

Hfi a d'j g''5a Uncb.'Nc``dc`h]_`Vf]b[h Cb`]bY!F]YgYb`]b`6YXfÀb[b]g°

Hfi a dg`Nc``dc`h]_`gWÅX][h'5a Uncb`i bX`VYY]bZi ggh`X]Y
; `cVU`k]fhgWÅUZh''9fZU\fyb`G]Y`a Y\`f`ØVYf`X]Y`U_hi Y``Yb
9bhk]W`i b[Yb`i bX`XYfYb`5i gk]f_i b[Yb''



I G5`!'`a`U_hi Y``Yb`<UbXY`g_cbZ]_`h`nk]gWÅYb`XYb`i G5`i bX`7\]bU
k]fX`5a Uncb`j YfghÅf_h]b`X]Y`?f]h]_`[Ybca`a Yb''8]Y`Hfi a d!
FY[]Yfi b[`Uhi`Ui ZY]bYb`A YX]YbVYf]WÅh`fYU[]Yfhž`XYf`g]WÅ`a]h`XYb
bY[Uh]j Yb`5i gk]f_i b[Yb`XYf`Nc``dc`h]_`Ui ZX]Y`DfcXi`_hdfY]gY
VYZUggh''5a`8]YbghU[`hY`YZcb]YfhY`8cbU`X`Hfi a d`dYfgØb`]WÅ`a]h
`ZZ`6Yncgž`XYa`79C`j cb`5a Uncb`ž`i`a`gY]bY`i`bni`Zf]YXYb`Y]h
Ui`gni`XfØW`Yb''8Yf`?ca`a`i`b]_Uh]cbgUi`Zk`UbX`nY][`hž`k`]Y`Yfbgh`X]Y
@U[Y`ZØf`XYb`HYWÅ!;] [UbhYb`]ghž`XYf`ni`Ynh]b`XYb`GWÅ`U[nY]`Yb
k`Ufž`k`Y]`Yf`Ub[YV`]WÅ`Yfk`c[ž`Nc``_cghYb`hfUbgdUfYbh`ni
_Yb`bnY]WÅ`bYb`ž`Y]bY``XY`ž`X]Y`j`cb`ZØ\`fyb`XYb`j`YfhfYhYfb`XYf
Hfi a d!5Xa`]b]ghfUh]cb`gWÅUfZ`_f]h]g]Yfh`k`i`fXY``Zf`XY`VYf]WÅ`hYž
XUgg`X]Y`DfYggYgd`fYWÅ`Yf]b`j`cb`Hfi a d`ž`?Ufc`]bY`@YUj`]hž`Y]bY
gc`WÅ`Y`?Yb`bnY]WÅ`bi`b[`U`g`ZY]bX`]WÅ`Yb`i`bX`dc`h]gWÅ`Yb`5_h

VfUbxA Uf_hY"

@YUj]hh'ghY`hY`ni XYa`]b': fU[Yž'k Ufi a`5a Uncb`k Å\fybX`XYf
<cW]bZUh]cb`i bhYf`XYf`6]XYb!5Xa`]b]ghfUh]cb`b]W]h`U_hj
[Yk cfXYb`gY]"`5bU`mghYb`j cb`; c`Xa Ub`GUW]g`VY ZØfW]hYbž`XUgg
X]Y`Nc``Yf\ Ò\i b[Yb`5a Uncbg`6Yhf]YVg[Yk]bbY`g][b]Z]_Ubh
VYY]bhfÅW]h][Yb`_ØbbhYbž`a`]h`J Yf`i ghYb`j cb`V]g`ni`%\$`A`]`UfXYb
8c``Uf" `6Yf]W]hYb`ni Zc`[Y`_ØbbhYb`X]Y`N Ò`Y`XYb`6Yhf]YVg[Yk]bb
i a`*`V]g`%&`DfcnYbh`XfØW`Ybž`k Ug`]bgVYgcbXYfY`XØghYfY
5i gg]W]hYb`ZØf`XYb`VYj cfghY\YbXYb`Df]a`Y`8Um`&\$&)`VYXYi hYhž
Ub`XYa`j]Y`Y`J Yf`_Åi ZYf`GW]k]Yf][_Y]hYb`\UVYbž`]fY`DfcXi`_hY`ni
k YhhVYk YfVgZÅ\][Yb`DfY]gYb`Ubni`V]YhYb"

: c`[Yb`XYf`Nc``dc`]h]_`ZØf`Cb`]bY!< ÅbX`Yf

8]Y`5i gk]f_i b[Yb`XYf`Ua`Yf]_Ub]gW]hYb`Nc``dc`]h]_`g]bX`b]W]h`bi`f
ZØf`5a Uncbž`gcbXYfb`Ui W]h`ZØf`j]Y`Y`UbXYfY`Cb`]bY!8]Ybgh`Y]ghYf
j cb`6YXYi hi b["8]Y`<UbXY`gVYn]Y\i b[Yb`ni`7\]bU`\UVYb`i bhYf
XYb`I G!5i ZgW]Å[Yb`j cb`V]g`ni`%()`DfcnYbh`Ui ZnU`\fY]W]Y
DfcXi`_hY`[Y`]hhYbž`k Å\fybX`7\]bU`a`]h`Y][YbYb`; Y[Ybn Ò`Yb
fYU[]Yfh`\Uh`8]Y`U`hi`Y`Yb`GdUbbi b[Yb`_ØbbhYb`XYb`c`bY\]b
_f]gY`bXYb`A Uf`_h`k`Y]hYf`VY`UghYh` ð`X]YgYa`?cbhYi`h`k`]fX`Ui`W
Ui`ZX]Y`Ub[Zf]gh][Yb`F]g]_Yb`ZØf`X]Y`9i` \]b[Yk]YgYb"9]bY`Ghi`X]Y
XYg`8Yi hgW]hYb`ðgh]hi hg`ZØf`K]fhgW]UZh`Zc`fgW]i b[ž`Ui`ZX]Y`X]k`"XY
j Yfk`Y]ghž`dfc[bcgh]n]Yfhž`XUgg`Y]b`d`Ui`gW]U`Yf`Nc``j`cb`&)`DfcnYbh
Ui`Z`9i`!K UfYb`X]Y`9i`dcfhY`]b`X]Y`I G5`i`a`X]Y`<Å`ZhY`fYXi`n]YfYb
_ØbbhY"

6YgcbXYfg`ghUf`_VYhfcZZYb`k Åfyb`GY`_hcfYb`k]Y`D\Ufa`UnYi`h]_Už
HfUbgdcfhUi`gfØghi`b[`i`bX`9`Y`_hfc]b]_"8]Y`5i gk]f_i b[Yb`XYg
Nc``_cbZ]_hg`_ØbbhYb`b]W]h`bi`f`X]fY`_hY`9i`dcfhYi`fY`VYhfYZZYbž
gcbXYfb`Ui`W]h`i`bhYfbY`a`Ybž`X]Y`F`c`g`hc`ZY`c`XYf`?ca`dcbYbhYb
Ub`9i`dcfhZ]fa`Yb`"]YZYfb"8]YgY`?YhhYbk]f_i b[Yb`j`YfXYi`h]W]hYbž
k]Y`[`i`h`j`YfbY`h`h`X]Y`[`c`V`U`Yb`@]YZYf`_Y`h`h`Yb`g]bX`i`bX`k`]Y`ghUf`_Yg
X]Y`[YgUa`hY`K]fhgW]UZh`VY`UghYb`_Ubbž`k`Ybb`N Ò`Y`Yf`UggYb`c`XYf
Yf\ Ò\h`k`YfXYb"

K]fhgW]UZh`]W]h`Y`DYfgdY`_h]j`Yb`ZØf`X]Y`9i

l a `XYb`dchYbn]Y``Yb`GWÅXYb`Ybh[Y[Ybni k]f_Ybž`dfØZh`X]Y`9l
 GhfUhY[]Yb`ni f`8]j Yfg]Z]n]Yfi b[`]\fYf`< UbXY`gVYn]Y\i b[Yb``8 Uni
 nÅ\`Yb`j Yfh]YZhY`< UbXY`gVYn]Y\i b[Yb`ni `: fY]\UbXY`gdUfhbYfb`k]Y
 ? UbUXUž`A Yl]_cž`đdUbž`GØX_cfYU`i bX`J]YhbUa ``8]YgY
 A U» bU\`a Yb`_ÖbbhYb`\Y`ZYbž`X]Y`k]fhgWÅ UZh`]WÅ Yb`B UWÅ hY]`Yž`X]Y
 Xi fWÅ`X]Y`l G!Nc``dc`h]_`YbhghY\Ybž`hY]`k Y]gY`ni `bYi hfU`g]YfYb
 i bX``Ub[Zf]gh][Y`6⇒!; Yk]bbY`ni `Yfn]Y`Yb``8]Y
 < YfUi gZcfXYfi b[Ybž`X]Y`g]WÅ`Ui g`XYa `U_hi Y``Yb`< UbXY`g_]Y[
 Yf[YVYbž`g]bX`gca]h`b]WÅ`h`bi f`a ca YbhUbYf`BUhi fž`gcbXYfb
 YfZcfXYfb`Xi fWÅ`XUWÅ`hYž``Ub[Zf]gh][Y`@gi b[Yb`Ui Z`Yi fcdÅ]gWÅ`Yf
 9VYbY"

8YhU]`g	
J c f Z U ``	Gcbgh][Yg
C fh	l G5
E i Y``Yb	<ul style="list-style-type: none"> • k k k "Zf"XY • k k k "gi YXXYi hgWÅ Y"XY • k k k "X]k "XY

6Ygi WÅ Yb`G]Y`i bg`Ui Z.`b!U["XY