

?]fW\ bYf'XUfZ'bUW\ '7\ Ucg'i a 'l fhY]'`]a
< Ui g'i bhYf'5i Zg]W\ h`YVYb`°

7 f]gh]bU' ?]fW\ bYfž'Y\Ya U`][Y'DfÄg]XYbh]b'5f[Ybh]b]Ybgž'XUfZ
]\fY'gYW\g'Ä\ f][Y'<UZghfUZY'UV'\Yi hY'ni'`< Ui gY'j YfVØ» Ybž
k Ä\ fYbX'DfchYghY'j cf'']\fYa'`< Ui g'ghUhhZ]bXYb"



6i Ybcg'5]fYgž'5f[Ybh]b]Yb'!'5a'%" ' ě b]' &\$&) 'a Y'XYh'X]Y
Uf[Ybh]b]gW\Y' ě gh]n'Y]bY'VYXYi hYbXY'9bhgW\Y]Xi b[. '8]Y
Y\Ya U`][Y'DfÄg]XYbh]b'7 f]gh]bU' ?]fW\ bYf'XUfZ']\fY'gYW\g'Ä\ f][Y
<UZghfUZY'bi b'i bhYf'< Ui gUffYgh]b'6i Ybcg'5]fYg'j YfVØ» Yb"'9]bY
6i bXYgghfUZ_Ua a Yf'\Uh'X]Y'_f]h]gW\Y'9bhgW\Y]Xi b['[YhfcZZYbž
X]Y'Y]bY'Y'_hfc]gW\Y', VYfk UW\i b['k Ä\ fYbX'']\fYf'< UZhY]h
j cf]g]Y\h'?']fW\ bYfž'X]Y'+&'š\ fY'U'h'ghž'\UhY'ia'X]YgY
A U» bU\ a Y'[YVYhYbž'i bhYf'UbXYfYa'Ui g'; fØbXYb'XYf'G]W\Yf\Y]h
i bX'Ui Z[fi bX'']\fYf'VYghY\YbXYb'Dc`]nY]gW\i hna U» bU\ a Yb"
Ni XYa'Yf]bbYfhY'g]Y'Ub'Y]bYb'5hhYbhUhgj Yfgi W\ž'XYb'g]Y'ja
GYdhYa VYf'&\$&&ØVYf'YVh'\UhYž'k Ug']\f'5b'Y]Y[Yb'ni gÄm`]W
i bhYfghfY]W\h"

8]Y`fYWX`h]WXY ; fi bX`U[Y`ZØf`]\fYb`<Ui gUffYgh]gh]b`XYf`YhnhYb
9bhgWXY]Xi b[`XYf`Uf[Ybh]b]gWXYb`C VYfghYb` ; Yf]W`hg\cZYg`ni
Z]bXYbž`XYf`Ua`%\$`"đ b]`&\$&) `]\fY`J Yfi fhY]i b[`VYgh`h][hY`"8]YgY
k i fXY`k Y[Yb`XYf`j Yfi bhfYi YbXYb`J Yf[UVY`j cb`5i Zhf`A[Yb
k `À\`fYbX`]\fYf`5a`hgnY]h`U`g`Df`Ag]XYbh]b`j cb`&\$+\$`+`V]g`&\$%)
Ui g[Ygd`fc`WXYb`"8`Ua`]h]gh?`]fW`bYf`b]W`X`h`bi`f`ZØf`gY`W`g`đ\`fY
\]bhYf` ;]hhYf`j Yfi fhY]`hž`gcbXYfb`[]`h`Ui`W`U`g`ZØf`]a`a`Yf`j`cb
ÖZYbh]WXYb`ÿ`a`hYfb`Ui`g[YgW`c`cgYb`"8`]Y` ; Yf]W`hY`k]YgYb`]\fY
`YhnhYb`9]bgdfØWXY`ni`fØW`_i`bX`VYhc`bhYb`ž`XUgg`X]Y`J`Yfi`fhY]i`b[
Ui`ZY]bYf`J`]Y`nU`\\j`cb`6Yk`Y]gYb`VYfi`Y`i`bX`X]Y`Ghf`UZY
[YfYWX`hZYfh][`h`gY]"`

? Ua`dZ`i`a` ; YfYWX`h][`_Y]h`c`XYf`d`c`h]gWXY
J`YfZc`[`i`b[`3`

?f]h]_Yf`i`bX`i`bhYfghØhnYf`VYc`VUWX`hYb`?`]fW`bYfg`i`U`"a`]h
5f[`i`gUi`[`Yb`"8`]Y`Dc`h]_Yf]bž`X]Y`]\fY`i`bgW`i`X`VYhYi`Yfhž`gdf]W`X`h
j`cb`Y]bYf`d`c`h]gW`a`chj`]YfhYb`J`YfZc`[`i`b[`i`bX`g]Y`h`g]W`U`g
C`d`Zf`Y]bYf`J`YfgW`k`Øfi`b[`ž`X]Y`XUfUi`Z`UVn]Y`hž`g]Y`Ui`g`XYf`Dc`h]_
ni`Xf`Àb[`Yb`"8`fYb`5b`Àb[`Yfb`ž`X]Y`g]W`fY[`Y`a`À»][`j`cf`]\fYa
K`c`b]g]hn`j`YfgUa`a`Y`b`ž`gU[`h`g]Y`ž`XUgg`]\fY` ; Y[`bYf`g]Y`Y`b`hk`Y`X`Y`f
]a` ; YZ`Àb[`b]g`c`XYf`h`ch`g`Y`Y`b`k`c`Y`b`"8`]YgY`ÿ`i`»`Yfi`b[`Yb
k`Yf`X`Y`b`j`cb`X`Y`b`Gma`d`Uh`]\g`Ub`h`Y`b`X`Y`g`DUfh]Xc`đ`gh]W]U`]ghUž
8`Yg[`Y]W`X`Y`b`Y]bYf`VYj`c`fghY`Y`b`X`Y`b`[`fc`»`Yb`8`Ya`cb`ghf`Uh]cb`]b
6i`Y`bc`g`5]fY`gž`Ui`Z[`Y[`f]ZY`b`ž`X]Y`?`]fW`bYfg`F`ØW`_U`h`nY][`Yb`k`c`Y`b`"

GY]h`?`]fW`bYfg`J`Yfi`fhY]i`b[`U`h`g]W`X]Y`DY`f`cb]ghYb`VYk`Y[`i`b[`ž`ni
XYf`]\fY`5b`Àb[`Yf[`Y`À`fYb`ž`a`c`V]`]g]Yfh`G]Y`f]W`X`h`Y`b`g]W`X`[`Y[`Yb
X]Y`F`Y[`]Yfi`b[`j`cb`đj`]Yf`A`]Y]ž`XYf`b`UW`g`Y]bYa`G]Y[`VY]`X`Y`b
`Y`h`h`Y`b`K`U`Y`b`Y]bY`d`c`Uf]gYfYb`X`Y`Dc`h]_j`YfZc`[`h`"đ`X`Y`b`Y`h`h`Y`b
HU[`Yb`g]bX`U`b`X`Y`g`k`Y]h`Df`ch`Y`ghY`Ui`g[`Y`V`f`c`W`X`Y`b`ž`j`]Y`Y`↑`b[`Y
A`Y`b`g`W`X`Y`b`Z`c`f`X`Y`f`h`Y`b` ; `Y]W`X`Y`h`i`b`X` ; YfYWX`h][`_Y]h`i`b`X`nY][`hY`b
g]W`X`g`c`XUf]gW`X`a`]h?`]fW`bYf`"

K`Ug`VYXYi`hYh`XUg`ZØf`X]Y`Ni`_i`bZh3`

8]Y`d`c`h]gWXY`@Ub`XgW`UZh`5f[`Ybh]b]Ybg`_Øb`bhY`g]W`X`i`fW`

?]fW bYfg'ghfUZfYW h]W Y'DfcV`Ya Y`Yf\YV`]W j YfÅbXYfb"9]b[Y
6YcVUW hYf`VY\Ui dhYbž`XUgg`X]Y`9bhgW Y]Xi b[ž`g]Y`i bhYf
<Ui gUffYgh`ni`ghY`Ybž`Ui W`j`fY`dc`h]gW Y`?Uff]YfY`VYY]bZi ggYb
_ÖbbhY"G]Y`_ÖbbhY`]b`XYf`]bhYfbYb`F]j U`]hÅh`]bbYf\U`V`]`fYf
Y][YbYb`DUfhY]Y]bY`ghÅf`_YfY` : Ø\fi b[gfc`Y`ØVYfbY\ a Ybž`k Ug]j cf
XYa`<]bhYf[fi bX`XYf`UbghY\YbXYb`K U\`Yb`j cb`[fc»Yf
6YXYi hi b[`]gh"8]YgY`]bhYfbY`GdU`hi b[`]bbYf\U`V`XYf`DYfcb]ghYb
]gh`b]W h`ni`ØVYfgY\Yb.`k Å\fybX`Y]b][Y` : Ø\fyf`?]fW bYf
i bhYfghØhnYbž`_f]h]g]YfYb`UbXYfY`cZYb`X]Y`9bhgW Y]Xi b[`XYg
C VYfghYb` ; Yf]W hg\cZYg"

A]h`XYf`5i gg]W hž`XUgg`?]fW bYf`b]W h`a Y`f`Ub`K U\`Yb
hY]`bY\ a Yb`_Ubbž`_ÖbbhY`X]Y`dc`h]gW Y`8mbUa]_`XYg`@UbXYg`g]W
[fi bX`Y[YbX`k UbXY`b" :Uj]Yf`A]Y]ž`XYf`[Y[Ybk Åfh][Y`DfÅg]XYbž
\Uh`VYfY]hg`g][bU`]g]Yfhž`XUgg`Yf`j cb`X]YgYf`9bhk]W`i b[`dfcZ]h]Yfhž
k Å\fybX`Yf`k Y]hYf\]b`X]Y`A YX]Yb`i bX`gY]bY`dc`h]gW Yb` ; Y[bYf
i bhYf`8fi W`_gYhnh" ?]fW bYf`\Uh`YXcW`VYhcbhž`XUgg`XYf`?Ua`dZ
bcW`b]W h]j cfVY]`]gh`i bX`XUgg`g]Y`]`fY`fYW h]W Yb`C dh]cbYb`V]g
ni`f`YhnhYb` : ðghUbn`Ui ggW ÖdZYb`k]fX"

8]YgY`G]hi Uh]cb`V`Y]Vh`gdUbbYbX`i bX`k]fX`a]h`G]W Yf\Y]h]b`XYb
_ca`a YbXYb`A cbUhYb`X]Y`GW`U[nY]Yb`5f[Ybh]b]Ybg`VYgh]a`a Yb"
K Å\fybX`7\`f]gh]bU`?]fW bYf`i a`]`fY`dc`h]gW Y`Ni`_i bZh`_Åa`dZhž
ZfU[Yb`g]W`j]Y`Yž`k Y`W Y`5i gk]f`_i b[Yb`X]Yg`Ui ZX]Y`_ca`a YbXY
K U\`UVYb`k]fX`i bX`cV`XYf`K]XYfghUbX`]`fYf`i bhYfghØhnYf
Ui gfY]W Yb`k]fX`ž`i a`g]Y`ni`fØW`_]b`X]Y`Dc`h]`_ni`Vf]b[Yb"

8]Y`U`_hi Y`Yb`9bhk]W`_i b[Yb`g]bX`Y]b`_`UfYf`<]bk Y]g`XUfUi Z`XUgg
]b`XYf`Uf[Ybh]b]gW Yb`Dc`h]`_k Y]hYf\]b`<YfUi gZcfXYfi b[Yb`i bX
GdUbbi b[Yb`VYghY\Ybž`X]Y`k Y]h`ØVYf`XUg`GW]W`gU`Y]bYf
Y]bnY`bYb`DYfgcb`\]bUi g[Y\Yb"

8YhU]`g	
C fh	6i Ybcg`5]fYgž`5f[Ybh]b]Yb
E i Y`Yb	<ul style="list-style-type: none"> • k k k "`]VYfUh]cb"Zf • k k k "`Ya`cbXY"Zf • Yb[`]g\`Y`dU]g"W`a

6Ygi W\ Yb 'G]Y 'i bg 'Ui Z. 'X]Y!bUW\ f]W\ hYb "Wĉ a