

B Yi Yf`J c fghUbX`XYg`GYb]cfYbf]b[g`]b
G][a Uf]b[Yb.`5i ZVfi W`cXYf
F ØW_gW`f]hh3

?`Ui g`l b[Yf`Y]hYh`XYb`GYb]cfYbf]b[`]b`G][a Uf]b[Ybž`_Àa dZh
ZØf`GYb]cfYba`cV]`Yg`i bX`gYhnh`Ui Z`9b[U[Ya Ybh` `b`ÀW`ghYb
GhUa`a`h]gW`Ua` `%"`' ð b]"



G][a Uf]b[Ybž`8Yi hgW`UbX`!`a`F`U`a`Yb`XYf`U`_`hi`Y`Yb
9bhk`]W`_`i`b[`Yb`_]b`G][a Uf]b[Yb`ghY`h`XYf`GYb]cfYbf]b[`]a` `:`c`_`i`g
ÖZYbh`]W`Yf`8`]g`_`i`gg]cbYb" `?`Uf`Y]bn`;`cbgW`cfY`_`U`h`9b`XY`&\$&(`
gY]bYb`F`ØW`_`hf]hh`U`g`J`c`fg]hnYbXYf`Ub[`Y`_`Ø`b`X][`h`8`Uf`Ui`g`f`Y`gi`h]Y`fh`Y
X]Y` `VYfbU`a`Y`XYf`@Y]hi`b[`Xi`f`W`?`Ui`g`l`b[`Yfž`XYf`Ui`W`
J`c`f`gh`Ub`X`g`j`c`fg]hnYbXYf`XYg`G`J`G][a Uf]b[Yb`g`i`b`X`@Y]hYf`XYg
DZY[YX]YbghY`g`a`]h`<`Y`fn`i`b`X`<`U`b`X` `]gh" `l`b[`Yf`g`Y`hnh`Y`g]W`X`U`Z`Ø`f
Y]bž`X]Y`k`]W`h][`Y`5`b`Ui`Z`ghY`Y`Z`Ø`f`À`h`Y`f`Y`A`Y`b`g`W`Y`b`_]b`G][a Uf]b[Yb
ni`g]W`Y`fb`ž`i`b`X`a`c`V]`]g]Y`fh`Y`g`W`b`Y`nk`Ö`Z`I`b`h`Y`f`gh`Ø`hn`Y`f`Ui`g
gY]bYa`DZY[YX]Ybgh"8`c`W`X]Y`6`Y`g`Y`hni`b[`XYg`b`Yi`Yb`J`c`f`gh`Ub`X`gž
XYf`Ø`V`Y`fk`]Y[`Yb`X`Ui`g`g`Y]b`Yb`A`]h`U`f`V`Y]h`Y`fb`V`Y`gh`Y`h`ž`k`i`f`X`Y`_]b`Y]b`Y`f

; Ya Y]bXYfUhg]hni b['_f]h]gW\`VYhfUW\hYh"

I b[Yf`VYhcbhž`XUgg`XYf`GYb]cfYbfb]b[`i bUV\`Ab[]j`cb`gY]bYa
DZY[YUb[YVch`UfVY]hYh`i bX`Ui W\`c`bY`gY]bY`A]hUfVY]hYf
[YbØ[YbX`:`fY]k]`][Y`Z]bXYb`_ÖbbhY" `8Yf`bYi Y`J`cfghUbX`VYghY\`h
Ui`g`Y]bYf`A]gW\i b[`Øb[YfYf`i bX`À`hYfYf`A]h[`]YXYf`ja `5`hYf`j`cb
&) `V]g`+\$`đ\`fYb" `8Yf`GYb]cfYbfb]b[žXYf`X]Y`đhYfYggYb`j`cb`ØVYf
("\$\$\$`GYb]cfYb`j]b`G][a`Uf]b[Yb`j`Yfhf]hž`d`Ubh`j`YfgW\]YXYbY
A U`bU\`a`Yb`ni`f`J`YfVYggYfi b[`XYf`@YVYbgei`U`]h`h`À`hYfYf
A`YbgW\Yb"

; Yd`UbhY``b]h]Uh]j`Yb`i`bX
< YfUi`gZcfXYfi`b[`Yb

Ni`XYb`[`Yd`UbhYb``b]h]Uh]j`Yb`n`À`\`Yb`X]Y`9fÖZZbi`b[`j`cb`GcW]U`!
A`YX]U!`?`Ub`À`Yb`Ui`Z`đghU[`fUa` `i`bX`:`UW`Vcc`_ž`i`a` `5b[`Y\`Öf][`Y
VYggYf`ni`YffY]W\Yb" `9]b`nYbhfU`Yg`H\`Ya`U`V`Y]Vh`X]Y`A`cV`]h`h`ZØf
GYb]cfYbž`VYgcbXYfg`Ub[`Yg]W\hg`XYf`9]bghY``i`b[`XYg`F`i`ZVi`ggYg"
I`b[`Yf`ghfYVh`i`Ygd`f`À`W\Y`a`]h`HUI`]i`bhYfbY\`a`Yb`Ubž`i`a
I`bhYfghØhni`b[`VY]a` `9]b`_Ui`ZYb`ni`V]YhYb`i`bX`k`ØbgW\h`g]W\`Y]bYb
6i`g`ZØf`J`YfUbghU`hi`b[`Yb`j]b`XYf`GhUXh\`U`Y`cXYf`Ui`Z`XYa
:`Yghd`Uhn"

9]b`k`Y]hYfYf`a`Yf`_]W\Yf`Di`b`_h]b`i`b[`Yfg`5[`YbXU`]gh`X]Y
5`hYfgUfa`i`h";`Ygd`f`À`W\Y`ni`f`9]bZØ\`fi`b[`Y]bYf`GYb]cfYb`_UfhY`ZØf
j`Yf[`Øbgh][`hY`6i`gZU\`fhYb`i`bX`J`YfUbghU`hi`b[`Yb`g]bX`VYfY]hg`ja
;`Ub[`Y``8]Y`U`_hi`Y``Yb`F`YgcbUbnyb`Ui`Z`X]Y`bYi`Yb`5b[`YVchY`g]bX
`Ui`hi`b[`Yf`YXcW\`[`Yf]b[`ž`k`Ug`Yf`Ui`Z`X]Y`a`Ub[`Y`bXY`6Y`_Ubbh\Y]h
XYg`GYb]cfYbfb]b[`g`ni`fØW`ZØ\`fh" `J`cf`X]YgYa` `<]bhYf[`fi`bX`k`]fX`X]Y
Cf[`Ub]gUh]cb`XYg`GhUa`a`h]gW\Yg`i`bX`XYf`GdfYW\ghi`bXYž`X]Y`gY]h
Y]b][`Yb`K`cW\Yb`Ub[`YVchYb`k`YfXYbž`ni`Y]bYf`k`]W\h][`Yb
5b`Ui`ZghY``Y" `8Yf`b`À`W\ghY`GhUa`a`h]gW\`Z]bXYh`Ua` `8]YbghU[`ž`XYb
%\$" `đ`b]ž`j`cb`%)`i`l`f`V]g`%+`i`l`f`ghUhhž`k`À`fYbX`X]Y`b`À`W\ghY
GdfYW\ghi`bXY`Ua` `A`]hk`cW\ž`XYb`%,`" `đ`b]ž`j`cb`%\$`V]g`%%.`\$`i`l`f
ja` `@` `Ua` `@Ycdc`Xd`Uhn`Xi`fW\`[`YZØ\`fh`k`]fX"

9]b`À`hYfZfYi`bX`]W\Yg`G][`a`Uf]b[`Yb

8 Yf`GYb]cfYbfb]b[`]gh'gY]h'gY]bYf'; f0bXi b[`]a `]a\`f`&\$\$`U_hj] ž
i bhYfgh0hnh] cb`Y]bYa `?cbnYdhini f`GW UZI b[`Y]bYg
gYb]cfYbZFYi bX`]WYb`G][a Uf]b[Yb žXUg`VYfY]hg`]a `]a\`f`&\$\$\$
VYgW`cggYb`k i fXY`"N]Y`]gh`Ygž`Ä`hYfY`A YbgWYb`]b`XYf`?YfbghUXh
gck]Y`]b`XYb`GhUXhhY`]Yb`ni `]j YfhfYhYb`"8]Y`GhUXh`G][a Uf]b[Yb
j YfZc`[h`a `]h`X]YgYa `5bgUhn`Y]bY`]b`_i`g]j Y`]; YgY`gW UZhž]b`XYf
GYb]cfYb`U_hj] `Ua `] [YgY`gW UZh]WYb`@VYb`hY`]bY`a Yb`_0bbYb`"
8]Yg`ghY`h`]a `9]b`_Ub[`]a `]h`XYa `< UbXVi W`X`Yf
K Y`h[Ygi bX`Y]hgc f[Ub]gUh]cb`fK < C`E`ni `U`hYfgZFYi bX`]WYb
GhÄXhYbž`XUg`X]Y`6YXYi hi b[`Y]bYg`Z0fXYf`]WYb`l a ZY`Xg`Z0f`X]Y
@VYbgei U`]hÄh`]a `5`hYf`Yfj`cf`YVh`"8 Ug`Hcc`_]h`XYg`K < C
i bhYfgh0hnh`@ÄbXYf`VY`]XYf`9bhk]W`_i b[`gc`W`Yf
U`hYfgZFYi bX`]WYb`@VYbgi a ZY`XYf`i bX`Z0fXYfh`X]Y`DUfh]n]dUh]cb
i bX`XUg`K c`V`VY]bXYb`Ä`hYfYf`A YbgWYb`"

0`G][a Uf]b[Yb`k]fX`ni _0bZh][`ni XYa `K Yfh`Ui Z`X]Y
2 ZZyb`h]W`_Y]hgUfVY]h`[Y`Y[hž`i a `X]Y`K YfhgW`Ähni b[`]j cb`GYb]cfYb
ni `Z0fXYfb`i bX`Y`fYbUa`h]W`Y`5fVY]h`ni `i bhYfgh0hnyb`"8 Yf
GYb]cfYbfb]b[`g]Y`h`h`]Yf]b`Y]bY`YbhgW`Y]XYbXY`F`c`Y`VY]a
J YfV]bXYb`j cb`U_hj] Yb`; fi ddYb`i bX`9]bnY`dYfgcbYbž`i a `a di`gY
Z0f`Y]b`gYb]cfYbZFYi bX`]WYg`l a ZY`X`ni `[YVYb`"8]Y`_ca a i bU`Yb
0]h]Uh]j Yb`i bX`XYf`Zc`fhk Ä`fYbXY`5i ghUi`gW`a `]h`XYf`Dc`]h]_gc`Yb
[Yk Ä`f`Y]ghYbž`XUgg`X]Y`6YX0fZb]ggY`Ä`hYfYf`A YbgWYb`b]W`h`]b
XYb`<]bhYf[fi bX`[YXfÄb[h`k YfXYb`"

0]g[YgUa`h`ghY`h`XYf`GYb]cfYbfb]b[`]b`G][a Uf]b[Yb`Ub`Y]bYa
_f]h]gWYb`Di b`_hž`k Ä`fYbX`?`Ui`g`l b[Yf`Ub`XYf`,`VYfUfVY]hi b[`]j cb
Ghfi`_hi`fYb`i bX`5b[YVchYb`UfVY]hYh`"8]Y`6YfY]hgW UZh`ni f
A]hUfVY]h`i bX`ni f`?cbhU`_hUi`ZbU`a`Y`]gh`YbhgW`Y]XYbXž`i a `X]Y
< YfUi`gZc`fXYfi b[Yb`XYf`5`hYfgUfa`i`hi bX`XYf`A`cV`]hÄ`h`YZZ]n]Ybh
Ubni [Y`Yb`"

: 0f`k Y]hYfY`0Zcfa`Uh]cbYb`0VYf`XYb`GYb]cfYbfb]b[`VYgi`W`Yb`G]Y
X]Y`cZZ]n]Y`Y`GY]hY`XYf`GhUXh`G][a Uf]b[Yb`i bhYf`g][a Uf]b[Yb`XY
ž`gck]Y`X]Y`U`_hi`Y`Yb`Dfc[fUa`a`Y`ni f`GYb]cfYbUfVY]h`Ui`Z`Zc`fi`a`!
gYb]cfYbUfVY]h`XY`"

8YhU]`g	
J c fZU``	Gcbgh][Yg
C fh	G][a Uf]b[Ybž'8Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gWk UYV]gWk Y"XY • k k k "g][a Uf]b[Yb"XY • k k k "Zc fi a !gYb]cfYbUfVY]h"XY

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