

B UWX h][U`YbbUWX h]b ; YYgh\ UWX h.
; YgUb[i bX`B Uhi fYf`YVb]g`Ua `9`Vi ZYf`

9f`YVYb`G]Y`X]Y`&*"B UWX h][U`YbbUWX h]b ; YYgh\ UWX h`Ua ` - "
A U]`Y]b : Ygh`Z0f`B Uhi fZfYi bXY`a]h@] Ya i g]_i bX
[YZ0\fhYb`GdUn]Yf[Ab[Yb"

; YYgh\ UWX h`8 Yi hgWX`UbX`!`a`@Ui YbVi f[]gWXYb]gh
; YYgh\ UWX h`VY`Ubbh`Z0f`gY]bYb`bUhi ffAi a`]WXYb`FY]W`hi a`"9]bY
VYgcbXYfY`5hfu_h]cb]gh`X]Y`B UWX h][U`z`X]Y`Y`Yf`]XYU`Y
@YVYbgVYX]b[i b[Yb`Z]bXYh`8 Yf`0fh]WXY`B Uhi fgW`i hnVi bX`fB UVi Ł
`AXh`Ua ` - "A U]`i a`&\$" \$`I`f`]a`i ZYfdUf`_Ub`XYf`K YfZghfU»Y`ni f
&*"B UWX h][U`YbbUWX h`Y]b"

<Y]_Y`?fUa`Yfz`J`cfg]hnYbXY`XYg`B UVi z`YVh`Yfj`cfz`XUgg]b
8 Yi hgWX`UbX`Yhk`U`-) "\$\$\$`B UWX h][U`Yb`YVYb`z`XUj`cb`fi`bX`+\$\$`]b
GW`Ygk`][!<c`ghY]b`i`bX`) \$`V]g`) `DUUFY]b ; YYgh\ UWX h`8]Y
B UWX h][U`Yb`Z]bXYb`Ua`i ZYf`XYf`9`VY`XYb`VYb0h][hYb
@YVYbgfUi a`"a`FU`a`Yb`XYf`J`YfUbg`h`i`b[`k`]fX`Yg`Ui`W
[YZ0\fhY`GdUn]Yf[Ab[Y`[YVYb`z`Y]bgW`Y]Y`W`Y]bYg`gdYn]Y`Yb
5b[YVchg`Z0f`?]bXYfz`[Y`Y]hYh]cb`XYf`B Uhi fgW`i hn^ [YbX`XYg
B UVi "

J YfUbg`hU`hi b[gXY`hU]`g`i bX`6YgcbXYf`Y]hYb

6Ygi WXYf`_0bbYb`VYei`Ya`Ua`i : fY]nY]hVUX`dUf`_Yb`z]cb`k`c`Ui`g
[i`h`Ui`g[YVUi`hY`K`Y[Y`Yb`h`Ub[`XYf`9`VY`Z0\fyb"9]bY`k`Y]hYfY
A`0[`]W`_Y]h`z`X]Y`B UWX h][U`Yb`ni`VYc`VUWX`hYb`z`Z]bXYh]g]W`Ub`XYf
9`V]bgY`Ua`GhUi`k`Y`f`z`X]Y`Y`XcW`k`Yb][Yf[i`h`VY[Y`VUf`]gh"8]Y
B UWX h][U`Y`U`h`Y]bY ; f0»Y]j`cb`Yhk`U`%*`NYb]h]a`Y`hYfb`i`bX`]gh
VY`Ubbh`Z0f`]`fYb`VYY]bXfi`W`YbXYb ; YgUb["X`bg ; i`hna`Ubb]j`ca
B UVi`Yfa`i`h][h`U`Y`z`g]W`Ub`XYf`B Uhi fgW`i hnUfVY]h`ni`VYhY]][Yb"

8]Y`B UWX h][U``VfØhYhink]gWXYb`j]Yf`i bX`gYWXg`9]Yfbž`X]Y`]a
I bhYfk i WX`g`Ui Z[Ync[Yb`k YfXYbž`i bX`ØVYfk]bhYfh`]b`hfc d]gWXYa
5Zf]_U"

8]Y`B UWX h][U``YbbUWX h`k]fX`gY]h`&\$\$\$`i bhYf`XYf`GWX]fa `YffgWUZh
XYg`6Øf[Yfa`Y]ghYfg`[YZY]Yfhi bX`V]YhYh`@] Ya`i g]_`j`cb`XYf
<Ua`Vi f[Yf`?`Yna`Yf!6UbX``5`A`Y`_`UmY` ``: Øf`XUg`Y`V`]WXY`K`c`\
gcf[Yb`;`f]`a`Ò[`]WX`_Y]hYb`i`bX`;`Yhf`Àb`_Y``B UWX`XYf`c`Z]n]Y``Yb
6Y[fØ»`i`b[`ghUfhYb`X]Y`HY]`bY`a`Yf`]b`XfY];`fi`ddYb`ni
GdUn]Yf[`Àb[Yb`ØVYf`X]Y`9`V`U`V]bgY``8`UfØVYf`a`]bUi`g`cf[Ub]g]Yfh
XYf`B`UVi`Ui`WX`9I`_i`fg]cbYb`i`bhYf`XYa`A`chhc`K`Ug`g]b[h`XYbb
XU3`Ub`a`Y`fYfYb`HYfa`]bYbž`k`]Y`Ua``&(`"5df]`gck`]Y`Ua``%`i`bX
,`"A`U]ž`Yk`Y]`g`i`a``%,`" `\$`I`fž`Ua`Duf`_d`Uhm`Ua`K`U`XZf]YX`cZ
fbYf`]bYf`GhfU»`YŁ"

9]b`k`Y]hYfYf`5bn]Y`i`b[gdi`b`_h`XYf`FY[]cb`]gh`XUg
bUhi`fgW`i`mfYWX`h]WX`[YgW`ØmhY`;`YV]Yh`<c`Yg`9`Vi`ZYf`ž`XUg
g]WX`nk`]gWXYb`;`YYgh`UWX`h`HYgdYf`i`XY`i`bX`@Ui`YbVi`f[`YfghfYW`_h"
8]YgYg;`YV]Yh`V]YhYh`A`Ò[`]WX`_Y]hYb`ni`f`K`UbXYfi`b[`i`bX`ni`f
6YcVUWX`hi`b[`j`cb`6]VYfb`gck`]Y`j`YfgW]YXYbYb
K`UggYfj`c[Y`UfhYb``8`Yf`K`UbXYfk`Y[`j`Yf`Ài`Zh`ØVYf`WU``%&
?]`ca`YhYf`a`]h`Y]bYa``<Ø`Ybi`bhYfgW]YX`j`cb`Ž`+`\$`a`i`bX`!`+`\$`a`
i`bX`ghUfhYh`Ua`7`UZÅ`9`V`_Ubh]bWXYb`]b`HYgdYf`i`XY"

⇒a` `<c`Yb`9`Vi`ZYf` `ÒbbYb`K`UbXYfYf`U`hY`6`Ài`a`Y`i`bX
: `UWX`k`UggYfhØa`dY`VYk`i`bXYfb``8]Y`;`Y[YbX`]gh]XYU`i`a`X]Y
bUhØf`]WX`Y`GWX`Òb`Y]h`XYf`9`VY`ni`Yf`YVYb``K`Y]hYfY`5`hhfU`_h]cbYb
g]bX`X]Y`U`hY`?`cdZghY]bdZUghYfghfU»`Yž`X]Y`XYb`Y`Y`a`U`][`Yb
9`V`ØVYf[`Ub[`XYf`5`hYb`GU`nghfU»`Y`XUfghY`hž`gck`]Y`X]Y
a`]hY`U`hYf`]WX`Y`6`YZYgh][`i`b[`gUb`U[`Y`9`fh`YbYVi`f[`ž`X]Y`gW`cb
%`%`\$`*`i`f`_i`bX`]WX`Yfk`À`b`h`k`i`fXY"

: Øf`K`UbXYfVY[Y]ghYfhY`]gh`X]Y`FY[]cb`]Yb`]bhYfYggUbhYg`N]Y`ž`XUg
gck`c`B`Uhi`f]YV`UVYfb`U`g`Ui`WX`;`YgW`]WX`hg]bhYfYgg]YfhYb
j`]Y`ZÅ`h][`Y`A`Ò[`]WX`_Y]hYb`V]YhYh`8]Y`[YgUa`hY`K`UbXYfi`b[`V]YhYh
a`]h`Y]fYf`@`Àb[Y`j`cb`Yhk`U`%&`_a`i`bX`Y]bYf`;`Y`nY]h`j`cb`&ž`V]g`
Ghi`bXYb`Y]bY`Ub[YbY`a`Y`A`Ò[`]WX`_Y]hž`X]Y`B`Uhi`f`ni`[Yb]Y»`Yb
i`bX`U`_h]`ni`gY]b``9a`dZY`Yb`gk`Yfh]gh`X]Y`A`]hbU`a`Y`j`cb

: Yfb[`ÀgYfb`i bX`? Ua YfUgž`i a`X]Y`j]Y`ZÀ`h][Y`H]Yfk Y`h`XYf`F`Y []cb
 ZYgh\ U`hYb`ni` _`ÒbbYb``8]Yg`gd]Y[Y`h`g]W`Ui W`i]b`XYb
 ðZcfa Uh]cbYb`k]XYfž`X]Y`i bhYf`b!cb`]bY`XY`i bX`
 XfUi ggYb`i gh`XY`ni`Z]bXYb`g]bX`

8YhU]`g	
J c f Z U ``	Gcbgh][Yg
C fh	; YYgh\ UW hž`8Yi hgW`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k ``b!cb`]bY`XY • XfUi ggYb`i gh`XY

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