

≡`Y [U`Y`GWÅ Òb\Y]hg_`]b]_`]b`K]Yb.
K Ufb i b [`j c f` [YZÅ\ f`]WÅ Yb`9]b [f]ZZY b`°

≡`Y [U`Y`GWÅ Òb\Y]hg_`]b]_`]b`K]Yb!G)a a Yf]b [`Ui Z[YXYW_h
Dc`nY]`k Ufbhj`c f` [YZÅ\ f`]WÅ Yb`9]b [f]ZZYb`i bX` []Vh`H]ddg`ZØf
6Yhfc ZZYbY"



K]Yb!G)a a Yf]b [ž`2 ghYffY]WÅ `!`8]Y`GhUXh`K]Yb`g]Y\`h]g]WÅ
U_hi Y``a]h`Y]bYa `VYgcf [b]gYffY [YbXYb`D\`Àbca Yb`_cbZfcbh]Yfh
8]Y`5i ZXYW_i b [`Y]bYf`]]`Y [U`Yb`6YUi hm!`?`]b]_`]b`K]Yb!G)a a Yf]b [
gcf [h`ZØf`VYgcf [hY` ; Yg]WÅhYf`i bX`Y]bY`k UWÅgYbXY`NU\``Ub
A Y`Xi b [Yb`j cb`6Yhfc ZZYbYb``5b`Y]bYa `8cbbYfghU [bUWÅa]hhU [
ZØ\fhY`Y]b`<]bk Y]g`Ui g`XYf`6Yj Ò`_Yfi b [`ni`Y]bYf`F Unn]Už`VY]`XYf
X]Y`?`]b]_`Ui g [Y\cVYb`k i fXY``<]Yf`k i fXYb`i bni``Àgg][Y
GWÅ Òb\Y]hgVY\UbX`i b [Ybž`XUfi bhYf`6chcl`!`i bX` :]`Yf!`9]b [f]ZZYž
j cb`i bei U`]Z]n]YfhYb`DYfgcbYb`c\`bY`a YX]n]b]gWÅY`5i gV]`Xi b [
Xi fWÅ [YZØ\fh"

8]Y`?`]b]_`VYZUbX`g]WÅ `]b`XYb`b]WÅh` [YbY\`a] [hYb`F`Ài a Yb`Y]bYg
Y\Ya U`][Yb`<Ui hUfnhYg`Ub`XYf`G)a a Yf]b [Yf`<Ui dhghfU» Y``@Ui h

K U`hYf`<]`YfYfž`XYa`@Y]hYf`XYf`; fi ddY`GcZcfha U» bU\`a Ybž`g]bX
X]Y`DfU`_h]_Yb`b]W`h`bi`f`]`Y[U`ž`gcbXYfb`Ui W`[YZÀ`f`]W`" 8]YgY
9]b[f]ZZY`_ÒbbYb`VYVYbgVYXfc`]W`Y: c`[Yb`UVYb`ž`k Ufbh`Yf`"6Y]
XYf`8i fW`gi W`i b[`k i fXYb`nU`fY]W`Y`A YX]_Ua YbhYž`Gdf]hnYb
i bX`Ui g[YZØ`hY`5i Z`Àfi b[g!`gck]Y`9]bk]`][i b[gYf`_Àfi b[Yb
VYgW`U[bU\`a h`"J]Y`Y`XYf`VYhfcZZYbYb`?i bXYbž`XUfi bhYf`Ui W`
A]bXYf`À`f][Yž`UhhYb`g]W`cZZYbVUf`]b`Y]bYf`_f]h]gW`Yb`G]hi Uh]cb
VYŽi bXYb`gc`VYf]W`hYhYb`a Y`fYfY: fUi Yb`j cb`?ca`d`_Uh]cbYb
bUW`XYb`9]b[f]ZZYb"

8]Y`VYhfcZZYbYb`?i bXYb`i bX`]`fY`F YW`hY

8]Y`Dc`nY]`i bX`XUg`A U[]ghfUh`UVYb`X]Y`J YfZU`fYb`VYfY]hg
Y]b[Y`Y]hYh`"8]Y`GhUXh`K]Yb`Uhi`U`Yb`6YhfcZZYbYb`a]h
fY[]ghf]YfhYb`8UhYb`Y]bY`VY`ÒfX`]W`Y`@UXi b[`ni [Yg]W`Yfh"
5`YfX]b[gž`gc`X]Y`5i Zfi ZY`XYf`GhUXhj Yfk U`hi b[ž`gc`hYb`g]W`X]Y
6YhfcZZYbYb`b]W`h[`Y]W`nY]h][`a Y`XYbž`XU`bU`Yni`) \$\$
8UhYbg`À`hY`Xc`_i a Ybh]Yfh`k i fXYb`"K]W`h][`]ghni XYa ž`XUgg`Ui W`
DYfgcbYb`c`bY`fY[]ghf]YfhY`8UhYb`]`fYb`GhUhi`g`U`g`6YhfcZZYbY`XYf
Dc`nY]`a]hY]`Yb`_ÒbbYb`"8]YgY`gc`Yb`a]h`]`fYb`5b`]Y[Yb`b]W`h
nÒ[Yfbž`i a `k Y]hYfYb`GW`ÀXYb`j cfni VYi [Yb"

: Øf`U`Yž`X]Y`VYhfcZZYb`g]bXž`Ya`dZ]Y`h`X]Y`GhUXh`K]Ybž`gY`f`[YbUi
XUfUi Z`ni`UW`hYbž`k Yf`a YX]n]b]gW`Y`9]b[f]ZZY`Xi fW`ZØ`fh` @UggYb
G]Y`6Y`U`bX`i b[Yb`a]h`6c`hcl ž:]`Yfb`cXYf`6Yh`Ai Vi b[ga]hY`b`bi`f
j cb`ei U`]Z]n]YfhYa` : UW`dYfgcbU`Xi fW`ZØ`fYb`ž`Y]» h`Yg]b`XYb
K Ufb`]bk Y]gYb`"J cf`U`Ya`ZY`YbXY`Zcfa Uh]cbYb`ni`f
5i gV]`Xi b[ž`_Y]bY`cfXbi b[g[Ya`À» Yb`5i Z`Àfi b[g[Ygd`f`AW`Y
cXYf`X]Y`8i fW`ZØ`fi b[]cb`6Y`U`bX`i b[Yb`]b`Df]j Uhk`c`bi b[Yb
g]bX`Yfbg`hni bY`a YbXY`K UfbnY]W`Yb`"J YfXUW`hgZ`Y`gc`hYb
i a [Y`YbX`[Ya`Y`XYh`k YfXYb"

? ccdYfUh]cb`i bX`? cbhfc`Yb`]bhYbg]j]Yfh

8]Y`Ni`gUa`a YbUfVY]h`nk]gW`Yb`XYf`; fi ddY`GcZcfha U» bU\`a Ybž
XYf`K]YbYf`Dc`nY]`i bX`XYb`ni gh`ÀbX][Yb`A U[]ghfUhgUVhY]`i b[Yb
U`h`ni`f`GW`Y]Y» i b[`X]YgYf`?`]b]_`[YZØ`fh`"6Y]`XYb`9fa]h`i b[Yb
k i fXYb`5bnY][Yb`k Y[Yb`?i fdZi`gW`YfY]`i bX`? ØfdYfj Yf`Yhni b[

[Y[Yb`X]Y`A]hUfVY]hYf`XYf`?`]b[_`YfghUhhYh"6YgcbXYfg`Ui ZÄ`][`]ghž
 XUgg`Y]bY`&%!`Ä`f][Y`A]hUfVY]hYf]b`Ui Z`Zf]gW`Yf`HUh`YfhUddh`k`i`fXYž
 U`g`g]Y`Y]bYf`%-`!`Ä`f][Yb`Y]bY`:`Øgg][_Y]h`b`X]Y`C`VYf`]ddY
 gd]f]hnhY"8]Y`Dc`]nY]`_`c`b`b`h`Y`ni`XYa`Y]bY`" *!`Ä`f][Y`ZYghbY`a`Ybž
 X]Y`ZØf`Y]bYb`ZY`[YgW`U[YbYb`9]b[f]Z]j`YfU`b`h`k`c`f`h]W`[Ya`UW`h
 k`]fX"6Y]XY`:`fUi`Yb`gi`W`h`Yb`b`UW`X`Yb`9]b[f]ZYb`gY`V`gh`Y]b
 ?fUb`_`Yb`U`i`g`Ui`Z`k`c`h`Yb`U`V`Yf`b]W`h`X`Yb`F`Y`hi`b[gX]Yb`gh]b
 5bgdfi`W`b`Y`a`Yb"

K`U`h`Yf`<]`Y`f`Yf`V`Y`h`c`b`h`ž`X`U`g`g`X]Y`G`h`U`X`h`k`]Yb`Ui`Z[`fi`b`X`X`Yf
 ghY][YbXYb`B`UW`ZfU[Y`b`UW`G`W`Ö`b`Y]hgVY`U`b`X`i`b[Yb`a`]h`Y]b`Ya
 5bgh]Y[`gc`W`Yf`i`bgYf]ÖgYf`DfU`_h]_Yb`f`Y`W`b`Y`h"8`U`g`H`Y`U`a`k`]fX`X]Y
 ?`c`b`h`f`c`Y`b`]b`h`Y`b`g]j`]Y`f`Y`b`i`b`X`Y]b`Y``b`Z`c`f`a`U`h]c`b`g`_`U`a`d`U[`b`Y
 ghUfhYbž`i`a`X]Y`^`ZY`b`h]W`_`Y]h`V`Y`g`g`Y`f`Ø`V`Y`f`X]Y`F`]g]_`Y`b
 Ui`Zni`_`Ä`f`Y`b"

8]Y`G`h`U`X`h`j`Y`f`k`U`h`i`b[`i`b`X`X]Y`Dc`]nY]`ghY`Y`b`X`U`a`]h`U`b`j`c`f`X`Y`f`gh`Y`f
 :`f`c`b`h`ž`i`a`X]Y`:`Y`g`i`b`X`Y]h`X`Y`f`6`Ø`f[Yf`ni`g`W`Ø`h`n`Y`b`i`b`X`X`U`f`U`i`Z
 \]b`ni`k`Y]g`Y`b`ž`X`U`g`g`V`Y]`G`W`Ö`b`Y]hgVY`U`b`X`i`b[Yb`a`Ö`W`ghY`j`c`f`g]W`h
 [YV`c`h`Y`b`]gh`G`c`W`Y`j`c`f[Ä`b[Y`i`b`h`Y`f`gh`f`Y]W`Y`b`b`i`f`Y]b`a`U`a`Y`f
 X]Y`B`c`h`k`Y`b`X][_Y]h`ž`X]Y`5i [Yb`c`ZY`b`ni`U`h`Y`b`i`b`X`g]W`V`Y]
 Nk`Y]Z`Y`b`U`b`X]Y`5i`h`c`f]h`Ä`h`Y`b`ni`k`Y`b`X`Y`b"

:`Ø`f`k`Y]h`Y`f`Y``b`Z`c`f`a`U`h]c`b`Y`b`_`Ö`b`b`Y`b`6`Y`h`f`c`Z`Y`b`Y`X]Y`5`f`h]_`Y`j`c`b`
)`a`]b`ž`K`]Y`b"[`j`"U`h`i`b`X`?`Y]b`Y`N`Y]h`i`b[`_`c`b`g`i`h]Y`f`Y`b"

8YhU]`g	
Cfh	K]Yb!G]a a Yf]b[ž`^`ghYffY]W`
EiY`Yb	<ul style="list-style-type: none"> • k k k ") a]b "Uh • dfYggY"k]Yb"[j "Uh • k k k "_Y]bYnY]hi b["Uh

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