

Nk Y]`>J\ fY `b UWX `Ni [_UhUghfcd\ Y.
A UggYbdfchYghY`ZØf`; YfYWXh][_Y]h`]b
; f]YWX Yb`UbX

5a `nk Y]hYb`>J\ fYghU[`XYg`Ni [i b[`ØW_g`]b`; f]YWX Yb`UbX
dfchYgh]YfhYb`<i bXYfhhUi gYbXY`ZØf`; YfYWXh][_Y]hi bX
5i Z_`Āfi b["

5h\ Ybž`; f]YWX Yb`UbX`!`5a`*'A Āfn'&\$&) `XYa cbghf]YfhYb
\i bXYfhhUi gYbXY`A YbgWX Yb`]b`; f]YWX Yb`UbXž`i a `XYb`nk Y]hYb
>J\ fYghU[`XYg] Yf\YYfYbXghYb`Ni [i b[`ØW_g`XYg`@JbXYg`ni
[YXYb_Yb"5a`&, "": YVfi Uf`&\$&'`_Ua`Yg`VY]`Y]bYa
: fcbhU`ni gUa`a Ybghc» `nk]gWX Yb`Y]bYa` ; ØhYfni [`i bX`Y]bYa
≠hYfW]hm!DYfgcbYbni [`]b`XYf`BĀ\Y`XYf`HYa`d]!GWX`i WX`h`ni`Y]bYa
I b[`ØW_ž`VY]`XYa`) + `A YbgWX Ybž`XUfi`bhYf`j]Y`Y`↑ b[`Y`Ghi`XYbhYb
i bX`Y`ZA`]hUfVY]hYf`XYf`9]gYbVU\`b[`YgY`gWX`Už`ghUfVYb"8]Y
8Ya`cbghf`UbhYb`Zc`fXYfhYb`; YfYWXh][_Y]h`ZØf`X]Y`C`dZYf`i bX
_f]h]g]YfhYb`X]Y`FY []Yfi b[`j`cb`A`]b]ghYfd`fĀg]XYbh`?mf]U_cg
A`]hgchU_]g`gWX`UfZ`X]Y`g]WX`XYf`J`Yf`Ub`hk`cfhi b[`Yb`hn]Y\`Y`"

8]Y`DfchYghY`k]XYf`Y[hYb`X]Y`5bbU\`a`Yž`XUgg`X]Y`; YgWX`Y\`b]ggY
]a`J`cfZY`X`[`fØbX`]WX`i`bhYf`gi`WX`h`k`i`fXYb" `@Ui`h`XYb
8Ya`cbghf`UbhYb`k`i`fXYb`6Yk`Y]ga`UhYf]U`]Yb`c`ZYb`VUf`a`Ub]di`]Yfh
cXYf`nYf`gh`Øfh" `A`Ugg]j`Y`G]WX`Yf\`Y]hga`Āb[`Y`ž`k`]Y`XUg`: `Y\`Yb
X][`]hU`Yf`G]WX`Yf\`Y]hghYWX`b_]`b`XYb`NØ[`Yb`ž`k`i`fXYb`]b`Y]bYf
I`bhYf`gi`WX`i`b[`ZYgh[`YghY`hž`X]Y`XYb`8fi`W_`Ui`Z`X]Y`FY []Yfi b[
k`Y]hYf`Yf\`Ø\`hY" `≠`5h\`Yb`[]b[`Yb`a`Y\`f`U`g" "\$\$\$\$`A`YbgWX`Yb`Ui`Z
X]Y`GhfU»`Yž`Y]b`_`UfYf`5i`gXfi`W_`XYg`i`ba`i`hg`i`bX`XYg`GhUi`bYbg
ØVYf`X]Y`Ub[`gUa`Y`<`UbX\`UVi`b[`XYf`9fa`]h`i`b[`Yb`ž`k`Ā\`fYb`X`j`]Y`Y
<]bhYfV`]YVYb`Y`g]WX`j`cb`XYb`6Y\`Øf`XYb`b]WX`h`Yf`bgh[`Yb`ca`a`Yb
ZØ\`Yb" `@Ui`h`i`a`ZFU[`Yb[`Ui`Vh`Y]b`; fc»`hY`]`XYf`6Yj`Ø_`Yfi`b[`ž`XUgg
X]Y`FY []Yfi b[`j`Yf`gi`WX`hž`X]Y`I`fgUWX`Yb`XYg`i`b[`ØW_g`ni

j Yfhi gWXYb"

DfchYghY`i bX`? cbZ`]_hY

⊕`XYb`HU[Yb`j`cf`XYb`A UggYbdfchYghYb`ZUbXYb`Y]b` ; YbYfU`ghfY]_ gck`jY`k`Y]hYfY`hY]`g`[Yk`U`hh`Ah][Y`?`i`bX[YVi`b[Yb`ghUhh`X]Y`XYb` ↘\fYghU[`XYf`HfU[ÒX]Y`a`Uf_]YfhYb`"5a`A`]hkc`cW`UVYbX`_Ua`Yg`]b`5h`Yb`ni`gW`k`YfYb`5i`gY]bUbXYfgYhni`b[Yb`nk`]gWXYb` 8Ya`cbghfUbhYb`i`bX`XYf`Dc`nY]"8]YgY`gYhnhYb`Hf`AbYb[Ug`i`bX` GW`U[ghÒW`_Y`Y]bž`k`À`fYbX`X]Y`8Ya`cbghfUbhYb`A`Ø`hcb`bYb`]b` 6fUbX`gYhnhYb`i`bX`6Ybn]bVca`VYb`k`UfZYb`"9g`k`i`fXYb`ni`b`ÅW`gh` _Y]bY`J`Yf`YhnhYb`cXYf` : YghbU`a`Yb`[Ya`Y`XYhž`XYb`bcW`nY][Yb` X]YgY`J`cfZ`À`Y`X]Y`Ub[YgdUb`b`hY`@U[Y`i`bX`XYb`h]YZYb`l`ba`i`h`XYf` 6Yj`Ò`_Yfi`b["

8Yf`NY]hdi`b`_h`XYf`DfchYghY`Z]Y`a`]h`Y]bYa`A`]gghfUi`YbgUb`hfU[`XYf` [fÒ»`hYb`C`ddcg]h]cbgdUfhY]`DUgc`_ni`gUa`a`Ybž`XYf`Ua`A`]hkc`cW`]b` Y]bYf`DUf`Ua`Yb`hgXYVUhhY`ØVYf`XUg`l`b[`ØW`_Y]b[YfY]W`h`k`i`fXY`" 8]Y`5Vgh]a`a`i`b[`^]Yfni`]gh`ZØf` : fY]hU[bUW`a`]hU[`[Yd`Ubh`"8]Y` C`ddcg]h]cbgdUfhY]Yb`Yf`YVYb`ni`XYa`gW`k`YfY`J`cfk`ØfZY`[Y[Yb` X]Y`_cbgYfj`Uh]j`Y`F`Y[]Yfi`b[ž`X]Y`g]W`gY]bYfgY]hg`j`YfhY]X][h`i`bX` VYhcb`hž`XUgg`X]Y`ž`gh]n`X]Y`nØ[][Y`5i`Z`_`Åfi`b[`XYg`l`b[`ØW`_g` i`bhYfgh`Ø`hnh`"

G]WXYf\Y]hg`U[Y`i`bX`Ni`_i`bZhgdYfgdY`_h]j`Yb

8]Y`†`f]gh]gWXY`l`bhYfgi`W`i`b[`XYg`l`b[`ØW`_g`]gh`bcW`b]W`h` UV[YgW`c`ggYb`"@Ui`h`⊕`j`Ygh][Uh]cbgVYf]W`hYb`Yl`]gh]YfYb`X]Y` G]WXYf\Y]hg`ØW`_Ybž`X]Y`ni`XYf`HfU[ÒX]Y`ZØ`fhYbž`k`Y]hYf\]b`"8]Y` ,`VYfk`UW`i`b[`XYf`G]WXYf\Y]hg`U[Y`]gh`j`cb`Yb`cfa`Yf`6YXYi`hi`b[ž`]bgVYgcbXYfY`bUW`k`Y]hYfYb`J`cfZ`À`Ybž`X]Y`X]Y`B`chk`YbX][_Y]h` Y]bYf`F`Y`Zcfa`i`bhYfghfY]WXYb`"Hfcb[`Y]bY`j`cb`XYf`F`Y[]Yfi`b[Ub[Y`_ØbX][hY`A`cXYfb]g]Yfi`b[gghfUhY[]Y`]gh`X]Y`A`cXYfb]g]Yfi`b[XYg`9]gYbVU`bbYhnYg`V]g`&\$&+`i`bX`X]Y`6YUi`ZhU[i`b[`Y]bYg` Ui`g`À`bX]gWXYb`l`bhYfbY`a`Ybg`a`]h`XYf`K`Ufhi`b[`XYg`GmghYa`g` [Yd`Ubh`"

8Yf`Ub`U`hYbXY`ÒZYb`h]WXY`8fi`W`_i`bX`X]Y` : cfXYfi`b[Yb`bUW`

; YfY\h][_Y]h'nY][Ybž'XUgg'XUg'J YfhfUi Yb'XYf'6Øf[Yf']b'X]Y
 6Y\ØfXYb'ghUf_'YfgW\ØhYfh'gh": Øf'X]Y': Ua]]Yb'i bX
 <]bhYfV`]YVYbYb'XYf'C dZYf'V`Y]Vh'X]Y'G]hi Uh]cb'Ub[YgdUb bhž'XU
 j]Y'Y'k Y]hYf\]b'Ui Z'nYbhfU'Y'5bhk cfhYb'i bX'i a ZUggYbXY
 5i Z_`Àfi b[`cZYb"

: Øf'XYb'J Yf'Ui Z'X]YgYf'K cW\Y'g]bX'VYfY]hg'k Y]hYfY'DfchYghY
 [Yd'Ubhž'X]Y'X]Y'6YhfcZYb\Y]hi bX'X]Y'dYfa UbYbhY'Gi W\Y'bUW
 ; YfY\h][_Y]hi bhYfghfY]W\Yb'k YfXYb"8]YgY'9fY][b]ggY'g]bX'Y]b
 Y]bXf]b[`]W\Yg'G][bU'Ub'X]Y' [f]YW\]gW\Y'F Y[]Yfi b[ž'XUgg'X]Y
 ; YgY`gW\UZhY]bY'i a ZUggYbXY'i bX'Y\`f]W\ [Ya Y]bhY
 I bhYfgi W\i b['XYf'HfU[ØX]Y'j ca `&, "': YVfi Uf'&\$&' `ZcfXYfh"

≠g[YgUa h'nY][Yb'X]Y'a Ugg]j Yb'DfchYghY'i bX'X]Y'dc`]h]gW\Yb
 GdUbbi b[Ybž'XUgg'X]Y'ØZYbh]W\Y'K U\fbY\`a i b['XYf'F Y[]Yfi b[
 i bX']\fY'J YfUbhk cfhi b[`ZØf'X]Y'G]W\Yf\Y]h]a `J Yf_Y\fgVYfY]W
 ghUf_'Ui Z'XYa `DfØZghUbX'ghY\hž'k À\YbX'X]Y'5i ZUfVY]hi b['XYg
 I b[`ØW_g'bcW`Ub[Y'b]W\hUV[YgW\`cggYb`]gh"

: Øf'k Y]hYfY'≠Zcfa Uh]cbYb'ØVYf'X]Y'; YgW\Y\`b]ggY'i bX'X]Y
 <]bhYf[fØbXY'_ØbbYb'G]Y'X]Y'6Yf]W\hY'j cb'FD'Cb`)bYž'GF: `i bX'
 ; f]YW\Yb`UbX"bYh`_cbgi `h]YfYb"

8YhU]`g	
J c fZU``	DfchYgh
C fh	5h\Ybž'; f]YW\Yb`UbX
E i Y`Yb	<ul style="list-style-type: none"> • fd!cb`)bY"XY • k k k "gfZ"W\ • k k k "[f]YW\Yb`UbX"bYh

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