

K]Yb`j Yf`]Yfh;`Ub n. < 6C`gU[h` K \]hY @chi g`!8fY\`UVgU[Yb`

K]Yb`j Yf`]Yfh`XYb`H]hY`U`g`YVYbgk YfhYghY`GhUXh`Ub
?cdYb\U[Yb`< 6C`n]Y\h`8fY\UfVY]hYb`ni`K \]hY`@chi g`
ni fØW`"



K]Yb`ž`2 ghYffY]W`!`K]Yb`\Uh`Y]bYb`\YfVYb`FØW`gW`U[`Yf`]hYb`
@U`i`h`U`_`h`i`Y`Y`b`6Yf]W`hYb`j`cb`**K`Y`h`**\Uh`X]Y`ÖghYffY]W`]gW`Y
<Ui`d`hghUXh`\fYb`Ub[`[`Y\Y[`hYb`Gd]hYb`d`Uhn`]a`F`Ub`_]b[`XYf`
`YVYbgk YfhYghYb`Gh`X`hY`Ub`?`cdYb\U[Yb`j`Yf`cfYb`"5i`g[`YfYW`bYh`
XYf`VY`]YVhY`DUm`HJ`!GYbXYf`< 6C`\Uh`VYgW`cgYbž`X]Y`b`ÅW`ghY`
GhUZY`XYf`9fZc`[`ggYf]Y`K \]hY`@chi g`b]W`h`]b`K]Yb`ni`XfY\Ybž`
k`Ug`X]Y`J`cfZfYi`XY`j`]Y`Yf`Ub`g`X`Å`a`d`Z`h`8]Yg`]Y[`h`ini`Y]bYa`
[`fc`»Yb`HY]`Ua`5bhfU[`gghcdd`XYf`:]`a`ZÖfXYfi`b[`]`]gUž`ž`k`Y`W`Yf`
XUg`Dfc`Y`_`h`ini`a`G`W`Y]hYfb`VfUW`hY`"

8]Y`9b`hgW`Y]Xi`b[`ž`K]Yb`b]W`h`ini`k`Å`\Ybž`]gh`i`a`gc`VYXUi`Yf`]W`Yfž`
XU`XYf`G`W`ÖdZf`j`cb`K \]hY`@chi g`ž`A`_]Y`K \]hYž`ni`j`cf`VYhcbh`
\UhYž`XUgg`Yf`[`Ybi`[`j`cb`GhfUbXcfYb`k`]Y`<Uk`U]]ž`G]n`]Yb`i`b`X`

H\U]UbX\UVY"K]Yb\ÀhY j cb'XYf'bYi Yb'GhUZY`i bX'XYa 'XUa]h
 j YfVi bXYbYb'Hci f]ga i g!6cca ž'XYf'g]W\Ub'UbXYfYb'8fY\cfhYb
 Y]b[YghY`h\Uhž'Ybcfa 'dfcZ]h]YfYb'_ÒbbYb"

8 Yf'J Yf'i gh'XYf'@YVYbgei U`hÀh

8cW\XYf'FØW_gW`U['ZØf'X]Y'GhUXh'[Y\h'ØVYf'XYb'J Yf'i gh'Y]bYg
 8fY\cfhg'\]bUi g"8Yf'U_hi Y`Y` ; `cVU`@] YUV]`]hm'ϕXYI 'nY][hž
 XUgg'K]Yb'b]W\h'bi f]a 'F Ub_]b['UVfi hgW\hž'gcbXYfb'Ui W'a]h
 XYa 'J cfk i fZ_cbZfcbh]Yfh]ghž'Y]b'N]Y`ZØf' , VYfhci f]ga i g 'i bX
 , VYffY]W\hi a 'ni 'gY]b"8]Yg'g]bX'H\Ya Ybž'X]Y'j b'XYf'`YhnhYb
 NY]h] Yfa Y\fh]b'XYf'ÒZYb'h]W\Yb'8YVUhhY'Ui Z_ca a Yb"9]b
 6Y]gd]Y`ZØf'X]YgY'bY[Uh]j Y'K U\fbY\ a i b['k Uf'X]Y'5VgU[Y'XYg
 HUm'cf!Gk]Zh?cbnYfhg'Ui Z[fi bX'j cb'HYffcfXfc\i b[Yb]a
 j Yf[Ub[YbYb'ϕ\afž'XUg'YVYbZU`g'ni f'5Vk Yfhi b['XYf'GhUXh
 VY][YhfU[Yb'\Uh"

?cdYb\U[Yb'\Uh'g]W\U'g'X]Y`YVYb'gk YfhYghY'GhUXh'XYf'K Y'h
 YhUV`Yfhž[YZc`[h]j cb'; YbZ'i bX'NØf]W"8 Ug'F Ub_]b['VUg]Yfh'Ui Z
 Y]bYf'i a ZUggYbXYb'5i gk Yfhi b['X]j YfgYf'ϕX]nYgž'X]Y'f]hYf]Yb
 k]Y'GhUV]`]hÀhž; Ygi bX\Y]hgk YgYbž'6]Xi b['i bX'ϕZfUghfi _hi f
 VYfØW_g]W\h][Yb"9]b'6`]W`Ui Z'X]Y'9f[YVb]ggY'nY][hž'XUgg
 ?cdYb\U[Yb']bgVYgcbXYfY'j b'XYb'6YfY]W\Yb'GhUV]`]hÀhž'6]Xi b[
 i bX'ϕZfUghfi _hi f'ØVYfnYi [h"8]Y'9j U'i]Yfi b['Xi fW\X]Y'
9Wc bca]gh'ϕhY`][YbW' i b]h\Uh'X]Y'K YfhY'`_Uf'VY`Y[h"

8]Y'bYi Y'F Ub[`]ghY'i bX']\fY'5i gk]f_i b[Yb

D`Uhn]Yfi b[Yb']b'XYf'Hcd'HYb'XYf'`YVYb'gk YfhYghYb'GhÀXhY'&\$&)
 gY\Yb'Zc`[YbXYfa U»Yb'Ui g.

F Ub[GhUXh	@UbX
%	?cdYb\U[Yb	8 ÅbYa Uf_
&	K]Yb	² ghY ffY]W\
&	NØf]W\	GW\ k Y]n
(A Y`Vci fbY	5i ghfU`]Yb
)	; YbZ	GW\ k Y]n
*	GmXbYm	5i ghfU`]Yb

+	C gU_U	↳JdUb
+	5i W`UbX	BYi gYY`UbX
-	5XY`U]XY	5i ghfU`Yb
'%\$	J UbWłi j Yf	? UbUXU

K]Yb`UbXYhY`ja`F Ub_]b[`Ui ZXYa`[YhY]`hYb`nk Y]hYb`D`Uhnž
ni gUa`a`Yb`a`]h`NØf]Wł`"5`YfX]b[g`U`h`X]Y`GhUXh`a`]h`Y]b`Ya
F ØW_[Ub[`]b`XYf`GhUV]`]h`h`gVYk`Yfhi`b[`ni`_`Äa`dZYbž`k`Ug`X]Y
Gcf[Y`i`a`X]Y`ni`_ØbZ]h[Y`Dcg]h]cb`j`Yfgh`Äf`_h`"8]Y`9b`hk`]W`i`b[
nY][h`ni`XYa`ž`XUgg`XUg`Hcd!F Ub_]b[`j`cb`?`cdYb`U[Yb`b]Wł`h`bi`f
Xi`fWł`X]Y`@YVYbgei`U`]h`h`ž`gcb`XYfb`Ui`Wł`Xi`fWł`Y]b`Y`b`UWł`U`h][Y
GhUXhYb`hk`]W`i`b[`i`b`X`Y]b`Ui`g[Yk`c[Yb`Yg`J`Yf`Ä`h`b]g`nk`]g`Wł`Yb
5fVY]h`i`b`X`:`fY]nY]h`[YghØmh`k`]fX`"č`K`]Yb`_Øb`b`h`Y`XYf`8`fi`W`_X`Uni
ZØ`f`Yb`ž`XUgg`Ub`XYfY`_fY`Uh]j`Y`@Øgi`b[Yb`ni`f`:`Øf`XYfi`b[`j`cb
GhUV]`]h`h`i`b`X`@YVYbgei`U`]h`h`[YZ`b`XYb`k`Yf`XYb`a`Øgg`Yb`"

9]b`5i`gV`]W`_`Ui`Z`a`Ø[`]Wł`Y`U`h`Yfb`Uh]j`Y`8`fY`c`fh`nY][h`?`Ugg`Y`ž`XUg
U`g`b`ÄWł`ghY`C`dh]cb`ZØf`:`]`a`d`fc`Xi`_]cb`Yb`]bg`Gd]Y`[Y`_ca`a`Yb`]gh`
8]YgY`GhUXh`k`i`fXY`Xi`fWł`XUg`G`?`@`Gh`Ä`X`h`Y`f`Ub_]b[`&\$&)`U`g
K`c`b`c`f`h`XYf`[`ØW`_]Wł`ghYb`:`fc`»`gh`Ä`X`h`Y`f`8`Yi`hg`Wł`Ub`Xg
`Yf]c`f[Y`c`V`Y`b`"9]b`6`]W`_`]b`X]Y`Ni`_i`b`Z`h`nY][h`ž`XUgg`XYf`F`i`Z
K`]Yb`g`U`g`U`h`f`U`_h]j`Yf`Gh`Ub`X`c`f`h`ZØf`]b`h`Yfb`Uh]cb`U`Y`g`:`]`a`[Y`g`Wł`Y`Y`b`
a`Ø[`]Wł`Y`f`k`Y]gY`h`Ufb`Yb`_Øb`b`h`Y`ž`k`Yb`b`X]Y`Gh`UX`h`b]Wł`h
;`Y[Y`b`a`U`»`b`U`a`Yb`Yf[fY]Z`h`"

K]Yb`ghY`h`Ub`Y]b`Ya`K`Yb`XYdi`b`_h`"8]Y`<`Yf`Ui`g`Zc`f`XYfi`b[ž`X]Y
6`U`Ub`Wł`nk`]g`Wł`Yb`H`ci`f]ga`i`g`i`b`X`@YVYbgei`U`]h`h`ni`Z]b`XYb`ž]gh
Xf]b[`]Wł`Yf`X`Y`b`b`Y`"9]b`Y`Gh`UX`h`ž`X]Y`Y]b`gh`ZØf`]f`Y`G`Wł`Ø`b`Y]h`i`b`X
@YVYbgei`U`]h`h`[YZ]Yf`h`k`i`f`XY`ž`a`i`gg`bi`b`Ui`Zd`Ugg`Yb`ž`b]Wł`h`X]Y
Dcg]h]cb`]b`XYb`k`Y`hk`Y]h`Yb`F`Ub_]b[g`ni`j`Yf`]Yf`Yb`"

8 YhU]`g	
C fh	K]Yb`ž`2`ghY`ffY]Wł
E i`Y`Y`b	<ul style="list-style-type: none"> • k k k "k`Y`h"XY • k k k "XUg]bj`Y`gha`Y`b`h"Wł`a • k k k "UfWł`XU]`m"Wł`a

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