

< YfhU`A YfhYbg. `%\$(`š\ fY`j c``Yf`@]YVYž
? f]Y[`i bX`@YVYbgk Y]g\Y]hYb`°

9fZU\ fYb`G]Y`X]Y`ZUgn]b]YfYbXY`@YVYbg[YgW\]W\hY`j cb`<YfhU
A YfhYbgž`X]Y`%\$(`š\ fY`U`h`k`i`fXY`i`bX`]\fY`?]bX\Y]h`]b`XYf
Df][b]h`hY`hY"



Df]hmk U`_ž`8Yi hgW\`UbX`!`ā`VYgW\Ui`]W\Yb`Df]hmk U`_`YVh`a`]h
< YfhU`A YfhYbg`Y]bY`VYY]bXfi W_YbXY`:`fUi ž`X]Y`Ua` `%&"'ž`]'&\$&)
\fYb`%\$("`; YVi fhghU[`ZY]Yfh`:`YVcfYb`ja` š\ f`%-`&%ž`V`]W_h]g]Y`Ui Z
Y]b`@YVYb`j c``Yf`9fZU\fi b[Ybž`X]Y`[YdfÄ[h]g]bX`j cb`? f]Y[ž`@]YVY
i bX`\UfhYf`5fVY]h`ā`fY`:`YgW\]W\hY`]gh`b]W\h`bi`f`X]Y`Y]bYg
]bX]j]Xi Y``Yb`GW\]W_gU`gž`gc bXYfb`gd]Y[Y`h`Ui W\`X]Y
< YfUi gZcfXYfi b[Yb`YbYf`NY]h`k`]XYf`@Ui h`B`c`f`X`_`i`f]Yf`\Uh`<YfhU
VYfY]hg`ja`5`hYf`j cb`%\$`š\ fYb`]b`XYb`:`YgW\`Z`hYb`]\fYf
J Yfk UbXhYb`]b`6Yf`]b`a`]h`Ub[YdUW_h`9]b`ZfØ\Yg`@YVYb`j c``Yf
< YfUi gZcfXYfi b[Yb`VY[Ubbž`U`g`]\f`J`UhYf`a`]h`%(`š\ fYb
YbhgW\]YXž`XUgg`g]Y`Y]bY`5i`gV`]Xi b[`ni`f`?`ØW\]b`a`UW\Yb`gc``hY`ž`XU
X]Y`Gi`W\Y`bUW\`Y]bYf`@Y\ fghY``Y`U`g`J`Yf`_`Äi`ZYf]b`b]W\h`j cb`9fZc`[
[Y_f`Øbh`k`Uf"

<YfhU`VY[Ubb`]\fY?cWUi gV]`Xi b[`]a `Df]hmk U`_Yf`6U\b\cZg\chY`
]a `>\f`%-`) `i bX`a UW\hY`g]W\`Y]bYb`B`Ua` Yb`]b`j` YfgW\]YXYbYb
FYghUi fUbhg`]b`6Yf`]b`i bX`B`cfXXYi hgW\`UbX``>fY`YhnhY`GhUh]cb
k`A`fYbX`XYg`?f]Y[Yg`k`Uf`XYf`5fa`YYZi [`d`Uhn`]b`<U[Ybck`ž`k`c`g]Y
Z0f`X]Y`Xcfh`ghUh]cb]YfhYb`Gc`XUhYb`_0W\Y`b`Xi`fZhY``6Y]`X]YgYf
;`Y`Y[Yb\Y]hVY[Y[bYhY`g]Y`Y]bYa` `Gc`XUhYb`ž`a`]h`XYa` `g]Y`Y]bY
[Ubn`VYgcbXYfY`J`YfV]bXi` b[`UhhY` `VY[cbbYb`\UhhY`g]Y`U`Yg`a`]h
Y]bYa` [Y`Y\YbYb`@0ZY``%-` (%\Y]fUHyhYb`g]Y`i bX`k`Yb][Y`NY]h
gd`AhYf`_Ua` `XUg`YfghY`?]bX`ni`f`K`Y`h`

: Ua `]`Yb[YgW\]W\`hY`]a` `GW\ UhhYb` `XYg`?`f]Y[Yg

8]Y`B`UW\`_f]Y[g`U\`fY`k`UfYb`Z0f`<YfhU`i`bX`]\fY`]: Ua `]`Y`j`cb
l`bg]W\Yf\Y]h[Ydf`A[h``>f`A`Ubb`[Yf]Yh`]b`Ua`Yf]_Ub]gW\Y
;`YZUb[YbgW\UZh`i`bX`_`Aa`dZhY`Xcfh`b]W\`h`bi`f`[Y[Yb`<i`b[Yfž
gcbXYfb`Ui`W\`[Y[Yb`X]Y`]: c`[Yb`j`cb`8]d`h\Yf]Yž`X]Y`]\b`_i`fn
bUW\`?`f]Y[gYbXY`YfY]`hY``<YfhUž`X]Y`]b`XYf`Nk`]gW\YbnY]h`]f`?`]bX
VY]`]\fYb`9`hYfb``]Y»`ž`i`bhYfbU`a` `U`Ygž`i`a` `]\b`ni`Z]bXYb``5`g`g]Y
]\b`gW\`]Y»`]W\`hfUž`k`Uf`gY]bY`F`0W`_Y`f`Ui`g`XYf`;`YZUb[YbgW\UZh
Y]b`@]W\`hV`]_`]b`Y]bYf`hf0VYb`NY]h``8]Y`]: Ua `]`Y`Y`Y»`g]W\`]b
Df]hmk U`_`b]YXYf`i`bX`Yfk`Y]hYfhY`]\fYb`?`fY]g`i`a`]bg[YgUa`hj`]Yf
?`]bXYf``

8]Y`A`YfhYbg`k`UfYb`VY]bU\Y`GY`Vghj`Yfgcf[Yf.`9]b`;`UfhYb`a`]h
C`VghV`Ai`a`Yb`i`bX`H]YfYb`g]W\YfhY`X]Y`;`fi`bXVYX0fZb]ggY`XYf
: Ua `]`Y``<YfhU`UfVY]hYhY`&%>\fY`Ub[`]a` `NU\b`fUX`k`Yf`_i`bX
_0a`a`YfhY`g]W\`XUVY]`i`a` `XUg`@Y\`f`]b[g\Y]a`ž`k`Ug`]\f`Y]bY
ni`g`Ahn`]W\Y`DYfgdY`_hj`Y`]b`XYf`5fVY]hgk`Y`h`V`c`h``@Y]XYf`j`YfghUfV
]\f`A`Ubb`%-`,`*`ž`VY]c`f`Yf`X]Y`+`\$`YffY]W\Yb`_cbb`hY` `Y]b`gW\`k`YfYf
GW\`U[`Z0f`X]Y`Ui`Z[YVUi`hY`]: Ua `]`Y``

@YVYb`]b`XYf`;`Y[Ybk`Ufh

B`UW\`XYf`K`YbXY`a`UW\`hY`<YfhU`A`YfhYbg`9fZU\fi`b[Ybž`X]Y`g]Y`U`g
a`Uf`_Ub`h`VYgW\`fY]Vh``8Yf`l`bhYfgW\]YX`nk`]gW\Yb`C`gh`!`i`bX
K`YghXYi`hgW\`UbX``]Y»`g]W\`b]W\`h][`bcf]YfYbž`i`bX`k`A`fYbX`g]Y
VYa`Yf`_hYž`XUgg`g]W\`j`]Y`Y`g`j`Yf`AbXYfh`\UhhYž`V`0\`hY`g]Y`Ui`Z`
F`Y]gYb`k`i`fXY`ni`Y]bYf`bYi`Yb`@Y]XYb`gW\UZh`ž`X]Y`]\f`Yfa`0[`]W\`hž

X]Y`K Y`h`Ui W`]a ` \c\Yb`5`hYf`bcW`ni `YbhXYW_Yb``GY]h
a]hhYfk Y]Y`Y`Z`đ\`fYb`b]a a`hig]Y`nk`Y]a U`dfc`K`cW`Y`Ub`XYf
HU[YgdZY[Y`XYg`8F?`hY]`ž`k`c`g]Y`a]h`UbXYfYb`GYb]cfYb`X]Y`HU[Y
j YfVf]b[h`i`bX`g]W`Ui`ghUi`gW`h"

B UW`Y]bYa `Ub[Yb`@YVYbž`XUg`j`cb`\]ghcf]gW`Yb`I`a`VfØW`Yb
[YdfÄ[h`]ghž`ZØ\`fh`<`YfhU`bi`b`]b`XYf`;`YVcf[Yb\`Y]h`]fYf`HcW`hYf
A`Uf`]Yg`Y]b`VYgW`Ui`]W`Yg`@YVYb``HÄ[`]W`k`]Xa`Yh`g]Y`g]W`]fYf
@Y]XYbgW`UZh`ZØf`@YVYgfc`a`UbYž`X]Y`]f`\`Y`ZYbž`X]Y`:`UbhUg]Y`ni
VYZØ[Y`b`i`bX`X]Y`9f]bbYfi`b[Yb`Ub`X]Y`J`Yf[Ub[Yb\`Y]h
k`UW`ni` \U`hYb``ā`đ`b]&\$&`k`]fX`g]Y`%\$(`đ\`fY`U`h`i`bX`YfnÄ\`h
a`]hY]bYa`@AW`Y`b.`5VYf`k`]f`\UVYb`[i`h[Y`YVh"

; YdfÄ[h] cb`XYb`hi`fVi`YbhYb`NY]hYb`XYg`Nk`Y]hYb`K`Y`h`_f]Y[gž]b
XYbYb`j`]Y`Y`Gc`XUhYbž`k`]Y`]b`Y]bYa`5fh]_Y`j`cb`VdVž`c`Zi`UbXYfY
9fZ\`fi`b[Yb`a`UW`Yb`a`i`gghYbž`_YbbYb`k`]f`X]Y`GW`UhhYbgY]hYb
XYg`@YVYbgž`X]Y`<`YfhU`YXcW`a`]h`A`i`h`VY[Y[bYhY``G]Y`\Uh`ghYhg
Y]b`[i`hYg`<`ÄbXW`Yb`ZØf`X]Y`_Y]bYb`8]b[Y`XYg`@YVYbg`VYk`]YgYb
i`bX`]fY`;`YgW`]W`hY`nY][h`i`bgž`XUgg`hfc`h`U`Yf`K`]Xf][_Y]hYb`X]Y
Ni`j`Yfg]W`h`i`bX`X]Y`@YVY`ni`Y]bUbXYf`XUg`K`]W`h][ghY`g]bX"

8YhU]`g	
C`fh	Df]hmk`U`_ž`8Yi`hgW`Ub`X
E`i`Y`Y`b	<ul style="list-style-type: none">• k k k "bcfX_i`f]Yf"XY• k k k "Z]bXU[fUj`Y"WŁa• k k k "VdV"XY

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