

? Ò`bg`Hc]`YhhYbWÅ Ucg. `GhUXh`nU\`h
< i bXYfhhUi gYbXY`ZØf`K UWÅ gWÅ i hn°

8]Y`GhUXh? Ò`b`d`Ubh`c\Y`5i g[UVYb`ZØf`X]Y`6Yk UWÅ i b[
Y]bYg`Hc]`YhhYbWÅbhU]bYfg`i bX`ghcddh`bYi Y`Dfc`Y`hY`k Y[Yb
XYf`i]bUbn`U[Y"



BYi a Uf_hž? Ò`bž`8Yi hgWÅ`UbX`!`8]Y`GhUXh? Ò`b`ghY`h`j`cf`Y]bYf
VYgcbXYfYb`<YfUi gZcfXYfi b[`]a` `6YfY]WÅ`XYf`ÒZYbh]WÅYb
Hc]`YhhYb`"5_hi Y`"\`Uh`X]Y`J`Yfk`U`hi b[`Yb`hgWÅ]YXYbž`a`cb`Uh]WÅ
Y]bYb`Hc]`YhhYbWÅbhU]bYf`ZØf`Y]b`6i`X[`Y`h`j`cb`%\$\$\$`V]g`%\$\$\$
9i`fc`ni`VYk`UWÅYb`"8]Y`Ä`f`]WÅYb`;`YgUa`h`c`ghYb`ZØf`X]YgY
6Yk`UWÅ`i`b[`VYhfU[`Yb`V]g`ni`%`\$`\$\$\$`9i`fc`ž`k`Ug`]b`XYb`Y`hhYb
»\`fYb`a`]h`Yfk`Y]`Y`Ui`Z`fi`b`X`(`\$\$\$`\$\$\$`9i`fc`Ub`ghY][`h`"8]YgY
5i`g[`UVYb`k`YfXYb`ni`b`Y`a`Yb`X`_f]h]gWÅ`VYhfUWÅ`hY`hž]b`gVYgcbXYfY
Ub[`Yg]WÅ`hg`XYf`Ub[`Ygd`Ub`bhYb`<`Ui`g`U`hg`U[`Y`XYf`GhUXhž`X]Y`_Y]bY
k`Y]hYfYb`b`Yi`Yb`Hc]`YhhYb`Ub`U[`Yb`d`Ubh``a`]h`5i`gb`U`a`Y`j`cb
GhUb`X`cf`hYb`Ua``8`ca``i`b`X`Ua``BYi`a`Uf`h`"9i`d`Yf`hYb`i`b`X`6Øf[`Yf
Ài`»`Yfb`6YXYb`_Yb`ž`X`Ugg`gc`WÅY`?`c`ghYb`Y]b`ZU`gWÅYg`G][`b`U`gYbXYb
ÒbbhYbž]bgVYgcbXYfY`]b`6Yni`[`Ui`Z`X]Y`8`fc[`Ybdfc`V`Ya`Uh]``Ua

B Yi a Uf_hž'X]Y'gY]h:Δ\fyb'VYghY\h"K]Y' _ghU"XY'VYf]W hYhž'\ÀhY
X]Y'GhUXhj Yfk U'hi b['j cf\Yf'Uf[i a Ybh]Yfhž'XUgg'Yg'i b'_Uf'gY]ž'cV
Xfc[Yb_fUb_Y'A YbgWYb'X]Y'Hc]'YhhYb'ZØf'\fyb'?cbgi a 'bi hnYb
k ØfXYb"

Ni gÀhn`]W'gYhnh'X]Y'GhUXh? Ò'b'Ui ZY]bY'VfY]hY' ðZcfa Uh]cbgVUg]g
ZØf'\fy'6Øf[Yf'"5i Z'XYf'K YVgY]hY' hc]'YhhYb"_cY`b'Z]bXYb'g]W
i a ZUggYbXY'5b[UVYb'ni 'XYb'ÒZYb'h]WYb'Hc]'YhhYb']b'? Ò'b"
<]YfVY]'k]fX'VYgcbXYfg'K Yfh'Ui Z'VUff]YfYZfY]Y'Hc]'YhhYbž
9]bf]W hi b[Yb'a]h'6UVmk]W_Y'h]gWYb'i bX'&(!Ghi bXYb!Hc]'YhhYb
[Y`Y[h"8UfØVYf'\]bUi g[]Vh'Yg'ðZcfa Uh]cbYb'ni 'cghYb`cgYb
Hc]'YhhYb'gck]Y'gc`WYb']b'; Ughfcbca]YVYhf]YVYbž'X]Y'ja
F U\ a Yb'XYf' ð]h]Uh]j Y' <Uddm'Hc]'Yh'? Ò'b 'j YfZØ[VUf'g]bX"9]bY
GhUbXcfhgi WY'Yfa Ò[']W h'Yg'XYb'Bi hnYfbž'X]Y' bÀW gh[Y`Y[YbY
Hc]'YhhY'ni 'Z]bXYb"

6Uff]YfYZfY]\Y]h'i bX'5b[YVchgj]Y`ZU`h

8]Y'GhUXh? Ò'b'\Uh'Y]bYb'VYgcbXYfYb': c_i g'Ui ZX]Y
6Uff]YfYZfY]\Y]h'\fyf'Hc]'YhhYbY]bf]W hi b[Yb'[Y`Y[h"9g'[]Vh
nU\`fY]WY'ÒZYb'h]WY'Hc]'YhhYbž'X]Y'gWk YfVY\]bXYfhYb
A YbgWYb'Y]bYb'Ni [Ub['Yfa Ò[']WYb'" ð'XYb'j YfgW]YXYbYb
GhUXhVYn]f_Ybž'k]Y'n"6"]b'7\cfk Y]Yf'i bX'9\fybZY`Xž'g]bX'X]Y
Hc]'YhhYb'V]g'Ui ZY]b][Y'k Yb][Y'5i gbU\ a Yb'VY\]bXYfhYb[YfYW h"
8]Yg']gh'VYgcbXYfg'k]W h[ž'XU`X]Y'6Uff]YfYZfY]\Y]h']b'XYf
\Yi h[]b'NY]h'Y]b' [fi bX'Y[YbXYg'6YXØfZb]g'ZØf'j]Y`Y'A YbgWYb
XUfghY`h"

9]b'6Y]gd]Y`ZØf'VUff]YfYZfY]Y'Hc]'YhhYb'ja'GhUXhVYn]f_`7\cfk Y]Yf
]gh'XYf'Hc]'YhhYb!HfU_h'Ua' C fUb'Y\cZghfU» Y'%) "8]YgYf']gh'b]W h
bi f'VY\]bXYfhYb[YfYW hž'gcbXYfb'\Uh'Ui W'XYZ]b]YfhY
² Zbi b[gnY]hYbž'X]Y'ja'Gca a Yf'j cb'A cbhU['V]g': fY]hU['j cb', 'V]g
&\$. ' \$'I \f'i bX'GUa ghU['gck]Y'GcbbhU['j cb'-'V]g'-%- 'I \f'fY]WYb"
9]b'k Y]hYfYg'6Y]gd]Y`]gh'X]Y'GhUXhhY'V]V'c h\Y_]b'9\fybZY`Xž'X]Y
YVYbZU`g'VUff]YfYZfY]Y'Hc]'YhhYb'V]YhYhi bX'j cb'A cbhU[ž
A]hk cW ž: fY]hU['i bX'GUa ghU['ni'gUa h'J cfa]hU[g!'i bX
B UW a]hU[gnY]hYb' [YÒZbYh']gh"

8 Ug'5b [YVch'a ' ðbbYbghUXhVYfY]W

ða`GhUXhnYbhfi a`? Ò`bgž`k c`VYgcbXYfg`j]Y`Y`Hci f]ghYb`Yfk UfhYh
 k YfXYbž`gc f[h`X]Y`GhUXh`XUZØfž`XUgg`Y]bY`J]Y`nU`j`c b
 VUff]YfYZfY]Yb`Hc]`YhhYb`ni f`J YfZØ[i b[`ghY`h`"8]Y`² Zbi b[gnY]hYb
 j Uf]]YfYb`Y`bUW`GhUbXcfhž`XcW`9]bf]W`hi b[Yb`k]Y`XYf
 <Ui dhVU`b`cZ? Ò`b`cXYf`XUg`? Ò`b]gW`Y`GhUXha`i gYi a`g]bX
 hÀ[`]W`[YØZbYh`i bX`ghY`Yb`g]W`Yfž`XUgg`6Ygi W`Yf`XYf`GhUXh
 _Y]bY`DfcV`Ya`Y`UVYb`gc`hYb`"9]bY` VYfg]W`h`XUni`V]YhYh`X]Y
 K YVgY]hY`XYf`GhUXhž`i a`X]Y`5b[YVchY`VØbX][`ni`dfÀgYbh]YfYb
 i bX`X]Y`6YXØfZb]ggY`U`Yf`6Øf[Yf`ni`YfZØ`Yb"

8]Y`U`_hi`Y`Yb`9b`h`k]W`_i b[Yb`nY][`Ybž`XUgg`X]Y`GhUXh? Ò`b`gck`c`
 Ui Z`<YfUi`gZcfXYfi b[Yb`fYU[]YfYb`U`g`Ui W`b`Yi`Y`K`Y[Y`[Y`Yb
 a`i ggž`i a`XYb`6YXØfZb]ggYb`]YfYf`6Øf[Yf`[YfYW`h`ni`k`YfXYb`"8]Y
 8]g`_i`gg]cb`i a`X]Y`6Yk`UW`i b[`XYg`Hc]`YhhYb`W`b`hU]bYfg`i bX`X]Y
 VYghY`Yb`XYb`Z]b`Ub`n]Y`Yb`9b[dÀggY`k`]fZ`h`X]Y` : fU[Y`Ui`Z`k`]Y`X]Y
 GhUXh]b`Ni`_i bZ`h`a`]h`X]YgYf`H`Ya`Uh]_i a`[Y`Yb`k`]fX"

ðg[YgUa`h`V`Y]Vh`XUg`5b[YVch`Ub`ØZYbh]W`Yb`Hc]`YhhYb`]b`? Ò`b
 Y]bY`k`]W`h][`Y`F`Yggci`fW`ZØf`X]Y`6Yj`Ø`_Yfi b[`i bX`6Ygi`W`Yf`"5i`W
 k`Ybb`g`_Ydh]gW`Y`Gh]a`a`Yb`U`i`h`k`YfXYbž`Y[h`Yg`Ub`XYf
 GhUXh]Yfk`U`hi b[ž`X]Y`f]W`h][`Y`6U`Ub`W`nk`]gW`Yb`Z]b`Ub`n]Y`Yb
 A`Ø[`]W`_Y]hYb`i bX`XYb`6YXØfZb]ggYb`XYf`6Øf[Yf`ni`Z]b`XYb`": Øf
 XYhU]`YfYh`Y`ðZcfa`Uh]cbYb`ØVYf`X]Y`Hc]`YhhYb`ghUbXcfhY`i bX`XYfYb
 5i`gghU`hi b[`_ØbbYb`]bhYfYgg]YfYh`6Øf[Yf`X]Y`K`YVgY]hY`XYf
GhUXh? Ò`b`VYgi`W`Yb"

8YhU]`g	
Cfh	BYi a Uf_`hž? Ò`bž`8Yi hgW`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "_ghU"XY • k k k "hc]`YhhYb"_cY`b • k k k "ghUXh!_cY`b"XY

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