

A UfcXY`=bZfUghfi _hi f. ; YZÀ\ fXYh'g]Y`X]Y G]W\Yf\Y]h'8Yi hgW\`UbXg3

8Yi hgW\`UbX`k]fX`U`g`DUbnYfXFY\`_fYi n`XYf`B5HC
VYhfUW\hYh"5bU`mg]YfYb`G]Y`X]Y`5i gk]f_i b[Yb`XYf`a UfcXYb
=bZfUghfi _hi f`Ui Z`X]Y`G]W\Yf\Y]h"



8Yi hgW\`UbX`!8Yi hgW\`UbX`ghY\`hj cf`Y]bYf`YbhgW\Y]XYbXYb
<YfUi gZcfXYfi b[`]bg]W\h]W\`gY]bYf`a]]hÀf]gW\Yb`=bZfUghfi _hi f"
5`g`DUbnYfXFY\`_fYi n`9i fcdUg`gd]Y`h`Yg`Y]bY`nYbhfU`Y`F`c`Y`
]bbYf\U`V`XYf`B5HC ž] cf`U`Y`a`]]a`?cbhYI h`XYf`a`]]hÀf]gW\Yb
A`cV`]hÀh"8Yf`HfUbgdcfh`a`]]hÀf]gW\Yf`5i gfØghi b[`ØVYf`GW\]YbYbž
GhfU»Yb`i`bX`K`UggYfk`Y[`Y`]gh`a`9fbghZU`j`cb`YI`]ghYbn]Y`Yf
6YXYi hi b[``8cW`X]Y`j`YfU`hYhY`=bZfUghfi _hi f`]b`8Yi hgW\`UbX
VY[`Øbgh][`hidchYbn]Y`Y`GW`k`]Yf][`_Y]hYbž`X]Y`Xf]b[`YbX
Ub[`Y[`Ub[`Yb`k`YfXYb`a`ØggYb"8]Yg`VYf]W\hYh`h!`c`b`b`Y`"XY"

B UW\`XYa`fi`gg]gW\Yb`5b[`f]Z`Z`Ui`Z`X]Y`i`_fU]bY`g]bX`j`YfghÀf`_h
A`]]hÀfhfUbgdcfhY`i`bX`?c`c`bbYb`j`cb`A`]]hÀfZU`fnYi`[`Yb`Ui`Z
XYi`hgW\Yb`GhfU»Yb`ni`VYcVUW\hYb"8]YgY`9bhk`]W`_i`b[`Yb`nY][`Ybž

k]Y`k]W\h][`Y]bY`ni j Yf`Àgg][Y` ðZfUghfi _hi f`]ghž`]bgVYgcbXYfY`XU
]a`J YfhY]X][i b[g!`cXYf`6ØbXb]gZU``[fc»Y`Hfi ddYbj YfVÀbXY`Ub
X]Y`C ghZUb_Y`XYf`B 5HC`j Yf`Y[h`k YfXYb`gc``Ybž`Yhk U`]b`X]Y
6U`h]gW\Yb`GhUUhYbž`bUW\`:]bb`UbX`cXYf`Fi a`Àb]Yb``8Yi hgW\`UbX
k]fX`]b`X]YgYb`J cf\UVYb`U`g`nYbhfU`Yf`HfUbg]hdi b`_h`VYhfUW\hYh`

ðZfUghfi _hi f`i bX`5bZcfXYfi b[Yb

8 Ug`HfUbgdcfha UbU[Ya`Ybh`XYf`B 5HC`]gh`ghf]b[Ybhž`i bX
8Yi hgW\`UbX`]gh`[Ya`À»`XYa`B 5HC!Hfi ddYbghUhi`h`fk`cgh`B Uh]cb
Gi ddcf`hž`< B GŁ`j YfdZ]W\hYhž`U``]]YfhY`GhfY]h`f`ÀZhY`k`À`fYbX`]`fYg
HfUbg]hg`ni`i`bhYfghØ`hnYb``8]YgY`i`bhYfghØ`hni b[`VY]b`U`hYh`b]W\h
bi`f`X]Y`6YfY]hghY``i b[`j`cb`?fUZhghc`Z`i bX`J YfdZY[i b[ž`gcbXYfb
Ui W\`a`]h`Àf]gW\Y`6Y[`Y]hi b[`i`bX`ni`g`À`h`]W\Y
G]W\Yf`Y]hg`Y]ghi b[Yb``: Ø`f`X]Y`c[]gh]gW\Y`5V`k]W`i b[`]gh`XUg`x]bh
Gi ddcf`h`UbX`9bUV`]b[`7ca`a`UbX`f`G97Ł`j YfU`b`hk`cfh]W\ž`XUg
gdYn]Z]gW\Y`5bZcfXYfi b[Yb`Ub`8Yi hgW\`UbX`Zcfa`i`]Yfh`U`h``8]YgY
5bZcfXYfi b[Yb`Z]Y»Yb`]b`XYb`[Y`Y]a`Yb`C`dYfUh]cbgd`Ub
8Yi hgW\`UbX`Y]bž`XYf`gY]h`9bXY`A`Àfn`j`cf]Y[Yb`gc``

9]b`k`YgYb`h]W\Yf`5gdY`_h]gh`X]Y`B`chk`YbX][`_Y]h`j`cb`Xi`U`!i`gY
ðZfUghfi _hi f`fB| ðž`X]Y`gck`c`\\`n]j]Y`U`g`Ui`W\`a`]h`Àf]gW\Y
Nk`YW`_Y`YfZØ`h``8Uni`[Y`\\`Ø`Yb`GhfU»Ybž`6U`bghfYW`Ybž
K`UggYfghfU»Ybž`<`ÀZYb`i`bX`:`i`[`\\`ÀZYb`gck]Y`XYfYb`X][`]hU`Y
GhYi`Yfi b[g!`i`bX`?ca`a`i`b]_Uh]cbggmghYa`Y``8Ua`]h`X]YgY
ðZfUghfi _hi fYb`XYb`5bZcfXYfi b[Yb`XYf`a`]h`Àf]gW\Yb`A`cV`]h`Àh
[YfYW\h`k`YfXYbž`a`ØggYb`hfU[Z`À`][Y`6fØW`Ybž`Ui`gfY]W\YbX`[fc»Y
Hi`bbY`i`bX`[YY][`bYhY`i`a`gW\`U[Ub`U[Yb`VYfY]h[YghY`h`k`YfXYb``

8Yi hgW\`UbX`U`g`8fY`gW\Y]VY`XYf`B 5HC

8]Y`F`c``Y`8Yi hgW\`UbXg`U`g`c[]gh]gW\Yf`?bchYbdi b`_h]gh`ZØf`X]Y
B 5HC`j`cb`Ybcfa`Yf`6YXYi`hi b[``8Ug`6i`bXYgk`Y`f`VYhc`b`hž`XUgg
8Yi hgW\`UbX`b]W\h`bi`f`a`]h`Àf]gW\Y`A`cV`]h`Àh`Yfa`Ò[`]W\hž`gcbXYfb
Ui`W\`Y]bY`ghfUhY[]gW\Y`8fY`gW\Y]VY`ZØf`X]Y`[YgUa`hY`B 5HC
XUfghY``h`

8Yf`[YgUa`hY`?cbhYi`h`k`]fX`Yf[`Àb`nh`Xi`fW\`X]Y`Yi`fcd`À]gW\Y

G]W\Yf\Y]hgUfW\]hY_hi fž'X]Y`]b`J YfV]bXi b[`ni f`B5HC `ghY\h"
 J YfgW\]YXYbY`9i !≡]h]Uh]j Ybžk]Y`X]Y` ; Ya Y]bgUa Y`5i »Yb!`i bX
 G]W\Yf\Y]hgdc`]h]_`fi 5GDŁ`i bX`X]Y`9i fcdÀ]gW\Y`G]W\Yf\Y]hg!`i bX
 J YfhY]X][i b[g]XYbh]hÅhif9GJ ≠ž`n]Y`Yb`XUfUi Z`UVž`XYb
 Yi fcdÀ]gW\Yb`DZY]`Yf`]bbYf\U`V`XYf`B5HC `ni `ghÅf`_Yb""8]YgY
 6Ya Ø\i b[Yb`YfghfYW`_Yb`g]W\`ØVYf`↘\fnY\bhY`i bX`g]bX`XUfUi Z
 Ui g[Y`Y[hž`Y]b`ghUV]`Yg`i bX`g]W\YfYg`9i fcdU`ni `gW\UZZYb""**Wfd!**
]bZc hY WXY`\YVh`\Yfj cfž`XUgg`XYf`9fZc`[`X]YgYf`GhfUhY[]Yb`Yb[
 a]h`XYf`@Y]ghi b[gZÅ\[_Y]h`XYf`bUh]cbU`Yb`≡ZfUghfi _hi fYb
 j Yf_bØdZi]gh"

≡g[YgUa h`ghY\h`8Yi hgW\`UbX`U`gc`j cf`XYf`Xf]b[YbXYb`5i Z[UVYž
 gY]bY`a]]hÅf]gW\Y`≡ZfUghfi _hi f`Ui Z`J cfXYfa Ubb`ni `Vf]b[Ybž`i a
 XYf`[YcghfUhY[]gW\Yb`J YfUbhk cfhi b[`]bbYf\U`V`XYf`B5HC
 [YfYW\h`ni `k YfXYb`i bX`X]Y`G]W\Yf\Y]h`9i fcdUg`ni `[Yk Å`f`Y]ghYb"

8YhU]`g	
Cfh	8Yi hgW\`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "h!cb`]bY"XY • k k k "Vi bXYgk Y`f"XY • Wfd!]bZc hY WXY

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