

I G!; Yf]W h\ YVh'Hfi a dg'NÒ`Y`Ui Z.`9]b
G]Y[`ZØf`XYb`ZfY]Yb`< UbXY`°

9]b`I G!; Yf]W h`Yf`_`Àfh'Hfi a dg'NÒ`Y`ZØf`fYW hgk]Xf][ž
k À\fybX`X]Y`F Y[]Yfi b[`d`Ubhž`X]Y`9bhgW`Y]Xi b[
Ubni ZYW`hYb``U`_hi`Y`Yf`< UbXY`gghfY]h"



I G5`!`!`b`Y]bYa`k`Y[`k`Y]gYbXYb`i`fhY]`U`h`Y]b`6`i`bXYg[`Yf]W`h`i]b
XYb`i`G5`YbhgW`]YXYbž`XUgg`Df`Àg]XYbh`8`cb`U`X`Hfi`a`d`_`Y]bY
6YŽ`[`b]g`\`Uhž`k`Y]hfY]W`YbXY`NÒ`Y`i`bhYf`6Yfi`Ž`b[`Ui`ZY]b
B`chgh`Ub`Xg[`YgYm`ni`j`Yf`\`Ab[`Yb``8]YgY`9bhgW`Y]Xi`b[`ž`X]Y`ZUgh`U`Y`
j`cb`Hfi`a`dg`F`Y[`]Yfi`b[`Yf`UggYbYb`NÒ`Y`VYhf]Zž`c`f`XbYh`Ubž`XUgg
X]Y`NÒ`Y`Ui`Z[`Y`c`VYb`i`bX`]\`fY`5bk`YbXi`b[`XUi`Yf`\`UZh
i`bhYfgU[`h`k`YfXYb``8]Yg`i`a`ZUggh`Ui`W`X]Y`GhfUZUV[`UVYbž`X]Y
5bZUb[`5df]`&\$&)`ž`Ua`gma`Vc`]gW`Yb`HU[`XYf`6YZfY]i`b[`ž
Y]b[`YZØ`fh`k`i`fXYb``8]Y`I`G!`F`Y[`]Yfi`b[`d`Ubhž`[`Y[`Yb`X]YgYg`i`fhY]`
]b`6Yfi`Ž`b[`ni`[`Y`Ybž`k`Ug`ni`Y]bYa`_`Ab[`Yf`Ub`\`U`hYbXYb
↑`f]gh]gW`Yb`GhfY]h`ZØ`fYb`_`Öb`bhYž`XYf`X]Y`fYW`h]W`Yb`;`fi`b`X`U[`Yb
j`cb`Hfi`a`dg`<`UbXY`gdc`h]_`]bZfU[`Y`ghY`h`@`Ui`h`HU[`Yggd]Y[`Y`
\`UVYb`Y]bY`J`]Y`nU`\`j`cb`6`i`bXYgghUUhYbž`XUfi`bhYf`j`]Y`Y

XYa c_fUh]gWk`fY[]YfhYž[Y[Yb`X]Y`NÖ`Y`[Y`_U[h'i bX
Uf[i a Ybh]YfYbžXUgg`X]Y`9f\YVi b[`j cb`GhYi Yfb`i bX`NÖ`Yb`]b`X]Y
<ÄbXY`XYg`?cb[fYggYg`[Y\Öfh'i bX`b]Wk`h`]b`X]Y`XYg`DfÄg]XYbhYb"

Hfi a d`\Uh`]b`gY]bYf`J YfhY]X][i b[`Ui ZX]Y`<UbXY`gXYZ]n]hY
j Yfk]YgYbžX]Y`Yf`U`g`bUh]cbU`Yg`G]Wk`Yf\Y]hgf]g]_c`VYhfUWk`hYh`
GY]bY`GhfUHy[]Y`g]Y\h`ni XYa `j cfž`V]`UhYfU`Y`<UbXY`gUV`_ca`a Yb
a]h`Y]bnY`bYb`@ÄbXYfb`ni`gWk`Y]Y»Ybž`]b`XYf`<cZb]i b[ž` VYggYfY
8YU`g` `ZÖf`X]Y`I G5`Ui gni` \UbXY`b`";`Y]Wk`nY]h][`Uh`g]Wk`XYf
<UbXY`g`_cbZ]_h`nk]gWk`Yb`XYb`I G5`i bX`9i fcdU`j YfgWk`ÄfZž`k`cVY]
Hfi a d`XYf`9i fcdÄ]gWk`Yb`I b]cb`a`]h`GhfUZh`Ö`Yb`j`cb`V]g`ni`) \$
DfcnYbh`[YXfc`h`h`Uh`"8]YgY`Xfc`YbXYb`A U»bU`a`Yb`k`i`fXYb`i`a
Y]bYb`A`cbUh`j`YfgWk`cVYb`a`]h`XYa`N]Y`ž`V]g`ni`a`'-`" `ž` `]&\$&)`Y]bY
@Ögi b[`ni`Z]bXYb`"6Y]X]YgYf`5i`gY]bUbXYfgYhmi b[`VY\Ä`h`g]Wk`X]Y
9I` ; Y[YbnÖ`Y`j`cfž`k`Ug`XUg`GdUbbi b[gZY`X`k`Y]hYf`j`YfghÄf`_h`

8]Y`k`]fhgWk`UZh`]Wk`Yb``æ`d`]_Uh]cbYb

8]Y`Ub[Zf]gh][Yb`5i`gk`]f`_i`b[Yb`j`cb`Hfi`a`dg`Nc``dc`]h]_`[Y`hYb`U`g
bY[Uh]j` `ZÖf`X]Y`I`G!K`]fhgWk`UZh`"9I`dYfhYb`ghY``Yb`ZYghž`XUgg`X]Y
NÖ`Y`XYb`?cbgi`a`ž`X]Y`æ`j`Ygh]h]cbYb`i`bX`XUg
K`]fhgWk`UZhgk`UWk`ghi`a`gWk`k`ÄWk`Yb`"Ni`XYa`k`]fX`X]Y`F`c``Y`XYg`I`G!
8c``Ufg`U`g`K`Y`hk`Ä`\fi`b[`Xi`fWk`X]YgY`<UbXY`gVUff]YfYb`VYXfc`h`
K`]Y`8]Y`DfYggY`VYf]Wk`hYhž`c`f]Ybh]YfYb`g]Wk`X]Y`NÖ`Y`Ub`XYb
V]`UhYfU`Yb`<UbXY`gXYZ]n]hYbž`k`Ug`VYXYi`hYhž`XUgg`Y]b`\Ö`YfYg
8YZ]n]h`Ui`Wk`ni` \Ö`YfYb`NÖ`Yb`ZÖ`fh`";`Yd`UbhY`NÖ`Y`j`cb`V]g`ni
&\$`DfcnYbh`Ui`Z`9I`!æ`dcfhY`ghY`Yb`]a`F`Ui`a`ž`k`Ug`b]Wk`h`bi`f
DfY]gYf`\Ö`i`b[Yb`ZÖf`J`YfVfUi`Wk`Yf`ni`f`i`c`[Y`\UVYb`_ÖbbhYž
gcbXYfb`Ui`Wk`XYb`8fi`W`_Ui`ZX]Y`I`G!K`]fhgWk`UZh`Yf`\Ö`Yb`k`ØfXY"

8]Y`5V\Äb[][_Y]h`XYf`I`G5`j`cb`æ`dcfhYb`nY][h`g]Wk`XYi`h]Wk`.`æ
æ\`f`&\$&` \UVYb`X]Y`I`G5`K`UfYb`]a`K`Yfhj`cb`fi`bX`"ž`%`6`]cbYb
I`G!8c``Uf`]a`dcfh]Yfhž`XUfi`bhYf`5i`hcgž`5f`nbY]a`]hY`i`i`bX
hYWk`bc`c`[]gWk`Y`DfcXi`_hY`k`]Y`Ga`Ufhd`\cbYg`i`bX`7ca`di`hYf`
6YgcbXYfg`]a`5i`hca`cV]`gY`_hcf`g]bX`X]Y`I`G5`Y]b`VYXYi`hYbXYf
A`Uf`_h`ZÖf`]bhYfbUh]cbU`Y`A`Uf`_Ybž`]b`_i`g]j`Y`XYi`hgWk`Yf`<YfghY`Yf
k`]Y`J`c`_gk`U[Yb`i`bX`6A`K`"8]YgY`æ`dcfhg]hi`Uh]cb`V]f[h`F`]g]_Ybž
]bgVYgcbXYfY`Ub[Yg]Wk`hg`[Yc`dc`]h]gWk`Yf`GdUbbi b[Ybž`X]Y`X]Y

[`cVU`Yb`@YZYf`YhYb`VY`UghYb`_`ObbhYb`"Gc`Ai » YfhY`Hfi a d
k `À\fybX`gY]bYf`5a hgnY]h`6YXYb`_Yb`k Y[Yb`XYf`5V\`Àb[][_Y]h]j cb
Ui g`ÀbX]gWYb` : U\fnYi [Yb`i bX`Z0\fhY`N0`Y`Ui Z`a dcfhY`j cb
W]bYg]gWYb`K UfYb`Y]bž`k Ug`ni `Y]bYa `F0W[_ Ub[`XYf
Ua Yf]_Ub]gWYb`9l dcfhY`bUW`7\]bU`Z0\fhYž`VYgcbXYfg`VY]
`UbXk]fhgWUZh]WYb`DfcXi `_hYb"

: Un]h`i bX`5i gV`]W_

Hfi a dg`< UbXY`g!`i bX`Nc`dc`h]_`ghY`h]j cf`Yf`YV`]WYb
< YfUi gZcfXYfi b[Yb`"8]Y`[Y[Ybk `Àfh][Y`@U[Y`nY][hž`XUgg
dfchY`_h]cb]gh]gWY`A U» bU`a Yb`b]W]h`bi f`X]Y`k]fhgWUZh]WY
GhUV]`]h`Àh[YZ`À\fxYbž`gcbXYfb`Ui W`XYb`]bhYfbUh]cbU`Yb`< UbXY`
i bX`X]Y`6Yn]Y\i b[Yb`ni`k]W]h][Yb`< UbXY`gdUfhbYfb`k]Y`7\]bU
VY`UghYb`_`ObbhYb`"N0`Y`_`ObbhYb`X]Y`? Ui Z`fUZh`XYf`J YfVfUi WYf
a]bXYfb`i bX`ni` \0\YfYb`DfY]gYb`]a`5i hca`cV]`!`i bX
HYW]bc`c[]YgY`_hcf`Z0\fyb`"l a`X]Y`K YhVYk YfVgZ`À\][_Y]h]ni
ghY][Yfbž`gc`hYb`_Ub[Zf]gh][Y`@0gi b[Yb`]b`6]`Xi b[ž: cfgW]i b[`i bX
8]j Yfg]Z]n]Yfi b[`XYf`< UbXY`gdUfhbYf`Ub[YghfYVh`k YfXYb`"8]Y
j cf`]Y[YbXY`G]h] Uh]cbž`]b`XYf`X]Y`l G5`Y]b`< UbXY`gV]`UbNXYZ]n]h
j cb`%ž%)`6]`]cbYb`l G!8c`Uf]a` ; 0hYf`UbXY`Ui Zk Y]gYbž`YfZcfXYfh
gW]bY`Yg`< UbXY`b`i bX`]bbc] Uh]j Y`5bg`ÀhnYž`i a`Y]bY`bUW`\U`h][Y
k]fhgWUZh]WY`Ni`_i bZh`ni`g]WYfb"

8YhU]`g	
J c f Z U`	; YgYhn[YVi b[
C f h	l G5
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hU[Yggd]Y[Y`"XY • k k k "X]YdfYggY"Wca • l dYfh"X][]hU`

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