

A]U` ; ch\ `k]fX`GW i f_]b`]b`bYi Ya ` GhUf
K Ufg !:]`a `a]h`F mUb` ; cg`]b[`

FmUb` ; cg`]b[`i bX`A]U` ; ch\ `]b / ei ch/GhUf`K Ufg.
GhUfZ][\hYf / ei ch / ! `8 fY \ghUfh]a ` < YfVgh`&\$&) ž
K Y`hdFYa]YfY`A U]`&\$&+`i bhYf`G\Uk b`@Yj m`



›UdUb`!`i`a ` _ca a YbXYb` GhUf`K Ufg !:]`a `a]h`XYa `H]hY`` GhUf
K Ufg. `GhUfZ][\hYf `k]fX`F mUb` ; cg`]b[`f((`X]Y`<Ui dhfc``Y
ØVYfbY\ a Ybž`Y]bY`gdUbbYbXY`BYi][_Y]hž`X]Y` : Ub`g`XYf`GU[U
VY[Y]ghYfh`8]Y`hU`Ybh]YfhY`A]U` ; ch\ `fl`%&`k`i`fXY`U`g`gY]bY
; Y[Ybgd]Y`Yf]b`VYgh`Åh][h`i`bX`k]fX`Y]bY`GW`i`f`_Yb!F`c``Y`gd]Y`Ybž
k`Å\`fYbX`X]Y`[YbUi`Yb`8`YhU]`g`ni`i`\`fYf` :][i`f`bcW`[Y\Y]a`g]bX`
8Yf` :]`a`k]fX`j`cb`G\Uk`b`@Yj`m`f) *`E`]bgnYb]Yfhi`bX`gc``]a`A`U]
&\$&+`gY]bY`K`Y`hdFYa]YfY`ZY]Yfb``8Yf`8fY\ghUfh]gh`ZØf`X]YgYb
<YfVgh`[Yd`Ubhž`k`Ug`Ui`ZY]bY`nY]hbU\Y`DfcXi`_]cbgd\UgY
\]bk`Y]gh`**HU[Yggd]Y[Y`VYf]W`hYhž`XUgg` GhUf`K Ufg. `GhUfZ][\hYf`
bYi`Y`7\UfU`_hYfY`Y]bZØ\`fYb`k]fX`i`bX`]b`Y]bYa`V]g\Yf
i`bYfZc`fgW`hYb`NY]hfUi`a`XYf` GhUf`K Ufg !GU[U`gd]Y`h`**

8]YgY`]bbcj Uh]j Y`<YfUb[Y\Yb gk Y]gY`_ÖbbhY`Zf]gWXYb`K]bX`]b`XUg
`Y[YbXÄfY` : fUbW]gY`Vf]b[Ybž`XUg`gY]h`XYf`YfghYb
J YfÖZZYbh]W]i b[`]a` `]a`f`%`- ++`j`cb` ; Ycf[Y`@` WUg`ni` `Y]bYf`XYf
YfZc`[fY]W]ghYb` : `]a` fY`\Yb`XYf` ; YgW]W]hY`[Yk`UW]gYb`]gh`8]Y
: `]a` Ya` UW]Yf`a` ÖW]hYbž`XUgg` GhUfZ][\hYf` `U`g`Y][YbghÄbX][Yg
5VYbhYi Yf`Z` b[]Yfž`XUg`k`YXYf`U`g`DfYei`Y`bcW`U`g`GYei`Y`
Y]b[YcfXbYh`k`YfXYb`_Ubb`"8]Yg`k`i`fXY`Ui`W`Xi`fW`G\Uk`b`@Y`m
k`Ä`fYbX`XYf`5b`_ÖbX][i`b[`Ui`Z`XYf`GhUf`K`Ufg`7Y`YVfUh]cb`Ua``%` "
5df]`&\$&) `]b`]dUb`VYhcbhž`k`c`Yf`X]Y`A`Ö[`]W]_Y]h`ZÖf`bYi`Y
5VYbhYi Yf`]a` `GhUf`K`Ufg`!!`b]j`Yfgi`a` `cVhY`"

8]Y`F`c``Y`j`cb`A`]U` ;`ch\

A]U` ;`ch\`]gh`VY`_Ubbh`Ui`g`XYf`<`c`f`f`c`f`Z]`a`!Hf]`c[]Y`L`ž`DYUf` `i`bX
`A`ULLL]bY`"G]Y`k`]fX`ni`XYa` `]b` ;`i`]`Yfa`c`XY`Hcfcg]`_ca`a`YbXYb
: `]a` ` :`fUb`_YbghY]b` `Ub`XYf`GY]hY`j`cb`]W]V`9`c`fX]i`bX`C`gWUf
`gUUWni`gY`Yb`gY]b` ;`ch\` \Uh`Ui`W`Y]bY`Ni`gUa`a`YbUfVY]h`a`]h
7`f]ghcd`Yf`Bc`Ub`Ub`H`Y`C`XmggYm`ž`X]Y`ZÖf`&\$&*`[Yd`Ubh]ghž
\]bhYf`g]W]"`b` GhUf`K`Ufg.`GhUfZ][\hYf` `k`]fX`g]Y`Y]bY`F`c``Y
gd]Y`Ybž`X]Y`a` Ö[`]W]Yfk`Y]gY`X]Y`<`UbX`i`b[`]a`U`»[YV`]W]
VYY]bZi`gghž`k`Ä`fYbX`]\f`7`UfU`_hYf`F`mUb` ;`cg`]b[`g` :`][i`f`j`YfZc`[`hž
X]Y`XUni`VYgh]a`a`h]ghž`Y]bY`Øb[YfY`i`bX`gW]i`hnVYXØfZ][Y`DYfgcb
ni`fYhhYb`"5C`@]bZcfa`]Yfh`XUfØVYfž`XUgg`i`fgdfØb[`]W]`A`]_Ym
A`UX]gcb`ZÖf`Y]bY`Ä`b`]W]Y`F`c``Y`]b`6YhfUW]h[Ync[Yb`k`i`fXYž
YXcW`XYf`8YU`b]W]h`ni`ghUbXY`_Ua`"

8]Y` :`]a`]b`U`hY`g]bX`XYfnY]h`bcW`i`bj`YfÖZZYbh]W]hž`k`Ug`X]Y
J`cfZFY`i`XY`i`bX`GdY`_i`Uh]cbYb`i`bhYf`XYb` :`Ubg`Ub`Y]nh`F`mUb
 ;`cg`]b[`VYhcbhY`]b`ZfØ`YfYb`Y`i`»`Yfi`b[Yb`X]Y`6YXY`i`hi`b[`XYg
Di`V`_i`a`g`i`bX`X]Y`FY]gYž`X]Y`a`]h`XYf`DfcXi`_h]cb`XYg` :`]a`g
j`YfVi`bXYb`]gh`8]Y`9fk`Ufhi`b[Yb`g]bX`cW]ž`gck`c`\`Ub`X]Y
gW]Ui`gd]Y`Yf]gW]Yb`@Y]ghi`b[Yb`U`g`Ui`W`Ub`X]Y`YfnÄ`Yf]gW]Y
H]YZ`XYg` :`]a`g`"

: Un]h`i`bX`5i`gV`]W_

GhUf`K`Ufg.`GhUfZ][\hYf` `j`Yfgdf]W]hž`Y]bY`Ui`ZFY[YbXY`9f[Äbni`b[
ni`f`i`a`ZUb[fY]W]Yb`GU[U`ni`k`YfXYb`"8Yf` :`c`_i`g`Ui`Z`b`Yi`Y`

7\UfU_hYfY'i bX'Y]bY'Y][YbghÅbX][Y'9fnÅ\`i b['_ÖbbhY'XUni
 VY]hfU[Ybž'X]Y' GhUf'K Ufg !9fZU\fi b['bYi 'ni 'XYZ]b]YfYb""8]Y
 9bhk]W_`i b[Yb'XYf'bÅW\ghYb'A cbUH'Y'i bX'XYf'6Y[]bb'XYf
 8fY\UfVY]hYb'_ÖbbhYb'YbhgW\Y]XYbX'XUZØf'gY]bž'cV'X]YgYf':]`a
 X]Y'\c\Yb'9fk Ufhi b[Yb'YfZØ`Yb'_Ubb""K Å\fybX': Ubg'Ui Z'X]Y
 J YfÖZZYbh`]W\i b[]a 'A U]'&\$&+ '\]bZ]YVYfbž'V'Y]Vh'UVni k UfhYbž
 k Y'W\Y'k Y]hYfYb', VYffUgW\i b[Yb'i bg']bbYf\U'V'X]YgYg
 ZUgn]b]YfYbXYb'I b]j Yfgi a g'Yfk UfhYb""Gc Ud '7Yb hfU`'\ Uh
 YVYbZU`g'X]Y'J cfZfYi XY'Ui Z[Yk cfZYb'i bX'X]Y'8 mbUa]_`nk]gW\Yb
 XYb'<Ui dhXUfghY`Yfb'\Yfj cf[Y\cVYb"

8YhU]`g	
C fh	↳dUb
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hU[Yggd]Y[Y`"XY • k k k "Uc`"Wĉ a • k k k "gc Ud W\ b hfU`"Wĉ a

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