

DYhYf`A UZZUmØVYffUgW\ h. `9f_Ybbh`Yf
gY]bY`Y][YbYb`Gcb[g`b]W\ h`a Y\ f3

DYhYf`A UZZUmYf_Ybbh`Y][YbY`Gcb[g`b]W\ h`a Y\ f`8Yf
A i g]_Yf`gdf]W\ h`ØVYf`gY]bY`a i g]_U`]gW\ Y`?Uff]YfY`i bX`XUg
bYi Y`A i g]W\` 5bci _ "



@Y]dn][ž`8Yi hgW\`UbX`!`DYhYf`A UZZUmž`XYf`]_cb]gW\ Y`A i g]_Yfž
\Uh`_Øfn`]W\`Y]bY`ØVYffUgW\YbXY`9f_Ybbhb]g[Y\UVh`9f`hf]Zh`VY]
Y]bYa`bYi Yb`E i]n`Ui Z`ǂghU[fUa`Ui Z`GW\k]Yf][_Y]hYbž`Y][YbY
Gcb[g`bi f`Ub\UbX`j cb`Y]bnY`bYb`HYI hnY]`Yb`ni`Yf_YbbYb``6Y]
Y]bYa`Gd]Y`ž`XUg`Yf`ni gUa`a Yb`a]h`igY]bYf`fUi`<YbXf]_Y
6U`ga YmYf`Ui Z`XYa`?UbU` 5bci _g`K Y`h`UVgc`j]YfhY`ž`ghY`h`Y`g]W\
\YfUi`gž`XUgg`gY`Vgh`XYf`A i g]_Yfž`XYf`gY]h`>\fnY\bhYb`]a
G\ck [YgW\`Žh`U`_hj`]ghž`a UbW\ a U`gY`Vgh`b]W\h`k`Y]» ž`k Ug`Yf
[Ygi`b[Yb`\Uh`A UZZUm`ZfU[hY`ž`cV`Yf`k]f`_]W\`XYb`H]hY` GW\UhYb
]b`X]Y`<Ui`h`h`h`ck]Yfh`]bhYfd`fYh]Yfh`\UhY`ž`U`g`]\a`X]Y`HYI`hnY]`Y
GY]b`<Yfnž`XUg`Āi`Zh`Ui`Zj`c`Yb`Hci`fYbž`X]Y`BUW\h`j`Yfk]gW\h`X]Y
`YhnYb`Gdi`fYb`j`cf[Y`YgYb`k`i`fXY``6U`ga YmYf`VYgh`Āh][hY
XUfUi`Z`]bž`XUgg`A UZZUm`X]YgYb`Gcb[`VY]`gY]bYf`YhnYb`Hci`f

hUhgÅW`]W` [Ygi b [Yb` \UhhY"

8]Y`GWk]Yf][_Y]hYb`VY]a` 9f_YbbYb`Y][YbYf`?ca dcg]h]cbYb
ghUbXYb`]a` ?cbhfUgh`ni`]\fYf`A Ò[`]W`_Y]hž`UbXYfY`@YXYf`ni
]XYbh]Zn]YfYb`"Gc`Yf`_UbbhY`6U`ga` YmYf`i`a` [Y\YbX`XYb`Gcb[
 ; Y`cVhYg`@UbX` `VY]`XYf`HYI`hnY]`Y` 8]Y` : YfbY`bU\hž`i`bX`]W`
VfYa`gY`b]W`h`"5i`W`A`UZZUm`k`Uf`g]W`g]W`Yfž`XUgg`Yf`XYb`H]hY`
YVYbZU`g`Yf`_Ubbh`\ÀhhY`"6Y]XY`k`UfYb`g]W`Y]b][ž`XUgg`Yg`Y]bY
YW`hY`<YfUi`gZcfXYfi`b[`]ghž`@YXYf`bi`f`Ub`UbX`Y]bYf`HYI`hnY]`Y`ni
]XYbh]Zn]YfYb`"

DfYa]YfY`XYg`A i g]WU`g` 5bci _

DYhYf`A`UZZUm`V`Y]Vh`YXcW`k`Y]hYf\]b`U_hj`]b`XYf`A`i`g]_VfUbW`Y`"
=a` <YfVgh`&\$&(`ZY]YfhY`Yf`X]Y`DfYa`]YfY`gY]bYg`A`i`g]WU`g` 5bci _ ž
XUg`Yf`]b`Ni`gUa`a`YbUfVY]h`a`]h`gY]bYf` : fUi`Ybhk`]W`Y`hY`"
6Ug]YfYbX`Ui`Z`Y]bYf`[`Y]W`bUa`] [Yb`?`]bXYfVi`W`fY]\Yž`nY][h`XUg
A`i`g]WU`ž`k`]Y`_fYUh]j`i`bX`j`]Y`Z`h][`A`UZZUm`g`_Øbgh`Yf]gW`Yg
GW`UZZYb`]gh`8]Y`c`Z]n]Y`Y`Gd]Y`nY]h`k`i`fXY`a`]h`Yfk`Y]Y
VY`_Ubbh[Y [YVYb`i`bX`gh]Y»`Ui`Z [fc»Yg` ðhYfYggY`VY]`XYb` : Ubg`
A`UZZUm`\UhhY`gY]bY` : Ubg`VYfY]hg]a`Gca`a`Yf`&\$&(`a`]h`gY]bYf` K`Y
@cj`Y`F`c`W`_`b`F`c` `!Hci`fbYY`j`YfUVgW]YXYhi`bX`[UV`XUa`]h`Y]bYb
j`cfØVYf[Y\YbXYb`F`ØW`ni` [`j`cb`XYf`@j`Y!6Ø`bY`VY`_Ubbh`"

9]b`6`]W`_`Ui`Z`A`UZZUm`g`?`Uff]YfY

DYhYf`A`UZZUm`ž`XYggYb`VØf[Yf`]W`Yf`B`Ua`Y`DYhYf`5`YI`UbXYf
A`U`_`Um]ghž`k`i`fXY`Ua` `` \$`"5i` [i`gh`%-`(-`]b`6fU`cj`ž`Fi`a`Àb]Ybž
 [YVcfYb`i`bX`]gh`gY]h`gY]bYa`i`a`ni` [`bUW`K`YghXYi`hgW`UbX`]a
 ð\`f`%-`*`i`U_hj]`Yf`HY]`XYf`A`i`g]_gnYbY`"A`]h`gY]bYa
i`bj`Yfk`YW`gY`VUfYb`Gh]`]b`XYb` ; YbfYg`F`c`W`i`bX`GW`U[Yf`\Uh`Yf
ØVYf`(\$`A`j`)]cbYb`D`UhhYb`j`Yf`_Ui`Zhi`bX`\À`h`XYb`XYi`hgW`Yb
F`Y`_cfX`ZØf`X]Y`a`Y]ghYb`Bi`a`a`Yf!Y]bg!5`VYb`"J`cb`<]hg`k`]Y` : Øf
XUg`A`ÀXW`Ybž`XUg`]W`Y]YVY`_Ui`g`XYa` ð\`f`%-`+\$`V]g`\]b`ni
HUVU`i` [U` `8]Y`K`Y`h]gh`k`i`bXYfVUf` `]a` ð\`f`&\$&&`\Uh`A`UZZUm
j`]Y`Y`A`Y]YbghY]bY`]b`gY]bYf`?`Uff]YfY`YffY]W`h`"

DYhYfg`9b [U[Ya`Ybh`YfghfYW`h`g]W`_`Ui`W`_ØVYf`X]Y`A`i`g]_`\]bUi`g`"

Gc`]gh`Yf`Y]b`VY`_Ubb`hYf` : f]YXYbgU`_hj`]ghi` bX`i` bhYfghØhnh`Dfc`Y`_hY`
 ZØf`hfUi` a` Uh]g]YfhY`?`]bXYf`"9f`YVh`Ui` ZY]bYf` : Ufa` `Ui` Z`A` U`c`fWU`a`]h`
 gY]bYf` : Ua`]]Y`i` bX` \`Uh]b`gY]bYa` `@YVYb`a` Y`fYfY` <`cVVmgž`
 Y]bgW` `Y»` `]W` `A` chc`ffUXZU`fYb`i` bX`F`Y]gYb`"

8]Y`U`_hi` Y`Y`b`9b`hk`]W`_i` b[` Yb`fi` bX`i` a` `DYhYf`A` UZZU`minY][` Ybž`XUgg`
 XYf`A` i` g]_Yf`hf`chn`j` Yf[` Ub[` YbYf`9fZc`[` Y`ghYhg`c`ZZYb`ZØf`bYi` Y`
 9fZU`fi` b[` Yb`V`Y]Vh`G`Y]bYb` : Ubg`_Ubb`Yf`a`]h`G]W`Yf`Y]h`k` Y]hYf` \]b`
 gdUbb`YbXY`Dfc`Y`_hY`d`f`Å`gYb`h]YfYb` `gck`c` \`Ui` Z`XYf`6Ø`bY`U`g`
 Ui` W` \]bhYf`XYb`?`i` `]ggYb`"

K` Y]hYfY`8`Y`hU]`g`ni` `A` UZZU`mg`U`_hi` Y`Y`f`5`_hj`]h`h`Z]bXYb`G]Y`Ui` Z`
 hn`XY`ž`k` Å`fYbX`X]Y`j` YfgW`]YXYbYb`5i` ZZØ`fi` b[` Yb`XYg`A` i` g]WU`g`
 5bci` _` `i` bhYf`a` i` g]WU`di` `g`W`a` `Y]bgY`V`Uf`g]bX`"9]bY`
 i` a` ZUggYbXY` ,` VYfg]W`h`Ø`VYf`A` UZZU`mg`K` Y[` `]b`XYf`A` i` g]_`[` YgW`]W`hY`
 V]YhYh`K`]_]dYX]U`"

8YhU]`g`	
C`f`h`	@Y]dn][` ž`8`Yi` hgW` `UbX`
E`i` Y`Y`b`	<ul style="list-style-type: none"> • k`k`k` "hn"XY` • k`k`k` "a`i`g]WU`di` `g`W`a` • Yb`"k`]_]dYX]U`"cf[`

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