

; ch\U`ja `5i ZVfi W\ . `6Øf[Yf`gc``Yb
J YfVYggYfi b[gj c fgW\ `À[Y`Y]bVf]b[Yb °

BYi Y`Fi Vf]_` 8Yf`@YgYf`\Uh`XUg`K cfh `]b`; ch\U`[YghUfhYh"
6Øf[Yf`_ØbbYb`5b`Y[Yb`ni ``c_U`Yb`DfcV`Ya Yb`Y]bfY]W\Yb"



; ch\Uz`8Yi hgW\`UbX`!`#`; ch\U`k]fX`bi b`FUi a `ZØf`X]Y
Gh]a a Yb`XYf`6Øf[Yf`[YgW\UZZYb`"A]h`XYf`bYi Yb`Fi Vf]_` 8Yf`
@YgYf`\Uh`XUg`K cfh `a ØW\hY`X]Y`FYXU_h]cb`j`cb`; ch\U`5_hi Y``
XYb`6Øf[Yfb`Y]bY`D`UhZcfa `V]YhYbž`i a `Ui ZU``hÀ[`]W\Y`DfcV`Ya Y
]b`XYf`GhUXhi bX`I a [YVi b[`Ui Za Yf_gUa `ni `a UW\Yb``"J`cb
a ØZZY`bXYa `A Ø``Ui Z; Y\k Y[Yb`ØVYf`ZY`\`YbXY`Gd]Y`[Yf`hY`Ui Z
Gd]Y`d`hYb`V]g`\]b`ni `XYZY`_hYb`GhfU» Yb`UhYfbYbž`YXYf`_Ubb
gY]bY`5b`Y[Yb`]b` : cfa `j`cb` : chcg`i bX`_i fnYb`HYI hYb`Y]bfY]W\Yb"
A Ø[`]W\`]gh`X]Yg`VYeI Ya `dYf`9!A U]`Ub`fYXU_h]cb 4 [ch\U!
U_hi Y``"XY`cXYf`ØVYf`Y]b`Cb`]bY! : cfa `i `Uf``6YgcbXYfg`YfZfYi `]W\
]ghž`XUgg`X]Y`5bcbma `]h`h`XYf`9]bgYbXYf`[Yk`À`f`Y]ghYh]gh` `]fY
BUa Yb`i bX`9!A U]`!5XfYggYb`k YfXYb`b]W\hj YfØZZYbh]W\h``8Ug
N]Y`X]YgYf`#]h]Uhj Y`]gh`[Ubni`_`Uf.`5i Za Yf_gUa `Y]h`igW\UZZYb`i bX

k]W\h)[Y`H\Ya Yb`]b`XYf`GhUXh`bUW\`j`cfbY`Vf]b[Ybž`k]Y` ; ch\U
5_hi Y``VYf]W\hY`h"

6Øf[YfVYhY`)] [i b[ž`XUg`]gh`Y]b`H\Ya Už`XUg`XYfnY]h`]b` ; ch\U`\Y`»
X]g_i h]Yfh`k]fX``6YfbX` : i bX\Y``Yfž`XYf`? fY]gj`cfg]mYbXY`XYf
@B?9Bž`VYhcbhž`XUgg` ; ch\U`i bX`XYf`? fY]g` ; ch\U`j]Y`
i b[Ybi`mhYg`DchYbn]U``\UVYb``9f`j Yf[`Y]W\h`X]Y`GhUXh`a]h`Y]bYa
gW\`UZy`bXYb`f`]YgYb` ž`XYf`bi`f`XUfUi`Z`k UfhYhž`Yfk YW`h`ni`k`YfXYb`"
8]YgY`U`hY`F`Yg]XYbnghUXh`\Uh`b]W\h`bi`f`Y]bY`fY]W\Y
?i`hi`f[YgW\]W\hY`ž`gcbXYfb`dfcZ]h]Yfh`Ui`W\`j`cb`]\fYf`@U[Y`bU\Y
XYa`H\Øf]b[Yf`K`U`X```b`XYf`F`Y`[]cb`Z]bXYb`g]W\`nU`\fY]W\Y
hci`f]gh]gW\Y`N]Y`Y`k]Y`X]Y`VYfØ`a`hY` : U\`bYf`<Ø\Y`cXYf`X]Y
gY\`Ybgk`YfhYb`C`Vghd`Ub`hU[Ybž`X]Y`ni`a`J`Yfk`Y]Yb`i`bX`9bhXYW`Yb
Y]b`UXYb`` : i bX\Y``Yf`g]Y`\h` ; ch\U`_`Uf`]a`5i`Z`k]bX`i`bX`b]W\h`U`g
VYbUW\hY`)] [hž`gcbXYfb`U`g`Y]bY`GhUXh`a]h`9bhk]W`i`b[gW\UbW`bž
cV`k`c`\`X]Y`C`\FuH`V`U\`b`bUW\` ; f`Z`Ybfc`XU`bc`W\`b]W\h`cdh]a`U`
[Ybi`mh`k]fX``8]YgY`6U\`b`_`Øbb`hY`Y]b`GW\`ØggY`ni`a`Y`\f
hci`f]gh]gW\Ya``b`hYfYggY`k`YfXYbž`k`Ybb`Yg`[Y`]b[hž`b`j`YghcfYb`ni
[Yk]bbYb`"

K`Àfa`Yd`Ubi`b[`i`bX``c`_`U`Yg`9b[U[Ya`Ybh

9]b`k`Y]hYfYg`k`]W\h)[Yg`5b`Y]Y`Yb`XYf`GhUXh`j`Yfk`U`hi`b[`]gh`X]Y
_ca`a`i`bU`Y`K`Àfa`Yd`Ubi`b[``a`Gd`Àhgca`a`Yf`&\$&`k`i`fXY`Y]b
5bhU[`ni`f` : ØfXYfi`b[`Y]b[YfY]W\hž`XYf`Ua``\$+`\$`" &\$&(`VYk`)] [h
k`i`fXY``N]Y``]gh`Ygž`X]Y`K`Àfa`Yj`Yfgcf[i`b[`XYf` ; YV`Ài`XY`V]g`&\$(`)
hfY]V\`Ui`g[UgbYi`hfU`ni`[YghU`hYbž`k`Ug`Y]bY`gdUbbYbXY
<YfUi`gZcfXYfi`b[`XUfghY`h`5_hi`Y``k`]fX`[YdfØZhž`k`Y`W\Y
<Y]nhYW\bc`c[]Yb`Ua`VYghYb`]b`X]Y`bZfUghfi`_hi`f`XYf`GhUXh
dUggYb`j`cb`BU\!`i`bX` : Yfbk`Àfa`Y`V]g`\]b`ni`]bbcj`Uh]j`Yb
K`Àfa`Ydi`a`dYb`i`bX`K`UggYfghc`ZbYhnYb``8Yf`YfghY`9bhk`i`fZ`Øf`X]Y
K`Àfa`Yd`Ubi`b[`gc``hY`V]g`9bXY`A`Àfn`&\$&) `ghY\`Ybž`X]Y
GhUXh`k`Yf`_Y` ; ch\U`g]bX`VYfY]hg`a`]h`XYf`I`a`gYhni`b[`VYUi`ZhfU[`h`
5i`W\`X]Y`6Øf[Yf`bY\`a`Yb`Ub`X]YgYa`Dfc`nYgg`hY`]`8]Y`YfghY
6Øf[YfVYhY`)] [i`b[`ZUbX`VYfY]hg`Ua``%`%`%`&`&\$&(`ghUhž`VY]`XYf
Yhk`U`(\$`b`hYfYgg]YfhY`]b`XYb`8]U`c[`Y]b[YVi`bXYb`k`i`fXYbž`k`Y`
[ch\U`XY`a`]hY`]h"

8]Y`GhUXh`d`Ubh`ni XYa`Y]bY`nk Y]hY`6Øf[YfVYhY`][i b[ž`X]Y`ZØf
 5df]`&\$&) `j cf[YgY`Yb`]gh`"9g`]gh`k]W`h][ž`X]Y`6Øf[Yf`b]W`h`bi`f`ni
]bZcfa]YfYbž`gcbXYfb`g]Y`U`_h]j` `]b`X]Y`9bhgW`Y]Xi b[Yb
 Y]bni VYn]Y`Ybž`i a`X]Y`5`_nYdhUb`ni bX`XUg`J Yfgh`AbXb]g`ZØf`gc`W`Y
 Dfc`Y`_hY`ni `ZØfXYfb`"GW`X`]Y»`]W`_Ubb`Y]b`k Yfhj`c`Yg`; i`h`k]Y`XYf
 8][]hU`Y`Nk]`b[`XYf`GhUXh;`ch`U`XUni`VY]hfU[Ybž`K`Àfa`YVYXUfZY
 i bX`ϕZfUghfi`_hi`f`cdh]a`U`ni`UbU`mg]YfYb`i bX`ni`[YghU`hYb`"

8]Y`D`AbY`ZØf`Y]b`bYi`Yg`9]b`_Ui`ZgnYbhfi`a`YbhZUW`Yb`i bhYfXYggYb
]a`a`Yf`a`Y`f`8]g`_i`gg]cbYb`i bhYf`XYb`6Øf[Yfb`" <`AbX`Yf`i bX
 5bk`c`b`Yf`nY][Yb`g]W`X]g`_i`h]YfZfYi`X][`i bX`_f]h]g]YfYb`X]Y`ϕYYž
 k`À`f`YbX`X]Y`J`YfUbhk`cfh]W`Yb`X]Y`J`cfnØ[Y`Y]bYg`gc`W`Yb
 Dfc`Y`_hg`Y`fUi`gghY`Yb`"8Yf`8]U`c[`ØVYf`X]Y`9bhk`]W`_i`b[`;`ch`Ug
 V`Y]Vh`gdUbbYbX`i bX`_Uf`]gh`5b`YXYf`9W`Y`[]Vh`Yg`ϕYYb`i bX
 Cdh]a`]Yfi`b[gdchYbn]U`Y`"ϕ`X]YgYa`G]bbY`Y]»`h`Yg`Ui`W`_ØbZh][ž
 XYb`gW`UZybXYb`F]YgYb`_U`_h]j`ni`k`YW`Yb`i bX`X]Y`Gh]a`a`Yb`XYf
 6Øf[Yf`Yfbghini`bY`a`Yb`"

8YhU]`g	
Cfh	; ch`Už`8Yi`hgW`_UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • [ch`U!U`_hi`Y`""]bZc • k k k "i bn"XY • k k k "[ch`U"XY

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