

@]b_Y`ZcfXYfh`Dc`_]_`]b]_Yb.`A Y\ f
; Ygi bX\Y]h`ZØf`H\ Øf]b[Yb`°

8]Y`@]b_Yb`]a`H\Øf]b[Yf`@UbXhU[`ZcfXYfb`a Y\ f`ÒZZYbh`]WXY
A J N`]a`≐a`! ? fY]gž`i a`k c\bcfhhU\Y`; Ygi bX\Y]hgj Yfgcf[i b[
ni`j YfVYggYfb"



≐a`! ? fY]gž`8 Yi hgW`UbX`!`≐a`H\Øf]b[Yf`@UbXhU[`g]bX`X]Y
U_hi Y`Yb`; YgdfÅWY`ni a`8cddY`U`i g\U`h]b`j c`Ya`; Ub[Yž`i bX
X]Y`@]b_Yb`! : fU_h]cb`\Uh`_`UfY` : cfXYfi b[Yb`Zcfa`i`Y]fh`
≐gVYgcbXYfY`[Y\hYg`i a`X]Y`Bchk YbX][`_Y]hž`a Y\ f`a YX]n]b]gWXY
J Yfgcf[i b[gnYbhfYb`fA J N`!`b`_ca`a i bU`Yf`< UbX`ni`gW UZZYb`
: fU_h]cbgWYZ`7\ f]gh]Ub`GW UZh`\YVh`X]Y`6YXYi hi b[`Y]bYf
k c\bcfhhU\Yb`i bX`VYXUfZg[YfYW`hYb`J Yfgcf[i b[`Yfj`cfž`X]Y`Ui Z
[Ya`Y]bk c`\cf]Ybh]YfhY`C f[Ub]gUh]cb`gYhh`N]Y`]ghYgž`XYb
?ca`a i bYb`X]Y`A`Ò[`]W`_Y]h`ni`V]YhYbž`A J N`ni`[fØbXYb`i bX`ØVYf
@UbX`_fY]g[fYbnYb`\]bk Y[`ni`_ccdYf]YfYb`"8]YgY`bYi Yb
fY[]cbU`Yb`; Ygi bX\Y]hgnYbhfYbž`VYgW`f]YVYb`U`g`~Dc`_]_`]b]_`&`\$` ž
gc`Yb`< Ui`g!`i bX` : UW`ÅfnhY`gck`]Y`DZY[Y!`i bX`H\YfUd]YUb[YVchY
i bhYf`Y]bYa`8 UW`j YfY]bYb`"5bhYbYb`H\Øf]b[Yb`VYf]W`hYhž

XUgg'XYf'fY]g'GcbbYVYf['VYfY]hg'U_hj' k i fXY' i bX'X]Y
]bgc'j YbhYb'A YX]bcg'?`]b]_Yb'ØVYfbca a Yb'\Uhž'i a 'g]Y`]b`Y]b
A J N' i a ni k UbXY`b"

8]Y':]bUbn]Yfi b['gc`WXYf'J cf\UVYb`_ØbbhY`Xi fW`XUg
gW`i`XYbZ]bUbn]YfhY`≠j Ygh]h]cbgdU`Yh'XYg'6i bXYg'[Yg]WXYfh
k YfXYbž'XUg'H\Øf]b[Yb`]b`XYb`_ca a YbXYb`nk Ò`Z`Δ\ fYb`fi bX
&%\$`A]`]cbYb`9i fc`VYfY]hghY`Yb`k]`""G`W`U`Z`h`Z`c`f`X`Y`f`h`ž`X`U`g`g`
a]bXYghYbg`X]Y`<`À`Z`h`X`]Y`g`Y`f`A]hY`X`Y`b`?`ca a i bYb`U`g`
≠Z`f`U`gh`fi`_`h`i`fa]hY`ni [i hY`_ca a h`'9`f`Z`c`[fY]W`Y`'6`Y]gd]Y`Y`k]Y`X]Y
=a !?`fY]g!`?`]b]_Ybž`X]Y`U`g`[Ya Y]bbØhn][Y'; a V<`VYhf]YVYb
k YfXYbž`nY][Yb`VYfY]hgž`k]Y`[i h`gc`W`Y`'5`bg`À`h`Y`Z`i`b`_`h]cb]YfYb
_ØbbYb"

ÿfnhYa Ub [Y`U`g`< YfUi gZcfXYfi b [

8cW`b]W`h`i`b`f`]b`H\Øf]b[Yb`]gh`XYf`'6`Y`X`U`f`Z`U`b`'a`Y`X`n]b]g`W`Y`f`
J`Y`f`g`c`f`[i b['gdØfVUf"'≠`GUW`g`Y`b`VY]gd]Y`g`k`Y]g`Y`Y`b`h`g`h`Y`\`Y`b`b`Y`i`Y`
A`J`N`ž`k`]Y`X`U`g`'A`Y`X`n]b]g`W`Y`J`Y`f`g`c`f`[i b[gnYbhfi a`BY]»Y!K`Y]»Yf`
G`W`'Ø`d`g`]b`?`f`U`i`g`W`k`]h`ž`X`U`g`]b`i`ba]hY`V`U`f`Y`f`B`À`\`Y`ni`f`d`c`b`]g`W`Y`b`
;`f`Y`b`n`Y`Y`f`Ø`Z`b`Y`h`k`Y`f`X`Y`b`'gc`""6`Ø`f`[Yfa`Y]ghYf`Hf]ghUb`A`Ø`\`
VYg]W`h][h`X]Y`'5`f`VY]hYb`i`b`X`]gh`c`d`h]a]gh]g`W`.`'8`Y`f`'G`h`U`b`X`c`f`h`i`gc`"
VYfY]hg`]a`'š``]gh`U`f`h`Y`b`ž`ni`b`À`W`g`h`i`a]h`i`nk`Y`]`<`U`i`g`À`f`n`h`Y`b`"9]b`
k`Y]h`Y`f`Y`g`'A`J`N`k`]f`X`]b`X`Y`f`V`Y`b`U`W`V`U`f`h`Y`b`;`Ya`Y]b`X`Y`F`]Y`hg`W`Y`b`
Y]b[Yf]W`h`Y`h`ž`k`c`VY]X`Y';`Ya`Y]b`X`Y`b`&)"\$`\$`\$`'9i`fc`]b`Y]b`Y`
_ca a i bU`Y`H`c`W`h`Y`f`[YgY`g`W`U`Z`h`]b]Y`gh]Y`f`Y`b`ž`X]Y`X`U`g`'A`J`N`
VYhfY]VYb`'gc`""**A 8 F**`\`Y`V`h`\`Y`f`j`c`f`ž`X`U`g`g`X]Y`'A`Y`X`_Ua`Y`b`h`Y`i`b`X`
6`Y`\`U`b`X`i`b[Yb`X`U`X`i`f`W`'Y`Z]n]Y`b`h`Y`f`ni`f`J`Y`f`ZØ[i b['[YghY`h`k`Y`f`X`Y`b`
_ØbbYb"

8]Y`G`W`k`]Y`f][_Y]hYbž`ÿfnhY`]b`'À`b`X`]W`Y`b`'F`Y`[]cbYb`Ubni`g]Y`X`Y`b`ž`
g]b`X`'Y`X`c`W`'b]W`h`ni`i`b`h`Y`f`g`W`'À`h`n`Y`b`"'6`Y`g`c`b`X`Y`f`g`]a`'5`h`U`b`X`_f`Y]g`
K`Y]»k`U`g`g`Y`f`Z`Y`\`Y`b`VYfY]hg`n`Y`\`b`<`U`i`g`À`f`n`h`Y`ž`k`U`g`X]Y`'c`_U`Y`
a`Y`X`n]b]g`W`Y`J`Y`f`g`c`f`[i b['ghUf`_VY`U`gh`Y`h`'8]Y`_U`g`g`Y`b`'À`f`n`h`]W`Y`
J`Y`f`Y]b][i b['GUW`g`Y`b`\`U`h`Y`V`Y`b`Z`U`g`[fc»Y`D`f`c`V`Y`a`Y`ž`A`Y`X`n]b`Y`f`]b`
X]Y`F`Y`[]cb`ni`VY`_ca a Yb`"8]Y`<c`Z`b`i`b[``]Y`[h`i`b`i`b`U`i`Z`X`Y`b`b`Y`i`Y`b`
A`J`N`ž`X]Y`X`i`f`W`'X]Y`'5`b`g`h`Y`i`b[]cb`ÿfnhY`b`]b`Y]b`Ya`_ca a i bU`Y`b`
F`U`a`Y`b`j`]Y`Y`V`Ø`f`c`_f`U`h]g`W`Y`<Ø`f`X`Y`b`U`V`V`U`i`Y`b`i`b`X`'g`c`a`]h`

UhhfU_hj YfY'5fVY]hgVYX]b[i b[Yb'gWk UZZYb' _ÖbbhYb"

A J N`]a ` , VYfV`]W_

5VYf'k Ug[YbUi 'a UWk h'X]YgY'A J N'gc 'UhhfU_hj] 'ZØf'† b[Y
A YX]n]bYf3'æ 'J Yf['Y]Wk 'ni ' _Ugg]gWk Yb'DfUI]ga cXY`Yb`V]YhYb
g]Y`Xi fWk `X]Y`cf[Ub]gUhc f]gWk Y`HfYbbi b['j cb`ϕ\UVYfgWk UZhi bX
Åfnh]Wk Yf'6Y\UbX'i b['b]hYfYggUbhY'5fVY]hgVYX]b[i b[Yb"Gc
_ÖbbYb`ÿfnhY`]b`Y]bYa '5b[YghY`hYbj Yf\Å`hb]g`UfVY]hYb`i bX
dfcZ]h]YfYb`j cb`ZYI]V`YfYb'5fVY]hgnY]hYb"A J N'g]bX`YhUV`]YfhY
@Y]ghi b[gYfVf]b[Yf`]b`XYf`Ua Vi `UbhYb`J Yfgcf[i b['i bX`V]YhYb
\Åi Z['i a ZUggYbXY`a YX]n]b]gWk Y`8]YbghY]ghi b[Yb`Ui g`Y]bYf
<UbX"6i bXYg[Ygi bX\Y]hga]b]ghYf]i a `Yf`_ÅfhžXUgg'A J N]j cb
j YfgWk]YXYbYb`HfÅ[Yfb`[Y[fØbXYh`k YfXYb`_ÖbbYbžXUfi bhYf
Ui Wk`?ca a i bYb"8]Y`@Y]hi b['a i gg]j cb`Y]bYa '5fnh
ØVYfbca a Yb`k YfXYbžXYf`]b`a YX]n]b]gWk Yb'5b[Y`Y[Yb\Y]hYb
k Y]gi b[gZfY`]gh"

ϕ`NY]hYbž`]b`XYbYb`XYf`ÿfnhYa Ub[Y`j]Y`Yfcfhg'ni `gdØfYb`]ghž
_ÖbbhY`XUg`?cbnYdh`XYf`A J N'gca]h`XYf`GWk`ØggY`gY]bž`i a `X]Y
a YX]n]b]gWk Y`J Yfgcf[i b['j cf`Cfh'ni `g]Wk Yfb`i bX`ni `j YfVYggYfb"
8]Y`dcb]h]j Yb`9fZU\fi b[Yb`a]h`VYghY\YbXYb`A J N`i bX`XYf
K i bgWk`bUWk`Y]bYf`FØW__Y\f`ni `ca a i bU`Yb`Ghfi _hi fYb`ghY\Yb
XUVY`]a `J cfXYf[fi bX`i bX`V]YhYb`<cZbi b['Ui Z`bUWk`U`h]
VYggYfY`; Ygi bX\Y]hgj Yfgcf[i b['b`XYf`Ni _i bZh"

8 YhU]`g	
C fh	æa !? fY]gž`8 Yi hgWk `UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "UbhYbbYh\i Yf]b[Yb"XY • k k k "a Xf"XY • k k k "Vi bXYg[Ygi bX\Y]hga]b]ghYf]i a "XY

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