

Gcn]U`Y`9f\U`hi b[gj YfcfXbi b[`V`Y]Vh`ja
K Y]h`b[_]Yn`Yb hgW\Y]XYbX`°

@]W\hYbVYf[`j Yf`Ab[Yfh`gcn]U`Y`9f\U`hi b[gj YfcfXbi b[`]a
K Y]h`b[_]Yn`ž i a `J YfXf`Ab[i b[`ni `j Yf\]bXYfb`i bX`gcn]U`Yb
Ni gUa a Yb\U`hini `Z0fXYfb"



@]W\hYbVYf[ž`8Yi hgW\`UbX`!`8Yf`6Yn]f_`@]W\hYbVYf[`gYhnh`X]Y
gcn]U`Y`9f\U`hi b[gj YfcfXbi b[`]a `K Y]h`b[_]Yn`Zcfhž`i a `XYa
Xfc\YbXYb`J YfXf`Ab[i b[gXfi W`XYf`Y]b_ca a YbggW\k`ÅWYfYb
6Yj`Ö`_Yfi b[`Ybh[Y[Ybni k]f_Yb" `8]YgY`9bhgW\Y]Xi b[`VYfi `h`Ui Z
Y]bYf`i a ZUggYbXYb`B UW\i bhYfgi W\i b[ž`X]Y`nk]gW\Yb`5i [i gh
&\$&(`i bX`XYa `YfghYb`E i UfhU``&\$&) `Xi fW\ [YZ0\fh`k i fXY" `<]YfVY]
k i fXYb`gck c\`X]Y`ghAXhYVUi `]W\Y`G]hi Uh]cb`U`g`Ui W\`X]Y
`bZfUghfi _hi f`XYg; YV]YhYg`UbU`mg]Yfhž`VY[`Y]hYh]j cb`Y]bYf
J c``Yf\YVi b[`XYf`<Ui g\U`hgVYZFU[i b[ž`Ub`XYf`&) ž`DfcnYbh`XYf
Ub[YgW\f]YVYbYb`<Ui g\U`hY`hY`bU\`a Yb" `8]Yg`]gh`]a `VYf`]bk Y]hYb
J Yf[`Y]W\`U`g`cW\`Y]bni ghi ZYbž`k]Y`VYf`]b`XY`VYf]W\hYh"

8]Y`gcn]U`Y`9f\U`hi b[gj YfcfXbi b[`[]h`b`XYb`; YV]YhYb

? Ug_Y`ghfU»Y ž`K Y]h]b[ghfU»Y `i bX` : Ubb]b[YfghfU»Y `i bX`]gh
nY]h]W`i bVYzF]ghYh"6Yn]f_gghUXhfÅh]b`7Ua]`U`GW`i`Yf`VYhc`b`h`X]Y
VYXYi hYbXY`F`c`Y`X]YgYf`J`YfcfXbi b[`ZØf`XYb`gc]U`Yb
Ni gUa a Yb`U`h]a `K Y]h]b[]Yn"8]Y`5bU`mgY`nY][h`ni XYa ž`XUgg
X]Y`[YgYhn`hYb`9f`U`hi b[gn]Y`Y`YffY]W`h`k`i`fXYbž`XUfi`b`hYf`XYf
GW`i`h`XYg`K`c`b`i`b[ggW`ØggY`g`i`b`X`X]Y`VY[fYb`hYb`VUi`]W`Yb
A U»bU`a`Yb" `Hf`c`h`g`hY][YbXYf`A`Y]hd`fY]gY`i`b`X`A`c`XYfb]g]Yfi b[Yb
V`Y]V`h`X`Ug`E`i`Ufh]Yf`Y]b`5bV]YhYf`j`c`b`[Øbgh][Ya`K`c`b`f`Ui`a`ž
k`c`VY]`X]Y`6Yj`Ø`_Yfi b[gni`gUa`a`YbgYhni b[`]Yf`j`Y`Z`Å`h][`]ghž
`Y`X`c`W`U`i`W`Y]b`c`Yf`5b`hY]`U`b`Y]b`_`ca`a`YbgUfa`Yb`<`Ui`g`U`h`Y`b
i`b`X`5`h`Y`fg`Ufa`i`h`Z`gh[YghY`h`k`i`f`XY"

J YfXfÅb[i b[g[YZU`f`i`b`X`A`]YhYffYW`hY

8]Y`J`YfXfÅb[i b[g[YZU`f`i`b`@]W`hYbVYf[`V`Y]V`h`c`W`"9]dYfhYb
k`UfbYb`j`c`f`XYb`b`Y[Uh]j`Yb`gh`Å`X`hY`V`U`i`]W`Y`b`:`c`[Yk`]f`_`i`b[Ybž`X]Y
a`h]Y]b`Yf`J`YfÅbXYfi b[`XYf`K`c`b`VYj`Ø`_Yfi b[`Y]b`Yf[Y`Yb
ØbbYb"8]Yg``c`ffY`Yfh`a`h]X`Y`b`<`Y`f`U`i`g`Z`c`f`XYfi b[Ybž`X]Y`U`i`W`Y]b
UbXYfYb`Gh`Å`X`hYb`k`]Y`<`Ua`Vi`f[`ni`V`Y`c`V`U`W`h`Y`b`g]b`X`ž`k`c`XYf
6Yj`Ø`_Yfi b[gUbgh]Y[`V]g`&`\$`)`U`i`Z`&`A`]`c`b`Y`b`9]b`k`c`b`Y`f
d`f`c`[`b`c`g`h]n]Y`f`h`k`]f`X" `&`<`Ua`Vi`f[`k`]f`X`U`i`Z[`fi`b`X`XYf`[`Y`gh]Y[`Y`b`Y`b
B`U`W`Z`f`U[`Y`Y]b`5b`gh]Y[`XYf`A`]Y`h`i`b`X`?`U`i`Z`d`f`Y]g`Y`Y`f`k`U`f`h`Y`h`ž`k`U`g
V`Y`g`c`b`X`Y`f`g`Y]b`_`ca`a`Y`b`g`g`W`k`Å`W`Y`f`Y`6Yj`Ø`_Yfi b[g[fi`d`d`Y`b
V`Y`h`f]Z`h"8]Yg`Y`9`b`h`k`]W`_`i`b[Yb`j`YfXYi`h]W`Y`b`X]Y`B`c`h`k`Y`b`X][`_`Y]h
Y]b`Y`f`g`c`n]U`Y`b`9`f`U`h`i`b[g]`Y`f`c`f`X`b`i`b[ž`X]Y`]b`g`W`Ø`h`n`Y`b`g`k`Y`f`h`Y`b
G`h`U`X`h`Y]`Y`b`[`Ya`Å»`z`%`+`&`5`V`g" `%`6`U`i` ;`6`Y]b[YZØ`f`h`k`]f`X`ž`i`a
Y]b`Ya`k`Y]h`Y`f`Y`b`5b`gh]Y[`XYf`J`YfXfÅb[i b[`Y`b`h[Y[Ybni`k`]f`_`Y`b`ž`k`]Y
Yb[Y`j`c`Y`_`Y`fg`"W`c`a`V`Y`f]W`h`Y`h"

8 Ug`H`Y`a`U`XYf`i`a`k`Ub`X`i`b[`j`c`b`A`]Y`h`k`c`b`i`b[Yb`]b
9][Yb`h`i`a`g`k`c`b`i`b[Yb`]gh`V`Y`g`c`b`X`Y`f`g`_`f]h]g`W`ž`X`U`X]Y`g`ni
Z]b`U`b`n]Y`Y`b`6Y`U`gh`i`b[Yb`ZØf`X]Y`A`]Y`h`Y`f`ZØ`f`Y`b`_`U`b`b" `&`?`c`b`h`Y`i`h
XYf`J`YfXfÅb[i b[`]gh`Y`g`Y`b`h`g`W`Y]X`Y`b`X`ž`X`U`g`g`A`]Y`h`Y`f`Y]b
[YgYhn`]W`Y`g`J`c`f`_`Ui`Z`g`f`Y`W`h`i`f`z`)`++`6` ;`6`L`j`c`f`X`Y`a`i`J`Y`f`_`Ui`Z]`f`Y`f
K`c`b`i`b[Yb`U`b`8`f]h`h`Y`U`V`Y`b" `K`Y`b`b`g]Y`X]Y`g`Y`g`f`Y`W`h`b]W`h
U`i`g`Ø`V`Y`b`ž`_ØbbYb`X]Y`K`c`b`i`b[Yb`j`Yf`_`Ui`Z`h`k`Y`f`X`Y`b`ž`k`U`g`c`Z`h`ni
`Ø`Y`f`Y`b`?`Ø`b`X][i b[g`f]g]_`Y`b`ZØ`f`h"6Yf]W`h`Y`nY][Yb`g`c[Ufž`X`U`g`g
9][Yb`V`Y`X`U`f`Z]j`c`f[Y`h`Å`i`g`W`h`k`]f`X`ž`i`a`i`A`]Y`h`Y`f`ni`j`Y`f`h`Y]V`Y`b`ž`i`a`i`X]Y

K c\bi b[Yb'dfcZ]hUV`Yf`k]YXYfni j Yfa]YhYb`cXYf`ni `j Yf_Ui ZYb"
 8U\Yf`]gh`XYf`?ØbX][i b[ggW i hnž`XYf`Y]bY`?ØbX][i b[`k Y[Yb
 9][YbVYXUfZg`XfY]`š\`fY`bUW`XYf`I a k UbX`i b[`Ui ggW`Y» hž`b]W`h
 i a ZUggYbX`[Ybi [ž`k]Y`XYf!dUf]hUYh]gW`Y"XY`Xc_i a Ybh]Yfh"

GW`i hna U» bU`a Yb`i bX`5i gk Y]hi b[`XYg
 A]YhYfgW`i hnYg

8]Y`<YfUi gZcfXYfi b[Yb`ja `K c\bi b[ga Uf_h`YfZcfXYfb`Y]bY
 5i gk Y]hi b[`XYg`A]YhYfgW`i hnYg": cfXYfi b[Yb`f]W`hYb`g]W`
 XUfUi Zž`X]Y`?ØbX][i b[ggdYffZf]ghYb`ZØf`A]YhYf`VY]`9][YbVYXUfZ
 Ui gni VUi Yb`"Ni XYa `gc`hY`XYf`6Y[f]Z`XYg`9][YbVYXUfZg
 [YgYhn`]W`_`UfYf`XYZ]b]Yfh`k YfXYbž`i a `X]Y`A Ò[`]W`_Y]hYb`ni f
 ?ØbX][i b[`Xi fW`J Yfa]YhYf`ni `VYgW`f`Àb`_Yb`"9]b`k]f_gUa Yg
 6Y]gd]Y`]gh`X]Y`ž`YYž`@UbXYgfY[]Yfi b[Yb`ni `Yfa Ò[`]W`Ybž
 I a k UbX`i b[gj YfcfXbi b[Yb`b]; YV]YhYb`a]h`Ub[YgdUb`bhYb
 K c\bi b[ga `f`hYb`ni `Yf`UggYbž`i a `A]YhYf`VYggYf`ni `gW`ØhnYb
 i bX`]\fY`FYW`hY`ni `gh`f`_Yb"

ž`g[YgUa h`nY][h`g]W`ž`XUgg`X]Y`gcn]U`Yb`9f`U`hi b[gj YfcfXbi b[Yb
]b`@]W`hYb`VYf[`i bX`UbXYfYb`GhUXhY]`Yb`Y]bY`k]W`h][Y`F`c`Y`]a
 6Ya Ø`Yb`i a `gcn]U`Yb`K c\b`fUi a `gd]Y`Yb`I a `XYb
 5bZcfXYfi b[Yb`i bX`<YfUi gZcfXYfi b[Yb`XYg`K c\bi b[ga Uf_hYg
 [YfYW`h`ni `k YfXYbž`g]bX`YXcW`_`cbh]bi]Yf`]W`Y`A U» bU`a Yb`i bX
 5bdUggi b[Yb`bch`k YbX][ž`i a `X]Y`ž`hYfYggYb`XYf`A]YhYf`ni
 k U`fYb`i bX`J YfXf`Àb[i b[`ni `j Yf`]bXYfb"

8YhU]`g	
Cfh	@]W`hYb`VYf[ž`8Yi hgW`_UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "VYf`]b"XY • k k k "Yb[Y`j cY`_Yfg"W`a • k k k "XYf!dUf]hUYh]gW`Y"XY

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