

8 mbUa c '8 fYgXYb 'ZY]Yfh'gYbgUh]cbY`Yb 5i Zgh]Y[']b 'X]Y '&' '6i bXYg`][U°

8 mbUa c '8 fYgXYb ' _Y\ fh' bUW\ 'XfY] ' †\ fYb ']b 'X]Y '&' '6i bXYg`][U'ni fØW_ " : Y]Yfb 'G]Y 'XYb '5i Zgh]Y['a]h'XYb ' : Ubg°



HYffUggYbi ZYfž '\$%\$ * + '8 fYgXYb ž'8 Yi hgW\ `UbX '! '8 mbUa c
8 fYgXYb 'ZY]Yfh'Y]bYb 'VYa Yf_Ybgk YfhYb 'K]YXYfUi Zgh]Y[. 'BUW
XfY] ' †\ fYb ']b 'XYf '8 f]h_ 'Ugg][_Y]h' _Y\ fh'X]Y 'G; '8 mbUa c '8 fYgXYb
]b 'X]Y '&' '6i bXYg`][U'ni fØW_ " '8 Yf '5i Zgh]Y['k i fXY ']a 'A U] '\$&)' 'a]h
fi bX %) "\$\$\$ '† VY 'bXYb ' : Ubg 'Ua 'HYffUggYbi ZYf ']b '8 fYgXYb
[YZY]Yfhž'Ui W\ 'k Ybb 'X]Y 'A UbbgW\ UZh' \f 'YhnhYg 'Gd]Y ' [Y[Yb
K U'X\cZA Ubb\Y]a 'a]h '\$.%j Yf'cf" '5`YfX]b [g'dfcZ]h]YfhY 'XUg
HYUa 'j cb 'DUhnyfb 'XYf '?cb_i ffYbnž'k Ug 'XYb '5i Zgh]Y['g]W\YfhY"
8]YgYg'7ca YVUW_ ']gh'Y]b 'k]W\ h] [Yf 'GW\ f]h' ZØf 'XYb 'J YfY]b ž'XYf ']b
XYb 'YhnhYb 'VY]XYb 'Gd]Y 'nY]hYb 'X]Y 'D'Àhny'gYW\g'i bX 'j]Yf 'VY 'Y [hY
i bX 'gca]h'Ui ZY]bYb 'YfZc '[fY]W\Yb 'K]YXYfUi ZVUi ' \]bUfVY]hYh"

HfU]bYf'H\ca Ug'GhJa a ']gh'a U» [YV`]W\ 'ZØf 'XYb '9fZc`[

j YfUbhk c fh]W "i bhYf'gY]bYf'@Y]hi b ['ghY`hY`X]Y`A UbbgW UZh`X]Y
c ZYbg]j ghÅf_ghY`Hfi ddY`]b`XYf' " '@[Už`k cVY]`7\`f]ghcd\`8 UZYfbYf
a]h'gY]bYb`%, `HcfYb`U`g`VYghYf`HcfGw ØhY`XYf`@[U`[`ÀbnhY`"Hfchn
XYf`hi fVi `YbhYb`YhnhYb`š\`fYž]b`XYbYb`8 mbUa c`XfY]a U`]b`X]Y
8f]hh`Ugg][_Y]h`UVgh]Y [ž`nY][h`XYf`J YfY]b`k]YXYf`Ui ZghY][YbXY
HYbXYbnYb"

9]b`6`]W_`Ui Z`X]Y`5i Zgh]Y [g[YgW]W hY

8 mbUa c`8 fYgXYb`U`h]b`gY]bYf'; YgW]W hY`VYfY]hg`UW`h`8 8 F!
A Y]ghYfgW UZhYb`i bX`g]YVYb`8 8 F!Dc`U`g]Y [Y`Yffi b [Yb`"8]Y`YhnhY
GU]gcb`]b`XYf`&"6i bXYg`][U`gd]Y`hY`XUg`HYUa`]b`XYf`GU]gcb
&\$`%#&`ž`U`g`g]Y`a]h' &`Di b`hYb`UVgh]Y [Yb`"8]Y`F ØW`_`Y`f`]b`X]Y
nk Y]h\ ØW`ghY`XYi hgW`Y`@[U`a Uf_]Yfh`Y]bYb`bYi Yb`5bZUb [ž`XYf
j cb`bcghU` []gW`Yb`9f]bbYfi b [Yb`Ub`XYb`i 9: 5!Dc`U`!
<U`VZ]bU`Y]bni [`%- , , # - `VY [`Y]hYh`k]fXž`U`g`XYf`J YfY]b`j ca`J Z6
Ghi hh [Ufh`Ui g`XYa`K`YhVYk YfV`Y`]a]b]Yfh`k i fXY"

8 Yf`J YfY]b`U`h`Y]bY`VYk Y [hY'; YgW]W hY`U`]bhYf`g]W ž`X]Y`j cb
< Ø`Yb`i bX`H]YZb`[Ydf`À [h]gh`"š`XYb`_ca`a YbXYb`Gd]Y`nY]hYb
\c`Zhi`8 mbUa c`ž`XYb`ZØb`ZhYb`Nk Y]h][U!5i Zgh]Y [`ni`fYU`]g]YfYb`"8 Yf
F ØW`Ybk]bX`XYf`YhnhYb`Gd]Y`Yž]b`XYbYb`g]Y [Y [Yb
A]h`cb`_i ffYbhYb`k]Y`GUUfVfØW`Yb`i bX`6]Y`YZ`X` [Yk UbbYbž`\Uh
X]Y`Ni j Yfg]W`h]bbYf\U`V`XYf`A UbbgW UZh`[YghÅf`h"

8]Y`F c`Y`Y`Ya`U`][Yf`Gd]Y`Yf

J]Y`Y`Y`Ya`U`][Y`Gd]Y`Yf`j cb`8 mbUa c`\UVYb`YVYbZU`g
VYXYi hYbXY`9fZc`[Y`Yfn]Y`h`F UbgZcfX!M`VcU\`? Øb][gXØfZYZfž`XYf
nk]gW`Yb`&\$`%-`i bX`&\$&&`ZØf`8 mbUa c`U`h]j`k Ufž`k YW`gY`hY`ZØf
%ž(`A]`cbYb`9i fc`ni a`<Ua Vi f [Yf`GJ`i bX`_cbbhY`]b`XYf`YhnhYb
GU]gcb`%(`HcfY`i bX`" `J cf`U [Yb`VY]ghYi Yfb`"A Ufj]b`GW`k`ÀVY`i bX
D\`][dd`DYbh`Yž`YVYbZU`g`Y`Ya`U`][Y`Gd]Y`Yf`XYg`J YfY]bgž`ghY][Yb
a]h`XYa`"%"`: 7`? Øb`]b`X]Y`6i bXYg`][U`Ui Zž`k`À\`fYbX`5fa]b]U
6]Y`YZ`X`U`g`8f]h][U!A Y]ghYf`]b`X]Y`&"6i bXYg`][U`ni fØW`_`Y`fh"

š`XcW` []Vh`Yg`Ui W`bY [Uh]j`Y`BUW`f]W`hYb`]a`?cbhYi hY`Ya`U`][Yf
8 mbUa c!Gd]Y`Yf`"H]a`?b]dd]b [`i bX`:`cf]Ub`6U`U`g`g]bX`a]h]\`fYb

Yk Y)] [Yb`HYUa g]b`X]Y`j]YfhY`@[U`UV[Ygh]Y[Yb``6YgcbXYfg
 V]hhYf`]gh`Yg`Z0f`5bh\cbmi@c]g]`Už`XYf`a]h`XYa` J Z@6cW`i a`UVgh]Y[
 i bX`gY]bY`? Uff]YfY`VYYbXYhzi a`ZcfhUb`]a`HfU]bYfhYUa`h`h] [`ni
 gY]b`"

8]Y`Ni`_i`bZh`j`c`b`8`mbUa`c`8`fYgXYb`

8]Y`bYi`Y`GU]gcb`j`Yfgdf]W`h`gdUbbYbXY`<YfUi`gZcfXYfi`b[Yb`"
 8`mbUa`c`8`fYgXYb`k`]fX`a`]h`Y]bYa` `Gd]hnYbgd]Y`` [Y[Yb`DfYi` » Yb`
 A`0bghYf`]b`XYb`GU]gcbYbXgdi`fh`ghUfhYb`" `I` bhYf`HfU]bYf`A`Uf`_i`g`
 5bZUb[`ghfYVh`XUg`HYUa` `Ub`ž`g]W` `]b`XYf`&``6i`bXYg`][U`ni
 YhUV`]YfYb`ž`i`bX`X]Y` :`Ubg`g]bX`c`d]h]a`]gh]gW`ž`XUgg`XUg`HYUa` `X]Y`
 f]W`h] [Yb`GW`f]hhY`i`bhYfb]a` a`h`zi`a` `]b`XYf`HUVY`Y`k`Y]hYf`bUW`
 cVYb`ni` ` _`YhhYfb`"8Yf` [Y[Ybk`Àfh] [Y`9fZc` [` _`0bbhY`XYf`5i`ZhU`_h`
 Y]bYf`bYi`Yb`ÿfU`Z0f`8`mbUa`c`gY]bž`X]Y`j`c`b`GhUV`]h`h`i`bX`
 K`Yhh`_Ua`dZ[Y]gh[Ydf`À[h]gh`"

8Ug`U`Yg`nY][hž`k`]Y`XmbUa`]gW`i`bX`i`bj`cf`YfgY`VUF`XYf` :`i` » VU`
 gY]b`_Ubbž`i`bX`X]Y`Y`XYbgW`UZh`]W`Yb` :`Ubg`j`c`b`8`mbUa`c`k`UfhYb`
 [YgdUbbh`Ui`ZX]Y`_ca` a`YbXYb`Gd]Y`Y`i`bX`X]Y`7`UbW`bž`X]Y`X]Y`&`
 6i`bXYg`][U`V]YhYb`k`]fX`"K`À`fYbX`XYf`J`YfY]b`U`gc`]b`bYi`Y`<0`Yb`
 Ui`ZghY][hž`k`YfXYb`j`]Y`Y`5i` [Yb`Ui`ZX]Y`Y`Ya`U`][Yb`Gd]Y`Yf`
 [Yf]W`hYh`gY]bž`X]Y`]b`X]YgYf`GU]gcb`]\fYb`Y][YbYb`K`Y[`j`YfZc`[Yb`"

: 0f`k`Y]hYfY`9]bV`]W`_Y`]b`X]Y` :`YgW`]W`hY`i`bX`U`_hi`Y`Y`
 9bhk`]W`_i`b[Yb`j`c`b`8`mbUa`c`8`fYgXYbž`g]Y`Y`G`À`W`g]gW`Y`ž`
 6i`bXYg`][U`i`bX`G`À`W`g]gW`Y`"

8YhU]`g	
J`c`f`ZU```	Gcbgh][Yg
C`f`h`	HYffUggYbi`ZYfž`\$%\$*`+`8`fYgXYbž`8`Yi`hgW`_UbX`
E`i`Y`Y`Yb`	<ul style="list-style-type: none"> • k`k`k`"gUYW`g]gW`Y`"XY` • k`k`k`"Vi`bXYg`][U`W`ca` • k`k`k`"gUYW`g]gW`Y`"XY`

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