Gmf]Yb`nk ]gW\ Yb` < c ZZbi b[`i bX`7\ Ucg.
DUf]g`X]g\_i h]Yfh`K]YXYfUi ZVUi d`ÀbY`

7\ f]ghcd\ `æ\ bYb`VYf]W\ hYh`ØVYf`X]Y`@U[ Y`]b`Gmf]Yb`bUW\
XYa`Ghi fn`XYg`5ggUX!FY[ ]a Yg`i bX`]bhYfbUh]cbU`Y
; Ygd fÀW\ Y`]b`DUf]g"

Gmf]Ybž`@UbX`!`GY]h`XYa`Ghi fn`XYg`5ggUX!FY[ ]a Yg`9bXY`YhnhYb
»\ fYg`nY][ h]g]W\ ]b`Gmf]Yb`Y]bY`Ua V]j U`YbhY`Gh]a a i b[`i bhYf`XYf
6Yj Ò`\_Yfi b[ ž`X]Y`j cb`9f`Y]W\ hYfi b[ `i bX`[ `Y]W\ nY]h][`k UW\ gYbXYf
l bg]W\ Yf\Y]h[YdfÀ[h]`gh`7\ f]ghcd\ `æ\ bYbž`@Y]hYf`XYf
»bhYfbUh]cbU`Yb`Ni gUa`a YbUfVY]h`XYg`8Yi hgW\ Yb`F chYb`?fYi nYgž
VYgi W\ h`gY]h`&\$%`fY[ Y`a À»][`Gmf]Ybž`i a`X]Y`@U[Y`j cf`C fh`ni
VYi fhY]`Yb`" »`gY]bYa``Øb[ghYb`6Yf]W\ h`YVh`Yf`\Yfj cfž`XUgg`X]Y
Ni _i bZi`XYg`@UbXYg`j cb`nU\`fY]W\ Yb`cZZYbYb`: fU[ Yb`VYgh]a`a h
]ghž`]bgVYgcbXYfY`\]bg]W\ h`]W\`XYf`dc`h]gW\ Yb`9bhk`]W\`i b[ Yb`i bX
XYg`K ]YXYfUi ZVUi g`8]YgY`H\Ya Yb`ghUbXYb`]a`A]hY`di b`h`Y]bYf
]bhYfbUh]cbU`Yb`?cbZYfYbnž`X]Y`_Øfn`]W\ ]b`DUf]g`ghUh[YZi bXYb
\Uh"

6Y]`X]YgYa`HfYZZYbž`XYa`Xf]hYb`gY]h`XYa`9bXY`XYf`5ggUX!ÿfU
i bX`XYa`YfghYb`i bhYf`XYf`Hfi a d!5Xa`]b]ghfUh]cbž`k UfYb
nU\`fY]W\ Y`\cW\ fUb[]][Y`J YfhfYhYf`UbK YgYbX`"8Uni`[Y\ ÒfhYb
5i »Yba`]b]ghYf]b`5bbU`YbU`6UYfVcW\`Ui g`8Yi hgW\`UbXž
5V[YgUbXhY`Ui g`XYf`HØf`_Y]ž`UfUV]gW\ Yb`GhUUhYbž`@VUbc bž
æfXUb]Yb`gck ]Y`J YfhfYhYf`XYf`l B`i bX`9l`"6YgcbXYfg
VYa`Yf`_Ybgk Yfh`k Uf`XYf`Yfg`ha`U][ Y`6Ygi W\`Y]bYg`J YfhfYhYfg`XYf
gmf]gW\ Yb`,`VYf[Ub[gfY[]Yfi b[]b`XYf`9l`gY]h`XYf
A UW\ hØVYfbU\`a`Y`Xi fW\`X]Y`Yi hfYa`]gh]gW\ Yf`; fi dd]Yfi b[ `< UmUh
HU\ f]f`U!G\Ua`fk HGŁ`K À\ fYbX`XYg`HfYZZYbg`VYhcbhY`9a`a`Ubi Y`
A UW`cb`X]Y`K ]W\ h[ \_Y]hž`X]Y`Gci j YfÀb]hÀh`Gmf]Yb`g`ni`gW\ ØhnYb
i bX`Y]bY`fYdfÀgYbhUh]j Y`F Y[ ]Yfi b[ `ni`Ybhk`]W\`Y`b"

8]Y ' < YfUi gZcfXYfi b[Yb 'XYg'K]YXYfUi ZVUi g

5b 'XYb 'j]bhYfbUh]cbU`Yb ; YgdfÀWXYb`k]fX`XYi h]Wž`XUgg`XYf
K]YXYfUi ZVUi `Gmf]Ybg`Y]bY`a Ua a i hUfh][ Y`5i Z[UVY`XUfghY`hž`X]Y
j cb`j YfgW]YXYbYb`<YfUi gZcfXYfi b[Yb`[YdfÀ[h]gh"6UYfVcW_
Yf_UbbhY`X]Y`8f]b[`]W\_X]hž`X]Y`J YfVfYWXYbž`X]Y`k À\fybX`XYf
5ggUX!8]_hUhi f`VY[ Ub[ Yb`k i fXYbž`Ui Zhi UfVY]hYb"8]Yg`k]fX
i a gc`\_ca d`]n]YfhYf`Xi fW`X]Y`i a Ub]hÀfY`G]hi Uh]cb`i bX`X]Y
k]fhgW_UZh]WXYb`F U\ a YbVYX]b[ i b[ Ybž`X]Y`Xi fW`X`U\fy`Ub[Y
?f]Y[Y`i bX`?cbZ]_hY`ghUf`_VY]bhfÀW.h][h`k i fXYb"Gmf]Yb
VYbÒh][h`gW`Àhni b[gk Y]gY`nk ]gWXYb`&) \$`i bX`%6]`]cb`I G!8c`Uf
ZØf`XYb`K]YXYfUi ZVUi ž`k À\fybX`X]Y`cZZ]n]Y`Y`K YW`gY`_i fgfUhY
XYfnY]h`VY]) %) `DZ bX`dfc`8c`Uf`Y[h`

8]Y`Zcfhk À\fybXYb`GUb_h]cbYb`XYf`9I `[ Y[ Yb`Gmf]Ybž`X]Y`gY]h
&\$%%[Y`hYbž`VY`UghYb`X]Y`k ]fhgW\_UZh]WXY`9f`c`i b["8Yb`bcW`[UV
Yg`5bZUb[ `XYg`X\fyg` : cfhgW`f]hYž`U`g`g]W`X]Y`9I !5i » Yba]b]ghYf
Ui ZY]bY`gW`f]h`k Y]gY`@cW_Yfi b[`X]YgYf`GUb_h]cbYb`Y]b][hYb"@Ui h
æ\`bYb`_ÒbbhY`Y]b`Gh]`ghUbX`]b`XYf`dc`h]gWXYb`9bhk]W`i b[ `XUg
JU`\_i i a `ZØf`i bYfk ØbgW`hY`5\_hYi fY`ÒZbYbž`k Ug`X]Y`FY[ ]cb`k Y]hYf
XYghUV]`g]YfYb`_ÒbbhY"

8]Y`< i a Ub]hÀfY`@U[Y

Ni gÀh`]W`ni `XYb`dc`h]gWXYb`i bX`k ]fhgW\_UZh]WXYb` : fU[Yb`[ ]Vh`Yg
Ui W`[ fUj ]YfYbXY`i a Ub]hÀfY`<YfUi gZcfXYfi b[ Yb"Gmf]Yb`[]`h`U`g
Y]bYg`XYf`Ua `ghÀf`ghYb`gUb\_h]cb]YfhYb`@ÀbXYf`XYf`K Y`hž`k Ug
XfUgh]gWY`gcn]U`Y` : c`[Yb`U`h"8]Y` : ØW`h]b[gVYj Ò`\_Yfi b[ `]gh
Ybcfa ž`a ]h`Yhk U` ž`A]`]cbYb`]b`XYf`HØf`\_Y]ž`- \$\$\$`\$`\$`\$`ja `@]VUbc b
i bX`\*) \$\$\$`\$`\$`]b`æfXUb]Yb"8]Y`I B`ghY`hY`&\$%( `X]Y`NÀ\`i b[`XYf
HcXYgcdZYf`Y]bž`GW`Àhni b[ Yb`XYi hYb`YXcW`Ui ZØVYf`%\$`\$`\$`\$`\$`
HcXYgZ`Y`]b` ; YZ`Ab[b]ggYb`i`]b`"

8]Y`Xc`_i a Ybh]YfhYb`J YfVfYWXYb`]b`Gmf]Ybž`X]Y`j cb`6Y`U[Yfi b[Yb
V]g`\]b`ni `[ Yn]Y`hYb`5b[ f]ZZYb`Ui ZN]j]`]ghYb`fY]WXYbž`k YfZYb`Y]bYb
GW`UhYb`Ui Z`X]Y`5i gg]W`hYb`XYg`K ]YXYfUi ZVUi g"; YgYh`B`f`%\$
Ui g`XYa `X\`f`&\$%, `Yfa Ò[ `]W`h`9bhY][bi b[Yb`j cb
Df]j UhY][Ybhi a ž`k Ug`X]Y`F ØW`_Y`f`i bX`æhY[ fUh]cb`j cb

: `ØW h]b[ Yb`ni gÅhn`]Wk`YfgWk Yfh"

8]Y`G]hi Uh]cb`]b`Gmf]Yb`V`Y]Vh`U`gc`Ub[YgdUbbh`i bX`i b[Yk`]gg"8]Y
]bhYfbUh]cbU`Y`; Ya`Y]bgWk UZhžj YfhfYhYb`Xi fWk`bYi Y`cfa UhY`i bX
; YgdfÅWk Yž`\_Åa dZh`XUfi a ž`Y]bY`ghUV]`Y`i bX`[ YfYWk hY`@Øgi b[`ZØf
XUg`@UbX`ni `Z]bXYbž`k Å\ fYbX`[ `Y]Wk nY]h[`XUg`5i ga`U»`XYf
\i a`Ub]hÅfYb`?f]gY`b]Wk hij Yf[ YggYb`k YfXYb`XUfZ"

8YhU]`g	
JcfZU``	Dc`]h_
Cfh	Gmf]Ybž`@UbX
EiY`Yb	<ul style="list-style-type: none">• k k k "gi YXXYi hgWk Y"XY• k k k "gk d!VYf`]b"cf[

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