

; Yk]hhYf!5dc_U`mdgY`ØVYf`6UmYfb.`6`]hn
i bX`F Y[Yb`gcf[Yb`ZØf`7\Ucg°

GWk YfY; Yk]hhYfž`GhUf_fY[Yb`i bX`Ghi fa VØYb`dfÀ[hYb`XYb
5VYbX`]b`6UmYfb`Ua`&"'† b]`&\$&)"`5_hi Y`Y`K Ufbi b[Yb`i bX
K YhhYf`U[Y"



BØfbVYf[ž`8Yi hgWk`UbX`!`5a`5VYbX`XYg`\$&"\$*`&\$&)`Yf`YVhY
6UmYfb`Y]bY`XfUa Uh]gWk`Y`Ni bU\`a`Y`Ub`l`bk`YhhYfbž`X]Y`g]Wk`Xi`fWk
; Yk]hhYf`a`]hghUf_Ya`F Y[Ybž`Ghi fa VØYb`i bX`6`]hnYb`VYa`Yf`VUf
a`UWk`hYb`"6YgcbXYfg`]b`:`fUb`_Yb`_Ua`Yg`ni`Y`Zh[Ya`l`bk`YhhYfž
k`cVY`]X]Y; Yk]hhYfZfcbh`]b`5`YfgVYf[`XYi`h]Wk`Ua`<]a`a`Y`
g]Wk`hVUf`k`Uf`"†`GWk`UVUWk`Z]Y`ghUf`_Yf`F Y[Ybž`XYf`nY]hk`Y]gY`j`cb
gcb]b[Yb`A`ca`YbhYb`VY[`Y]hYh`k`i`fXY`"8Yf`8Yi`hgWk`Y
K`YhhYfX]Ybgh`k`UfbhY`j`cf`l`bk`YhhYfb`]b`a`Y`fYfYb
F Y[]Yfi`b[`gVYn]f`_Ybž`XUfi`bhYf`l`bhYf`!`i`bX`C`VYfZfUb`_Ybž
A`]hhY`ZfUb`_Ybž`GWk`UVYbž`C`VYfdZU`n`i`bX`C`VYfVUmYfb`"†`b
BØfbVYf[`ZØ\fhY`XUg`l`bk`YhhYf`ni`Y]bYf`,`VYfZi`hi`b[`XYf
l`bhYfZØ\fi`b[`]a`GhUXhhY`]`;`Y]g\Ua`a`Yf"

8]Y`K YhhYf`U[Y`j]gh[Ydf`[h`j cb`Y]bYf`gØXk Ygh]WXYb
< Ò\Ybghf`Òa i b[ž`X]Y`ZYi W`hY`i bX`]bghUV]`[YgW]W`hY`hY`@ Zh`bUW
6UmYfb`Vf]b[h`@Ui h`XYa` 8Yi hgW`Yb`K YhhYfX]Ybgh`_ØbX][hYb`g]W
UV`A]hhU[`bYi Y` ; Yk]hhYf`Ubž`X]Y`Òfh]W` j cb`GhUf`fY[Yb`i a` &\$
`#ea`]b`_i fnYf`NY]hž`_Y]bYa` <U[Y`i bX`6ØYb`j cb`*`\$`V]g` , \$`_a` #
VY[`Y]hY`h`k YfXYb`_ØbbhYb`"Ni XYa` VYghY`Y`]b`Y]b][Yb`FY[]cbYb
X]Y` ; YZU`f`j cb`c`_U`Ya` i bk YhhYf`Xi fW` \YZh][Yb`GhUf`fY[Yb`i bX
[fØ»YfYb`<U[Y`"9g`k i fXY`Ui ZX]Y`Bchk YbX][_Y]h` \]b[Yk]YgYbž
j cfg]W`h][`ni`gY]bž`XU`V]g`ni` "\$`#ea` Ub`GhUf`fY[Yb`]b`_i fnYf`NY]h
ni`Yfk UfhYb`g]bX"

F Y[]cbU`Y`5i gk]f`_i b[Yb`XYf` ; Yk]hhYf`

8]Y`K Ufbi b[Yb`XYg`8Yi hgW`Yb`K YhhYfX]YbghYg`VYhcbYb`X]Y
VYgcbXYfY` ; YZU`f`Yb`U[Yž`X]Y`XYb`GØXYb`i bX`HY]Y`XYg`CghYbg
8Yi hgW`UbXg`VYhf]Zh" <Yi hY`_Ua` Yg`Òfh]W`ni`a` Uf`UbhYb
 ; Yk]hhYfbž`X]Y`a`]h`GhUf`fY[Yb`i bX`Ghi fa` VØYb`Y]b`Yf[]b[Yb`"8]Y
K YhhYf] cf`YfgU[Y`ZØf`X]Y`fYgh]W`Y`BUW`h`nY][hž`XUgg`X]Y` ; Yk]hhYf
]a`GØXcghYb`6UmYfbg`ni`b`AW`gh`UV`_]b[Yb`ž`k`À`fYbX`]b`UbXYfYb
HY]Yb`XYg`@UbXYg`j YfY]bnY`h`GW`Ui Yf`Yfk UfhY`h`k YfXYb`"

8]Y`_ca`a` YbXYb`HU[Y`j YfgdfYW`Yb`k YW`gY` \UZhY
K YhhYfVYX]b[i b[Yb`"A`cf[Yb`k`]fX`Y]bY`A`]gW`i`b[`Ui`g`GcbbY`i`bX
K`c`_Yb`Yfk UfhY`hž`a`]h`Y]bnY`bYb`GW`Ui Yfbž`X]Y`VYgcbXYfg`Ua
BUW`a`]hhU[`À`i`Z][Yf`Ui`ZhY`hYb`_ØbbYb`"8]Y` < ÒW`ghY`a` dYfUhi`fYb
`Y][Yb`nk`]gW`Yb`&%`i`bX`&*` ; fUXž`k`À`fYbX`]b`XYf`BUW`h`ni`a
8]YbghU[`X]Y`HY`a`dYfUhi`fYb`Ui`Z`K`YfhY`nk`]gW`Yb`%)`i`bX`%\$` ; fUX
g]b`_Yb`k`YfXYb`"

5_hi Y`Y`K YhhYfk Ufbi b[Yb`

Ni`g`À`h`]W`ni`XYb` ; Yk]hhYfk Ufbi b[Yb`V]YhY`h`XYf`8Yi hgW`Y
K YhhYfX]Ybgh`gh`À`bX][Y`5_hi`U`]g]Yfi`b[Yb`XYf`K`YhhYf`U[Y`Ub`"9]bY
?`U`hž`f`cb`h`n]Y`h`XY`fnY]h`Ub[gUa` `j`cb`B`cfk`Y[Yb`]b`F`]W`hi`b[
GØXcghYbž`k`Ug`X]Y`HY`a`dYfUhi`f`i`bX`X]Y`@`ZhZYi`W`h][_Y]h`]b`XYb
gØX`]W`Yb`FY[]cbYb`6UmYfbg`VYY]bZi`ggh`i`#gVYgcbXYfY`X]Y
 ; YZU`f`j`cb`GhUf`fY[Yb`V`Y]Vh`VYghY`Yb`i`bX`k`]fX`k`Y]hY`f`]b
VYcVUW`hY`h` : Øf`XYb`8]YbghU[`]gh`Y]bY`GhUV`]g]Yfi`b[`XYg`K`YhhYfg

]b`5i gg]Wk hz`YXcWk`_Ubb`Yg`]b`XYf`nk`Y]hYb`HU[Yg`A`ZhY`YfbYi`h`
 \YZh][Y`GWk`Ui`Yf`i`bX` ; Yk`]hYf`[YVYb`"

8]Y`6Yj`O`_Yfi`b[`k`]fX`Yfa`i`h[hz`g]Wk`fY[Y`a`A`][`ØVYf`X]Y
 U_hi`Y`Yb`K`Ufbi`b[Yb`ni`_]bZcfa`]YfYbzi`a`_Ui`Za`O[`]Wk`Y
 [YZ`A`f`]Wk`Y`K`]hYfi`b[gVYX]b[i`b[Yb`j`cfVYfY]hYh`ni`_gY]b`K`Y]hYfY
 ðZcfa`Uh]cbYb`ghY`h`XYf`8Yi`hgWk`Y`K`YhYfX]Ybgh`VYfY]h`i`bhYf`XYb
 @]b_g`ni`_XYb`bYi`YghYb`J`cf\YfgU[Yb`i`bX`K`Ufbi`b[Yb`zi`a`_U`Y
 6Øf[Yf`]b`6UmYfb`VYgha`O[`]Wk`ni`_]bZcfa`]YfYb`"

: Øf`XYhU]`YfYh`K`YhYfj`cf\YfgU[Yb`i`bX`U_hi`Y`Y`K`Ufbi`b[Yb
 VYgi`Wk`Yb`G]Y`X]Y`GY]hYb`XYg`8Yi`hgWk`Yb`K`YhYfX]YbghYg`gck`]Y
 XYggYb`K`Ufb`_U[YVYf]Wk`h`K`Y]hYfY`9]bV`]W_Y`V]YhYh`hn`XY`z`X]Y
 ØVYf`X]Y` ; YgWk`Y`b]ggY`]b`XYf`F`Y[]cb`VYf]Wk`hYh`"

8YhU]`g	
J`c`f`Z`U`^`^`	I`b`k`Y`h`Y`f`
I`f`g`U`W`k`Y`	?`U`h`z`f`c`b`h`
C`f`h`	B`Ø`f`b`V`Y`f`[`z`8`Y`i`h`g`W`k`_`U`b`X`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k`k`k`"hn"XY • k`k`k`"Xk`X"XY • k`k`k`"Xk`X"XY

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