

: UggUXYbgUb]Yfi b[`]b`6UVYb\Ui gYb.
G]W\Yf\Y]h`Z0f`6Yk c\bYf`[Y\h`j`c f°

Df0Z]b[Yb]Yi f`VYgh`h][h`G]W\Yf\Y]h`XYg`< cW\Ui`gYg`]b
6UVYb\Ui`gYb": UggUXYbUfVY]hYb`"Ui`ZYbž`9j`U_i`]Yfi`b[`XYf`
6Yk`c\bYf`Zc`fh[`YgY`hnh"



6UVYb\Ui`gYbž`8Yi`hgW`UbX`!`&`6UVYb\Ui`gYb`k`]fX`XYfnY]h`Ua
<cW\Ui`g`&a`9f`cW`a`]h`<cW`Xfi`W`Ub`XYb`]: UggUXYbUfVY]hYb
[`YUfVY]hYh`"K`]Y`f\Y]ba`U]bj`Yf`U["XY`VYf]W`hYhž`\Uh`Y]b
Df0Z]b[`Yb]Yi`f`_Y]bY`6YXYb`_Yb`\]bg]W`h]W`XYf`9]bghi`fn[`YZU\`f
XYg`;`YV`Ai`XYg`"8Yb`bcW`k`i`fXYb`X]Y`6Yk`c\bYf`df`Aj`Ybhj`]b`X]Y
bU\Y[`Y`Y[`YbY`GhUX`h\U`Y`Yj`U_i`]Yfhž`i`a`]\fY`G]W\Yf\Y]h`ni
[`Yk`Å`f`Y]ghYb`"8]Y`5fVY]hYb`ni`f`]: UggUXYbYbhZYfbi`b[`"Ui`ZYb
VYfY]hg`gY]hY]bYf`K`cW`Y`i`bX`g]bX`YggYbn]Y`ž`XU`UVd`UhYbXY
HY]`Y`Y]b`F`]g]_c`XUfghY`Yb"

8Yf`GW`i`hn`i`bgYfYf`6Yk`c\bYf`\Uh`cVYfghY`Df]cf]h`h`ž`Yf`_`Å`fh
A`Ufh]bU`@0ZZYfž`X]Y`@Y]hYf]b`XYf`l`bhYfYb`6Ui`Ui`Zg]W`hž`X]Y`h`Å[`]W
j`c`f`C`fh`Ub`k`YgYbX`]gh`"8]Y`]: UggUXY`k`]fX`gW`f]h`k`Y]gY`UV[`YVUi`h`

V]g'ni 'Y]bYa 'GhcW_k Yf_'dfc'HU[' 'i bX'gc``bUW' D`Ub`]b`Yhk U`XfY]
K cWYbž'fYW'hY]h]['j cf'XYb'Gca a YfZYf]Ybž'j c`ghÅbX]['YbhZYfbh
gY]b"'Ni gÅh'n]WXY' ?fUbY'i bX'<i V[YfÅhY'gcf[Yb'XUZØfž'XUgg'X]Y
5fVY]hYb`YZZ]n]YbhYf'j cfUb[Y\Yb"'B UW'XYf': UggUXYbYbhZYfbi b[
k]fX'X]Y'ghUh]gWXY'I bVYXYb_']W_X]h'gW'f]Zh'W'VYghÅh][h"

F]ggY`i bX`G]WXYf\Y]h

@Ui h'XYa 'DfØZ]b[Yb]Yi f'g]bX'X]Y`F]ggY`ja`A Ui Yfk Yf_'ZØf'XUg
5`hYf'XYg'<cW\Ui gYg'b]W'hi b[Yk Ø\`b`]W'`i bX'[YZÅ\`fXYb`X]Y
GhUh]_'b]W'h"'8]YgY`F]ggY`k YfXYb`a`]h';]dga Uf_Yb`ØVYfk UW'h"'8]Y
<Ui gj Yfk U`hi b['\Uh'ni XYa`'g]WXYf[YghY`hž'XUgg`U`Y
g]WXYf\Y]hgfY`Yj UbhYb`9]bf]W'hi b[Yb`k]Y`GhY][`Y]hi b[Yb`i bX
: Yi Yf`ØgWXYf`ØVYfdfØZh'k YfXYb"

8]Y`9j U_i]Yfi b[`k Uf`Y]bY`bchk YbX][Y`A U» bU\`a Yž'i a`XYf
Xfc\YbXYb'; YZU\`f`Y]bYg'; YVÅi XYY]bghi fnYg'j cfni VYi [Yb"
Gc`WXY`GnYbUf]Yb`g]bX`nk Uf`b]W'h`X]Y`Bcfa ž`XcW`X]Y
ni bY\`a YbXY`I fVUb]g]Yfi b[`i bX`X]W'hYf`6YVUi i b[`]b`GhÅXhYb
Vf]b[h]a`a Yf`k]YXYf`DfcV`Ya`Y`a`]h'a UfcXYb`cXYf`ZY\`Yf\UZh
_cbghfi]YfhYb'; YVÅi XYb`a`]h'g]W`"K]Y`_Ub`n`Y]!\`YfZi`f`hbYf"XY
ZYghghY`hž'a`ØggYb'; fi bXghØW_gY][YbhØa`Yfž`X]Y`ZØf`\`fY'; YVÅi XY
j YfUbhk cfh]W`g]bXž'i bj YfnØ[`]W`'\UbXY`bž'k Ybb`X]Y'; YZU\`f
Y]bYg`9]bghi fnYg`Xfc\`h"'8]Yg`_Ubb`ni`gW`k Yfk]Y[YbXYb
fYW'h]WYb`?cbgYei YbnYb`ZØ\`fYbž`ZU`g`X]Y`G]WXYf\Y]h
j YfbUW`Ågg][h'k]fX"

J YfUbhk c fhi b[`XYf`6Ui Ui Zg]W`h

8]Y`I bhYfY`6Ui Ui Zg]W'h'gd]Y`h`Y]bY`YbhgWXY]XYbXY`F c``Y`]b
X]YgYa`DfcnYgg"'`f`5i Z[UVYbVYfY]W`i a ZUggh`X]Y`9]b\U`hi b[`XYg
6Ui cfXbi b[g!`i bX`6Ui d`Ubi b[gfYW'hgž'k Y`WXYg`YXY
6Ui a U» bU\`a Y`VY[`Y]hYhi bX`g]WXYfghY`hž'XUgg`X]Y`J cfgW`f]ZhYb
VYZc`[h'k YfXYb"'8]Yg`VY]b\U`hYh`X]Y`DfØZ] b[`j cb`6Ui UbhfÅ[Ybž
X]Y` , VYfk UW`i b[`XYf`6Ui a U» bU\`a Yb`i bX'[Y[YVYbYbZU`g`X]Y
5bcfXbi b[`j cb`GcZcfha U» bU\`a Yb`VY]`J YfghØ» Ybž'k]Y`
`fUZcfi a "XY`VYgW`fY]Vh"

9]bY`9][YbhØa Yfj YfgUa a `i b[ž`X]Y `]b`XYf`_ca a YbXYb`K cWXY
a]h`XYa `6Øf[Yfa Y]ghYf`i bX`XYf`6Ui Ui Zg]W`h`ghUhhZ]bXYb`k]fXž`gc`
k Y]hYfY`GW`f]hhY`VYgdFYW`Yb`"8]Y`Ni gUa a YbUfVY]h`nk]gW`Yb
@UbX_fY]gž`GhUXhž`< UbXk Yf_gZ]fa Yb`i bX`9]bgUhn_f`ÄZhYb`k]fX`U`g
j c fV]`X`]W`VYnY]W`bYhi bX`gcf[h`XUZØfž`XUgg`X]Y`G]hi Uh]cb`ja
9f`cW`gW`bY`gha Ò[`]W`[Y_`Äfh`k]fX`"B UW`UVgW`]Y» YbXYf
6Y[Y`i b[`Xi fW`X]Y`6Ui Ui Zg]W`h`k]fX`XUg`; YV`Äi XY`k]YXYf
ZfY][Y[YVYbž`gcZYfb`X]Y`G]W`Yf`Y]h`[Yk Ä`f`Y]ghYh`]gh"

8YhU]`g	
C fh	6UVYb`Ui gYbž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "f`Y]ba U]bj Yf`U["XY • _Ubn`Y]!\YfZi fhbYf"XY • k k k "i fUZc fi a "XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`bU[!\YggYb"XY