

F YU`A UXf]X`hf]i a d\]Yfh`]a `A UXf]X! 8 YfVm `&!%`[Y[Yb`5h`Yh]Wc`°

F YU`A UXf]X`VYg]Y[hY`5h`Yh]Wc`A UXf]X`&!%`]a `7\Ua d]cbg!
@YU[i Y!5W`hY`Z]bU`Yž`k Å\fybX`5fgYbU`a]h`+!%`[Y[Yb`DGJ
[Yk Ubb"

6YfbUVYi`GhUX]i a ž`A UXf]X`ž`GdUb]Yb`!`5a`(`"A Åfn'&\$&)`hfUh
F YU`A UXf]X`]a`YfghYb`Gd]Y`XYf`5W`hY`Z]bU`fi bXY`XYf`7\Ua d]cbg
@YU[i Y`[Y[Yb`5h`Yh]Wc`A UXf]X`]a`6YfbUVYi`GhUX]cb`Ub`"8]Y
; Ugh[YVYf`gYhnhYb`g]W`a`]h`&.`%`Xi fW`i bX`ZYgh][hYb`XUa`]h`\fY
8ca`]bUbn`]a`A UXf]XYf`GhUXhXYfVm`Ui ZYi fcdÅ]gW`Yf`9VYbY`"8Yf
G]Y[`VfUW`hY`F YU`A UXf]X`Y]bYb`GW`f]h`bÅ\Yf`Ub`XUg`N]Y`ž`\fY
%(`"7\Ua d]cbg`@YU[i Y`ni`[Yk`]bbYbž`Y]bYg`XYf`VY[Y\fhYghYb
N]Y`Y`]a`?`i VZ`» VU`""

6YfY]hg`]b`XYf`(`"Gd]Y`a`]bi hY`VfUW`hY`F cXfm[c`X]Y`<Ui g\YffYb
a`]h`%.\$`]b`:`Ø\fi b["5h`Åh]Wc`A UXf]X`_cbbhY`nk Uf`Xi fW`i`ž`]Ub
5`j UfYn`]b`XYf`" &"A`]bi hY`Ui g[`Y]W`Ybž`XcW`F YU`A UXf]X
fYU[]YfhY`gW`bY`""6fU\]a`8]Un`Yfn]Y`hY`]b`XYf`)) "A`]bi hY`XUg
YbhgW`Y]XYbXY`Hcf`ni a`i`&.`%`"ž`XYf`nk Y]hYb`<U`VnY]h`UhhY
5h`Yh]Wc`GW`k`]Yf][_Y]hYbž`XUg`Gd]Y`ni`_cbhfc``]YfYbž`bUW`XYa
8]Un`X]Y`:`Ø\fi b[`ni fØW`YfcVYfh`UhhY`"@ _U`A cXf]Wk`i fXY
Y]b[Yk`YW`gY`hž`i a`F YU`a`Y\f`?cbhfc``Y`]a`A`]hY`ZY`X`ni`[YVYb"

9]b`hi fVi`Yb`hYg`F ØW_gd]Y``]b`5i`gg]W`h

8Yf`HfU]bYf`j`cb`5h`Yh]Wc`A UXf]X`ž`8]Y[c`G]a`YcbYž`g]Y\h`g]W`XYa
8fi`W`_Ui`g[YgYhnhž`]b`XYf`F ØW`fi bXY`ni`fYU[]YfYbž`XU`Yf`VYfY]hg
]b`XYb`:`]bU`g`j`cb`&\$%(`i bX`&\$`*`[Y[Yb`F YU`j`Yf`cfYb`U`h`"8Ug
F ØW_gd]Y`k`]fX`bÅW`ghY`K`cW`Y`]a`A`Yhfc`dc`]hUbc`GhUX]cb
ghUhhZ]bXYbž`i bX`5h`Yh]Wc`VfUi`W`h`Y]b`ghUf`_Yg`7ca`YVUW`ž`i a`XUg

5i ggWXY]XYb`Ui g`XYf`7\Ua d]cbg`@YU[i Y`ni `j Yf\]bXYfb"

⊖`X]YgYf`Fi bXY`XYf`7\Ua d]cbg`@YU[i Y`[]Vh`Yg`Ui W`UbXYfY
gdUbbYbXY`9f[YVb]ggY""5fgYbU`ZY]YfhY`Y]bYb`VYY]bXfi W_YbXYb
+.%G]Y[` [Y[Yb`DGJ`9]bX\c] Yb`ja `YfghYb`J]YfhY`Z]bU`gd]Y""5ghcb
J]`U`[Yk Ubb`a`]h'`.%[Y[Yb`7`i V`6fi [[Yžk A\fybX`6cfi gg]U
8cfha i bX`Y]b`%.%I bYbhgW]YXYb`[Y[Yb`@]`Y`Yfn]Y`hY""8]YgY
9f[YVb]ggY`hfU[Yb`ni f`GdUbbi b[`XYg`K`YhhVYk YfVg`VY]ž`XYf`X]Y
VYghYb`J YfY]bY`9i fcdUg`j YfY]bh"

GhUh]gh]_Yb`i bX`FY`_cfXY`XYf`7\Ua d]cbg`
@YU[i Y`

8]Y`7\Ua d]cbg`@YU[i Y`]gh`VY`_Ubbh`Z0f`]`fY`VYY]bXfi W_YbXYb
FY`_cfXY""FYU`A UXf]X`\A`h`X]Y`a`Y]ghYb`H]hY`ž`a`]h`]bg[YgUa`h`%
G]Y[Yb`VY]`%*`:]bU`hY]`bU`a`Yb""7f]gh]Ubc`F`cbU`Xc`\Uh`nU`\fY]WXY
]bX]j`]Xi`Y`Y`FY`_cfXY`Ui`Z[YghY`hž`XUfi`bhYf`X]Y`a`Y]ghYb`HcfY`f%` (Ł
i bX`X]Y`\Ai`Z[ghYb`Hc`fgW`Ø`hnYb`_Øb][Y`f`h`Ł`" =_Yf`7Ug]`Ug`]gh`XYf
FY`_cfXgd]Y`Yf`a`]h`%++`9]bg`Å`hnYb`]b`XYf`7\Ua d]cbg`@YU[i Y`i bX
: fUbW]gWc`]; Ybhc`\A`h`XYb`FY`_cfX`Z0f`X]Y`a`Y]ghYb`G]Y[Y`a`]h`*"
8]Y`7\Ua d]cbg`@YU[i Y`]gh`XYf`K`YhhVYk YfVž`]b`XYa`X]Y`VYghYb
Gd]Y`Yf`i bX`J YfY]bY`9i fcdUg`[Y[YbY]bUbXYf`UbhfYhYbž`i bX`ghYhg
Z0f`Ui`ZfY[YbXY`Gd]Y`Y`i bX`FY`_cfXY`[i`h"

8]YgYf`Ui`ZfY[YbXY`7\Ua d]cbg!@YU[i Y!5VYbX`nY][h
Y]bXfi W_gj`c`ž`k`Y`\Ufhi`a`_Åa`dZiX]YgYf`K`YhhVYk YfV`]ghž`i bX`X]Y
bÅW`ghYb`Gd]Y`Y`k`YfXYb`a`]h`GdUbbi b[`Yfk`UfhYh""8]Y`:] Ubg
_Øb`bYb`g]W`Ui`ZY]b`gdUbbYbXYg`F`ØW_gd]Y``]a`A`Yhfc`dc`]hUbc
GhUX]cb`ZfYi`Ybž`k`A\fybX`A`UbbgW`UZhYb`k`]Y`5fgYbU`i`bX`5ghcb
J]`U`YVYbZU`g`i`a`XYb`9]bni [`]b`X]Y`bÅW`ghY`Fi`bXY`_Åa`dZb`"

: Øf`k`Y]hYfY`⊖Zcfa`Uh]cbYb`ni`XYb`Øb[ghYb`9bhk`]W`i`b[Yb`XYf
7\Ua d]cbg`@YU[i Yž`g]Y\Y`Ui`W`5`>UnYYfU`i`bX`X]Y`U`hi`Y`Yb
FY`_cfXY`Ui`Z`?`Øb][g`_`UggY"

8YhU]`g	
J c fZU``	Gdcfh
C fh	6YfbUVYi `GhUX]i a ž`A UXf]Xž`GdUb]Yb
E i Y``Yb	<ul style="list-style-type: none"> • k k k "U`^UnYYfU"WŁa • _cYb][g_`UggY"bYh

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