

K Y`Y`XYf': U`gW`a Y`Xi b[Yb. 'BFK !
A]b]ghYf'k Ufbh'j cf`K U\`a Ub]di `Uh]cb °

BcfXf\Y]b!K YghZU`Ybg`ϕbYba]b]ghYf`FYi ``k Ufbh'j cf
: U`gW`a Y`Xi b[Yb'j cf`XYf'6i bXYghU[gk U\``&\$&) ž
a i ha U» `]W`]b]h]]Yfh'Xi fW` F i gg`UbX"

BcfXf\Y]b!K YghZU`Ybž'8Yi hgW`UbX`!5a`&, " ' \bi Uf' &\$&)
Äi »YfhY`BcfXf\Y]b!K YghZU`Ybg`ϕbYba]b]ghYf`<YfVYfh`FYi ``]b
Y]bYa`ϕhYfj]Yk`a]h'XYf` BYi Yb`K YghZ`]gW`Yb`gY]bY`6Ygcf[b]g
ØVYf`X]Y`VYj cfghY\YbXYb`6i bXYghU[gk U\`Yb`"FYi ``dfc[bcgh]n]Yfh
Y]bY` K Y`Y`Ub': U`gW`a Y`Xi b[Yb žX]Y`j cb'; fi ddYb`]b]h]]Yfh
k YfXYb`_ÖbbhYbž'X]Y`VYghfYVh'g]bXž'X]Y`K U\`ni`ghÖfYb`cXYf
Xi fW`ZfYa`XY`A`ÄW`hY`"8]Y`K U\fgW`Y]b`]W`_Y]h]j cb
8Yg]bZcfa`Uh]cbg_Ua`dU[bYb`]b`BFK`gW`Änh'Yf`gc`\cW`Y]bž'XUgg
Yg`ZÖf`]\b`Y]b`K i bXYf'k`ÄfYž'k`Ybb`_Y]bY`ghUhhZ`AbXY`"6]g\Yf`"Y[Yb
XYa`JYfZUggi`b[ggW`i`hn`]b`BFK`U`YfX]b[g`_Y]bY`_cb`_fYhYb
9f`_Yb`hb]ggY`ni`Y]bYf'gc`W`Yb`?Ua`dU[bY`j`cf"

FYi ``bUbbhY`YI`d`]n]h'Fi`gg`UbX`U`g`a`Ö[`]W`Yb`ϕ]h]Uhc`f`gc`W`Yf
8Yg]bZcfa`Uh]cbgU`_h]j`]h`ÄhYb`"8Yf`JYfZUggi`b[ggW`i`hn`\Uh]a
Ni`gUa`a`Yb\Ub[`a`]h'X]YgYb`6YXYb`_Yb`[Yk`Ufbhž'XUgg
Ui`g`ÄbX]gW`Y`5`_hYi`fY`j`Yfgi`W`Yb`_ÖbbhYbž'XUg'dc`]h]gW`Y`GmghY`a
8Yi`hgW`UbXg`j`cf`XYb`K`U\`Yb`Xi`fW`[Yn]Y`hY
: U`gW`]bZcfa`Uh]cbYb`ni`XYghUV`]g]YfYb`", VYf`gc`W`Y
9]bZi`ggj`Yfgi`W`Yž'X]Y`VYgcbXYfg`Ui`W`k`U\`Yb`hgW`Y]XYbXY
H\Ya`Yb`VYhfYZZYbž'VYf]W`hYh`Ui`W`7CFF97H⇒ ""8]Y`Cf[Ub]gUh]cb
nY][`hž'XUgg`]bgVYgcbXYfY`X]Y`fi`gg]gW`Y`9]bZi`ggcdYfUh]cb
Ghcfa`!%)`%*`gY]h'a`Y\`fYfYb`A`cbUhYb`U`_h]j`]gh'i`bX`XUfUi`Z
UVn]Y`hž'X]Y`6i`bXYghU[gk U\`ni`VYY]bZi`ggYb"

, VYfV`]W`_ni`XYb

8 Yg]bZcfa Uh]cbg_Ua dU[bYb

8]Y`8Yg]bZcfa Uh]cb`i a ZUgghi bhYf`UbXYfYa `: U`gW\VY\Ui dhi b[Yb
ØVYf`dc`h]gWY:][i fYb`k]Y`F cVYfh<UVYW`i bX`5bbU`YbU
6UYfVcW`_gck]Y`ØVYf`X]Y`6i bXYgk Y`f`i bX`Y]b`Ub[YV`]W\Yg
A][fUh]cbgUV`_ca a Yb`a]h`?Yb]U``8]YgY`≠Zcfa Uh]cbYb`k i fXYb
Xi fW`? ≠[YghØhnhY`HYW\bc`c[]Yb`i bX`8YYdZU`_Yg`YfghY``hi bX
ØVYf`: U`_Y!B UW\ f]W\ hYbgY]hYb`j YfVfY]hYh``8]YgY`C dYfUh]cbž`ni`XYf
Ui W`Y]b`9i !Dc`n]gh`Ui g`XYb`i G5`gck]Y`X]Y`≠hYfbYh`F YgYUfW\
5[YbWmif# 5Łi bX`XYf`a]]hÅf]gWY: ; Y\Y]a X]Ybgh; F l` [Y\ØfYbž
bi hnhY]b`BYhmk Yf`_j cb`ØVYf`\i bXYfh`XYi hgW\gdfUW\][Yb`: U`_Y!
B UW\ f]W\ hYbgY]hYbž`j cb`XYbYb`j]Y`Y`bcW\`b]W\h`U`_hj`_g]bXž`YXcW\
Ui Z]\fYb`9]bgUhm`k UfhYb"

6YgcbXYfg`U`Ufa]YfYbX`]ghž`XUgg: U`gW]bZcfa Uh]cbYb`]b`_gc]U`Yb
A YX]Yb`j YfVfY]hYh`k YfXYbž`cZ]j cb`≠Zi YbW`fbž`X]Y
a Ø[`]W\Yfk Y]gY`ZØf`\fY`8]YbghY`VYnU\`h`k YfXYb``8]YgY
≠Zi YbW`f`_ØbbYb`g][b]Z]_UbhYb`9]bZi gg`Ui ZX]Y`J YfVfY]hi b[`j cb
: U`_Yg`\UVYbž`XU`g]Y`X]YgY`≠\U`hY`cZi`U`g`9fghY`hY]`Yb``Gc`W\Y
8Yg]bZcfa Uh]cbg_Ua dU[bYbž`X]Y`Ui W`]a`i G!K U\`_Ua dZ`&\$&(
Y]bY`F c`Y`gd]Y`hYbž`j Yfk YbXYb`À\b`]W\Y`A Yh\cXYb`i bX
HYW\b]_Yb`k]Y`]b`8Yi hgW`\UbX"

8]Y : c `[Yb`ZØf`XUg`J YfhfUi Yb`]b`X]Y`A YX]Yb

8]Y`J YfVfY]hi b[`j cb`: U`_Y`BYk gž`A]g]bZcfa Uh]cb`i bX
8Yg]bZcfa Uh]cb`\Uh]b`XYb`YhnhYb`≠\fYb`ni [Ybca a Yb"
l bhYfgi W\i b[Yb`nY][Ybž`XUgg`[Yf]b[Yg`J YfhfUi Yb`]b`dc`h]gWY
i bX`a YX]U`Y`≠gh]hi h]cbYb`X]Y`9a dZÅb[`]W\`_Y]h`ZØf`gc`W\Y
: U`gW]bZcfa Uh]cbYb`Yf\Ø`h``J cfZÅ`Y`k]Y`XYf`6fYl]hi bX`X]Y`K U\
8cbU`X`Hfi a dg`]a`≠\f`&\$%*`_UVYb`Y]bY`VfY]hY`8YVUhY`ØVYf`X]Y
5i gk]f`_i b[Yb`j cb`: U`_Y`BYk g`Ui g[Y`Øgh``8]YgY`B UW\ f]W\ hYb`g]bX
a Y]gh`≠Zcfa Uh]cbYbž`X]Y`b]W\h`c`i fbU`]gh]gW\Yb`E i U`]hÅhg`_f]hYf]Yb
[YbØ[Yb`i bX`cZi`a]hY]bYf`dc`h]gW\Yb`5[YbXU`j YfZc`[h`k YfXYb"

l a`X]YgYa`DfcV`Ya`Ybh[Y[Ybni k]f`_Ybž`g]bX`≠]h]Uh]j Yb`k]Y` 9l
j g``8]g]bZc`i bX`XUg`9i fcdYUb`8][]hU`A YX]U`C VgYfj Uhcfm`]bg
@YVYb`[Yfi ZYb`k cfXYb``Ni XYa`k]fX`A YX]Yb`_ca dYhYbn`U`g

YbhgWXYXYbXYg'9`Ya Ybh\Yfj cf[Y\cVYb"?f]hgWXY`FYZYI]cb
 ØVYf`A YX]Yb]b\U`hY`gck]Y`X]Y` : À\][_Y]hž`nk]gWXYb`ni j Yf`Àgg][Yb
 i bX`i bgYf]ØgYb`E i Y`Yb`ni `i bhYfgWXY]XYbž`g]bX`i bYf`Àgg`]Wž`i a
 X]Y`J YfVfY]hi b[`j cb` : U_Y`BYk g`ni `VY_Àa dZYb"

≠g[YgUa h`V`Y]Vh`X]Y`G]hi Uh]cb`Ub[YgdUbbhž`k À`fYbX`g]W
 8Yi hgW`UbX`Ui Z`X]Y`6i bXYghU[gk U\`j cfVYfY]hYh"8]Y
 K Ufbi b[Yb`XYf`6Y\ØfXYb`gck]Y`X]Y`j]Y`gW]W]h][Yb
 8Yg]bZcfa Uh]cbg_Ua dU[bYb`nY][Ybž`k]Y`k]W]h][`Yg`]ghž`gck c\
 dfÅj Ybh]j `U`g`Ui W`fYU_h]j ` [Y[Yb` : U`gW`a Y`Xi b[Yb`j cfni [Y\Yb"
 8]Y`6Øf[Yf`g]bX` [YZcfXYfhž`]\fY`A YX]Yb_ca dYhYbn`ni `gW`ÀfZYb
 i bX`Y]bYb`_f]h]hgWYb`6`]W`Ui Z`X]Y`≠Zcfa Uh]cbYb`ni `k YfZYbž`X]Y
 g]Y`_cbgi a]YfYb`i bX`k Y]hYfj YfVfY]hYb"

8YhU]`g	
J cfZU``	8Yg]bZcfa Uh]cb
C fh	B cfXf\Y]b!K YghZU`Ybž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "XYk YnYh"XY • WłffYWh]j "cf[• k k k "VdV"XY

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