

: YW_`ž'6ÖW_`Y`i bX`A Yhn[Yf. `GhYfbY
[`ÀbnYb`ØVYf`6ÖV`]b[Yb`°

6ÖV`]b[Yb`ZY]Yfh`YfbYi h`_i `]bUf]gWXY`9fZc`[Y. : YW_`ž'6ÖW_`Y`
i bX`A Yhn[Yf`[`ÀbnYb`a]h`A]WXY`]b!GhYfbYb`i bX`fY[]cbU`Yb
GdYn]U`]h`hYb"



6ÖV`]b[Yb`ž'8Yi hgW_`UbX`!`ð`XYf`XYi hgW`Yb` ; Ughfcbca]Y`k]fX
k]YXYf`Y]ba U`[YZY]Yfh`'8Yf`Ua` '%+" ' ð b] ' & \$ &)` j YfÖZYb`h`]W`hY
A]WXY`]b!: Ø\`fYf`k`ØfX][h`X]Y`YfUi`gfU[YbXYb`@Y]ghi b[Yb`XYf
Gd]hnYb_`ÖW`Yž`]bgVYgcbXYfY`]a`F`Ui`a`'6ÖV`]b[Yb`"9]bY`VYgcbXYfY
5i`gnY]W`bi b[`Yf\`Y`h: fUbn: YW_`ž`XYf`ni`a`' -`"A`U`]b: c`[Y`a`]h
Y]bYa`A`]WXY`]b!GhYfb`Ui`g[YnY]W`bYh`k`i`fXY`"9]bY`gc`W`Y
@YVYbg`Y]ghi b[`]gh]b`XYf`XYi`hgW`Yb`Gd]hnYb[Ughfcbca]Y
Y]ba`U`][ž`k]Y`_fnVV`"XY`VYf]W`hYh"

: fUbn: YW_`ž`XYf`XUg`@UbX`U`i`g: YW_`gY]h`%- ,)`a`]h`gY]bYf: fUi
A`Ubi`Y`U`Y`hYh`ž`k`]fX`ZØf`gY]bY`_cbghUb`hY`i`bX`U`UbX`k`Yf`_]W`
Z`bX]YfhY`?ØW`Y`[YgW`À`hnh`'8`UVY]`gYhnh`Yf`Ui`Z`fY[]cbU`]h`h`i`bX`
hfUX]h]cbY`Y`Y` ; Yf]W`hY`ž`k]Y`XYb`VY`]YVhYb`U`i`g[Ya`UW`hYb`

F cghVfUhYb`a]h`U bX[YgWUVhYb`GdÄhn`Y": YW_`]gh`Y]b`k U\ fYf
?ØWYbXYhU]`g]YV\UVYfž`XYf`hÄ[`]W`cZhj cf`GcbbYbUi Z[Ub[`]b
gY]bYf`?ØWY`ghY`h`GY]bY`[fc»Y`J YfVi bXYb`Y]h`ni f`Y][YbYb
: Ua `]Y`nY][h`g]W`Ui W`XUf]bž`XUgg`Yf`g]W`[YfbY`a]h`gY]bYf
; fc»a i hYf`j Yf[`Y]W`hž`k Ug`ZØf`]\b`Y]b`[fc»Yg`?ca d`]a Ybh
XUfghY`h`GY]bY`6Y`]YVh`Y]h`i bhYf`XYb`; ÄghYb`k ÄW`gh`ghY]h][ž`i bX
XYf`A]W`Y`]b!: Ø\ fYf`YVh`XUg`9b[U[Ya Ybh`XYf`; Ugh[YVYf`i bX`X]Y
[Y`i b[YbY`?ca V]bUh]cb`j cb`_`Ugg]gW`!ZfUbnØg]gW`Yf`i bX
fY[]cbU`Yf`?ØWY`Y`Yfj cf"

GhUf`_Y`?`c`b`_i`ffY`b`hY`b`]b`6ÖV`]b[`Y`b

8cW`]: YW_`]gh`b]W`h`U`Y]b.`H]a`c`6ÖW`_Y`Ui`g`6ÖV`]b[`Y`b`U`h`g]W`
YVYbZU`g`Y]bYb`B`Ua`Yb`[`Ya`UW`h`i`bX`Yf`Y]h`a`J`cf`U`f`Y]bYb
[`fØ`bYb`A`]W`Y`]b!GhYfbž`XYf`bi`b`VYghÄh][`h`k`i`fXY`"6cYW`_Y`j`YfZc`[`h
gY]h`ØVYf`nk`Y]`š`f`n`Y`b`hYb`Y]bY`_`UfY`@]b]Y`a`]h`fY[]cbU`i`bX
gU]gc`bU`i`g[`Yf]W`hY`hYf`?ØWY`"GY]b`_i`]bUf]gW`Yg`5b[`YV`chž`XUg
i`bhYf`UbXYfYa`Y]bY`:`ÄX`Ygi`ddY`i`bX`j`YfgW`]YXYbY`K`]X!
J`Uf]Uh]cbYb`i`a`ZUgghž`gd]f]W`h`ZØf`gY]b`9b[`U[`Ya`Ybh`]b`XYf
;`Ughfcbca`]Y`"9f`gW`Öd`Zh`gY]b`K`]X`gY`Vghi`bX`Y`[`h`[`fc»`Yb`K`Yfh
Ui`Z`Hf`Ub`gd`UfYbn`i`bX`<`Yf`_i`b`Zh`gY]bYf`Ni`hUhYb`"6ÖW`_Yg
F`YghUi`fUbhž`XUg`hÄbnYf]gW`a`]h`Y]bYf`-`*!dfcnYbh][`Yb`5i`g`Ughi`b[
[`Äbnhž`k`]fX`k`Y]hYf`]\b`U`g`Y]bY`XYf`_i`]bUf]gW`Yb`<`cW`Vi`f[`Yb`]b
XYf`FY[]cb`Ub[`YgY`Yb"

9f]_`A`Yhn[`Yfž`Yfgh`&`š`f`Y`f`b[`ž`\Uh]a`];`Ugh`U`i`g`?`fcbY`gY]bYb
A`]W`Y`]b!GhYfb`j`YfhY]X][`h`i`bX`ghY`h`XUa`]h`Ui`W`a`]a`F`Ua`dYb`]W`h`
A`Yhn[`Yfž`XYf`&\$%*`a`]h`bi`f`&`š`f`Yb`U`g`8Yi`hgW`U`bXg`Øb[`ghYf
GhYfbY`_cW`]bg`@]W`h`hfU`hž`k`YW`gY`h`gY]b`A`YbØ`U`Y`j`]Yf`V]g`gYW`g
K`cW`Yb`i`bX`j`YfZc`[`h`Y]bYb`VcXYbghÄbX][`Yb`]:`Ø`fi`b[`ggh]ž
k`Y`W`Yf`X]Y`HYUa`UfVY]h`i`bX`ZUW`Y`<`]YfUfW`]Yb`VYhcbh`Ni`XYa
k`]fX`gY]b`;`Ugh[`YVYf`A`Uh`]\Ug`;`i`[`Y`Yf`ZØf`X]Y`ZfYi`bX`]W`Y`i`bX
Ui`Za`Yf`_gUa`Y`6YhfYi`i`b[`XYf`;`ÄghY`[`Y`cVh`A`Yhn[`Yf`\Uh`Yg
[`YgW`UZZhž`gY]b`F`YghUi`fUbh`U`g`Y]bY`ZYghY`≠gh]hi`h]cb`]b`XYf
;`Ughfcbca`]YgnYbY`ni`YhUV`]YfYbž`]b`XYf`B`UW`\U`h][`_Y]h`i`bX
fY[]cbU`Y`DfcXi`_hY`Y]bY`nYbhU`Y`F`c`Y`gd]Y`Yb"

GhUf`_Yg`B`Y`h`nk`Yf`_i`b`X`b`Yi`Y`;`Yg]W`hYf

8Yf'; i]XY'A]WY`b` \YVh`b]W`h`bi f`YhUV`]YfhY`GhYfbY!F YghUi fUbhg
 \Yfj cfž`gcbXYfb`Ui W`X]Y`Ui ZghfYVYbXY'; Ughfcbca]Y" `b`XYf
 U_hi Y`Yb`5i g[UVY`k i fXYb`nU\`fY]WY`bYi Y`5XFYggYb`a]h`Y]bYa
 A]WY`b!GhYfb`Ui g[YnY]W`bYh" `6YgcbXYfg`\Yfj cfni \YVYb`g]bX
 X]Y`bYi Yb`FYghUi fUbhgž`X]Y`g]W`Xi fW`]\fYb`: c_i g`Ui Z`fY[]cbU`ž
 gU]gcbU`i bX`j YfUbhk cfhi b[gVYk i ggh`dfcXi n]YfhY`A YbØg
 Ui gnY]W`bYb" `8]YgY`dcg]hj Yb`J YfÅbXYfi b[Yb`VY`YVYb`X]Y
 XYi hgW`Y; Ughfcbca]YgnYbY`bUW`U`h][`i bX`j YfgdfYW`Ybž`Y]bYb
]a a Yf`k]W`h][YfYb`D`Uhn`]b`XYf`]bhYfbUh]cbU`Yb`?i`]\bUf]_
 Y]bni bY`a Yb" `A]W`Y`]b` \Uh`Øb[gh" `%bYi Y`5i gnY]W`bi b[Yb`]b
 X]YgYa` `đ\`f`j Yf[YVYb"

`b`g[YgUa`h`nY][`h`g]W`ž`XUgg`8Yi hgW`U`bX`a]h`&'`'`F YghUi fUbhg`XYf
 VYghYb`?UhY[cf]Y`i bX`%%`8fY!GhYfbY!F YghUi fUbhgž`bUW`
 : fUb`_fY]W`X]Y`ghÅf`_ghY`B`i a a Yf`]b`9i fcdU`V`Y]Vhž`k]Y`X]Y` : 5N
 VYf]W`hYh" `8Ug`gd]Y[Y`h`g]W`Ui W`]b`XYf`ghUf`_`[Yk UW`gYbYb
 ; Ya`Y]bgW`UZh`j cb`hU`Yb`h]YfhYb`?ØW`Yb`k]XYfž`X]Y`a]h`]\fYa
 _fYUh]j Yb`5bgUhn`XUg`_i`]\bUf]gW`Y`9fVY`YVYbX][` \U`hYb`i bX`bYi Y
 A U`ghÅVY`gYhnYb"

8]Y'; Ughfcbca]YgnYbY`]b`6ØV`]b[Ybž`a]h`: YW`_ž`A Yhn[Yf`i bX
 6ØW`_Y`U`g`\YfUi gfU[YbXY`J YfhfYhYfž`nY][` hž`XUgg`\]Yf`Y]b
 j]Y`j YfgdfYW`YbXYg`[Ughfcbca]gW`Yg`B`Yhnk Yf`_Yb`hghUbXYb`]ghž
 XUg`Ui W`ni`_ØbZh][` `ZØf`_i`]\bUf]gW`Y`<Ø\Ydi b`hY`gc f[Yb`k]fX"

8YhU]`g	
Cfh	6ØV`]b[Ybž`8Yi hgW`U`bX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "_fnVV"XY • [i]XY"a]W`Y`]b"W`a • k k k "ZUn"bYh

6Ygi W`Yb`G]Y`i bg`Ui Z.`bU[!Vk "XY