

Ni [Ub[g_cbhfc``a Uf_h'Vcca h.
G]W\ Yf\ Y]hghY W\ b]_]a '5i Zk]bX °

8 Yf'Ni [Ub[g_cbhfc``a Uf_h'k ÅW gh'fUgUbhž' [Yhf]YVYb'j'cb
G]W\ Yf\ Y]hgVYXYb_Yb'i bX'hY W\ bc`c []gW\ Yb' ðbcj Uh]cbYb"
9fZU\ fYb'G]Y'a Y\ f'ØVYf'U_hi Y`Y'HfYbXg"



BcfXUa Yf]_Už'i G5'!'8]Y'G]W\ Yf\ Y]hg`UbXgW\ UZh'k UbXY'h'g]W\
fUgUbhž'i bX`_Y]b'GY[a Ybh'nY][h'XUg'XYi h]W\ Yf'U`g'XYf
Ni [Ub[g_cbhfc``a Uf_h'"@Ui h'CdYbDF`]gh'X]YgYf'A Uf_h'Y]b
i bj Yfn]W\ hVUfYf'HY]'a cXYfbYf'G]W\ Yf\ Y]hg]bZfUghfi _hi fYb" '9f
Yfa Ò[`]W\ h'Yg'Cf[Ub]gUh]cbYb`b]W\ h'bi fž'XYb'Ni [Ub[`ni
d\mg]gW\ Yb'GhUbXcfhYb`ni`ghYi Yfbž'gcbXYfb'Ui W\ ni`X][]hU`Yb
GmghYa Yb" '8]YgY'9bhk]W_`i b[`VYY]bZi ggh'X]j YfgY'GY_hcfYbž'j cb
; Yk YfVY]a a cV]]Yb'ØVYf'; Ygi bX\Y]hgk YgYb`V]g`\]b`ni
6]`Xi b[gY]bf]W\ hi b[Yb'i bX`XYa`HfUbgdcfhk YgYb" '5i W\
]bhYfYggUbhY`HfYbXg'gW`Y]Y»Yb`]bbcj Uh]j Y`HYW\ bc`c []Yb`Y]bž'X]Y
XYb`A Uf_h'Ub_i fVY`b"

8 Yf'Ni [Ub[g_cbhfc``a Uf_h'nY][h'VYgcbXYfg']b`BcfXUa Yf]_U`Y]bY

\c\Y'8ca]bUbn"8]Y'ZfØ\nY]h][Y'HYW\bc`c[]g]Yfi b['gck]Y'Y]b
Ui g[YdfÀ[hYg'G]W\Yf\Y]hgVYk i gghgY]b'\UVYb'\]Yf'XYb'A Uf_h
VYZØ[Y'h"8Yf'Ug]Uh]gW!dUn]Z]gW\Y'F Ui a '\]b[Y[Yb'Yf'YVh'Y]b
fUd]XYb'K UW\ghi a ž'XUg'Xi fW\i fVUb]g]Yfi b['i bX'i a ZUb[fY]W\Y
=bZfUghfi _hi f]bj Ygh]h]cbYb '[YZØfXYfh'k]fX"@YhnhYfY'k YfXYb
VYgcbXYfg'Xi fW\ghUUh]W\Y'Ga Ufh!7]hm!Dfc'Y_hY'[YghØhnhž'k Ug'X]Y
BUW\ZfU[Y'bUW\Ni [Ub[g_cbhfc`gmghYa Yb'k Y]hYf'Yf\Ø\h"

A cXYfb]g]Yfi b['XYf

Ni [Ub[g_cbhfc`gmghYa Y

9]b'YbhgW\Y]XYbXYf'Di b_h]gh'X]Y'9j c'i h]cb'XYf
Ni [Ub[g_cbhfc`gmghYa Y'gY'Vgh"HfUX]h]cbY`Y@Øgi b[Ybž'X]Y'Ui Z
GW\ØggY`_UfhYb'i bX'D=ß!7cXYg'VUg]YfYbž'k YfXYb'ni bY\A YbX
Xi fW\V]ca Yhf]gW\Y'DfcnYggY'i bX'a cV]Y'Ni [Ub[gXUhYb'YfgYhnh"
8 Ug'hf]Zh'Ui W'Ui Z'X]Y'dfc[bcgh]n]YfhY'ni _ØbZh][Y'9bhk]W_i b['ni .
&\$%- 'k i fXY'XYf'[_cVU`Y'A Uf_h'ZØf'Ni [Ub[g_cbhfc`gmghYa Y'Ui Z
%\$Ž %'A]`]UfXYb'i G8 '[YgW\Àhnhž'VY]Y]bYa 'Yfk UfhYhYb
K UW\ghi a 'Ui Z&\$ž&'A]`]UfXYb'i G8 'V]g'&\$&+ž'k Ug'Y]bYf
'À\f']W\Yb'K UW\ghi a gfUhY'j cb', ž+i 'Ybhgd]f]W'hž'VYf]W'hYh'
: cfhi bY'6i g]bYgg'≠g][\hg"

8 UfØVYf'\]bUi g'Yf'Y]W\hYfh'X]Y'≠hY[fUh]cb'a]h'7`ci X!@Øgi b[Yb
X]Y'nYbhfU'Y?cbhfc`Y'i bX'V]YhYh: Yfbni [f]Z'gck]Y
9W\hny]hØVYfk UW\i b["'8]YgY': cfhgW\f]hny'[Y\Yb'<UbX']b'<UbX
a]h'Y]bYa '[Ygh]Y[YbYb'G]W\Yf\Y]hgVYXØfZb]g']b'ZUghU`Yb
k]fhgW\UZh]W\Yb'6YfY]W\Yb"'6YgcbXYfg']a ' ; Ygi bX\Y]hgk YgYb
i bX']b'XYf':]bUbn]bXi gh]Yž'X]Y'ghUf_'fY[i `]Yfh'g]bXž'Yf'YVh'a Ub
Y]bY'\c\Y'BUW\ZfU[Y'bUW\Ni j Yf'Àgg][Yb
Ni [Ub[g_cbhfc`Øgi b[Yb"

; `cVU`Y'HfYbXg'i bX'< YfUi gZcfXYfi b[Yb

Hfchn'XYf'dcg]h] Yb'A Uf_hYbhk]W_i b['g]bX'Y]b][Y
<YfUi gZcfXYfi b[Yb'b]W\h'ni '][bcf]YfYb"<c\Y'5bZUb[g_cghYb'i bX
k UW\gYbXY'6YXYb_Yb'VYnØ[`]W\XYg'8UhYbgW\i hnyg'_ØbbhYb'XUg
A Uf_hk UW\ghi a 'XÀa dZYb"'7mVYfgYW f]hm!6YXfc\i b[Yb'a UW\Yb

j YfbYhnhY`Ni [Ub[g_cbhfc`gmghYa Y`bcWk`UbZ`][Yf"5b`X]YgYf
 GhY`Y`a ØggYb`l bhYfbY\`a Yb`[i h`UVk Å[Ybžk]Y`g]Y`]\fY`GmghYa Y
 UVg]WkYfb`_ØbbYbž`i a`dchYbh]Y`Y`F]g]_Yb`ni`a`]b]a]YfYb"

8 Yf`Ug]Uh]gWk!dUn]Z]gWkY`F`Ui a`gd]Y`h`Y]bY`YbHgWkY]XYbXY`F`c`Y`]a
 Ni [Ub[g_cbhfc`a`Uf_hž`a`]h`Y]bYf`Dfc[bcgY`ZØf`Y]bYb
 l a`gUhnUbhY]`j`cb`Yhk`U`(`,`ž`-`i`V]g`&\$`+ž`k`Ug`Xi`fWk`]bbcj`Uh]j`Y
 Dfc`Y`_hY`i`bX`hYWk`b]gWkY`9b`hk`]W`_i`b[Yb`k`Y]hYf\]b`[YZØfXYfh`k`]fX"
 8]Y`ϕ]j`Ygh]h]cbYb`]b`Ga`Ufh!7]hm]Dfc`Y`_hY`i`bX`X][]hU`Y`B`Y`h`k`Yf`_`Y
]b`@`Å`b`X`Y`f`b`k`]Y`ϕ`X]Yb`i`bX`7`\]bU`gh`Å`f`_`Yb`X]Y`B`U`W`Z`F`U[Yž
 VYf]Wk`hY`h`F`Y`g`Y`U`f`Wk`B`Y`gh`Y`f"

8]Y`GWk`UZZ`b[`]b`hY`][Yb`hYf`Ni [Ub[g_cbhfc`gmghYa Yž`k`]Y`Y`hk`U
 V]ca`Y`hf]gWkY`@YgY[Yf`Å`hY`i`bX`@Øgi`b[Yb`ni`f`;`Yg]Wk`hgYf`_Ybbi`b[ž
]gh]b`X]YgYa`?`cb`hY`l`h`VY`g`c`b`X`Y`f`g`j`]Y`j`Y`f`g`d`f`Y`Wk`Y`b`X`"l`bhYfbY\`a`Yb
 k`]Y`8`U`l`i`U`H`Y`Wk`bc`c[mi`bX`?`]g]`ϕ`W`h`f`Y]VYb`X]YgYb`HfYbX`j`c`f`U`b
 i`bX`ZØfXYfb`X`Ua`]h`X]Y`9b`hk`]W`_i`b[`Y]ghi`b[gghUf`_Yf`i`bX`g]Wk`Y`f`Y`f`
 GmghYa`Y"

Ni`g`Ua`a`Yb`Z`U`gg`Y`b`X`_`U`b`b`a`U`b`g`U[Yb`ž`X`U`gg`X]Y`B`U`W`Z`F`U[Y`b`U`W`k`
 bYi`Yb`Ni [Ub[g_cbhfc`gmghYa Yb`ž`X]Y`Ui`Z`a`c`X`Y`f`b`Y`b
 H`Y`W`k`bc`c[]Yb`V`U`g]Y`f`Y`b`ž`k`Y]hYf\]b`ghUf`_ni`bY\`a`Yb`k`]fX""8]Yg
 nY][h`g]Wk`b]Wk`h`b`i`f`]b`X`Y`b`A`Uf`_`h`n`U`\`Y`b`ž`g`c`b`X`Y`f`b`Ui`Wk`]b`X`Y`b
]bbcj`Uh]j`Yb`5`b`g`Å`h`n`Y`b`ž`X]Y`l`bhYfbY\`a`Yb`]b`X]YgYa`6`Y`f`Y]Wk`
 Yf[fY]Z`Y`b""8]Y`J`Y`f`g`Wk`a`Y`ni`b[`j`cb`\`U`f`X!`i`b`X
 g`c`Z`k`U`f`Y`h`Y`Wk`bc`c[]g`W`k`Y`b`?`ca`d`c`b`Y`b`h`Y`b`g`c`k`]Y`Y]b`Y`i`a`Z`U`gg`Y`b`X`Y`
 ϕ`h`Y[f`U`h]c`b`]b`X`U`g`ϕ`h`Y`f`b`Y`h`X`Y`f`8]b[Y`k`Y`f`X`Y`b`Y`b`h`g`W`k`Y]X`Y`b`X`g`Y]b`ž
 i`a`X`Y`b`<`Y`f`Ui`g`Z`c`f`X`Y`fi`b[Yb`]a`G]Wk`Y`f`\`Y]hggY`_`h`c`f`[Y`f`Y`Wk`h`ni
 k`Y`f`X`Y`b"

8 YhU]`g	
C fh	BcfXUa Yf]_Už`l`G5
E i Y`Yb	<ul style="list-style-type: none"> • k k k "cdYbdf"Wk`a • k k k "Zcfhi`bYVi`g]bYgg]bg][\hg"Wk`a • k k k "fYgYUfWk`bYghYf"Wk`a

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