`UW`]Y`»
i`bX`nk`Y];`Y[Ybhc`fY`Z]Y`Yb`"J`Y]f`k`Y]hYfY`HcfY`j`cf`XYa
GW`i`ggd]Z]gcf[hYb`XUbb`ZØf`XYb`YbX[Ø]h][Yb`,`.&!9bXghUbX`
A`YmYf`VYXUb`_hY`g]W`VY]`XYb`hfYi`Yb`:`Ub`g`ZØf`X]Y`i`bhYfghØ`hni`b[
i`bX`V`]W`_h`a`]h`J`cfZfYi`XY`Ui`Z`XUg`A`Y]ghYfgW`UZhgZ]b`U`Y`ž`XUg`]b
nk`Y]K`cW`Yb`UbghY`h`"

9]bV`]W`_Y`]b`XYb`:`fUi`YbZi`»`VU```

8]Y`9fZc`[Y`XYf`A`ÅXY`g`Ui`g`DchgXUa`gd]Y[Y`b`X]Y`k`UW`gYbXY
6Y[Y]ghYfi`b[`ZØf`XYb`:`fUi`YbZi`»`VU```k`]XYf`"@Ui`h`GhUh]ghU
]bhYfYgg]YfYb`g]W`ØVYf`+)`i`XYf`k`Y]V`]W`Yb`6YZfU[hYb`]b
8Yi`hgW`_UbX`ghUf`_ZØf`:`i`»`VU```5`_hi`Y`n`Å`_`Yb`fi`bX`%\$\$`\$\$\$
:`fUi`Yb`i`bX`%\$`+`\$\$\$`A`ÅXW`Yb`V]g`%*`ž`Y`fY`ni`XYb`U`_h]j`Yb
Gd]Y`Yf]bbYb`]b`i`bgYfYa`@UbX`"A`]hZUgh`-`"+\$\$`[Ya`Y`XYhYb
k`Y]V`]W`Yb`HYUa`g`VY]a`8: 6`]b`XYf`j`Yf[Ub[YbYb`GU]gcb`ghY][h
X]Y`NU`_`XYf`Gd]Y`Yf]bbYb`gd`fi`b[`UZh`Ubž`VYgcbXYfg`]b`XYf
5`hYfg[fi`ddY`V]g`%*`ž`Y`fY`"

8 Yf: fUi YbZi » VU``\ Uh'g]Wk`b]Wk`h'bi f`]b`XYf'6fY]hYž'gcbXYfb`Ui Wk
]b`XYf'Gd]hnY`ghUf`_Ybhk`jW_Y`h"8]Y`XYi hgWkY
: fUi YbZi » VU``a UbbgWkUZh'[Y\h'a`]h'[fc» Yb`5a V]h]cbYb`]b`X]Y
l 9: 5`K ca Yb`g`9l FC`&\$&) žX]Y`ja` `š` `]b`XYf'GWk`k`Y]n`ghUhhZ]bXYhž
i bX`ghfYVh`]\fYb`Xf]hhYb`H]hY`Ub"8Yi hgWk`UbX`k`]fX`]b`XYf
J cffi bXY`Ui Z8ÀbYa Uf_ž`Dc`Yb`i bX`GWk`YXYb`hfYZZYb`i bX`gYhnh
[fc» Y`<cZZbi b[Yb`]b`XUg`Hi`fb]Yf"

A]h`XYf`ghYh][Yb`J YfVYggYfi b[`XYf`BUWk`i Wk`ggd]Y`Yf]bbYb`]a
F Ui a`6fUbXYbVi f[`nY][h'g]Wk`ž`XUgg`XUg`i bXUa`Ybh`Z0f`Y]bY
V`0\YbXY`Ni`_i bZh`ja`XYi hgWk`Yb`i: fUi YbZi » VU``[Y`Y[h`]gh"9g
V`Y]Vh`UVni`k`UfhYbž`k`]Y`g]Wk`X]Y`HU`YbhY`]b`XYf`_ca`a`YbXYb`NY]h
k`Y]hYfYbhk`jW_Y`b`i bX`k`Y`Wk`Y`9fZc`[Y`g]Y`bcWk`ZY]Yfb`k`YfXYb"

8 YhU]`g	
C fh	@i Xk`][gZY`XYž`8Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hi fV]bY!dc hgXUa "XY • k k k "Zi ggVU``XY • XY"ghUh]ghU"Wča

6Ygi Wk`Yb`G]Y`i bg`Ui Z.`bU[!VfUbXYbVi f["XY