

7c hhVi g'gWx`À[h'5`Ufa . 'GcfV]gWx`k]fX`UV
&\$&* `cZZ]n]Y```[Y`Y`fh°

8]Y`6HI`7c hhVi g!GYbZhYbVYf[`Z0\fh`UV`&\$&*`Y]bYb
GcfV]gWx`#K`YbX]gWx`!@Y`fUa`hgghi`X]Yb[Ub[`Y]b`zi`a`X]Y
GdfUWx`Y`ni`Z0fXYfb"



7c hhVi gž`8Yi`hgWx`UbX`!`8]Y`6fUbXYbVi`f[]gWx`Y`HYWx`b]gWx`Y
l`b]j`Yfg]h`h`7c hhVi`g!GYbZhYbVYf[`f`bHI`Ł`k`]fX`UV`XYa
K`]bhYfgYa`YghYf`&\$&*`Y]bYb`6UWx`Y`c`fghi`X]Yb[Ub[`Z0f`XUg
@Y`fUa`h`Df]a`Ufghi`ZY`]b`XYf`gcfV]gWx`Yb`i`bX`k`YbX]gWx`Yb`GdfUWx`Y
Y]b`Z0f`Yb`"8]YgY`k`Y[k`Y]gYbXY`9bhgWx`Y]Xi`b[`k`i`fXY`j`cb`XYf
@UbXYgfY[]Yfi`b[`6fUbXYbVi`f[`[YbY`a`][hi`bX`U`g`VYXYi`hYbXYf
GWx`f]hi`Z0f`XYb`9f`U`h`XYf`b]YXYf`gcfV]gWx`Yb`GdfUWx`Y`gc`k`Y`Z0f`X]Y
_i`hi`fY`Y`J`Y`ZU`h`XYf`FY[]cb[`Yk`YfhYh`C`VYfV0f[Yfa`Y]ghYf
HcV]Ug`GWx`W`_j`cb`7c hhVi`g`nY][hY`g]Wx`YfZfYi`h`0VYf`X]Y`b]h]Uh]j`Y
i`bX`VYhcbhYž`XUgg`7c hhVi`g[Ya`Y]bgUa`ia`]h`XYa`@UbX`fY]g`GdfYY!
BY]»`Y`i`bX`j`YfgWx`]YXYbYb`gcfV]gWx`!k`YbX]gWx`Yb`;`fYa`]Yb`g]Wx`Z0f
X]YgY`5i`gV]`Xi`b[`ghUf`_`[Ya`UWx`h`\Uh`8Yf`6]`Xi`b[gVYfY]Wx`Yf`c`Zh
g]Wx`Xi`fWx`X]YgYb`bYi`Yb`Ghi`X]Yb[Ub[`b]Wx`h`bi`f`a`Y`f`@Y`f`_`f`À`ZhYž

gcbXYfb`Ui`W`Y]bY`[fO» YfY`K` YfhgW`Åhni`b`[`XYf`gcfV]gW`Yb`
GdfUW`Y`]b`XYf`FY`[]cb`"

5V`&\$&(`XØfZY`b`g]W`ni`_ØbZh][Y`@Y`fUa`hgghi`X]YfYbXY`]a`6YfY]W`
GcfV]gW`#`YbX]gW`ØVYf`Y]b`a`cbUh]W`Yg`Gh]dYbX]i`a`j`cb`)`\$\$`
9i`fc`ZFYi`Ybž`XUg`ØVYf`ZØbZ`š\`fY`\]bk`Y[`ni`f`J`YfZØ[`i`b[`ghY`\`h`
š`XcW`a`ØggYb`X]YgY`g]W`j`YfdZ]W`hYbž`bUW`XYa`Ghi`X]i`a`
a`]bXYghYbg`ZØbZ`š\`fY`U`g`@Y`f`_fUZh]b`7`chhVi`g`hÅh][`ni`gY]b`"8]Y`
6Yk`YfVi`b[`Yb`ZØf`X]YgYg`Gh]dYbX]i`a`_ØbbYb`Å\`f]W`V]g`ni`a`" `\$`
GYdhYa`VYf`Y]b[`YfY]W`h`k`YfXYb`"8]Y`[`YbUi`Yb`F]W`h]b]Yb`ni`f`
Gh]dYbX]Ybj`Yf[`UVY`k`YfXYb`VU`X`Ui`Z`XYf`K`YVg]hY`XYf`GhUXh`
j`YfØZY`b`h]W`hž`gc`XUgg`]b`hYfYgg]YfhY`Ghi`X]YfYbXY`g]W`fYW`hY]h][`
]bZcfa`]YfYb`_ØbbYb`"

: fØ_]bX`]W`Y`GdfUW`ZØfXYfi`b[`i`bX`K`]hU`!
?`c`b`n`Y`d`h`

9]b`n`Y`b`h`f`U`Y`g`5`b`]Y[`Ybž`XUg`G`W`]W`_`Y`f`j`c`f`Y`V`hž`]gh`X]Y`
ZfØ_]bX`]W`Y`GdfUW`ZØfXYfi`b[`"<]YfVY]gd]Y`h`XUg`K`]hU`!`?`c`b`n`Y`d`hž`
XUg`]b`7`chhVi`g`YfZc`[`fY]W`i`a`[`YgYhnh`k`]fXž`Y]bY`Yb`hgW`Y]XYbXY`
F`c`Y`"?`]hUg`k`]Y`X]Y`J`]U`?`i`bhYfVi`bh`i`bX`A`Uhc`F`]nc`
Yfa`Ø[`]W`Yb`Yg`XYb`?`]bXYfbž`GcfV]gW`VYfY]hg]a`ZfØ\Yb`5`hYf`ni`
Yf`YfbYb`"8`Ug`?`c`b`n`Y`d`hž`XUg`Ui`Z`X]Y`gc`fV]gW`gd`fUW`][`Y`9`fn]Y`\`i`b[`
UVn]Y`hž`]gh`b]W`h`bi`f`ZØf`gc`fV]gW`gd`fUW`][`Y`?`]bXYf`j`cb`
6`Y`X`Y`i`hi`b[`/`Ui`W`X`Y`i`hg`W`gd`fUW`][`Y`:`Ua`]]Yb`\`UVYb`X]Y`
A`Ø[`]W`_Y]hž`GcfV]gW`ØVYf`ei`U`]Z]n]YfhY`9`fn]Y`\`Yf`ni`Yf`YfbYb`"

8`Y`f`V`]b[`i`U`Y`i`bhYff]W`h]b`XYf`@`h_]!;`fi`bXgW`i`Y`i`bX`Ua`
B]YXYf`gcfV]gW`Yb`;`ma`bUg]i`a`nY][`h`VYfY]hgž`k`]Y`YfZc`[`fY]W`X]Y`
≠`hY[`fUh]cb`XYf`gcfV]gW`Yb`GdfUW`Y`]b`X]Y`gW`i`]gW`Y`6]Xi`b[`]gh`
8]YgY`≠]h]Uh]j`Yb`\`UVYb`XUg`N]Y`ž`X]Y`gd`fUW`]W`Yb`i`bX`_i`hi`fY`Yb`
HfUX]h]cbYb`XYf`@Ui`g]hnyf`GcfVYb`YVYbX][`ni`\`U`hYb`"9i`dYfhYb`
VYhc`bYbž`XUgg`X]Y`GcfVYb`#`YbXYb`gY]h`ØVYf`%")`\$\$`š\`fYb`]b`XYf`
@Ui`g]h`n`Ubg`Ågg][`g]bX`i`bX`XYfYb`≠Yb]h]hÅ`h`Xi`fW`gc`W`Y`
6]Xi`b[`gd`f`c`Y`hY`[`Ygh`Å`f`_`h`k`]fX`"Gc`k`]fX`X]Y`5i`gV]Xi`b[`]bX`
:`ØfXYfi`b[`]cb`@Y`f`_`f`Å`ZhYb`ZØf`GcfV]gW`#`YbX]gW`U`g`Y]b`
G`W`ØggY`ni`f`Ni`_i`bZh`XYf`_i`hi`fY`Yb`≠Yb]h]hÅ`h`XYf`GcfVYb`
VYhfUW`hYh`"

Dc`h]gW X Y `I b hY fghØhni b [`ZØf`X]Y`gc fV]gW X Y
GdfUW X Y

8]Y`6fUbXYbVi f[Yf`?cU`h]cb`Ui g`GD8ž`6GK`i bX`XYf
cddcg]h]cbY`Yb`78I` \Uh]gW X`XUg`N]Y`[YgYhnhž`X]Y
b]YXYfgcfV]gW X Y`GdfUW X Y`ghÅf`_Yf`ni`ZØfXYfb"9]b`Fi bX[Ub[`Xi fW
X]Y`FY[]cb`nY][hž`XUgg`XUg`H\Ya`U`XYb`9bhgW X Y]Xi b[ghfÅ[Yfb`Ua
<YfnYb`Y][h"8]Y`78I`ZcfXYfh[Yn]Y`hY`A U» bU\ a`Yb`ni f
G]W X YfghY`i b[`XYf`:]bUbn]Yfi b[`XYf`Gh]Zhi b[`ZØf`XUg`GcfV]gW X Y
Jc`_ž`k`Å\fybX`X]Y`GD8`Y]bY`GhÅf`_i b[`XYf`gc fV]gW X`gdfYW X YbXYb
7ca`a`i`b]hm]b`XYb`:]c`_i`g`fØW`h"8]Y`A`b]ghYfdfÅg]XYbhYb`j`cb
6fUbXYbVi f[`i`bX`GUW`gYb`gYhnYb`g]W X`XUZØf`Y]bž`Y]b`bYi`Yg
:]bUbn]Yfi b[gUV`_ca`a`Yb`Ui`Z`XYb`K`Y[`ni`Vf]b[Ybž`XU`XUg
U`hi`Y`Y`VU`X`Ui`g`Åi`Zh"

@Ui`h`GW`Åhni`b[Yb`YVYb`Yhk`U`)"\$\$\$\$`A`YbgW`Yb`]b`XYf`@Ui`g]hnž`X]Y
U`hj`B]YXYfgcfV]gW X`gdfYW X Yb"8]Yg`nY][h`X]Y`8f]b[`]W`_Y]hž
A U» bU\ a`Yb`ni f`FYj`]hU`]g]Yfi b[`XYf`gc fV]gW X Yb`GdfUW X Y`]b
6]Xi b[gY]b f]W`hi b[Yb`k`]Y`?]hUg`i`bX`GW`i`Yb`ni`]a`d`Ya`Ybh]YfYb"
8Ug`K`]hU`!`?`cbnYdh]gh`XUVY`Y]bY`hfU[YbXY`GÅi`Yž`X]Y`j`cb
9I`dYfhYb`U`g`YfZc`[fY]W X`Ub[YgY\Yb`k`]fXž`i`a`X]Y`gc fV]gW X Yb
GdfUW X Y!`i`bX`?`i`hi`fhfUX]h]cbYb`k`Y]hYfni`[YVYb"

8]Y`9]bZØ\fi b[`XYg`@Y\ fUa`hgghi`X]Yb[Ub[g`Ub`XYf`6HI`]gh`b]W X h
bi`f`Y]b[fc» Yf`GW`f]h`ZØf`X]Y`6]Xi b[ž`gcbXYfb`Ui`W X`Y]b`_`UfYf
5i`gXfi`W`_XYg`9b[U[Ya`Ybhg`ZØf`X]Y`_i`hi`fY`Y`J]Y`ZU`hi`bX
gdfUW X`]W X Y`FY]W X hi`a`XYf`@Ui`g]m" `A`]h`X]YgYb`b]h]Uh]j`Yb`Y]Y[h`X]Y
<c`Zbi b[`XUf]bž`X]Y`gc fV]gW X Y`GdfUW X Y`Ui`W X`ZØf`ni`_ØbZh][Y
;`YbYfUh]cbYb`YVYbX][`ni`U`hYb"

b]YXYf`Ui`g]hn!U`hi`Y`"XY
fVV&(`XY
gc fV]gW X Yf!gW X i`j`YfY]b"XY

8YhU]`g	
Cfh	7chhVi`gž`8Yi`hgW X`UbX

8YhU]`g	
E i Y`Yb	<ul style="list-style-type: none">• k k k "b]YXYf`Ui g]hn!U_hi Y``XY• k k k "fVV&("XY• k k k "gc fV]gWYf!gWY i `j YfY]b"XY

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