

F U]bYf`A cf]hn. `5VgWx]YX`j ca
@]hYfUhi f\Ui g`i bX`bYi Y`K Y[Y`ZØf`XYb
@]hYfUhi fa UWx Yf

F U]bYf`A cf]hn`j YfUVgWx]YXYh`g]Wx `bUWx `&\$`>\fYb`U`g`@Y]hYf`
XYg`@]hYfUhi f\Ui gYg`<Ua Vi f[`i bX`fYZY`_h]Yfh`ØVYf`gY]bY`
? Uff]YfY"



< Ua Vi f[ž`8Yi hgWx `UbX`!`9]b`bYi Yg`? Ud]hY`VY[]bbh`ZØf`F U]bYf`
A cf]hnž`XYf`bUWx `&\$`>\fYb`U`g`@Y]hYf`XYg`@]hYfUhi f\Ui gYg`
< Ua Vi f[`gY]bY`HÄh[]_Y]h`VYYbXYh`A cf]hnž`XYf`%-) , `]b`<Y]`Vfcbb`
[YVcfYb`k`i`fXY`i`bX`gY]bYb`gWx`k`ÄV]gWx`Yb`5`_nYbh`V]g`\\Yi`hY`
VY]VY`\\U`hYb`\\Uhž`k`Uf`b]Wx`h`bi`f`Y]b`dfÄ[`YbXYf`@]hYfUhi`fa`UbU[`Yfž`
gcbXYfb`Ui`Wx`Y]b`[`YgWx`ÄmhYf`@]hYfUhi`f`_f]h]_Yfž`GWx`f]ZhghY`Yf`i`bX`
,`VYfgY`hnYf`"GY]bY`@Y]XYbgWx`UZh`ZØf`6ØWx`Yf`i`bX`XUg`[`YgWx`f]YVYbY`
K`cfh`Y»`]`b`gc[`Uf`ZØf`b`Ua`\\UZhY`J`Yf`U[`Y`k`]Y`FYWUa`i`bX`
<`cZz`a`Ubb`i`bX`7`Ua`dY`UfVY]hYb`"A`]h`XYa`i`9bXY`gY]bYf`NY]h]a`
@]hYfUhi`f\Ui`g`gWx`Ui`h`Yf`bi`b`Ui`Z]bhYfYggUbhY`9fZU`fi`b[`Yb`i`bX`
bYi`Y`<`YfUi`gZcfXYfi`b[`Ybž`X]Y`j`cf]`\\a`i`]Y[`Yb`"B8F`VYf]Wx`hYhž`

XUgg'A cf]m']b' gY]bYf'F c`Y`VYXYi hYbXY`]hYfUf]gWkY
J YfUbgH`hi b[Yb'cf[Ub]g]Yfh`Uh'i bX'j]Y`Y`VY`UbbhY`5i hc fYb`]bg
@]hYfUhi f`Ui g`Y]b`i X"

A cf]m'VYgWk fY]Vh'XYb`K YWk gY`ni `Y]bYa `bYi Yb`@VYbgUVgWk b]h
U`g`YfUi gZcfXYfbXz`Uh'UVYf`Ui Wk`Y]bYb`_`UfYb`6`]W`_`Ui ZX]Y
dcg]hj Yb`5gdY`hY`" 9g`k Uf`Y]b`gY`f`gWk`ObYg`i bX`YfZ0`YbXYg
@VYb` `]Yf` žVYhc bh'Yfž`k A`fYbX`Yf`Ui Z`gY]bY`9ffi b[YbgWk UZhYb
ni f0W`V`]W`_`h`i bhYf`gY]bYf`@Y]hi b[`0ZbYhY`g]Wk`XUg`@]hYfUhi f`Ui g
<Ua Vi f[`Z0f`Y]bY`VfY]hYfY`_i`hi fY`Y`DU`YhY`i bX`Z0fXYfhY`a`]h
VYk A`fhYa` ; Ygd0f`X]Y`@YgY`_i`hi f`gck]Y`XUg`]hYfUf]gWkY`@VYb
XYf`GhUXh`"8f`"7UfghYb`6fcgXUž`XYf`GYbUhc`f`Z0f`?i`hi`fi`bX
A YX]Ybž`YVh`Yfj`cfž`XUgg'A cf]m`U`g`_ca`dYhYb`hYf`i`bX
Yb[U[]YfhYf`@]hYfUhi fk`]ggYbgWk UZhYf`i`bX`!j`Yfa`]hYf`j`]Y`Z0f
<Ua Vi f[[`Y`Y]ghYh`Uhž`i`bX`VYnY]Wk`bYh`]\b`U`g`Ya`UbXYbž`XYf
XYa` `@]hYfUhi f`Ui g`VYXYi hYbXY` ã di`gY`[Y[YVYb` `Uh
fk`Ua Vi f["XYŁ"

J]Y`ZÀ`h][Y`HU`Yb`hY

C V`U`g`A cXYfUhc fž`?c`i`a`b]gh`cXYf`[Uf`U`g` : i » VU`gWk]YXgf]Wk hYf`
A cf]m` `Uh]b`nU` `fY]Wk Yb`F c`Yb`Vf]`]Yfh`9f`k Uf`b]Wk h`bi`f`UWk h
`U`fY` `Ub[`U`_`h]j` `U`g`GWk]YXgf]Wk hYfž`gcbXYfb`]gh`Ui` Wk`Y]b
`Y]XYbgWk UZh]Wk Yf` : i » VU`_`YbbYf`" : i » VU`i`bX`@]hYfUhi`f`g]Y`h`Yf
U`g`Yb[`a`]hY]bUbXYf`j`YfVi`bXYbY`6YfY]Wk Yž`k`c`XYf` : i » VU`c`Zi`U`g
Gd]Y[Y`[YgY`gWk UZh]Wk Yf`DfcV`Ya`Y`Zi`b[]Yfh` ãWk` `UVY`j`]Y`0VYf
 : i » VU`[YgWk f]YVYb` žYf`_`Àfh`A cf]m`"8UVY]` `Uh`Yf`gc[Uf`nk`Y]
F Y[U`Y`j`c`a`]h` : i » VU`]hYfUhi`fž`k`Ug`gY]bY`6Y[Y]ghYfi`b[`Z0f`XYb
Gdcfhi`bhYfghfY]Wk h` ð`XYb` `YhnhYb` `U`fnY`b`hYb`Yf`_`UbbhY`Yf`Y]bY
VYa`Yf`_`Ybgk`YfhY`K`YbXYž`]b`XYf`g]Wk`a`Y`f` ð`hY` `Y`_`hi`Y` `Y`XYa
H`Ya`U` : i » VU` `b`A`fhYb`"5`YfX]b[g`VYa`Ab[Y`h`Yfž`XUgg`Yg
a`ca`YbhUb`gWk`k`Yf`gY]ž`F`ca`UbY`ni`Z]bXYbž`X]Y`g]Wk`_`U`_`h]j` `a`]h`XYa
 : i » VU` `VYgWk`ÀZh][Ybž`i`bX`a`Yf`_`h`Ubž`XUgg`X]Y`5bnU` `Ub
 : i » VU` `V0Wk`Yfb`bUWk`Y]bYf`D`UgY`XYf` ð`ZUh]cb`k`]YXYf`Ui`Z`Y]b
 [Ygi`bXYg`A`U` » [Ygi`b`_`Yb`]gh`f`GK`F`Ł"

5VgY]hg`XYg`Gd]Y`ZY`XYg`Vf]b[h`A`cf]m`gY]bY`_`fYUh]j`Y`5XYf`]b`gY]bY
GWk f]ZhghY`YfY]Y]b`"GY]b`bYi`YghYf`F`ca`Ubž` J]Y`Y]Wk`h`X]Y` `Y`hnhY

@YVY žYfgWk]Yb`Ua`&\$"A Āfn`&\$&(ži bX`Ui W`gY]b`6i W` ⇒W
 K]fhgWkUZhgi bXYf_]bX.`A Y]b`ZUa`cgYg`@YVYb`a`]h`DY[[miA UfWk ž
 DYhUf`F UXYb`_cj]Wi bX`GWka Y`n`ĀgYYW`Yb``k i fXY`VYfY]hg
 j YfÖZYbh]Wk`GY]bY`K Yf`Y`fYZY`_h]YfYb`cZh`gY]bY`9fZU`fi b[Yb
 i bX`9]bghY`i b[Yb`ni a` `@YVYb`i bX`V]YhYb`gY]bYb`@YgYfb
 gdUbbYbXY`9]bV`]W`_Y`]b`j YfgWk]YXYbY`H`Ya Yb`fGK F Ł"

9]b`k ØfX][Yf`5VgWk]YX

8]Y`5VgWk]YXgZY]Yf`ZØf`F U]bYf`A cf]m`Z]bXYh`Ua`&) ""5df]`&\$&) `]a
 @]hYfUhi f`Ui g`ghUhh`A]h`?i`hi fgYbUhc`f`6fcgXU`i bX`j]Y`Yb` ; ĀghYb
 k]fX`]`a`Xcfh`ZØf`gY]b`9b[U[Ya Ybh`ZØf`X]Y`@]hYfUhi f`i bX`XUg
 6i Wk YgYb`]b`<Ua`Vi f[`]YXUb`_h`A cf]mž`XYf`]b`XYb`Y`hnhYb`nk`Y]
 »\fnY`bhYb`a`U» [YV`]Wk`j YfUbhk`cfhYhY`ZØf`Dfc[fUa`a` [YghU`hi b[
 i bX`_Ui Za`Ābb]gWk`Y`6Y`Ub[Yž`\\bhYf`Āggh`Y]b`fY]Wk`U`h][Yg`9fVY`
 GY]bY` : i b`_h]cbYb`U`g`J]nYdfĀg]XYbh`XYf`A UfW`Dfci gh
 ; YgY`gWkUZh`i bX`A]h[`]YX`XYg`D9B!NYbhfi a`g`8Yi hgWk`UbX`g]bX
 bi f`Y]b][Y`XYf`j]Y`Yb` : UW`hhYb`gY]bYg`VYY]bXfi W`_YbXYb
 @YVYb`gk`Y]Wk`g`9g`]gh`_Ufž`XUgg`<Ua`Vi f[`Y]bYb
 Ui »YfcfXYbh]Wk`Yb`@]hYfUhi fj Yfa`]hhYf`j Yf`]Yfhž`XYggYb`9]bZi gg
 k`Y]h`ØVYf`X]Y`GhUXh[fYbnYb`\\]bUi g[Y`h`fk`Ua`Vi f["XYŁ"

8YhU]`g	
Cfh	<Ua`Vi f[ž8Yi hgWk`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "bXf"XY • k k k "gk f"XY • k k k "\Ua`Vi f["XY

6Ygi WkYb`G]Y`i bg`Ui Z.`bU[!\Ua`Vi f["XY