

6Yf`]b`ghUfhYh`%\$!A]``UfXYb!Dfc[fUa a
ZØf`6fYbbdi b_hgWxi `Yb`°

6Yf`]b`ghUfhYh`Y]b`NY\b!A]``UfXYb!Dfc[fUa a `ni f` : ÒfXYfi b[
j cb`6fYbbdi b_hgWxi `Ybž`i a ` [YfYWxhY`6]`Xi b[gWU UbW`b`ni
gW UZYb"



6Yf`]bž`8Yi hgW `UbX`!`6i bX`i bX`@AbXYf`UVYb`Y]b
i a ZUb[fY]WYg`NY\b!A]``UfXYb!9i fc!Dfc[fUa a `]bg`@YVYb
[Yfi ZYbž`i a `X]Y`6]`Xi b[gVYX]b[i b[Yb`Ub`6fYbbdi b_hgWxi `Yb`]b
8Yi hgW `UbX`ni `j YfVYggYfb"6Yf`]b`k]fX`\\Yf`Y]bY`nYbhfU`Y`F`c`Y`
gd]Y`Ybž`XU`]bg[YgUa h`%, \$`GWxi `Yb`j cb`X]YgYf` : ÒfXYfi b[
dfcZ]h]YfYb"8]Y`6Yf`]bYf`6]`Xi b[gj Yfk U`hi b[`\\Uh`_Øfn`]W`%%,
GWxi `Yb`bYi `]b`XUg` GhUfhWU UbW`b`!Dfc[fUa a `Ui Z[Ybca a Ybž
XUg`gck c`\\` ; fi bXgWxi `Yb`U`g`Ui W``hY[f]YfhY`GY`_i bXUfgWxi `Yb
i bX`VYfi Z]WY`GWxi `Yb`i a ZUggh"8]YgYg`i a ZUggYbXY`Dfc[fUa a
k]fX`ØVYf`Y]bYb`NY]hfUi a `j cb`nY\b`\\YfYb`fi bX`(* \$`A]``]cbYb
9i fc`ZØf`GWxi `Yb`a]h`VYgcbXYfYb`<YfUi gZc fXYfi b[Yb
VYfY]hghY`Ybž`k ca]h[i h`YXY`j]YfhY`GWxi `Y`]b`6Yf`]b`i bhYfghØhnh
k]fX"6]`Xi b[ggYbUhc`f]b`?Uh\Uf]bU` ; Øbh`Yf!K ØbgW`f78| Ł

VYnY]W\ bYh'XUg'Dfc[fUa a 'U'g'E i U']hÀhg]b]h]Uh]j Y'ni f
J YfVYggYfi b['XYf'VUgU'Yb'?ca dYhYbnYb'XYf'GW\ØYfž'k cVY]'XUg
<Ui dh]Y''X]Y'GW\UZZ b['[YfYW\hYf'6]'Xi b[gW\UbW\ b'ZØf'U''Y
GW\ØYf]bbYb'i bX'GW\ØYf']gh''9]b'VYgcbXYfYf': c_i g''Y[h'XUfUi Zž
X]Y'; fi bX_ca dYhYbnYb']b'XYb'6YfY]W\Yb'@YgYbž'GW\FY]VYb'i bX
FYW\ bYb'ni 'ghÀf_Yb"

8 Ug' GhUfhW\UbW\ b !Dfc[fUa a ']'gh'HY]'Y]bYg:[fO» YfYb'bUh]cbU'Yb
J cf\UVYbgž'XUg']bg[YgUa h'Yhk U'&\$'A]''UfXYb'9i fc'i a ZUgghi bX
XUa]h'U'g'XUg'[fO» hY'6]'Xi b[gdfc[fUa a ']'b'XYf'; YgW\]W\hY'XYf
6i bXYgfYdi V']_8Yi hgW\`UbX'[']h''Fi bX'("\$\$\$\$GW\i`Yb'a]h'Y]bYa
\c\Yb'5bhY]'gcn]U'VYbUW\hY']][hYf'GW\ØYf]bbYb'i bX'GW\ØYf
k YfXYb'[Yn]Y'h[YZØfXYfh''N]Y'']gh'Ygž'XYb'6]'Xi b[gYfZc`['k Y['j cb
XYf'gcn]U'Yb'<Yf_i bZ'ini 'Ybh_cddY'b'i bX'6]'Xi b[g[YfYW\h][_Y]h
ni 'ZØfXYfb''8]Yg'[']h'VYgcbXYfg']b'5bVYhfUW\h'XYf
VYgcf[b]gYffY[YbXYb'NU\`Ybž'X]Y'nY][Ybž'XUgg'Y]b'J]YfhY''XYf
'?]bXYf'Ua '9bXY'XYf'; fi bXgW\i`Y'b]W\h'Ui gfY]W\YbX''YgYbž
gW\FY]VYb'cXYf'fYW\ bYb'_Ubbž'i bX'YXYf%'*''GW\ØYf'X]Y'GW\i`Y
c\ bY'5VgW\`i gg'j Yf'Àggh"

I b hY fghØhni b ['j]Y`ZÀ`h]['j Y fhY]`h

8]Y'J YfhY]'i b['XYf': ØfXYf[Y'XYf'YfZc`[h'i bhYfgW\]YX`]W\`Ui Z'X]Y
nk Ò'Z'6Yf']bYf'6Yn]f_Y''Gc'dfcZ]h]YfYb'X]Y'6Yn]f_Y'j cb'BYi _Ò`b
a]h'%+'GW\i`Ybž'A]hY'a]h'%*'GW\i`Yb'i bX'A UfnU\bl<Y''YfgXcfZ
a]h'%) 'GW\i`Yb''5i W\`GdUbXUi ž'@]W\hYbVYf[ž'HYa dY'\cZ
GW\ØbYVYf[ž'F Y]b]W_YbXcfZž': f]YXf]W\g\U]b!?'fYi nVYf[ž
7\Uf`chYbVi f[!K]`a YfgXcfZž'HfYdhck !?ØdYb]W_ž'DUb_c k`i bX
GhY[']'hn!NY\`YbXcfZ'g]bX'']b'XUg'Dfc[fUa a 'Y]b[YVi bXYb''8]Y
5i gk U\`XYf'[YZØfXYfhYb'GW\i`Yb'ghØhnh'g]W\`Ui Z'Y]bYb
'UbXYgk Y]hYb'Gcn]U'']bXYI ž'XYf'XUg'gcn]U'Y'I a ZY'X'i bX'XYb
6]'Xi b[gghUhi g'XYf'9'hYfb'VYfØW_g]W\h][hž'gck]Y'Ui Z'X]Y
9f[YVb]ggY'gW\i`]gW\Yf'J Yf['Y]W\gUfVY]hYb"

8Yf'Dfc[fUa a ghUfh']gh'ZØf'XUg'GW\i`U\ f'&\$&(#&) `Ub[YgYhnhž'i bX
X]Y'⊕]h]Uh]j Y'gc''']bgVYgcbXYfY'; fi bXgW\i`Yb']b
6Yfbbdi b_h]U[Yb'ghÀf_Yb''8]Y': ØfXYfi b['YfZc`[h]b'XfY]
k YgYbh]W\Yb'GÀi`Yb.'⊕j Ygh]h]cbYb']b'a cXYfbY'i bX'VUff]YfYZfY]Y

@Yfbi a [YVi b[Ybž7\UbWbVi X[Yhg'ZØf'VYXUfZg[YfYWk hY
 @Øgi b[Yb`]b`XYf'GWk i`Yb hk]W`i b[`gck]Y`X]Y`GhÅf`i b[
 a i`h]dfcZYgg]cbY`Yf`HYUa gž`X]Y` : UWk`_f`ZhY`k]Y`Gcn]U`d`AXU[c[Yb
 Y]bVYn]Y\Yb``N]Y`]gh`Ygž`V]g`ni a`9bXY`XYf`Dfc[fUa a`Ui ZnY]h`X]Y
 5bnU\`XYf'GWk Ø`Yf]bbYb`i bX`GWk Ø`Yfž`X]Y`X]Y`A]bXYghghUbXUfXg
]b`A Uh\Ya Uh]`i bX`8Yi hgWk`j`YfZY\`Ybž`ni` \U`V]YfYb``8]Yg`k]fX
 Xi fWk`Y]bY`k]ggYbgWk UZh]WkY`6Y[`Y]hi b[`i bX`9j U`i Uh]cb`XYg
 Dfc[fUa a`gi bhYfghØhnhž`i a`X]Y`K]f_gUa`_Y]h`ni` [Yk`Å`f`Y]ghYb`

8]Y`cZZ]n]Y`Y`5i ZhU_hj`YfUbghU`hi b[`ZØf`XUg
 GhUfhWk`UbWb`!Dfc[fUa a`k]fX`Ua`_ca`a`YbXYb`A`cbHU[
 ghUhhZ]bXYb``8]Y`b]h]Uh]j`Y`k]fX`j`cb`j`YfgWk]YXYbYb`dc`h]gWkYb
 5_hYi`fYb`U`g`GWk`f]h`ni`f`6Y`_Åa`dZ] b[`XYg`6]`Xi b[`gbchghUbXg`]b
 8Yi`hgWk`UbX`[Yk`YfhYhž`k`cVY]`6]`Xi b[`U`g`GWk`ØggY`ni`f
 9a`Ubn]dUh]cb`i`bX`ni`f`J`YfVYggYfi b[`XYf`@YVYbgWk`UbWb`↑`b[`Yf
 A`YbgWk`Yb`VYhfUWk`hYh`k]fX``6]`Xi b[`ggYbUhc`f]b` ; Øbh\Yf!K`ØbgWk
 i`bX`j`]Y`Y`UbXYfY`dc`h]gWkY`J`YfhfYhYf`gY\Yb`]b`X]YgYa`Dfc[fUa a
 Y]bY`5bhk`cfh`Ui`Z`X]Y`<`YfUi`gZc`fXYfi b[Ybž`X]Y`g]Wk`Ui`g`XYf`7`cfc`bU!
 DUbXYa`]Y`i`bX`XYa`Ni`ni`[`j`cb` ; YZØWk`hYhYb`Yf[YVYbž`i`bX
 VYhc`bYb`X]Y`B`chk`YbX][`_Y]h`gWk`bY`Yfž`YZZ]n]YbhYf`A`U»`bU\`a`Yb`ni`f
 6]`Xi b[`g[YfYWk`h][`_Y]h`

8YhU]`g	
C`fh	6Yf`]bž`8Yi`hgWk`UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k k k "fVV&("XY • k k k "Va`VZ"XY • k k k "Vi`bXYghU["XY

6Ygi`Wk`Yb`G]Y`i`bg`Ui`Z.`a`Y]b!VYf`]b`b`Yh