

; Òf`]hn. '5gm`d`ÀbY`ZU``Yb`]bg`K UggYf`
H\YUhYf!GUb]Yfi b[`ghY\h`Ub`°

8Yf`@UbX_fY]g'; Òf`]hn`X]g_i h]Yfh`5gm`d`UbgUi Z[UVY`i bX
H\YUhYf!GUb]Yfi b[Yb``5Vgh]a a a i b[Yb`]a `GhUXhfUh`5bZUb[
&`]'&\$&) "



B]Yg_mž`8Yi hgW\`UbX`!`&`B]Yg_m\`Uh`g]W\`X]Y`G]hi Uh]cb`fi bX`i a
XUg`Òfh]W\Y`5gm`VYk YfVYf\Y]a `ni [Ygd]hnh``8Yf`@UbX_fY]g'; Òf`]hn
\Uh`gY]bY`V]g\Yf][Yb`D`ÀbY`ni f`9fk Y]hYfi b[`XYg`<Y]a gž`XUg`gY]h
&\$%) `Ua `GhUXhfUbX`bYVYb`Y]bYf`&Xi ghf]YVfUW\Y`ghY\hž`YbX[Ø`h][
Ui Z[Y[YVYb``9]b`k YgYbh]W\Yf`; fi bX`ZØf`X]YgYb`GWf]h`g]bX`X]Y
g]b_YbXYb`:`ØW`h]b[gnU\`Yb`gck]Y`XYf`K]XYfghUbX`XYf
9]bk c\bYfgW\UZh[Y[Yb`XUg`J cf\UVYb``; VYf`*`\$`U`Y]bghY\YbXY
A`ÀbbYf``YVYb`XYfnY]h]b`XYf`I bhYf_i bZž`k`À\fybX`Y]bY
A]gW\VY`Y[i b[`a`]h: Ua`]]Yb`Ub[YghfYVh`k]fX``8Yb
GhUXhVYk c\bYfb`g]bX`X]Y`Yb[ghY`i bX`J cf`i fhY]`Y`b]W\h`ZFYa`Xž`X]Y
X]Y`8]g_i gg]cb`ØVYf`XUg`<Y]a`df`À[Yb``Gc`k`i fXY`Y]bY`Cb`]bY!
DYh]h]cb`[Y[Yb`XUg`<Y]a`ž]b]h]Yfh]j`cb`Y]bYa`5Z8!GhUXhfUhž`k Y[Yb
XYf`Ui Z_cW\YbXYb`<Ugg_ca`a YbhUfY`Y]b[YghY``h``8]Y`Dc`]nY]

\]b[Y[Yb`VYk YfhYh`X]Y`G]W\Yf\Y]hg`U[Y`]b`XYf`I a [YVi b[`XYg
<Y]a g`U`g` _ca d`Yhh`i bgdY_hU_i `Af` i bX`gdf]W`hj cb`%%
Dc`nY]Y]bg`AhmYb`ja` j Yf[Ub[YbYb`x\`fz`X]Y`[fO» hYbhY]`g`b]W`h`a`]h
XYf`5gm`i bhYf`_i bZh`]b`J YfV]bXi b[`ghY`Yb`"

8]YgY`G]hi Uh]cb`k`]fX`Xi fW`X]Y`9bhgW`X]Xi b[`XYg`?fY]ghU[Yg`j`cb
C`_hcVYf`&\$&` ž`bYi Y`i bhYf`_ØbZhY`ja` FUi a`B]Yg`_mini`gW`UZZYbž
bcW`_ca d`YI Yf`"Cvk c`\`Y]bY`?UdUn]h`hgYf\`O\i b[`j`cb`-` ,`Ui ZV]g
ni`&\$`\$`D`ÀhnY`[Yd`Ub`h`k`Uf` `X]Y`9fk`Y]hYfi b[`gc`hY`Xi fW`X]Ug
5i ZghY`Yb`j`cb`7cbhU]bYfb`YfZc`[Yb` `ghO» h`XYf`D`Ub`b]W`h`bi`f`Ui`Z
K`]XYfghUbX`"5_hi Y`Y`YVYb`%(`XYf`<Y]a`]bgUggYbž`k`Ug`Yhk`U`Y]bYa
J]YfhY`XYf`6Yk`c`bYf`Ybhgd]f]W`hž`]b`XYf`I`bhYf`_i`bZh`z`X]Y`ghf`UZZ`Ä`][
[Yk`cfXYb`g]bX`"8]YgY`N`U`Y`b`hfU[Yb`ni`f`J`Yfi`bg]W`X]Yfi b[`]b`XYf`
6Yj`O`_Yfi b[`VY]ž`k`À`fYbX`]b`i`a`]Y[YbXYb`?ca`a`i`bYb`_Y]b
K`c`b`f`Ui`a`ZØf`5gm`VYk`YfVYf`j`YfZØ[VUf`]gh`"8Yf`?fY]ghU[`Ua
Y]bgh]a`a`][`ni`XYa`9bhgW`i`ggž`XUgg`Y]bY`Ui`g[Yk`c`[YbYfY
J`YfhY]i`b[`b`chk`YbX][`]ghž`U`YfX]b[`g`k`]fX`X]Y`i`bhYfghØ`hni`b[`Ui`g
XYf`6Yj`O`_Yfi b[`k`Y]hYf\]b`Ub[Ynk`Y]ZY`h`"

Ni`_i`bZh`XYg` ;` Õf`]hnYf`H`Y`UhYfg`

A`]h`XYf`[Yd`Ub`hYb`GUb]Yfi b[`XYg` ;` Õf`]hnYf`H`Y`UhYfg`VYgW`ÄZh][`h
g]W`XYf`GhUXhfUh]b` ;` Õf`]hn`YVYbZU`g`"<]Yf`ghY`Yb`i`)+%`A`]"cbYb
9i`fc`Ui`Z`XYf`5[YbXUž`i`a`XUg` ;` Yf`Uf`h`<Ui`d`ha`Ubb`!H`Y`UhYf`i`bX
X]Y`k`Y]hYfYb`Gd]Y`gh`hYb`ž`XUfi`bhYf`XUg`5dc`c`!H`Y`UhYf`g`ck`]Y`XYb
U`hYb` ;` ØhYfVU`b`c`Z`Ui`Z`J`cfXYfa`Ubb`ni`Vf]b[Yb`"9]b][`Y`XYf
VYghY`YbXYb`6Ui`k`Yf`_Y`Y]XYb`i`bhYf`hYW`b]gW`Yf`J`YfU`hYfi`b[
i`bX`a`Ub[Y`bXYf`6Uff]YfYZfY]Y]hž`k`Ug`X]Y`b`j`Ygh]h]cbYb`Xf]b[YbX
b`chk`YbX][`a`UW`h`G`W`Ä`XYb`ž`j`Yfi`fgUW`h`Xi`fW`X]Y` ,`VYfZi`hi`b[`g!
?UhUghfcd`Y`ja`B`cj`Ya`VYf`&\$&&ž`U`VYb`X]Y`G]hi`Uh]cb`k`Y]hYf
j`YfgW`ÄfZh`":`Øf`X]Y`bi`b`VYgW`c`ggYbYb`A`U»`bU`a`Yb`]gh`X]Y
Ni`gh]a`a`i`b[`U`Yf`XfY] ;` YgY`gW`UZhYf`b`Øh][`ž`i`bX`X]Y`YfghY
5Vgh]a`a`i`b[`X`Uni`Z`UbX`Y`i`hY`ja` ;` Õf`]hnYf`GhUXhfUh`ghUhh`B`UW
Ni`gh]a`a`i`b[`XYf`GhUXhf`hY`gc`"ja`C`_hcVYf`ja`?fY]ghU[`X]Y
UVgW`]Y»`YbXY`5Vgh]a`a`i`b[`Zc`[Yb`"

A`]h`Yfk`Y]Y`k`]fX`XYf`U`hY` ;` ØhYfVU`b`c`Z`k`À`fYbX`XYf`nk`Y]`x\`fY
XUi`YfbXYb`6Ui`UfVY]hYb`U`g`9fgUhngd]Y`gh`hY`[Ybi`hnh`i`bX`X`UbUW

U`g`DfcVYbfUi a `ni f`J YfZØ[i b[`ghY\Yb"8]Y`?i `hi fj Yfk U`hi b[
i bhYfghfY]Włhžk]Y`k]Włh[`Yg`ghž]b`X]Y`9fbYi Yfi b[`XYg`H\YUhYfg
ni `]bj Ygh]YfYbž`i a `Y]bY`_i `hi fY`j]Y`ZÀ`h[`Y`F`Y[]cb`ni `ZØfXYfb
i bX`X]Y`5b[YVchY`ZØf`X]Y`6Øf[Yf`ni `j YfVYggYfb"8 Ug[`YgUa hY
J cf\UVYb`ghY\h`ni XYa `]a `?cbhYI h`Y]bYf`VfY]hYfYb`8]g_i gg]cb
ØVYf`X]Y`?i `hi fY]bf]Włhi b[Yb`i bX`XYfYb`:]bUbn]Yfi b[`]b`XYf
F`Y[]cb" `Gc`k]fX`XUg`H\Ya U`Ui Wł`Ui Z`XYa `_ca`a YbXYb`8][]hU`
: Ygh]j U`]b`BØfbVYf[`Ub`_`Ub[`Z]bXYbž`k c`5gdY`hY`XYf`J]Y`ZU`hi bX
6Uff]YfYfY\Y]h]b`XYf`J Yfk U`hi b[`VYgdfcWłYb`k YfXYb"8]YgY
H\Ya Yb`g]bX`b]Włh`bi f`c`_U`ž`gcbXYfb`Ui Wł`Ui Z`bUh]cbU`Yf`9VYbY
j cb`nYbhfU`Yf`6YXYi hi b["

8]Y`9bhk]Wł`i b[Yb`i a `XUg`5gm`\Y]a `]b`B]Yg`_mi bX`X]Y`GUb]Yfi b[
XYg`; Øf`]hYf`H\YUhYfg`nY][Ybž`k]Y`j]Y`Y`8]a Ybg]cbYb`]b`XYf
`c`_U`Yb`Dc`]h]_`a]hY]bUbXYf`j Yfk cVYb`g]bX`i bX`k]Y`7ca`a`i`b]hm
8]g_i gg]cbYb`Xi fWł`j YfgWł]YXYbY`I fgUWłYb`[YdfÀ[`h`k YfXYb
_ØbbYb"9g`V`Y]Vh`UVni k UfhYbž`k]Y`g]Wł`X]Y`J cf\UVYb
k Y]hYfYbhk]Wł`Y`b`i bX`c`V`X]Y`9]bk c`b`Yf`a]h`XYb`9bhgWłY]Xi b[Yb
XYg`?fY]ghU[Yg`i bX`GhUXhfUhYg`]a `9]b`_`Ub[`ghY\Yb"

: Øf`k Y]hYfY`≠Zcfa`Uh]cbYbž`_]Wł`Yb`G]Y`Ui Z`X]Y`@]b`_g. **GÅWł g]gWł Y**
ž`A`8F`ž`65A`: "

8YhU]`g	
C fh	B]Yg`_mž`8Yi`hgWł`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gUYWł g]gWł Y"XY • k k k "a Xf"XY • k k k "VUa Z"XY

6Ygi WłYb`G]Y`i bg`Ui Z.`b!U["bYh