

8] [] hU`Yf`K UbXY`] a ; Ugh[Yk YfVY.
H\ca U`6fUj c`_Ui Zh`C`c`ZØf`&`A]``]UfXYb`°

H\ca U`6fUj c`Yfk]fVh`C`c`ZØf`&`A]``]UfXYb`8c`Ufž`k Å\fybX
X]Y`?cbgc`]X]Yfi b[]b`XYF`FYghUi fUbhhYWXbc`c[]Y
j cfUbgWXfy]hYhi bX`X]Y`ϕj YghcfYb`Df]cf]hÅhYb`j YfÅbXYfb"



GUb`8]Y[cž`75ž`I G5`!`ϕ`XYf`XmbUa]gWXyb`K Y`h`XYf
; Ughfcba]Y!HYWXbc`c[]Y`nY]WXbYh`g]WX`Y]b`_`UfYf`HfybX`UV.`8]Y
?cbgc`]X]Yfi b[]a`6Yfy]WX`FYghUi fUbh!HYWXbc`c[]Y`b]a`a`h`ni`ž
k Å\fybX`ϕj YghcfYb`ni bY`a`YbX`Ui ZG`_U`]Yfi b[]ghUhh`Ui Z
GdYn]U`g]Yfi b[]gYhmYb`"9]b`DUfUXYVY]gd]Y`]gh`X]Y` , VYfbU`a`Y`XYg
X][]hU`Yb`6YghY`i b[]gUbV]YhYfg`C`c`Xi fWX`X]Y`Df]j UhY!9ei]hm!
:]fa U`H\ca U`6fUj c`ZØf`ghUhh`]WX`Y`&`A]``]UfXYb`8c`Uf`"8]YgY
9bhk]W`_i b[]_ØbbhY`X]Y`@UbXgWXUZh`XYf; Ughfcba]YhYWXbc`c[]Y
a`U» [YV`]WX`j YfÅbXYfb`i bX`nY][hž`k]Y`X]Y`Df]cf]hÅhYb`]b`XYf
6fUbWX`Y`g]WX`j YfgWX]YVYbž`k Ybb`XUg`8fi W`_Ui Z`X]Y`FYbhUV`]hÅh
k ÅWX`gh"

; Ya`Å»`FYghUi fUbh`HYWXbc`c[m`BYk`g`g]bX`X]Y` : i`g]cbYb`i`bX

, VYfbU\ a Yb`ja`6YfY]W\`XYf`F YghUi fUbhhYW\bc`c[]Y`]b`XYf`YfghYb
<À`ZhY`XYg`đ\`fYg`&\$&) `i a`(`) i` `ja` `J Yf[`Y]W\`ni a` `J cf`U\`f
[Ygh]Y[Yb`"5i W\`k Ybb`X]Y`HfUbgU`_h]cbgk YfhY`i bhYf`XYb
<ÒW\ ghgh`ÀbXYb`j`cb`&\$&%` `]Y[Ybž`gdf]W\`h`X]Y`ghY][YbXY`5bnU\`
i bX`ghfUHY[]gW\Y`B Uhi f`XYf`8YU`g`XUZØfž`XUgg`g]W\`X]Y`6fUbW\Y`]b
Y]bY`bYi Y`F]W\`hi b[`VYk Y[h`"8Yf` : c`_i g`\Uh`g]W\`j`cb`K UW\ghi a
\`b`ni` `Ub[Zf]gh][Yf`F YbhUV]`]h`À`hi bX` `hYfcdYfUV]`]h`À`h`j YfgW\cVYb"

8]Y`8YhU]`g`XYf` , VYfbU\ a Y

H\ca U`6fUj c`d`Ubhž`C`cž`XUg`Y]bY`A Uf`_ha UW\`hj`cb`+\$i` `ja
6YfY]W\`XYf`X][]hU`Yb`6YghY`i`b[Yb`ZØf`I bhYfbY\`a Yb`\Uhž`V]g
9bXY`&\$&) `j`cb`XYf`6ØfgY`ni`bY\`a Yb`"8]YgY` , VYfbU\ a Yž`X]Y
Y]bY`*) i`][Y`Df`Àa]Y`Ui ZX`Yb`5`_h]Yb`_i fg`j`cb`C`c`V]YhYhž`]gh`Y]b
_`UfYg`NY]W\`Yb`ZØf`XUg`Ub`\`UhYbXY` `hYfYggY`Ub`gdYn]U`]g]YfhYb
GcZhk UfY`Øgi b[Yb`]bbYf\`U`V`XYf` ; Ughfcbca]YhYW\bc`c[]Yž`k]Y`
7cfd8Yj` VYf]W\`hYh`C`c`\`Uh]b`XYf`YfghYb`đ\`fYg\`À`ZhY`&\$&) `Y]bY
K YbXY`]b`gY]bYb` :]bUnYb`j`c`nc[Yb`i bX`Y]bYb`BYhhc[Yk]bb`j`cb
%ž` %A]`]cbYb`8c`Uf`Yfn]Y`hž`bUW\XYa` `XUg`i bhYfbY\`a Yb`ja
J cf`U\`f`Y]bYb`J Yf`i gh`j`cb`+ž`&`A]`]cbYb`8c`Uf`Y]b[YZU\`fYb`\`UhY"

A]higY]bYf`HYW\bc`c[]Yž`k Y`W\Y`X]Y`j YfgW\]YXYbYb`6YghY``_Ub`À`Y
]b`Y]bYa`Y]b\`Y]h]W\`Yb`K cf`_Zck` `]bhY[f]Yfhž`gi W\`h`C`cž`X]Y
5V\`Àb[][_Y]hj`cb`8f]hhUbV]YhYf!@]YZfX]YbghYb`ni`fYXi`n]YfYb"
8]YgY` `hY[fUh]cb`k]fX`b]W\`h`bi f`X]Y`6Yhf]YVg`cghYb`gYb`_Ybž
gcbXYfb`Ui W\`X]Y`9Z]n]Ybn`ghY][Yfb`i bX`X]Y`Ni Zf]YXYb\`Y]h`XYf
?i bXYb`Yf\`Ò\`Yb`"@Ui`hY]bYf`Ghi`X]Y`ØVYf`XYb`9]bZi`gg`j`cb
X][]hU`Yb`6YghY` `gmghYa Yb`Ui ZX]Y` ; Ughfcbca]Y`f] Yf`ÒZYbh]W\`h
Ui Z`**5`YI UbXf]U`7ca di hYfg**Ł`_cbbhYb`a]hhY`[fc»Y`F YghUi fUbhg
Xi fW\`gc`W\Y`GmghYa Y`]\`fY`6YghY``[YbUi][_Y]hi`a` ` \$i
j YfVYggYfb`i bX`X]Y`Xi fW\`gW\`b]h]W\`Y`K UfhYnY]hj`cb`%) `A]bi`hYb
Ui Z`%&`A]bi`hYb`gYb`_Yb"

8]Y`Ni`_i bZh`XYf` ; Ughfcbca]YhYW\bc`c[]Y

8]YgY` , VYfbU\ a Y`dUgg]Yfh]b`Y]bYa` `I a ZY`Xž`]b`XYa`df]j UhY
9ei]hmini bY\`a YbX`U`_hj` `k]fXž`i a` `a]X!a Uf`_Yh
F YghUi fUbhhYW\bc`c[]Y!5bV]YhYf`ni` `_cbgc`X]YfYb`"8Yf`8fi W`_Ui Z

X]Y`K YhhVYk YfVgZÅ\][_Y]hi bX` ðbcj Uh]cb`]b`Y]bYf`6fUbWXYž]b
 XYf`ja a Yf`k Yb][Yf`i bUV\Åb[][Y`5bV]YhYf`YI]gh]YfYbž]gh`XYi h`]W
 gdØfVUf"9]bY`[fØ» YfY` ðhY[fUh]cb`]b`XYb`6YfY]WXYb`DC Gž
 NU\`i b[Ybž`6YghY`i b[Yb`i bX`?i bXYbV]bXi b[`k]fX`Yfk UfhYhi bX
 YfØZbYh`bYi Y`GmbYf[]Ybž`X]Y`Ui W`XYb`i bhYfbY\`a Yb`\Y`ZYbž`g]W
 YZZ]n]YbhYf`Ui Zni ghY`Yb"

5i Z`Ub[Y`G]W`h`_ØbbhY`g]W`XYf`GW`k Yfdi b`_h`XYf`6fUbWXY`k Y]hYf
 ni `?]hWXYb!5i hca Uh]cbž`5fVY]hgcdh]a]Yfi b[`i bX
 ; ÅghYV]bXi b[gk Yf_nYi [Yb`j YfgW]YVYb"9]b`6Y]gd]Y`ZØf`X]YgY
 U[[fYgg]j Y`GhfUhY[]Y`]gh`X]Y`_Øfn`]WXY` , VYfbU\`a Y`j cb`8Y`d\]
 8]gd`Um`GmghYa g`Xi fW`HcUgh`gck]Y`X]Y` : i g]cb`j cb`7fi bW`h]a Y
 i bX`E GF`5i hca Uh]cbg"8]YgY`6Ya Ø\i b[Yb`n]Y`Yb`XUfUi ZUVž`X]Y
 ?ca d`YI]hÅh`XYf`5bV]YhYf`ni `fYXi n]YfYb`i bX`Y]bYb`bU\`hcgYb
 6Yhf]YV`ZØf`F YghUi fUbhVYhfY]VYf`ni `[Yk Å\`f`Y]ghYb"

A]h`Y]bYf`hYW`b]gWXYb` ðhY[fUh]cbž`X]Y`h]YZ`J YfV]bXi b[Yb`i bX
 i a ZUggYbXY`5b[YVchY`YfZcfXYfhž]gh`XYf`K Y[`ZØf`XYb`9fZc`[`]a
 6YfY]W`XYf`F YghUi fUbhhYW`![YdZUghYfh"8cW`k Å\`fYbX`X]Y
 ?cbgc`X]Yfi b[`7\UbW`b`V]YhYhž`[]Vh`Yg`Ui W`6YXYb`_Yb
 \]bg]W`h]W`Y]bYf`j Yfa]bXYfhYb`K YhhVYk YfVgZÅ\][_Y]hi bX`Y]bYf
 `Ub[gUa YfYb` ðbcj Uh]cb"

I bhYfa `Ghf]W`nY][h`g]W`ž`XUgg`X]Y` ; Ughfcbca]YhYW`bc`c[]Y`]b
 Y]bYa `gdUbbYbXYb`i a Vfi W`ghYW`_h"8]Y`VYj cfghY\YbXYb`A / 5!
 5_h]j]hÅhYb`V]g`]bg` ð\`f`&\$&*` \]bY]b`k YfXYb`XUVY]YbhgWXY]XYbX
 gY]bž`i a `ni `VYcVUW`hYbž`k]Y`g]W`X]YgY`6fUbWXY`k Y]hYf
 Ybhk]W`Y`h"

8YhU]`g	
C fh	GUb`8]Y[cž`75ž`I G5
E i Y`Yb	<ul style="list-style-type: none"> • fYghUi fUbhhYW`bc`c[mbYk g`W`a • k k k "W`fdXYj "cf[• U`YI UbXf]UW`a di hYfg"W`a

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