

F \ Y]b`UbX!DZU`n. ' ? Y]bY
Nk Y]hghi X]Yb[YVØ\ fYb`a Y\ f` '6]`Xi b[
ZØf`U`Y`

A U]bn` \ Uh`Y]b`bYi Yg` < cW gW i ` [YgYhn`j YfUVgW]YXYhž`XUg
; YVØ\ fYb`ZØf`Nk Y]hghi X]Yb`UVgW UZ`h`i bX`Dfca`ch]cbgfYW hY
Yfk Y]hYfhž`i a` '6]`Xi b[`ni`ZØfXYfb`



A U]bnž`8Yi hgW`UbX`!`8Yf`@UbXhU[`]b`A U]bn` \ Uh`Y]bgh]a`a`]
Y]bY`i`a`ZUggYbXY`Bcj`Y`Y`XYg`<`cW`gW`i` ` [YgYhnYg`j`YfUVgW]YXYh`
8]YgY` ; YgYhnYg`ÀbXYfi`b[`vf]b[`h`Yf`YV`]W`Y`BYi`Yfi`b[`Yb`ZØf`
Ghi`X]YfYbXY`i`bX`<`cW`gW`i` `Yb`]b`F` \ Y]b`UbX!DZU`n`a`]hg]W` "
6YgcbXYfg` \ Yfj`cfni` \ YVYb`]gh`X]Y`5VgW`UZZ`i`b[`XYf` ; YVØ\ fYb`ZØf`
Y]b`Nk Y]hghi`X]i`a`ž`X]Y`_ØbZh][`b]W`h`a`Y` \ f`Yf` \ cVYb`k`YfXYb` "
K`]ggYbgW`UZhg!`GhUUhgY`_fYh`À]b`B]W`c`Y`GhY]b[`U»`i`bhYfghfY]W`h`X]Y`
6YXYi`hi`b[`X]YgYf`9b`hgW`Y]Xi`b[`i`bX`VYhc`b`hž`XUgg`6]`Xi`b[`b]W`h`
j`cb`Z]b`Ubn]Y`Y`b`A`Ò[`]W`_Y]hYb`UV` \ `Àb[] [`gY]b`gc`hY`" `K`]f`k`c`Yb`
XUa`]h`XYa` :`UW`_f`ÀZhYa`Ub[`Y`Y`b`h[`Y[`Yb`k`]f`_Yb`i`bX`Y`VYbg`Ub[`Yg`
@YfbYb`ZØfXYfb`ž`gc`GhY]b[`U»`":`5`N`V`Y`f]W`h`Y`h`"

8 i fW\`XYb`K Y[ZU``XYf`Nk Y]hghi X]Yb[YVØ\`fYb`_ÖbbYb
Ghi X]YfYbXY`_ØbZh][`ØVYf`("\$\$\$`9i fc`gdUfYbžk Ug`]bgVYgcbXYfY
ZØf`6Yfi Zgh`h][Yž`X]Y`g]W\`k Y]hYfei U`Z]n]YfYb`a ÖW`hYbž`Y]bY
Ybcfa Y`9f`Y]W\`hYfi b[`XUfghY``h`K`]ggYbgW\`UZhga`]b]ghYf`7`Ya`Ybg
<cW\`VY`fÄZh][`hž`XUgg`XUg`bYi`Y`<cW\`gW\`i`[`YgYhn`XUfUi`Z`UVn]Y`hž
X]Y`<cW\`gW\`i`Yb`gcn]U`Yfž`c`ZYbYfž`X][`]hU`Yfž`]bhYfbUh]cbU`Yf`i`bX
hfUbgdUfYb`hYf`ni`[`YghU`hYb`"8]Y`DfYggYa`]hhY`i`b[`XYg
A`]b]ghYf]i`a`g`b]a`a`h`6Yni`[`Ui`ZX]Y`B`chk`YbX][`_]hž
[`YgY`gW\`UZh]W\`Y`<YfUi`gZc`fXYfi`b[`Yb`k`]Y`X]Y`j`cb`?`Øbgh]W\`Yf
`hY`][`Ybn`f`p`€`Ub[`Ya`YggYb`ni`VY`U`bXY`b`"

B Yi Yfi b[Yb`i`bX`<`YfUi`gZc`fXYfi`b[`Yb

8 Ug`;`YgYhn`YfÖZbYh`XYb`<cW\`gW\`i`Yb`ZØf`Ub[`Yk`UbXhY
K`]ggYbgW\`UZhYb`ni`XYa`XUg`Dfca`ch]cbgfYW\`hž`k`Ug`VYXYi`hYhž`XUgg
g]Y`]\`fYb`Y][`YbYb`B`UW\`k`i`W\`g`VYggYf`Ui`gV]`XYb`_ÖbbYb`"9]b
k`Y]hYfYf`k`]W\`h][`Yf`Di`b`_h]gh`X]Y`j`YfUb`_YfhY`;`Yk`U`hžfY]\`Y]h]b`XYb
<cW\`gW\`i`Yb`"8`Ug`;`YgYhn`gW\`fY]Vh]j`cfž`XUgg`5bh]gYa`]h]ga`i`gž
F`Ugg]ga`i`g`i`bX`8]g`_f]a`]b]Yfi`b[`U`_h]j`VY`_Äa`d`Zh`k`YfXYb`a`ØggYb`"
8]Yg`k`]fX`U`g`Y]b`Yb`hgW\`Y]XYbXYf`GW\`f]hh`\`]b`ni`Y]bYf`k`Y`hc`ZYbYb
6]Xi`b[`gY]b]f]W\`hi`b[`Ub[`YgY`Yb`"

8]Y`B`cj`Y``Y`Yfa`Ö[`W\`h`Ui`»`YfXYa`X][`]hU`Y`:`Yf`b`d`f`Ø`Z`b[`Yb`i`bX
&`m`f]XY`;`fYa`]Ybg]hni`b[`Yb`"8]YgY`A`U`»`b`U`a`Yb`gc``Yb`gck`c`\`X]Y
:`Yi`jV]`h`Ä`h`XYf`Ghi`X]YfYbXYb`Yf`\`Ø`Yb`U`g`Ui`W\`X]Y`@`Y`fY
UbdUggi`b[`gZ`Ä`\`][`Yf`[`YghU`hYb`"»`ε`UW\`]a`DUi`j`cb`XYf`5Z8`Äi`»`YfhY
\`b[`Y[`Yb`6YXYb`_Yb`i`bX`_f]h]g]YfhY`X]Y`5VgW\`UZZ`b[`XYf
;`YVØ\`fYbž`XU`Yf`:`Y\`Ub`fY]nY`i`bX`Y]bY`J`YfgW\`]YVi`b[`j`ca
VYfi`Z]W\`Yb`ni`a`U`_UXYa`]gW\`Yb`6]Xi`b[`gk`Y[`VY`ZØf`W\`hYh`"9f`\`Ä`h
X]Y`k`Y[`ZU``YbXYb`;`YVØ\`fYbž`X]Y`Ä`\`f]W\`fi`bX`%ž)`A`j``cbYb`9i`fc
VYhfU[`Ybž`ZØf`VYggYf`]bj`Ygh]YfVUf`:"`5N`ZØ\`fh`Ui`g`"

: UW\`_fÄZhYa`Ub[`Y`i`bX`6]`Xi`b[`gdc`]h]_

»a`Ni`gUa`a`Yb`\Ub[`a`]h`XYf`bYi`Yb`;`YgYhnYg`U[`Y`ghY`\`h`Ui`W\`XUg
ni`bY`a`YbXY`DfcV`Ya`XYg`:`UW\`_fÄZhYa`Ub[`Y`g`]b`8Yi`hgW\`UbX`
5bU`mgYb`nY][`Ybž`XUgg`5i`gV]`Xi`b[`gd`Uhn!`i`bX
Ghi`X]YbUVVfYW\`YfnU`\`Yb`ghY][`Yb`i`bX`X]Y`NU`\`XYf`ž`[`YbX`]W\`Yb

c\bY'6Yfi ZgUVgW\i gg'ni b]a a h"Dfc[bcgYb'XYf'6i bXYgnYbhfU'Y
 ZØf'dc`h]gWXY'6]Xi b['XYi hYb'XUfUi Z\]bž'XUgg'V]g'ni a 'X\ f'&\$ (\$
 X]Y'Yfk YfVgZÀ\][Y'6Yj Ø`_Yfi b['i a ' ž* 'A]`]cbYb'g]b_Yb'k]fXž
 k Ug'X]Y'8f]b[`]W\Y]hj cb'FYZcfa Yb'ja '6]Xi b[ggmghYa 'XYi h]W
 a UW h"8]Y'6i bXYgnYbhfU'Y'\YVh'\Yfj cfž'XUgg'Y]b
 ei U]Z]n]YfYbXYf'6Yfi ZgUVgW\i gg'ZØf': UW_fUZhÀh][_Y]hYb
 i bYf`Àgg`]W`]gh"

8]Y'[`Y]W\ nY]h][`VYghY\YbXYb': UW_fÀZhYb[dÀggY`]b
 j YfgW]YXYbYb'6Yfi ZYb'i bX'X]Y'dfcV`Ya Uh]gWXY'DUggi b[
 nk]gWYb'XYb'K ØbgWYb'XYf'ž [YbX`]WYb'i bX'XYb
 5bZcfXYfi b[Yb'XYf'5fVY]h[YVYf'YfZcfXYfb' bYi Y'5bgÀhnY`]b'XYf
 6]Xi b[g! 'i bX'5i gV]Xi b[gdc`]h]_ " 'l a 'X]YgYb'<YfUi gZcfXYfi b[Yb
 ni `VY[Y[bYbž'a ØggYb'X]Y'9fZc`[gWU bW' b'ja '6]Xi b[ggmghYa
 Yf\Ø'h'i bX'XYb'6YXØfZb]ggYb'XYf'6Yhf]YVY'F YW\bi b[`] YhfU[Yb
 k YfXYb"8Yf'5i gVUi 'XYf'?]bXYfVYhfYi i b[gUb[YVchY'i bX'Y]bY
 j YfVYggYfhY'6Yfi Zgcf]Ybh]Yfi b[`ZØf'A][fUbhYb'g]bX'Y]b][Y'XYf
 A U» bU\ a Ybž'X]Y'Xf]b[YbX'bchk YbX][`g]bX"

8YhU]`g	
J cfZU``	; YgYhn[YVi b[
C fh	A U]bnž'8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "ZUn"bYh • a k ["f`d"XY • k k k "VdV"XY

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