

HUg_ZcfW'Yfa]hhY`h. '6YY`]hn'i bX`XYf
&' !>A\ f][Y`Ui g'; i]bYU`]a `: c_i g°

B UW ; Yk U`hhUhYb`]b`6YY`]hn`dfØZh`Y]bY`5VgW]YVi b[g!
HUg_ZcfW`X]Y`G]hi Uh]cb`Y]bYg`a Ubb`Ui g'; i]bYU`a]h
5i ZYbh\U`hgYf`Ui Vb]g"

6YY`]hnž`8Yi hgW`UbX`!BUW`nk Y][Yk U`hgUa Yb`JcfZ`Yb`]b
6YY`]hn`VYgW`ÅZh][h'g]W`Y]bY`gdYn]Y`Y`HUg_ZcfW`a]h`XYa `: U`
Y]bYg`&' !>A\ f][Yb`A UbbYg`Ui g'; i]bYU`8Yf`GdfYW`Yf`XYg
=bbYba]b]ghYf]i a gž`5bXfYUg`7Uf`ž`VYgh`Åh][hY`X]Y`9fØZZbi b[`Y]bYg
JYfZU`fYbg`[Y[Yb`XYb`6YgW`i`X][hYbž`XYf`j cf`a Y`f`U`g`nk Y]
K cW`Yb`]b`6YY`]hn!<Y]`gh`Åh`hYb`Y]bYb`A Ubb`[YhØhYh`i bX`Y]bY`: fUi
Ui g`XYf`I _fU]bY`j Yf`Ymh`UUVYb`gc`"8]Y`GhUUhgUbk U`hgW`UZh
DchgXUa `Yf`YVh`gW`k Yfk]Y[YbXY`Jcfk ØfZYž`X]Y`A cfX`i bX
j Yfgi W`hYb`A cfX`VY]b`U`hYb`"8]Yg`VYf]W`hYh`XYf`GØX_i f]Yf"

8Yf`&' !>A\ f][Y`YVh`gY]h`&\$%*`]b`8Yi hgW`UbX`i bX`j YfZØ[hY`ØVYf
Y]bY`5i ZYbh\U`hgYf`Ui Vb]gž`X]Y`V]g`ni a `&' " ' >Jbi Uf'&\$&) `[Ø'h][
k Uf`"9]bY`JYf`Åb[Yfi b[`X]YgYf`9f`Ui Vb]g`k Uf`VYUbbhfU[h`k cfXYb`"
@Ui h`XYb`6Y`ØfXYb`k Uf`XYf`A Ubb`XYf`Dc`]nY]`b]W`h`Ui Z[fi bX
j cf`Yf][Yf`GhfUZ`hYb`VY`_Ubb`h`i bX`ghY`hY`&\$%-`Y]bYb`5gm`UbhfU[ž
XYf`&\$&%UV[Y`Y`b`h`k`i`fXY`"8Yb`bcW`Yf`Y`h`Yf`Ua`i`&(" ' >Jbi Uf
&\$&'`Y]bY`5i ZYbh\U`hgYf`Ui Vb]g`bUW`z`&) U`XYg
5i ZYbh\U`hg[YgYhnYgž`X]Y`ZØf`[i`h]b`hY[f]YfhY`ž [YbX`]W`Y`i`bX
↑ b[Y`9fk UW`gYbY`j cf[YgY`Yb`]gh`"8]Y`JcfUi`ggYhni b[Yb`Y]YfZØf
j Yf`Ub[hYbž`XUgg`Yf`a]bXYghYbg`XfY]`>A\ fY`YfZc`[fY]W`Y]bY
GW`i`Y`VYgi W`h`cXYf`Y]bYb`UbYf`_Ubb`hYb`GW`i`!`cXYf
6Yfi ZgUVgW`i`gg`Yfk cfVYb`U`h`i`bX`_Y]bY`5b`U`hgdi b`hY`ZØf`Y]bY
5V`Y`bi b[`XYf`ZfY`\Y]h]W`Yb`XYa`c`fUh]gW`Yb`; fi bXcfXbi b[
j cf`Y[Yb`"

HUg_Zc fW' i b X ' \ fY ' N]Y`gYhni b [

8]Y`HUg_Zc fW' k i fXY`ja` \ f`&\$&\$`Y]b[Yf]W\hYh'i bX`VYghY\h`Ui g
A]hUfVY]hYfb`XYf`NYbfU`Yb`5i g`ÀbXYfVY\`OfXY`gck]Y`XYg
`bYba]b]ghYf]i a g" `À f`N]Y`VYghY\h`XUf]bž`9bhgW\Y]Xi b [Yb`ØVYf
X]Y`5VgW]YVi b [] cb`GhfUZ`i bX``bHYbg]j h`hYfb`ni`hfYZZYb" `b
X]YgYa`gdYn]Y`Yb` : U``a` i gg`YXcW`VYUW\hYh`k YfXYbž`XUgg`XYf
6YgW\i`X][hY`b]W\h`Ui gfY]gYdZ]W\h][`]ghž`k Ug`X]Y`G]hi Uh]cb
ni g`Àm`]W`_ca`d`n]Yfh"

8]Y`<]bhYf[fØbXY`i bX`XUg`A ch]j`XYg`6YgW\i`X][hYb`g]bX
Ui Z[fi bX`Ui ZYbXYf`9fa]h`i b [Yb`V]g`Ub[`i bVY`Ubbh" `8]YgY
9bhk]W`_i b [`k]fZh: fU[Yb`Ui Z`X]Y`Ui W\`ja` @]W\h`XYf`U``[Ya`Y]bYb
8]g`_i gg]cb`ØVYf`A][fUh]cb`i bX`?f]a]bU`]h`hghY\Yb" `@Ui`h`XYf`
6i bXYgnYbfU`Y`ZØf`dc`h]gW\Y`6]`Xi b [`nY][`h`X]Y
?f]a]bU`ghUh]gh]_ž`XUgg`A][fUbhYb`nk Uf`\`Ài Z][Yf`i bhYf`XYb
HUh] YfX`W\h][Yb`j YfhfYhYb`g]bXž`Yg`YXcW`j]Y`Y` : U`_hcfYb`k]Y
5`hYfg!`i bX` ; YgW`YW\hgni gUa` a YbgYhni b [` []Vhž`X]Y`X]YgY
GhUh]gh]_Yb`VYY]bZi`ggYb"

? cbhYI h`XYf`U`_hi Y``Yb`A][fUh]cb`i bX
? f]a]bU`h`h

`b`XYb`l G5`d`Ubh`X]Y`F`Y []Yfi b [`i bhYf`8cbU`X`Hfi a`d`Y]b`\UfhYg
Jcf[Y\Yb`[Y[Yb`]``Y[U`Y`9]bk UbXYfYfž`k Ug`ni`Y]bYf`k UW\gYbXYb
5b[gh`i bhYf`A][fUbhYb`ZØ\fh" `J]Y`Y`j YfghYW`Yb`g]W\`Ui`g` : i fW\h
j cf`5VgW]YVi b [Ybž`XU`A]``cbYb`_f]a]bY``Y`A][fUbhYb`Ui`g`XYb
l G5`]b` \ fY`<Yf`_i bZhg`ÀbXYf`ni fØW`[YgW\]W`h`k YfXYb`gc``Yb" `8]Yg
nY][`h`g]W\`Ui`W\`]b`XYb`K`cfhYb`XYf`**HU[YggW\Ui`ž`X]Y`VYf]W\hYbž**
XUgg`cZ]n]Y``Y`NU\`Yb`_Y]bY`g][b]Z]_UbhYb`5bgh]Y[Y`XYf
5VgW]YVi b [Yb`VY`Y[Ybž`YXcW`X]Y`dgmW\c`c []gW\Y`6Y`Ughi b []
j cb`]``Y[U`Yb`9]bk UbXYfYfb`Ybcfa`]gh"

GhUh]gh]_Yb`nY][Ybž`XUgg`A][fUbhYb`]b`k YghYi fcd`À]gW\Yb`@`ÀbXYfbž
Y]bgW\`Y`»`]W\`8Yi hgW\`UbXž`ØVYffYdf`ÀgYbh]Yfh]g]bXž`k`cVY`j`X]Y
NU\`ghfUZfYW\h]W\`fY`Yj UbhYf`JcfZ`À`Y`Ui`g`j YfgW\]YXYbYb
gc]n]U`Yb`i bX`XYa`c [fUZ]gW\Yb` : U`_hcfYb`Yf`_`Àfh`k]fX"

ðgVYgcbXYfY` [Yk U`hÀh][Y`5i gY]bUbXYfgYhni b[Ybž`cZh]b
 : `ØW`h]b[gi bhYf_ØbZhYbž`g]bX` \Ài Z[`Ui Z`gcn]U`Y` ðgc`Uh]cb`i bX
 dfY_`ÁfY`@YVYbgi a ghÀbXY`ni fØW`ni ZØ`fYb" `8]Y`[YgY`gW`UZh]W`Yb
 < YfUi gZcfXYfi b[Yb`a UW`Yb`XYi h`W`ž`k]Y`k]W`h][`XYf`Ni [Ub[`ni
 ðhY[fUh]cbga U» bU`a Yb`i bX`XYf`5fVY]hga Uf`h`ZØf`Y]bY
 YfZc`[fY]W`Y`9]b[`]YXYfi b[`g]bX" `A][fUh]cb`V`Y]Vh`Y]b`_ca d`YI Yg
 H`Ya Už`XUg`Yb[`a]h` fU[Yb`XYf`ÒZZYbh]W`Yb`G]W`Yf`Y]h`i bX`XYf
 [YgY`gW`UZh]W`Yb` ðhY[fUh]cb`j Yf`_bØdZh]gh"

8YhU]`g	
J c fZU``	A c fX#Hc hgW`U[ž? ÒfdYf] Yf`Yhni b[
C fh	6YY`]hž`8Yi hgW`UbX
J Yf`YhnhY	%
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gi YX_i f]Yf"XY • k k k "hU[YggW`Ui "XY • k k k "VdV"XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`b!U["XY