

&\$! ›À \ f][Y`XfcggY`h`A]hdUh]Ybh]bbYb.
DfcnYgg`j`cf`@UbX[Yf]W\h`K`Y]XYb

→a`›`›`&\$&(`VY[]bbhj`cf`XYa`@UbX[Yf]W\h`K`Y]XYb`XYf
DfcnYgg`[Y[Yb`Y]bY`&\$! ›À \ f][Y`k`Y[Yb`j`Yfgi`W\hYb
HchgW\`U[g`]b`XYf`DgmW\]Uhf]Y"



K`Y]XYb`]b`XYf`C`VYfdZU`nž`8Yi`hgW\`UbX`!`8]Y`U`_hi`Y`Y`@U[Y
]a`6Yn]f_g_fUb_Yb\Ui`g`K`Ö`Yfg\cZ`gcf[h`ZØf`5i`ZfY[i`b[""5a`&"
›`›`&\$&(`ghY\hj`cf`XYa`@UbX[Yf]W\h`K`Y]XYb`X]Y`J`Yf\UbX`i`b[
[Y[Yb`Y]bY`&\$! ›À \ f][Y`: fUi`Ubž`X]Y`VYgW\i`X][h`k`]fXž`nk`Y]
A`]hdUh]Ybh]bbYb`j`Yfgi`W\h`ni` \UVYb`ni`YfXfcggY`b`"8]Y`5b`_U[Y
g]Y\hj`Yfgi`W\hYb`HchgW\`U[]b`nk`Y]:`À`Yb`gck`]Y[YZÀ \ f`]W\Y
?`ÖfdYfj`Yf`Yhni`b[]`cfž`k`cVY]`g]W\`X]Y`↑`b[Y`: fUi`XYfnY]h]ja` =gUf!
5a`dYf!`?`]b]_i`a`]b`HUi`Z_]fW\Yb`Ui`Z`À`hi`bX`U`g
j`Yf\UbX`i`b[gi`bZÀ \][]`h"

8]YgY`VYgcf[b]gYffY[YbXYb`J`cfk`ØfZY`g]bX`b]W\h`X]Y`Y]bn][Ybž`X]Y
]b`XYb`Y`hnhYb`›\fYb`Ui`g`X]YgYf`9]b]f]W\hi`b[`ni` \ÖfYb`g]bX`"@Ui`h
@UbX[Yf]W\hggdYfW\Yf`:`cf]Ub`6Ui`Yf`]gh`Y]bY`ghY][YbXY`NU\`Ub

G]WYfi b[gj YfZU\fyb'ni 'j YfnY]W.bYbž'X]Y'cZ'h'a]h'XYa 'DUfU[fUZYb
*' 'XYg'GhfUZ[YgYhnVi W.g'j Yf_bØdZ'h'g]bX" '8]YgYf'DUfU[fUZ'Yf'Ui Vh
Yg'; Yf]W.hYbž'X]Y'i bhYfVf]b[i b['Y]bYg'HÄhYfg']b'Y]bYa
dgmW]Uhf]gWYb' ? fUb_Yb\Ui g'Ubni cfXbYbž'k Ybb'X]YgYf'Y]bY
fYW.hgk]Xf][Y'HUh'VY[Ub[Yb'\Uh" 'Ź' bUW'GW'i 'XZÄ\][_Y]h'_Ubb
XYf'HÄhYf'Ybhk YXYf'ZFY][Ygd'fcWYb'i bX'nk Ub[gY]b[Yk]YgYb'cXYf
ni gÄh'W]W'ni f'JYfi fhY'i b['i bhYf[YVfUW'h'k YfXYbž'k cVY]'Ui W
, VYf[f]ZY'Ui Z'XUg'DZY[YdYfgcbU'b]W.h'i bVYfØW_g]W.h][h'V'Y]VYb
XØfZYb"

5b_`U[Y'i bX'J cfZÄ`Y

8]Y'5b_`U[Ydi b_hY'ja ' : U''XYf'&\$!Ä\][Yb'g]bX'U'Ufa]YfybX.' 'a
Bcj Ya VYf'&\$&' 'gc''g]Y'Y]bY') , !Ä\][Y'A]hdUh]Ybh]b'a]h'Y]bYa
Di ''cj Yf'ghfUb[i 'Yfh'\UVYb"'?i fn'XUfUi Z']a '8YnYa VYf'&\$&' ž
k]fX']\f'j cf[Yk cfZYbž'Y]bY') - !Ä\][Y'a]h'Y]bYa 'HØf[i a a]i a
XYb' < U'g'XfUd]Yfh'ni '\UVYb"'5i W'X]Y'5b[f]ZY'Ui Z'XUg
DZY[YdYfgcbU'g]bX'b]W.h'ni 'i bhYfgWÄhYb"'9]bY
'fUb_YbgW.k YghYf'hfi ['Y]bYb' ; Y\Øfghi fn'i bX'Y]bY
GWÄXY'dfY''i b['XUj cbž'X]Y'Xi fW'Y]bYb'GW'U['ni [YZØ[h'k i fXYž
k Ug'X]Y'8fUa Uh]_XYg'; YgW.Y\Ybg'Y]bXfØW_]W'j YfXYi h]W'h"

8]Y'JYfhY]X][i b[ž'j YfhfYhYb'Xi fW'5bk U'h'Fci j Yb'7c`VUhnž
_ØbbhY'Ui Z'X]Y'gW'i 'XZÄ\][_Y]h'XYf' ' b[Yb' : fUi '\]bk Y]gYbž'k Ug
VY]'XYf'5bcfXbi b['j cb'l bhYfVf]b[i b['bUW'z'*' 'j cb'6YXYi hi b[
gY]b'_ØbbhY"'8Yf'FU\ a Yb'ZØf'X]Y'i bhYfVf]b[i b[']gh'_Uf.'8]YgY
A U» bU\ a Y'k]fX'b]W.h'U'g'GhfUZ'ž'gcbXYfb'U'g' A U» fY[Y''XYf
G]WYfi b['i bX'6YggYfi b[' [YgY\Yb"'8]Y'JcfUi ggYhni b[Yb'g]bX
i bhYf'UbXYfYa ž'XUgg'XYf'HÄhYf'X]Y'HUh]b'Y]bYa 'Ni ghUbX'XYf
GW'i 'Xi bZÄ\][_Y]h'cXYf'j Yfa]bXYfhYb'GW'i 'XZÄ\][_Y]h'VY[Ub[Yb
\Uh'i bX'Y]bY' ; YZU\ f'ZØf'X]Y'5''[Ya Y]b\Y]h'XUfghY''h"

8]YgVYnØ[`]W'VYf]W.hYh'X]Y'K YVgY]hY'j cb'FYW.hgUb.k U'h
8cghž'XUgg'gc`WY'Nk Ub[gY]bk Y]gi b[Yb'\Äi Z]['ØVYf'Ź\ fY
\]bk Y[']b'dgmW]Uhf]gWYb'9]bf]W.h'i b[Yb'VYghY\Yb"

5i gV`]W_`Ui Z'X]Y'J Yf\UbX`i b[

8]Y'VYj cfghY\YbXY'JYf\UbX'i b['k]fX'j cb'A YhU]bZcfa Uh]cbYb

i a fU\ a hžX]Y`Ui ZY]bY`[YbYfY`Y`DfcV`Ya Uh]_`]b`XYf`DgmWx]Uhf]Y
 \]bk Y]gYb`"9]b`6Y]gd]Y`Ui g`XYf`Øb[YfYb`J Yf[Ub[Yb\Y]h`nY][hž
 XUgg`Y]b`(%!À\ f][Yf`Ui g`K Ò`Yfg\cZ`bUWx`Y]bYf`F Yj]g]cb`[Y[Yb
 Y]b`l fhY]`YVYbZU`g`i bhYf[YVfUWx`h`k YfXYb`gc`hY`<]YfVY]
 Ài » YfhYb`g]Wx`6YXYb`_Yb`ØVYf`X]Y`G]Wx Yf\Y]h`XYg`DZY[YdYfgcbU`g
 i bX`X]Y`G]hi Uh]cb`bUWx`Y]bYf`ZØbZ`À\ f][Yb`6Yk`À\ fi b[gnY]h`"5i Wx
 gc`WxY` : À`Y`nY][Ybž`XUgg`X]Y`H\Ya Uh]_`fi bX`i a`@]Yb`i bX
 : UWx`dYfgcbU`]a`dgmWx]Uhf]gWx Yb`6YfY]Wx`b]Wx`h`ni`i bhYfgWx`ÀhnYb
]gh"

8]YgY`9bhk]W_`i b[Yb`k YfZYb`Ui Wx` : fU[Yb`\]bg]Wx`h]Wx`XYf
 fYWx`h]Wx`Yb`F U\ a YbVYX]b[i b[Yb`Ui Z`"8]Y`† f]gh]gWx`Y
 J YfUbhk`cfhi b[`]Y[h`b]Wx`h`bi f`VY]`XYb`F]Wx`hYfb`ž`gcbXYfb`Ui Wx`VY]
 XYb`J YfhY]X][Yfbž`X]Y`XUZØf`gcf[Yb`a`ØggYbž`XUgg`fYWx`hgk]Xf][Y
 l bhYfVf]b[i b[gYbhgWx`Y]Xi b[Yb`_f]h]g]Yfh`k YfXYb`ž`k Ybb`g]Y`b]Wx`h
 XYa`hUhg`ÀWx`]Wx`Yb` : Ygi bX\Y]hgni`ghUbX`XYg`5b[Y`_U[hYb
 Ybhgd`fYWx`Yb`"l bhYfVf]b[i b[`]Ya`À»`z`*`'`]gh`Y]b`[fUj]YfYbXYf
 9]b[f]ZZ]b`X]Y`F YWx`hY`Y]bYf`DYfgcb`i bX`_Ubb`]b`9]bnY`Z`À`Yb`gc[Uf
 `YVYbg`Ub[Y` : c`[Yb`\UVYb`"K]Y`X]Y`G`Wx`fY]VYf`Ui`Z
**GWx`k`i`f`[`Yf]Wx`h"]b`Zc`Uba`Yf`_`Yb`ž`[]`h`Ygž`\]Yf`X]Y`Dfc[b`cgYb`i`b`X
 X]Y`<]ghc`f]Y`XYg`H`À`h`Yfg`i`a`ZUggYbX`ni`k`ØfX][Yb`"**

Æ`k`Yb][Yb`K`cWx`Yb`k`]fX`X]Y`J`Yf\`UbX`i`b[`Ua`@`UbX[Yf]Wx`h
 K`Y]XYb`nY][Ybž`k`]Y`a`]h`X]YgYa`_`ca`d`]n]YfhYb` : U`"i`a`[Y[Ub[Yb
 k`]fX`"8]Y`5i`[Yb`j`]Y`Yf`k`YfXYb`Ui`Z`X]Y`9bhgWx`Y]Xi`b[`XYf`F`]Wx`hYf
 [Yf]Wx`hY`h`gY]bž`]bgVYgcbXYfY`Ui`Wx`]a`<]bV`]W_`Ui`Z`X]Y`G]Wx`Yf\Y]h
]a`dgmWx]Uhf]gWx`Yb`l`a`Z`Y`X`i`b`X`X]Y`F`YWx`hY`XYf`DUh]YbhYb`"

8YhU]`g	
C`f`h	K`Y]XYb`]b`XYf`C`VYfdZU`nž`8Yi`hgWx`UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"c`VYfdZU`nYWx`c`"XY • X`c`gh`!`fYWx`hgUb`k`U`h`"XY • gWx`k`i`f`[`Yf]Wx`h"]b`Zc

6Ygi`Wx`Yb`G]Y`i`bg`Ui`Z.`b`U[`!`V`UmYfb`"XY