

9fVghfY]h`Yg_U`]Yfh. `G]a cbY`@i [bYf
_Àa dZh`i a `]\f`Ni \Ui gY`]b`8 ÒV`]b[°

G]a cbY`@i [bYfž`K]hk Y`j cb`F]WUfX`@i [bYfž`_Àa dZh
fYWXh]W`i a `]\fY`J`]`U`]b`K]Yb!8 ÒV`]b[`i bX`ZcfXYfh`X]Y
5VgYhni b[`XYg`Gh]Zhi b[gj c fghUbXg"



K]Yb!8 ÒV`]b[ž`² ghYffY]W`i`G]a cbY`@i [bYfž`X]Y`K]hk Y`XYg
VY_UbbhYb`6Ui i bhYfbY\`a Yfg`F]WUfX` A ÒfhY` `@i [bYfž`g]Y\`h`g]W`
[YfUXY`]b`Y]bYa `YZh][Yb`GhfY]h`i a `X]Y`[Ya Y]bgUa Y`J`]`U`]b
K]Yb!8 ÒV`]b[žX]Y`]a `6Yg]hn`XYf`@i [bYf!Df]j Uhgh]Zhi b[`]gh`@Ui h
Y]bYa `6Yf]W`hj cb`Zbd`XY`\Uh`g]Y`bi b`fYWXh]W`Y`GW`f]hY
Y]b[Y`Y]hYhž`i a `XYb`J c fghUbX`XYf`Gh]Zhi b[`UVni gYhnYb`"8]YgY
A U» bU\`a Y`]gh`Y]bY`FYU_h]cb`Ui ZX]Y`5i ZcfXYfi b[`XYf`Gh]Zhi b[ž
X]Y`J`]`U`]V]g`9bXY` ě b]`&\$&) `ni `j Yf`UggYbž`UbXYfbZU`g`Xfc\`h`Y]bY
F`Ài a i b[g_U[Y`"G]a cbY`Z0\`h`g]W`]a `Gh]W`i [Y`UggYb`i bX`k]fZh
XYa `Gh]Zhi b[gj c fghUbX`j cfž`nYbhfU`Y`J YfdZ]W`hi b[Yb`b]W`h
Y]b[Y\U`hYb`i bX`]\fY`FYWXhY`U`g`6Y[Øbgh][hY`][bcf]Yfhi ni `UVYb`"

5VYf`k Ug`ghYW_h`k]f`_]W`i\`]bhYf`X]YgYa `YfV]hYfhYb`?cbZ]_h3

G]a cbY`VYfi Zh]g]W`Ui Z`J YfY]bVUfi b[Yb`a]h]\fYa `j Yfghc fVYbYb
A UbbžX]Y`]\f`Y]b`YVYbg`Ub[Yg`K c\b fYW`h]b`XYf`J]`U`ni g]W`Yfb"
8]YgY`5fh`XYf`J Yfa`Ò[Ybg`ØVYfhfU[i b[ž`VY]`XYf`XUg`K c\b fYW`h]V]g
ni a`@YVYbgYbXY`[Yg]W`Yfh`k]fXž]gh`b]W`h`i b`ØV`]W`"@Ui h
cYghYffY]W`"[j "Uh`_ØbbYb`gc`W`Y`F`Y[Y`i b[Yb`c`Zh`\Y`ZYbž
9fVghfY]h][_Y]hYb`ni`j`Yfa`Y]XYb`i b`X`J`Yfa`Ò[Yb`]a`:`Ua`j]YbVYg]hn
ni`\U`hYb`"G]Y`_ØbbhY`XUfUi`Z`gYhnYbž`XUgg`g]Y`f`YW`h]W`
UV[Yg]W`Yfh]ghž`hfch`XYf`U`hi`Y`Yb`:`cfXYfi b[Yb`XYf`Gh]Zhi b["

5_hi`Y`Yf`@YVYbgghUbXUfX`i b`X`VYfi`Z]W`Y`G]hi`Uh]cb

8]Y`G]hi`Uh]cb`ghY`h`ZØf`G]a`cbY`Y]bY`]a`a`YbgY`6Y`Ughi`b[`XUf"
5_hi`Y`Y`]gh`g]Y`Ui`Z`5fVY]hg`cgYb[Y`X`Ub[Yk`]YgYb`i b`X`]gh`U`_h]j`Ui`Z
XYf`Gi`W`Y`b`UW`Y]bYf`bYi`Yb`5bghY`i b[" `≠fYb`@YVYbgi`bhYf`U`h
j`YfX]Yb`h]g]Y`gdcfUX]gW`a`]h;`Y`Y[Yb`Y]hg`c`Vg`VY]a`GYbXYf
5i`ghf]U`Dck`Yf`F`UX]c`" `≠f`VYfi`Z]W`Yf`Gh`Uhi`g`_ØbbhY`g]W`Y`XcW`
j`YfgW`ÅfZYbž`gc`h`Y`g]Y`X]Y`J`]`U`h`hg`Å`W`]W`j`Yf`UggYb`a`ØggYb`" `≠
X]YgYa`Ni`gUa`a`Yb`Ub[`]gh`Ui`W`XYf`Xfc`YbXY`J`Yf`i`gh]\fYg
5fVY]hg]Yf`À`hb]ggYg`]b`XYf` `@ [bYf`7]hm`VYgc`f[b]gYffY[YbX`"

G]a`cbY`\Uh`VYfY]hg`Y]bY`?`U[Y`Y]b[YfY]W`hž`i`a`X]Y`5VgYhni`b[
XYg`Gh]Zhi`b[gj`cfghUbXg`Xi`fW`XUg`:]fa`YbVi`W`[Yf]W`h`ni
Yfk`]f`_Yb`"H!cb`]bY`XY`VYf]W`hYhž`XUgg`X]YgY`↑`f]gh]gW`Yb`GW`f]hY
Ui`W`]a`_ØZYb`h]W`Yb`≠hYfYggY`ghY`Ybž`ni`a`U`g]Y`X]Y`Xfc`YbXY
?ØbX][i b[`]\fYg`K`c\b]g]hnYg`i b`X`]\fYf`6YgW`ÅZh][i b[`VYhf]Zh`"5a
%&"5i [i gh`&\$&(`j`YfghUfV`F]W`UfX`@ [bYfž`bi`f`k`Yb][Y`K`c`W`Yb
bUW`XYf`<c`W`nY]h`i`a`]h`G]a`cbY`Ua``%"`ž`b]`&\$&("`8]YgY`hfU[]gW`Yb
l`a`gh`ÅbXY`gW`Y]bYb`X]Y`G]hi`Uh]cb`bi`f`bcW`_ca`d`n]YfhYf`ni
a`UW`Yb"

F`YW`h]W`Yf`F`U`a`Yb`i`b`X`a`Ò[`]W`Y`5i`g[`Àb[Y`

≠a`<YfnYb`X]YgYg`9fVghfY]hg`ghY`Yb`fYW`h]W`Y`Ghfi`_hi`fYbž`X]Y
Xi`fW`XYb`HcX`j`cb`F]W`UfX`@ [bYf`ni`f`8YVUhY`ghY`Yb`"8]Y
@ [bYf!Df]j`Uhgh]Zhi`b[`]g]Y`h`g]W`]b`XYf`Dc]g]h]cbž`XUg`<Ui`g
j`Yfk`U`hYb`ni`a`ØggYbž`k`Ug`g]Y`a`]h`XYf`6Y`U`i`dhi`b[`VY[fØbXYhž
G]a`cbY`\UVY`_Y]b[`Ø`h][Yg`K`c\b fYW`h`a`Y`f`"8]Yg`_ØbbhY`Ui`h
cYghYffY]W`"[j "Uh`VYXYi`hYbž`XUgg`g]Y`j`YfhfU[`]W`Y`F`Y[Y`i`b[Yb

i bX`Yj Ybhi Y`Y`Z]bUbn]Y`Y`J YfdZ]W`hi b[Ybž`X]Y`a]h`XYf
 , VYfhfU[i b[`j cb`9][Ybhi a `j YfVi bXYb`g]bXž`[YbUi YghYbg
 UbgW`Ui Yb`a ØggYb``8]Y`Gh]Zhi b[`Ubb`Xi fW`Ui g`j Yfgi W`Ybž`U`g
 fYW`ha Å»][Yf`9][YbhØa Yf`ni `UbXY`bž`k Å`fYbX`G]a cbY`Ui Z`]fY
 j YfhfU[`]W`Y` ; fi bX`U[Y`dcW`h`

8 Ug`↑ f]gh]gW`Y`F]b[Yb`i a `X]Y`J]`U`]gh`XU`Yf`b]W`h`bi f`Y]b
 df]j UhYf`?cbZ]_hž`gcbXYfb`k]fZhiUi W`j]Y`Y` : fU[Yb`ØVYf
 F YW`hgUbgdfØW`Yž`X]Y`9fVZc`[Y`i bX`J Yfa Ò[Ybgg]W`Yfi b[`]b
 ² ghYffY]W`Ui Z``8Yf`5i g[Ub[`X]YgYg`GhfY]hg`_ØbbhY`g]W`
 bUW`U`h][`Ui ZX]Y`dYfgØb`]W`Yb`l a ghÅbXY`j cb`G]a cbY`@ [bYf
 Ui gk]f_Yb`i bX`Ui W`UbXYfYb`6Øf[Yf.]bbYb`U`g`6Y]gd]Y`ZØf
 Å`b`]W`Y`G]hi Uh]cbYb`X]YbYb``

: Øf`G]a cbY`V`Y]Vh`X]Y`<cZbi b[ž`XUgg`X]Y`fYW`h`]W`Yb`GW`f]hhYž`X]Y
 g]Y`Y]b[Y`Y]hYh`U`hž`ni a `[Yk ØbgW`hYb`9f[YVb]g`ZØ`fYb`i bX`g]Y
 X]Y`J]`Už`X]Y`ZØf`g]Y`i bX`]fYb`j Yfghc fVYbYb`A Ubb`gc`j]Y`
 VYXYi hYhYž`b]W`h`Ui Z[YVYb`a i gg`

8YhU]`g	
Cfh	K]Yb!8ÖV`]b[ž`² ghYffY]W`
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "Zbd"XY • k k k "h!cb`]bY"XY • k k k "cYghYffY]W`"[j "Uh

6Ygi W`Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb`bYh