

5`Ufa ghi ZY`F ch. `K c``\ UbX_fUVVYb`]b`XYf 9`VY`ghUf_`VYXfc`h°

K c``\ UbX_fUVVYb`]b`XYf`9`VY`j YfnY]Wk bYb`XfUgh]gWk Yb
F ØW_[Ub["'Dfc`Y_hY`ni f`6Y_Åa`dZ`b[`XYf`]bj Ugj] Yb`5fh
ghUfhYb`]b`8Yi hgWk`UbX"

; YYgh\ UWk hž`8Yi hgWk`UbX`!`8]Y`K c``\ UbX_fUVVYž`X]Y`j cf`Yhk U
%\$`\$`đ\fyb`ØVYf`XYb`Gk]Zgj Yf_Y`f`]b`X]Y`Yi fcdÅ]gWk Yb
; Yk ÅggYf`Y]b[YgWk`Yddh`k i fXYž`gcf[h`U_hi`Y``ZØf`6Ygcf[b]g`i bhYf
XYb`9`VYZ]gWk Yfb``9`VYZ]gWk Yf`9W_\UfX`DUbn`a`Y`XYh`Y]bYb
XfUa`Uh]gWk Yb`F ØW_[Ub[`XYf`?fUVVYbdc`di`Uh]cb`]b`XYf`9`VYž`XU
X]Y`:`Ub[a`Yb[Yb`]b`X]YgYa`đ\`f`Ui`Z`bi`f`XfY`]V]g`j`Yf`?`]c[fUa`a
dfc`K`cWk Y`[YZU`Yb`g]bX" `æ`j`Yf[`Y]Wk`ni`a`j`cf`U`f`]gh`X]Yg`Y]b
F ØW_[Ub[`j`cb`Yhk`U`-`\$`Dfc`nYb`h`K`Å`fYb`X`]a`j`Yf[Ub[YbYb`đ\`f
bcWk`A`UggYbk`UbXYfi`b[Yb`VYc`VUWk`hYh`k i fXYbž`g]bX`\Yi`Yf`bi`f
Y]bnY`bY`H]YfY`ni`gY\Ybž`X]Y`ni`XYa`[YgWk`k`ÅWk`hg]bX`i`bX
\U`VZYghY`DUbnYf`Ui`Zk`Y]gYb``5b`XYf`ZfØ`Yf`Y]ba`U`ZfYe`i`Ybh]YfhYb
:`]gWk`hfY`ddY`]b`]; YYgh\ UWk hž`X]Y`:`]gWk`Yb`\`]Zhž`X]Y`GhUi`ghi`ZY`ni
ØVYfk`]bXYbž`g]bX`X]Y`K c``\ UbX_fUVVYb`_Ui`a`bcWk`ni`Z]bXYb"

6YgcbXYfg`VYgcf[b]gYffY[YbX`]gh`Ui`Wk`X]Y`G]hi`Uh]cb`]b`UbXYfYb
:`ØggYb``5b`XYf`K`YgYf`k`i`fXY`Y]b`F ØW_[Ub[`XYf
K c``\ UbX_fUVVYb`i`a`'`\$`V]g`)`\$`Dfc`nYb`h`ZYgh[YghY`h`"`đ`<`Ua`Vi`f[
i`bX`Gk`Ygk`][`!`<`c`ghY]b`ZY`\Yb`Y`XcWk`_cb`fYhY`8`UhYb`ni`f
6YghUbXgX]Wk`hY``8]Y`K c``\ UbX_fUVVY`]gh]b`j`]Y`Yb`Yi`fcdÅ]gWk`Yb
:`ØggYb`j`YfVfY]hY`hi`bX`\Uh`VYfY]hg`Dfc`V`Ya`Y`j`Yfi`fgUWk`hž`]bXYa
g]Y`\Y]a`]gWk`Y`5fhYb`j`YfXfÅb[h`i`bX`Gk`ÅXYb`Ub`i`ZYfVUi`hYb`i`bX
8Y]Wk`Yb`j`Yfi`fgUWk`h`:`]gWk`Yf`_cb`bhYb`X]Y`?fUVVYb`V]g`Ub[`hYi`Yf
bUWk`7\]bU`j`Yf`_Ui`ZYbž`k`c`g]Y`U`g`8Y`_UhYggY`[Y`hYb``8Yb`bcWk
[]Vh`Yg`Ui`Wk`d`cg]h]j`Y`5gdY`hY`.`8]Y`?fUVVYb`X]YbYb`U`g`:`i`hYf`ZØf
j`ca`5i`gghYfVYb`VYXfc`hY`@UWk`gY`YgWk`k`U`VYb`Ub`XYf

9`Va ØbXi b["8Yf'6I B8`GW`Ygk][!: `YbgVi f['g]Y\h'X]Y
K c``\UbX_fUVVY`U`g'fcVi ghYb`9fgUhnfc[Ub]ga i`g`]b`[YgW`ÅX][hYb
2 _cgmghYa Ybž`k Ug`j\`f`Y]bY`Ua V]j U`YbhY`F c``Y`ni k Y]gh"

: c fgW`i b[`i bX`6Y_`Åa dZi b[

5i ZXYf`k]ggYbgW`UZh]W`Yb`GY]hY`k]fX`X]Y`DfcV`Ya Uh]_`XYf
]bj Ug]j Yb`K c``\UbX_fUVVY`Yfbgh[Ybca a Yb": c fgW`Yf]b
GYb[XUj Ub\`H\Ydd\UW`Ub\`j cb`XYf`HYW`b]gW`Yb`i b]j Yfg]h`Åh
8fYgXYb`fHI 8Ł`YVh`Yfj cfž`XUgg`X]Y`c\Y`Dcdi`Uh]cbgX]W`hY`XYf
?fUVVYb`Y]b`Yfbgh\UZhY`6YXfc\i b[`ZØf`X]Y"; Yk`ÅggYf`XUfghY`h"
G]Y`k]fX`a]h`XYa`FØW_[Ub[`j cb`6cXYb`YVYk YgYb`i bX
K UggYfdZ`Ubnyb`]b`j YfV]bXi b[`[YVfUW`h`K c``\UbX_fUVVYb
j Yfi fgUW`Yb`ni XYa`GW`ÅXYb`Ub`i ZYfghfi`_hi fYb`i bX`j YfghcdZYb
K UggYfYbhbU`a YghY`Ybž`k Ug`[YfUXY`ZØf`?fUZhk Yf`_Y
dfcV`Ya Uh]gW`]gh"i a`X]YgY`<YfUi gZcfXYfi b[Yb`Ubni [Y\Ybž
k i fXY`Y]b`]bhYfbUh]cbU`Yg: c fgW`i b[gdfc`Y`_h[YghUfhYhž`k Y`W`Yg
X]Y`6Ygh`ÅbXY`XYf`K c``\UbX_fUVVYb`fYXi n]YfYb`i bX`X]Y
: `]Y» [Yk`ÅggYf`]b`Y]bYb`VYggYfYb`Ø_c`c[]gW`Yb`Ni ghUbX
j YfgYhnYb`gc`""

8 Ug`Dfc`Y`_h` 7`UbWm ž`XUg`j cb`UW`h`h`gh]hi h]cbYb`Ui g`6Y`[]Ybž
: fUb`_fY]W`ž`GW`k YXYb`i bX`8Yi hgW`UbX`Xi fW [YZØ`fh`k]fXž
i bhYfgi W`hi bhYf`UbXYfYa`XUg`f`Y`chU`_h]gW`Y`j Yf`U`hYb`XYf
?fUVVYbž`i a`cdh]a U`Y`GhUbXcfhY`ZØf`?fUVVYbZU`Yb`ni
]XYbh]Z]n]YfYb`"HYghghUbXcfhY`]b`XYf`9`VY`VY]`8fYgXYb`gc k]Y`]a
K YgYfY]bni [g[YV]Yh`hfU[Yb`ni f`8UhYbYf`YVi b[`VY]`i bX`Y`ZYbž
X]Y`A] [fUh]cb`XYf`?fUVVYb`ni `VYcVUW`hYb`"h`6Y`[]Yb`k i fXY
VYfY]hg`Y]b`?cbghfi`_h[YhYghYhž`XUg`]bbYf`U`V`j]Yf`Y\`fYb
Yhk U`&ž) `A]`]cbYb`?fUVVYb`[YZUb[Yb`U`h`N]Y`]gh`Ygž`X]Y
6Ygh`ÅbXY`XYf`]bj Ug]j Yb`5fh`ni`j Yff]b[Yfb`i bX`X]Y`N]Y`Y`XYf
9i fcd`Å]gW`Yb`K UggYffU`a Ybf]W`h`]b]Y`ni`YfZØ`Yb`"

B UW` \ U`h][_Y]h`i bX`Ni gUa a YbUfVY]h

Ni XYa`k YfXYb`g]bbj c``Y`Bi hni b[g`cbnydhY`ZØf`X]Y`[YZUb[YbYb
?fUVVYb`YfUfVY]hYh`9]bY`A Ø[`]W`_Y]h`_ØbbhY`X]Y`j Yfk YbXi b[`U`g
: i hYfa]hY`]b`XYf`5ei U`i`hi f`cXYf`X]Y"; Yk]bbi b[`j cb`7`\]h]b`ZØf

X]Y`D\Ufa U]bXi ghf]Y`gY]b"8 Ug`Dfc`Y`_h`k]fX`]a` F U\`a` Yb`XYg
 =bhYffY[`Bcfh\`GYU`Dfc[fUa` a` g]`cb`XYf`9i` fcd`À]gW`Yb`i` b]cb
 [YZ`0fXYfh"8]Y`9`VY`i` bX`UbXYfY`:`ØggYž`X]Y`j`cb`XYf`=bj`Ug]cb`XYf
 K`c``\`UbX`_fUVVYb`VYhfc`ZYb`g]bXž`VYb`0h][`Yb`Xf]b[`YbX`Y`ZZY`_h]j`Y
 A`U`bU\`a` Ybž`i`a` `X]Y`\`Y]a`]gW`Yb`^2`_cgmghYa`Y`ni` `gW`ØhnYb"
 K`]ggYbgW`UZh`Yf`i` bX`i`a`k`Y`hgW`ØhnYf`gYhnYb`Ui`Z`]bhYfbUh]cbU`Y
 ?`ccdYfUh]cbYbž`i`a` `X]YgYf`<`YfUi`gZc`fXYfi`b[`ni` `VY[`Y[`bYb`i`bX`X]Y
 V]c`c[]gW`Y`J`]Y`ZU`h]b`XYb` ;`Yk`ÀggYfb`ni` `i`bhYfghØhnYb"

8]Y`U`_hi`Y``Y`G]hi`Uh]cb`XYf`K`c``\`UbX`_fUVVYb`_`0bbhY`Y]bY`K`YbXY
 XUfghY``Ybž`k`Ybb`X]Y`[`Yhfc`ZYbYb`A`U`bU\`a`Yb`YfZc`[`fY]W`g]bX
 i`bX`gck`c`\`0`c`c[]gW`Y`U`g`Ui`W`0`cbca`]gW`Y`J`cfhY]`Y`Z0f`X]Y
 F`Y[]cb`Vf]b[`Yb"8]Y`?`ca`V]bUh]cb`Ui`g`:`cfgW`i`b[ž`6Y`_Aa`dZ]b[
 i`bX`bUW`\U`h][`Yf`Bi`hni`b[`0bbhY`\`Y`ZYbž`X]Y`BUhi`fg]hi`Uh]cb`]b
 XYf`9`VY`i`bX`UbXYfYb`a`]hY`Yi` fcd`À]gW`Yb`:`ØggYb`ni` `cdh]a`]YfYb"

8]YgY`U`Ufa`]YfYbXYb`9btk`]W`_i`b[`Yb`i`bX`A`U`bU\`a`Yb
 Xc`_i`a`Ybh]Yfh`a`cdc"XYž`k`À\`fYbX`XUg`5`ZfYX!K`Y[`YbYf!
 =bgh]hi`h`i`bX`Z]gW`i`bXZUb["XY`X]Y`k`]ggYbgW`UZh]W`Yb`i`bX
 i`a`k`Y`hdc`]h]gW`Yb`5gdY`_hY`VY`Yi`W`hYb"

8YhU]`g	
J`c`f`ZU``	I`a`k`Y`h
I`f`g`U`W`Y	F`Ø`W`_`[`Ub[` `XYf`?`fUVVYbdc`di` `Uh]cb
C`f`h	;`YYgh`U`W`hž`8`Yi`hgW` `UbX
E`i`Y``Yb	<ul style="list-style-type: none"> • k k k "a`cdc"XY • k k k "Uk`]"XY • Z]gW`i`bXZUb["XY

6Ygi`W`Yb`G]Y`i`bg`Ui`Z`b!U["bYh