

Dc`h]_`]a`Ghi X]i a .`K]Y`Ghi X]YfYbXY`X]Y
8Ya c_fUh]Y`bYi`[YghU`hYb`°

5a`%&"`† b]`X]g_i h]Yfh`X]Y`i b]j Yfg]h`h`C gbUVfØW_`ØVYf
dc`h]gW`Yg`9b[U[Ya Ybh]`cb`Ghi X]YfYbXYb`XYf`%-`+\$Yf
‡\fY`V]g`\Yi hY"



BY`gcb!A UbXY`U!D`Uhn`%ž`(-`\$+*`C gbUVfØW_ž`8Yi hgW`UbX`!
5a`%&"`† b]`Z]bXYh`Ub`XYf`i b]j Yfg]h`h`C gbUVfØW_`Y]bY
VYXYi hYbXY`J YfUbghU`hi b[`ni a`H\Ya U` Dc`h]gW`Yg`9b[U[Ya Ybh
]a`Ghi X]i a`i bX`Ub`<cW`gW`i`Yb`ghUhh`8]YgY`J YfUbghU`hi b[`]gh
HY]`XYf`5i gghY`i b[` , 7\U`Yb[]b[8Ya cWfUWm`Jcb`<Y`a i h
GW`a]Xh`V]g`\Yi hY`i bX`k]fX`j cb`XYf`6i bXYg`Ubn`Yf!<Y`a i h!
GW`a]Xh`Gh]Zi b[`fb?`<GŁž`XYf`i b]j Yfg]h`h`gV]V`]ch\Y_`C gbUVfØW_
i bX`XYf`DfcZYggi f`ZØf`BYi YghY` ; YgW`jW`hY`i bX`<]ghc`f]gW`Y
A][fUh]cbgZc`fgW`i b[`cf[Ub]g]Yfh`8Yf`6Y[]bb`XYf`J YfUbghU`hi b[
]ghi a`%-`i`f`]b`XYf`i b]j Yfg]h`h`gV]V`]ch\Y_`Ua`K YghYfVYf[ž
BY`gcb!A UbXY`U!D`Uhn`%`A cXYf]Yfh`k]fX`XYf`5VYbX`j cb`@]gU
E i YfbYf`j cb`XYf`6?`<G"

8]Y`8]g_i gg]cb`k]fX`i bhYf`UbXYfYa `j cb`XYb`U_hi Y`Yb
Ghi X]YfYbXYb`; `cf]U`G\Yf]Zi bX`: fYXYf]_`; ØW_Y`gck]Y`j cb`<Y]_Y
HYbbghÅXh`i bX`<Y]_c`GW`i `nYž; Yg]W`hYfb`XYf
Ghi X]YfYbXYbgW`UZh`i]b`XYb`%- +\$Yf`đ\`fYbž[YdfÅ[h`9]b`nYbhfU`Yg
H\Ya U`k]fX`XUVY]`X]Y`K U\fbY\`a i b[`XYg`GUhYg` Dc`h]_3`8`UZØf
\UVY`]W`_Y]bY`NY]h`i bhYf`Ghi X]YfYbXYb`gY]b``8]Y`J`YfUbg`hU`hi b[
V]YhYh`F`Ui a`ZØf`Y]bY`]bhYbg]j`Y`8]g_i gg]cb`ØVYf`XYb
@Y]ghi b[gXfi W`_i bX`X]Y`<YfUi gZcfXYfi b[Yb`XYf`\`Yi h][Yb
Ghi X]YfYbXYb`]a`?`cbhYI`h`dc`h]gW`Yf`6YhY]`][i b["

F ØW_V`]W`_i bX`5i gV`]W`_Ui Z`X]Y`dc`h]gW`Y
5i gY]bUbXYfgYhni b[

<]ghcf]_Yf`DfcZ`8f``7\`f]ghcd\`F`Ugg`VYhcb`h`X]Y`J`YfV]bXi b[
nk]gW`Yb`XYb`Ghi X]YfYbXYb`XYf`%- +\$Yf`đ\`fY`i bX`XYb`\`Yi h][Ybž
k ØfX][h`X]Y`8Ya c`_fUh]g]Yfi b[`XYf`XYi hgW`Yb`i b]j`Yfg]hÅhYb`gY]h
X]YgYf`NY]h`i bX`h\Ya`Uh]g]Yfh`X]Y`[Ygh]Y[YbY`A`hVYgh]a`a i b[`i bX
J`YfUb`hk`cfhi b[``8]Yg`fYZY`_h]Yfh`X]Y`dc`h]gW`Yb
5i gY]bUbXYfgYhni b[Yb`Ub`XYi hgW`Yb`i b]j`Yfg]hÅhYb`i bX`XUg
9b[U[Ya`Yb`h`XYf`Ghi X]YfYbXYb`]b`dc`h]gW`Yb`Dfc`nYggYb``9g`k]fX
ni`YfØfhYfb`gY]bž`]bk]Yk`Y]h`\`Yi h][Y`Ghi X]YfYbXY`XYa`c`_fUh]gW`Y
F`Åi`a`Y`bi`hnYb`i bX`c`V`X]YgY`ZØf`g]Y`Y\`Yf`Y]bY`A`Ø[`]W`_Y]h`ni`f
A`h][YghU`hi b[`XUfghY``Yb"

B`YVYb`XYf`i b]j`Yfg]hÅh`C`gbUVfØW`_k]Xa`Yh`g]W`_Ui W`_X]Y`; cYh\Y!
I b]j`Yfg]hÅh`a`]h`]\`fYa`Dfc`Y`_h`8Ya`c`_fUh]Y`i bX`DUfh]n]dUh]cb`XYf
H\Ya`Uh]_`XYg`dc`h]gW`Yb`9b[U[Ya`Ybhg``8]YgYg`Dfc`Y`_hž`XUg`j`ca
5W`XYa`]W`K`Y`W`ca`Y`Dfc[fUa`Zcf`\][\`m`ei`U`]Z]YX`fY`Z [Y`Yg`f`B`K`DŁ
]b]h]Yfh`k`i`fXYž`\`Uh`ni`a`N]Y`ž`Ghi X]YfYbXY`a`]h`i`i`W`hYfZU`\`fi`b[
gck]Y`]bhYfbUh]cbU`Y`i bX`bUh]cbU`Y`Ghi X]YfYbXY`]b
XYa`c`_fUh]gW`Y`Dfc`nYggY`Y]bni`V`Yn]Y\`Yb``5b[Yg]W`hg`XYf
ni`bY\`a`Yb`XYb`8]j`Yfg]hÅh`Ub`XYf`; cYh\Y!! b]j`Yfg]hÅh`]gh`Yg
YggYbn]Y`ž`đ`hY[fUh]cb`i bX`U`_h]j`Y`[YgY`gW`UZh]W`Y`HY`]UVY`ni
ZØfXYfb"

Dfc[fUa`a`XYf`; cYh\Y!! b]j`Yfg]hÅh`

8]Y`J YfUbgU`hi b[gfY]\Y`k]fX`]b`XYf`D)`chd\UgY`]a
 K]bhYfgYa YghYf`&\$&(#&) `Xi fW [YZØ\fh`i bX`i a ZUggh
 j YfgW]YXYbY` : cfa UhY`k]Y`J cfhfÅ [Yž`K cf_g\cdg`i bX
 9l _i fg]cbYb" <]Yf`Y]bY` , VYfg]W h`XYf`H\Ya YbV`ÖW_Y.

H\Ya YbVYfY]W	8Uhi a	≠\U`h
8Ya c_fUh]gWY DfcNygY`i bX [YgY`gW UZh]WYf Ni gUa a Yb\U`h	%*""C_hcVYf`&\$&(J cfhfU[`j cb`A]WUY` N]a a Yfa Ubb! : fY]hU[
8Ya c_fUh]gWY GY`VghVYgh]a a i b[i bX`U_h]j Y n]j] [YgY`gW UZh]WY HY]`UVY	*""Bcj Ya VYf`&\$&(9l _i fg]cb`ni a `5a h ZØf`a i `h]_i `hi fY`Y 5b [Y`Y [Yb\Y]hYb
8Yi hgW`UbX`U`g 5i ZbU`a Y`UbX. <]ghcf]gWY J YfUbhk cfhi b[%) ""\Jbi Uf`&\$&)	J cfhfU[`j cb`DfcZ`8f" F U]bYf` : c fgh

8]Y` : YghU`hi b[`XYf`J YfUbgU`hi b [Yb`]gh`X]gW fg]j Y`Ui g[Yf]W hYhž
 i a `X]Y`U_h]j Y`HY]`UVY`XYf`Ghi X]YfYbXYb`ni `ZØfXYfb" `6Y]
 YfZc` [fY]W Yf`8i fW ZØ\fi b [`k]fX`Y]bY`9fk Y]hYfi b [`XYg`Dfc`Y`hg`]b
 _ØbZh][Yb`GYa YghYfb`gck]Y`Y]bY`a Ò [`]WY`5i gk Y]hi b [`XYf
 H\Ya YbZ`XYf`Ub [YghfYVh"

≠g[YgUa h`nY][Yb`X]YgY`≠]h]Uh]j Ybž`k]Y`k]W h][`XUg`9b [U [Ya Ybh
 i bX`X]Y`HY]`UVY`↑ b [Yf`A YbgW Yb`]b`XYa c_fUh]gW Yb`DfcNygYb
 g]bX" `8]YgYg`9b [U [Ya Ybh]gh`b]W h`bi f`ZØf`X]Y`Ghi X]YfYbXYb
 gY`Vgh`nYbhfU`ž`gcbXYfb`Ui W`ZØf`X]Y` [YgY`gW UZh]WY
 9bhk]W`_i b [`]b`8Yi hgW`UbX" `5i W`U`_hi Y`Y`Ya d]f]gWY`Ghi X]Yb
 j YfXYi h]W Ybž`XUgg`<cW gW i `Yb`U`g`XYa c_fUh]gWY
 Gcn]U`]gUh]cbgU [Ybhi fYb`Zi b []YfYbž`]b`XYbYb`Ghi X]YfYbXY`g]W
 dc`]h]gW`cf]Ybh]YfYb`i bX`ZfY]k]`][`Yb [U []YfYb" `8]Yg`k]fX`Yg
 _ØbZh][`Yfa Ò [`]W Ybž`XUg`J YfhfUi Yb`i bX`X]Y`J YfUbhk cfhi b [`]b
 X]Y`XYa c_fUh]gW Yb`Ghfi _hi fYb`k Y]hYf`ni `ghÅf`_Yb"

: Øf`k Y]hYfY`≠Zcfa Uh]cbYb`ni f`J YfUbgU`hi b [`Ub`XYf`i b]j Yfg]hÅh

C gbUVfØW_ _ÒbbYb' ðhYfYgg]YfhY`DfcZ`'8 f"7\ f]ghcd\`F Ugg
 _cbhU_h]YfYb"8]Y'; YgdfÀWY`i bX`K cf_g\cdg`k YfXYb`Y]bYb
 k Yfhj c`Yb`5i ghUi gW`nk]gWYb`XYb`; YbYfUh]cbYb`i bX`?i`hi fYb
 ZÒfXYfb`i bX`g]bX`Y]b`k]W`h[Yf`GW`f]hh]b`F]W`hi b[`Y]bYf`U_h]j Yb
 i bX`]bhY[fUh]j Yb`<cW`gW`i`dc`]h]_"

K Y]hYfY`ðZcfa Uh]cbYb`Z]bXYb`]bhYfYgg]YfhY`@YgYf`Ui Z`XYb
 K YVg]hYg`j cb`I b]j Yfg]hÀh`C gbUVfØW_ž; cYh\Y`I b]j Yfg]hÀh
 : fUb_Zi fh`i bX`6Y`hn"

8YhU]`g	
J cfZU``	Gcbgh][Yg
C fh	B Y`gcb!A UbXY`U!D`Uhn`%ž`(- \$+*`C gbUVfØW_ž 8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "i b]!cgbUVfi YW_"XY • U_hi Y`Yg"i b]!ZfUb_Zi fh"XY • k k k "VY`hn"XY

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