

7 \ Ya]Y '@Y]dn][. 'B Yi Yg'HfU]b]b ['ZØf
^ ħ b [Y 'HU`YbhY '! : Ub g`^ VY`b °

7 \ Ya]Y '@Y]dn][' j YfVYggYfh'X]Y'HfU]b]b [gnY]hYb`ZØf`^ ħ b [Y
HU`YbhYž'i a 'XYb`5VghUbX`ni f`FY []cbU`][U`ni 'j Yff]b [Yfb
i bX`X]Y`9bhk]W_`i b [`ni `ZØfXYfb"



@Y]dn][ž`8Yi hgW\`UbX`!`#`XYf`K`Y`h`XYg`5a`UhYi`fZ`»`VU`g`[`]Vh`Yg
]a`a`Yf`k`]YXYf`gdUbbYbXY`9bhk`]W_`i`b`[`Yb`"Gc`d`Ubh`X]Y`6G;
7 \ Ya]Y '@Y]dn][ž`\fY`HfU]b]b [gghfi`_hi`fYb`[`fi`bX`Y`[`YbX`ni
cdh]a`]YfYb`i`bX`XYb`5VghUbX`ni`d`fc`ZY`gg]cbY`Yb`J`YfY]bYb
j`Yff]b [Yfb`"5b`À`gg`]W\`XYf`B`Yi`Ui`gf`]W`hi`b [`_Ø`bX][`hY`X`Ug`HY`Ua
Ubž`UV`gc`Zc`fh`gY]bY`HfU]b]b [gnY]hYb`ni`À`bXYfb`"8`]YgY`i`a`Z`UggYb
bi`b`b`YVYb`J`cfa`]hU[`gY]b\Y]hYb`Ui`W`nk`Y`]HfU]b]b [gY]b\Y]hYb
Ua`ZfØ`Yb`B`UW`a`]hU[`]b`XYf`K`c`W`Y`"8`UXi`f`W`gc`Y`b`X]Y`Gd]Y`Yf
VYggYf`[`Y`ZØfXYfh`k`YfXYb`i`bX`?`cbnYbhfUh]cbgdfcV`Ya`Y`ž`X]Y`Xi`f`W
j`cf\Yf][`Y`5VYbXhfU]b]b [g`Ui`ZhfUhYbž`XYf`J`Yf[`Ub[`Yb\Y]h
Ub[`Y`Ø`fYb`"8`UVY]\`Uh`7`Y`ZhfU]bYf`5`Xf]Ub`5`]dci`f`X]Y
<YfUi`g`Zc`fXYfi`b [ž`X]Y`VYfi`Z]W`Yb`J`YfdZ]W`hi`b [Yb`XYf`Gd]Y`Yf`a`]h
XYb`HfU]b]b [gnY]hYb`]b`9]b`_`Ub[`ni`Vf]b [Ybž`_`Uf`Yf`_`Ubb`hi`bX`]gh

ØVYfnYi [hij cb`XYf`Bchk YbX][_Y]h`X]YgYf`BYi Yfi b[Yb" `@Ui h`
_]W`Yf`]gh`X]Yg`Y]b`nYbhfU`Yf`GW`f]hž`i a`hU`Ybh]YfhY`↑ b[Y`Gd]Y`Yf`
Ubni gdFYW`Ybž`X]Y`VYfY]h`g]bXž`]bhYbg]j`ni`hfU]b]YfYb"

8]Y`gdcfh]W`Y`@Y]hi b[`i a`8Uj]X`6Yf[bYf`\Uh`Y]bYb`_`UfYb` : c`_i`g`
`Øb[YfY`Gd]Y`Yfž`X]Y`Ua`5bZUb[`]`fYf`?Uff]YfY`ghY`Yb`i bX`VYfY]hg
9fZU`fi b[Yb`]b`XYf`F`Y[]cbU``[U`[YgUa`a`Y`h`\UVYbž`gc``Yb`ni a
?UXYf`ghc» Yb" `8]Y`YfghY`HfU]b]b[gY]b`Y]h`i bhYf`XYb`bYi`Yb
6YX]b[i b[Yb`]Y» `VYfY]hg`d`cg]hj`Y`9]bXfØW`_Y`ni fØW`ž`i bX`i`k`Y
H\ca`Ugž`HY]`XYf` : Ø`fi b[gf]Y[Yž`VYhc`bž`XUgg`Y]b`gdØfVUfYf`
 : cfhgW`f]h`h`\YfVY][YZØ`fh`k`YfXYb`a`i`gg" `5i`W`XYf`J`Yf`_Ui`Zj`cb
ØVYf`%+\$\$`8Ui`Yf`_UfhYbž`*`\$\$`a`Y`\f`U`g`]a`J`cf`U`\fž`gdf]W`h`ZØf`X]Y
I`bhYfghØ`mi b[`XYf` : Ubg" `G]Y`nY][Yb`J`Yfgh`Å`b`X`b]g`i`bX`ghY`Yb
\]bhYf`XYf`A`UbbgW`UZhž`Ui`W`k`Ybb`Yg`F`ØW`gW`Å[Y`[]Vh"

: f]gW`Yf`K`]bX`ZØf`XYb`B`UW`k`i`W`g

9]b`k`Y]hYfYf`[fc» Yf`J`cfhY]`XYf`bYi`Yb`HfU]b]b[gghfi`_`hi`f`]gh`X]Y
9bh`Ughi b[`XYg`B`UW`k`i`W`gVYfY]W`g" `8i`fW`X]Y`j`YfVYggYfhYb
F`U`a`YbVYX]b[i b[Yb`_`ØbbYb`bi`b`Ui`W`X]Y`Øb[YfYb`HU`YbhY`j`cb
7`Ya`Y]`@Y]dn][`]b`VYggYfYb`HfU]b]b[gnY]hYb`UfVY]hYbž`k`Ug
]bgVYgcbXYfY`]a`K`]bhYf`j`cb`6YXYi`hi`b[`]gh" `8]Yg`ZØfXYfh`b]W`h
bi`f`X]Y`9bhk`]W`_i`b[`XYf`Gd]Y`Yfž`gcbXYfb`j`YfVYggYfh`Ui`W`X]Y
U``[Ya`Y]bY`HfU]b]b[gUha`cgd`\`ÅfY" `8]Y`b]h]Uh]j`Yb`ghY`Yb`]a
9]b`_`Ub[`a`]h`XYb`a`cXYfbYb`5bg`ÅhnYb`]a`5a`UhYi`fZi`»`VU``ž`X]Y
_fYUh]j`Y`HfU]b]b[ga`Yh\cXYb`i`bX`]bX]j`]Xi`Y``Y`Dfc[fUa`a`Y
VYhc`bYbž`i`a`XUg`@Y]ghi`b[gb]j`YUi`ni`Yf`\`Ø`Yb" `@Ui`h`Y]bYa
5fh]_Y`j`cb``][U`!`cb`]bY`gd]Y`Yb`XUVY]`b]W`h`bi`f`X]Y`hYW`b]gW`Yb
 : Yfh][_Y]hYbž`gcbXYfb`Ui`W`_c[b]h]j`Y`i`bX`dgmW`c`c[]gW`Y
5gdY`_hY`Y]bY`VYXYi`hgUa`Y`F`c``Y"

Ni`g`Åhn`]W`k`]fX`Xi`fW`X]Y`bYi`Yb`HfU]b]b[gnY]hYb`Ui`W`X]Y
F`Y[YbYfUh]cb`nk`]gW`Yb`XYb`9]b`Y]hYb`VYfØW`_g]W`h][hž`k`Ug`ZØf`X]Y
A`]bXYfi`b[`j`cb`9fa`ØXi`b[gYfgW`Y]bi`b[Yb`k`]W`h][`]gh" `9]bY
?ca`V]bUh]cb`Ui`g`?fUZhž`5i`gXUi`Yf!`i`bX`GW`bY``_fUZhØVi`b[Yb`k`]fX
]b`Y]b`UVk`YW`g`i`b[gfY]W`Yg`Dfc[fUa`a`]bhY[f]Yfhž`i`a`X]Y
XUi`Yf`\`UZhY`6Y`UghVUf`_Y]h`XYf`Gd]Y`Yf`ni`ghY][Yfb" `8]Y`]b`bc`j`Uh]j`Yb
HfU]b]b[ga`Yh\cXYb`n]Y`Yb`XUfUi`Z`UVž`b]W`h`bi`f`X]Y`_`ØfdYf`]W`Y

:]hbYggž'gcbXYfb'Ui W\X]Y'a YbhU`Y`GhÅf_Y`k Y]hYfni Ybhk]W_Y`b"
 8]YgY': cfhgW\ f]hY`g]bX`YbhgW\ Y]XYbX`ZØf`X]Y`< Ò\Yb`i bX`H]YZb`]a
 5a UhYi fZ » VU``ž`k c`X]Y': Å\][_Y]hž`6Y`Ughi b[Yb`ni `ghYi Yfb`i bX
 X]Y`A ch]j Uh]cb`Ui ZfYW\ hni Yf\ U`hYbž`ØVYf`9fZc`[`cXYf`A]ggYfZc`[
 YbhgW\ Y]XYh"

Æg[YgUa h`nY][h`g]W\ ž`XUgg`X]Y`6G; `7\Ya]Y`@Y]dn][`Ui Z`Y]bYa
 [i hYb`K Y[`]gh"A]h`XYb`bYi Yb`HfU]b]b[gnY]hYb`gYhnh`XYf`J YfY]b
 Y]b`_UfYg`NY]W\ Yb`ZØf`X]Y`9bhk]W`i b[`hU`Ybh]YfhYf`Gd]Y`Yf`i bX
 X]Y`J YfVYggYfi b[`XYg`cj YfU``Yb`Gd]Y`b]j YUi g``8]Y`?ca V]bUh]cb
 Ui g`Zf]gW\ Yb`ÆYYb`i bX`Yb[U[]YfhYb`J YfUbhk cfh]W\ Yb`_ØbbhY
 XYa `?`i V`\Y`ZYbž`gY]bYb`D`Uhn`]a `5a UhYi fZ » VU``k Y]hYf`ni
 ZYgh][Yb`i bX`j]Y``Y]W\ h`gc [Uf`XYb`Gdfi b[`]b`dfcZ]hUV`YfY`; YZ]`XY
 ni `k U[Yb"

8YhU]`g	
Cfh	@Y]dn][ž`8Yi hgW\`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "_]W_Yf"XY • k k k "W\Ya]Y!`Y]dn]["XY • k k k "`][U' !cb`]bY"XY

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