

A]hhY`gUW\ gYb`ZfU[h`X]Y`ž [YbX.`K Ug
VfUi W\ h`] \ f`ZØf` : fY]nY]hgdU» 3

8Yf`@UbX_fY]g`A]hhY`gUW\ gYb`ghUfhYh`Y]bY`ž [YbXVYZfU[i b[
ni f`J YfVYggYfi b[`j cb` : fY]nY]hUb[YVchYb`ZØf`%\$!`V]g
&\$!`ž \ f][Y"



A]hhY`gUW\ gYb`ž`8 Yi hgW\`UbX`!`8Yf`@UbX_fY]g`A]hhY`gUW\ gYb
\Uh`\Yi hYž`Ua` `&(" 'ž b]`&\$&) žY]bY`VfY]hY`ž [YbXVYZfU[i b[`]bg
@YVYb`[Yfi ZYbž`X]Y`XUfUi Z`UVn]Y`hž`X]Y` : fY]nY]h`i`i`bX
I bhYfghØhni b[gUb[YVchY`ZØf`↑ b[Y`A YbgW\Yb`ni`j`YfVYggYfb`
8]YgY`ž]h]Uhj`Y`f]W\hYh`g]W\`Ub`?`]bXYf`i`bX`ž [YbX`]W\Y`]a`5`hYf
j cb`%\$`V]g`&\$`ž \ fYb`i`bX`V]YhYh`X]Y`A`Ö[`]W\`_Y]hž`U`_h]`X]Y
Ni`_i`bZ`hXYf`5b[YVchY`]b`] \ fYf`F Y[`]cb`ni`[YghU`hYb`"@UbXfUh`Gj`Yb
?fØ[Yf`\YVh`\Yf] cfž`XUgg`Yg`YggYbn]Y`"gY]ž`X]Y`6YXØfZb]ggY`i`bX
žhYfYggYb`XYf`ž [YbX`]W\Yb`ni`VYfØW_g]W\h][Ybž`i`a`dUggYbXY
5b[YVchY`d`UbYb`ni`_ÖbbYb`"8]Y`6YZfU[i b[`]gh`UV`gcZcfh`cb`]bY
Ui Z`XYf`K`YVgY]hY`XYg`@UbXfUh`gUa`hYg`j`YfZØ[VUf`i`bX`_Ubb`V]g
ni`a`" `5i [i`gh`Ui`g[YZØ`h`k`YfXYb`"8]Y`HY]`bU`a`Y`]gh`Ubc`bma
i`bX`VYUbgdfi`W\h`Yhk`U`%)`A`]bi`hYb`NY]h"

8cW\`b]W\h\bi f`X]Y`↑ b[Yb`A YbgW\Yb`ghY\Yb`]a` : c_i g`6]g`ni a`
' \$"↵ b]`Ài ZhidUfU`Y`Y]bY`I a ZFU[Y`ZØf`A YbgW\Yb`UV`)) ↵\fYb"
8]YgY`I a ZFU[Y`]gh`HY]`XYf`9bhk]W`i b[`Y]bYf`gYb]cfYbdc`h]gW\Yb
GhfUhY[]Yž`X]Y`Y]b`i a ZUggYbXYg`6]`X`XYf`@YVYbgg]hi Uh]cb`À`hYfYf`
A YbgW\Yb` [Yk]bbYb`a` ÒW\hY`"N]Y`]gh`Ygž`VYXUfZg[YfYW\hY
5b[YVchY`]b`XYb`6YfY]W\Yb` : fY]nY]hž` ; Ygi bX\Y]hž`A cV]`]hÀhž`
K c\`bYb`i bX`gcn]U`Y`HY]`\UVY`ni`Ybhk]W`Y`b"

9fZU\`fi b[Yb`Ui g`9fZi fh

↵`XYf`J Yf[Ub[Yb\Y]h`\Uh`X]Y`GhUXhj Yfk U`hi b[`9fZi fh`VYfY]hg`]b
XYb` ↵\fYb`&\$%(ž`&\$%+`i bX`&\$&&`@YVYbg`U[YbVYZFU[i b[Yb`j`cb
?]bXYfb`i bX`↵ [YbX`]W\Yb`Xi fW\ [YZØ\fh` , VYf`&`\$\$\$`↑ b[Y
A YbgW\Yb`]a` 5`hYf`j`cb`%&`V]g`%+` ↵\fYb`k`i fXYb`dYf`
Ni ZU`ggg]W\dfcVY`Ui g[Yk`À`hž`i a`]\fY`↵hYfYggYb`i bX
6YXØfZb]ggY`ni`Yfa`]hhY`b`"8]YgY`6YZFU[i b[Ybž`X]Y`g]W\`a`]h
H\Ya`Yb`k`]Y` : fY]nY]h]bhYfYggYbž`K c\`bi a`ZY`X`i bX`gW\i`]gW\Yf`
G]hi Uh]cb`Ui`gY]bUbXYfgYmYbž`nY][Yb`XUg`fY[Y`↵hYfYggY`XYf`
↵ [YbX`]W\Yb`Ub`XYf`HY]`bU\`a`Y`"8]Y`FØW`_Ui`Zei`chY`U[`&\$&&`VY]
' (ž`DfcnYbh`i bX`&\$%+`gc[Uf`VY]) (%ž`DfcnYbh`"8]YgY`8UhYb
Z]Y» Yb`X]fY`_h]b`XYb`?]bXYf`!`i bX`↵ [YbXZØfXYfd`Ub`XYf`GhUXh
9fZi fh`Y]b`i bX`nY][Ybž`k`]Y`k`]W\h][`Yg`]ghž`X]Y`Gh]a` a`Y`XYf`↵ [YbX
ni` \ÒfYb`"9fZi fh`\Uh]gca`]hY]bYb`_UfYb`5bgUhn`[Yk`À`hž`XYf`Ui`W
U`g`J`cfV]`X`ZØf`UbXYfY`GhÀXhY`X]YbYb`_ÒbbhYž`i a`X]Y`A`Y]bi b[Yb
XYf`↑ b[Yb`A`YbgW\Yb`ni`YfZUggYb"

A Yh\`cXYb`XYf`↵ [YbXVYhY]`][i b[

9]bY`k`]W\h][Y`A`Yh\`cXY`ni`f`9]bVYn]Y\`i b[`XYf`A`Y]bi b[`j`cb
↵ [YbX`]W\Yb`VYghY\`h]b`XYf`6YZFU[i b[`j`cb`↵ [YbX[fi`ddYb`
8UVY]`k`]fX`Y]bY`ghfi`_hi`f]YfhY`J`cf[Y\Ybgk`Y]gY`Ub[Yk`YbXYhž`X]Y
a`]h`XYf`DfÀgYbhUh]cb`XYg`H\Ya` Ug`VY[]bbhž`[YZc`[hj`cb
; YgdFÀW\Ybž`]b`XYbYb`X]Y`↵ [YbX`]W\Yb`] \fY` ; YXUb`_Yb`Ài` » Yfb
_ÒbbYb`"9]b`↵hYfj`]Yk`!@]hZUXYb`gck`]Y`A`cXYfUh]cbga`UhYf]U`]Yb
gd]Y`Yb`Y]bY`nYbhfU`Y`F`c`Yž`i a`X]Y` ; YgdFÀW\Y`ni`Y`Y]hYb`i bX
9f[YVb]ggY`ZYghni` \U`hYb`"8i`fW`?`Y]b[fi`ddYbUfVY]hYb`\UVYb`X]Y
↵ [YbX`]W\Yb`X]Y`A`Ò[`]W\`Y]hž`K ØbgW\Y`i bX`J`cfgW\`À[Y`_fYUh]j
ZYghni` \U`hYb`"8]YgY`A`Yh\`cXY`\Uh]g]W\`U`g`VYgcbXYfg`Y`ZY`_h]j

Yfk]YgYbž'i a `Y]b`VYggYfYg`6]`X`j`cb`XYb`6YXØfZb]ggYb`i`bX
 A Y]bi b[Yb`XYf`† b[Yb`A YbgWYb`ni`Yf`U`hYbž`Ui`W`k`Ybb`g]Y
 b]W`h`fYdf`ÄgYbhUh]j`ZØf`X]Y`[YgUa`hY`š`[YbX`g]bX"

8]Y`U`_hi`Y`Yb`≠h]Uh]j`Yb`i`bX`A`Yh`cXYb`nY][Yb`Y]b`k`UW`gYbXYg
 J Yfgh`ÄbXb]g`XUZØfž`k`]Y`k`]W`h][`Yg`]ghž`X]Y`A`Y]bi`b[`XYf
 š`[YbX`]W`Yb`Yfbgh`ni`bY`a`Yb``G]Y`g]bX`X]Y`Ni`_i`bZhi`bX`]fY
 ≠YYb`U`VYb`XUg`DchYbn]U`ž`X]Y`@YVYbgei`U`h`Äh`b`A`]hY`gUW`gYb
 bUW`U`h][`ni`j`YfVYggYfb``Bi`mYb`G]Y`X]Y`;`Y`Y[Yb`Y]hi`bX
 bY`a`Yb`G]Y`Ub`XYf`6YZFU[i b[`hY]"`

: Øf`k`Y]hYfY`≠Zcfa`Uh]cbYb`ni`f`š`[YbXVYZFU[i b[`VYgi`W`Yb`G]Y
 V]hY`GÄW`g]gW`Y`cXYf`YfZU`fYb`G]Y`a`Y`f`ØVYf`X]Y
 @YVYbg`U[YbVYZFU[i b[`]b`9fZi`fh``K`Y]hYfY`A`Yh`cXYb`ni`f
 š`[YbXVYhY][i b[`Z]bXYb`G]Y`i`bhYf`?`]bXYffYW`hY`XY"

8YhU]`g	
C fh	A]hY`gUW`gYbž`8Yi`hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gUYW`g]gW`Y"XY • k k k "YfZi`fh"XY • k k k "_]bXYffYW`hY"XY

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