

< c ZZbi b ['ZØf 'A Uhhg. 'Hmd]g]Yfi b [gU_h]c b
]b 'F c ghc W_ 'ZØf 'Xf]b [YbX 'bc hk YbX][Y
GdYbXY

A Uhhgž'Y]b 'XfY]Ä\ f][Yf' † b [Y 'Ui g 'F c ghc W_ž'VYb Òh][h
Xf]b [YbX 'Y]bYb 'GhUa a nY ``gdYbXYf" 'I bhYfghØhnYb 'G]Y 'X]Y
8 ? A G!5_h]cb 'Ua '%, "A U]"



B Yi Yf 'A Uf_hž'%, \$)) 'F c ghc W_ž'8 Yi hgW\ `UbX '!5a '%, "A U]
&\$&) 'Yf'YVhY 'F c ghc W_ 'Y]bY 'VYXYi hYbXY 'Hmd]g]Yfi b [gU_h]c b 'XYf
8 Yi hgW\ Yb '?bcW\ Yba Uf_gdYbXYfXUhY]'fB? A GŁ" '8]YgY
J YfUbghU'hi b [ž'X]Y 'ja 'F U\ a Yb 'XYg' ' ' " 'F c ghc W_ Yf '7]hm'Ui Zg
ghUhhZUbXž'gc ``hY 'b]W\ h'bi f'X]Y '5i Za Yf_gUa _Y]h'Ui Z'X]Y 'k]W\ h][Y
H\Ya Uh]_ 'XYf'GhUa a nY ``gdYbXY ``Yb_Ybž'gcbXYfb 'Ui W\ '_cb_fYh
\Y`ZYb""Nk Y]'DUh]YbhYbž'A Uhhg'i bX'Hca 'K Y]'UbXhž'VYb Òh][Yb
Xf]b [YbX 'GhUa a nY ``hfUbgd`UbhUh]cbYb" 'A Uhhgž'Y]b 'bi f'XfY]Ä\ f][Yf'
† b [Y 'Ui g 'F c ghc W_ž'YfZ \f'Ub'gY]bYa ' ; YVi fhghU['X]Y '8]U[bcgY
@ma d\XfØgYb_fYVgž'k Ä\ fYbX'Hca ž'Y]b " ' ' !Ä\ f][Yf': Ua ']'Ybj UhYf
i bX'Y\Ya U'] [Yf': i » VU``dfcZ]j cb '< UbgU'F c ghc W_ž'YfbYi h'Ub

6`i h_fYVg`Yf_fUb_h]gh"6Y]XY`ghY\Yb`bi b`]b`XYf`<YfUi gZcfXYfi b[ž
dUggYbXY`GdYbXYf`ni`Z]bXYb"

8]Y`Hmd]g]Yfi b[gU_h]cb`k i fXY`a U» [YV`]W`j cb`j YfgW`]YXYbYb
Gdcfhj YfY]bYbž`XUfi bhYf`Ui W`XYa` : 7`< UbgU`F cghcW_ž
i bhYfghØhnh"8Uj`]X`A i gW`_UhYk`]hnž`A Uhg`J UhYfž`i bX`5bXfYU
?i dZYfž`Hca`K`Y]`UbXhg`GW`k]Y[Yfa`i hhYfž`k UfVYb`Y]bXf]b[`]W`
i a`X]Y`I bhYfghØhni b[`XYf`6Yj`Ö`_Yfi b[" ; Ygi bXY`DYfgcbYb`]a
5`hYf`nk]gW`Yb`%+`i bX`))`š\`fYb`k UfYb`Y]b[Y`UXYbž`g]W`
fY[]ghf]YfYb`ni`UggYbž`i a`a`Ö[`]W`Yfk`Y]gY`U`g`GhUa`a`nY``gdYbXYf
]b` : fU[Y`ni`_ca`a`Yb" : Øf`X]Y`Yb][Ybž`X]Y`b]W`h`d`Yfg`Öb`]W`
hY]`bY`a`Yb`_cb`bhYbž`VYghUb`X`X]Y`A`Ö[`]W`_Y]hž`Y]b
F Y[]ghf]Yfi b[ggYh`ØVYf`X]Y`K`YVg]hY`XYf`8?A`G`Ubni`ZcfXYfb"

< YfUi gZcfXYfi b[Yb`XYf`GhUa`a`nY``gdYbXY

8]Y`8?A`G`]gh`Y]bY`]bhYfbUh]cbU`Y`[Ya`Y]bbØh][Y`C`f[Ub]gUh]cbž
X]Y`g]W`_Ui`Z`X]Y`I bhYfghØhni b[`j`cb`6`i h_fYVgdUh]YbhYb
gdYn]U`]g]Yfh`\Uh`G]Y`UfVY]hYh`XUfUbž`6Yhfc`ZYbYb`gW`bY`Yf`Y]bY
nk`Y]hY`7`\UbW`_Ui`Z`@YVYb`Xi`fW`_`Äa`UhcdcYh]gW`Y
GhUa`a`nY``hfUbgd`UbhUh]cbYb`ni`Yfa`Ö[`]W`Yb"5_hi`Y``g]bX`]b
8Yi`hgW`_UbX`U`Y`%&`A`]bi`hYb`A`YbgW`Yb`a`]h`XYf`8]U[`bcgY
6`i h_fYVg`_cb`Zfcbh]Yfhž`k`Ug`Y]bY`[`fc»`Y`[`YgY``gW`UZh]W`Y
< YfUi gZcfXYfi b[`XUfghY``h`HfUbgd`UbhUh]cbgnYbhfYb`_Äa`dZYb
\Äi`Z][`XUa`]hž`[`YY][`bYhY`b]W`h`j`Yfk`UbXhY`GdYbXYf`ni`Z]bXYbž`k`Ug
cZ`h`nY]h_f]h]gW`_]gh"

⊕`XYb`YhnhYb`š\`fYb`\Uh`X]Y`8?A`G`Y]bY`GhYa`7Y``6Ub_
Y]b[Yf]W`hYhž`i`a`ØVYfgW`Øgg][Y`UXi`hY`GhUa`a`nY`Yb`ni`U[Yfb"
8cfh]g]bX`[Y[Ybk`Äfh][`VYfY]hg`%\$\$`5Xi`h`8`cbc`f`7`fmc`dfYgYfj`YX
I`b]hg`f`58`7I`gŁ`]b`?`fmc`hUb`_g`]b`8`fYgXYb`[Y`U[Yfh"8]YgY`I`b]hg
Yfa`Ö[`]W`Yb`Ygž`X]Y`J`YfZØ[VUf`_Y]h`j`cb`GhUa`a`nY`Yb`]bbYf`\U`V
k`Yb][Yf`HU[Y`ni`[Yk`Ä`f`Y]ghYb"

8]Y`6YXYi`hi`b[`XYf`nY]hbU`Yb
HfUbgd`UbhUh]cb

9]bY`U_hi Y`Y`Vi bXYgk Y]hY`Ghi X]Y`\Uhini XYa`X]Y`K]W\h][`_Y]h`XYf
nY]hbU\Yb`GhUa`a`nY`hfUbgd`UbhUh]cb`VY]`DUh]YbhYb`a`]h`U_i`hYf
a`mY`c]gW\Yf`@Yi`_Åa`]Y`f5A`@&`i`bhYfghf]W\Yb`"8]Y`i`bhYfgi`W\i`b[`ž
X]Y`i`bhYf`XYf`@Y]hi`b[`j`cb`DfcZ`A`Uhh\]Ug`GhY`Y`Yg`Ub`XYb
l`b[_]b]_Yb`8fYgXYb`i`bX`A`ØbghYf`Xi`fW\`YZØ\fh`k`i`fXYž`nY][`hž
XUgg`Y]bY`UV[`Y_ØfnhY`6Y\`UbX`i`b[`gnY]h`ZØf`DUh]YbhYb`j`cfhY]`\UZh
gY]b`_Ubb`"5_hi`Y`Y`YfZc`fXYfh`XYf`H\YfUd]Y!GhUbXUfX`Y]bY`]bhYbg]j`Y
7\Ya`ch\YfUd]Y`j`cb`a`Y\YfYb`K`cW\Ybž`VYj`cf`Y]bY
HfUbgd`UbhUh]cb`YfZc`[`Yb`_Ubb`"8]Y`bYi`Yb`5bgÅhnY`_ØbbhYb`X]Y
GhUh]cb`ÅfnY]h`Yf\YV`]W\`j`Yf_ØfnYb`"

8]Y`GdYbXYfgi`W\Y`XUi`Yfh]b`A`ØbghYf`]b`XYf`FY[`Y`nk`Y]`V]g`XfY]
K`cW\Ybž`k`Ug`Xi`fW\`Y]bY`Y][`YbY`Gi`W\Y]b\Y]h`Yf`Y]W\hYfh`k`]fX`"
GcVU`X`Y]b`dUggYbXYf`GdYbXYf`[`YZ`bXYb`]ghž`VY[`]bbh`X]Y
j`cfVYfY]hYbXY`H\YfUd]Y`i`bX`X]Y`HfUbgd`UbhUh]cb`_Ubb`]bbYf\U`V
Y]bYg`A`cbUhg`Xi`fW\`YZØ\fh`k`YfXYb`"

8]Y`?ca`V]bUh]cb`Ui`g`Y]bYf`Yb[`U[`]YfhYb`];`Ya`Y]bgW\UZh`XYb
=]h]Uh]j`Yb`XYf`8?A`G`i`bX`XYf`a`YX]n]b]gW\Yb`]:`cfgW\i`b[`_ØbbhY
XUni`VY]hfU[`Ybž`XUgg`A`Uhg`i`bX`Hca`X]Y`Xf]b[`YbX`VYbØh][`hY
6Y\`UbX`i`b[`Yf\U`hYb`i`bX`]\fY`7\`UbW`b`Ui`Z`<Y]`i`b[`Yf\YV`]W\
ghY][`Yb`"8]Y`a`cV]`g]YfhY`i`bhYfghØhni`b[`Ui`g`XYf`6Yj`Ø`_Yfi`b[`]gh
]b`X]YgYa`YbhgW\Y]XYbXYb`A`ca`Ybhj`cb`[`fØ»`hYf`6YXYi`hi`b[`"

8YhU]`g	
J`c`f`ZU`^`	;`Ygi`bX\Y]hg_f]gY
C`f`h`	B`Yi`Yf`A`Uf`_hž`%`,`\$`)`F`c`g`h`c`W`_ž`8`Yi`hgW\`Ub`X`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k k k "bcfX_i f]Yf"XY • k k k "a UbU[Ya Ybh! _fUb_Yb\Ui g"XY • k k k "i _a "XY

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