

F cVch]_ 'F Yj c`i h]cb. 'GhYU_ 'Ui g`%", \$\$`_a 9bhZYfbi b[`a]h'J F `ni VYfY]hYh°

9bhXYW_Yb`G]Y`X]Y`bYi YghYb`9bhk]W`i b[Yb`b`XYf`J F!
HYWbc`c[]Yž`Y]bgW`Y» `]W`J F![YghØmhYf`F cVch]_`i bX
Ga Ufh; `UggYg`ZØf`j YfgW]YXYbY`6fUbWYb"



G\UbXcb[ž`7\]bU`!`8]Y`Ni _i bZi`XYf`HYWbc`c[]Y`U`h`Y]bYb
k Y]hYfYb`gdUbbYbXYb`GW`f]h[Ya UW`h`5a `+" 'ž `]'&\$&) `U`h`XYf
F cVchYf`8cVch`5hca ž`Ybhk]W`Y`h`j cb`G\Ybn\Yb`8cVchž`Y]b`GhYU_
Ui g`Y]bYf`8]ghUbn`j cb`%", \$\$`_a `ni VYfY]hYh`8]YgYf
VYa Yf`_Ybgk YfhY`9]bgUhn`nY][h`X]Y`A Ò[`]W`_Y]hYb`XYf
: YfbghYi Yfi b[`Xi fW`J]fhi U`!FYU`]hm!HYWbc`c[]Y`8Yf`6YX]YbYf
k Uf`b`XYf`Dfcj]bn; i Ub[Xcb[`i bX`ghYi YfhY`XYb`F cVchYfž
k Å\fybX`X]YgYf`b`G\UbXcb[`UfVY]hYhY`8]Y`?ca V]bUh]cb`Ui g
\Udh]gWYa `: YYXVUW`_i bX`9W`hnY]h`J]gi U`]g]Yfi b[`Yfa Ò[`]W`h
Y]bY`dfÅn]gY`?cbhfc`Yž`X]Y`]b`j]Y`Yb`6YfY]WYb`fYj c`i h]cb`Åf`gY]b
_ÖbbhY`"Gc`_ÖbbhY`X]YgYf`F cVchYf`b]W`h`bi f`?ØWYbWYZg
i bhYfghØhnYbž`gcbXYfb`Ui W`VY`Ubgdfi W`gj c`Yb`5i Z[UVYb`k]Y
XYa `GU`nYb`j cb`GdY]gYb`Y]b[YgYmh`k YfXYb"

ϕ`Y]bYf`NY]hž`]b`XYf`DYfgcbU`Yb[dÄggY`YffgWXYb`cXYf
[YZÄ`f`]WXY`I a [YVi b[Yb`ni`VYhfYhYb`g]bXž`_ÖbbhYb`gc`WXY
FcVchYf`ZØf`X]Y`A YX]n]b`i bX`UbXYfY`GY`hcFYb`Y]bY`k Yfhj`c`Y
I bhYfghØhni b[`XUfghY`Yb"5VYf`b]W`h`bi`f`]b`XYf`FcVch]`_`hi`h`g]W`
Yhk Ug/Bj`jX]U`d`Ubh`X]Y`9ff]W`hi b[`Y]bYg`a`j`]UfXYbgW`k YfYb
HYW`bc`c[]YWUa`di`g]a`BcfXYb`ϕfUY`g"8Ug`Dfc`Y`_h`gc`X]Y
Dcg]h]cb`XYg`i bhYfbY`a`Ybg]a`6YfY]W`_Øbgh]W`Yf`ϕhY`][Ybn
ghÄf`_Yb`i bX`k`]fX`j`cfUi`gg]W`h]W`HUi`gYbXY`j`cb`5fVY]hgd`ÄhnYb
gW`UZZYb"79C`8fcf`6]b`j`cb`XYf`ϕfUY`ϕbcj`Uh]cb`5i`h`c`f]hm
VYhcbh`X]Y`6YXYi`hi b[`X]YgYf`ϕj`Ygh]h]cb`ZØf`XUg`<][`hYW`!
²`_cgmghYa`XYg`@UbXYg"

8]Y`F`c`Y`j`cb`Ga`Ufh;`UggYg

B]W`h`ni`j`Yf[YggYb`g]bX`X]Y`Ga`Ufh;`UggYgž`X]Y`]b`j`YfgW`jYXYbYb
]bXi`ghf]Y`Yb`6YfY]W`Ybž`XYf`@c[]gh]_ž`]a`;`Ygi`bX`Y]h`gk`YgYb`i`bX
]a`Gdcfh`Y]b[YgYmh`k`YfXYb"8]YgY`HYW`bc`c[]Yb`j`YfgdfYW`Yb
9ZZ]n]Ybn`i bX`G]W`Yf`Y]h`i bX`Yf`ÖZbYb`bYi`Y`A`Ö[`]W`_Y]hYb`ZØf
HfU]b]b[`i`bX`5i`gV]`Xi`b["8]Y`f]W`h][Y`5i`gk`U`X`Yf`6f]`Yb`]gh
Yb`hgW`Y]XYbX`ZØf`X]Y`Dfc`Xi`_hj`]h`Ä`h`i`bX`G]W`Yf`Y]h"9g`[]Vh
nU`fY]W`Y`HmdYb`j`cb`Ga`Ufh;`UggYgž`X]Y`g]W`]b`]fYf
HYW`bc`c[]Y`i`bX`5bk`YbXVUf`_Y]h`i`bhYfgW`Y]XYb"

Ni`XYb`Ui`ZFY[YbXghYb`9bhk`jW`_i`b[Yb`nÄ`Yb`X]Y`5i`[a`YbhYX
FYU`]hm`f`5F`£`6f]`Yb"8]YgY`Yfk`Y]hYfb`XUg`G]W`hZY`X`XYg`Bi`hnYfg
i`a`X][]hU`Y`ϕ`U`hY`i`bX`_ca`a`Yb`]b`nk`Y]`<Ui`dhj`Uf]UbhYb.
GYYh`fci [`5F`i`bX`DUggh`fci [`5F`"GYh`fci [`5F`Yfa`Ö[`]W`h
XYa`Bi`hnYfž`X]Y`fYU`Y`I a [YVi b[`Uf`ni`gY`Yb`ž`k`Ä`fYbX
DUggh`fci [`5F`Xi`fW`?Ua`YfUg`X]Y`I a [YVi b[`YfZUggh`i`bX
UbnY][h"6Y]XYf`5i`gk`U`X`Yf`f]W`h][Yb`6f]`Y`ghY`Yb`i`U`hc`fYb`k`jY
G]W`hVUf`_Y]hž`GhYi`Yfi`b[`i`bX`F`cVi`gh`Y]h]a`J`cfXYf[fi`bX`ž`i`a
Y]bY`i`b[YghØfhY`5fVY]h`ni`[Yk`Ä`f`Y]ghYb"

?cbj`Yf[Ybn`j`cb`5F`i`bX`?`=`

9]bY`]bhYfYggUbhY`6YcVUW`hi`b[`]b`XYf`HYW`bc`c[]Yk`Y`h]gh`X]Y
jYfgW`a`Y`ni`b[`j`cb`Ga`Ufh;`UggYg`a`]h`5F`!`i`b`_h]cbYb"8]YgY
9bhk`jW`_i`b[`ZØ`f`h`ni`Y]bYa`5`!]b!C`bY`!5bgUhmž`VY]`XYa`5F`!

6f]`Yb`ja a Yf`U`hU[ghUi [`]WXYf`i bX`k Yb][Yf`Ui Z`A`][`k YfXYb"8]Y
 A]WfcgcZi`<c`c`@Ybg`&ž`A U[]W@YUd`&`i bX`5dd`Y`J]g]cb`Dfc`g]bX
 6Y]gd]Y`Y`X]YgYf`bYi Yb`; Yf`hYž`X]Y`i bUV`Àb[]][`j cb`Ga Ufhd`cbYg
 Ži b_h]cb]YfYb"': cfhgW`f]hhY`]b`XYf`8]gd`Uml`i bX`GYbgcfhYW`bc`c []Y
 hfY]VYb`X]YgY`J YfgW`a Y`ni b[`j cfUbž`k `À`fYbX`_Øbgh]W`Y
 ðhY`][Ybn`f? ð`X]Y`i b_h]cbU`]h`h`i bX`6Ybi hnYfZfYi bX`]W`_Y]h
 a U» [YV`]W`j YfVYggYfh"?' =k]fX`[Ybi hnh`ZØf`GdfUW`ghYi Yfi b[ž
 ; YghYbghYi Yfi b[`i bX`XUg`5bdUggYb`j cb`ð`U`hYb`Ub`XYb`Bi hnYf"

8]Y`ðhY[fUh]cb`j cb`5F`]b`j YfgW`]YXYbY`@YVYbgVYfY]W`Y`nY][h
 VYfY]hg`Yi hY`VYY]bXfi W`_YbXY`9f[YVb]ggY"': ð`XYf`ðXi gh]Y
 cdh]a]YfYb`5F!6f]`Yb`X]Y`9Z]n]Ybn`i bX`E`i U`]h`h`i`fYf`DfcXi _hYž
 k `À`fYbX`g]Y`]a` ; Ygi bX`Y]hgk YgYb`7`]fi f[Yb`a]h`k]W`h][Yb
 8UhYb`i bhYfghØhnYb"5i W`]a`6`]Xi b[gVYfY]W`i bX`]a` ; Ua]b[
 gcf[Yb`5F!HYW`bc`c []Yb`ZØf`bYi Yž`]a` a Yfg]j Y`9fZU`fi b[Yb" `Hfchn
 XYf`nU`fY]W`Yb`J cfhY`]Y`a ØggYb`<YfUi gZcfXYfi b[Yb`k]Y
 5__i `Ui ZnY]hi bX`8UhYbgW`i hnVYXYb`_Yb`i bVYX]b[h`UXfYgg]Yfh
 k YfXYb"

Ni gUa a YbZUggYbX` `Àggh`g]W`gU[Ybž`XUgg`Xi fW`X]Y
 9bhk]W`_i b[Yb`]b`XYf`F`cVch]_ž`X]Y`i cfhgW`f]hhY`]b`XYf`HYW`bc`c []Y
 i bX`X]Y`ni bY`a YbXY`B`UW`ZfU[Y`bUW`Ga Ufh; `UggYg`Y]bY
 Ni _i bZi[YnY]W`bYh`k]fXž`X]Y`gck c`7`U`bW`b`U`g`Ui W`F]g]_Yb
 V]f[h"8Yf`HfYbX`ni f`ðhY[fUh]cb`j cb`? =k]fX`i bg`k Y]hYf`]b
 VY[`Y]hYbž`k `À`fYbX`hYW`bc`c []gW`Y`ðbcj Uh]cbYb`bYi Y`K`Y[Y`XYf
 ðhYfU_h]cb`i bX`DfcXi _h]j]h`h`YfØZbYb"8]Y`_ca` a YbXY`NY]h
 j Yfgdf]W`h`gdUbbYbXY`9bhk]W`_i b[Ybž`]a` `VYghYb`i: U`Ui W`ZØf`X]Y
 ; YgY`gW`UZh`U`g;` UbnYg"

8YhU]`g	
Cfh	G`UbXcb[ž`7`]bU
EiY`Yb	<ul style="list-style-type: none"> • k k k "j]YhbUa "j b • j]Yk dc]bhgmghYa "W`a • l dYfh"X][]hU`

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