

5 Z8 `]a `5i Zfi \ f. `9l _`i gj Yg
5i ggW\`i ggj YfZU\ fYb `[Y[Yb `GhUXhfUh
I `Vf]W\ °

8]Y `5Z8 `d`Ubh`XYb `5i ggW\`i ggj cb `F c`UbX `I `Vf]W\ ž`@Y]dn][Yf
GhUXhfUhž`k Y[Yb `HY]`bU\`a Y `Ub `Y]bYf`_cb_i ff]YfYbXYb
K U\`j YfUbghU`hi b["



@Y]dn][ž`8Yi hgW\`UbX `!`8Yf`gÅW\g]gW\Y `@UbXYgj c fghUbX`XYf
5Z8 `Uh`VYgW\`cggYbž`XYb `@Y]dn][Yf`F YW\hgUbK U`h`F c`UbX `I `Vf]W\
Ui g`XYf`DUfhY]`Ui gni gW\`]Y»Yb``I `Vf]W\`k Uf`V]g`ni a ``YhnhYb
<YfVgh`a `gÅW\g]gW\Yb `@UbXhU[`U_hj `i bX`VY`_Y]XYh`XYfnY]h`XUg
5a h`XYg`GhUXhfUhg `]b `@Y]dn][``5i g`ØgYf`ZØf`XUg
5i ggW\`i ggj YfZU\ fYb `g]bX`J cfk ØfZYž`XUgg`Yf`Ub `Y]bYf
K U\`_Ua dZ] YfUbghU`hi b[`XYg`J YfY]bg`5i ZVfi W\`8Yi hgW\`UbX
hY]`[Ybca`a Yb`\Uh``8]YgY`HY]`bU\`a Y`k]fX`j cb`XYf`DUfhY]`U`g
dUfhY]gW\`ÅX][YbXYg`J Yf\U`hYb`Ub[YgY\Ybž`XU`g]Y`dchYbn]Y``X]Y
K U\`W\UbW\`b`XYf`5Z8 `VYY]bhfÅW\h][Yb`_ØbbhY``8]Yg`VYf]W\hYh`
7ca dUWh"

8 Yf`5i ggW\`i gg`ghØfnh`X]Y`5Z8`]b`]bhYfbY`?cbZ]_hY"K Å\fybX
Y]b][Y`5Z8!`?UbX]XUhYb`XUZØf`_f]h]g]Yfhk YfXYbž`b]W\h`ia`]h`]b_Yb
DUfhY]Yb`ni`_`ccdYf]YfYbž`gc``i`Vf]W\`ZØf`gY]bY`?ccdYfU]cb`a`]h
Y]bYf`?cb`_i`ffYbndUfhY]`VYghfUZ`h`k`YfXYb" `Øf[`i`fvUbž`XYf
@UbXYgW\YZ`\UhY`ni`j`cf`Y]bY`Ni`gUa`a`YbUfVY]h`ia`]h`XYb`:`fY]Yb
GUW\gYb`Ui`Z`_ca`a`i`bU`Yf`9VYbY`Yfk`Å\bhž`k`Ug`X]Y`K`]XYfgdfØW\Y
]bbYf\U`V`XYf`DUfhY]`k`Y]hYf`j`YfgW\ÅfZh"i`Vf]W\`g`5bk`Å`h]bž`8cf]g
j`cb`GUmb!K`]hh[YbghY]bž`Åi` »Yfh`6YXYb_Yb`ØVYf`X]Y`a`Ub[Y`bXY
Y]b\Y]h]W\Y`@]b]Y`XYf`DUfhY]`i`bX`X]Y`gW\`k`UW\Y`6Yk`Y]g`U[Y`ZØf`
XUg`5i`ggW\`i`ggj`YfZU\fyb"

I`bhYfgW\]YX`]W\Y`G]W\hk`Y]gYb`i`bX`gW\`k`UW\Y` 6Yk`Y]g`U[Y`

5bXfÅ`Dc[[YbVi`f[ž`XYf`7\YZ]`cb`5i`ZVfi`W\`8Yi`hgW\`UbXž
j`YfhY]X][h`i`Vf]W\`i`bX`Uf[i`a`Ybh]Yfhž`XUgg`X]Y`J`YfUbghU`hi`b[`]b
XYggYb`K`U\`_fY]g`ghUhh[YZ]`bXYb`\UVY" `8Yf`5Z8!
@UbXhU[gUV[YcfXbYhY`:`YfX]bUbX`K`]YXYVi`f[`VYf]W\hYh]`cb`Y]bYf
_cbhfcj`YfgYb`8]g`_i`gg]cb`k`Å\fybX`XYf`J`YfUbghU`hi`b[ž`k`cVY]
_Y]bY`J`YfVfØXYfi`b[`ghUhhZUbX" `8]Y`6Yk`Y]g`U[Y`ZØf`XYb
5i`ggW\`i`gg`k`]fX`U`g`gW\`k`UW\`Y]b[YgW\Åhnhž`i`bhYf`UbXYfYa``k`]fX
Y]b`DcghXYg`5bh]ZU!A`YX]i`a`g`7c`ffYWh]j`U`g`6Yk`Y]g`Ub[YZØ\fh"
Ni`XYa`Yfn]Y`hY`i`Vf]W\`VY]`XYf`YhnhYb`@UbXhU[gk`U\`
VYa`Yf_Yb`gk`YfhY`9f[YVb]ggY.`9f`ghY][YfhY`gY]b
9fghgh]a`a`YbYf[YVb]g`i`a`-`ž&`DfcnYbhi`bX`gY]b
Nk`Y]hgh]a`a`YbYf[YVb]g`i`a`(`ž+`DfcnYbž`j`YfZY`\`hY`XYb`9]bni`[`]b
XYb`@UbXhU[`YX][`]W\`i`a`)-`\$`Gh]a`a`Yb" `8]Y`;`fØbYb`Yf\]Y`hYb`]b
gY]bYa`K`U\`_fY]g`bi`f`%ž-`DfcnYbh`XYf`Gh]a`a`Ybž`k`Ug`i`Vf]W\`g
Dcdi`Uf]hÅ`hi`bhYfghfY]W\h"

⇒a`?`cbhYi`h`X]YgYf`]bbYfdUfhY]`]W\Yb`5i`gY]bUbXYfgYhni`b[Yb
ghfYVYb`HY]`Y`XYf`5Z8`Ubž`_cU`h]cbgZÅ\][`ni`k`YfXYb" `8]YgY
9bhk`]W`_i`b[`k`]fX`j`cb`dUfhY]`]bhYfbYb`?`f]h]_Yfb`U`g`dfcV`Ya`Uh]gW\`
k`U\`f[Ybca`a`Yb" `G]Y`k`UfbYb`XUj`cfž`XUgg`Y]bY`A`Å»][i`b[`XYf`5Z8
X]Y`K`Å\`Yf`j`cf`XYb`?`cdZghc»`Yb`_`ØbbhY" `8]Y`8mbUa`]_`]bbYf\U`V
XYf`5Z8`gd]Y[Y`h`g]W\`Ui`W\`]b`XYb`ØVYf[YcfXbYhYb`HfYbXg`XYg
FYW\hgYi`hfYa`]ga`i`g`k`]XYf"

F YWx hgYI hfYa]ga i g`b`8 Yi hgWx`UbX

5_hi Y`Y`NU\`Yb`XYg`J YfZUggi b[ggWx i hnYg`j YfXYi h]WxYb`XYb
 5bgh]Y[`XYg`fYWx hgYI hfYa]gh]gWxYb`DYfgcbYbdchYbn]U`g`j b
 8 Yi hgWx`UbX" `a `j\`f`&\$&` `k i fXY`XUg; YgUa hdchYbn]U`Ui Z`W]fWU
 ("\$* \$\$`DYfgcbYb`[YgWx`Àmhž`k Ug`Y]bYb`5bgh]Y[`j cb`%", \$\$`]a
 J Yf[`Y]Wx`ni `&\$&`XUfghY`h"8]Yg`i a ZUggh`fi bX`%(") \$\$
 [Yk U`hc`f]Yb h]YfhY`F YWx hgYI hfYa]ghYb" `b`6Yni [`Ui Z
 fYWx hgYI hfYa]gh]gWxY`GhfUZhUhYb`k i fXY`]a `j\`f`&\$&` `Y]bY
 Ni bU\`a Y`Ui Z`&)" *\$`8Y`_hY`j YfnY]Wx bYhž`k Ug`Y]bYa `5bgh]Y[
 j cb`&&ž(`i`]a `J Yf[`Y]Wx`ni a `J cf`U\`f`Yb hgd]f]Wx`h"; Yk U`hhUhYb
 a]hY]bYa `fYWx hgYI hfYa]gh]gWxYb`<]bhYf[fi bX`gh]Y[Yb`YVYbZU`g
 Ubž`Y]bgWx`]Y»`]Wx`_ÒfdYf`]WxYf`_ VYf[f]ZY`a]h
 ZfYa XYbZ]bX`]WxYa `<]bhYf[fi bX"

6YgcbXYfg`VYgcf[b]gYffY[YbX`g]bX`X]Y` `* +
 fYWx hgYI hfYa]gh]gWxYb`8Ya`cbghfUh]cbYbž`Y]b`XYi h]WxYf`5bgh]Y[
]a `J Yf[`Y]Wx`ni `XYb`%() `8Ya`cbghfUh]cbYb`]a `j\`f`&\$&ž`i bX`X]Y
 J]Y`nU\`Ub`fYWx hgYI hfYa]gh]gWxYb`A i g]_j YfUbghU`hi b[Ybž`X]Y`]a
 j\`f`&\$&` `Y]bYb`< ÒWx`ghghUbX`YffY]Wx`h\`UVYb"8]YgY`9bhk]W`i b[
 nY][hž`k]Y`fYWx hgYI hfYa Y`X`Yc`c[]Yb`k Y]hYf\]b`Ub`6YXYi hi b[
 [Yk]bbYbž`]bgVYgcbXYfY`]a `H\Ya Yb`ca`d`YI` `A]][fUh]cb`i bX
 5gm` `8Yf`J YfZUggi b[ggWx i hn`V]YhYh`k Y]hYfZØ\`fYbXY
 `bZcfa Uh]cbYb`ni `X]YgYb`9bhk]W`i b[Yb"

8YhU]`g	
J cfZU``	DUfhY]Ui ggWx`i gg
I fgUWxY	K U\`_Ua`dZ] YfUbghU`hi b[
C fh	@Y]dn][ž`8Yi hgWx`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "Wc`a`dUWh!`cb`b`]bY"XY • k k k "gd]Y[Y`"XY • k k k "j YfZUggi b[ggWx i hn"XY

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