

;]Y» Yb`YfÖZZbYh`VYXYi hYbXY
9f]bbYfi b[gghÄhhY`ZØf
: `ØW h`b[g[YgW X]W X hY

⊕;]Y» Yb`YfÖZZbYhY`Y]b`@Yfbcfhini f: `i W h[YgW X]W X hY ž`HY]`
Y]bYg`k]W X h][Yb`?i`hi fdfc`Y_hg`ZØf`<YggYbg; YgY`gW X UZh"



;]Y» Yb ž`8 Yi hgW X`UbX`!`⊕;]Y» Yb`k]fX; YgW X]W X hY`bYi`Yf`YVh
; YghYfb`5VYbX`k i fXY`Y]b`Y\Ya U`][Yg`B chUi ZbU`a`Y`U[Yf`]b
Y]bYb`YVYbX][Yb`@Yf!`i bX`9f]bbYfi b[gcfh`i a [Yk UbXY`hž`XYf
U`g`Y]bYg`XYf[fÖ» hYb`?i`hi fdfc`Y_hY`<YggYbg[YZY]Yfh`k]fX`"8]YgY
bYi`Y`9]bf]W hi b[ž`X]Y`bi b`ZØf`X]Y`² ZYbh`]W X_Y]hni [Äb[`]W X`]ghž
V]YhYh`b]W X`h`bi f`9]bV`]W_X`]b`X]Y; YgW X]W X hY`XYf`Ni k UbXYfi b[ž
gcbXYfb`Ui W X`Y]bYb`C fh`XYf`FYZYI]cb`ØVYf: `i W`hi bX
5b_ca a Yb"

K Ug`a UW X`h`X]YgYg`Dfc`Y_h`gc`VYgcbXYfg3;]Y» Yb`k Uf`bUW X`XYa
6Ui`XYf`A Ui Yf`XUg`Y]bn][Y`@U[Yf`gY]bYf`5fh`Ui » Yf`U`V`j`cb`K`Ygh!
6Yf`]b`i bX`VY`YfVYf[hY`nk]gW X Yb`%-) \$`i bX`%- - \$`Yhk U`- \$\$\$\$\$\$

A YbgWkYbžX]Y]b`X]Y`6i bXYgfYdi V`_`ghfÒa hYb""9I !
6i bXYgdfÀg]XYbh`æUWk]a` ; Ui W`_`i bX`XYf`Y\Ya U`][Y`\Ygg]gWkY
A]b]ghYfdFÀg]XYbh`J c`_`Yf`6ci ZZ]Yf`f78I È`k UfYb`i bhYf`XYb` ; ÀghYb
XYf`9fÒZZbi b[gZY]Yf`i bX`\YVYb`X]Y`6YXYi hi b[`Yfj cfž`XYb
↑ b[Yb` ; YbYfUh]cbYb`X]Y`<]bhYf[f0bXY`j cb` : `i W`h`i bX`XUg
9b[U[Ya Ybh`Z0f`8Ya c`_`fUh]Y`b`À`Yfni Vf]b[Yb`"" ; Ui W`_`VYhcbhY
XUVY]ž`k]Y`k]W`h][`Yg`gY]ž`X]Y` ; f0bXY`Z0f` : `i W`h`j Yfgh`ÀbX`]W`_`ni
a UWkYb`i bX`X]Y`Gh]a a Yb`XYf`6YhfcZZYbYb`ni ` \0fYb`"

9]b`6`]W`_`Ui Z`X]Y`J Yf[Ub[Yb`Y]h

8]Y`bYi Y`8Ui YfUi gghY`i b[`]gh`Y]b`HY]`X]YgYg`6`]Xi b[gdfc`Y`_`hg
i bX`i a ZUggh`a Y`f`U`g`) \$`J]XYc!6`]XgWk]fa Y`a]h
NY]hnYi [YbVYf]W`hYbž`X]Y`X]Y`dYfg0b`]W`kYb` ; YgWk]W`hYb`XYf
Y\Ya U`][Yb` : `0W`h`]b[Y`VY`Yi W`hYb`""9]b][Y`V`]YVYb`bi f`0VYf
BUW`hž`k À`fYbX`UbXYfY`a Y`fYfY`A cbUhY`]a`@U[Yf`j YfvfUW`hYb`"
9]b`_0bgh`Yf]gW`_`[YghU`hYhYf`HfUV]ž`XYf`a]h`A ch]j Yb`Ui g`XYf`C`gh!
K Ygh! ; YgWk]W`hY`j Yfn]Yfh]ghž`\]bhYf`Àggh`Y]bYb`V`Y]VYbXYb
9]bXfi W`_`VY]`XYb`6Ygi W`kYfb`""8]YgY`X][]hU`Y`5i ZUfVY]hi b[`XYf
 ; YgWk]W`hY`gd]Y[Y`h`Ui W`_`U`_`hi Y`Y`Y` [YgY`gW`kUZh]W`kY`8]g`_`i gg]cbYb
k]XYfž`X]Y`]b`9]b]W`h`i b[Yb`k]Y`XYf`9f]bbYfi b[ggh`À`hY
A Uf]YbZY`XY`ni a`5i gXfi W`_`_`ca a Ybž`k c`XYf`I a [Ub[`XYf
k YghXYi hgW`kYb` ; YgY`gW`kUZh`a]h`Ni k UbXYfi b[`VY`Yi W`hYh`k]fX`
8cfh`k]fX`YVYbZU`g`X]g`_`i h]Yfhž`k]Y`a Ub`XYb`Ni k UbXYfYfb
I bhYfgh0hni b[`V]YhYb`_`Ubb`i bX`k Y`W`kY`9fk Ufhi b[Yb`g]Y`Ub`X]Y
bYi Y`<Y]a Uh`\UhYb`"

8]Y`DYfgdY`_`h]j Y`XYf`Ni k UbXYfYf`i bX` : `0W`h`]b[Y`]gh`Y]b`nYbhfU`Yg
H\Ya U`]b`XYf` ; YgY`gW`kUZh`a a Yf`k]YXYf`ghY`Yb`g]W`k : fU[Yb
bUW`kXYf`6YfYW`h][i b[`ni f`9]b]fY]gY`i bX`XYf`[YgY`gW`kUZh]W`kYb
HY]`UVY`" Æ`X]YgYa`?cbhYI h]gh`XUg`C`FU`!<]ghc`fml`5`fW`k]j ž`XUg
Æ`hYfj]Yk`g`a]h`A][fUbh`]bbYb`i bX` : `0W`h`]b[Yb`j cb`%-` () `V]g
&\$%*`i a ZUgghž`Y]b`k Yfh] c``Yg`Dfc`Y`_`hž`XUg`X]Y`G]W`k`k`Y]gYb`X]YgYf
DYfgcbYb[fi ddYb`]b`X]Y`XYi hgW`kY` ; YgWk]W`hY`Y]bV]bXYh`8]Y
[YgUa a Y`hYb` ; YgWk]W`hYbž`X]Y`b]W`h`bi f`Ui Z`J]XYcž`gcbXYfb
Ui W`_`]b` : cfa`j cb`6`]Xi b[ga UhYf]U`]Yb`Ui ZVYfY]hYh]g]bXž`V]YhYb
Y]bYb`i a ZUggYbXYb`9]bV`]W`_`]b`X]Y`9fZU`fi b[Yb`i bX
<YfUi gZcfXYfi b[Ybž`X]Y`Ni k UbXYfYf`Xi fW`_`]hYb`"

9]b`Cfh`XYf`6Y[Y[bi b[`i bX`XYg`8]U`c[g

8 Ug;]Y»YbYf`Dfc`Y_h]gh`Y]b`Yfj`c`ffU[YbXYg`6Y]gd]Y`XUZØfž`k]Y
 a Ub`Xi`fW`a`cXYfbY`5i`ZYfY]hi`b[`j`cb;`YgW]W`hY`Y]bYb`F`Ui`a
 ZØf`8]U`c[`i`bX`6]`Xi`b[`gW`UZZYb`_`Ubb" `9g`ÅXh`Y]bž`X]Y`Y][`YbY
 ;`YgW]W`hY`_`YbbYbni`YfbYb`i`bX`ni`fYZY`_h]YfYbž`k`Ug;`i`W`h]b
 XYf`Y`i`h][`Yb`NY]h`VYXYi`hYh" `9g]gh`b]W`h`bi`f`Y]b`C`fh`ž`i`a`X]Y
 J`Yf[`Ub[`Yb`Y]h`ni`j`YfghY`Ybž`gcbXYfb`Ui`W`Y]bY;`Y`Y[`Yb`Y]hž
 XUfØVYf`bUW`ni`XYb`_`Ybž`k`j`Y`k`]f`U`g;`YgY`gW`UZh`a`]h`XYf
 <YfUi`gZc`fXYfi`b[`j`cb`A`][`fU]cb`i`a`[`Y`Yb"

8Yf`@Yfb!`i`bX`9f]bbYfi`b[`gc`fh]b;`]Y»Yb`k`]fX`c`ZYbh]W`j`]Y`Y
 6Ygi`W`Yf.]bbYb`Ub]Y`Yb`i`bX`X`Uni`VY]hfU[`Ybž`X`Ugg`X]Y`H`Y`a`Yb
 :`i`W`h`i`bX`A`][`fU]cb]b`i`bgYfYa`_`i`h`i`fY`Yb`6Yk`i`gghY]b`Y]bYb
 ZYghYb`D`Uhn`Z]bXYb" `K`Yf`a`Y`f`ØVYf`X]Y`VYk`Y[`YbXYb;`YgW]W`hYb
 XYf;`ØW`h]b[`Y`YfZU`fYb`a`ØW`hYž]gh`Yfn]W`Y]b[`Y`UXYbž`X]Y
 5i`gghY`i`b[`ni`VYgi`W`Yb`i`bX`gY`Vgh`HY]`X]YgYg`k`]W`h][`Yb
 ;`YXUb`_`YbUi`ghUi`gW`Yg`ni`k`YfXYb"

K`Y]hYfY`ϑZcfa`U]cbYb`ni`XYb`H`Y`a`Yb;`i`W`hž`A`][`fU]cb`i`bX`XYf
 [`YgY`gW`UZh]W`Yb`ϑhY[`fU]cb`Z]bXYb`G]Y`Ui`W`VY]`<`YggYb`gW`Ui
 ž`6Yf`]bYf`A`Ui`Yf`Gh]Zhi`b[`ž`i`bX`6D6"

8YhU]`g	
Cfh	;]Y»Ybž`8Yi`hgW`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "\`YggYbgW`Ui`"XY • k k k "gh]Zhi`b[`!VYf`]bYf!`a`Ui`Yf"XY • k k k "VdV"XY

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`bU[`!\`YggYb"XY