

5ghfcd\mg]_Yf' < UfU`X`@YgWk . '9]b`@YVYb
ZØf`XUg`l b]j Yfgi a `i bX`X]Y`K]ggYbgWk UZh°

9fZU\fyb`G]Y`a Y\`f`ØVYf`XYb`fYbca a]YfhYb`5ghfcd\mg]_Yf
< UfU`X`@YgWk ž`gY]bY` : cfgWk i b[`i bX`A YX]YbdfÄgYbn"



A ØbWkYbž`8Yi hgWk`UbX`!`8Yf`fYbca a]YfhY`5ghfcd\mg]_Yf`i bX
K]ggYbgWk UZhg`c`i fbU`]gh`< UfU`X`@YgWk` \`Uh`g]Wk`]b`XYf`K Y`h`XYf
K]ggYbgWk UZh`i bX`XYf`A YX]Yb`Y]bYb`a Uf`Ub`hYb`B`Ua Yb`[Ya UWk`h
< Yi hYž`Ua `&\$" ' † b] '\$&) ž`VY`Yi Wk`hY`h`X]Y`5F`8`gY]bY
VYa Yf`_Y`bgk YfhY`? Uff]YfY`i bX`gY]bY`5`_hj]hÄ`hYb`]b`XYf
K]ggYbgWk UZh`g Yfa]h`i b["`@YgWk`ž`[YVcfYb`Ua `&, "'`†`>`]`%-`*`\$`]b
;]Y»Ybž`]gh`DfcZYggc`f`ZØf`h`YcfYh]gWk Y`5ghfcd\mg]_`Ub`XYf`@`Xk][!
A Ul`ja`]Ub`g`!`b]j Yfg]hÄ`h`A ØbWkYb`i bX`i bhYff]Wk`hY`h`ni XYa
BUhi`fd`]`cgcd\]Y`Ub`XYf`< cWk`gWk`i`Y`ZØf`D`]`cgcd\]Y`G`>`]b
A ØbWkYb`"GY]bY`< Ui`dhZc`fgWk`i b[g[YV]YhY`i a ZUggYb`_cga`]gWk Y
D`Uga Ud\mg]_ž`GWk`k UfnY`@ØW`Yf`i bX`BYi`hfc`bYb`ghYfbYž`X]Y`]\a
b]Wk`h`bi`f`U`UXYa`]gWk Y`5bYf`_Ybbi b[ž`gcbXYfb`Ui Wk`Y]bY`VfY]hY
² ZYb`h]Wk`_Y]h`Xi`fWk`gY]bY`A YX]YbUi`Zh`f]hY`VYgWk`Yfh`\UVYb"

5`g`A]h[`]YX`XYf`?ca a]gg]cb` 5ghfcbca]Y`]b`l bhYff]W`hi bX
@Y`fUa h`gYhnh]g]W`@YgW`Ui W`ZØf`X]Y` : ÒfXYfi b[`XYf
5ghfcbca]Y`]a `6]`Xi b[gVYfY]W`Y]b`"6Y_Ubbh`k i fXY`Yf`Xi fW`X]Y
: YfbgY`gYbXi b[`U`d`U!7YbhUi f]ž]b`XYf`Yf`XYb`Ni gW`Ui Yfb`X]Y
; fi bXnØ[Y`XYg`l b]j Yfgi a g`gck]Y`ZYfbY` ; U`UI]Yb`i bX`XUg
GcbbYbgmghYa `b`Ä`YfVfUW`hY`"8]YgY`GYbXYfY]`YžX]Y`j cb`%- - ,
V]g`&\$+\$`+`Ui g[YghfU`h`k i fXYž`U`h`nU`fY]W`Y`A YbgW`Yb`ZØf
K]ggYbgW`UZh`VY[Y]ghYfh"

9]b`@YVYb`ZØf`X]Y`K]ggYbgW`UZh

<UfU`X`@YgW`ghUa a h`Ui g`Y]bYf` ; Ughk]fhgZUa]`Y`]b`B]YXYf!
C`a`Ybž`<YggYbž`k c`gY]b`J UhYf`U`g`GhUf_ghfca`Y`Y`hf]_Yf
UfVY]hYhY`"Hfch`UbZ`Äb[`]W`Yf`GW`k]Yf][`_Y]hYb`]b`XYf`GW`i`YžX]Y
Xi fW` : ÒfXYfi bhYff]W`hi]b`A Uh`Ya`Uh]_`i bX`Y]bYb`gW`k YfYb
: U`ffUXi bZU`" [YdfÄ[h`k i fXYbž[Y`Ub[`Yg`@YgW`ž`XUg`5V]hi f`%- +,
ni`Yfk YfVYb`"GY]b`U`UXYa`]gW`Yf`K YfXY[Ub[`ZØ`fhY`]`b`Ub`X]Y
‡ ghi g!@YV][`!]b]j Yfg]h`Äh;]Y» Yb`i bX`X]Y`l b]j Yfg]h`Äh`6cbbž`k c`Yf
%- , (`gY]b`D`mg]_!8]d`ca`UVgW`cg`"%- , +`dfca`cj]YfhY`Yf`Ua
A UI !D`UbW`!`gh]hi h`ZØf`F UX]cUghfcbca]Y"

Nk]gW`Yb`%- , , `i bX`%- -) `k Uf`@YgW`]b`j YfgW`]YXYbYb
k]ggYbgW`UZh`]W`Yb`Dcg]h]cbYb`h`Äh][`ž`XUfi bhYf`U`g
: cfgW`i b[gUgg]ghYb`h`Ub`XYf`@UbXYgghYfbk UfhY`<Y]XY`VYf[!
? Òb][`ghi` ``i bX`U`g`k]ggYbgW`UZh`]W`Yf`A]hUfVY]hYf`Ua`A UI !D`UbW`!
gh]hi h`ZØf`F UX]cUghfcbca]Y`]b`6cbb`"%- - &] YfVfUW`hY`Yf`NY]h`U`g
; UghdfcZYggcf`Ub`XYf`l b]j Yfg]hmicZHcfcbhc`i bX`UV]`h]YfhY`g]W`
%- - (`Ub`XYf`l b]j Yfg]h`Äh`6cbb`" `a` `Ä`f`&\$%\$`k i fXY`]`a`ni`9`fYb
XYf`5ghYfc]X`fl`)`)` +L`<UfU`X`YgW`VYbUbbh"

9b[U[Ya`Ybh`]b`XYf` ; YgY`gW`UZh

5V`%- -)]gh`@YgW`DfcZYggcf`ZØf`5ghfcd`mg]_`Ub`XYf`@`Xk][!
A UI]a`]]Ubgl`l b]j Yfg]h`Äh`A`ØbW`Yb`i bX`ni [`Y]W`U`g` : UW` [i hUW`hYf
ZØf`5ghfcd`mg]_`XYf`8Yi hgW`Yb` : cfgW`i b[g[Ya`Y]bgW`UZh`fB` ; L
h`Äh][`"BYVYb`gY]bYb`U`UXYa`]gW`Yb`J YfdZ]W`hi b[Yb`]gh`@YgW`]b
XYf`² ZYb`h`]W`_Y]h`U`h]j`"9`f`j YfUbghU`hY`h]j YfgW`]YXYbY
k]ggYbgW`UZh`]W`Y`8]g_`i fgY`i bX`VYhY`]`[hY`g]W`Ub`HU`_fi bXYbž

XUfi bhYf'%- - ('Y)bY'8]g_i gg]cb'ØVYf'I : Cg"6YgcbXYfg'k]W\h[
 g]bX'j]\a 'H\Ya Yb'k]Y'?`ja Uk UbXY`i bX'X]Y'F c``Y'j cb
 9`Y_hfcUi hcgž'ni 'XYbYb'Yf'ja '@Ui ZY'XYf'š\fy'i bhYfgW]YX`]W\Y
 A Y]bi b[Yb'Äi » YfhY"

GY]b'9b[U[Ya Ybh'nY][hg]W\ 'Ui W\]b'gY]bYf'F c``Y'ja '6Y]fUh'XYf
 <YfUYi g'6`Xi b[ggh]Zhi b['gck]Y'ja '6UmYf]gW\Yb'?`ja UfUh" &\$&
 VYhY"][hY'g]W\ '@YgW\ 'Ub'8Ya cbghfUh]cbYbž'i a '[Y[Yb'XUg
 J cf[Y\Yb'[Y[Yb'X]Y'I a k Y'hgW\i hnVYk Y[i b['@YhnhY'; YbYfUh]cb
 ni 'dfchYgh]YfYb"Ni XYa 'VYhfY]Vh'Yf'ni gUa a Yb'a]h'UbXYfYb'XYb
 Mci Hi VY!? UbU`i f_bU`ž'K Y'hU`i bX'XUg'@VYbž'XYf'YVYbZU`g'ni f
 Dcdi `Uf]g]Yfi b['j cb'K]ggYbgW\UZh'VY]hfÄ[h"

<UfU'X'@YgW\]gh'b]W\h'bi f'U_UXYa]gW\ 'YfZc`[fY]W\ž'gcbXYfb'Ui W\
 U'g'5i hcf'U_h]j "9f'\Uh'nU\`fY]W\Y'6ØW\Yf'i bX'< ØfVØW\Yf
 j YfØZYbh]W\hž'X]Y'g]W\ 'a]h'XYb'H\Ya Yb'5ghfcd\mg]_i bX
 D\]cgc d\]Y'VYZUggYb"@YgW\ 'g]Y\h]b'XYf'B Uhi fk]ggYbgW\UZh'i bX
 F Y][]cb'_Y]bYb'K]XYfgdfi W\ž'k Ug]\b'ni 'Y]bYa '[YZfU[hYb
 GdfYW\Yf']b']bhYfX]gn]d`]bÄfYb'8]g_i gg]cbYb'a UW\h"GY]bY
 5i gghfU\`i b['i bX'9i dYfh]gY'a UW\Yb'\b'ni 'Y]bYf'GW\`ØggY`Z][i f
]b'XYf'a cXYfbYb'K]ggYbgW\UZhg_ca a i b[_Uh]cb"

Ni a '5VgW\ 'i gg']gh'Yg'k]W\h][ž'XYb'9]bZi gg'j cb'<UfU'X'@YgW\ 'Ui Z
 X]Y'K]ggYbgW\UZh'i bX'X]Y'; YgY`gW\UZh'ni 'k ØfX][Yb"GY]bY
 J YfX]YbghY'U'g'K]ggYbgW\UZhg'ci fbU`]gh'i bX'@Y\fyf'\UVYb'XUni
 VY][YhfU[Ybž'XUgg'_ca d`YI Y'k]ggYbgW\UZh]W\Y'H\Ya Yb'Y]bYf
 Vfy]hYfYb'^2 ZZYbh]W_Y]hj YfghÄbX`W\ '[Ya UW\h'k YfXYb"

: Øf'k Y]hYfY' ðZcfa Uh]cbYb'ØVYf'<UfU'X'@YgW\ 'VYgi W\Yb'G]Y'V]hY
 X]Y'5F8'A YX]Uh\Y_`i bhYf'5F8'A YX]Uh\Y_`i bX'X]Y'K]_]dYX]U!
 GY]hY'K]_]dYX]U"

8YhU]`g	
C fh	A ØbW\Ybž'8Yi hgW\ `UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "UfXa YX]Uh\Y_"XY • XY"K]_]dYX]U"cf[

6Ygi W\ Yb 'G]Y 'i bg 'Ui Z. 'Y]bY!fY]gY"XY