

I %) `XYg`%": 7`DUggUi . `A Y]ghYfh]hY` `i bX
6UmYfb`][U!5i Zgh]Y[`[Yg]WXYfh°

8]Y`I %) `XYg`%": 7`DUggUi `ZY]Yfh`Ua `&) "\$*"&\$&) `XYb
6UmYfb`][U!5i Zgh]Y[`a`]h`bi`f`g]YVYb`; Y[Ybhc`fYb`]b`XYf
GU]gcb"



DUggUi ž`8Yi hgW`UbX`!`8]Y`I %) `XYg`%": 7`DUggUi `ghY`h`]b`XYf
FØW`fi bXY`XYf`6Yn]f_gcVYf`][U[`ÄbnYbX`XU`i bX`Ya`dZÄb[h`Ua
A]h`k`c`W`UVYbX`i`a` `%, `I`\`f`X]Y`>; `GhfUi`V]b[Yf`@`UbX``8]Y`↑`b[Y
A`UbbgW`UZh`\`Uh`]b`X]YgYf`GU]gcb`Y]bY`VYY]bXfi`W`_`YbXY`:`cfa
[YnY][h`i`bX`ZØ\`fh`X]Y`HUVY``Y`a`]h`Y]bYa` `ghc`n`Yb`5VghUbX`j`cb
nY`\`b`Di`b`_`h`Yb`Ub``B`UW`_`VYfY]hg`%*`UVgc`j`]YfhYb`Gd]Y`Yb`dY]`h`XUg
HYUa` `i`b`hYf`HfU]bYf`F`]Ww`c`6fUbXghYhhYf`XYb`%+``9fZc`[`Ub` `Y]b
k`Y]hYfYg`<][\`][\`h`]b`Y]bYf`V]g\Yf`ØVYffU[YbXYb`GU]gcb"

A]h`bi`f`nk`Y]`I`bYb`hgW`]YXYb` `Y[Yb`<Ui`nYbVYf[`i`bX`9f[c`X]b[`i
i`bX`YX][`]W`g]YVYb`; Y[Ybhc`fYb`nY][h`X]Y`I`%)`Y]bXfi`W`_`gj`c``ž`k`]Y
gc`]XY`g]Y`XYZYbg]j` `Ui`Z[YghY`h`]gh`HfU]bYf`6fUbXghYhhYf`\`YVh`X]Y
@YfbVYfY]hgW`UZh`i`bX`HfU]b]b[gX]gn]d`]b`gY]bYg`HYUa`g`\Yfj`c`fž`XUg

fY[Y`a Å»][`XfY]a U`dfc`K cWXY`ni gUa a Yb_ca a hž`cZhj c`nÅ\`][
hfU]b]Yfh`i bX`X]j YfgY`HYghgd]Y`Y`[Y[Yb`l %(!HYUa g`j cb
DfcZ]j YfY]bYb`YfZc`[fY]WXY`UVgc`j`]Yfh`U`h`8]YgY`Y`f[Y]n][Y
9]bghY`i b[`U`h`g]WXY`Ui WXY`b`XYf`@[U`Ui gnU`hž`k c`X]Y`DUggUi Yf`]b
XYb`a Y]ghYb`Gd]Y`Yb`U`g`_`UfY`G]Y[Yf`j ca `D`U`h`i`][b[Yb`"

5i Zgh]Y[`]b`X]Y`6UmYfb`][U

8 Ug`Ui ZfY[YbXghY`? Ud]hY`X]YgYf`GU]gcb`]gh`XYf`VYfY]hg`[Yg]WXYfhY
5i Zgh]Y[`]b`X]Y`6UmYfb`][U`5b[Yhf]YVYb`j`cb`Y]bYf`Ua`V]h]cb]YfhYb
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k]YXYf`c`Ybž`k]fX`X]Y`l`%`XYg`%": 7`DUggUi`]a`_`ca`a`YbXYb`X]f
]b`XYf`6UmYfb`][U`UbhfYhYbž`k`c`g]Y`XYb`GJ`GWXY`X]b[`YfgYhnYb
k]fX`"6fUbXghYhhYf`k]fX`]b`XYf`_`ca`a`YbXYb`GU]gcb`X]Y
JYfUbhk`cfhi`b[`ZØf`X]Y`l`%+`ØVYfbY`a`Ybž`k`Å`fYbX`X]Y`a`Y]ghYb
Gd]Y`Yf`XYf`YfZc`[fY]WXY`Yb`A`Y]ghYfa`UbbgWXY`UZh]b`X]Y`6!`ž`[YbX
Ui ZfØW`Yb`k`YfXYb`"

8 cWXY`b]WXY`h`bi`f`]b`XYf`@[U`Åi`Zh`U`Yg`bUWXY`D`Ub`_`Ui`WXY`b`XYf
<U`YbgU]gcb`_`cbbhY`XUg`HYUa`Y]b][Y`H]hY`Yff]b[Yb`i`bX
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<][`][`h`k`Uf`X]Y`HY`]bU`a`Y`Ua`_`6Ui`a`]h`7i`d`]b`GWXY`ÅfX]b[ž`k`c
a`Ub`[Y[Yb`b`Ua`_`UZhY`DfcZ]hYUa`g`gd]Y`hY`"8Yb`5VgWXY`i`gg`X]YgYf
YfZc`[fY]WXY`Yb`GU]gcb`ghY`h`Y]b`]bhYfbUh]cb`U`Yg`Hi`fb]Yf`]b`?`fcUh]Yb
XUfž`k`c`X]Y`A`UbbgWXY`UZh]a`_`:]b`U`Y`bi`f`_`bUdd`a`]h`\$.%`j`Yf`cf`"
HfU]bYf`6fUbXghYhhYf`VYgWXY`fY]Vh`X]Y`[YgUa`hY`GU]gcb`U`g`_`gY`f
gWXY`Øb`_`i`bX`]gh`ghc`n`Ui`ZX]Y`:`c`fhgWXY`f]hY`gY]bYf`Gd]Y`Yf`"

? ca`a`YbXY`Hi`fb]YfY`i`bX`A`Y]ghYfgWXY`UZhY`b

5a`_`,`": YVfi`Uf`&\$&) `ghY`h`ZØf`X]Y`l`%`X]Y`6UmYf]gWXY
<U`Yba`Y]ghYfgWXY`UZh]b`6UX`f`Y]WXY`Yb`U`U`Ui`Z`XYa`Dfc[fUa`a`"8Ug
HYUa`_`U`h`g]WXY`XUZØf`ei`U`]Z]n]Yfh`i`bX`hf]Z]h]b`]`fYf`:`fi`dd`Y`Ui`Z
ghUf`_`Y`:`Y[bYf`k]Y`XYb`%": 7`BØfbVYf[`i`bX`X]Y`:`7`K`ØfnVi`f[Yf
?][W`Yfg`"8Yf`G]Y[Yf`XYg`Hi`fb]Yfg`g]WXY`fh`g]WXY`Y]bYb`D`U`h`i`]b`XYf
GØXXYi`hgWXY`b`<U`Yba`Y]ghYfgWXY`UZh]Ua`_`,`"A`Åfn`&\$&) `]b
9`b]b[Ybž`6UXYb!K`ØfhY`a`VYf[`"

K Å\fybX`X]Y`I %) `U`gc`Ui ZX]Y`<YfUi gZc fXYfi b[Yb`XYf`6UmYfb`][U
V`]W`_hi bX`X]Y`<U`Yba Y]ghYfgW UZhYb`UbghY\Ybž`Ui ZYb`Ui W
UbXYfgk c`ZYggY`bXY`Hi fb]YfY"5a`%) "": YVfi Uf`k YfXYb`X]Y
I %`!ž b]cfYb`VY]a` ; U`j Ubm!DUbUgcb]W<U`YbW`d`]b`?Ui ZYf]b[
UbhfYhYbž`k Ug`X]Y`↑ b[Y`: i » VU`gnYbY`]b`6UmYfb`k Y]hYf`VY`YVh"
<]Yf`k]fX`YVYbZU`g`Y]b`ghUf`_Yg`HY]`bY\`a YfZY`X`Yfk UfhYhž`XUg
gdUbbYbXY`K Yhh_Åa`dZY`j Yfgdf]W`hž`k]Y`ni`Yhnh`VY]`XYf
I %) !<U`Yba Y]ghYfgW UZh`XYf`ž b]cf]bbYbž`k c`X]Y
Gd]Y`[Ya Y]bgW UZh`GJ` ; i bXY`g`Y]a # 7`9]bhfUW`h`6Ua VYf[
hf]i a`d\]YfhY`i bX`X]Y`Ni gW`Ui Yf`a]h`Y]bYa`i [`ÅbnYbXYb`:]bU`Y
VY[Y]ghYfhY"

5V[YgY\Yb`j cb`X]YgYb`gdcfh`]W`Yb`9fZc`[Yb`]gh`Yg`X]Y`dcg]h]j Y
9bhk]W`_i b[`XYf`Gd]Y`Yfž`X]Y`gck c`\`HfU]bYf`U`g`Ui W`X]Y`: Ubg
VY[Y]ghYfb`"8]Y`I %) `XYg`%": 7`DUggUi`nY][hž`XUgg`g]Y`b]W`h`bi`f
Zi » VU`Yf]gW`ØVYfnYi [hž`gcbXYfb`Ui W`U`g`HYUa` \Yf] cffU[YbX
ni`gUa`a`YbUfVY]hYhi bX`g]W`ghYhg`k Y]hYfYb`hk]W`_Y`h`"8Yf`6`]W`_]gh
`_Uf`[Yf]W`hYhiUi`Zk Y]hYfY`9fZc`[Y`]b`XYf`Ni`_i`bZi`

: Øf`U`_hi`Y`Y``žZcfa`Uh]cbYb`i bX`gdUbbYbXY`BYi][`_]hYb`Ui`g`XYf
: i » VU`gnYbY`V`Y]VYb`X]Y`Xi`fW`[`Åb[][`VY`]YVhYb`D`UhZcfa`Yb`k`]Y`
dbd"XYž`Zi`ggVU`b"XY`i bX`UbdZ]ZZ"]bZc`ZYfh][Y`5b`Ui`ZghY`Yb"

8YhU]`g	
Cfh	DUggUi`ž`8Yi`hgW`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "dbd"XY • k k k "Zi`ggVU`b"XY • k k k "UbdZ]ZZ"]bZc

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