

: Ugn]bUh]cb`G\i XUb`? cXc.`F]W\ UfX
G]Y[U`g`Y]bn][Ufh][Y`HUb n! ðghU``Uh]cb`°

F]W\ UfX`G]Y[U`dfÅgYbh]Yfh`X]Y`J]XYc! ðghU``Uh]cb` Ufh"@j Y
]a`@YbVUW\Ui gž`X]Y`UdUb]gW\Yg`DfYW]g]cb`K U`_]b[`bYi
]bhYfdYh]Yfh"



@YbVUW\Ui gž`A ØbW\Ybž`8Yi hgW\`UbX`!`5a`%"'† b]`&\$&) ž`]a
?i bghVUi`XYg`@YbVUW\Ui gYg`]b`A ØbW\Ybž`k]fX`X]Y`]bbc] Uh]j Y
J]XYc]bghU``Uh]cb` Ufh"@j Y`XYg`! G!Ua Yf_]Ub]gW\Yb
7\cfYc[fUZYb`F]W\ UfX`G]Y[U`dfÅgYbh]Yfh``8]YgY`&\$!a]bØh][Y
ðghU``Uh]cb`nY][h`Y]bY`ZUgn]b]YfYbXY`?ca V]bUh]cb`Ui g`XYa
UdUb]gW\Yb`G\i XUb`?cXc` `Ui W\`VY`_Ubbh`U`g`UdUbYgY
DfYW]g]cb`K U`_]b[`i bX`bYi`W\cfYc[fUZ]YfhYb`9`Ya YbhYb`
K Å\fybX`XYf`ðghU``Uh]cbž`X]Y`j ca`ðhYfbUh]cbU`A i b]W\`8UbW\
: Ygh]j U`K Y`hdfYa]YfY`ZY]YfhYž`g]bX`) `5h\`Yh]bbYb`XYf`B]ddcb
Gdcfhg`GW]YbW`! b]j Yfg]hmi bX`HÅbnYf`XYg`6U`Yh`cZ`8]ZYfYbW\
]bj`c`j]Yfh``8]Y`DYfZcfa UbW`g`nY]W\`bYb`g]W\`Xi fW\`gmbW\`fcb]g]YfhY
6Yk Y[i b[Yb`Ui gž`X]Y`Ub`J`c[Y`gW\`k Åfa Y`Yf]bbYfb`i bX`ni [`Y]W\
5ggcn]Uh]cbYb`ni `A]`hÅfUi Za ÅfgW\Yb`Yfj`cffi ZYb`**VYf]W\`hYh`X]Y**

GØXXYi hgWY`NY]hi b["

G\i XUb`?cXc`\Uh'gY]bYb`i fgd fi b[`]b`UdUb]gWYb`<][\gWcc`gž
k c`GWØ`Yf]bbYb`i bX`GWØ`Yf`f][cfcgYg`HfU]b]b[`UVgc`j]YfYbž`i a
X]YgY`dfÅn]gYbž`gmbWfc bYb`6Yk Y[i b[Yb`ni `Yf`YfbYb`"8Yf
gcn]U`Y`<]bhYf[fi bX`X]YgYf`8]gn]d`]b`n]Y`h`XUfUi ZUVž`XUg
?c`Y`_h]j j Yf\U`hYb`]a `BchZU`ni `ZØfXYfb`"F]WUfX`G]Y[U`ž`XYf`gY]h
fi bX`%) `U\`fYb`j cb`X]YgYf`i cfa `XYf`6Yk Y[i b[`ZUgn]b]Yfh`]ghž`\Uh
&\$&&`UdUb`VYgi W`hž`i a `XUg`G\i XUb`?cXc`Ui g`YfghYf`<UbX`ni
ghi X]YfYb`[]Vh`XUg`@YbVUW\Ui g`VY`Ub bh"

: Ugn]bUh]cb`ZØf`? c`Y`_h]j]hÅh

6Y]`gY]bYf`FYWYfWY`ZØf` Ufh`@]j Y `h\Ya Uh]g]Yfh`G]Y[U`X]Y
l bhYfcfXbi b[`XYg`ϕX]j]Xi i a gi bhYf`XUg`?c`Y`_h]j `]a `X][]hU`Yb
NY]hU`hYf`"8]Y`ϕghU`Uh]cb`_ca V]b]Yfh`X]Y`WUfU`hYf]gh]gWYb
6Yk Y[i b[Yb`XYg`G\i XUb`?cXc`a]h`Y`Y`_hfc b]gWYb`?`Åb[Yb`j cb
5`j U`Bchc`gck]Y`@]W`h`i bX`J]XYcXYg][bg`j cb`A Uh\]Ug`G]b[Yf
i bX`XYa `8i c`@`_Ug`i bX`HYfYgU`B`_c`"J YfgW]YXYbY
J YfZfYa Xi b[gYZY`_hY`k YfXYb`Y]b[YgYhnhž`i a `XYb`a YbgW`WYb
?ØfdYf`Ui g`i bhYfgW]YX`]WYb`DYfgdY`_h]j Yb`XUfni ghY`Yb`gc`X]Y
E i Y`Y`k Y]hYf"

8]Y`]bhYfX]gn]d`]bÅfY`Ni gUa`a YbUfVY]h`nk]gWYb`F]WUfX`G]Y[U`ž`
XYa `6U`Y`hicZ`8]ZYfYbW`i bX`GmbUYgh\Yh]WU`k i fXY`i bhYfghØhnh
Xi fW`XUg`M`c`\Ua U`ϕhYfbUh]cbU`DYfZcfa]b[`5fhg`A`YYh]b["8]Y
J]XYc]bghU`Uh]cb`k]fX`V]g`ni a `%) "`ž b]`&\$&) `]a `@YbVUW\Ui g`ni
gY\Yb`gY]bž`XYf`9]bhf]hh`]gh`ZfY]`VYf]W`hYh`Yf[`ÅbnYbX`XUg
@YbVUW\Ui g"

F]WUfX`G]Y[U`g`F ØW`_Y`f`bUW`6UmYfb

Ni gÅhn`]W`ni `gY]bYf`_ØbghYf]gWYb`5fVY]h`d`Ub`h`G]Y[U`ž`UV`<YfVgh
X]Y`6U`Y`hgdUfhY`XYg`BØfbVYf[Yf`GhUUgh\YUhYfg`ni `Y]hYb`"8Ug
bYi `Zcfa]YfhY`9bgYa V`Y`k]fX`XYb`B`Ua Yb` GhUUgh\YUhYf
BØfbVYf[`6U`Y`hicZ`8]ZYfYbW` `hfU[Yb`i bX`a]h`gYW`g`bYi Yb
DfcXi`_h]cbYb`ghUfhYb`"J c fUi gg]W`h`]W`]a `U\`f`&\$&, `k]fX`ni XYa
Y]b`l a ni [`]b`X]Y`?cb[fYggU`Y`Ui ZXYa `Y\Ya U`][Yb

F Y]W\gdUfhY]hU[g[Y`ÅbXY`Ub[YghfYVh`ZØ[h`X]Y`GØXXYi hgW\ Y
 NY]hi b[`\\bni "

8]Y`J Yfv]bXi b[`j cb`?c`Y_hj]hÅhž`8]gn]d`]b`i bX`ÿgh\Yh]_`]a
 G\i XUb`?cXc`j YfXYi h]W\h`b]W\h`bi f`X]Y`_i `hi fY`Yb`K i fnY`b
 ðdUbgž`gcbXYfb`gd]Y[Y`hUi W\`X]Y`Zc fhUi ZYbXYb`9bhk]W`_i b[Yb
]b`XYf`nY]h[YbØgg]gW\Yb`?i bgh`k]XYf" ðdUb`\\Uh`Y]bY`Ub[Y`i bX
 j]Y`ZÅ`h][Y`?i bghfUX]h]cbž`X]Y`g]W\`]b`j YfgW\]YXYbYb`6YfY]W\Yb
 k]Y`?YfUa]_ž`A YhU`VYUfVY]hi b[ž`HYI h]`_i bgh`i bX`XYf
 ; UfhYb`_i bgh`nY][h`k]Y`Ui Z`ðdUb"XY`ni ``YgYb`]gh"

8YhU]`g	
J c fZU``	Gcbgh][Yg
C fh	@YbVUW\`Ui gž`A ØbW\Ybž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gi YXXYi hgW\Y"XY • k k k "`YbVUW\`Ui g"XY • `UdUb"XY

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