

Nk Y]`>U\ fY `b UW\ `Ni [_UhUghfcd\ Y.
DfchYghY `ZØf` ; YfYW\ h][_Y]h`]b
; f]YW\ Yb`UbX`

5a `&, "': YVfi Uf'&\$&) ` [YXYb_Yb`nY\ bhUi gYbXY` ; f]YW\ Yb
XYf`) + `HcXYgcdZYf`XYg`Ni [i b[`ØW_g] cb`HYa d`]i bX`ZcfXYfb
5i Z_`Àfi b["

HYa d]ž` ; f]YW\ Yb`UbX`!`<Yi hYžUa `&, "': YVfi Uf'&\$&) ž [YXYb_Yb
X]Y`A YbgW\ Yb`]b` ; f]YW\ Yb`UbX`XYg`hfU []gW\ Yb`Ni [i b[`ØW_gž`XUg
j cf`nk Y]`>U\ fYb`]b`HYa d]ž`bU\ Y`@Uf]gUž`ghUhhZUbX`"6Y]`XYf`?c``]g]cb
nk]gW\ Yb`Y]bYa` ; ØhYfni [`i bX`Y]bYa` `hYfW]hmlDYfgcbYbni [
j Yf`cfYb`) + `A YbgW\ Yb`]b`f`@YVYbž`XUfi bhYf`j]Y`Y`Ghi`X]YfYbXY`"8]Y
K i hXYf`<]bhYfV`]YVYbYb`i bX`XYf`6Yj Ò`_Yfi b[`f]W\ hYh]g]W\
]bgVYgcbXYfY` [Y [Yb`X]Y`6Y\ ÒfXYbž`X]Y`]b`fYf`A Y]bi b[`bUW\ `b]W\ h
Ui gfY]W\ YbX`ZØf` ; YfYW\ h][_Y]h[Ygc f[h`\UVYb`" `h`a` Y\ fYfYb
GhÅXhYbž`XUfi bhYf`5h\Ybž`H\YggU`cb_]`i bX`@Uf]ggUž`dfchYgh]YfYb
nY\ bhUi gYbXY`A YbgW\ Ybž`i a`Y]b`NY]W\ Yb`ZØf`X]Y`5i Z_`Àfi b[`XYf
HfU [ÒX]Y`ni `gYhnYb`"

`h`5h\Yb`nÅ\`hYb`X]Y`6Y\ ÒfXYb`V]g`ni a`ZfØ\Yb`BUW\ a`]hU [
%+`\$`\$\$`8Ya`cbghf]YfYbXY`"i bhYf`XYb`G`c [Ub gž`X]Y`X]Y
DfchYgh]YfYbXYb`f]YZYbž`k Uf`XYf`VYgcbXYfg`dfÅ [bUbhY.` `W\
VY_ca`a`Y`_Y]bYb`GUi YfghcZ` ž`Y]bY`5bgd]Y`i b[`Ui`Z`X]Y`Y`hnhYb
K`cfhY`Y]bYg`CdZYfg`"8]Yg] YfXYi h]W\ h`X]Y`Ya`ch]cbUY
6YhfcZYb\Y]hž`X]Y`XUg`i b[`ØW_`]\bhYf`UggYb`\Uh`"9]b`bYi
j YfÒZYb`h]W\ hYf`%+, !gY]h[Yf`i bhYfgi W\ i b[gVYf]W\ h`\Uh`ni XYa
Yf [YVYbž`XUgg`X]Y`a`Y]ghYb`CdZYf`b]W\ h`bi f`VY]`XYf`?c``]g]cbž
gcbXYfb`Ui W\ `VY]Y]bYa` `bUW\ Zc` [YbXYb`6fUbX`ghUfVYb`"9g`k]fX
j Yfa`i hYhž`XUgg`a`Ò [`]W\ Yfk`Y]gY`\cW\ Yl`d`cg] Y`A`UhYf]U`]Yb
hfUbgdcfh]Yfh`k`i`fXYb`"

8]Y `Dfc hY ghY `i bX `]\ fY `<]b hY f[fØb XY

8]Y `A UggY bdfchY ghY ž`X]Y `U`g`F Y U_h]cb`Ui Z`X]Y gY `? UhUghfcd`Y `b UW`
XYa `i b[`ØW`_ni `VYcVUW`hYb`g]bXž`g]bX`Ui W`Y]b`5i gXfi W`XYg
h]YZb`A]gghfUi Ybg`XYf`6Yj `Ø`_Yfi b[`]Y[YbØVYf`XYf`F Y[]Yfi b["
I a ZFU[Yb`nY][Ybž`XUgg`X]Y `A Y`f`Y]h`XYf`; f]YW`Yb`XYf
` VYfnYi [i b[`]ghž`XUgg`X]Y `6Y`ØfXYb`X]Y `? UhUghfcd`Y `b]W`h
Ui gfY]W`YbX`Ui Z`_`ÀfYb`"8 Yf[f]YW`]gW`Y`GhUUhgd`f`Àg]XYbh]b
? UhYf]bU`GU`Y`U`fcdci `ci `VYnY]W`bYhY`X]Y `HfU[`ØX]Y`U`g` Xi b`_`Y
GY]hY`]b`i bgYfYf`; YgW`]W`hY ` "8 Ug`J YfhfUi Yb`]b`X]Y `ž`gh]n`]gh
YVYbZU`g`YfgW`ØhYfhž`XU`j]Y`Y`<]bhYfV`]YVYbY`XUg`; YZØ` \ `UVYbž
b]W`hYfbgh[Ybca` a Yb`ni `k YfXYb"

6YfY]hg`XfY]Y]b`U`V`A`cbUhY`bUW`X`Y`a`i`b[`ØW`_k`i`fXY`X]Y`A`]hY!
F`Y`W`hg!F`Y[]Yfi b[`i`bhYf`?mf]U`_cg`A`]hgchU`_]g`k`]YXYf[Yk`À`h`
8]YgY`j`Yfgdf]W`h`F`Y`Zcfa`Yb`]a` `9]gYbVU`bbYhnž`Y`XcW` []Vh`Yg
V]g`Yf`_Ui`a` `:`cfhgW`f]hY`"?f]h]_Yfž`]bgVYgcbXYfY`Ui`g`XYf
C`ddcg]h]cbž`k`YfZYb`XYf`F`Y[]Yfi b[`j`cfž`6Yk`Y]ga`]hY`ni
j`Yfb]W`hYb`i`bX`X]Y`I`a`gh`À`bXY`XYg`I`b[`ØW`_g`ni`j`Yfhi`gW`Yb`"8 Yf
J`c`fg]hnYbXY`XYf`C`ddcg]h]cbgdUfhY`]DUgc`_ž`B`_cg`5bXfci`_U`]gž
_ØbX][hY`Y]b`A`]gghfUi Ybgj`chi`a`]a`]Duf`Ua`Ybh`Ubž`i`a`]dc`]h]gW`Yg
<UbXY`b`ni`Yfnk`]b[Yb"

6Y`U`i`d`h`i`b[Yb`i`bX`Nk`Y]ZY`U`b`XYb

9fa]hh`i`b[Yb

8]Y`U`i`ZYbXYb`9fa]hh`i`b[Yb`ni`XYa`i`b[`ØW`_`UVYb`]b`XYf
6Yj `Ø`_Yfi b[`j`]Y`Y`:`fU[Yb`Ui`Z[Yk`cfZYb`"B`UW` `6Yf]W`hYb`[UV`Yg
VYfY]hg`<]bk`Y]gYž`XUgg`6Y`ØfXYb`6Yk`Y]ga` UhYf]U`a` Ø[`]W`Yfk`Y]gY
a`Ub]di`]Yfh`UVYbž`Y]bgW`]Y`»`]W`X`Yf`a`i`ha`U` »`]W`Yb
Ni`VYhcb]Yfi b[`XYg`I`b[`ØW`_gc`fhYg`"Ni`XYa`k`i`fXYb`]b
j`Yf`ØZYb`h`]W`hYb`5i`ZbU`a`Yb`XYf`Ni` [_ca`a`i`b]_Uh]cb`VYgh]a`a`hY
GhY`Y`b`Y`f`Ui`g[YgW`b]hYb`"K`À`fYbX`g]W`X`Y`9fa]hh`i`b[Yb`]Y[Yb
a`Y`f`U`g`(\$`HUh]YfX`À`W`h][Y`YfghfYW`Ybž`[]Vh`Yg`Y`Zh][Y`J`c`fk`ØfZY
ØVYf`X]Y`a`Ub[Y`U`ZhYb`G]W`Yf`Y]hgghUbXUfXg`]a`]f]YW`]gW`Yb
GW`]YbYb`bYhnž`X]Y`U`g`9f[YVb]g`U`f`Y`Ub[Yf`J`YfbUW` `Àgg][i`b[
[Yk`YfhY`h`k`YfXYb"

8]YgY`Dfc hYghYž`X]Y`j`cb`nU\`fY]WXYb`Ghi`X]YfYbXYb`i`bX`@Y\`fYfb`
i`bhYfghØhnh`k`YfXYbž`fYZY`_h]YfYb`Y]bY`VfY]hYfY`i`bni`Zf]YXYb\`Y]h`
a`]h`XYf`ghUUh`]WXYb`i`Ø\`fi`b[`i`bX`XYfYb`J`YfUbhk`cfhi`b[`ZØf`X]Y`
G]WXYf\`Y]h]a`ÒZZYbh]WXYb`J`Yf`Y\`f"8]Y`HfU[`ØX]Y`j`cb`HYa`d]k`]fX`
U`g`Y]b`6Y]gd]Y`ZØf`YhnhYg`J`YfgU[`Yb`k`U\`f[`Ybca`a`Ybž`XUg`Xi`fW`
X]Y`Ub\`U`hYbXY`i`bg]WXYf\`Y]h]a`6U\`bgmghYa`j`YfghÅf`_h`k`]fX"9]b`
k`Y]hYfYf`J`cfZU``a`]h`Y]bYf`ZU`gW`i`[`YghY`hYb`K`Y]WXY`i`bhYfghfY]W`h`
X]Y`bUW`k`]Y`j`cf`VYghY\`YbXYb`G]WXYf\`Y]hgd`fc`V`Ya`Y"8Yf`8fi`W`
Ui`Z`X]Y`F`Y[`]Yfi`b[`k`ÅW`ghž`]bgVYgc`bXYfY`Ub[`Yg]W`hg`XYf`[`fc»`Yb`
NU\`↑`b[`Yf`A`YbgWXYbž`X]Y`VY]`XYa`i`b[`ØW`_]`f`@YVYb`j`Yf`cfYb`
\`UVYb"

8YhU]`g	
J`cfZU``	Ni`[`i`b[`ØW`_
I`fgUWXY	I`bZU``ž`J`YfbUW`Ågg][`i`b[`ž`?`cffi`dh]cb
C`fh	HYa`d]ž`i`f]YWXYb`UbX
E`i`Y``Yb	<ul style="list-style-type: none"> • k k k "gi`YXXYi`hgWXY"XY • XY"Yi`fcbYk`g"Wĉa • k k k "gfZ"WX

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