

< Ufn! <][\ `][\ h. '@UbX_fY]g'? Ui Zg'6fcW_Yb
ZØf`bYi Yg'< UfX`F cW_`7UZÅ°

@UbX_fY]g'< Ufn`Yfk]fVh'6fcW_Ybž'd`Ubh'< UfX`F cW_`7UZÅ`i bX
hci f]gh]gWXY`5i Zk Yfhi b[Yb"N]Y`. '6Ygi WXYfnU\`Yb`ghY][Yfb
i bX`GWa U`gdi fVU\`bYb`g]WXYfb"



6fcW_Ybž`GUW`gYb!5b\U`hž`8Yi hgW`UbX`!`8Yf'6fcW_Ybž
BcfXXYi hgW`UbXg`\ÖW`ghYf';]dZY`ž`ghY\`h`j`cf`Y]bYa
VYa Yf_Ybgk YfhYb`K UbXY`"5a`%"`†`]&\$&)`k]fX`XUg'; Y`ÀbXY
cZZ]n]Y`"b`XYb`6Yg]hn`XYg`@UbX_fY]gYg'< Ufn`ØVYf[Y\Yb"8]YgY
HfUbgU_h]cb`]gh`b]W`h`bi`f`Y]b`VYXYi hYbXYf`GW`f]h`i]b`XYf
; YgW`]W`hY`XYf`F`Y[]cbž`gcbXYfb`k]fX`Ui W`U`g` \]ghcf]gW`Yf`HU[
j`cb`@UbXfUh`H\ca Ug'6U`W`f`c`k`g_]`f78I`Ł`VYnY]W`bYh"8Yf
@UbX_fY]g`nU\`hY`"ž`'A`]"cbYb`9i`fc`ZØf`XUg`5fYU`ž`XUg`ni`j`cf`ja
6Yg]hn`j`cb`BcfX@6`i`bX`< UfngdUf_UggY`k`Ufž`X]Y`XUg'; Y`ÀbXY
&\$\$, `j`cb`XYf`HY`Y_ca`Yfk`UfVYb"8]YgY`BYi`cf[Ub]gUh]cb`\Uh`XUg
N]Y`ž`XUg`ÖZZYb`h]W`Y`9][Ybhi`a`Ua`6fcW_Yb`ni`g]W`Yfb`i`bX`X]Y
hci f]gh]gWXY`5i Zk Yfhi b[`j`cfUbni`hfY]VYbž`k]Y`@UbX`i`bX`:`cfgh
VYf]W`hYh"

8Yf': c_i g'XYg'@UbX_fY]gYg'`Y[h'Ui Z'XYf'J YfVYggYfi b['XYf
hci f]gh]gWYb' ðZfUghfi _hi f'zi a 'X]Y'fØW_Ài Z[Yb'Hci f]ghYbnU\`Yb
Ui ZXYa '6fcW_Yb'Ybh[Y[Ybni k]f_Yb"8Yf'@UbX_fY]g']gh'VYghfYVhž
a]h'bYi Yb' ?cbnYdhYb'X]Y'6Ygi WXYfnU\`Yb'k]YXYf'ni 'ghY][Yfb"
6YgcbXYfg'Ui Z[fi bX'XYf'\]ghcf]gWYb' < UfnYf'GWa U`gdi fVU\`bYbž
X]Y'XYb'6fcW_Yb'UbZU\`fYbž'gc``XYf'Ni [Ub['ZØf'; ÀghY'Yf'Y]WXYfh
k YfXYb"

D`ÀbY`ZØf`XYb`6fcW_Yb

ð`XYb`_ca a YbXYb`ð\`fYb`g]bX`i a ZUb[fY]WXY`J YfÀbXYfi b[Yb
Ua `;]dZY``[Yd`Ubh"; Yd`Ubh]gh'i bhYf'UbXYfYa 'XYf'i a VUi 'XYg
Y\Ya U`][Yb`HY`Y`_ca !; YVÀi XYg'ni `Y]bYa `J YfUbghU`hi b[ggUU`ZØf
fi bX`) \$\$`DYfgcbYb`i bX`X]Y`GWUZI b[`Y]bYg`VUff]YfYZfY]Yb
Ni [Ub[g[YVÀi XYg"8]YgY`A U»bU\`a Yb`gc``Yb`XUni `VY]hfU[Ybž
XYb`6fcW_Yb`U`g`UhhfU_h]j Yg`5i gZi [gn]Y`ni `d'cg]h]cb]YfYb`i bX`X]Y
ðZfUghfi _hi f'ni `j YfVYggYfbž'k]Y`F Y]gYfYd'c'f'hYf'j Yff`Àh"

9]b`<][\`][\`h'XYf'[Yd`UbhYb`BYi Yfi b[Yb`]gh`X]Y`9fØZZbi b[`Y]bYg
< UfX`F cW_`7UZÅg'Ui ZXYa `;]dZY``"8]YgY`ðXY`ghUa a hij cb`Y]bYa
; Ughfcbca Yb`Ui g`K Yfb][YfcXY`i bX`gc``Y]b`k Y]hYfYf
5bn]Y\i b[gdi b_h'ZØf`X]Y`6Ygi WXYf`k YfXYb"8Yf'6fcW_Yb`n]Y\h
VYfY]hg`\Yi hY`À\`f]W`<i bXYfhUi gYbXY`A YbgWYb`Ubž'i bX`a]h
XYf'9]bZØ\fi b[`XYg`bYi Yb`; Ughfcbca]Y`_cbnYdhgž`\cZn'XYf
@UbX_fY]g'Ui ZbcW`a Y`f'; ÀghY"6YgcbXYfg`k À\`fYbX`XYg`À\`f]W
ghUhhZ]bXYbXYb`F cW_ZYgh]j U`g` F cW_Yb`Ua `6fcW_Yb`žXUg`gY]h
&\$\$+`Yhk U`(\$\$\$`6Ygi WXYf`Ub`cW_hž`_ØbbhY`XUg`< UfX`F cW_`7UZÅ
Y]b`YWXYf`Di V`_i a ga U[bYh`k YfXYb"

2 ZZYbh`]WXYg`9][Ybhi a `i bX`hci f]gh]gWXY

5i Zk Yfhi b[

8Yf'; YV]Yhgk YWYgY`j ca `6i bX`]b`XUg`ØZZYbh`]WXY`9][Ybhi a `XYg
@UbX_fY]gYg']gh']bgVYgcbXYfY`Ui WXY]b`NY]WXYb`ZØf`X]Y`G]WXYfi b[
XYf`fY[]cbU`Yb`ðXYbh]h`Àhi bX`?i `hi f"BYVYb`XYa `< UfX`F cW_`7UZÅ
k]fX`XYf'@UbX_fY]g'U`Y`A Ø[`]WXY]hYb`bi hnYbž'i a `X]Y`hci f]gh]gWXY
5hhfU_h]j]h`Àh'XYg`6fcW_Ybg'ni `ghY][Yfb`i bX`X]Y`< UfnYf

GW`a U`gdi fVU`bYb`k Y]hYf`ni `ZYgh[Yb``8]Yg`gY]ž`Ui h`XYb
 ni gh`bX][Yb`6Y`ÒfXYbž`YbhgW`Y]XYbX`ZØf`X]Y`Ni _i bZh`XYf`FY[]cb
 i bX`]\fYf`9bhk]W`_i b["

≠g[YgUa h`nY][h`XUg`Dfc`Y`_hi a `XYb`6fcW`Ybž`k]Y`a Ub`Xi fW`
 _i [Yb`?Ui Zi bX`]bbcj Uh]j Y`≠YYb`X]Y`hci f]gh]gW`Y
 5bn]Y`i b[g`fUZh`Y]bYf`VYfY]hg`VY`]YVhYb`GY`Ybgk ØfX][_Y]h`k Y]hYf
 ZØfXYfb`_Ubb``A]h`X]YgYb`9bhk]W`_i b[Yb`Ua ` \ÒW`ghYb`6Yf[
 BcfXXYi hgW`UbXg`j YfV]bXYh`g]W`X]Y`<cZZbi b[ž`XUgg`XYf`6fcW`Yb
 VU`X`k]YXYf`Y]b`VY`]YVhYg`N]Y`ZØf`FY]gYbXY`Ui g`bU`i bX`ZYfb
 k]fXž`X]Y`a]h`XYf`6fcW`YbVU`b`ni a `;]dZY`fY]gYb"

8YhU]`g	
C fh	6fcW`Ybž`GUW`gYb!5b`U`hž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k ``UbXi bXZc fgh"XY • k k k "fY]gYfYdc fhYf"XY • k k k "gd]Y[Y`"XY

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