

D]d`]WU!F ØW_ Y\ f`ni `7Uf` `NY]gg`>YbU. `9]b
HfUbgZYf`]b`XYf`K UfhYgW\`Y]ZY3

: 7`7Uf` `NY]gg`>YbU`Yfk Å[h`X]Y`F ØW_ Y\ f`] cb`NU_`DUi` `c
D]d`]WUžXYggYb`Ni _i bZh`VY]`@c_`@Y]dn][`i b[Yk]gg`]gh`Hfchn
gY]bYf` † [YbXnY]h`]b`>YbU`V`Y]Vh`XYf`HfUbgZYf
i bk U\fgW\Y]b`]W\ "



>YbUž`8Yi hgW\`UbX`!`†b`XYf`U`_hi`Y`Yb`HfUbgZYfnY]h`XYg`:`i » VU`g
]gh`Y]bY`F ØW_ \c`U`_h]cb`j`cb`NU_`DUi` `c`D]d`]WU`ni`a`:`7`7Uf` `NY]gg
>YbU`]b`U`Yf`A`i`bXY`"8Yf`hU`Ybh]YfhY`A`]hY`ZY`Xgd]Y`Yfž`XYf`ni`Y`hnh
VY]`@c_`@Y]dn][`U`_hj` `k`Ufž`gW\Y]hYfhY`_Øfn`]W\`a`]h`gY]bYa`HYUa
Ub`XYf`5i`Zgh]Y[`gfY`Y[`Uh]cb`"GY]b`J`YfhU[`]b`@Y]dn][`Äi`Zh`9bXY
 † b`]Ui`gž`XcW\`X]Y`Ni`_i`bZh]`cb`D]d`]WU`V`Y]Vh`i`b[`Yk`]gg`"K`]Y
H\Øf]b[`Yb`&(`VYf]W\`hYhž`\Uh`gd`cfh]W\`Yf`@Y]hYf`A`]fcg`Uj` `æj`]W
XYi`h`]W\`[`Ya`UW\`hž`XUgg`Y]b`HfUbgZYf`ni`>YbU`U`_hi`Y`Yb`]W\`h`]a
;`Ygd`ÄW\`]gh"

æj`]WVY`hc`b`hž`XUgg`D]d`]WU`nk`Uf`Y]b`]b`hYfY`gg`Ub`hYf`Gd]Y`Yf`gY]ž`XYf
J`YfY]b`UVYf`ni`fnY]h`]b`]W\`h`X]Y`?`Ud`Un]h`ÄhYb`\`Uhž`i`a`XYb`?`UXYf`bi`f

ZØf`X]Y`6fY]hY`ni`Yfk`Y]hYfb" `GhUhhXYggYb` `]Y[h`XYf` : c_ i g`Ui Z
UbXYfYb`Dcg]h]cbYbž`]bgVYgcbXYfY`Ui Z`XYf`Gi`W`Y`bUW`Y]bYa
bYi`Yb`GhØfa`Yf`i`bX`Hc`fk`Ufh" `8`Yf`?`cb_ i`ffYbnXfi`W_`]a`nYbhU`Yb
A`]hhY`ZY`X` `]gh`Ui`Z[`fi`bX`XYf`j`cf`UbXYbYb`Gd]Y`Yf`k`]Y`ž`gh]b`GW`Ui`ž
A`cf]h`n` : f]h`i`bX`<`Ua`nU`A`i`eU`^`c`W`" `Ni`XYa` `ghY` `h`g]W`X]Y` : fU[`Yž
c`V`D]d`]WU`VY]`XYf`U`_`hi`Y` `Yb`G]hi`Uh]cb`U`g`k`Y]hYfYf`BYi`ni`[`Ub[
k`]f`_]W` `g]bbj`c` `k`À`fY" `9]bY`9]bgW`À`hni`b[`Ui`Z`Hf`UbgZY`fa`Uf`_`h`XY
g]Y`h`X]Y`K`U`f`g`W`Y]b`]W`_`Y]h`Y]bYg`Hf`UbgZY`fg`i`bhYf`Y]bYa
Dfc`nYb`hž`k`Ug`X]Y`i`b`c`[`]g`W`Y`G]hi`Uh]cb`i`bhYf`ghfY]W`h"

9]b`6` `]W_`Ui`Z`X]Y`G]hi`Uh]cb`VY]`@c`_`@Y]dn][

≠`XYf`UV[`Y`Ui`ZYbYb`GU]gcb`k`Uf`D]d`]WU`VY]`@c`_`@Y]dn][`b]W`h
]a`a`Yf`[`YgY`h`h`i`bX`_`À`a`d`Z`h`Y`c`Z`h`i`a` `gY]bY`Dcg]h]cb" `K`À`f`Y`b`X
gY]bYf`NY]h]b`XYf`ž`[`Yb`X`j`cb`7`Uf`NY]gg`ž`b`Už`k`c`Yf`ZØb`Z`š`U`f`Y
j`YfV`f`U`W`h`Y`ž` `U`h`h`Y`Yf`g]W`Yf`]W`j`]Y` `D`ch`Y`bn]U`ž`X`c`W`X`Yf`X]fY`_`hY
Gd`fi`b[`]b`X]Y`Yf`ghY`A`Ubb`g`W`U`Z`h`g`W`Y]bh]a` `A`ca`Y`bh`b]W`h`ni
`U`dd`Yb" `5`i`Z[`fi`bX`X]YgYf`9`bhk`]W`i`b[`Yb`g]b`X`Y]b][`Y` :`Ubg
g`_`Y`dh]g`W` `V`Y`nØ[`]W`X`Yf`A`Ò[`]W`_`Y]h`Y]bYf`F`Ø`W`_`Y`f`"
8]g`_`i`gg]cbYb`Ø`VYf`J`Y`h`h`Y`fbk`]fhg`W`U`Z`h`i`bX`X]Y`Ni`g`Ua`a`Y`b`Uf`VY]h
nk`]g`W`Y`b` `æ`j`]Wi`bX`HfU]bYf`I`i`Wk`À`fa`Y`b`X]Y`8`Y`V`U`h`h`Y`ni`g`À`h`i]W`X
Ui`Z`"

8]Y`Hf`UbgZY`fd`c`]h]_`]b`XYb`c`VYfYb`@[`Yb`_`Ubb`j`]Y`Y` :`U`W`h`h`Y`b
Ubb`Y`a`Y`b`ž`VYgcbXYfg`]b`XYf`%":`i`»`V`U`!`6`i`b`X`Y`g`][`U`ž`X]Y`U`g`Y]bY
XYf`Yf`Zc`[`fY]W`ghYb`@[`Yb`9`i`f`c`d`Ug`[`]`h" `Gc`VYf]W`h`Y`h`Gh`Uh]ghUž`X`Ugg
X]Y`Hf`UbgZY`f`Ui`g[`U`V`Y`b`]b`XYf`Ø`b[`ghYb`GU]gcb`X`U`ni`ZØ`f`h`Y`b`ž`X`Ugg
Y]b][`Y`7`i`Vgž`X`U`fi`bhYf`X]Y`6`U`m`Y`fb`ž` `c` `Y`6`Y`hf`À[`Y`ZØ`f`b`Yi`Y`Gd]Y`Yf`
]bj`Y`gh]Y`fh`Yb" `8]Y`g`j`Y`f`X`Y`i`h`i]W`h`X`Y`b`X`mb`Ua`]g`W`Y`b`7` `U`f`U`_`h`Y`f`X`Y`g
Hf`UbgZY`fa`Uf`_`h`Y`gž`k`c`b]W`h`Y`XYf`BYi`ni`[`Ub[`Ui`h`ca`Uh]g`W` `a`]h
g`d`c`f`h]W`X`Ya`9`f`Zc`[`]`Y]W`ni`g`Y`h`n`Y`b`]gh" `≠`XYf`6`i`b`X`Y`g`][`U`_`Ua` `Y`g
]b`XYf` `Y`h`h`Y`b`GU]gcb`ni` `Y]bYa` `Hf`UbgZY`f`X`Y`Z]h]h`i`b`X`gc`V`Y]V`h`XYf`
 :`7`7`Uf`NY]gg`ž`b`U`[`Y`Z`c`f`X`Y`f`hž`a`]h`X`Y`b`ni`f`J`Y`f`ZØ[`i`b[`ghY` `Y`b`X`Y`b
A`]hhY`b`_`i`[`i`a`ni`[`Y` `Y`b`"

K`Ug`_`ca`a`h`U`g`B`À`W`ghY`g`ZØf`D]d`]WU3

A`h`i`D]d`]WU`g`i`b[`Yk`]ggYf`Ni`_`i`b`Z`h`i`bX`XYf`G`_`Y`dg]g`fi`bX`i`a` `Y]bY

a Ò[`]WXY`FØW__Y\`f`ni `>bU`V`Y]Vh`UVni k UfhYbž`k]Y`g]W\`X]Y
 G]hi Uh]cb`Yb`hk]W_Y`h`K A\`fYbX`Y]b][Y`X]Y`FØW_\`c`U_h]cb`U`g
 i b`c[]gW\`UbgY\`Ybž`_ØbbhY`Y]bY`k`Y]hYfY`GU]gcb`i]b`@Y]dn][
 a Ò[`]WXYfk`Y]gY`ZØf`X]Y`?Uff]YfY`XYg`Gd]Y`Yfg`Yb`hgW\`Y]XYbX`gY]b"
 8]Y`NY]W\`Yb`ghY\`Yb`YXcW\`Y\`Yf`Ui Z`5V`Y\`bi b[`gY]hYbg`XYg`: 77ž
 k Ug`D]d`]W\`XUni `Vf]b[Yb`_ØbbhYž`bUW\`bYi`Yb
 <YfUi`gZc`fXYfi`b[Yb`ni`gi`W\`Yb""8Yf`XmbUa`]gW\`Y`HfUbgZYfa`Uf_h
 _ØbbhY`gW\`bY`Yg`<UbXY`b`Zc`fXYfbž`i`a`dUggYbXY`C`dh]cbYb`ZØf
 U`Y`6YhY]][hYb`ni`Z]bXYb"

8]Y`; YgW\]W\`hY`i`a`NU`_DUi`c`D]d`]W\`k`]fX`g]W\`Yf`]W\`k`Y]hYf\`]b`ZØf
 ; Ygd`fA`W\`gg`hc`Z`gc`f[Yb`" `&`Y]bYf`NY]hž`]b`XYf`HfUbgZYfg`]b`XYf
 6i`bXYg`][U`\`c`h`hcd]Wg`g]bXž`]gh`Yg`gdUbbYbX`ni`VYc`VUW\`hYbž`k`]Y
 g]W\`X]Y`8]b[Y`Yb`hk]W_Y`b`k`YfXYb`"K`]f`\`U`hYb`G]Y`bUhØf`]W\`Ui`Z
 XYa`@Ui`ZYbXYb`ØVYf`U`Y`BYi`][_Y]hYb`fi`bX`i`a`XUg`H\`Ya`U"

8YhU]`g	
C`f`h	>bUž`8Yi`hgW\`U`b`X
E`i`Y`Y`b	<ul style="list-style-type: none"> • k k k "h\`i`Yf]b[Yb`&(`"XY • k k k "hfUbgZYfa`Uf_h"XY • XY"ghUh]ghU"Vč`a

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