

DYma Ubbg'XfUa Uh]gW Yg'7ca YVUW_.'J ca HcX'ni fØW_'Ui Z'X]Y'6Ø\ bY°

7`Ui g'DYma Ubbž'VYXYi hYbXYf'H\YUhYffY[]ggYi fž'd`Ubh
bgnYb]Yfi b[Yb`]'b'XYf'ægYZghUXh'bUW'gY]bYf'_'f]h]gWYb
; YbYgi b['j cb'Y]bYf'<]fb\Ui hYbhnØbXi b["



ægYZghUXhž'² ghYffY]W'!'8]Y'ØghYffY]W]gWY'H\YUhYf'UbXgWUZh
a i gghY'g]W'&\$%- 'j cf'Y]bYf'VYgc f[b]gYffY[YbXYb'B UW f]W h
Xi W_Yb.'7`Ui g'DYma Ubbž'Y]bYf'XYf'Y]bZi ggfY]W ghYb
H\YUhYffY[]ggYi fY'XYg'@UbXYgž'Yf']h'_'i fn'j cf'XYf'DfYa]YfY
gY]bYg'GhØW_Yg' GhØ\Y 'Y]bY'gWk YfY'<]fb\Ui hYbhnØbXi b["
<Yi hYž'ØVYf'gYWg'æ\ fY'bUW'X]YgYa '[fUj]YfYbXYb
; Ygi bX\Y]hgj cfZU'ž']gh'XYf', ' !:À\ f][Y'ni fØW_'ja ' ; YgWY\Yb'i bX
\Uh'Y]b][Yg'ni 'YfnÀ\Yb"K]Y' **bYk g"Uh'**VYf]W hYhž'k Uf'X]Y
G]hi Uh]cb'ZØf'DYma Ubb'k À\ fYbX'gY]bYg'? fUb_Yb\Ui gUi ZYbH U`hg
Ài »Yfgh'_'f]h]gW" 'J]Yf'j cb'ZØbZDUh]YbhYb'ØVYf'YVhYb']b'Y]bYa
gc`WYb'Ni ghUbX'b]W hž'i bX'X]Y'ŸfnhY'\UhYb']\a 'gW'YW hY
; YbYgi b[gUi gg]W hYb'dfc[bcgh]n]Yfh" DYma Ubb'gY'Vgh'\Uh]j cb
X]YgYf'NY]h'_Y]bY'9f]bbYfi b[Ybž'UVYf'Yf']gh'XUb_VUfž'XUgg']\a 'X]Y

ŸfnhY`DfcZYggcf`GhUi X]b[Yf`i bX`DfcZYggcf`GWY`c b[ck g_]`XUg
@YVYb`[YfYhhYh`UVYb"

⇒ : YVfi Uf`&\$%-`UhhY`Y]b`<YfdYgj]fi g`DYma Ubbg; Y\]fb
Ub[Y[f]ZZYb`i bX`X]Y`<]fb\Ui hYbhnØbXi b[`j Yfi fgUWk hž`k Ug`ni
a Y\fyfYb`A cbUhYb`Ui ZXYf`ϕhYbg]] ghUh]cb`ZØ\fhY" `K A\fybX
X]YgYf`gWk YfYb`NY]hž`]b`XYf`Yf`g]YVYb`A cbUhY`Ub[`Ui »Yf
; YZYWk h`k Ufž`a i gghY`Yf`gdÅhYf`k]YXYf`XUg; Y\Yb`YfbYb" `9]b
gWk a Yfn`]WYf`DfcnYggž`UVYf`Yf`]gh`cdh]a]gh]gWk. `9g[]b[`i a
@YVYb`i bX`HcX ž`gc`DYma Ubbž` i bX`]Wk`UVY`j]Y`Y`dcg]h]j Y
; YXUb_Yb"

8]Y`F ØW__Y`f`Ui Z`X]Y`6Ø`bY

8]Y`ϕgnYb]Yfi b[`j cb` GhØ\`Y `k i fXY`k A\fybX`gY]bYf
5Vk YgYb\Y]h]j cb`?c`Y[Yb`YfZc`[fY]Wk`UV[YgWk`cggYbž`i bX
DYma Ubb`\Uh`gY]h\Yf`[fc»Yb`F YgdY`h`ZØf`X]Y`_fYUh]j Y`5fVY]h]j cb
š hhU`; YfVYfg`i bX`@YUbXYf`<Ui »a Ubb`Ybhk]W_Y`hž`X]Y`XUg`GhØW_
ni f`YfZc`[fY]Wk`ghYb`5i ZZØ\fi b[`Ui g`XYf`ŸfU`j cb`F Y[]ggYi f`?i Y^
a UWk hYb" `Bi b`d`Ubh`DYma Ubbž`]b`XYf`ϕgY ZghUXh`ni `]bgnYb]YfYb
i bX`HYI hY`j cb`H\ca Ug`6Yfb\UfX`ni `YgYbž`UV\Åb[]j cb`gY]bYf
; Ygi bX\Y]h" `8]Y`J cfZfYi XY`Ui Z`X]Y`DfcVYnY]hž`X]Y`V]g`ni f
DfYa]YfY`Ua`%+`"GYdhYa VYf`Ub[YgYhnh`]ghž`]gh[fc»" `9g`k]fX
_bUddž`UVYf`]Wk`UVY`Y]b[[i hYg`<ÅbXWkYb`ZØf`_fYUh]j Y`DfcnYggY ž
VYa Yf`h`Yf"

6YgcbXYfg`[YgdYbgh]gWk`ZUbX`DYma Ubb`X]Y`ghfYb[Yb`HYghg`[Y[Yb
XUg`J]fi g`k A\fybX`XYf`DfcVYb`]b`XYf`ϕgY ZghUXh"; `ØW_]WkYfk Y]gY
k UfYb`U`Y`bY[Uh]j ž`k Ug`b]Wk`h`bi f`]bž`gcbXYfb`Ui Wk`XUg
[YgUa hY`HYUa`VYfi \][hY"

DYma Ubb`]gh`b]Wk`h`bi f`Y]b`NY]hnYi [Yž`gcbXYfb`Ui Wk`Y]b
5j Ubh[UfX]gh`]b`X]YgYb`VYgcbXYfYb`7cfc bU!NY]hYb" `GY]bY
9]bg]Wk hYb`ØVYf`X]Y`6Y`Ughi b[Yb`Xi fWk`X]Y`; Ygi bX\Y]hgVY\ØfXYb
i bX`X]Y`<YfUi gZcfXYfi b[Ybž`a]h`XYbYb`X]Y`H\YUhYfk Y`h`\Yi hY
_cbZfc b]Yfh`]ghž`a UWkYb`]b`ni `Y]bYf`Gh]a a Yž`X]Y`gck c\
F YgdY`h`U`g`Ui Wk`6Yk i bXYfi b[`j YfX]Yb"

? i `hi f`i bX`; Ygi bX\Y]h. `9]b `VYghÀbX][Yg
Ni gUa a Ybgd]Y`

8]Y`6YXYi hi b[`XYf`?i `hi f`]b`6Yni [`Ui Z; Ygi bX\Y]hi bX
?fUb_\Y]h`Ubb`b]W`h`c`Zi[Ybi [`VYh`c`b`h`k`Y`f`X`Y`b`"K`]Y`]b`Y`]b`Ya
5fh]_Y`j`cb`A`YX]W`g`A`i`bX]`XUf[Y`Y[h`k`]fX`ž`Y`b`h`g`h`Y`\`h`; Ygi bX\Y]h
b]W`h`j`a`i`i`Zi`Y`Y`f`Y`b`F`U`i`a`ž`g`c`b`X`Y`f`b`i`]g`h`H`Y`]`Y`]b`Y`g`g`c`n`]U`Y`b`i`b`X
_i`h`i`f`Y``Y`b`G`m`g`h`Y`a`g``5`g`?`c`a`d`Y`i`j`c`b`K`]g`g`Y`b`ž`; `Ui`V`Y`b`ž`?i`b`g`h
i`b`X`; Y`g`Y`h`n`Y`b`k`]f`X`?i`h`i`f`n`i`Y`]b`Ya`n`Y`b`h`f`U`Y`b`9`Ya`Y`b`h`ž`X`U`g`X`Y`b
l`a`[`U`b`[`a`]h`?`f`U`b`_\`Y`]h`Y`b`d`f`À`[`h`"

; YfUXY`]b`Y`]b`Ya`g`c`X`m`b`U`a`]g`W`Y`b`i`l`a`Z`Y`X`k`]Y`X`Y`a`H`Y`U`h`Y`f`ž`k`c`
?fYU]h`j`]h`À`h`i`b`X``b`c`j`U`h`]c`b`[`Y`Z`c`f`X`Y`f`h`g`]b`X`ž`n`Y`][`Y`b`g`]W`_i`h`i`f`Y``Y`
D`f`c`n`Y`g`g`Y`i`b`X`X`Y`f`Y`b`9`]b`Z`i`g`g`U`i`Z; Ygi bX\Y]h`V`Y`g`c`b`X`Y`f`g`X`Y`i`h`]W`"
D`Y`m`a`U`b`b`g`7`c`a`Y`V`U`W`_i`b`X`X`]Y`F`Y`Y`j`U`b`n`g`Y`]b`Y`f`K`Y`f`_`Y`g`]b`X`Y`]b`
g`h`U`f`_`Y`g`N`Y`]W`Y`b`X`U`Z`Ø`f`ž`X`U`g`g`?i`b`g`h`i`b`X`@`Y`V`Y`b`i`b`h`f`Y`b`b`V`U`f`
j`Y`f`V`i`b`X`Y`b`g`]b`X`"G`c`V`Y`]V`h`X`U`g`; Y`g`W`Y`Y`b`]b`X`Y`f`K`]Y`b`Y`f`
H`Y`U`h`Y`f`k`Y`h`j`c`b`D`Y`m`a`U`b`b`g`d`U`b`b`Y`b`X`ž`i`b`X`a`U`b`X`U`f`Z`[`Y`g`d`U`b`b`h`
g`Y`]b`ž`k`]Y`Y`f`X`]Y`<`Y`f`U`i`g`Z`c`f`X`Y`f`i`b`[`Y`b`X`Y`f`\`Y`i`h`][`Y`b`N`Y`]h`V`Y`k`À`h`][`h`"
H`f`c`h`n`X`Y`f`g`W`k`Y`f`Y`b`N`Y`]h`Y`b`g`]Y`\`h`Y`f`; Y`g`Y``g`W`U`Z`h`i`b`X`?`f`Y`U`h`j`]h`À`h`
U`g`i`b`h`f`Y`b`b`V`U`f`Y`D`U`f`h`b`Y`f`ž`X`]Y`g`]W`_i`Y`[`Y`b`g`Y`]h`[`i`]b`g`d`]f`]Y`f`Y`b`i`b`X`
i`b`h`Y`f`g`h`Ø`h`n`Y`b`_`Ø`b`b`Y`b`"

8YhU]`g	
Cfh	⌘gYZghUXhž'² ghYffY]W
EiY`Yb	<ul style="list-style-type: none"> • k k k "bYk g"Uh • k k k "fbX"XY • k k k "a YX]W ga i bX]"W

6Ygi WYb`G]Y`i`bg`Ui`Z.`a`Y]b`!k`]Yb`"b`Y`h