

8]Y`< mU`ca a U!NYW_Y. '6YXfc\i b['ZØf
B]YXYfgUW\ gYb`i bX`= \ fY `; Ygi bX\Y]h°

8]Y`< mU`ca a U!NYW_Y`VfY]hYh`g]W\ `]b`B]YXYfgUW\ gYb`Ui g"
9I dYfhYb`k UfbYb`j cf`9f_fUb_i b[Yb`k]Y`XYa`?f]a`! ?cb[c!
:]YVYf`Xi fW`X]YgY`]bj Ug]j Y`5fh"



B]YXYfgUW\ gYb`ž`8 Yi hgW`UbX`!`#`b]YXYfgUW\ g]gWYb`K`À`XYfb
i bX`Ui ZK`Y]XYb`a`UW\h`g]W\`Y]bY`bYi`Y`6YXfc\i b[`VfY]h`8]Y
< mU`ca a U!NYW_Y`ž`Y]b`V]g`ni`nk`Y]`NYbh]a`YhYf`[`fc`»`Yg`l`b[`Yn]YZYfž
gcf[`h`ZØf`5i`ZfY[`i`b[`VY]`K`]ggYbgW`UZh`Yfb`i`bX`@UbXk`]fhYb`"9fghY
: i bXY`XYf`bUW\`5Zf`_U`i`bX`5g]Yb`ghUa`a`YbXYb`NYW_YbUfh
k`i`fXYb`]b`XYf`F`Y[`]cb`]a`"YhnhYb`š\`f`j`YfnY]W\`bYhž`j`cfbY\`a`]W\
Ui`ZDZYfXYb`"A`]h`XYf`[`c`VU`Yb`9fk`Àfa`i`b[`i`bX`XYb`XUXi`fW\
a`]`XYf`k`YfXYbXYb`K`]bhYfb`_`Öbbh`Y`X]Y`< mU`ca a U!NYW_Y`gc[`Uf
X]Y`b`ÖfX`]W\Yb`;`YZ]`XY`XUi`Yf\`UZh`Yfc`VYfb`ž`c`V`k`c`\`X]Y
K`]bhYfg`_`À`h`Y`g]Y`[`Y[`Yb`k`À`fh][`b`c`W\`]b`GW\`UW\`"À`h`"8`Ug`VYf]W\`hYh
X]Y`?`fY]gnY]hi`b[`"

8cW`k`Ug`a`UW\h`X]Y`< mU`ca a U!NYW_Y`gc`[`YZÀ`f`]W\`3`G]Y`]gh

b]W h'bi f \ Ufa `cgž'gcbXYfb' _Ubb'Ui W `XUg' ? f]a !? cb[c!:]YVYf
f77<: Ł'ØVYfhfU[Ybž'Y]b' J]fi gž'XUg'Yfbgh\ UZhY'9f_fUb_i b[Yb'a]h
Y]bYf'GhYfV`]W_ Y]hgfUH'j cb'V]g'ni ') \$'DfcnYbh\Yfj cffi ZYb'_Ubb"
⊖'GdUb]Yb'_Ua' Yg]b'XYb''YhnhYb'⊘\fYb'ni 'a Y\fyfYb': Ä''Ybž'X]Y
gc[Uf'hØX`]W`YbXYhYb''⊖'8Yi hgW`UbX'gh'X]Y'5b[gh'j cf'X]YgYa
J]fi g'V]g'Ub['bcW`k Y]h[Y\YbX'i bVY_Ubbh''DfcZYggcf'A Ufh]b
; fcgW`i d`ZcfXYfh'YXcW`Y]bY'j YfVYggYfhY', VYfk UW`i b['XYf
: Ä''Yž'XU'j]Y'Y'9f_fUb_i b[Yb'a Ø[`]W`Yfk Y]gY'b]W`h'fYW`hY]h[
Yf_Ubbh'k YfXYb''@Ui h'A 8 F `]gh'X]Y'9hUV`]Yfi b['XYf'<mU`ca a U!
NYW_Y]b'8Yi hgW`UbX'ghUf'_j cb'_]a Uh]gW`Yb'6YX]b[i b[Yb
UV\Äb[]["

F ØW_V`]W_`Ui Z`XUg`NYW_Yb`U\`f

8]Y''YhnhYb'⊘\fY'nY][hYb'Y]bYb'k YW`gY'']b'XYf'Dcdi `Uh]cb'XYf
<mU`ca a U!NYW_Yb''J cb'&\$%, `V]g'&\$&\$'gh]Y[`X]Y'NU\`X]YgYf
NYW_Yb'Ui Z[fi bX'hfcW_YbYf'Gca a Yfž'k Ä\fybX'g]Y]b'XYb'⊘\fYb
&\$&%`V]g'&\$&'`ni fØW_[]b[Yb''8]Y'Ub\U'hYbXY'HfcW_Yb\Y]h
_ca V]b]Yfh'a]h'XYb'k Ufa Yb'HYa dYfUhi fYb'VY[Øbgh][h'YXcW
XUg', VYf'YVYb'XYf'NYW_Ybž'k Ug]b'X]YgYa'⊘\f'VYgcbXYfg
VYgcf[b]gYffY[YbX']ghž'nY][h'? fY]gnY]hi b["

8]Y'<mU`ca a U!NYW_Y'VYg]hnh'Y]bY'VYa Yf_Ybgk YfhY': Ä\][_Y]hž
]\fy'6Yi hY'ØVYf'Y]bY'8]ghUbn'j cb'V]g'ni '%\$`A YhYfb'ni 'j YfZc`[Yb
i bX'g]Y'VYfY]hg'Ui g'9bhZYfbi b[Yb'nk]gW`Yb'' i bX' - 'A YhYfb'ni
Yf_YbbYb''8]Yg'a UW`h'g]Y]a' J Yf[`Y]W`ni f'\Y]a]gW`Yb'<c'nVcW_!
; Uhi b['bcW`[YZÄ\`f]W`Yf''5VYf'k]Y'g]Y\h'Yg'a]h'XYf'\Y]a `]W`Yb
5i gVfY]hi b[`]b'^2 ghYffY]W`Ui g3'5i W`Xcfh'a UW`Yb'g]W`X]Y
A YbgW`Yb'Gcf[Ybž'XUgg'X]YgY'NYW_Y'bYi Y'?fUb_\Y]hYb'Y]bZØ\fyb
_ØbbhYž'k]Y'Yhk U'XUg': `YW_Z]YVYf''⊖'ÄbX`]W`Yb'FY[]cbYb'XYf
HØf_Y]g]bX'VYfY]hg'%'i `XYf'6Yj Ø`_Yfi b['5bh]_ØfdYf'[Y[Yb'XUg
J]fi g'j cf\UbXYbž'k Ug'Ui Z'X]Y'; YZÄ\`f]W`_Y]h'X]YgYf'NYW_YbUfh
\]bk Y]gh"

J c f g c f [Y' i b X': c f g W` i b [

5_hi Y''Y': c f g W` i b [gYf[YVb]ggY'nY][Ybž'XUgg']b'8Yi hgW`UbX'V]g
9bXY'&\$&%`nk Uf'_Y]bY'77<: !J]fYb']b' i bhYfgi W`hYb'<mU`ca a U!

NYW_Yb`bUW [Yk]YgYb`k i fXYbž`XYbbcW`k UfYb`ØVYf" \$i`XYf
 H]YfY`a]h`F]W_YhHg]U`UYgW`]a Ubb]]`]bZ]n]Yfhž`Y]bYa`9ffY [Yf`XYg
 NYW_Yb!: `YW_Z]YVYfg" `a dZghcZY` [Y [Yb`XUg`?f]a !?cb [c! :]YVYf
 g]bX`]b`_]b]gW`Yb`HYghgž`YXcW`]gh`a]h`Y]bYf`A Uf_hY]bZØ\fi b [b
 bcW`]b`XYb`_ca a YbXYb`X\fyb`b]W`hni`fYW`bYb`"8]Y`G]hi Uh]cb
 V`Y]Vh`Ub [YgdUbbhž`i bX`X]Y`6Yj`Ò`_Yfi b [`k]fX`Ub [Y\U`hYbž
 k UW`gUa`ni`gY]bž`VYgcbXYfg`]b` ; YV]YhYbž`k c`X]Y
 NYW_YbØVYfhfU [i b [`U`g`F]g]_c` [`]`h"

8]Y`9bhk]W`i b [`fi bX`i a `X]Y`<mU`ca a U!NYW_Y`nY][hž`XUgg`X]Y
 ; Ygi bX\Y]h`XYf`A YbgW`Yb`i bX`XYf`H]YfY`b]W`h`bi`f`j`cb`XYf`B`Uhi`fž
 gcbXYfb`Ui`W`j`cb`i`bgYfYa`Y][YbYb`J`Yf\U`hYb`UV\Àb [h`6`Y]Vh`ni
 \cZYbž`XUgg`X]Y`K]bhYfb`k`Y]hYf\]b`_U`h`[Ybi [`g]bXž`i a `X]YgY
 ;][UbhYb`XYf`NYW_Ybk`Y`h`ZYfbni` \U`hYbž`k`À\fybX`[`Y]W`nY]h][`X]Y
 , VYfk UW`i b [`i bX`Df`Àj`Ybh]cb`[Y [Yb`a`Ò [`]W`Y
 ?fUb`_Y]hgØVYfhfU [i b [Yb`j`Yfgh`Àf`_h`k`YfXYb"

8YhU]`g	
C fh	B]YXYfgUW`gYbž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "_fY]gnY]hi b ["XY • k k k "a Xf"XY

6Ygi W`Yb`G]Y`i`bg`Ui`Z`X]Y!bUW`f]W`hYb`W`ca