

F Yb hYb fY Zc fa `]b `8 Yi hgW\ `Ub X. `6 YUa hY
VU`X `]b `XYf` [YgYhn`]W\ Yb `F Yb hYb _UggY 3

6ÄfVY`6Ug`X]g_i h]Yfh`X]Y`9]bVYn]Y\i b[`j cb`6YUa hYb`]b`X]Y
[YgYhn`]W\Y`F Yb hYbj Yfg]W\Yfi b[`!`?cbhfcj YfgYb`i bX
a Ò[`]W\Y`F YZcfa Yb`]a `: c_i g"



8 Yi hgW\ `Ub X `!`8]Y`8 YVUhY`i a `X]Y`F Yb hYb fY Zc fa `]b
8 Yi hgW\ `Ub X `]b]a a h: U\ fh`Ui Z`Gcn]U`a]b]ghYf]b`6ÄfVY`6Ug`\Uh]b
Y]bYa `[Yk U[hYb`J c fgW\`U[`X]Y`9]bVYn]Y\i b[`j cb`6YUa hYb`i bX
GY`Vgh`AbX][Yb`]b`X]Y`[YgYhn`]W\Y`F Yb hYbj Yfg]W\Yfi b[
Ub[Yghc»Yb``9I dYfhYb`gck]Y`dc`]h]gW\Y`6YcVUW hYf`Äi » Yfb
i bhYfgW\]YX`]W\ghY`A Y]bi b[Yb`ni`X]YgYf`ϕ]h]Uh]j Yž`X]Y`g]W\`U`g`Y]b
VYXYi hYbXYf`GW`f]h`ni f`F YZcfa `XYg`XYi hgW\Yb`F Yb hYb gmg hYa g
XUfghY`Yb`_ÖbbhY``@Ui h`GØXXYi hgW\Yf`NY]hi b[`VYk Y[h]g]W\
X]YgY`8]g_i gg]cb`]b`Y]bYa `_ca d`YI Yb`fYW`h]W\Yb`i bX
dc`]h]gW\Yb`F U\`a Yb"

6ÄfVY`6Ug`Uf[i a Ybh]Yfhž`XUgg`X]Y`[YgYhn`]W\Y`F Yb hYb _UggY
i bhYf`8fi W_[YfUhYž`]bgVYgcbXYfY`k Ybb`X]Y`6UVmVcca Yf!

; YbYfUh]cb`]b`XYb`Fi` \YghUbX`hfYhY""8]Yg`_ObbhY`ni`Yf\O`hYb
Z]bUbn]Y``Yb`6Y`Ughi`b[Yb`Z0\fybž`X]Y`b]W`h][bcf]Yfh`k`YfXYb
_ObbYb""`b`²`ghYffY]W`Z`b`_h]cb]Yfh`Y]b`À`b`]W`Yg`GmghYa`VYfY]hgž
k`c`6YUa`hY`]b`X]Y`F`YbhYb`_UggY`Y]bnU`Yb`i`bX`XUg`ni` \O`YfYb
F`YbhYb`Z0\fh""8]YgY`@c[]_`k`]fX`Y`XcW`j`cb`?`f]h]_Yfb` \]bhYfZfU[hž
X]Y`VY`Z0fW`hYbž`XUgg`X]Y`9]bVYn]Y`i`b[`bYi`Yf`;`fi`ddYb`Ub[Zf]gh][
bi`f`X]Y`VY`ghY`Yb`XYb`DfcV`Ya`Y`j`YfgW`AfZYb`_ObbhY`"

8 Yf`fYW`h`]W`X`Y`F`U`a`Yb`i`bX`X]Y

< YfUi`gZc`fXYfi`b[Yb

8 Ug`6YUa`hYbhi`a`]b`8Yi`hgW`UbX`]gh]a` ;`fi`bX[YgYhn`fB`fh]_Y`""` `k`
j`YfUb`_Yf`hž`k`Ug`Y]bY`[`fi`bX`Y[YbXY`Y`bXYfi`b[`XYg`F`YbhYb`gmghYa`g
fYW`h]W`i`bX`dc`]h]gW`gW`k`]Yf][`a`UW`h""?`f]h]_Yf`VY`Z0fW`hYbž`XUgg
Y]bY`gc`W`Y`F`Y`Zc`fa`_Y]bYb`?`cU`]h]cb`gg`hfY]h`Ui`g`OgYb`k`]fX`i`bX
j`]Y`a`Y`f`U`g`i`bei`U`]Z]n]Yfh`k`U`f[Ybca`a`Yb`k`YfXYb`_ObbhY`"
`b`gVY`gcb`XYfY`XYf`J`X?!`Df`Ag]XYbh]b`J`YfYbU`6YbhY`Y`nY][`h`g]W`
c`ZYb`Z0f`X]Y`X`Y`Y`ž`XU`g]Y`X]Y`XYfnY]h][`Y`i`b[YfYW`h][`_Y]h`nk`]gW`Yb
6YUa`hYb`i`bX`Ub`XYfYb`5fVY]hbY`a`Yfb`U`g`b]W`h` \]bbY`a`VUf
VY`hfUW`hY`h`"

5_hi`Y``VYn]Y`Yb`6YUa`hY`]fY`DYbg]cbYbž`X]Y`]a`i`8i`fW`gW`b]h`h`a`]h
WU""`"&(`\$`9i`fc`Vfi`h`c`d`fc`A`cb`Uh]a`i`X`f`&\$&(`j`YfUb`gW`U[`h
k`YfXYb`ž`j`O`][`i`bUV`À`b`][`j`cb`XYf`[`YgYhn`]W`Yb
F`YbhYb]Yfg]W`Yfi`b[`K`c` \]b[Y[Yb`X]Y`F`YbhYb]Yf]a`GmghYa`XYf
[`YgYhn`]W`Yb`F`YbhYb]Yfg]W`Yfi`b[`9bXY`&\$&`i`]a`i`8i`fW`gW`b]h`
%`\$`-(`9i`fc`d`fc`A`cb`Uh`Yf`U`hYb""8]YgY`8]g`fYd`Ubn`k`]fX`j`cb
Dc`]h]_Yfb`k`]Y`x`UW`]a`F`c`W`_j`ca`8Yi`hgW`Yb`DUf]h`À]h]gW`Yb
K`c` \ZU`f`hgj`YfV`Ub`X`U`g`[`fUj`]YfYb`X`Ya`d`Z`b`XYb`i`bX`Yg`k`i`fXY`Y]bY
8]g`_i`gg]cb`ØVYf`X]Y`[`YfYW`hY`J`YfhY]i`b[`XYf`F`YbhYb`UghYb
Ub[Yghc»Yb`"

:]bUbn]Y``Y`=a`d`]_Uh]cbYb`i`bX`Dfc[b`c`gYb

8]Y`j`cfUb[Y[Ub[YbYb`5f[i`a`YbhY`k`YfXYb`Xi`fW`X]Y`K`Ufbi`b[Yb
j`cb`9i`dYfhYb`i`bhYfa`Ui`Yfh""K`À`fYbX`Y]b][`Y`Gh]a`a`Yb`X]Y
_i`fnZf]gh][`Y`9bh`Ughi`b[`XYf`F`YbhYb`_UggY`Xi`fW`ni`g`À`hn`]W`Y

6Y]hfU[gnU\`Yf`dFY]gYbž`VYhc`bYb`UbXYfY`X]Y`Ub[Zf]gh][Yb
Z]bUbn]Y`Yb`<YfUi gZcfXYfi b[Ybž`X]Y`Xi fW\`ghY][YbXY
FYbhYbUi g[UVYb`YbhghY\`Yb`_ÖbbhYb``8]Y`Yf\`Ö\`hY
@VYbYgYfk Ufhi b[`XYf`6YUa hYb`i bX`X]Y`XUa`]hj YfVi bXYbYb
`Äb[YfYb`FYbhYbVYni [gnY]hYb`_ÖbbhYb`ni gÄhn`]WY`GdUbbi b[Yb
j Yfi fgUWYb"

Ni gÄhn`]W\`k]fX`[YZcfXYfhž`GY`VghÄbX][Y`Y]bYf
5`hYfgj cfcgf[YdZ]W\`h`ni`i bhYfn]Y\`Yb``8]YgY`_ÖbbhYb`XUbb
nk]gWYb`[YgYhn`]WYf`i bX`df]j UHYf`5`hYfgj cfcgf[Y`k Ä\`Yb``8Yf
GUW]j YfghÄbX][YbfUh`ni f`6Y[i hUW\`hi b[`XYf
[YgUa`hk]fhgW\`UZh]WYb`9bhk]W\`i b[`k Ufbh`YXcW\`ž`XUgg`X]Y
`hY[fUh]cb`j cb`6YUa hYb`i bX`GY`VghÄbX][Yb`]b`X]Y`[YgYhn`]WY
FYbhYbj Yfg]WYfi b[`b]W\`h`c`\bY`i a ZUb[fY]WY` , VYf`Y[i b[Yb`i bX
a Ö[`]WY`bY[Uh]j Y`?cbgYei YbnYb`Xi fW\`[YZÖ\`fh`k YfXYb`gc``hY"

9]b`a Ö[`]WYg`@Ögi b[gUbguhn`\`ÄhhY`X]Y`6]`Xi b[`Y]bYf`gYdUfUhYb
6Y]hfU[g_UggY`ZÖf`6YUa hY`i bX`X]Y`9]bZÖ\`fi b[`k Yb][Yf
JYfVYUa hi b[Yb`ni f`i c`[Y``8]YgY`dFYU]]gbU\`Yb`FYZcfa`j cfcgW\`Ä[Y
n]Y`Yb`XUfUi Z`UVž`X]Y`i]bUbn]Yfi b[`XYf`FYbhYbj Yfg]WYfi b[`ni
ghUV`]g]YfYb`i bX`[`Y]W\`nY]h][` [YfYW\`h`ni`i [YghU`hYb``i : UW\`Yi hY`XYg
8Yi hgWYb``hgh]hi hg`ZÖf`K]fhgW\`UZh]ZcfcgW\`i b[`fB`K Łi bhYfghØhnYb
X]Y`U`hi Y`Y`8YVUhY`U`g`b`chk YbX][`i bX`ZcfXYfb`Y]bY
X]ZYfYbn]YfhY`5i gY]bUbXYfgYhni b[`a]h`XYb`VYj cfcghY\`YbXYb
<YfUi gZcfXYfi b[Yb"

`hgh[YgUa`h`V`Y]Vh`X]Y`Ni`_i bZh`XYf`FYbhYbFYZcfa`i b[Yk]ggž
k Ä\`fYbX`X]Y`bYi Y`gW\`k Ufn!fchY`6i bXYgfY[]Yfi b[`X]Y`9]bgYhni b[
Y]bYf`FYbhYb`_ca`a]gg]cb`d`Ubhž`i a`XUg`5`hYfgg]WYfi b[ggmghYa
Y]b[Y\`YbX`ni`i bhYfgi WYb``i : Öf`j]Y`Y`FYbhYbYf`i bX`ni`_ÖbZh][Y
Fi`YghÄbX`Yf`\`Äb[hij cb`X]YgYb`dc`]h]gWYb`9bhgWY]Xi b[Yb`UVž
k]Y`g]W\`X]Y`Z]bUbn]Y`Y`G]WYf\`Y]h]b`XYf`5`hYfgj Yfgcf[i b[
Ybhk]W_Y`b`k]fX``8]Y`Öb[ghYb`8]g`_i gg]cbYb`nY][Ybž`XUgg`Y]bY
@Ögi b[`ZÖf`X]Y`FYbhYbdfcV`Ya Uh]`_ca`d`YI`i bX`j]Y`gW\`W]h][`]gh
i bX`Yg`Ub`XYf`NY]h]ghž`U`Y`VYhfcZYbYb`i ; fi ddYb`]b`X]Y
, VYf`Y[i b[Yb`Y]bni VYn]Y\`Yb"

8]YgY`<YfUi gZcfXYfi b[Yb`ghY`Yb`b]W\`h`bi f`X]Y`Dc`]h]_j cf`[fc»Y

5i Z[UVYbž'gcbXYfb`VYhfYZZYb`Ui W`Y]bYb`g][b]Z]_UbhYb`HY]`XYf
 6Yj Ò`_Yfi b[ž'XYf`Ui ZY]bY`g]WXYfY`5`hYfgj c fgc f[Y`Ub[Yk]YgYb`]gh"
 8]Y`8YVUhY`V`Y]Vh'gca]h'gdUbbYbXž'i bX`Yg`V`Y]Vh`UVni k UfhYbž'ni
 k Y`W`Yb`9f[YVb]ggYb`X]Y`F Yb hYb`_ca a]gg]cb`i bX`X]Y
 j YfUbhk cfh]WXYb`A]b]ghYf]Yb`Yhnh]W`_ca a Yb`k YfXYb"

: Øf`k Y]hYfZØ\ fYbXY` ðZcfa Uh]cbYb`_ÒbbYb`G]Y`X]Y`5fh]_Y`Ui Z`cd!
 cb`)bY`i bX`h!cb`)bY`Y]bgY\Yb"

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 "gi YXXYi hgW`Y"XY • k k k "cd!cb`)bY"XY • k k k "h!cb`)bY"XY

6Ygi WXYb`G]Y`i bg`Ui Z.`b!U["bYh