

BYi Y'5F!6f]`Yb' _ca a Yb°
F Yj c`i h]cb]g]YfYb'g]Y'i bgYf'@YVYb'&\$&) 3

9bhXYW_Yb'G]Y'X]Y'bYi YghYb'5F!6f]`Yb'j cb'H7@i bX'LF 95@
Ui ZXYf'79G'&\$&(žX]Y'XYb'A Uf_h'fYj c`i h]cb]YfYb'_ÖbbhYb"



79G'&\$&(ž@Ug'J Y[Ugž'I G5'!8]Y'K Y'h'XYf'5i [a YbhYX'FYU']hm
fBFL'Ybhk]W_Y'h]g]W'fUgUbh'k Y]h'fž'i bX'X]Y'7cbgi a Yf
HYWbc'c[m'5ggcW]Uh]cb'f79GŁ'&\$&(\Uh'XUg'Y]ba U'a Y\ f'_Uf
[YnY][h" ð '@Ug'J Y[Ug'k i fXYb'Y]b][Y'j]Y'j YfgdfYWYbXY'5F!
6f]`Yb'dfĀgYbh]Yfhž'X]Y'XUg'DchYbn]U''\ UVYbž'X]Y'VY']YVhYb'F Uml
6Ub'A YhU'Ga Ufh'6f]`Yb']b'XYb'GW UhhYb'ni 'ghY`Yb"9]b
gdUbbYbXYg'H\Ya Už'XUg'nY][hž'k]Y'bU\ 'k]f'VYfY]hg'Ub'XYf
ðhY[fUh]cb'X]YgYf'HYWbc'c[]Y']b'i bgYfYb'5`hU['g]bX"

I bhYf'XYb'\YfUi gfU[YbXYb'BYi \Y]hYb']gh'X]Y'H7@F UmBYc'L &'@]hY
ni 'Yfk Ā\bYbž'X]Y'U'g'B UW Zc'[Yf'XYf'VY']YVhYb'H7@F UmBYc'L &
Ui Zhf]hh'A]hY]bYa ; Yk]W hž'XUg'g]Y'ni f''Y]W hYghYb'J c''ZUfv!5F!
6f]`Y'XYf'K Y'h'a UW hž'j Yfgdf]W h'g]Y'Ui W'Y]bYb'\c\Yb

HfU[Y_ca Zcfh"G]Y'k]fX'a]h'Y]bYa '5=Ga Ufh'5gg]ghUbh[Y`]YZYfhž
XYf'ZØgg][Y'?cbj YfgUh]cbYb'i bhYfghØhnh'i bX'ni XYa ' 8!?'UfhYb!
B Uj][Uh]cb'gck]Y'9WΛhnY]hØVYfgYhni b[']b'V]g'ni 'UWΛh'GdfUWΛYb
V]YhYhž'k Ug']\fY'DfU_h]_UV']hÅh'Ybcfa 'ghY][Yfh''9]bY'YfghY
HYghj Yfg]cb'XYf', VYfgYhni b[gZ b_h]cbž'X]Y'?cfYUb]gWΛ']bg
9b[']gWΛY'ØVYfhfÅ[hž'\Uhink Uf'b]WΛh[Ubni'dYfZY_h]Z b_h]cb]Yfhž
UVYf'nY][h'XYbbcWΛ'XUg'DchYbn]U'X]YgYf'HYWΛbc'c[]Y'Ui Z'

≠bcj Uh]cbYb']a '5F!6YfY]WΛ

9]b'k Y]hYfYf'gdUbbYbXYf'5_hYi f'Ui ZXYf'79G'&\$&('k Uf'L F 95@a]h
XYb'5]f'&'i 'hfU'Ga Ufh'; 'UggYg''8]YgY'6f]'Y'\YVh'g]WΛ'Xi fWΛ'\fY
I bhYfghØhni b['ZØf'< UbXhfUW_]b['\Yfj cfž'k Ug'X]Y'≠hYfU_h]cb'a]h
j]fhi Y''Yb'CV'Y_hYb']b'Y]bYf'g]a i ']YfhYb']a [YVi b['Yfa Ø[']WΛh"
K Å\fybX'j]Y'Y'5F!6f]'Yb'Ub'gWΛk YfY'<YUXgYhg'[YVi bXYb'g]bXž
'Y[h'L F 95@XYb': c_i g'Ui Z'6Yk Y[i b[gZfY'\Y]h'i bX
6Ybi hnYfZfYi bX']WΛ_Y]h''8]Y'A Ø[']WΛ_Y]hž'd\mg]gWΛ']b'Y]bYf'5F!
K Y'h'ni ']bhYfU[]YfYbž'YfØZbYh'bYi Y'8]a Ybg]cbYb'ZØf'XUg
Bi hnYfYf'YVb]g"

5i »YfXYa 'ghY''hY'X]Y':]fa U'L UbXYf'X]Y'L UbXYf; 'UggYg'j cfž'X]Y
gdYn]Y''ZØf'\Øf[YgWΛÅX][hY'A YbgWΛYb'Yb'k]W_Y'h'k i fXYb''8]YgY
6f]'Y'V]YhYh'Y]bY'@]j Y!I bhYfh]hY'i b[ž'X]Y'[YgdfcWΛYbY'K ØfhYf
X]fY_h'Ui ZX]Y'; 'ÅgYf'ØVYfhfÅ[h''Gc'_ØbbYb'Ui WΛ'A YbgWΛYb'a]h
<ØdfdV'Ya Yb'Ub'; YgdFÅWΛYb'i bX'J YfUbghU'hi b[Yb'dfcV'Ya 'cg
hY]'bY'a Yb''8Ub'_gc'WΛYf'≠bcj Uh]cbYb'k]fX'_Ufž'XUgg'5F!
HYWΛbc'c[]Y'ni bY'a YbX']b'_i g]j Yf'k]fX"

A Uf_hYb'hk]W_`i b['i bX'< YfUi gZcfXYfi b[Yb

8Ug'Ub\U'hYbXY'≠hYfYggY'Ub'5F!HYWΛbc'c[]Yb'gWΛY]bh'g]WΛ'ni
'c\ bYb''@Ui h'U_hi Y''Yb'6Yf]WΛhYb'k]fX'XYf'5F!A Uf_h'V]g'&\$' &'Ui Z
ØVYf'%', * - '6]''cbYb']G!8c''Uf'Ub'k UWΛgYbž'k Ug'Y]bYa
VYY]bXfi W_YbXYb'Å\f']WΛYb'K UWΛghi a 'j cb' () ž(i 'Ybhgd]WΛh"
8]YgY'NU\Yb'i bhYfa Ui Yfb'XYb'HfYbXž'XUgg'5F']b]WΛh'a Y\fb'bi f
Y]b'B]gWΛYbdfcXi _h']ghž'gcbXYfb']b'niU'\fY]WΛY'6fUbWΛYb'9]bni [
\Å'h'i bhYfbY'a Yb'k]Y'≠95'i bX'; i WΛ']bhY[f]YfYb'5F']b'\fY
J Yf_Ui ZgghfUHf[]Ybž']bXYa 'g]Y'j]fhi Y''Y'5bdfcVYb'UbV]YhYbž'X]Y

?i bXYbV]bXi b[i bX'l a gUhn'ZÖfXYfb"

B UhØf`]W\ []Vh`Yg`bYVYb`XYb`7\UbWf`b`Ui W\`<YfUi gZcfXYfi b[Yb"
8]Y`dchYbn]Y``Yb`5i gk]f_i b[Yb`Ui Z`X]Y`dgmW\]gW\Y` ; Ygi bX\Y]h
Xi fW\`ØVYfa`À»][Y`Bi hni b[j cb`5F!HYW\bc`c[]Yb`gck]Y
6YXYb_Yb`VYnØ[`]W\`8 UhYbgW\i hni bX`8 UhYbg]W\Yf\Y]hig]bX
H\Ya`Ybž`X]Y`b]W\h`][bcf]Yfh`k YfXYb`XØfZYb``<YfghY``Yf`a`ØggYb
X]YgY`6YXYb_Yb`Yfbgh`bY\`a`Yb`i bX`@Øgi b[Yb`gi W\Ybž`i a`Y]bY
dcg]hj] Y`Bi hnyfYfZU\fi b[`ni` [Yk`À`f`Y]ghYb"

⊕g[YgUa`h`nY][h`X]Y`79G`&\$&(`Y]bXfi W_gj`c``ž`XUgg`k]f`i bg`]b
Y]bYf`Ui ZfY[YbXYb`D\UgY`XYf`5F!F`Yj`c`i h]cb`VYZ]bXYb``8]Y
]bbcj`Uh]j`Y`HYW\bc`c[]Y`]gh`XUVY]ž`X]Y`5fh`i bX`K`Y]gYž`k]Y`k]f
_ca`a`i`b]n]YfYbž`UfVY]hYb`i bX`l bhYf\U`hi b[`Yf`YVYbž
[fi bX`Y[YbX`ni`j`Yf`À`bXYfb``9g`V`Y]Vh`UVni`k`UfhYbž`k]Y`X]Y`bYi`Yb
A`cXY``Y`X]Y`B`UW\ZfU[Y`i bX`XUg`Bi hnyfj`Yf\U`hYb`VY]bZi`ggYb
k`YfXYbž`UVYf`gW\cb`Y`hnh`]gh`_`Uf.`8]Y`Ni`_i`bZ`h`XYf`5i`[`a`Yb`h`Y`X
F`YU`]hmig]Y\`hj`]Y`j`YfgdfYW\YbX`Ui`g"

: Øf`k`Y]hYfY`⊕Zcfa`Uh]cbYb`ni`XYb`df`À`gYb]h]YfhYb`6f]``Yb`i bX`XYb
bYi`YghYb`9bhk`]W`_i`b[Yb`]b`XYf`5F!HYW\bc`c[]Yž`gW\Ui`Yb`G]Y
XcW\`a`U`VY]`**B`Ui`ž`A`Ug\`UV`Y`i`bX`:** **L`A`K`YV`j`cfVY]`**

8YhU]`g	
C`fh	79G`&\$&(`ž`@Ug`J`Y[`Ugž`l`G5
E`i`Y``Yb	<ul style="list-style-type: none"> • k`k`k`"b`Ui`"W\` • g`Y`U`"a`Ug\`UV`Y`"W\`a` • k`k`k`"Z`l`a`k`YV`"W\`a`

6Ygi W\Yb`G]Y`i`bg`Ui`Z.`k`ca`,`+`"XY