

J K `d`Ubh`bYi Yb`l a gW`U[d`Uhn`]b
J YbYX][` `6fYa Yf\Uj Yb`n]hhYfb`°

J c`_gk U[Yb`d`Ubh`bYi Yb`l a gW`U[d`Uhn`]b`J YbYX][ž`k Ug
5i gk]f`_i b[Yb`Ui ZXYb`GhUbXcfh`9a XYb`i bX`X]Y
: U\fnYi [j YfhY`]i b[`\"Uh"



9a XYbž`8Yi hgW`UbX`!`↳XYf`5i hca`cV`]bXi ghf]Y`[]Vh`Yg
gdUbbYbXY`9bhk]W`_i b[Yb.`J c`_gk U[Yb`fU K `d`Ubhž`]b`J YbYX][
Y]bYb`bYi Yb`nYbhfU`Yb`l a gW`U[d`Uhn`ZØf`XYb`5i hc hfUb gdc fh]b
GØXYi fcdU`ni `YhUV`]YfYb``8]YgY`9bhgW`Y]Xi b[` _ØbbhY`b]W`h`bi f
X]Y`@c []gh]_`]b`XYf`F Y []cb`j YfVYggYfbž`gcbXYfb`Ui W`X]Y
VYghY\YbXY`↳ZfUghfi _hi fYb`Ua`6fYa Yf\Uj Yb`!i bX`9a XYf`< UZYb
VYY]bhfÅW`h[]b``@Ui h`bYk`g' , "XY`k]``J K `a]h`X]YgYa`Dfc`Y`_h`X]Y
: U\fnYi [j YfhY`]i b[`]b`A]hhY`!`i bX`GØXYi fcdU`cdh]a]YfYb`i bX
XUa]h`Ui W`X]Y`7C`!9a]gg]cbYb`]b`XYf`@]YZYf`_YhhY`fYXi n]YfYb"

8]Y`K U\`J YbYX][g`U`g`@c []gh]_ghUbXcfh`Yf[]Vh`g]W`Ui g`gY]bYf
[Øbgh][Yb`[Yc [fUZ]gW`Yb`@U[Y``9]b`Yfgh`_Ugg][Yf`GhUbXcfh`ZØf`XYb
5i hc hfUb gdc fhž`XYf`[i h`Ub`UbXYfY`HfUb gdc fhk Y [Y`Ub [YVi bXYb

]gh`Dfc`Y_h`Y]hYf`XYf`b]h]Uh]j`Y`]gh`XUg`l`bhYfbY`a`Yb`J`YnnUb]ž`i`bX`
XYf`YfghY`GW`]ZgY]bgUhn`Ua`b`Yi`Yb`HYfa`]bU`]gh`Z0f`&\$\$`
Ub[`YXUW`h`5`YfX]b[`g`_0b`bhY`X]YgYf`l`a`gW`U[`d`Uhn`XUg`;`YgW`AZh`
Ua`VYghY`YbXYb`5i`hchYfa`]bU`]b`6fYa`Yf`Uj`Yb`ghUf`_`i`bhYf`
8fi`W`_gYhnYbž`k`c`]a`_`l`f`&\$\$`(`f`i`bX`%ž`_`A`])`cbYb`:`U`fnYi`[`Y`
i`a`[`YgW`U[`Yb`k`i`fXYb`"<]Yf`]gh`XYf`HYfa`]bU`VYhfY]VYf`6@`
VYgcf[`hž`XUgg`9]bbU`a`Yj`Yf`i`ghY`Xfc`Yb`"

6fYa`Yf`Uj`Yb`i`bX`9a`XYb`i`bhYf`8fi`W`_

8]Y`9bhk`]W`_i`b[`Yb`i`a`_XYb`b`Yi`Yb`l`a`gW`U[`d`Uhn`]b`J`YbYX][`
k`YfZYb`Ui`W`_GW`UhhYb`Ui`Z`X]Y`GhUbXcfhY`]b`6fYa`Yf`Uj`Yb`i`bX`
9a`XYb`"b`6fYa`Yf`Uj`Yb`k`YfXYb`U`_hi`Y`j`]Y`Y`:`U`fnYi`[`Y`j`cb`J`K`
j`YfgW`]Zž`i`bX`XYf`9a`XYf`<`UZYb`]gh`XYf`Xf]h[`f0»`hY`
5i`hca`cV]`i`a`gW`U[`_`UZYb`]b`9i`fcdU`8Yf`<`UZYb`]gh`YbhgW`Y]XYbX`
Z0f`X]Y`J`YfhY]i`b[`]a`dcfh]YfhYf`:`U`fnYi`[`Y`Ui`g`@`AbXYfb`k`]Y`
Dcfhi`[`U`ž`GdUb]Yb`i`bX`A`Yi`]_c`"a`_`l`f`&\$\$`'`k`i`fXYb`_`Yf`Yhk`U`
%ž`_`A`])`cbYb`:`U`fnYi`[`Y`j`YfgW`]Zž`j`cb`XYbYb`Y]b`8f]hY`
9`Y`_hfcZU`fnYi`[`Y`g]bX`"8]Y`l`bg]W`Yf`Y]h`0VYf`X]Y`_0bZh][`Yb`
l`a`gW`U[`a`Yb[`Yb`_`Aggh`gck`c`_`X]Y`A`]hUfVY]hYf`j`cb`6fYa`Yf`Uj`Yb`
U`g`Ui`W`_X]Y`j`cb`9a`XYb`Ui`Z`cfW`Yb`"

5i`W`_XYf`GhUbXcfh`9a`XYb`]gh`Yb[`_a`]h`XYb`
9`Y`_hfca`cV]`]h`hgd`AbYb`j`cb`J`K`_j`YfVi`bXYb`"<]Yf`k`i`fXYb`VYfY]hg`
Yf`YV`]W`_Y`_b]Ygh]h]cbYb`]b`X]Y`DfcXi`_h]cb`j`cb`9!:`U`fnYi`[`Yb`
[`Yh`h][`h`8Yf`l`a`VUi`_XYf`9a`XYf`DfcXi`_h]cb`ž`XYf`gY]h`&\$\$`\$]a`
;`Ub[`Y`]ghž`_cbnYbhf]Yfh`g]W`_Ui`Z`X]Y`<`YfghY`i`b[`j`cb`A`cXY`Yb`k`]Y`
XYa`_`8`"(`ž`XYf`gY]h`A`U]`&\$\$`&[`YZYfh][`h`k`]fXž`gck`]Y`XYa`_`b`Yi`Yb`
_`8`"+ž`XYggYb`DfcXi`_h]cb`]a`_Gca`a`Yf`&\$\$`_`VY[`Ubb`"A`]h`XYa`_`N]Y`
XYf`V]`Ubn]Y`Yb`7C`!B`Yi`hfU`]h`hV]g`&\$`_`\$`k`]fX`Ui`W`_X]Y`
l`a`ghY`i`b[`_Ui`Z`fY[`YbYfUh]j`Y`9bYf[`]Yb`]b`9a`XYb`ZcfW]Yfhž`k`]Y`X]Y`
J`c`_gk`U[`Yb`BYk`gfcca`_`VYf]W`_hYh`"

8Yf`K`Y[`_ni`f`9`Y`_hfca`cV]`]h`h`h`

J`c`_gk`U[`Yb`_`Uh[`fc»`_Ub[`Y`Y[`hY`5Vg]W`_hYb`]b`XYf`9`Y`_hfca`cV]`]h`h`h`
i`bX`d`Ubh`X]Y`9]bZ0`fi`b[`j`cb`Yhk`U`+`\$`b`Yi`Yb`9!5i`hc!A`cXY`Yb`]b`
XYb`_ca`a`YbXYb`nY`b`_`l`f`Yb`"8UVY]ghY`Yb`XYf`_8`"i`bX`

_ØbZh][Y`A cXY`Y`]a`NYbhf i a`XYf`GhfUhY []Y" `DfcXi n)Yfh`k YfXYb
gc`Yb`X]YgY`c`_U`Ya]gg]cbgZfY]i bX`7C !bYi hfU`ž`k Ug`Ui W`XYa
= U[Y`XYf`A Uf_Y`ni [i hY`ca a h`8 Ug`K Yf_]b`Nk]W_Ui`k]fX
_ca d`Yhh`Ui Z`X]Y`9!DfcXi _h]cb`i a [YghY`h`ž`a]h`Y]bYa
= j Ygh]h]cbgj c`i a Yb`j cb`%ž&`A]`]UfXYb`9i fc" `Ni _i bZh!
hYWX b]_ "XY`YVh`Yfj cfž`XUgg`J`K`a]h`Y]bYa`c`Yb
5i hca Uh]g]Yfi b[g[fUX`i bX`]bbcj Uh]j Yf`Yfh][i b[ghYWX b]_`X]Y
DfcXi _h]cbg_YhhY`cdh]a]YfYb`a`O`WX`hY"

A]h`X]YgYb`ni _i bZhgcf]Ybh]YfhYb`D`À`bYb`k]fX`XYi h`]WX`ž`XUgg
J c`_gk U[Yb`gck c`Y`Yi hY`U`g`Ui W`]b`XYb`_ca`a`YbXYb`Y`fYb
Y]bY`GW`ØggY`fc`Y`]b`XYf`5i hca cV`VfUbWX`Y`Y]bbY`a`Yb`a`O`WX`hY"
8UVY][]`h`Ygž`X]Y`6U`UbW`nk]gW`Yb`O`c`c[]gW`Yb`N]Y`Yb`i bX
k]fhgW`UZh]WX`Yb`=hYfYggYb`ni`U`hYbž`]bgVYgcbXYfY`]a`<]bV`]W_
Ui Z`X]Y`VYghY`YbXYb`GhUbXcfhY`]b`8Yi hgW`UbX" `CV`XYf`bYi Y
I a gW`U[d`Uhn`]b`J`YbYX][`Y`hnhYbX`]WX`X]Y`ni [YgU[hYb`J`cfhY`]Y
Vf]b[hž`V`Y]Vh`UVni k UfhYb`i bX`k]fX`X]Y [YgUa hY`6fUbWX`Y
g]WX`Yf`]WX`]bhYbg]j`j`YfZc`[`Yb"

8YhU]`g	
C fh	9a XYbž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "bYk g' , "XY • k k k "j c`_gk U[Yb! bYk gfcca "Wta • ni _i bZh!hYWX b]_ "XY

6Ygi WX`Yb`G]Y`i`bg`Ui`Z`X]Y!bUWX`f]WX`hYb`"Wta