

K]``Ga]h\`i bX`A Ufh]b`@Uk fYbW`ZY]Yfb
* \$`>U\ fY`: fYi bXgW\ UZh`

K]``Ga]h\`[fUhi`Yfh'gY]bYa` / ei ch/6UX`6cmg/ ei ch!7c!GhUf
A Ufh]b`@Uk fYbW`ni a` * \$``; YVi fhghU[`i bX`fYZY_h]Yfh'ØVYf
' \$`>U\ fY`XYf:]`a fY]\Y"



A]Ua]ž`I G5`!`A Ufh]b`@Uk fYbW`\`Uh`Ua`A]h`k cW`gY]b`* \$`
; YVi fhghU[`] YZY]Yfhž`i bX`gY]b`Ub[`Ä\ f][Yf`: fYi bX`i bX`? c``Y[Y
K]``Ga]h\`[fUhi`YfhY`\`a`j]U`ϕghU[fUa`a`h`Y]bYa` \`i a`cfj c``Yb
Dcgh`Ga]h\`ž) * ž`hY]`hY`Y]b`6]`Xž`XUg`X]Y`VY]XYb`ni gUa`a`Yb`nY][`hž
k`cVY]`@Uk fYbW`]b`hUbZUfVYbY`F`cVYb`i bX`Y]bYa` ``Ub[Ybž
ZU`gW\ Yb`6Ufh`d cg]YfhY``ϕ`XYf`6]`Xi`bhYfgW\ f]Zh`gW\ YfnhY`Ga]h\
< Uddm`6]fh\XUm`A Ufhm`A Uf`°`M`i`Xcb`h`cc`_`U`XUm`ic`j`Yf`+`\$`!`£`" `"
8]YgY`\`Yfn`]W\ Yb`;`ØW_k`ØbgW\ Y`k`i`fXYb`j`cb`j`]Y`Yb`:`Ubg`]b`XYb
?`ca`a`Yb`hUfYb`VY[`Y]hYhž`X]Y`YVYbZU`g`]fY`VYghYb`K`ØbgW\ Y
ØVYfVfUW\ hYb"

8]Y`VY]XYb`GW`Ui`gd]Y`Yf`\`UVYb`_`Øfn`]W\`]b`6UX`6cmg`(
ni`gUa`a`Yb[YUfVY]hYhž`XUg`ZØf`XUg`>U\ f`&\$&(`Ub[Y_ØbX][`h]`gh`8]Y

6UX'6cmg !:]`a fY]\Yž`X]Y`U`g`Y]bY`XYf`VY`UbbhYghYb`6i`XXm'7cd!
GYf]Yb`[]`hž`nY][`h`Ga]h\`i`bX`@Uk`fYbW`'b`]\fYb`_]cb]gWYb`Fc`Yb
U`g`A]_Y`@ck`fYmi`bX`A`UfW`g`6i`fbYhž`nk`Y]`A]Ua]!8YhY`_hj`Yž`X]Y
g]W`'a]h`XYa`'8fc[`Yb`UbXY`'Ui`gY]bUbXYfgYhnYb`"5a`+'5df`
ZY]YfhYb`Ga]h\`i`bX`@Uk`fYbW`'[`Ya`Y]bgUa`'XUg`'\$!`Å\`f][`Y
ž`V]`Äi`a`'XYg`YfghYb`'6UX'6cmg !:]`a`gž`XYf`X]YgYb`VYXYi`hYbXYb
A`Y]`YbghY]b`dfÄ[`hY`i`bX`X]Y:]`a`_Uff]YfY`VY]XYf`GhUfg`a`U`[`YV`]W
VYY]bZi`gghY"

9]b`VYXYi`hYbXYf`':]`a`'ZØf`gW`k`UfnY
<`Ui`dhXUfghY`Y`f`

8Yf`YfghY`'6UX'6cmg !:]`a`'k`i`fXY`Ua`'+'5df]`'%-`-`)'`j`YfÖZYb`h]W`h
i`bX`'ghY`'hY`A]W`UY`'6Um`U`g`F`Y[]ggYi`f`j`cfž`XYf`XUa]h`gY]b`8YVØh
ZY]YfhY`"8Yf':]`a`']gh`VY`Ubbh`ZØf`gY]bY`Yi`d`cg]j`Y`5Wh]cb`i`bX`X]Y
[`fc»`Ufh][`Y`7`Y`a]Y`nk]gW`Yb`Ga]h\`i`bX`@Uk`fYbW`ž`X]Y`U`g
dfÄ[`YbX`ZØf`XUg`6i`XXm'7cd!;`Yb`fY`[]`h`'`b`F`ØW`V`]W`Yb
VYnY]W`bYhY`Ga]h\`XYb':]`a`'U`g`VYXYi`hYbXYb`A`ca`Yb`h`ZØf
gW`k`UfnY`<`Ui`dhXUfghY`Y`f`]b`[`fc»`Yb`5Wh]cb]`a`Yb`i`bX`U`g`Y]bYb
XYf';`fØbXY`ZØf`XYb`9fZc`[`VY]XYf`GW`Ui`gd]Y`Yfž`XU`Yf`Ga]h\`g
?`Uff]YfY`bUW`'H\Y':`fYg`\`Df]bW`'cZ`6Y`!5]f`'i`bX`@Uk`fYbW`g
F`ØW`_Y`\f`]bg`F`Ua`dYb`]W`h`bUW`'A`Ufh]b`'VY[`fØbXYhY"

8Ug`6i`X[`Yh`XYg:]`a`g`VYhfi`[]`%-`A`]'`]cbYb`i`G!8c`Ufž`k`cVY]`j`]Y`Y
8]U`c[`Y`nk]gW`Yb`Ga]h\`i`bX`@Uk`fYbW`'a`dfcj`]g]Yfh`k`i`fXYb`"
`b`hYfYggUb`hYfk`Y]gY`gc`hYb`i`fgdfØb[]W`'8UbU`7Ufj`Ymi`bX`æb
@cj`]h`X]Y`<`Ui`dhfc`Yb`ØVYfbY`a`Yb`"8Yf':]`a`'i`bX`gY]bY
:`cfhgYhni`b[`Ybž`XUfi`bhYf`'6UX'6cmg`=`f&\$\$`'Łi`bX`'6UX'6cmg`Zcf
@]ZY`'f&\$\$&\$Łž`gYhnYb`g]W`'a]h`H`Ya`Yb`k]Y`@cmU`]h`Ä`h`i`bX
6fØXYf`]W`_Y]h`Ui`gY]bUbXYfž`X]Y`a]h`5Wh]cb`i`bX`<`i`a`cf
j`YfVi`bXYb`g]bX`"8]Y':`fUbW`]gY`i`a`ZUggh`Ui`W`'XYb`_ca`a`YbXYb
:]`a`'6UX'6cmg.`F`]XY`cf`8]Y`ž`XYf`YVYbZU`g`X]Y`VY`]YVhYb
7\UfU`hYfY`]b`XYb':`c`_i`g`fØW`h"

8]Y`9f]b`bYfi`b[`Yb`XYf`':`Ubg`i`bX`VYfØ`a`hY
GnYbYb

6UX'6cmg '\Uh'Y]bYb'V'Y]VYbXYb'9]bXfi W_VY]'XYb'Ni gWUi Yfb
 \]bhYf'UggYb'i bX'V'Y]Vh'Y]bY'VY]'YVhY':]a fY]\Y'ZØf'; YbYfUh]cbYb"
 I bj Yf[Ygg]'WXY'GnYbYbž'k]Y'X]Y' FY[[]Y! bhYffc[Uh]cb 'Ui g' 6UX
 6cmg = 'cXYf'Ga]h\g']_cb]gWXY'5i Zhf]hY']b'NY]hi dYž'k YfXYb'j cb
 XYb': Ubg'k Y]hYf\]b [YgW\Àmh'"Ga]h\ 'i bX'@Uk fYbW'a ž'X]Y'g]W
 [Y[YbgY]h['a ch]j]YfhYbž'\fY'GnYbYb'ni 'ØVYfhfY]VYbž
]bhYbg]j]YfhYb'X]Y'8mbUa]_i bX'XYb'<i a cf'XYf':]a Y'"Ga]h
 XYi hYhY'Ubž'XUgg'X]Y'; YgW\W'hY'XYf' 6UX'6cmg 'bcW'ib]W'hni
 9bXY'jghž'k Ug'X]Y'J cfZfYi XY'Ui Z'ni _ØbZh[Y'Dfc'Y_hY'ghY][Yfh"

Ni gÀh'W'ni f'i bhYf\U'hi b['\Uh'X]Y' 6UX'6cmg !: fUbW]gY'Ui W
 5gdY_hY'XYg']bhYf_i 'hi fY''Yb'8]U'c[g]a '6i XXm!7cd!; YbfY
 \Yfj cf[Y\cVYb'"K À\fybX'Y]b][Y':]a Y'X]Y'8UfghY''i b['j cb
 Dc'nY][Yk U'hi bX'X]Y'<YfUi gZcfXYfi b[Yb'ZØf'UZfcUa Yf]_Ub]gWXY
 ; Ya Y]bgWUZhYb'h\Ya Uh]g]YfYbž'nY][Yb'UbXYfY'X]Y'9bhk]W_i b[
 j cb'gW'k UfnYb'7\UfU_hYfYbž'X]Y'U'g'<Y'XYb'XUf[YghY''h'k YfXYbž
 k Ug'Y]bYb': cfhgW'f]h']b'XYf'F YdfÀgYbUh]cb'XUfghY''h'9]bY'h]YZfY
 5bU'mgY'XYf'GW'k Ufn!K Y]»!8mbUa]_j]b':]a Yb'\Uh[YnY][hž'XUgg
 ?cdZUb!/?cdZ; YgW\W'hYb'cZh'gck c\''i a cf]gh]gWXY'U'g'Ui W
 _f]h]gWXY'9'Ya YbhY'_ca V]b]YfYbž'X]Y'XUg'; YbfY'VYfY]WXYfb"

Ni gUa a Yb[YZUggh]gh'XYf'*\$"; YVi fhghU['j cb'A Ufh]b'@Uk fYbW
 b]W'h'bi f'Y]b'5b'Ugg'ni f': Y]Yfž'gcbXYfb'Ui W'Y]bY'; Y'Y[Yb\Y]hž
 X]Y'\Yfj cffU[YbXYb'@Y]ghi b[Yb'gck]Y'X]Y'_i 'hi fY''Y'6YXYi hi b[
 XYf' 6UX'6cmg !:]a Y'ni 'k ØfX][Yb"

: Øf'a Y\ f' bhZcfa Uh]cbYb'VYgi WXYb'G]Y'X]Y'5fh]_Y''j cb'DYbb@]j Yž
 ; 'cVU''; f]bX'i bX'5WXYa]U"YXi "

8YhU]`g	
J cfZU''	Gcbgh][Yg
C fh	A]Ua]ž! G5
E i Y''Yb	<ul style="list-style-type: none"> • k k k "dYbb`]j Y"Wca • [`cVU`[f]bX"Wca • k k k "UWXYa]U"YXi

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