

GWk AV]gW ; a ØbX`ja : c_i g. `5i ghUi gW
a]h`gfUY`g`@Y\ fUa hgghi X]YfYbXYb`

9]b`5i ghUi gWdfc[fUa a `XYf`D< ; a ØbX`i bX`@Yj]bg_ml
K mb[UhY`7c`Y[Y`HY`5j]j `ZØfXYfh`X]Y
bUhi fk]ggYbgW UZh]WY`6]Xi b[`i bX`XYi hgW!]gfUY`gWY
6Yn]Y\i b[Yb"



GWk AV]gW ; a ØbXž`8Yi hgW`UbX`!`a `A U]`&\$&) `ZUbX`Y]b
VYXYi hYbXYf`5i ghUi gW`ja `F U\`a Yb`XYg`Dfc[fUa a g` HYUWYfg
Zcf`h`Y : i hi fY `nk]gWYb`XYf`D< `GWk AV]gW ; a ØbX`i bX`XYa
@Yj]bg_mlK mb[UhY`7c`Y[Y`b`HY`5j]j `ghUh`8]YgYg`Dfc[fUa a ž
XUg`j ca `A]b]ghYf]i a `ZØf`K]ggYbgW UZhž: cfgW i b[`i bX`?i bgh]b
Ni gUa a YbUfVY]h`a]h`XYf`D\`]d!GWk Ufn!Gh]Zhi b[`]bg`@VYb
[Yfi ZYb`k i fXYž`n]Y`h`XUfUi ZUVž`@Y\ fUa hgghi X]YfYbXY`Ui g`gfUY`
i bX`6UXYb!K ØfhYa VYf[`ni`j YfbYhnYb`i bX`]\bYb`Y]bYb`9]bV`]W
]b`X]Y`6]Xi b[ggmghYa Y`VY]XYf`@AbXYf`ni `Yfa Ø[`]WYb`8]Y
Ghi X]YfYbXYb`\UhhYb` ; Y`Y[Yb\Y]hž`Ub`@Y\ fj YfUbghU`hi b[Yb`]b
D\mg]_i bX`6]c`c[]Y`hY]`ni bY\`a Ybž`Y]bY`i bhYff]W hgghi bXY`Ua
DUf`Yf! ; ma bUg]i a `ni `VYgi WYbž`X]Y`K]ggYbgk Yf_ghUh`9! @9

_YbbYbni`YfbYb`i bX`9l _i fg]cbYb`bUW`Ghi hh[Ufh`i bX`i`a`ni
i bhYfbY`a`Yb"

9]b`<][`\\][`\\h`XYg`5i ghUi`gW`g`k Uf`XUg`HfY`ZYb`XYf`; fi ddY`a`]h
A UfYb`GhY`[Y`Z`J`YfhfYhYf]b`XYg`]gfUY`]gW`Yb`; YbYfU`_c`bgi`Uhg`z`]b
Ghi hh[Ufh`" <]Yf`k`i fXYb`X]Y`F`c`Y`XYf`Ghi`X]YfYbXYb`]b`XYb`XYi hgW`!
]gfUY`]gW`Yb`6Yn]Y`i b[Yb`gck`]Y`XYfYb`6YXYi hi b[`Z0f`XYb
]bhYf`_i`hi fY`Yb`8]U`c[`Yf0fhYfh`Ni XYa`Ya`dZ]b[`F`]W`UfX`5fbc`X`z
C`VYfV0f[Yfa`Y]ghYf`j`cb`; a`0bX`z`X]Y`; ÅghY`k`Å`fYbX`Y]bYg
GhUXhfi bX[Ub[g]a`F`U`h`Ui`g`i bX`VYhc`bhY`X]Y`K`]W`h][`_Y]h`gc`W`Yf
5i ghUi`gW`dfc[fUa`a`Y`Z0f`XUg`J`Yfgh`Å`b`X`b]g`nk`]gW`Yb`XYb
?i`hi`fYb"

K`]ggYb`gW`UZh`]W`Y`Ni`gUa`a`Yb`UfVY]h
nk`]gW`Yb`8Yi`hgW`UbX`i`bX`=gfUY`

8]Y`k`]ggYb`gW`UZh]W`Yb`6Yn]Y`i b[Yb`nk`]gW`Yb`8Yi`hgW`UbX`i`bX
=gfUY`g]bX`j`cb`\\]ghc]gW`Yf`6YXYi hi b[`i`bX`\\UVYb`g]W`gY]h`XYa
Nk`Y]hYb`K`Y`h`_f]Y[`ghUf`_`Yb`hk`]W`_Y`h`"5b`Ågg`]W`XYg`)`\$!`Å`f][`Yb
`V]`Åi`a`g`XYg`H`Y`c`c[]gW`Yb`Ghi`X]Yb`U`f`g]b`>fi`gU`Ya`z
[YZ0fXYfh]`ca`8558`i`bX`XYa`5i`gk`Åfh][`Yb`5a`h`z`gdfUW`Yb`8558!
DfÅg]XYbh`ε`mVfUhc`A`i`_`Yf`Y`Y`i`bX`XYf`XYi`hgW`Y`6c`hgW`UZhYf`]b
=gfUY`z`GhY`ZYb`GY]VYfh`z`0VYf`X]Y`9fZc[`Y`i`bX`<`YfUi`gZc`fXYfi`b[`Yb
X]YgYf`6Yn]Y`i b[Yb`"8Ug`Dfc[fUa`a`Yfa`0[`]W`h
H`Y`c`c[]Yghi`X]YfYbXYb`Ui`g`8Yi`hgW`UbX`z`2`ghYffY]W`i`bX`XYf
G`W`k`Y]n`Y]bYb`Y]bn][`Ufh][`Yb`]bhYffY`][`]0gYb`5i`ghUi`gW`z`VY]`XYa
g]Y`0X]gW`Y`i`bX`a`i`g]a`]gW`Y`; `Ui`VYbg[`Ya`Y]bgW`UZhYb
_YbbYb`YfbYb"

εg[YgUa`h`[]Vh`Yg`0VYf`) "\$\$\$`U`_h]`Y`XYi`hgW`!]gfUY`]gW`Y
K`]ggYb`gW`UZh`gdfc`Y`_hY`z`X]Y`ni`f`Gh`Åf`_i`b[`XYf`V]`UhYfU`Yb
6Yn]Y`i b[Yb`VY]hfU[Yb`"8Yb`bc`W`\\UVYb`0b[ghY`9b`hk`]W`_i`b[Yb`z
]bgVY`gcb`XYfY`bUW`XYa`+`"C`_hc`VYf`&\$&'`z`Y]b][`Y`=gfUY`]g`j`cb
Y]bYf`5i`g[fYbni`b[`]a`]bhYfbUh]cb`U`Yb`K`]ggYb`gW`UZh`gVYhf]YV
VYf]W`hYh`"8]Y`8]g`_i`gg]cb`0VYf`X]Y`U`UXYa`]gW`Yb
6]Xi`b[gW`Ub`W`b`]b`XYb`DU`Ågh]bYbg]gW`Yb`; YV]YhYb`i`bX`X]Y
: 0fXYfi`b[`j`cb`9a`dU`h]Y`nk`]gW`Yb`=gfUY`]g`i`bX`DU`Ågh]bYbgYfb
g]bX`YVYb`ZU`g`nYb`hfU`Y`5gdY`_hY`X]YgYf`Dfc[fUa`a`Y"

< YfUi gZcfXYfi b[Yb`i bX`7\ UbWb

8]Y`6YfhY`ga Ubb`Gh]Zhi b[`YVh`X]Y`6YXYi hi b[`Y]bYf`fYZY`h]YfhYb
 ; YghU`hi b[`XYf`XYi hgWk!]gfUY`]gWkYb`6Yn]Y\i b[Yb`Yfj`cf`G]Y
 k Ufbhj`cf`XYb`ni bY`a YbXYb`Ubh]gYa`h]gWkYb`HYbXYbnYb`]b
 8Yi hgWk`UbXž`X]Y`VY]Y]bYf`i a ZFU[Y`Yf[YVYb`UVYbž`XUgg`&+i
 XYf`6YZFU[hYb`X]Y`5i ggU[Y`i bhYfghØhnYbž` ž`XYb`UVYb`Ui Z`XYf
 K`Y`h`ni`j`Y`9]bZi gg` `XYf`ØWkghY`K`Yfh`gY]h`š\`fYb`6YgcbXYfg
 VYgcf[b]gYffY[YbX`]gh`XYf`5bgh]Y[`X]YgYf`9]bghY`i b[Yb`i bhYf
 ↑ b[Yb`A`ÀbbYfb`i bhYf`(\$`š\`fYbž`k`c`X]Y`Ni gh]a`a`i b[`Ui Z`*i
 [Ygh]Y[Yb`]gh"

8]Y`i a ZFU[Y`ni f`Ni gUa`a YbUfVY]h`nk`]gWkYb`8Yi hgWk`UbX`i bX
 =gfUY`nY][hž`XUgg`(\$i`XYf`8Yi hgWkYb`X]Y`?ccdYfUh]cb`U`g
 Ui gfY]WkYbX`Ya`dZ]bXYbž`k`À`fYbX`*, i`XYf`=gfUY`]g`Y]bY
 =bhYbg]j`]Yfi b[`XYf`V]`UhYfU`Yb`6Yn]Y\i b[Yb`k`ØbgWkYb`8]YgY
 i bhYfgWk]YX`]WkYb`K`U`fbY`a`i b[Yb`Yfj`cf`YVYbXž`ZcfXYfh`X]Y
 6YfhY`ga Ubb`Gh]Zhi b[`Y]bY`_f]h]gWkY`Gc`XUf]h`A`h`a`]h`=gfUY`i bX`XYb
 5i gVUi`n]j`][YgY`gWkUZh]WkYf`5i ghUi`gWk`dfc`Y`hY`]b`6]`Xi b[ž
 K`]ggYbgWkUZh`i bX`?i`hi`f"

Ni gUa`a YbZUggYbX``Aggh]g]Wk`gU[Ybž`XUgg`XYf`5i ghUi`gWk
 nk`]gWkYb`XYi hgWkYb`i bX`]gfUY`]gWkYb`6]`Xi b[gY]bf]Wkhi`b[Yb
]ba`]hYb`XYf`<YfUi`gZcfXYfi`b[Ybž`a`]h`XYbYb`VY]XY`@`AbXYf
 _cbZfcbh]Yfh]g]bXž`gck`c`ZØf`Ghi`X]YfYbXY`U`g`Ui`Wk`ZØf`X]Y
 ; YgY`gWkUZh`U`g`; UbnYg]j`cb`[fc»Yf`6YXYi hi b[`]gh`Gc`WkY
 Dfc[fUa`a`Y`ZØfXYfb`b]Wkhi`bi`f`XUg`j`Yfgh`AbXb]g`nk`]gWkYb`XYb
 ?i`hi`fYbž`gcbXYfb`hfU[Yb`Ui`Wk`ni`f`; fi`bX`U[YbZcfgWk`i b[`i`bX`ni`f
 GWkUZZ`b[`Y]bYf`Zf]YX`]WkYfYb`?cYi`]ghYbn`]b`XYf`F`Y[`]cb`VY]"

8YhU]`g	
J`c`f`ZU`	Gcbgh][Yg
C`f`h`	GWk`k`ÀV]gWk`;`a`ØbXž`8Yi`hgWk`UbX
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k k k "d\![a i YbX"XY • k k k "XUUX"XY • k k k "VYfhY`ga Ubb!gh]Zhi b["XY

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