

: f]YXYbgUV_ca a Yb`nk]gW\Yb`?cb[c`i bX
Fi UbXU.`9]b`<cZZbi b[ggW\]a a Yf3

Fi UbXU`i bX`?cb[c`i bhYfnY]W\bYb`]b`K Ug\]b[hcb`Y]b`I G!
j Yfa YX]YbhYg': f]YXYbgUV_ca a Yb`"N]Y`.`GhUV]`hÅhi bX
F c\ghcZZ]bj Ygh]h]cbYb"



K Ug\]b[hcbž'i G5`!`5a`'&+"5df]"&\$&) `k i fXY`]b`K Ug\]b[hcb`Y]b
YbhgW\Y]XYbXYg`5V_ca a Yb`ni f': f]YXYbgj Yfa]hhi b[`nk]gW\Yb
Fi UbXU`i bX`XYf`8Ya c_fUh]gW\Yb`FYdi V`]_?cb[c`i bhYfnY]W\bYh"
J Yfa]hhY`hk YfXYb`X]YgY` ; YgdfÅW\Y`j cb`XYb`I G5žX]Y`Xi fW\
]\fYb`5i » Yba]b]ghYf`A UfW`F i V]c`j YfhfYhYb`g]bX`"8Yf`?cbZ]_h
nk]gW\Yb`XYb`VY]XYb`@AbXYfbž`XYf`Ui g`Y]bYa`h]YZ`j Yfk i fnY`hYb
\]ghcf]gW\Yb`<]bhYf[fi bX`fYgi`h]Yfhž`\Uh`X]Y`FY[]cb`U\`fY`Ub[
XYghUV]`]g]Yfh`"8]Y`_cb[c`Yg]gW\Y`5fa YY`_Åa dZi]a`CghYb`XYg
@UbXYg`[Y[Yb`X]Y`FYVY`Yb[fi ddY`A &`žX]Y`gY]hi`&\$&%`[fc» Y
; YV]YhYž`i bhYf`UbXYfYa`X]Y`ghfUHY[]gW`k]W\h[]Y`GhUXh` ; ca Už
i bhYf`?cbhfc``Y`\Uh"

8]YgY`5i gY]bUbXYfgYhni b[Yb`\UVYb`gY]hi`6Y[]bb`Ub`a YbgW\`]W\Y

HfU[ÒX]Yb`ni f: c`[Y [Y\UVh`HUi gYbXY`j cb`A YbgWXYb`YVYb
k i fXYb`[YZcfXYfhž`i bX`<i bXYfhHUi gYbXY`g]bX`]bnk]gWXYb`Ui ZXYf
: `i W`h"?cb[c`VYgW`i`X][h`Fi UbXUž`X]Y`A &` `a]h`Z]bUbn]Y`Yf`i bX
a]]h`Åf]gWXYf`I bhYfghØhni b[`ni`j Yfgcf[Ybž`k Å`fYbX`Fi UbXU`X]YgY
J cfk ØfZY`j Y`Ya Ybh`VYghfY]hYh`8]Y`J YfY]bhYb`B Uh]cbYb`i bX
i bUV`Åb[] [Y`9l dYfhYb`bY][Yb`XUni ž`X]Y`G]W`hk Y]gY`?cb[cg`ni
i bhYfghØhYb`"

⇒b\U`h`XYg`5V_ca a Ybg

8 Ug`bYi`i bhYfnY]W`bYhY`5V_ca a Yb`gc`X]Y`hYff]hcf]U`Y`⇒bhY [f]h`Åh
VY]XYf`GhUUhYb`UbYf`_YbbYb`i bX`VY]b\U`hYh`Y]b`J Yfvch`j cb
a]]h`Åf]gWXYf`I bhYfghØhni b[`ZØf`b]W`h!ghUUh`]W`Y`VYk UZb`YhY
; fi dd]Yfi b[Yb`"6]g`gd`ÅhYghYbg`ni a` `&`"A U]`gc`Y]b`9bhk i fZ`ZØf
Y]bYb`i: f]YXYbgj YfhfU[`YfUfVY]hYh`k YfXYbž`XYf`gck c`X]Y
?cbZ]_hdUfhY]Yb`U`g`Ui W`X]Y`]bhYfbUh]cbU`Y; Ya`Y]bgW`UZh
Y]bVYn]Y`Yb`gc`"8Yf`?cbZ]_h`U`h`h]YZYfY`K i fnY`bž`X]Y`V]g`ni a
J Ò`_Yfa`cfX`]b`Fi UbXU`%- - (`ni fØW`fY]W`Ybž`U`g`nU`fY]W`Y`<i hi
bUW`?cb[c`Zc`Yb`"

⇒X]YgYa`?cbhYI h`_Åa dZi`X]Y`i: 8@F ž`Y]bY`<i hi`!A]`nž`Ui Z`GY]hYb
XYf`_cb[c`Yg]gWXYb`FY []Yfi b[`[Y [Yb`X]Y`A &` ž`X]Y`Ui g
_cb[c`Yg]gWXYb`Hi hg]`VYghY`h`8]Y`<c`Zbi b[`]gh[`fc» ž`XUgg`XUg
bYi`Y`5V_ca a Yb`b]W`h`bi f`ni`Y]bYf`GhUV`]g]Yfi b[`]b`XYf`FY []cb
ZØ`fhž`gcbXYfb`Ui W`i`⇒j Ygh]h]cbYb`j cbgY]hYb`XYf`I G5`Ubn]Y`hž`X]Y
]\f`⇒bhYfYggY`Ub`XYb`f]Yg][Yb`F`c`ghc`Z] cf`_ca a Yb`XYg`?cb[cž
XUfi bhYf`?cVU`h`i bX`7c`hUbž`j Yfgh`Åf`_Yb`a Ò`W`hYb`"Df`Åg]XYbh`i: Å`]I
Hg\]gY`_YX]`j cb`?cb[c`U`h`U`_h]`i a`Y]bY`DUf`hbYfgW`UZh`a]h`XYb
I G5`[Yk cfVYbž`k Ug`Ui W`Xi fW`X]Y`Øb[ghYb`i: fY]`Uggi b[Yb
XfY]Yf`I G!6Øf[Yfž`X]Y`Ui Z[fi bX`Y]bYg`Di hgW`j Yfgi W`g`ni a`HcXY
j Yfi fhY]`h`k cfXYb`k UfYbž`gma`Vc`]g]Yfh`k]fX`"

F Y []cbU`Y`< YfUi gZcfXYfi b [Yb`i bX F c`ghc`ZZY

8Yf`?cbZ]_h]a`?cb[c`]gh`b]W`h`bi f`Y]b`]gc`]YfhYg`9fY][b]gž
gcbXYfb`HY]`Y]bYg`i a`ZUggYbXYfYb`A i ghYfg`Ub`⇒ghUV`]h`Åh]b

NYbhfU`UZf]_U"5_h]j Y`?Àa dZY`i bX`XYf`NYfZU``j cb
 F YVY``Yb[fi ddYb`dfÀ[Yb`X]Y`G]WXYf\Y]hg`U[Y`]b`XYf
 NYbhfU`UZf]_Ub]gWXYb`F Ydi V`_]_"8 Ug`@UbXž`Y]bYg`XYf`Àfa ghYb`XYf
 K Y`hž`Y]XYh`i bhYf`Ub`U`hYbXYf`; Yk U`hž`X]Y`cZhi a`X]Y`?cbhfc``Y
 j cb`F c`ghcZZYb`k]Y`8]Ua UbhYb`i bX`; c`X`hcVh"8 UVY]`gd]Y`h`XYf
 F c`ghcZZ UbXY``Y]bY`YbhgWXY]XYbXY`F c``Yž`gck c`\`ZØf`X]Y
 :]bUbn]Yfi b[]j cb`VYk UZZbYhYb`; fi dd]Yfi b[Yb`U`g`Ui W`ZØf`X]Y
 fY[]cbU`Y`K]fhgW`UZh"

8]Y`?cbZ]_hY`g]bX`ghUf`_Xi fW`Yh\`b]gWXY`GdUbbi b[Yb`i bX`XYb
 ?Ua dZi a`F Yggci fW`b[YdfÀ[h"8]Y`6i bXYgfY[]Yfi b[`Uh]b`XYf
 J Yf[Ub[Yb`Y]h`a`]]hÀf]gWXY`5bgÀhnY`j YfZc`[hž`k À`fYbX`X]Y
 9]bVf]b[i b[`]bhYfbUh]cbU`Yf`?fÀZHY`k]Y`XYf`I B!A]gg]cb`A ÆBI G75ž
 X]Y`gY]h`&\$%(`cdYf]Yfhž ZØf`VY[fYbnhY`GhUV]`hÀh`gcf[h``b`X]YgYf
 _ca d`YI Yb`; Ya Yb[Y`U[Y`ghY``h`XUg`5V_ca a Yb`nk]gWXYb`?cb[c
 i bX`Fi UbXU`Y]bYb`j cf`Ai Z[Yb`5VgW`i gg`Y]bYf`X]d`ca Uh]gWXYb
 5bbÀ`Yfi b[`XUfž`X]Y`j cb`XYf`<cZbi b[`Ui Z: f]YXYb`VY[`Y]hYh]ghž
 U`YfX]b[g`Ui W`Yfbgh\UZhY`5bZcfXYfi b[Yb`Ub`U`Y`VYhY]]] hYb
 5_hYi fY`ghY``h"

8]Y`9bhk]W`i b[Yb`i a`XUg`5V_ca a Yb`i bX`X]Y
 XU\]bhYfghYW`YbXYb` ðhYfYggYb`j YfXYi h]WXYbž`XUgg`X]Y
 [Ycdc`]h]gWXYb`8mbUa]_Yb`]b`X]YgYf`F Y[]cb`k Y]hfY]WXYbXY
 5i gk]f`i b[Yb`Ui Z`X]Y`GhUV]`]hÀh`i bX`G]WXYf\Y]h`XYf
 nybhfU`UZf]_Ub]gWXYb`@AbXYf`\UVYb"

8YhU]`g	
J c fZU``	?cbZ]_h
C fh	K Ug\]b[hc bž`I G5
E i Y``Yb	<ul style="list-style-type: none"> • k k k "gi YXXYi hgWXY"XY • k k k "VdV"XY

6Ygi WXYb`G]Y`i bg`Ui Z.`b!U["XY