

@Ub [YbVUW 'ghUfhYh'GW i `k U`X. '@YfbYb
i bhYf'6Ài a Yb'ZØf'X]Y'?']Xg°

@Ub [YbVUW 'ghUfhYh'UV'GYdhYa VYf'&\$&) 'a]h'i bhYff]W'h]a
GW i `k U`X" '9]bY' †]h]Uh]j Y'ni f': ØfXYfi b ['j cb'BUW \U'h][_Y]h
i bX'bUhi fbU\Yb '@YfbYb"



@Ub [YbVUW ž'8Yi hgW \UbX '! : † @Ub [YbVUW `k]fX'UV'XYa
_ca a YbXYb'GW i `U\`f'Y]b'gdUbbYbXYg'bYi Yg?'cbnYdh'ZØf'X]Y
; fi bXgW i `Y'i a [YgYnh' i bhYff]W'h]a `K U`X°'8]Y' †XYž'X]Y'j cb
@Y\fyf]b'A]f]Ua '6UmYf'Y]b']b]h]Yfh'k i fXYž'Vf]b [h'X]Y
GW Ø'Yf]bbYb']b'X]Y'X]fY_hY'BUhi f'i bX'j Yfk UbXY'h'XYb'K U`X']b
Y]b'Yfk Y]hYfhYg?'UggYbn]a a Yf" 'Gc' _ØbbYb'X]Y'?']bXYf'b]W'h'bi f
h\YcfYh]gW Yg'K]ggYb'Yf'YfbYbž'gcbXYfb'Ui W\`dfU_h]gW Y
9fZ\fi b [Yb'gUa a Y'b' i bX'Y]b'ghUf_Yg'6Yk i gghY]b'ZØf
BUW \U'h][_Y]h'Ybhk]W_Y'b" '<]YfVY]'k]fX'XUg'Dfc'Y_h]j cb'XYf
GW i hn[Ya Y]bgW UZh'8Yi hgW Yf'K U`X'gck]Y'XYf' †]h]Uh]j Y' 7c!
HfUbgZcfa 'i bhYfghØnhž'k Ug'XYf'9'hYfbgW UZh'ni gÅhn']W Y
G]W Yf\Y]h'i bX'J YfhfUi Yb' []Vh"

⊖`YXYf`K cWXY`Uhi`YXY`?`UggY`]\fYb`ZYghYb`HU[ž`Ub`XYa`XYf
I bhYff]W`h`a`K`U`X`ghUhhZ]bXYhž`gc`Ub[Y`XUg`K`YhhYf`b]W`h`ni
YI hfYa`]gh"6YfY]hg`Yhnh`Vf]b[h`XUg`?`c`bnYdh`Zf]gWXYb`K`]bX`]b`X]Y
GWXi`Y`i`bX`V]YhYh`XYb`GW`Ø`Yfb`X]Y`A`Ò[`]W`_Y]hž`g]W`a`]h`H`Y`a`Y`b
k`]Y`I`a`k`Y`h`i`bX`B`Uhi`fgW`i`h`ni`Ui`gY]bUbXYfni`gYhnyb`"@Ui`h`
A`Yf`_`i`f`]gh`Y]bY`XYf`k`]W`h][`ghYb`?`ca`dcbYbhYb`ZØf`XUg`@YfbYb`]a
;`fØbYb`XYf`K`U`Xfi`W`_gUW`_ž`XYf`a`]h`i`hYbg]`]Yb`k`]Y`G`c`b`b`Y`b`W`f`Y`a`Y`ž
⊖gY`_`hYbgdfUmž`?`UddYb`i`bX`A`Ø`h`ØhYb`Ui`g[Y`ghUhhYh`]gh"8`Y
?`]bXYf`ZØ`fYb`ni`XYa`Y]b`K`U`XVØW`Y]bž`]b`XYa`g]Y`]\fY
9f`Y`Vb]ggY`ZYgh`U`hYb`_ØbbYb"6Øf[Yfa`Y]ghYf]b`Gi`gUbbY`<`cmYf
VYhcbhž`k`]Y`]XYU`g]W`X]Y`@U[Y`XYg`GWXi`k`U`XYg`ZØf`XUg`Dfc`Y`_`h
Y][`bYhi`bX`i`bhYfghØhnh`a`]hj`c`Yf`?`fUZh`X]Y`⊖]h]Uhj`Y"

GWXi`k`À`XYf.`9]b`VYk`À`fhYg`?`c`bnYdh

8`Ug`?`c`bnYdh`XYf`GWXi`k`À`XYf`]gh`b]W`h`b`Yi`/`Yg`k`i`fXY`VYfY]hg
%-`(-`]b`GW`Y`gk`][`!`<`c`ghY]b`]bg`@YVYb`[`Yfi`ZYb`i`bX`U`h`g]W`
gY]h`Yf`VYk`À`fh"Ni`6Y[`]bb`[`UV`Yg`Ui`Z`?`U`g`W`À`[`Yb`]b
j`YfgW`]YXYbYb`K`À`XYfb`nU`fY]W`Y`GWXi`k`À`XYfž`XcW`]b`XYb
*`\$Yf`⊖\fYb`k`Uf`Y]b`F`ØW`_`[`Ub[`ni`j`YfnY]W`bYbž`U`g`j`]Y`Y
8`cfZgW`i`Yb`Ui`Z[`Y`Øgh`k`i`fXYb" <`Yi`hY`U`VYb`fi`bX`%)`\$`GWXi`Yb`]b
GW`Y`gk`][`!`<`c`ghY]b`k`]YXYf`Y]bYb`GWXi`k`U`Xž`X]Y`b]W`h`bi`f
hf`À`i`a`Yf]gW`!`_fYUh]j`Yg`@YfbYb`ZØfXYfbž`gcbXYfb`Ui`W`Y]bY`[`fc»`Y
I`bhYfghØhni`b[`ZØf`X]Y`gW`i`]gW`Y`I`a`k`Y`hV`]Xi`b[`i`bX`bUW`U`h][`Y
9`bhk`]W`_i`b[`[`Ya`À»`5[`YbXU`&%`XUfghY`Yb"8`Y`XYY`U`h`g]W`
k`Y]hYfYbhk`]W`_Y`hž`i`bX`nU`fY]W`Y`GWXi`Yb`bi`hnyb`X]YgY`g]W`
V]YhYbXYb`@YfbcfhYž`i`a`Ui`W`HY]W`Yž`A`ccfYž`GYyb`i`bX`UbXYfY
²`_cgmgHYa`Y`]b`]\fYb`I`bhYff]W`h`Y]bni`V]bXYb"

8`Y`@Ub[`YbVUW`Yf`;`fi`bXgW`i`Y`_ccdYf]Yfh`bi`b`a`]h`XYf
;`fi`bXgW`i`Y`]b`<`Øf[`Yfhg`U`i`gYbž`k`c`VYfY]hg`gY]h`A`U]`&\$&(`Y]b
À`b`]W`Y`g`A`cXY`YfZc`[`fY]W`i`a`[`YgYhnh`k`]fX"8`YgY`gW`UZZYž`Ui`h
F`ØW`_a`Y`Xi`b[`Yb`j`cb`GW`Ø`Yf]`]bbYb`i`bX`@Y`fYf]`]bbYbž`Y]b`c`Yg
A`U»`Ub`A`ch]j`Uh]cb`i`bX`9b[`U[`Ya`Ybh"8`Y`9fZU`fi`b[`Yb`nY][`Ybž
XUgg`XYf`I`bhYff]W`h`a`K`U`X`b]W`h`bi`f`X]Y`?`ca`a`i`b]_Uh]cb`i`bX
XYb`HYUa`[`Y]gh`ZØfXYfhž`gcbXYfb`Ui`W`GW`Ø`Yf]`]bbYb`a`]h`b]W`h`
XYi`hgW`Yf`A`i`hYfgdfUW`Y`i`bhYfghØhnh"8`Ug`i`bhYfghfY]W`h`XUg
DchYbn]U`j`cb`K`U`Xd`AXU[`c[`]_ž`k`]Y`Ui`W`**K`U`Xei`Ygh`Yf`Ai`hYfh"**

J c fhY]`Y`i bX`< YfUi gZc fXYfi b[Yb`XYf
 K U`XdÅXU[c[]_

8]Y`J c fhY]`Y`g]bX`_`Uf. `8]Y`GWÅ Ø`Yf`YfbYb`b]WÅ h`bi f`X]Y`BUhi f
 _YbbYbž`gcbXYfb`ZØfXYfb`Ui WÅ`]\fY`dYfgØb`]WÅ Yž`gcn]U`Y`i bX
 ZUWÅ`]WÅ Y`9bhk`]W`i b["DfU_h]gWÅ Y`9fZU\fi b[Yb`i bX
 BUhi fj YfVi bXYb\Y]h`ghY][Ybž`k Å\ fYbX`[`Y]WÅ nY]h][`Y]b
 [Ub n\Y]h]WÅ Yf`6]`Xi b[gUbgUhm`j YfZc`[h`k`]fX`H\Ya Yb`k`]Y
 BUhi fk]ggYbgWÅ UZhYbž; Yc[fUZ]Yž`6]c`c[]Y`i bX`?`i bgh`Z]bXYb`]a
 K U`X`]\fYb`D`Uhm`9i _i fg]cbYbž`DfU[]gYI dYf]a YbhY`i bX`gc[Uf
 _fYUh]j Y`5_hj]hÅhYb`UggYb`g]WÅ`VYghYbg`a`]h`XYf`I a [YVi b[
 j Yf_bØdZYb"

B UHØf`]WÅ`VYXYi hYh`X]Y`ϕhY[fUh]cb`j cb`K U`XdÅXU[c[]_`Ui WÅ ž`g]WÅ
 XYf`< YfUi gZc fXYfi b[Yb`VYk`i ggh`ni`gY]b.`NY]ha UbU[Ya Ybhž`X]Y
 5bdUggi b[`XYg`@Y\fd`Ubg`i bX`G]WÅ Yf\Y]hgUgdY_hY`a ØggYb`]b
 6YhfUWÅ h[Ync[Yb`k`YfXYb`"8cWÅ`X]Y`9fZc`[Y`i bX`6Ygh]DfUWh]WÅ!
 6Y]gd]Y`Y`nY][Ybž`XUgg`U`X]Yg`ØVYfk`]bXVUf`]ghž`i bX`XYf
 [Ub n\Y]h]WÅ Y; Yk`]bb`ZØf`X]Y`GWÅ Ø`Yf`i bgWÅ ÅhnVUf`V`Y]Vh`8 Ug
 nY][h`Ui WÅ`X]Y`U_hj Y`i bhYfghØhni b[`Xi fWÅ`YfZU\ fYbY
 K U`XdÅXU[c[Ybž`@Y\ fVi WÅ a UhYf]U`]Yb`i bX`C`b`]bY!F Yggci fWÅ bž
 X]Y`@Y\ fYf]]bbYb`ni [i hY`ca`a`Yb"

8 Yf`bYi Y`HfYbX`XYg`i bhYff]WÅ hg`]a`K U`X`Ub`XYf`@Ub[YbVUWÅ Yf
 ; fi bXgWÅ i`Y`nY][hž`k`]Y`_fYUh]j`i bX`bUhi fj YfVi bXYb`6]`Xi b[`gY]b
 _Ubb`i bX`XUgg`Yg`\ØWÅ ghY`NY]h]ghž`XUg`Y][YbY`K`]ggYb`ØVYf`X]Y
 BUhi f`ni`Yfk`Y]hYfb`"GWÅ`]Y»`]WÅ`]gh`X]Y`BUhi f`X]Y`VYghY`GWÅ i`Yž`X]Y
 k`]f`\UVYb`XU`Y]Y[h`k`Ug`Ub`°

8 YhU]`g	
C fh	@Ub[YbVUWÅ ž`8 Yi hgWÅ`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Yf_i f"XY • k k k "gXk "XY • k U`Xe i Ygh"Wċa

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