

J]gi Y``Y' <]`ZYb' fYj c`i h]cb]YfYb
? fYVgVY\ UbX`i b[. 'J YfghAbX`]W\ Yf`XYbb
^Y°

8]Y`HI`'8fYgXYb`YfZc fgW\h'a]hj]gi Y``Yb' <]`ZYb`K Y[Y`ni f
J YfVYggYfi b[`XYf'?ca a i b]_Uh]cb`]b`XYf'?fYVgVY\ UbX`i b[
i bX`!bUW\gc f[Y"

8fYgXYbž'8Yi hgW\`UbX`!'8]Y` : cfhgW\ f]hY`]b`XYf'?fYVgZc fgW\i b[
\UVYb`g][b]Z]_UbhY`5i gk]f_ i b[Yb`Ui ZX]Y`6Y\ UbX`i b[`i bX
Dfc[bcgY`j cb`?fYVgdUh]YbH`]bbYb"i bhYfgi W\i b[Yb`nY][Ybž`XUgg
j]gi Y``Y' <]`ZYb`]b`XYf'a YX]n]b]gW\Yb`?ca a i b]_Uh]cb
YbhgW\Y]XYbX`XUni`VY]hfU[Yb`_ÖbbYbž`X]Y
9bhgW\Y]Xi b[g_ca dYhYbn`XYf`DUh]YbhYb`ni`Yf\Ö\Ybž
]bgVYgcbXYfY`VY]`_ca d`YI Yb`HYfUd]Yb"9]bY`U_hi`Y``Y`Ghi X]Y`j cb
: cfgW\YbXYb`XYg`B7H# 77`8fYgXYb`i bX`XYf`HI`'8fYgXYb`VY`Y[hž
XUgg`hfUX]h]cbY``Yž`hYI hVUg]YfhY`≠Zcfa Uh]cbYb`ZØf`j]Y`Y
6Yhfc ZYbY`gW\k Yf`j YfghAbX`]W\`g]bX"8]Yg`[]`h`VYgcbXYfg`ZØf
À`hYfY`DUh]YbhYb`i bX`B]W\h!A i hYfgdUW\`Yfž`X]Y`cZ`h'a]h`XYf
?ca d`YI]h`h`]\fYf`8]U[bcgY`ØVYfZc fXYfh`g]bX"8f" < Y`YbU`>Ja Vcfž
DfcZ`A Ufh]b`6cfb\Ài gYf`i bX`DfcZ`GYVUgh]Ub`DUbbUgW\`Y]hYb
X]YgY`VYXYi hYbXY` : cfgW\i b[`i bX`Ybhk]W`Y`b`]bbcj Uh]j Y`j]gi Y``Y
<]`ZYb"

8]Y`j]gi Y``Y`8UfghY``i b[`j cb`6Y\ UbX`i b[gd`AbYb`U`g`NY]hUW\gYb
a]h`D]_hc[fUa a Yb`_cbbhY`Ui h`XYb`9f[YVb]ggYb`Y]bYf`Ghi X]Y`a]h
XYa`DUh]YbhYbVY]fUh`XUg`J YfghAbXb]g`i bX`X]Y`G]W\Yf\Y]h`XYf
6Yhfc ZYbYb`Yf\YV`]W\`ghY][Yfb"DUh]YbhYb`VYf]W\hYhYb`j cb`Y]bYa
VYggYfYb`J YfghAbXb]g`]\fYf`6Y\ UbX`i b[gd`AbY`i bX`Y]bYf`\Ö\YfYb
Ni Zf]YXYb\Y]h'a]h`XYf`Yf\U`hYbYb`≠Zcfa Uh]cb" `DfcZ`9gh\Yf`Hfccgh
\YVh`X]Y`F`Y`Yj Ubn`X]YgYf` : cfgW\i b[`Yfj cfž`i a`_ca d`YI Y
6Y\ UbX`i b[gUV`Ài ZY`j YfghAbX`]W\Yf`ni`a UW\Yb`i bX`X]Y

DUh]Yb hYb VYhfYi i b['ni 'j YfVYggYfb"'8]YgY'9f_Ybbhb]ggY
VYghÀh][Yb'X]Y'Bchk YbX][_Y]hž?ca a i b]_Uh]cbggghfUhY[]Yb']b'XYf
A YX]n]b'ni 'ØVYfXYb_Yb'i bX'ni 'cdh]a]YfYb"'DfcZ"'i k Y'D`UhnVYW_Yf
k Y]ghini XYa 'Ui Z'X]Y'Fc`Y'XYg'B7H# 77'U'g'Gd]hnYbnYbhfia 'ZØf
a cXYfbY'?fYVgh\YfUd]Yb'\]b'i bX'VYhcbh'X]Y'6YXYi hi b['XYf
j]gi Y`Y'<]ZYb'ZØf'X]Y'a YX]n]b]gWXY'; Ya Y]bgWUZh"

9fk Y]hYfi b['XYf'; Ygi bX\Y]hg_ca dYhYbn'ZØf
?fYVgdUh]Yb h[]bbYb

8]Y'; Ygi bX\Y]hg_ca dYhYbn'gd]Y'h'Y]bY'nYbhfU`Y'Fc`Y'ZØf
]bZcfa]YfhY'9bhgWXY]Xi b[Yb'VY]'?fYVgdUh]Yb h[]bbYb"'9]bY
U_hi Y`Y'5bU'mgY'nY][hž'XUgg'j]Y'Y'DUh]Yb hYb' bUWXY]bYf
?fYVgYf_fUb_i b['i bni fY]WXYbX'ØVYf'B UWYgc f[Y'i bX
; Ygi bX\Y]hg]bZcfa Uh]cbYb']bZcfa]Yfh'g]bX"'8]Yg']gh'VYgcbXYfg
dfcV`Ya Uh]gWYž'XU'?fYVgYf_fUb_i b[Yb']b'8Yi hgWY`UbX'a]h'Yhk U
) \$\$\$\$\$\$B Yi Yf_fUb_i b[Yb'`À\`f]WXY'X]Y'nk Y]h\`Ai Z[ghY'WYfcb]gWXY
9f_fUb_i b['XUfghY`Yb"'J]Y'Y'XYf'fi bX'j]Yf'A]`]cbYb'A YbgWXYbž
X]Y']b'8Yi hgWY`UbX'a]h'Y]bYf'?fYVgYf_fUb_i b[``YVYbž'g]bX
@Ub[nY]hØVYf'YVYbXYž'k cVY]Y]b[Ygi bXYf'@YVYbggh`
bUWYk Y]g]WY']\fY'@YVYbgei U`]hÀh]j YfVYggYfb' _Ubb"

I a 'X]Y' i bhYfghØhni b['ZØf'?fYVgdUh]Yb h[]bbYb'ni 'j YfVYggYfbž
n]Y'h'Y]b' bYi Yg'Dfc'Y_h'XUfUi Z'UVž'a i 'h]a YX]U`Y
DUh]Yb hYb]bZcfa Uh]cbYb'ni 'Yb h[]W_Y'bž'X]Y'Ui Z'XYa '<YU'h\`5W]cb
DfcW'gg'5ddfcUWY'fk 5D5Ł'VUg]YfYb"'8]YgYg' ðZcfa Uh]cbgUb[YVch
i a ZUggh'X][]hU`Y'?ca dcbYb hYbž'k]Y'Y]bY'K YVgY]hYž'gck]Y
[YXfi W_hY'A UhYf]U`]Ybž'X]Y`Y]WYh'ni [`Àb[`]WY' i bX' _cghYbZfY]'g]bX"
8]Y'A cXi `Y'k YfXYb'Xi fWY'J]XYcVY]hfÀ[Y'Yf[`Àbnhž'X]Y
a ch]j]YfYbXY' ð\U'hY'ni f'9fbÀ\fi b[ž'6Yk Y[i b[ž'B]WYhfUi WXYb
i bX'GcbbYbgWYi hn'V]YhYb"'K]ggYbgWUZh]WXY'9f\YVi b[Yb'ni f
5_nYdhUbn'i bX'XYb'5i gk]f_i b[Yb'X]YgYf'A UhYf]U`]Yb'g]bX
[Yd`Ubhž'i a 'X]Y'@YVYbgei U`]hÀh'XYf'6YhfcZZYbYb' bUWY\U'h]['ni
j YfVYggYfb"'8]Y'Bchk YbX][_Y]h]j cb'gdYn]U`]g]YfhYb'5b[YVchYb']gh
VYgcbXYfg']b'`ÀbX']WXYb'FY[]cbYb' [Y[YVYbž'k c'gc`WXY
FYggci fWYb'cZiZY`Yb"

J]gi Y`Y`K]ggYbgW\ UZhgc_a a i b]_Uh]cb`U`g
 GW\`ØggY`ni f`J YfVYggYfi b[

9]b`k Y]hYfYf`]bbcj Uh]j Yf`5bgUhn`]b`XYf
 K]ggYbgW\ UZhgc_a a i b]_Uh]cb`]gh`XUg`Dfc`Y`h` J]gi Y`Y`
 K]ggYbgW\ UZhgc_a a i b]_Uh]cb`]b`XYf`A`YX]n]b` "Ghi`XYbhYb
]bhYfX]gn]d`]b`ÅfYf`: UW\ f]W\ hi b[Yb`k`]Y`F`Yhc]_ž`A`YX]n]b`i`bX
 6]c`c[]Y`UfVY]hYb`Y`Yf`ni`gUa`a`Ybž`i`a`fY`Yj`UbhY`a`YX]n]b]gW\Y
 H\Ya`Yb`Ub]gW\Ui`W\`ni`[`YghU`hYb`i`bX`ni`[`Åb[`]W\`ni`a`UW\Yb`"
 8]YgY`@Y`f`_ccdYfUh]cb`nk`]gW\Yb`XYa`6YfY]W\`?`bck`YX[`Y`8Yg][`b
 i`bX`XYf`i`b]j`Yfg]h`Åhg`_]b]_`ZØf`5`[`Ya`Y]bYž`J`]gnYfU`!`i`bX
 HfUbgd`Ub]hUh]cb]gW\]fi`f[]Y`]b`HØV]b[Yb`n]Y`h`XUfUi`Z`UVž`_ca`d`YI`Y
 :`cfgW\i`b[`gYf[`YVb]ggY`Xi`fW\`[`fUZ]gW\Y`9`Ya`Yb`hY`j`Yfgh`ÅbX`]W\Yf
 ni`d`f`ÅgYb]h]YfYb`"`≠]h]UhcfYb`X]YgYg`Dfc`Y`hYg`g]bX`A`]W\UY`DY`nYf
 i`bX`8f`"A`Uf`_i`g`@ØZZYfž`X]Y`X]Y`Ghi`X]YfYbXYb`Ub`Y]hYb`i`bX`Xi`fW\
]\fY`9I`dYfh]gY`i`bhYfghØhnYb`"

≠g[YgUa`h`nY][`h]g]W\ž`XUgg`j`]gi`Y`Y`<`]ZYb`i`bX`Y]bY`[`YghY][`YfhY
 ;`Ygi`bX`Y]hg`_ca`dYhYbn`Yb]hgW\Y]XYbX`ni`f`J`YfVYggYfi`b[`XYf
 a`YX]n]b]gW\Yb`J`Yfgcf[`i`b[`]j`cb`?`fYVgdUh]Yb]h`]bbYb`VY]hfU[`Yb
 _ØbbYb`"8]Y`U`i`ZYbXYb`:`cfgW\i`b[`gdfc`Y`hY`i`bX`≠bcj`Uh]cbYb
 j`YfXYi`h]W\Yb`XUg`DchYbn]U`ž`XUg]b`XYf`J`YfV]bXi`b[`]j`cb
 K]ggYbgW\ UZh`i`bX`j`Yfgh`ÅbX`]W\Yf`?`ca`a`i`b]_Uh]cb]ghYW`hž`i`a`XUg
 K`c`\`XYf`6Yhfc`ZZYbYb`ni`ZØfXYfb`"

8YhU]`g	
J`c`f`ZU``	Gcbgh][`Yg
C`f`h	8fYgXYbž`8Yi`hgW\`UbX
E`i`Y`Y`Yb	<ul style="list-style-type: none"> • hi`!XfYgXYb`"XY • k`k`k`"bW]"b`a`"b]\`"[`cj • i`b]!hi`YV]b[`Yb`XY

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