

8 ÒVY`b`]a`5i ZgWk i b[. ? Uf`g`9f`YVb]g! 8 cfZ`j Yfk UbXY`h`X]Y`GhUXh°

9fZU\ fYb`G]Yž`k]Y`? Uf`g`9f`YVb]g! 8 cfZ`]b`8 ÒVY`b`gY]h`&\$&%
X]Y`GhUXhYbhk]W`_i b[`ZÒfXYfh`i bX`bYi Y`5fVY]hgd`ÀhnY
gWk UZh°



8 ÒVY`bž`8 Yi hgWk`UbX`!`#`8 ÒVY`bž`Y]bYa`_`Y]bYbž`fY]nYbXYb
GhÅXhWkYb`]b`GUWkYbž`hi`hig]Wk`9fghUi`b`]WkYg.`8 Ug`? Uf`g`9f`YVb]g!
8 cfZ`XUg`j`cf`ZòbZ`À\`fYb`j`cb`F`cVYfh`8 U\`_`]bg`@VYb`[`Yfi`ZYb
k`i`fXYž`\`Uh`g]Wk`U`g`YWk`hYf`A`U`[`bYh`Zòf`6Ygi`WkYf`YhUV`Y]fh`A`]h
Y]bYf`:`ÀWkY`j`cb`%+`<`Y`hUfž`j`cb`XYbYb`XUg`9f`YVb]g! 8 cfZ`g]YVYb
<`Y`hUf`Y]bb]a`a`hž`n]Y\`h`XYf`:`fY]nY]hdUf`_`a`]h`Yfk`Y]`Y`À`f`]Wk`fi`bX
Y]bY`A`j`]cb`:`ÀghY`Ubž`k`]Y`**H5;** &(`VYf]Wk`hYh`8]Yg`\`Uh`b]Wk`h`bi`f
XYb`6Y`_`Ubb`h\`Y]hg[`fUX`8 ÒVY`bg`ghY][`Yfb`_`ÒbbYbž`gcbXYfb`Ui`Wk
Y]bYb`f]Wk`h][`Yb`6cca`Ub`5fVY]hgd`ÀhnYb`i`bX`#`j`Ygh]h]cbYb
Ui`g[`Y`Ògh°

8]Y`GhUXh]Yfk`U`hi`b[`j`cb`8 ÒVY`b`žFYi`hig]Wk`ØVYf`X]Y`dcg]h]j`Yb
5i`gk`]f`_i`b[`Yb.`;`VYf`&\$`\$`bYi`Y`gcn]U`j`Yfg]WkYfi`b[`gdZ]Wk`h][`Y

5fVY]hgd`ÀhnY`k i fXYb`[YgWÅ UZZYbžk Ug`ZØf`X]Y`c_U`Y`K]fhgWÅ UZh
Y]bYb`k]WÅh][Yb`æa di`g`VYXYi hYh`"8Yf"; fi bXghØW_gj Yf_Ui Z`Ub
?Uf`g`VfUWÅ hY`XYf`GhUXh`9]bbU\`a Yb`j cb`Yhk U`&ž) `A]``cbYb`9i fcž
X]Y`bi b`]b`k Y]hYfY`Dfc`Y`_hY`Z]Y» Yb`_ØbbYb`"9hk U`) \$`A]``cbYb
9i fc`_Uh?Uf`g`]b`X]Y`9bhk]W`_i b[`XYg`9f`YVb]g!8cfZYg`]bj Ygh]Yfhž
k cj cb`Y]b`Yf\`YV`]WÅYf`HY`]`Ub`c_U`Y`i bhYfbY\`a Yb`[Y`Ub[hYžk]Y`
GÅWÅ g]gWÅ Y`"XY`VYf]WÅ hYh"

9fXVYYf!5hhfU_h]cbYb`i bX`; Ughfcbca]Y

6Ygi WÅYf`k YfXYb`]a`i: fY]nY]hdUf`_`a]hj]Y`ZÀ`h][Yb`5hhfU_h]cbYb
ØVYffUgWÅ h`"BYi Y`[Ughfcbca]gWÅY`<][\`][\`hg`k]Y`X]Y
DZUbb`_i WÅYbgWÅ a]YXY`i bX`X]Y`ZJa]`]YbZFYi bX`]WÅY
5b[gh\`UgYbgWÅYi bY`žY]bY`; Y]ghYfVU\`bžk UfhYb`bi f`XUfUi Zž
YbhXYW`_h`ni`k YfXYb`"K À\`fYbX`XYg`Gca`a Yfg`c`W`_h`Y]b` 5`!mci !
WUbi!YUhi6ØZYhh`X]Y`; ÀghYžk À\`fYbX`XYf`K]bhYfY]bni [`Y]bY
nUi VYf\`UZhY`GWÅ`]hghWÅi \`VU\`b`a]h`g]WÅ`Vf]b[h`"I a`XYf`\`c`Yb
B UWÅ ZFU[Y`[YfYWÅ h`ni`k YfXYbžk i fXYb`) \$\$`ni gÅh`]WÅY
DUf`_d`ÀhnY`i bX`&\$`bYi Y`Hc`]YhhYb`Y]b[Yf]WÅ hYhžgc`VYf]WÅ hYh`
H5; &("

?Uf`g`9f`YVb]g!8cfZ`nY][hž`XUgg`XYf`i: fY]nY]hdUf`_!A Uf`_h]b
8Yi hgWÅ`UbX`Vcca h`"æa`i`X\`f`&\$&) `k]fX`Y]b`I a`gUhn`j cb`Yhk U`" ž&\$
A]``UfXYb`9i fc`]a`i: fY]nY]hdUf`_a Uf`_h`d`fc[bcgh]n]Yfh`"8]Y
ghY][YbXY`B UWÅ ZFU[Y`bUWÅ`ZJa]`]YbZFYi bX`]WÅYb`9f`YVb]ggYb`i bX
h\`Ya`Uh]g]YfhYb`5hhfU_h]cbYb`gd]Y`h`\]YfVY]`Y]bY`Yb`hgWÅY]XYbXY
Fc`Yžgc`nY][hY]bY`5bU`mgY`j cb`GhUh]ghU"

B UWÅ \ U`h][Y`9bhk]W`_i b[Yb`i bX Ni`_i bZhgd`ÀbY

8]Y`GhUXh`8ØVY`b`\`Uh`Ui WÅ`ni`_ØbZh][Y`D`ÀbY`]bg`5i [Y`[YZUgghž
i a`g]WÅ`k Y]hYf`ni`Ybhk]W`_Y`b`"9]bY`X][]hU`Y`æZcghY`Y`a]h`XYa
H]hY`"K]``_ca`a Yb`]b`8ØVY`b`i bX`Y]bY`æZcfa`Uh]cbgVfcgWÅØfY
8ØVY`b`Yf`YVYb`k]fX`XUni`VY]hfU[Ybž`c_U`Y
GY\`Ybgk ØfX][_Y]hYb`i bX`i: fY]nY]hUb[YVchY`ni`VYk YfVYb`"A]h
Y]bYf`5i ZU[Y`j cb`%\$`\$\$`\$`GhØW`_k]fX`XUg`æZcfa`Uh]cbga`UhYf]U`

j YfhY]`hž`i a `XUg`b hYfYggY`XYf`; ÅghY`ni `k YW_Yb"5i W`Y]bY`bYi Y
 =a U[YVfcgW`ØfY`k]fX`]b`5fVY]h`gY]bž`X]Y`]b`Ni gUa a YbUfVY]h`a]h
 XYb`i a `]Y[YbXYb`?ca a i bYb`Yb`k]W_Y`hY`h`ci f]gh]gW`Y`5b[YVchY
 j cfghY`Yb`k]fX"

9]b`VYgcbXYfYg`<][\`][\`h`k]fX`X]Y`: U\ffUXUi g`Y]\ghUh]cb`ZØf
 <chY`[ÅghY`gY]bž`gck]Y`X]Y`D`ÅbY`ZØf`: U\ffUXY]bghY`Vcl`Yb`]b`XYf
 GhUXh"8UfØVYf`\]bUi g`k]fX`?Uf`g`Ub`XYf`VY`]YVhYb
 Gh]YZ`dUfUXY`hY`]bY`a Yb`i bX`Y]bYb`Y][Ybg`[YghU`hYhYb
 9fXVYYfgh]YZ`d`fÅgYbh]YfYb"8]Y`9bh\Ø`i b[`X]YgYf`_fYUh]j Yb
 5fVY]h`]gh`ZØf`XYb`_ca a YbXYb`<YfVgh]a `D`Ubž`Y]b`k Y]hYfYg
 NY]W`Yb`ZØf`X]Y`Yb[Y`J`Yf`_bØdZi b[`j`cb`?Uf`g`9f`YVb]g!8cfZ`a]h
 XYf`fY[]cb"

?Uf`g`9fZc`[g[YgW`W`hY`nY][hž`k]Y`Xi fW`_fYUh]j Y`?cbnYdhY`i bX
 fY[]cbU`Y`Ni gUa a YbUfVY]h`b]W`h`bi f`: fY]nY]ha Ø[`]W`_Y]hYb
 [YgW`UZZYb`k YfXYbž`gcbXYfb`Ui W`X]Y`k]fhgW`UZh]W`Y`G]h`Uh]cb
 j cf`C`fh`Ui Z[YVYggYfh`k]fX"9g`V`Y]Vh`gdUbbYbXž`k Ug`X]Y`Ni `i bZh
 ZØf`8ØVY`b`i bX`gY]b`9f`YVb]g!8cfZ`bcW`VYfY]h`Å`h`

8YhU]`g	
C fh	8ØVY`bž`8Yi hgW`_UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gUYW`g]gW`Y`XY • k k k "hU[&("XY • XY"ghUh]ghU"W`a

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