

5; =HYW bc`c [mdfÄgYbh]Yfh`Ui Z`XYf` = 5
&\$&) `GdY]W\ Yf!F Yj c`i h]cb`ZØf`; Ua Yf°

5; =HYW bc`c [mdfÄgYbh]Yfh`Ui Z`XYf` = 5`&\$&) `]bbcj Uh]j Y
<cW`Y]ghi b[g!GdY]W\ Yf`Øgi b[Yb`ZØf`a cV]`Yg; Ua]b[`i bX
_fYUh]j Y`5bk YbXi b[Yb"



A YggY [Y`ÄbXY`6Yf`]bž`8Yi hgW\`UbX`!`8]Y` = 5`&\$&) `ghY\`hj cf
XYf`HØf`i bX`5; =HYW bc`c [m`U`h] [fc»Y`D`ÄbY" `I bhYf`XYa `A chhc
G\Ud]b[`h\Y` : i hi fY` `Dck YfYX`Vm`5Xj UbW\X`A Ya cfm`l d[fUXYg
dfÄgYbh]Yfh`XUg`l bhYfbY\`a Yb`Ui Z`XYf`k]W\h][ghYb`A YggY`ZØf
l bhYf\`U`hi b[gY`Y`_hfcb]`_`gY]bY`bYi YghYb`9btk]W`_i b[Yb`]a
6YfY]W\`<cW`Y]ghi b[g!GdY]W\ Yf`i bX`GdY]W\ YfgmghYa Y" `a` : c`_i g
ghY\`Yb`]bbcj Uh]j Y`@Øgi b[Yb`ZØf`?`≠ZÄ\][Y`K cf`_Zck gi bX`X]Y
_fYUh]j Y`Bi hni b[`a cV]`Yf; YfÄhYž [Ubni`VYgcbXYfg`VY]`XYf`bYi Yb
B]bhYbXc`Gk]hW\`&"

; Ua]b[`k]fX`]a a Yf`a cV]`Yf`i bX`_ca ZcfhUV`Yfž`i bX`X]Y
_ca a YbXYb`DfcXi _hY`j cb`5; =g]bX`Y]b`_`UfYf`6Yk Y]g`XUZØf" `8]Y
DfcXi _hdU`YhY`j cb`5; =\YVh`X]Y`5gdY`_hY; YgW\k]bX][_Y]hž

Ni j Yf`Àgg)[_Y]h'i bX`5bdUggi b[gZÀ\][_Y]h\Yfj cfž`X]Y`ZØf`X]Y
XUhYb[YghYi YfhY`Ni _i bZh`YbhgWXY]XYbX`g]bX`"6Y[Y]ghYfb`k]fX
i bhYf`UbXYfYa`X]Y`H: ' ', 'a]WfcG8`9I dfYgg`? UfhYž`X]Y`gdYn]Y``ZØf
X]Y`B]bhYbXc`Gk]hW`&`Ybhk]W_Y`h`k i fXY"

? fUZhj c``Y`B Yi Yfi b[Yb`ZØf`X]Y`B]bhYbXc
Gk]hW`&

8]Y`B]bhYbXc`Gk]hW`&ž`X]Y`]b`?ØfnY`Ui Z`XYb`A Uf_h`_ca a hž`Vf]b[h
Y]b][Y`VYY]bXfi W_YbXY`GdYn]Z_Uh]cbYb`a]h]g]W`"A]h`Y]bYa
_UdUn]h]j Yb`+ž`-Nc``Hci W`gWfYYb`i bX`Y]bYf`%\$, \$d`5i Z`Øgi b[`VY]
V]g`ni`%&\$`<n`gYhnh`X]Y`?cbgc`Y`bYi Y`A U» gh`AVY`]b`GUWXYb
8UfghY``i b["B]bhYbXc`"W`a` \YVh\`Yfj cfž`XUgg`X]Y`Gk]hW`&`a]h
Y]bYa` [Yk]W`h]j cb`Yhk U`\$ž , ``Vg`i bX`Y]bYa` ``Y]W`hYbž`hfU[VUfYb
8Yg][b`dYfZY`_h`ZØf`XYb`9]bgUhn`i bhYfk Y[g`]gh"

8]Y`J YfV]bXi b[`YfZc`[h`ØVYf`K]! :]*`i bX`6`i Yhc`h\`ž`k Ug`ZØf`Y]bY
V`]hngW`bY``Y`?ca`a`i`b]_Uh]cb`gcf[h`"5i W`X]Y`J]XYcUi`g[UVY`_Ubb
g]W`gY`Yb`UggYb.`V]g`ni` (?`a`]h`*`\$`Zdg`]a`HJ!A`cXi`g`i`bX`<`8F`%\$
I`bhYfgh`Øhni`b[`a`UWXYb`XUg`;`Ua`]b[!9f`YVb]g`bcW` ``YVYbX][Yf"
Ni`XYa` _`ØbbYb`Gd]Y`Yf`Xi`fW`X`Yb`9fk`Y]hYfi`b[gg`ch`ZØf`X]Y`H: ' ',
a]WfcG8`9I dfYgg`? UfhY`]\fY`GdY]W`Yf`_UdUn]h`h`Yb`hgd`fY`W`Yb`X
UbdUggYb`i`bX`dfc`Z]h]YfYb`j`cb`XYb`J`cfhY]`Yb`XYf`ØVYf`%("\$\$\$
A`6#`g`W`bY``Yb`5`=) , ; Yb) `GG8`j`cb`5;`="

GW`bY``][_Y]h`i`bX`9ZZ]n]Ybn`]a` :`c`_i`g

9]b`k`Y]hYfYg`<][\`][\h`Ui`g`XYa` <Ui`gY`5;`=]gh`X]Y`5`=) , ; Yb)
GG8`"A]h`Y]bYf`D7`≠`;`Yb) `I`(!GW`b]hghY``Y`_ØbbYb`@YgY`!`i`bX
GW`fY]V[YgW`k`]bX][_Y]h`Yb`j`cb`UhYa`VYfUi`VYbXYb`%("\$\$\$`A`6#`g
YffY]W`h`k`YfXYb`"8`Ug`a`UW`h]g]Y`b]W`h`bi`f`]XYU``ZØf`555!Gd]Y`Yž
gcbXYfb`Ui`W`ZØf`X]Y`(?!6YUfVY]hi`b[`i`bX`_ca`d`YI`Y`?`≠A`cXY``Y`
8]Y`?`ca`V]bUh]cb`Ui`g]j]b]bcj`Uh]j`Yb` :`i`b_h]cbYb`k`]Y`XYa
B5B8L`hYbX` `977!A`UbU[Ya`Ybh`i`bX`Y]bYa` [Yf]b[Yb
Ghfca`j`YfVfUi`W`Xi`fW`X`Yb`HGA`7`*!ba`!7cbhfc``Yf`a`UW`h`X]YgY
GG8`VYgcbXYfg`Y]ghi`b[gghUf`_i`bX`YbYf[]YYZZ]n]Ybh"

: Øf_fYUh]j Y?ØdZY`]gh`XYf`7?,), `HI F6C >9H`88F) `F; 6
5fVY]hggdY]WYf`j cb`5; =Y]b`A i gg" `A]h; YgWk]bX][_Y]hYb`j cb`V]g
ni ` - &\$\$ `A H#g`i bX`Y]bYf`gdYn]Y`Yb`7?8!5fW]hY`_hi f`ni f
J YfVYggYfi b[`XYf`G][bU`]bhY[f]h`h`j Yfgdf]W`h`Yf`GhUV`]h`h`i bX
@Y]ghi b[`i bXYf`8fi W_ "8Yf`GdY]WYf`i bhYfghØh`h`Ui » YfXYa `LA D
' "\$!DfcZ]Y`ZØf`gcZcfh][Y` , VYfhU`_hi b[` `Y]bY`YW`hY`6YfY]WYfi b[
ZØf` ; Ua Yf`i bX`7cb`hYb`h`7fYUhc`f"

9]b`6`]W_ `Ui Z`X]Y` ; Ua]b[!< UfXk UfY`j cb
&\$&)

8cW`b]W`h`bi f`X]Y`DfcXi _hY`j cb`5; =nY]W`bYb`Y]b`gdUbbYbXYg
6]X`ZØf`X]Y`Ni _i bZh`XYg` ; Ua]b[g"9]b`6`]W_ `Ui Z`X]Y`HfYbXg`]b`XYf
; Ua]b[!< UfXk UfY`nY][h`Y]bY`k U`fY`F Yj c`i h]cb" `Gd]Y`Ydcgh
VYf]W`hYh`ž`XUgg`5A 8`X]Y`7DI !8ca]bUbn`]a ` ; Ua]b[!A Uf`_h`a]h
bYi Yb`DfcnYggcfYb`k]Y`XYa `F mYb`+`- , \$\$L` 8`i bX`F mYb`-
- -) \$L` 8`ZYgh][h"5i Z`XYf`UbXYfYb`GY]hY`Xf`Ab[h`h`hY`a]h`gY]bYb
7cfY`l`hfU`DfcnYggcfYb`bUW`j cfb`i bX`V]YhYh`Y]b`ghUf`_Yg
?cb`_i ffYbni a ZY`X"

9VYbgc`]gh`XYf`8F5A !A Uf`_h`]b`6Yk Y[i b[.`88F) `]gh`VYfY]hg`U`g
GhUbXUfX`YhUV`]Yfh`ž`k `À`fYbX`88F`*`]b`XYf`9bhk]W_`i b[`]gh`i bX
; YgWk]bX][_Y]hYb`V]g`ni `%+`* \$\$ `A <n`j Yfgdf]W`h`"; Ua]b[!D7g
k YfXYb`b]W`h`bi f`gW`bY`Yf`ž`gcbXYfb`Ui W`Z`YI]V`Yf` `X]Y
A U]bVcUfXg`ghY`Yb`Xi fW`HYW`bc`c[]Yb`k]Y`D7`≠`) "\$`i bX`K]!:`j`+
ZØf`Y]bY`ni _i bZhgg]WYfY`DYfZcfa UbW`"

8]Y` ; Ua]b[!K Y`h`g]Y`h`]b`&\$&) `j]Y`j YfgdfYW`YbX`Ui g" `]bbcj Uh]j Y
HYW`bc`c[]Yb`ž`YZZ]n]Yb`hY`< UfXk UfY`i bX`X]Y`h`hY[fUh]cb`j cb`? =
gck]Y`7`ci X!; Ua]b[`k YfXYb`XUg`Gd]Y`Yf`YVb]g`Yb`hgW`Y]XYbX
df`À[Yb`i bX`Ui W`b`Yi Y`GhUbXUfXg`gY`h`Yb"

8]Y`≠ 5`&\$&) `Z]bXYh`j ca `) " `V]g`ni a ` - "GYdhYa VYf`]b`6Yf`]b`ghUhž
i bX`k]f`g]bX`[YgdUbb`h`ž`k Ug`i bg`Ui Z`XYa `5; =GhUbX`fk) "&!%-) Ł
Yfk UfhYh`K Yf`a Y`f`ØVYf`X]Y`bYi YghYb`DfcXi _hY`YfZU`fYb
a ØW`hYž`_Ubb`g]W`i bhYf`gU`Yg4 U[]!hYW`W`ca "hk`X]fY`_h`Ub`5; =
k YbXYb"

8YhU]`g	
C fh	A YggY[Y`ÀbXY`6Yf`]bž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "[`cVYbYk gk]fY"WŁa • k k k "b]bhYbXc"WŁa • gd]Y`Ydcgh"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`k ca , +"XY