

F i gg`UbXž'J Uh]_Ub`i bX`X]Y : f]YXYbggi WX Y. `K c`g]bX`X]Y` ; YgdfÄWX Y 3

F i gg`UbX`Y\bh`XYb`J Uh]_Ub`ZØf` : f]YXYbg[YgdfÄWX Y`ni a
l`_fU]bY_f]Y[`UV''5`hYfbUh]j Yb`k`jY` ; YbZ`i bX`X]Y`HØf`_Y]
k YfXYb`YfØfhYfh"



; YbZž`GWk Y]n`!`#`Y]bYf`U`_hi Y`Yb`9bhk]W`i b[`]a`l`_fU]bY_f]Y[
\Uh`F i gg`UbX`XYb`J Uh]_Ub`U`g`a` Ø[`]WXb`J Yf`UbX`i b[gc`fh`ZØf`
: f]YXYbg[YgdfÄWX Y`UV[Y`Y\bh`8]Yg`VYf]WX`hYh`GÄWX g]gWX Y`XY`
8Yf`l`G!GcbXYf[YgUbXhY`ZØf`X]Y`l`_fU]bYž`?Y]h`?Y`c[[žYf`_`ÄfhYž`
XUgg` ; YbZ`U`g`dchYbn]Y`Yf`U`hYfbUh]j Yf`C`fh]b`6YhfUWX`h[Ync[Yb`
k`]fX`8]YgY`9bhgWX`Y]Xi b[`_ca`a`h`ni`Y]bYa`NY]hdi b`_hž`Ub`XYa`
X]Y`X]d`ca`Uh]gWX`Yb`6Ya`Ø`i`b[Yb`ni`f`6YYbX][i`b[`XYg`?`cbZ`_hg`
Xf]b[YbX`VYb`Øh][`h`k`YfXYb`"DUfU`Y`ni`X]YgYb`9bhk]W`i`b[Yb`Uh`
XYf`hØf`_]gWX`Y`5i`»`Yba`]b]ghYf`<`U`_Ub`:]XUb`g][`bU`]g]Yfhž`XUgg`X]Y`
HØf`_Y]`VYfY]h`]ghž`Y]bY`k`Y]hYfY`F`i`bXY`j`cb`: f]YXYbg[YgdfÄWX`Yb`
Ui`gni`f]WX`hYb`"

8]Y`HØf`_Y]`Uh`VYfY]hg`A`]hY`A`U]`Y]bY`6Y[Y[bi`b[`nk`]gWX`Yb`XYb`

?cbZ]_hdUfhY]Yb`j YfUbgH`hYhž`X]Y`nk Uf`ni`Y]bYa`[f0» YfYb
; YZUb[YbYbUi`ghUi`gW`Z0\fhYž`YXcW`_Y]bY`gi VghUbh]Y`Yb
: cfhgW`f]hhY`]b`XYb`J Yf\UbX`i`b[Yb`VfUW`hY`"?Y`c[[`VYhcbhYž
XUgg`K`UX]a`]f`Di`h]b`XUg`YfZcfXYf`]W`Y`A`Ya`cfUbXi`a`ž`k`Y`W`Yg`X]Y
; fi`bX`U[Yb`Z0f`Y]b`Yj`Ybhi`Y`Yg`:]YXYbgUV`_ca`a`Yb`fY[Y`b`gc`hYž
V]g`Ub[`b]W`h]j`cf[Y`Y[h`\Uh`" `X`Yf`Nk`]gW`YbnY]h`a`Y`XYh`X]Y
I`_fU]bY`X]Y`9]bbU`a`Y`j`cb`j`]Yf`; fYbnX0fZYfb`]b`XYf`F`Y`[]cb`Gi`a`m
Xi`fW`fi`gg]gW`Y`Hfi`ddYb`"Di`h]b`\Uh`Ub[YcfXbYhž`XUgg`fi`gg]gW`Y
GhfY]h`f`Z`h`Y]bY`Di`ZZYfncbY`Ub`XYf`; fYbnY`Y]bf]W`hYbž`i`a`]g]W
[Y[Yb`a`0[`]W`Y`i`_fU]b]gW`Y`5b[f]ZZY`ni`gW`0mYbž`k`À`fYbX
Fi`gg`UbX`gY]bY`8fc`bYbUb[f]ZZY`Ui`Z`X]Y`I`_fU]bY`j`Yfgh`f`h"

: f]YXYbgj`Yfa`]hh`i`b[gj`Yfgi`W`Y`Xi`fW`X]Y
GW`k`Y]n

8]Y`GW`k`Y]n`VYa`0\h]g]W`YVYbZU`g`i`a`Y]bY`J`Yfa`]hh`Yffc`Y`]a
I`_fU]bY]!?cbZ]_h`6i`bXYgdf`Àg]XYbh]b`?Uf]b`?Y`Yf!Gi`hhYf`\Uh`XYa
i`_fU]b]gW`Yb`Df`Àg]XYbhYb`K`c`c`Xma`mf`GY`Ybg`m`X]Y`; i`hYb
8]YbghY`XYf`GW`k`Y]n`Ub[YVchYbž`k`]Y`Yg`VY]`K`Y`hk`c`W`Y`W`ni
`YgYb`]gh`8]YgY`X]d`ca`Uh]gW`Yb`6Ya`0\i`b[Yb`k`i`fXYb`]b
a`Y`fYfYb`dYfg0b`]W`Yb`; Ygdf`ÀW`Ybž`i`bhYf`UbXYfYa`]b`F`ca`i`bX
H]fUbUž`VY`_f`Z]h[h`GY`Ybg`m`\Uh`X]Y`GW`k`Y]n`bYVYb`XYf`H0f`_Y]
i`bX`XYa`J`Uh]_Ub`U`g`a`0[`]W`Yb`J`Yf\UbX`i`b[gc`fh[YbUbb`h"

; UVf]Y`@0W]b[Yfž`Y]b`Gd]hnYbX]d`ca`Uh`i`bX`7\YZ`XYf`5VhY]i`b[
`hYfbUh]cbU`Y`G]W`Yf\Y]h]a`5i`ggYbXYdUfhYa`Yb`hž`k`]fX`bUW
A`cg`_Ui`fY]gYbž`i`a`X]Y`; Ygdf`ÀW`Y`ni`f`?cbZ]_h`0gi`b[
j`cfUbni`hfY]VYb`"K`À`fYbX`@0W]b[Yf`c`ZZ]n]Y`Ub`Y]bYf
G]W`Yf\Y]hg`_cbZYfYbn]b`A`cg`_Ui`hY]`b]a`a`hž`g]bX`gY]bY
]bc`ZZ]n]Y`Yb`5i`Z[UVYb`[Yn]Y`hY`GcbX]Yfi`b[g[Ygdf`ÀW`Y`Hf`ch
X]YgYf`X]d`ca`Uh]gW`Yb`6Ya`0\i`b[Yb`nY][h]g]W`]b`6Yfb`Y]bY
[Yk`]ggY`Ni`f0W`_U`hi`b[ž`XU`c`ZZ]n]Y`j`cb`Y]bYf`bYi`Yb
: f]YXYbg`_cbZYfYbn`b]W`h`X]Y`F`YXY`]ghž`gcbXYfb`YX][`]W`j`cb
j`cfVYfY]hYbXYb`; Ygdf`ÀW`Yb`"

?f]h]_`i`bX`9g`_U`Uh]cb`XYf`@U[Y

8]Y`X]d`ca Uh]gWkYb`b]h]Uh]j Yb`ghY\Yb`ja`GWUhhYb`Y]bYf
 Ub[YgdUbbhYb`a`]]hÅf]gWkYb`@U[Y""8Yf`?fYa` ``\Uh`X]Y`GWk Y]n`U`g
 i bZfYi bX`]WkYb`GhUUh`Y]b[Yghi Zhž`k Ug`X]Y`G]hi Uh]cb`k Y]hYf
 _ca d`n]Yfhž`ni a U`X]Y`GWk Y]n`_Øfn`]Wk`Y]b`k Y]hYfYg
 GUb_h]cbgdU_Yh`XYf`9I`ØVYfbca`a`Yb`\Uh`8]Yg`ZØ\fh`XUni`ž`XUgg
 X]Y`A`Ò[`]Wk`_Y]hYb`ZØf`Zf]YX`]Wk`Y`F`Ygc`i`h]cbYb`Y]b[YgWk`fÅb`_h]g]bX`"
 8 Ug`\]ghcf]gWk`Y`?`cbhYI`h`XYg`?`cbZ]_hg`nY][`hž`XUgg`F`i`gg`Ub`X`XYb
 ?fY][`[`Y[`Yb`X]Y`i`_fU]bY`gY]h`&\$%(`ZØ\fhž`VY[`]bbYb`X`a`]h`XYf
 5bbYI`]cb`XYf`?`f]a`i`b`X`XYa`?`cbZ]_h]a`8`cbVUg`"

8]Y`J`Yf\UbX`i`b[Yb`ØVYf`XYb`?`cbZ]_h]g]bX`\Åi`Z][`j`cb`XYa
 ?fY][`gj`Yf`Ui`Zi`b`X`XYa`dc`]h]gWkYb`?`cbhYI`h`UV\Åb[`][`[`Yk`YgYb`"
 K`UX]a`]f`Di`h]b`Yg`U`]YfhY`XYb`?`cbZ]_h]&\$&&`a`]h`Y]bYf
 HY]`a`cV]`]g]Yfi`b[`i`b`X`8`fc`\i`b[Yb`a`]h`Bi`_`YUfk`UZZYb`"GY`Ybg`m^
 ZcfXYfh]gY]h]gY]bYf`K`U\`&\$%-`Y]b`;`]dZY`hfY`ZZYb`a`]h`Di`h]bž`gU[`hY
 ^YXcWk`&\$&&`X]Y`X]fY`_hYb`;`Ygd`fÅWk`Y`UVž`k`Ug`X]Y`?`ca`d`YI`]hÅ`h`XYg
 J`Yf\UbX`i`b[`gdfcn`Ygg`Yg`i`bhYfghfY]Wk`h`b`X]YgYf`Ub[YgdUbbhYb
 @U[Y`V`Y]Vh`i`b[Yk`]ggž`cV`i`b`X`k`Ubb`Y]b`XUi`Yf\UZhYf`f]YXYb
 a`Ò[`]Wk`gY]b`k`]fX`"

8YhU]`g	
J`c`f`ZU`^`	G`c`b`g`h][`Y`g
C`f`h`	;`Y`b`Zž`G`W`k`Y]n`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k`k`k`"gUYWk`g]gWk`Y`"XY` • k`Y`hk`c`Wk`Y`"Wk` • k`k`k`"gk`d!VYf`]b`"cf[`

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