

F ØW__Y\ f']b 'X]Y 'F i]bYb. 'Gmf]Ybg J Yfhf]YVYbY ' _Àa dZYb 'i a g', VYf`YVYb

9fZU\ fYb 'G]Yž'k]Y 'gmf]gWY 'F ØW__Y\ fYf' bUW ' ð\ fYb 'XYf
: 'i W'h]b 'nYfghØfhY '8 ØfZYf'ni fØW__Y\ fYb 'i bX'a]h
<YfUi gZcfXYfi b[Yb ' _Àa dZYb"



U`!< Uk Ug\ ž'Gmf]Yb '!`a a Yf'a Y\ f'GmfYf'k U[Yb 'XYb 'GWf]hh
ni fØW_]b ']\ fY '<Y]a Uhž'hfc hn'XYf'j Yf\YYfYbXYb '6YX]b[i b[Ybž'X]Y
g]Y 'Xcfhj cfZ]bXYb''8]Y 'F ØW__Y\ fVYk Y[i b[']bhYbg]j]YfhY 'g]W\ j cf
U`Ya 'bUW 'XYa 'Ghi fn'j cb'6Ug\Uf'U`!5ggUX"@Ui h'Y]bYa '6Yf]W'h
XYf' ðhYfbUh]cbU`Yb 'Cf[Ub]gUh]cb'ZØf'A][fUh]cb'f€A Ł\UVYb'gY]h
Bcj Ya VYf'&\$&('ZUgh'+) "\$\$\$\$ J Yfhf]YVYbY ']\ fY '<Yf_i bZhgcfhY
k]YXYf'Ui Z[Ygi W'hž'k cVY]]bg[YgUa h'ž, + 'A]`]cbYb 'F ØW__Y\ fYf
gY]h'6Y[]bb'XYf'F ØW__Y\ fVYk Y[i b['bUW 'XYa 'Ghi fn'XYg
FY[]a Yg'fY[]ghf]Yfh'k cfXYb'g]bX''8]YgY'NU\`j YfXYi h]W'h'XUg
[Yk U'h][Y'J Yf'Ub[Yb 'XYf': 'ØW'h]b[Yž'hfc hn'U`Yf'K]Xf][_Y]hYb ']b
Y]b'ni a]bXYgh'hY]k Y]gY'nYfghØfhYg'Gmf]Yb'ni fØW_ni _Y\ fYb"

9]b '6Y]gd]Y`ZØf'X]YgY 'F ØW__Y\ f']gh'5fYZG\Ua hUbž'+ ' ž'XYf']b 'X]Y

gWk YfVYgWAX][hY ; Ya Y]bXYU!<Uk Ug\]b'XYf'NYbhfU'dfcj]bn
<Ua U'ni fOW_[Y_Y\fh]gh"BUW \fYb']b'Y]bYa '8]gd`UWX!DYfgcb!
7Ua d`k A\`hY`Yfz`ni gUa a Yb'a]h'gY]bYf': Ua]`Yz`Y]b`@YVYb`]b`XYf
NYfgh`fi b["9f`\Uh]b'XYf`B A\`Y`gY]bYg`VYgWAX][hYb`<Ui`gYg`Y]b
NY`h`Yff]W hY`h`i bX`j`Yfgi`W hz`a]h`XYa`'5bVUi`'j`cb`K`Y]nYb`gY]bYb
@YVYbgi`bhYf\U`h`ni`'g]W`Yfb`"GY]bY`F`OW__Y\`f`nY][h`Y`X`c`W`'Ui`W
X]Y`<YfUi`gZc`fXYfi`b[Yb.`A`Ub[Y`g`[fi`bX`Y[YbXYf`8]YbghY`k`]Y
K`UggYfz`Ghfca`'i`bX`a`YX]n]b]gW`Yf`J`Yfgcf[i`b[``YVh`X]Y`c`_`Y
6Yj`O`_`Yfi`b[`i`bhYf`d`fY`_`A`fYb`6YX]b[i`b[Yb`"

< YfUi gZcfXYfi b[Yb`]a`'5`hU[

: Øf`G\Ua`hUb`'i`bX`'UbXYfYz`X]Y`ni`fOW_[Y_Y\fh]g]bXz`ghY`h`X]Y
k`]fhgW`UZh]W`Y`'l`bg]W`Yf\Y]h`Y]bY`XYf`[fO» hYb`<ØfXYb`XUf`" @Ui`h
€A`"Y]XYb`'-`\$i`'XYf`F`OW__Y\`fYf`i`bhYf`5fa`'i`h`'@`_`U`Y`6YUa`hY`k`]Y
5VXY`';` \Uzci`f`U`!`?`\Uh]V`VYgh`A`h][Yb`z`XUgg`j`]Y`Y`A`YbgW`Yb`Y]bY
F`OW__Y\`f`k`ØbgW`Yb`z`UVYf`X]Y`z]b`Ub`n]Y`Y`Yb`A`]hY`'ZØf`X]Y`F`Y]gY
ZY`Yb`"Ni`XYa`'YVYb`j`]Y`Y`'i`bhYf`Yi`hfYa`'gW`k`]Yf][Yb
6YX]b[i`b[Yb`z`gc`XUgg`&`i`'XYf`F`OW__Y\`fYf`'b`VYgW`AX][hYb`cXYf
i`bZf]h][Yb`';`YV`Ai`XYb`k`c`bYb`"

8Ug`j`cb`'l`B<7F`'[YZc`fXYfhY`Df]bn]d`XYf`ZfY]k`]`][Yb`z`g]W`YfYb`'i`bX
]bZcfa`]YfhYb`F`OW__Y\`f`k`]fX`Xi`fW`X]Y`U`hi`Y`Y`'\`i`a`Ub]h`A`fY`?`f]gY
YfgW`k`Yfh`',`VYf`gYW`g`A`]`]cbYb`gmf]gW`Y`':`ØW`h`]b[Y`XYb`_`Yb
ØVYf`Y]bY`F`OW__Y\`f`b`UW`z`Xc`W`'g]Y`k`A`[Yb`XUVY]`c`Zi`X]Y
dc`]h]gW`Yb`'i`bX`g]W`Yf\Y]hgdc`]h]gW`Yb`6YX]b[i`b[Yb`UV`"8]Y`€A
\Uh`ZYgh[YghY`h`z`XUgg`X]Y`A`Y\`f\Y]h`XYf`F`OW__Y\`fYf`'b`j`Yfgh`A`f`_`h
i`bg]W`YfYb`'J`Yf\`A`'hb]ggYb`'YVh`z`k`cVY]`+)`\$`\$`\$`\$`J`Yfhf]YVYbY`gY]h
Bcj`Ya`VYf`&`\$`&(`\Y]a`[Y_Y\fh]g]bX`'i`bX`'a`Y\`f`U`g`gYW`g`A`]`]cbYb
k`Y]hYf\]b`'j]bbYf\U`V`Gmf]Ybg`j`Yfhf]YVYb`g]bX`"

<]`ZY`'i`bX`'l`bhYfghØhni`b[`Xi`fW`X]Y`'€A`

≈a`'Ni`[Y`XYf`F`OW__Y\`fVYk`Y[i`b[`\Uh`X]Y`€A`']\fY
8UhYbYf\YVi`b[ga`U»bU\`a`Yb`'b`8Ua`Ug`_i`g`fYU`_hj`]Yfhz`i`a`X]Y
?ccfX]bUh]cb`a`]h`i`B!DUf`hbYfb`'i`bX`c`_`U`Yb`';`Ya`Y]bgW`UZhYb`ni
j`YfVYggYfb`"8]Y`€A`'d`Ub`h`z`'b`XYf`YfghYb`'J`YfYg`A`z`hY`&`\$`&)`a`Y\`f
U`g`%`Z`%`A`]`]cbYb`A`YbgW`Yb`'a`]h`Xf]b[YbX`VYb`Øh][hYf`<]`ZY`'ni

YffY]WYb"5a mDcdYž'X]Y'€A !; YbYfU'X]fY_hcf]bž'VYhcbhž'XUgg'X]Y
 \i a Ub]hÅfY'?'f]gY'j]b'Gmf]Yb'Ybcfa']gh'i bX'XYf'6YXUFZ'Ub
 l bhYfghØhni b['k Y]hYf\]b'j'cb'[fc»Yf'6YXYi hi b[']gh"

8]Y'F ØW__Y\ fYfž'gc'k]Y'5'\UggUbž'XYf'YfZc`[fY]W' a]h': fYi bXYb
 i bX'J Yfk UbXhYb'ni fØW__Y\fhYž'\UVYb'cZi_Y]bY'K U\ž'U'g']b
 VYgWÅX][hYb'<Åi gYfb'ni ``YVYb"8Yf'K i bgW' bUW' Y]bYa
 BYi UbZUb['i bX'XYf'K]YXYfj YfY]b][i b['a]h'XYf': Ua]'Y
 ØVYfk]Y[h'VY]j]Y'Yb'F ØW__Y\ fYfb'X]Y'<YfUi gZcfXYfi b[Yb'XYg
 5``hU[g"8YbbcW'V'Y]Vh'X]Y'G]hi Uh]cb'Ub[YgdUbbhi bX'j]Y'Y
 A YbgWYb'a ØggYb'g]W'Ui ZX]Y'GW'k]Yf][_Y]hYb'Y]bghY``Ybž'X]Y
 Y]bY'F ØW__Y\ f'a]h'g]W'Vf]b[h"8]Y' l B < 7F' gcf[h'XUØfž'XUgg
 X]YgY'F ØW__Y\ f'i bhYf'XYb'VYghYb'6YX]b[i b[Yb'ghUhhZ]bXYhi bX
 l bhYfghØhni b['ZØf'U``Y'6YhY']][hYb'VYfY]hghY``h"

8]Y'U_hi Y``Yb'F ØW__Y\ fVYk Y[i b[Yb'nY][Yb'XYi h']W'ž'XUgg'hfchn
 U``Yf'NYfghØfi b[Yb'i bX'<YfUi gZcfXYfi b[Yb'XUg'J Yf'Ub[Ybž']b'X]Y
 <Y]a Uh'ni fØW'ni _Y\ fYbž'i b[YVfcW'Yb']gh"5V[YgY\Yb'j'cb'XYf
 i ba]hhY'VUFYb'\i a Ub]hÅfYb'<]Z'V'Y]Vh'Yg'YbhgW'Y]XYbXž
 bUW'\U'h][Y'@Øgi b[Yb'ZØf'X]Y'A YbgW'Yb']b'Gmf]Yb'ni 'Z]bXYb'i bX
 X]Y' [fi bX'Y[YbXYb'@YVYbgVYX]b[i b[Yb'ni 'j YfVYggYfb"

8YhU]`g	
J c f Z U ``	F Ø W __ Y \ f
l f g U W X Y	NYfghØfi b[ž'5fa i h
C f h	U'!< Uk Ug\ž'Gmf]Yb
E i Y `` Y b	<ul style="list-style-type: none"> • k k k "U`^UnYYfU"WŁa • [Yfa Ubm"]ca "]bh • i bfYZi [YYg"W

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