

E i UbhYbWca di hYf. '8]Y' bYi Y'6YXfc\i b[ZØf'6]hWc]bg'G]W\ Yf\ Y]h°

; cc[`Y`\Uh'a]h'XYa 'K]`ck !7\]d`Y]bYb`E i UbhYbWca di hYf
j cf[YghY`hž`XYf'6]hWc]b!G]W\ Yf\ Y]h'\YfUi gZcfXYfh'@Øgi b[Yb
ZØf'X]Y'Ni _i bZhig]bX'bchk YbX]["



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? Y]bY'gdYn]Z]gW\ Y'5XfYggY'cXYf'C fh']a 'HYI h'Ub[Y[YVYb"!
8]Y'9bhk]W_i b[`XYf'E i UbhYbWca di hYf'\Uh]b'XYb`YhnhYb'>\YfYb
ZØf'5i ZgY\Yb' [Ygcf[h'6YgcbXYfg'VY]'XYf'? fmdhck Å\fi b['6]hWc]b
ghY\Yb'X]Y'NY]W\Yb'Ui ZGhi fa "A]h'XYa 'bYi Yb' K]`ck !7\]d'j cb
; cc[`Yž`XYf'Y]bY'FYW\Yb'Y]ghi b[`V]YhYhž'X]Y'\Yf_Øa a `]W\Y
Gi dYfWca di hYf']b'XYb'GW\UhYb'ghY`hž'k]fX'X]Y
G]W\ Yf\ Y]hgUfW\]hY_hi f'j cb'6]hWc]b'Ui Z'Y]bY'\UfhY'DfcVY'[YghY`h"
K Ug'VYXYi hYh'XUg'ZØf'X]Y'Ni _i bZh'XYf'X][]hU'Yb
K Å\fi b[3'fWj ^W\Ł

8Yf'K]`ck !7\]d'bi hmh'Df]bn]d]Yb'XYf'E i UbhYba YW\Ub]_ž'i a
_ca d`YI Y'6YfYW\bi b[Yb'k YgYbh]W\ 'gW\ bY`Yf'ni `Yf'YX][Yb'U`g
_Ugg]gW\Y'7ca di hYf''9f'_Ubb'DfcV`Ya Y']b'k Yb][Yf'U`g'ZØbZ

A]bi hYb`ÒgYbž`ZØf`X]Y`gY`Vgh`XYf`gW`bY`ghY`Gi`dYfW`a`di`hYf`%\$
E`i`UXf]`UfXYb`fY`fY`VYb`Òh][`Yb`k`ØfXY`"8]YgY`gW`cW_]YfYbX`c`Y`
?UdUn]h`À`h`k`]fZh`Y]b`G`W`U[`]W`h`Ui`Z`X]Y` ;`YZU`fYbž`X]Y`j`cb`XYf`
E`i`Ub`hYb`W`a`di`h]b[`]HYW`bc`c[`]Y`ZØf`6]hW`]b`i`bX`Ub`XYfY`
?fmdhc`k`À`fi`b[`]Yb`Ui`g[`]Y`Yb`_`Òbb`hYb`"

8]Y`6YXfc`i`b[`]ZØf`6]hW`]b

K`]Y`]gh`6]hW`]b`Y][`Yb`h]W`[`]YgW`Ø`h`h`3`8]Y`G]W`Yf`Y]h`V`Ug]Yf`h`Ui`Z`
XYf`_`fmdhc[`]fUZ]gW`Yb`<`Ug`!`:`i`b`_`h]cb`G`<`5!&`)*`i`bX`XYa`978G5`
f9`d]h]W7i`fj`Y`8][`]hU`G][`bU`h`fY`5`[`cf]h`a`i`g`"8]YgY`VY]XYb`
5`[`cf]h`a`Yb`g]bX`ZØf`X]Y`f`hY[`]f]h`À`h`j`cb`Hf`Ub`gU`_`h]cb`Yb`i`bX`X]Y`
G]W`Yf`Y]h]j`cb`K`U`Y`hg`i`bYf`À`gg`]W`"5`Y`fX]b[`]g`_`Òbb`hYb`
E`i`Ub`hYb`U`[`cf]h`a`Yb`k`]Y`G`c`f`g`i`bX` ;`fcj`Yfg`6]hW`]b[`]YZ`À`f`]W`
k`YfXYbž`]bXYa`g]Y`X]YgY`G]W`Yf`Y]h]ga`Y`W`Ub]ga`Yb`Yb`hgd`Ub`b`Yb`
i`bX`d`f]j`UhY`G`W`Ø`ggY`_`b`U`W`Yb`"fZ`c`fV`Y`g`W`a`k`

5`_`hi`Y`g]bX`X]Y`E`i`Ub`hYb`W`a`di`hYf`bc`W`b]W`h`gh`Uf`_`[`Ybi`[`]ž`i`a`
6]hW`]b!`J`Yfg`W`Ø`ggY`i`b[`]Yb`h`U`hg`À`W`]W`ni`Xi`fW`V`fY`W`Yb`";`cc[`]Yg`
K`]ck`!7`d`U`h`ni`a`6Y]gd]Y`bi`f`%\$)`E`i`V]hg`ž`k`À`fYbX`Ø`VYf`%`
A`]cb`Yb`YfZ`c`fXYf`]W`k`À`fYbž`i`a`6]hW`]b`U`V`k`Y[`]g`Yf`b`gh`U`Zh`
Ub`ni`[`fY]ZYb`"fW`^`W`k`8`Yb`bc`W`g]bX`j`]Y`Y`]b`XYf`6]hW`]b!`
7`ca`a`i`b]h`m`VY`gc`f[`]h`Ø`VYf`X]Y`f`Ug`Ub`hY`9`b`hk`]W`i`b[`]a`6Y`fY]W`
E`i`Ub`hYb`W`a`di`h]b[`]i`bX`X]Y`F]g]_`Ybž`X]Y`X`Ua`]h]j`Yf`Vi`bX`Yb`g]bX`"

F]g]_`Yb`VY]a`A]b]b[`]i`bX`bYi`Y

5XfYggYbgmghYa`Y

9]b`_`f]h]gW`Yf`5`gdY`_`hž`XYf`c`Z`ha`U`g`Ø`VYfgY`Yb`k`]fX`ž`]gh`X]Y`
6YXfc`i`b[`]ZØf`XYb`A]b]b[`]!`D`f`c`n`Y`gg`g`Y`V`gh`E`i`Ub`hYb`W`a`di`hYf`
`Òbb`hYb`X`Ug`D`f`c`Z`c`Z`K`c`f``!`G`m`gh`Ya`[`]YZ`À`fXYbž`]bXYa`g]Y`
gW`bY`Yf`<`Ug`Y`g`Z]bXYb`U`g`h`f`UX]h]cb`Y`Y`A]bYf`"8]Yg`_`Òbb`hY`ni`
Y]bYa`)`%`!`5`b[`]f]Z`ZØ`fYbž`XYf`X]Y`[`]Yg`Ua`hY`6`c`W`W`U]b`]bg`
K`Ub`_`Yb`V`f]b[`]Yb`k`Ø`fXY`"@`Ui`h`Y]bYa`6Yf]W`h]j`cb`7`fmdhc`E`i`Ub`h`
[`]V`h`Y`g`6`Y`X`Y`b`_`Y`b`ž`X`U`gg`X]Y`9`b`hk`]W`i`b[`]j`cb`
E`i`Ub`hYb`U`[`cf]h`a`Yb`X]Y`G]W`Yf`Y]h]XYg`A]b]b[`]!`D`f`c`n`Y`gg`Y`g`
[`]YZ`À`fXYb`_`Òbb`hY`"fW`]bYX]h]cb`W`a`k`

9]bY`A Ò[`]W_X]hž]g]W`UVni g]W`Yfbž`_ÒbbhY`X]Y`I a ghY`i b[`Ui Z
D&D? <!5XFYggYb`gY]bžX]Y`ni g`Àhn`]W`Y`G]W`Yf\Y]h`V]YhYb`"8]YgY
5XFYggUfh`U`h`Y]bYb`5bgh]Y[`XYf`5_nYdhUbn`i a `%(`i `YfZU\FYbž
k Ug`Ui ZY]b`k UW`gYbXYg`6Yk i gghgY]b`ZØf`X]Y`F]g]_Yb`\]b`k`Y]gh`
8]YgY`A`Yh`cXY`_ÒbbhY`\Y`ZYbžX]Y`df]j UhY`GW`\ØggY`VYggYf`ni
gW`ØhnYbž`k`cVY]j`cf`U`Ya`ZfØ\YfY`5XFYggYb`fD&D?`Ł`ghUf_
[YZ\`fXYh`g]bXžXU`X]YgY`ÒZZYbh]W`Y`GW`\ØggY`c`Zi`c`ZYb`Y[Ybž
gcVU`X`Y]bY`HfUbgU_h]cb`Xi`fW`[YZØ\`fh`k`]fX`"fW`]bYX]h]cb`W`a`Ł

Ni _ØbZh][Y`9b`hk]W`_i b[Yb`i bX`GhfUhY[]Yb

8]Y`i`fU[Yž`X]Y`g]W`X`\]Yf`ghY`hž`]gh`K]Y`_Ubb`g]W`6]hW`]b`Ui`ZX]Y
Ni`_i`bZi`j`cfVYfY]hYb3`J]Y`Y`]b`XYf`6]hW`]b!7ca`a`i`b]hmiUfVY]hYb`Ub
ei`UbhYb`fYg]ghYb`hYb`_fmdhc[fUZ]gW`Yb`5`[cf]h`a`Yb`"GhfUhY[]Yb
k]Y`X]Y`Dcgh!E`i`Ubhi`a`7fmdhc[fUd`m`fDE`7`Ł`i`bX`X]Y`9]bZØ\fi`b[
j`cb`E`i`Ubhi`a`!F`Yg]ghUb`h`5XXfYgg`A`][fUh]cb`Df`c`hc`W`c`fE`F`5A`DŁ
_ÒbbhYb`ni`f`@Ogi`b[`XYg`Df`c`V`Ya`g`VY]hfU[Yb`"8]Y`NY]h`Xf`Àb[hž`XU
GW`Àhni`b[Yb`ni`Zc`[Y`Y`hk`U`&)`i`XYg`6]hW`]b!5b[YV`chg`fWU`"(`
A`j`cb`Yb`6H7`Ł`Ub`Z`À`][`ZØf`gc`W`Y`5b[f]ZZY`gY]b
_ÒbbhYb`"fZc`fVYg`W`a`Ł

8 UfØVYf`\]bUi`g`g]bX`X]Y`Bi`hnyf`]b`XYf`DZ]W`hž`dfcU_h]j`Y
G]W`Yf\Y]hga`U`bU`a`Yb`ni`Yf[fY]Zb`"J`Yfa`Y]Xi`b[`j`cb
5XFYggk]YXYfj`Yfk`YbXi`b[ž`Bi`hni`b[`j`cb`A`i`h]g][bUhi`f!K`U`Yhg
i`bX`X]Y`GdY]W`Yfi`b[`j`cb`J`Yfa`Ò[Yb`gk`YfhYb`]b`?`U`h`U[Yfi`b[`g]bX
bi`f`Y]b][Y`6Ygh`DfUW]W`gž`i`a`g]W`X`[Y[Yb`X]Y`6YXfc`\i`b[Yb`XYf
E`i`UbhYb`W`a`di`hYf`ni`k`UddbYb`"K]Y`VY]j]Y`Yb`hYW`bc`c[]gW`Yb
9b`hk]W`_i b[Yb`[]`h`Ygž`k`UW`gUa`ni`V`Y]VYb`i`bX`g]W`XYf`F]g]_Yb
VYk`i`ggh`ni`gY]b`"fW`^`W`Ł

Ni`gUa`a`YbZUggYbX`"Àggh]g]W`gU[Ybž`XUgg`6]hW`]b`i`bX`X]Y`XUa`]h
j`YfVi`bXYbYb`HYW`bc`c[]Yb`Ub`Y]bYa`_f]h]gW`Yb`K`YbXYdi`b_h
ghY`Yb`"8]Y`<`YfUi`gZc`fXYfi`b[Yb`Xi`fW`E`i`UbhYb`W`a`di`hYf`g]bX
b]W`h`a`Y`f`bi`f`H`Y`cf]Yž`gcbXYfb`Y]b`VY]`cfghY`YbXYg`F]g]_cž`XUg
Yg`ni`UXfYgg]YfYb`[]`h`"8]Y`_ca`a`YbXYb`X\`fY`_ÒbbhYb
YbhgW`Y]XYbX`gY]bž`i`a`XYb`X][]hU`!a`cbYh`ÀfYb`F`Ui`a`g]W`YfYf`ni
[YghU`hYb`"

8YhU]`g	
C fh	?Y]bY`gdYn]Z]gWXY`5XfYggY`cXYf`C fh]a `HYI h Ub[Y[YVYb"
E i Y`Yb	<ul style="list-style-type: none"> • Wj ^WX • Wc]bYX]h]c b"Wc a • k k k "ZcfVYg"Wc a

6Ygi WX Yb`G]Y`i bg`Ui Z.`k ca , +"XY