

8]j Yfg]hÅh`]b`XYf`HYW!6fUbWXY.
 6Uff]YfYb`ZØf` : fUi Yb`i bX`A]bXYf\Y]hYb

: cfgW i b[`XYg`8G#H`]XYbh]Zn]Yfh`6Uff]YfYb`ZØf`8]j Yfg]hÅh`]b`
 XYf`HYW!`bXi ghf]Y`i bX`Ya dZ]Y`h`A U» bU`a Yb`ni f
 J YfVYggYfi b["



HYW!`bXi ghf]Yž`8Yi hgW`UbX`!`?Øfn`]W`j YfÖZYbh`]W`hY`Y]bY
 i a ZUggYbXY`Ghi X]Y`ja`5i ZhfU[`XYg`8YdUfha`Ybh`Zcf`GW]YbWž
 =bbc]Uh]cb`UbX`HYWbc`c[m`f8G#H`Y]bY`YfgW`fYW`YbXY
 5bU`mgY`XYf`8]j Yfg]hÅhgd`fcV`Ya`Uh]`ja`HYWbc`c[]YgY`hc`f`8]YgY
 l bhYfgi W i b[`XYW`h`Ui`Zž`XUgg`j`cf`U`Ya`i bVYk`i`gghY`J`cfi`fhY`Y
 i bX`Y]b`A`Ub[Y`Ub`:`YI`]V]`hÅh`X]Y`b`hY[fUh]cb
 i bhYffYdf`ÄgYbh]YfhYf`; fi`ddYb`VY`\]bXYfb`"8Ug`9f[YVb]g3
 6YgcbXYfg` : fUi Yb`i bX`Yh\b]gWY`A]bXYf\Y]hYb`j Yf`UggYb
 \Äi`Z[Yf`XYb`GY`hc`fž`k`Y]`g]Y`Ybhk`YXYf`b]W`h`X]Y`l bhYfghØhni`b[
 Yf\U`hYbž`X]Y`g]Y`VfUi`W`Ybž`cXYf`Ui`Z[fi`bX`j`cb`8]g`_f]a`]b]Yfi`b[
 i bX`A`cVV]b[`Ua`5fVY]hgd`Uhn`"8Yf`l`a`[Ub[`a`]h`X]YgYb
 <YfUi`gZcfXYfi`b[Yb`]gh`\Yi`hY`Xf]b[`]W`Yf`XYbb`Y"

8]Y': cfgW\i b['nY][h'_cb_fYhY'6Uff]YfYb'Ui Zž'X]Y'Yg'ni
ØVYfk]bXYb' []h' l bVYk i gghY'J cfi fhY]'Y'a '9]bghY''i b[gdfcnYgg
[Y\ÖfYb'YVYbgc'XUni 'k]Y'XUg': Y\`Yb'j cb'ZYI]V`Yb
5fVY]hgnY]ha cXY`Yb""9fgW\ fYW_YbX']gh'XUVY]'X]Y' HUhgUW\Yž'XUgg
: fUi Yb'ja 'š\ f' &\$&' `YX][`]W\`Y]b'J]YfhY'`XYf'7 €!Dcg]h]cbYb']b
: HG9`%\$ \$'l bhYfbY\ a Yb']bbY\UVYb""9]bY'U_hi Y`Y'9f\YVi b[
nY][hž'XUgg'X]Y'Yh\ b]gW\Y'8]j Yfg]hÅh']b': Ø\ fi b[gdcg]h]cbYb'VY]
XYf'HYW\`HU`Ybh'7\UfhYf' [YfUXY'Y]ba U`%(i `VYhfÅ[h' l a `YW\hY
: cfhgW\ f]hhY'ni `Yfn]Y`Ybž'g]bX'gck c`\`l bhYfbY\ a Yb'U'g'Ui W\`X]Y
FY[]Yfi b[` [YZcfXYfh"

: c_i g'Ui Z'VYk i gghY' GhfUhY []Yb

l a `XYfUfh][Y'GW\]YZU[Yb'Ubni dUW_Ybž'g]bX' _UfY'A U» bU\ a Yb
bchk YbX][""8]YgY'gc`hYb'Ui Z'XYf'A Yggi b[`i bX'J YfUbhk cfi b[
]bbYf\U`V`XYf'l bhYfbY\ a Yb'VUg]YfYb""9]b'hfUbgdUfYbhYf'5i ZVUi
j cb' Cf[Ub]gUh]cbggfhi _hi fYb']gh' i bYf'Ågg`]W\ž'YVYbgc'k]Y'X]Y
≠hY[fUh]cb'j cb'8]j Yfg]hÅhg!ž; `Y]W\`Y]hg!'i bX'≠_`i]g]cbga Yhf[_Yb
fB9≠"l bhYfbY\ a Yb'a ØggYb'U'gc'b]W\h'bi f'X]Y': cfhgW\ f]hhY']b'XYf
89=XC_i a Ybh]YfYbž'gcbXYfb'Ui W\`gdYn]Z]gW\Y'6Yf]W\hYfghUhi b[
ni f'J YfVYggYfi b[`YffY]W\Yb""Dc`]h]gW\Y' l bhYfghØhni b[`]gh'YVYbgc
[YZfU[hž'j cf'U`Ya `]b'NY]hYbž']b'XYbYb' < Ui g\U'hggdYffYb'X]Y
: cfhgW\ f]hhY'VY\]bXYfb"

6Yf]W\hY'XYi hYb'XUfUi Z'\]bž'XUgg'Y]b'VYgcbXYfYf': c_i g'Ui Z
i bVYk i gghY'J cfi fhY]'Y'\]ZfY]W\`gY]b'_Ubbž'i a '8]j Yfg]hÅh'ni
ZÖfXYfb""A]WfcgcZh'\YVh'X]Y' Bchk YbX][_Y]h'\Yfj cfž'i bVYk i gghY
J cfi fhY]'Y'b]W\h'bi f'ni `Yf_YbbYbž'gcbXYfb'g]Y'U_h]j `ni
VY_Åa dZYb""7Uf]_Y'6ch\Už'Y]bY'fYbca a]YfhY'6i g]bYgg
5dd`]WUh]cbg'A J Dž'VYf]W\hY'hj cb'dcg]h]j Yb'9fZU\ fi b[Yb'a]h
GW\i `i b[Yb'ni `X]YgYa `H\Ya Už'X]Y']b']\fYf':]fa U`Y]bYb'8]j Yfg]hml
: cfU']bg'@YVYb'f]YZYb""8]YgY'Dfc[fUa a Y`\UVYb'b]W\h'bi f'ni f
GYbg]V']g]Yfi b[`VY][YhfU[Ybž'gcbXYfb'Ui W\`XUg'6Yk i gghY]b'XYf
A]hUfVY]hYf' [YghÅf_hž'i a `]b'Y]bYa `ni bY\ a YbX'j]Y'ZÅ'h[Yb
5fVY]hgi a ZY'X'VYggYfY'9bhgW\Y]Xi b[Yb'ni `hfYZZYb"

5i Z'XYa `K Y[`ni f'≠b_`i g]cb'a]h'HYW\bc`c []Y

9]b`nYbhfU`Yf`HfYbX`ZØf`X]Y`bÅW ghYb`>U`fY`k`]fX`X]Y`&hY[fUH]cb
j`cb`?Øbgh]WXYf`&hY``[Ybn`f? &]b`GhfUHY[]Yb`ni`f`i`ØfXYfi`b[]`j`cb
8]j`Yfg]hÅhi`bX`&_`i`g]cb`gY]b``@Ui`h`XYf`8Yb`_ZUVf]_`8]j`Yfg]hÅh
_ØbbYb`? &5bU`mgYb`XUVY]`>Y`ZYbž`i`bVYk`i`gghY`J`c`fi`fhY]`Y`ni
Yf`_YbbYb`i`bX`X]Y`8]j`Yfg]hÅhgXUhYb`ni`j`YfUfVY]hYb``I`bhYfbY`a`Yb
k`YfXYb`]b`XYf`@U[Y`gY]bž`VYggYf`Ui`ZX]Y`6YXØfZb]ggY`]>fYf
A`]hUfVY]hYf`Y]bni`[Y`>Yb`i`bX`Y]bY`?i`h`i`f`XYf`j`]fhi`Y`>Yb`&_`i`g]cb
ni`ZØfXYfbž`]bgVYgcbXYfY`]b`>mf]XYb`5fVY]hga`cXY`>Yb`"

GW`>Y>`]W`>]gh`Yg`b]W`h`[Ybi`[ž`V`c>`8]j`Yfg]hÅh`ni`ZcfXYfb``I`a
YW`hY`J`YfÅbXYfi`b[Yb`ni`>Yk`]f`_Ybž`a`ØggYb`X]Y`5bgÅhnY`Xi`fW
gdYn]Z]gW`Yž`_ccfX]b]YfhY`&]h]Uh]j`Yb`i`bhYfa`Ui`Yfh`k`YfXYbž`X]Y
gck`c`>]bbYf`U`V`XYf`i`bhYfbY`a`Yb`U`g`Ui`W`>]b`XYf`ØZYb`h]W`Yb
Dc`]h`_`[fY]ZYb``GmbYf[]Yb`nk`]gW`Yb`&Xi`ghf]Yž`6]Xi`b[]`i`bX
;`YgYhn[YVi`b[]`g]bX`[YZfU[hž`i`a`bUW`>U`h][Y`i`c`fhgW`f]hY`]a
6YfY]W`>XYf`J`Y`ZU`h`i`bX`&_`i`g]cb`ni`ZØfXYfb``Bi`f`gc`gW`UZZYb`k`]f
Y]b`i`a`ZY`Xž`]b`XYa`>YXYf`X]Y`7`UbW`>U`hž`gY]b`DchYbn]U`j`c`>
Ui`gni`gW`ØdZYb`i`bX`X]Y`HYW`bc`c`[]YVfUbW`Y`hUhgÅW`>]W
j`]Y`ZÅ`h][Yf`i`bX`>]b`_`i`g]j`Yf`k`]fX`"

8YhU]`g	
C`f`h	HYW`>Xi`ghf]Yž`8Yi`hgW`>UbX
E`i`Y`>Yb	<ul style="list-style-type: none"> • k`k`k`"W`>a`d`i`hYfk`YY`_`>`m"W`>a • hYW`W`>a`a`i`b]hm"a`]W`c`gc`Zh"W`>a • XYb`_ZUVf]_!X]j`Yfg]hUYh"XY

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`k`ca`,`+`"XY