

H!C b`]bY`k Y[Yb` : U`gWk]bZcfa Uh]cbYb`ni f 8fYgXbYf` : f]YXYbgXYa c`j Yfi fhY]`h°

B UWk` [Yf]Wk`h]Wk`Yf`9b hgWk`Y]Xi b[`a i gg`H!C b`]bY
: U`gWk]bZcfa Uh]cbYb`ØVYf`XYb` : f]YXYbgdfchYgh`]b`8fYgXYbž
XYf`]a`5df]`&\$&) `ghUhhZUbXž`i bhYf`UggYb"



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8fYgXYbž`8Yi hgWk`UbX`!`5a` - " ' † b] & \$ &)`_Ua`Yg`ni`Y]bYf
[Yf]Wk`h]Wk`Yb`9b hgWk`Y]Xi b[žX]Y`H!C b`]bY`j Yfi fhY]`hž`ZU`gWk`Y
6Y`Ui`dhi b[Yb`ØVYf`XYb` : f]YXYbgdfchYgh`]b`8fYgXYb`ni
i bhYf`UggYb"`8Yf`DfchYghž`XYf`9bXY`5df]`ghUhhZUbXž`nc[`ØVYf
nY`bhUi`gYbX`HY]`bY`a`Yf`Ui`g`j`YfgWk`YXYbYb`dc`]h]gWk`Yb
GdY`hfYb`Ub``8]Yhyf`8Y`a`ž`XYf`VY`Ub`bh]gh`ZØf`gY]b
6YghgY`YfVi`Wk`F`VYVWU`ž`k`Uf`Y]bYf`XYf`<`Ui`dhfYXbYf`
Dfca`]bYbhY`FYXbYf`k`]Y`I`k`Y`GhY]a`Y`i`bX`Y]b` ; fi`»`k`cfhj`cb
8]Yhyf`<`U`Yfj`cfXYb`i`bhYfghf]Wk`Yb`X]Y`j`]Y`ZÄ`h][`Y`dc`]h]gWk`Y
5i`gf]Wk`hi b[`XYf`J`YfUbghU`hi b["

8]Y`6Yf]Wk`hyfghUhi b[`j`cb`H!C b`]bY`k`i`fXY`YXcWk`ghUf`_`_f]h]g]Yfhž
XU`]ffYZØ`fYbXY`bZcfa Uh]cbYb`j`YfVfY]hYh`k`i`fXYbž`X]Y`VYgu[`hYbž

Y]b`j`cfVYghfUZhYf`BD8!FYXbYf`i`bX`Y]b`FYW\hghYffc]gh`\ÀhhYb`Ui`Z
XYf`6Ø\bY`[`YgdfcW\Yb`" `đ`K`]f`_]W_]h`k`UfYb`_]bY`J`YfhfYhYf`XYf`
BD8`cXYf`A`]h[`_]YXYf`XYf` `;`fi`ddY`:`fY]hU` `VY]`XYf`J`YfUbghU`hi`b[
UbK`YgYbX`" `A`UfW`g`:`i`W\gž`XYf`đ]h]Uhc`f`XYg`fYW\h]W\Yb`GW\f]hhYgž
\UhhY`VY]a` `@UbX[`Yf]W\h`?`Ò`b`Y]bYb`5bhfU[`Ui`Z`Y]bghk`Y]`][`Y
5bcfXbi`b[`Y]b[`YfY]W\hž`XYf`]b`nk`Y]`j`cb`XfY]`Di`b`_hYb`ni`[`i`bghYb
j`cb`:`i`W\g`Yb`hgW\]YXYb`k`i`fXY`" `H!C`b`]bY`k`i`fXY`Ui`ZYf`Y[`hž`X]Y
ZU`gW\Yb`6Y\Ui`dhi`b[`Yb`_ØbZh][`ni` `i`bhYf`UggYb`i`bX`hfÀ[`h`ni`XYa
nk`Y]`8f]hhY`XYf`J`YfZU`fYbg`_cghYb`" `8`Ug`;`Yf]W\h`Xfc`\hY`H!C`b`]bY
Y]b`6i`»`[`Y`X`j`cb`V]g`ni` `&` "\$\$\$`9i`fc`Ubž`gc`hY`X]Y
:`U`gW\VY\Ui`dhi`b[`Yb`k`Y]hYf\]b`j`YfVfY]hYh`k`YfXYb`"

? f]h]_ `Ub`XYf`A`YX]YbVYf]W\hYfghUhh`i`b`[

8]Y`J`YfUbghU`hYf`XYf`?`UfZfY]hU[`gl`:`f]YXYbgdfcnYgg]cb`]b`8fYgXYb
nY][`hYb`g]W\`VY]bXfi`W_hj`cb`XYf`<`U`hi`b[`8]YhYf`<`U`Yfj`cfXYbgž
XYf`U`g`a`i`h][`i`bX`Zf]YX`]YVYbX`VYgW\f]YVYb`k`]fX`" <`U`Yfj`cfXYbž
8Yi`hgW\`UbXg`dcdi` `ÀfghYf`J`c`_ggW\Ui`gd]Y`Yfž`gd]W\h`c`ZYb`ØVYf
gY]bY`Gcf[`Yb`j`cf`Y]bYa` `a`Ò[`_]W\Yb`Xf]hhYb`K`Y`h_f]Y[`i`bX`b]a`a`h
XUZØf`VYk`i`ggh`?`f]h]_ `]b`?`Ui`Z`8]Y`J`YfUbghU`hYf`Ài` »`Yfb`g]W\
VYgcf[`h`ØVYf`Y]bYb`Yfk`UfhYhYb`G\]hg`c`fa` `i`[`Y[`Yb`<`U`Yfj`cfXYb
i`bX`_f]h]g]YfYb`X]Y`A`YX]YbVYf]W\hYfghUhh`i`b[`U`g`Y]bY
`»][`Xa`Yi`hY`"

G]Y`VYhcbYbž`XUgg`]\fY`J`YfUbghU`hi`b[`XUg`N]Y` `U`hž`Y]bY`6fØW_Y
ZØf`XYb`:`f]YXYb`ni`gW\`U[`Ybž`c`\bY`g]W\`]b`dc`]h]gW\Y`@U[`Yf
Y]bhY]Yb`ni` `UggYb`" `8`UfØVYf`\]bUi`g`_ØbX][`hYb`X]Y`J`YfUbghU`hYf
fYW\h]W\Y`GW\f]hhY`[`Y[`Yb`ZU`gW\Y`6Y\Ui`dhi`b[`Yb`Ubž`X]Y
VYgU[`Ybž`FYW\hg]fUX]_U`Y`gY]Yb`Ui`Z`XYf`6Ø\bY`[`Yk`YgYb`" `8`Ug
9b[`U[`Ya`Ybh`ZØf`XYb`:`f]YXYb`i`bX`X]Y`J`Y`ZU`h`XYf`dc`]h]gW\Yb`i`bX
k`Y`hUbgW\Ui` `]W\Yb`5bg]W\hYb`]gh`XYb`J`YfUbghU`hYfb`VYgcb`XYfg
k`]W\h][`"

8]Y`F`c`Y`j`cb`:`U`_`Y`B`Y`k`g`

8]Y`8]g_i`gg]cb`i`a`:`U`gW\]bZc`fa`Uh]cbYbž`c`Zi`Ui`W\`U`g`:`U`_`Y`B`Y`k`g`
VYnY]W\`bYhž`]gh`Ub[`Yg]W\hg`XYf`9fY][`b]ggY`]b`8fYgXYb`VYgcb`XYfg
fY`Yj`Ubh`:`U`_`Y`B`Y`k`gž`A`]g!`i`bX`8Yg]bZc`fa`Uh]cb`i`a`ZUggYb`ZU`gW\Y

cXYf'jffYZØ\fybXY' ð\U`hYž'X]Y`VYgcf[b]gYffY[YbX'j]b`gc n]U`Yb
A YX]Yb`j`YfVfY]hYh'k`YfXYb""Ghi`X]Yb`nY][Ybž'XUgg
: U`gW`a`Y`Xi`b[Yb`k`Yb][Yf`j`YfVfY]hYhž`YXcW`]bhYbgj] Yf`]b
VYgh]a`a`hYb`?fY]gYb`_cbgi`a`]Yfh'k`YfXYb""8Ug`J`YfhfUi`Yb`]b
dc`]h]gW`Y`i`bX`a`YX]U`Y` ðgh]hi`h]cbYb`gd]Y`h`XUVY]`Y]bY
YbhgW`Y]XYbXY`F`c`Y`ZØf`X]Y`9a`dZ`Ab[`]W`_Y]h[Y[YbØVYf`gc`W`Yb
B`UW`f]W`hYb"

8]Y`J`YfVfY]hi`b[`j`cb` : U`_Y`BYk`g`k`Uf`gY]h`XYb`K`U`Yb`8`cb`U`X
Hfi`a`dg`&\$%*`i`bX`XYa` `6fYI`]h`F`YZfYbXi`a` `Y]b`k`]W`h][Yg`H`Y`a`U`
A`YX]Yb`_ca`dYhYbnž`X]Y`XUg`_f]h]gW`Y`<`]bhYfZfU[Yb`j`cb` ð\U`hYb
ZØfXYfhž`[`]h`U`g`b`chk`YbX][Yf`5`bgUhn`ni`f`6Y`_Àa`dZ`b[`j`cb` : U`_Y
BYk`g`" ðgVYgcbXYfY`X]Y` : ØfXYfi`b[`j`cb`A`YX]Yb`_ca`dYhYbn`_Ubb
\Y`ZYbž`XUg`J`YfhfUi`Yb`]b`gYf]ØgY`A`YX]Yb`ni` `gh`Àf`_Yb`i`bX`X]Y
J`YfVfY]hi`b[`j`cb` : U`gW`]bZcfa`Uh]cbYb`ni` `fYXi`n]YfYb""8UVY]
ghY`Y`b`b]W`h`bi`f`dc`]h]gW`Y`5`_hYi`fYž`gcbXYfb`Ui`W` `j`YfVfY]hYbXY
A`UggYba`YX]Yb`Y]bY`<YfUi`gZcfXYfi`b[`XUfž`]bXYa` `g]Y`gc`W`Y
ð\U`hY`c`Zhi`b`_f]h]gW` `Ui`Z[fY]ZYb`c`XYf`k`]YXYf`Y[Yb"

ðg[YgUa`h`nY][h`XYf`j`cf`]Y[YbXY` : U`Ui`Zž`k`]Y`k`]W`h][`Yg`]ghž`g]W`
U`_hj` ` [Y[Yb`X]Y`J`YfVfY]hi`b[`j`cb` : U`_Y`BYk`g`ni` `k`Y`fYb`i`bX`X]Y
²`ZYbh`]W`_Y]h`ZØf`Y]bY`X]ZYfYbn]YfhY`A`YX]Ybbi`hni`b[`ni
gYbg]V`]g]YfYb"" : Øf`X]Y`J`YfUbg`hU`hYf`i`bX`HY]`bY`a`Yf`XYf
: f]YXYbgdfcnYgg]cb`V`Y]Vh`XYf`9]bgUhn`ZØf` : f]YXYb`i`bX`]fY`K`YfhY
i`bj`Yf`ÀbXYfh`k`]W`h][ži`bX`g]Y`gYhnYb`g]W` `]a`a`Yf`k`]YXYf`[Y[Yb
: U`gW`XUfghY`i`b[Yb`ni`f`K`Y`f"

: Øf`k`Y]hYfY` ðZcfa`Uh]cbYb`ni` `XYb`9fY][b]ggYb`i`bX`XYfYb
<]bhYf[fØbXYb`j`Yfk`Y]gYb`k`]f`Ui`Z`X]Y`6Yf]W`hYfghUhi`b[`j`cb`
**W`c`a`d`U`W`h`i`c`b`]b`Y`"X`Y`ž`X]Y` ð]h]Uhc`fYb`XYf` : f]YXYbgdfcnYgg]cb`Ui`Z`
Zf]YXYbgdfcnYgg]cb`"X`Y`i`bX`X]Y`i`a`ZUggYbXYb`5b`U`mgYb`ni`a`
H`Y`a`U` : U`_Y`BYk`g`XYf`6`i`b`X`Y`gn`Y`b`hf`U`Y`ZØf`d`c`]h]gW`Y`
6`]X`i`b["**

8YhU]`g	
J`c`f`ZU`	: U`gW`]bZcfa`Uh]cb`

8YhU]`g	
C fh	8fYgXYbž'8Yi hgW`UbX
GW UXyb`]b`	&) \$\$\$\$
E i Y`Yb	<ul style="list-style-type: none"> • k k k "WŁa dUWh!cb`]bY"XY • Zf]YXYbgdfcnYgg]cb"XY • k k k "VdV"XY

6Ygi WXYb`G]Y`i bg`Ui Z.`b!U["bYh