

9fXVYVYb`Ui Z`GUbhc f]b]. : c fgW\ Yf`k UfbYb
j cf`j YfghY W_hYb` ; YZU\ fYb`°

GUbhc f]b`Yf`YVh`bUW\`]bhYbg]j Yf`gY]ga]gW\Yf`5_h]j]hÅh`Y]bY
FØW__Y\`f`ni`bcfa U`Ya`Hci`f]ga i`g`9l dYfhYb`k UfbYb`j cf
F]g]_Yb`Y]bYf`9fi`dh]cb"

GUbhc f]b]ž` ; f]YW\Yb`UbX`!`8]Y`[f]YW\]gW\Y`?m`UXYb]bgY`
GUbhc f]b`\Uh]b`XYb`YmhYb`A`cbUhYb`Y]bY`VYgc f[b]gYffY[YbXY
GYf]Y`j cb`9fXVYVYb`Yf`YVh`X]Y`gck`c`\`9]b\Y]a]gW\Y`U`g`Ui`W
Hci`f]ghYb`j YfUb`Uggh`\UVYbž`X]Y`fbgY`ni`j Yf`UggYb`"GY]h`Ubi`Uf
&\$&) `k`i`fXYb`ØVYf`&` \$`\$`6YVYb`fY[]ghf]Yfhž`j cb`XYbYb`j]Y`Y`Y]bY
A U[b]hi`XY`j cb`ØVYf`(`YffY]W\h`\UVYb`"5a`(`":`YVfi`Uf`k`i`fXY`XUg
ghÅf`ghY`6YVYb`a`]h`Y]bYf`A U[b]hi`XY`j cb`) ž`fY[]ghf]Yfhž`c`bY
XUgg`V]g\Yf`bYbbYbgk`YfhY`GW\ÅXYb`[Ya`Y`XYh`k`i`fXYb`"8]Y
gY]ga]gW\Y`5_h]j]hÅh`\Uh]b`XYb`YmhYb`HU[Yb`bUW\`Y`UggYbž`
XYbbcW\`V`Y]Vh`X]Y`G]hi`Uh]cb`Ub[YgdUbbh`"@Ui`h`cd!cb`]bY`XY
gW\`cggYb`X]Y`GW\i`Yb`Ui`Z`XYf`fbgY`V]g`ni`a`(`"A`Åfnž`i`a
a`Ò[`]W\Y`GW\ÅXYb`ni`i`bhYfgi`W\Yb`i`bX`i`a`X]Y`6Yj`Ò`_Yfi`b[`ni
gW\`ØhnYb"

8]Y`Øb[ghYb`9fXVYVYb`Ui Z`GUbhc f]b]`g]bX`HY`Y]bYf`\]ghc f]gW\
i`b[Yk`Ò\b`]W\Yb`gY]ga]gW\Yb`?f]gYž`X]Y`ZØf`X]Y`F`Y[]cb
VYgc f[b]gYffY[YbX`]ghž`XU`gc`W\Y`9fY][b]ggY`]b`XYf
J`Yf[Ub[Yb\Y]h`\Åi`Z[`ni`J`i`_UbUi`gVfØW\Yb`ZØ\fhYb`9l`dYfhYb
k`UfbYb`j`cf`Y]bYa`a`Ò[`]W\Yb`<Ui`dhVYVYb`j`cb`*`cXYf`a`Y\`fž`XUg
Yf\YV`]W\Y`GW\ÅXYb`i`bX`gc[Uf`Y]bYb`Hgi`bUa`]`Ui`g`ÒgYb`_ØbbhY`"
8]YgY` ; YZU\ fYb`\UVYb`X]Y`[f]YW\]gW\Yb`6Y\`ØfXYb`XUni
j`YfUb`Ugghž`J`cfg]W\hga`U»`bU\`a`Yb`ni`Yf[fY]ZYbž`XUfi`bhYf`X]Y
GW\`Y»`i`b[]cb`GW\i`Yb`i`bX`Y]b`J`YfVch]j`cb
A`YbgW\Yb`UbgUa`a`i`b[Yb`]b[YgW\`cggYbYb`F`Åi`a`Ybž`i`a`X]Y
G]W\Yf\Y]h`XYf`6Yj`Ò`_Yfi`b[`ni`[Yk`Å\`f`Y]ghYb`"8]Y`A`Ò[`]W\`_Y]h

Y]bYg`Hgi bUa]g`k i fXY`Xi fW`X]Y`ϕghU`Uh]cb`Y]bYg
; YnY]hYba YggYfg`Ub`XYf`BcfXcgh_ØghY`j cb`GUbhcf]b]
\Yfj cf[Y\cVYbž`XYf`ni f`: fØ\Yf`_Ybbi b[]j cb`Hgi bUa]g`X]YbYb
gc`""`]b[Yb]Yi f`XY`VYf]W`hYh]j cb`XYb`j]Y`Z`h][Yb
G]W`Yf\Y]hga U» bU\`a Ybž`X]Y`gY]h`XYb`YfghYb`Gdi fYb`XYf
9fXVYVYbU_h]j]h`h]b`XYf`F`Y[]cb`i a [YgYhnh`k i fXYb`"

GY]ga]WGk Ufa g`UbX`J c`WU]WF]g_g

8]Y`[Yca YW`Ub]gW`Yb`5bU`mgYb`k Y]gYb`XUfUi Z`]\bž`XUgg`X]Y
UVbY\`a YbXY`gY]ga]gW`Y`5_h]j]h`h`a Ò[`]W`Yfk Y]gY`Y]bY`g]W`
ZØ`YbXY`A U[a U`_Ua a Yf`g][bU`]g]Yfh`8Yf`; Yca YW`Ub]_!9l dYfhY
A UfW`6c\`b\`cZZ`k Ufbh`Y`XcW`j cf`Y]bYa`j YfZfØ`hYb`C`dh]a]ga i g
i bX`VYhcbhž`XUgg`X]Y`gY]ga]gW`Y`5_h]j]h`h`Ui W`[YZ`\`f]W`Y
HfYa cfY`i bX`6YVYbgW`k `Afa Y`j Yfi fgUW`h`\Uhž`X]Y`Ui ZY]bY
a Ò[`]W`Y`@Uj UVYk Y[i b[`]a `l bhYf[fi bX`\]bk Y]gYb`"8]YgY
HfYa cfY`g]bX`Ui Z`XYb`bcfXØgh]W`Yb`HY]`XYf`ϕgY`fi bX`i a`XYb
l bhYfk UggYfj i `_Ub`?c`i a Vcg`VYgW`f`Àb`_hž`XYf`U`g`Y]bYf`XYf
U_h]j ghYb`J i `_UbY`]a `l a ZY`X`j cb`GUbhcf]b][]`h`6c\`b\`cZZ
j Yfk Y]gh`Ui Z`X]Y`A Ò[`]W`_Y]h`Y]bYf`[fc» Z`ÀW`][Yb`9fi dh]cbž
À\`b`]W`XYf`A]bc]gW`Yb`9fi dh]cb`j cf`") \$\$`ϕ\`fYbž`X]Y`ZØf`X]Y
F`Y[]cb`_UhUghfcd\`U`Y`: c`[Yb`\UVYb`_ØbbhY`"@Ui h`[Yca Uf`XY
k i fXY`Y]b`?f]gYb`fYU_h]cbgY]bgUhn`[YghUfhYhž`i a`X]Y`[Yc`c[]gW`Yb
F]g]_Yb`i a ZUggYbX`ni`ØVYfk UW`Yb`i bX`df`An]gY`8UhYb`ni f
gY]ga]gW`Yb`5_h]j]h`h`ni`gUa a`Y`b`"

8]Y`gY]ga]gW`Y`5_h]j]h`h`Ui Z`GUbhcf]b][]gh`HY]`XYf`[Yc`c[]gW`Yb
; Y[YVYb\`Y]hYb`XYg`<Y`Yb]gW`Yb`ϕgY`Vc[Ybgž]b`XYa`X]Y
5Zf]_Ub]gW`Y`D`UhhY`i bhYf`X]Y`ÿ [`À]gW`Y`D`UhhY`gW`]YVh`8]YgY
hY`_hcb]gW`Yb`GdUbbi b[Yb`g]bX`X]Y`l fgUW`Y`ZØf`X]Y
k]YXYf`_Y\`fYb`XYb`9fXVYVYb`"9l dYfhYb`\UVYb`Ui W`Y]bY
Ni bU\`a Y`XYf`; YZU\`f`j cb`<Ub[fi hgW`i b[Yb`]b`XYb`ghY`Yb
?ØghYbUVgW`b]hYb`ZYgh[YghY`hž`k Ug`X]Y`G]W`Yf\Y]hg`U[Y`k`Y]hYf
_ca`d`]n]Yfh`8]Y`Øfh]W`Y`F`Y[]Yfi b[`i bX`Hci f]ga i gj YfhfYhYf
ghY\`Yb`]b`Y]bYa`GdUbbi b[gZY`Xž`XU`g]Y`X]Y`hci f]gh]gW`Y
5hhfU_h]j]h`h`XYf`ϕgY`k U\`fYb`i bX`[`Y]W`nY]h][`X]Y`bchk`YbX][Yb
G]W`Yf\Y]hgj cf`_Y\`fi b[Yb`]a`d`Ya`Ybh]YfYb`a`ØggYb`"

Hci f]ga i g'i bX`G]W\ Yf\ Y]hgVYXYb_Yb

Hfchn`XYf`UVbY\ a YbXYb`9fXVYVYbU_hj]]hÅh`Uh`g]W\`XYf`
 Hci f]ga i g'Ui Z`GUbhcf]b]`ghUf`_j YfÅbXYfh" < chY`]Yfg`i bX`J Yfa]YhYf`
 j Yfgi W\Ybž`Xi fW\`5b[YVchY`Ui Z`gc]U`Yb`A YX]Yb`FY]gYbXY`
 ni fØW_ni [Yk]bbYb"8 Yf`DfÅg]XYbh`XYg`Hci f]ga i g] YfVUbXg`J Ug]`]g`
 ? Ug]a Uh]g`hf]hh`YXcW\`ZØf`Y]bYb`fYgdY_hj c`Yb`I a [Ub[`a]h`XYb`
 K Ufbi b[Yb`j cb`K]ggYbgW\ UZhYfb`Y]b`i bX`_f]h]g]Yfh`X]Y`
 j c]fg]W\h] [Yb`HØbY`j cb`GY]ga c`c[Yb`k]Y`5_]g`HgY`Ybh]g" HgY`Ybh]g`
 Åi » YfhYfbgh`UZhY`6YXYb_Yb`VYnØ[`]W\`XYf`U_hi Y`Yb`gY]ga]gW\Yb`
 G]hi Uh]cb`i bX`k Ufbhj cf`XYb`dchYbn]Y`Yb`F]g]_Yb`ZØf`X]Y`
 6Yj Ø`_Yfi b[`i bX`Hci f]ghYbž`X]Y`g]W\`Ui Z`XYf`J i ` _Ub]bgY`
 Ui Z`U`hYb"

8]Y`VYgcbXYfY` [Yc`c[]gW\Y`@U[Y`GUbhcf]b]g`i bX`X]Y`XUa]h`
 j YfVi bXYbYb`; YZU\ fYb`j YfXYi h]W\Ybž`XUgg`hfchn`XYf`
 gma dhca Uh]gW\Yb`6Yfi \ [i b[`XYf`9fXVYVYbU_hj]]hÅh`]a a Yf`bcW\`
 Y]bY`UhYbhY`6YXfc\ i b[`ZØf`X]Y` ðgY`VYghY`h`FY]gYbXY`gc`hYb`
 X]Yg`VYXYb_Yb`i bX`g]W\`ØVYf`X]Y`U_hi Y`Y`@U[Y`]bZcfa]YfYbž`
 VYj c]f`g]Y`X]Y`k i bXYfgW\ ØbY` ðgY`VYgi W\Yb"8]Y`8]g_i gg]cbYb`
 ØVYf`X]Y`G]W\Yf\Y]hg`U[Y`k YfXYb`k Y]hYf\]b`]bhYbg]j ` [YZØ\ fh"8]Y`
 bÅW\ghYb`HU[Y`i bX`K cW\Yb`k YfXYb`YbhgW\Y]XYbX`gY]b`ZØf`X]Y`
 , VYfk UW\i b[`XYf`gY]ga]gW\Yb`5_hj]]hÅh`Ui Z`XYf`J i ` _Ub]bgY`"

8YhU]`g	
J c f Z U ``	B U h i f _ U h U g h f c d \ Y
I f g U W \ Y	h Y _ h c b] g W \ Y ` G d U b b i b [Y b ž ` g Y] g a] g W \ Y 5 _ h j] h Å h
C f h	G U b h c f] b] ž ; f] Y W \ Y b ` U b X
E i Y `` Y b	<ul style="list-style-type: none"> • k k k "cd!cb`]bY"XY • k k k "]"b[Yb]Yi f"XY • k k k "[Yca Uf"XY

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