

6YY`]hn`_Äa dZh`[Y[Yb`K U`XghYfVYb.
5i ZZc fghi b[`j YfnÒ[Yfh`g]W\ `XfUa Uh]gW\ °

6Yf`]b`ghY`h`a` :`c`_i`g`Y]bYg`U`_hi`Y`Yb`K`U`XVfUbX!
H\Ya YbVYf]W\hg`ØVYf`X]Y`<YfUi`gZcfXYfi`b[`Yb`VY]
5i ZZc fghi b[ga U» bU\`a`Yb`]b`6fUbXYbVi`f[`ž`k`c`HfcW`Yb`Y]h
i`bX`K`]`Xj`YfV]gg`XYb`K`]YXYfUi`ZVUi`i`[`YZÄ`fXYb`"



6YY`]hn!<Y]`ghÄhhYbž`6fUbXYbVi`f[`ž`8Yi`hgW\`UbX`!`a``X\`f`
&\$&&k`i`fXY`XYf`K`U`X`]b`XYf`B`Ä`Y`j`cb`6YY`]hn`VY]`Y]bYa
j`Yf`YfYbXYb`6fUbX`gW\`k`Yf`[`Yhfc`ZYb`"Fi`bX`&`\$`<Y`_hUf`K`U`X`ž`
XUj`cb`%)`\$`<Y`_hUf`XYg`GHUX`hk`U`XYgž`[`]b[`Yb`]b`:`Ua`a`Yb`Ui`Z`8Yf`
K`U`XVfUbX`VfUW`Ua``%`-`"†`b]`&\$&&`Ui`gž`U`g`X]Y`HYa`dYfUhi`fYb`
ØVYf`"`)`);`fUX`7Y`g]i`g`gh]Y[`Yb`"`,`VYf`%"`\$\$\$`9]bgUhm`_fÄZhY`k`UfYb`
ni`f`6fUbXVY`_Äa`dZi`b[`a`cV`]g]Yfh`8]YgYg`9fY][`b]g]gh`b]W\`h`bi`f`
Y]b`HY]`XYf`Øb[`ghYb`6fUbX[`YgW\]W\`hY`6fUbXYbVi`f[`gž`gc`bXYfb`
gd]Y[`Y`h`Ui`W\`X]Y`<YfUi`gZcfXYfi`b[`Yb`k`]XYfž`a`]h`XYbYb`X]Y`
5i`ZZc`fghi`b[`_`cb`Zfc`bh]Yfh`]gh`@Ui`h`fVV`&(`j`Yf`Äi`Zh`X]Y`5i`ZZc`fghi`b[`
gW\`Y`dd`Yb`X`"9]b`);`fi`bX`g]bX`X]Y`Yi`hfYa`Yb`K`Y`hhYfVYX]b[`i`b[`Yb`
i`bX`XYf`J`YfV]»`Xi`fW\`FY`Y`"

⊕·XYb·YfghYb·UbXYfh\U·V·⊘\fYb·bUW·XYa·'6fUbX·k i fXYb
`YX][`]W·') \$`<Y_hUf'a]h'GYhm`]b[Yb·VYdZUbnhž'k c j cb·GW·Åhni b[Yb
ni Zc`[Y·Yhk U·&\$`DfcnYbhj YfhfcW_bYh'cXYf'j cb·FY\Yb·[YZFYggYb
k i fXYb"" 8]Y·GhUXh\Uh·VYfY]hg·Yhk U·&) \$"\$\$\$`9i fc·ZØf`X]Y
5i Zc fghi b[`Ui g[Y[YVYb ž·VYf]W·hYh'GhUXhZØfghYf·A Ufh]b·GW·a]hh"
9f·VYhcbh'Ui W·ž·XUgg·X]Y': `ÀW·Yb·]b·XYf·FY[]cb·6fUbXYbVi f[
bUW·XfY]·⊘\fYb·k]YXYf·VYk U·XYh'k YfXYb·a ØggYbž·k Ug·YXcW
Ui Z[fi bX·j cb·_]a Uh]gW·Yb·<YfUi gZc fXYfi b[Yb·i bX·ZY\`YbXYa
GUUh[i h'dfcV·Ya Uh]gW·]gh"" ⊕ : fØ\`U\ f·&\$&(`Z]Y`·XYF
B]YXYfgW·U[`]b·6fUbXYbVi f[`a]h·bi f·* &@]hYfb·dfc
E i UXfUha YhYf·Ui Z·k Yb][Yf·U·g·X]Y·<À`ZhY·XYg·Gc`g"

5i ZZc fghi b[`a]h'a cXYfbYb·A Yh\cXYb

I a·XYb·<YfUi gZc fXYfi b[Yb·XYf·5i ZZc fghi b[`ni·VY[Y[bYbž·gYhnh
XYf·@UbXYgVYhf]YV': c fgh·6fUbXYbVi f[`Ui Z·a cXYfbY
HYW·bc`c[]Yb"" 9]b·D]`chdfc·Y_h'ni f'5i ZZc fghi b[`dYf·8fc\`bY·ZUbX
_Øfn`]W·]b·6YY`]hm!<Y]`ghÅhhYb·ghUhh"" 8]Yg·]gh·X]Y·YfghY·⊕]h]Uh]j Y
X]YgYf·5fh]b·6fUbXYbVi f[`i bX·YfZc`[hY·Ui ZY]bYf': `ÀW·Y·j cb·' ž)
<Y_hUf"" 8Yf·⊕ [Yb]Yi f·A Uf_·i g·DUhUg·j ca·GhUfhi d· G_mgYXX
Yf_`ÀfhYž·XUgg·X]Y·8fc\`bYb·gdYn]Y`·ZØf·gW·k Yf·ni [`Àb[`]W·Y·C fhY
Ybhk]W_Y·h'k i fXYb·i bX·V]g·ni `%&_[`GUUh[i h]b': cfa·j cb·DY`Yhg
hfUb gdcfh]YfYb·_ØbbYb"" ⊕g[YgUa h'k i fXYb·* \$`_[
VfUbXYbVi f[]gW·Yg·GUUh[i h]j Yfk YbXYhž·XUfi bhYf·GUbXV]f_Yž
9VYfYgW·Y·i bX·8ci [`Ug]Y"" N]Y`]gh·X]Y·I a k UbX·i b[`XYg
V]g\Yf][Yb·?]YZYfbk U·XYg·]b·Y]bYb·k]XYfghUbXgZÅ\][Yb
A]gW·k U·Xž·XYf·k Yb][Yf·UbZÅ`][`ZØf·6fÀbXY·]ghž·gc
hU[Yggd]Y[Y`"XY"

: Øf`X]Y·U_hi Y`Yb·5i ZZc fghi b[gdfc·Y_hY·g]bX·k Y]hYfY·A U» bU\`a Yb
ni f·K]X_cbhfc`Y·YfZc fXYf·]W·ž·i a·XYb·K]Xj YfV]gg·ni·fYXi n]YfYb"
⊕·Y]b[YnÅi bhYb·6YfY]W·Yb·k ÀW·gh·X]Y·BUhi f·VYggYf"" GW·a]hh
Zc fXYfh·XYg\U·V·Y]bY·FYXi n]Yfi b[`XYf·FY\`dcdi `Uh]cb·cXYf·X]Y
GW·UZZ b[`ni gÅhm`]W·Yf·Y]b[YnÅi bhYf': `ÀW·Ybž·i a·X]Y
, VYf·VYVYbgfUhY·XYf·GYhm`]b[Y·ni·Yf\Ø\Yb"

K U·XVfÀbXY·U·g·k UW·gYbXYg·F]g]_c

8]Y`5bnU\`XYf`K U`XVfÅbXY`]b`6fUbXYbVi f[`i bX`UbXYfYb`HY`Yb
 8Yi hgW\`UbXg`]gh`ghUf`_`j cb`XYb`K`]hYfi b[gVYX]b[i b[Yb
 UV\Åb[]["`#`XYb`Y`hYb`#J\`fYb`[UV`Yg`Y]bYb`5bgh]Y[`XYf
 6fUbXZÅW\Ybž`]bgVYgcbXYfY`]b`XYb`#J\`fYb`&\$%, `i bX`&\$%- ž
 Ui Z[fi bX`Yi hfYa`Yf`HfcW`Yb\Y]h" **I a k Y`hVi bXYgUa h`k Y]gh**
 XUfUi Z\]bžXUgg`6fUbXYbVi f[`i bhYf`XYb`_`cbh]bYbHU`[YdfÅ[hYb
 FY[]cbYb`Y]b`VYgcbXYfYg`F`g]_`c[YV]Yh`ZØf`K U`XVfÅbXY`]gh" `#`XYb
 #J\`fYb`&\$%, `i bX`&\$%- `[UV`Yg`g][b]Z`_`UbhY`5bgh]Y[Y`j cb
 6fUbXYfY][b]ggYb" `8Yf`[fØ» hY`6fUbX`]b`XYf`FY[]cb`ZUbX`i a
 #ØhYfVc[`ghUhhž`k c`) +` ž+&`<Y`_`hUf`VYhfcZZYb`k UfYb"

A]h`XYa`5bgh]Y[`XYf`K U`XVfUbX[YZU\`f`Xi fW\`Åb[YfY
 8ØffYdYf]cXYb`k]fX`X]Y`B`chk YbX][_Y]hj cb`#j Ygh]h]cbYb`]b
 K U`XVfUbXdfÅj Ybh]cb`i bX`#ZfUghfi _`hi f`Xf]b[YbXYf" `8Uni
 [Y\`ØfYb`X][]hU`Y`GYbgcfYb`ni f`gW\`bY`YfYb
 #Zcfa Uh]cbgØVYfhfU[i b[ž`X]Y`U`hY`Yi Yfk UW\`hØfa Y`YfgYhYbž`i a
 X]Y`9ZZ]n]Ybn`XYf`Yi YfØVYfk UW\`i b[`ni`Yf\`Ø\`Yb" `5i W\`_`Ugg]gW\`Y
 J`c`f`g`c`f[Ya U» bU\`a Yb`k]Y`K`UggYfYbhbU\`a YghY`Yb`k YfXYb
 k Y]hYf`[YZØfXYfh" `Hfc`h`ni`U`X]YgYf`<YfUi gZc`fXYfi b[Yb`V`Y]Vh
 A Ufh]b`GW\`a]h`i`cd]h]a]gh]gW\`. `9g`k]fX`k]YXYf`K U`X`[YVYbž`Ui W\`
 k Ybb`XYf`DfcnYgg`Åb[Yf`XUi Yfh`U`g`Yfk UfhYh"

8YhU]`g	
C fh	6YY`]h!<Y`]ghÅhhYbž`6fUbXYbVi f[ž 8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • k k k "hU[Yggd]Y[Y`"XY • k k k "i a k Y`hVi bXYgUa h"XY

6Ygi W\`Yb`G]Y`i bg`Ui Z.`a Y]b!VYf`]b"bYh