

6UVmVcca Yf`ja `F YbhYbfUi gWk . ? cghYbYI d`cg]cb `Xfc \h°

8Yf`5fh]_Y`VY`Yi Wk hYhž`k]Y`6UVmVcca Yf`j cfnY]h][`]b`F YbhY
[Y\Yb`i bX`k Y`WkY`<YfUi gZcfXYfi b[Yb`X]Y`F YbhYbdc`]h]_`V]g
&\$() `ØVYfk]bXYb`a i gg"



8Yi hgWk`UbX`!`9]bY`U_hi Y`Y`5bU`mgY`nY][hž`XUgg`ZUgh`X]Y`<`À`ZhY
XYf`6UVmVcca Yf`ja `F YbhYbU`hYf`j cfnY]h][`]b`F YbhY` [Y\Yb`" `@Ui h
Y]bYf`Ghi X]Y`XYg`bgh]hi hg`XYf`XYi hgWkYb`K]fhgWk UZh`fK Ł` \UbXY`h
Yg`g]Wk`XUVY]i a`Yhk U`%ž` `A]`]cbYb`A YbgWkYbž`X]Y`V]g`&\$`' `XUg
F YbhYbU`hYf`YffY]Wk`h` \UVYb`" `Gc`Yb`hgWkY]XYb`g]Wk`VYfY]hg`ØVYf`)
DfcnYbh`XYf`BYi fYb`hbYf]bbYb`i bX`!fYb`hbYf`ZØf`Y]bYb`j cfnY]h][Yb
F YbhYbY]bhf]hh`5V`XYa` `& \f`&\$&) `k]fX`ni g`Àm`]Wk`Yfk UfhYhž`XUgg
a]bXYghYbg`Y]bY`A]`]cb`6UVmVcca Yf``À`f`]Wk` [YgYm`]Wk`Y`F YbhY
VYn]Y\Ybž`bcWk`VYj cf`g]Y`XUg`FY[Y`U`hYf`YffY]WkYb`" `8]YgY
9bhk]W`_i b[`ghY`h`Y]bY`Yf`YV`]WkY`<YfUi gZcfXYfi b[`ZØf`X]Y
F YbhYb`_UggYb`XUfž`XU`g]Y`i bhYf`Ybcfa Ya` `? cghYbXfi W`_ghY\Yb
i bX`X]Y`F YbhYbUi g[UVYb`V]g`&\$() `Ui ZØVYf`+ (\$`A]`]UfXYb`9i fc
UbghY][Yb`_ØbbhYbž`k]Y`A Yf`_i f`VYf]Wk`hYh"

9]b`nYbhfU`Yf`6YghUbXhY]`XYg`U_hi`Y`Yb`FYbhYbgmghYa`g`]gh`X]Y
FYbhY`ZØf`Ub[`Å\`f][`i`bX`VYgcbXYfg`Ub[`Å\`f][`J`Yfg]WXYfhYž`X]Y
XYb`j`cfnY]h][`Yb`9]b]h]c`bY`5VgW`Å[`Y`bUW`(`)
J`Yfg]WXYfi`b[`g`U`fYb`Yfa`Ò[`]W`h`Ni`XYa`nY][`h`X]Y`!`Ghi`X]Yž
XUgg`XYf`5bgh]Y[`XYf`FYb`hbYfnU`Yb`]a`J`Yf`Å`hb]g`ni`XYb
6Y]hfU[`gnU`YbXYb`ni`Å`YfYb`6Y]hfÅ[`Yb`i`bX`GhYi`Yfb`ZØ`fYb
k`]fX"

8 Ya`c[`fUZ]gWXY`<`YfUi`gZc`fXYfi`b[`Yb

8]Y`XYa`c[`fUZ]gWXY`9bhk`]W`i`b[`ghY`h`X]Y`FYbhY`bdc`h]_`j`cf
VYXYi`hYbXY`<`YfUi`gZc`fXYfi`b[`Yb`"b`gVYgcbXYfY`XYf`I`a`[`Ub[`i`a`]h
XYa`Fi`Y`ghUbX`XYf`6UVmVcca`!`YbYfUh]cb`i`bX`XYf`9]bhf]hh
[`YVi`fhYbgW`k`ÅW`YfYf`Å\`f[`Åb[`Y`]bg`9fk`YfVg`YVYb`YfZc`fXYfh
bYi`Y`@`Gi`b[`gUb`g`ÅhnY`"8]Y`6i`bXYgnYbhfU`Y`ZØf`dc`h]gWXY
6]`Xi`b[`VYhc`b`hž`XUgg`X]Y`FYbhY`bdc`h]_`XYb`N]Y`_cbZ]_`h`nk`]gWXYb
@YVYbgi`bhYf`U`hg]WXYfi`b[`]a`5`hYf`i`bX`Z]bUbn]Y`Yf
BUW`U`h][`_Y]h`XYg`FYbhYbgmghYa`g`a`Y]ghYfb`a`i`gg"

9]b`k`]W`h][`Yf`5gdY`_h]b`X]YgYa`Ni`gUa`a`Yb`Ub[`]gh`X]Y`ghY][`YbXY
@YVYb`gYfk`Ufhi`b[`]8]YgY`a`i`gg`VY]ni`_ØbZ]h][`Yb`5bdUggi`b[`Yb`XYg
FYbhY`bY]bhf]hhgU`hYfg`Ub[`Z]f]gh][`VYfØW`_g]W`h][`h`k`YfXYb`"GY]h`XYf
9]b`ZØ`fi`b[`XYg`BUW`U`h][`_Y]hgZU`_hcf`g`]a`Å\`f`&\$\$`i`bX`XYf
gd`ÅhYfYb`9fgY`hni`b[`]Xi`fW`X]Y`XcddY`hY`<`U`hY`]b]Y`]a`Å\`f`&\$\$%,
g]bX`6YghfYVi`b[`Yb`ni`Yf`_Yb`bYbž`XUg`FYbhY`bb]j`YUi`j`cb
a`]bXYghYbg`(`,`Dfc`nYb`h`XYg`8i`fW`gW`b]hg`c`b`g`V]g`&\$\$)`ni
ghUV]`]g]YfYb`5`YfX]b[`g`_Øb`bhY`X]Y`5`_h]j`]Yfi`b[`XYg
BUW`U`h][`_Y]hgZU`_hcf`g`ni`Å`YfYb`6Y]hfÅ[`Yb`i`bX`b]YXf][`YfYb
FYbhY`bb]j`YUi`g`ZØ`fYb"

Dc`h]gWXY`A`U»`bU`a`Yb`i`bX`5i`gV`]W

8]Y`5a`dY`_cU`h]cb`d`Ub`h`X]Y`J`Yf`Åb[`Yfi`b[`XYf`XcddY`hYb
<`U`hY`]b]Yž`k`Ug`Y`XcW`b]W`h`X]Y`XYa`c[`fUZ]gWXYb
<`YfUi`gZc`fXYfi`b[`Yb`"ØgYb`k`]fX`"8]Y`dc`h]gWXY`8YVUhhY`Zc`_i`gg]Yfh
g]W`Ui`W`Ui`Z`X]Y`B`chk`Yb`X][`_Y]hž`Å`hYfY`A`YbgWXYb`Xi`fW`Y]bY
5`_h]j`fYbhY`ni`Yfa`i`h][`Ybž`Åb[`Yf`]a`9fk`YfVg`YVYb`ni`V`Y]VYb`"
8Yf`!`Ya`dZ]Y`hž`X]Y`[`YVi`fhYbg]hUf`_Yb`Å\`f[`Åb[`Y`a`Ò[`]W`gh

`Ub [Y `]a `:æV`ni ` \U`hYb" `9bhgdFYWXYbX`k]fX`X]Y
 FYbhYbfYZcfa _ca a]gg]cb`V]g`ni f`A]hY`XYf`@Y[]g`Uhi fdYf]cXY
 9f[YVb]ggY`dfÅgYbh]YfYb"

5b [Yg]W`hg`X]YgYf`<YfUi gZcfXYfi b [Yb`ZcfXYfb`9I dYfhYb`X]Y
 9]bZØ\fi b [`Y]bYg; YbYfUh]cbYb [YfYW`h][_Y]hgZU`hcf`g`ni f
 5bdUggi b [`j cb`6Y]hfU[ggUhm`i bX`FYbhYbb]j YUi " `J cfgW`Å [Y`k]Y
 XUg`ÒghYffY]W`]gW`Y`A cXY``cXYf`XUg`GcW`Y`gW`i hna cXY``k YfXYb
 YVYbZU``g`X]g_i h]Yfhž`k cVY]`X]Y`Bchk YbX][_Y]h`ZØf`:`YI]V]`]hÅh`a
 FYbhYbY]bhf]hggU`hYf`ZØf`DYfgcbYb`a]h [Ygi bX`Y]h]W`Yb
 9]bgW`fÅb_i b [Yb`k Y]hYf\]b`VYghY`h" `8]Y [YgYhm`]W`Y`FYbhY`_Ubb
 `YXcW`ghUV]`V`Y]VYbž`gc`Ub [Y`XYf`DfcXi _h]j]hÅhgZcfhgW`f]hh`\cW`
 V`Y]Vhž`k]Y`=N5 `Yfj cf\YVh"

8YhU]`g	
J c fZU``	Gcbgh][Yg
C fh	8Yi hgW`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "a Yf_i f"XY • k k k "VdV"XY • k k k "]nU"cf[

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