



? fcUh]Yb`_Äa dZh'i a `XYi hgW\Y`l f`Ui VYf.
Hci f]ga i g`j Yf`]Yfh`Ub`GW\k i b[°

? fcUh]Yb`_Äa dZh'i a `XYi hgW\Y`Hci f]ghYb`/ghY][YbXY`DfY]gY
i bX`?cb_i ffYbn`dfÄ[Yb`X]Y`Hci f]ga i ggU]gcb`&\$&) "
l fgUW\Yb`i bX`@Øgi b[Yb`ja ` , VYfV`jW_



NUXUfž? fcUh]Yb`!`8Yf`_fcUh]gW\Y`Hci f]ga i ggY`hc f`ghY`hij c f
< YfUi gZcfXYfi b[Ybž`X]Y`Yg`ni `a Y]ghYfb`[]`h`9\Ya U][Yf
K]fhgW\UZhga]b]ghYf`@† Vc`ž fé]ā`Äi » YfhY`_Øfn`W\`XYi h]W\Y
6YXYb_Yb`ØVYf`X]Y`9bhk]W_`i b[`XYg`Hci f]ga i g`j b`? fcUh]Ybž
]bgVYgcbXYfY`ja `<]bV`jW_`Ui ZX]Y`UVbY`a YbXYb`NU\`Yb
XYi hgW\Yf`Hci f]ghYb`"BUW\`XYa `FY`cfX`U\`f`&\$&&ž`b`XYa ` ž)
A]``cbYb`XYi hgW\Y`; ÄghY`? fcUh]Yb`VYgi W\hYbž`]ghY]b`a Yf_]W\Yf
FØW_[Ub[`ni `j YfnY]W\Yb`"8]Yg`VYf]W\hYh`A Yf_i f"

8]Y`; fØbXY`ZØf`X]YgYb`FØW_[Ub[`g]bX`j]Y`ZÄ`h[.`8]Y`9]bZØ\fi b[
bYi Yf`UhfU_hj Yf`FY]gYn]Y`Yž`XYf`BUW\`c`VYXUfZ`Ub`FY]gYb`Ui g
XYf`DUbXYa]Y`i bX`Y]bY`j YfgW\`YW\hYfhY`k]fhgW\UZh]W\Y`@U[Y`j b
8Yi hgW\`UbXž`X]Y`ni `Y]bYa `VYk i gghYfYb`l a [Ub[`a]h

F Y]gYVi X[Yhg`ZØ\fhž'gd]Y`Yb`Y]bY`YbHgWXY]XYbXY`Fc``Y"Ni XYa
g]bX`X]Y`<chY`dfY]gY`]b`?fcUh]Yb`]a`J Yf[`Y]WXY`ni a`J cf`U\`f`i a
Yhk U`(`ž*`DfcnYbh[Ygh]Y[Ybž`k Ug`YVYbZU``g`ni`Yf\Ø\hYb
6YgWk YfXYb`]b`gcn]U`Yb`A YX]Yb`[YZØ\fh`Uh"

E i U`hÅh`ØVYf`E i Ubh]hÅh

?fcUh]Yb`gYhnh`bi b`Ui Z`Y]bY`ei U`]hUh]j Y`J YfVYggYfi b[`XYf
hci f]gh]gWXYb`ÆZfUghfi _hi f" `A]h`k Yb][Yf`U`g`&\$"\$\$\$`<chY`VYhYb
_cbnYbhf]Yfh]g]WXY`XUg`@UbX`Ui Z`X]Y`9bhk]W`i b[`j cb
: Yf]Yb\Åi gYfb`i bX`7Ua`d]b[d`ÅhYb`gck]Y`Ui Z`X]Y`F Ybcj]Yfi b[
VYghY`YbXYf`<chY`g"9]b`6Y]gd]Y``]gh`XUg`bYi Y`<mUhh`F Y[YbWm`]b
NUXUfž`XUg`]b`Y]bYf`Y`Ya U`][Yb`@_ØfZUVf]_`i bhYf[YVfUWXYh]gh"
8]YgY`GhfUHY[]Yž`X]Y`Ui WXY`Y]bY`GhÅf`i b[`XYf`J cf`!`i bX`BUWXYgU]gcb
j cfg]Y\hž`gc``XUni`VY]hfU[Ybž`X]Y`<Ui dhgU]gcb``Y]ghVUf`i bX
UhhfU_h]j`ni`U`hYb"

@Ui h`ž fé]ā`_ØbbhY`YXcWXY`X]Y`a Ui]a U`Y`?UdUn]hÅhž`X]Y`?fcUh]Yb
Ub`Hci f]ghYb`YffY]WXYb`_Ubbž`VU`X`Ui g[YgWXY`ØdZh`gY]b"8]Yg`k]fX
Ui WXY`Xi fWXY`X]Y`Yf\Ø\hYb`,`VYfbUWXYhi b[Yb`Ui g`XYa`GWXYb[Yb!
FUi a`i bX`X]Y`9i fcncbY`j YfghÅf`hž`X]Y`bi b`fi bX`,`\$`DfcnYbh`XYf
F Y]gYbXYb`Ui ga`UWXYbž`]bgVYgcbXYfY`]b`XYb`?ØghYbfY[]cbYbž`k c
XYf`Hci f]ga`i ggY_hcf`V]g`ni`&\$`DfcnYbh`XYg
6fi hhc]b`UbXgdfcXi`_hg`VY]hfÅ[hž`VYf]WXYhYh`8K "

B UWXY`U`h][_Y]h`]a`:`c_i g

8Yf`6cca`Vf]b[h`YXcWXY`Ui WXY`GWXYhYbY]hYb`a]h`g]WXY"`,`VYfZØ`hY
GhfÅbXYž`i bni fY]WXYbXY`ÆZfUghfi _hi f`i bX`]Y[U`Y`6Ui j cf\UVYb
gcf[Yb`ZØf`:`fi ghfUh]cb`b]WXYh`bi f`VY`]XYb`Hci f]ghYbž`gcbXYfb`Ui WXY
VY`]XYf`UbgÅgg][Yb`6Yj`Ø`_Yfi b["``?f]h]_Yf`k Y]gYb`Ui Z`X]Y
bY[Uh]j Yb`l a`k Y`hUi gk]f`i b[Yb`\]b"l a`XYa
Ybh[Y[Ybni`k]f`_Ybž`ZØfXYfh`X]Y`l a`k Y`hcf[Ub]gUh]cb`Gi bWXY
bUWXY`U`h][Yb`Hci f]ga`i gž`k Å\fYbX`X]Y`_fcUh]gWXY`F Y[]Yfi b[`Ub
Y]bYa`i a`ZUggYbXYb`Hci f]ga`i g[YgYh`UfVY]hYhž`XUg`Ui WXY`Ub
CfhYb`a]h`ghUf`_Ya`Hci f]ga`i g`Y]bY`l f`Ui VYfUV[UVY`Y]bZØ`fYb
gc``"

⌘`XYb`YhnhYb`⌘\fYb`k Uf`X]Y`5V\Äb[][_Y]hj`cb`XYb`9]bbU\`a`Yb
Ui`g`XYa`Hci`f]ga`i`ggY`hc`f`ghYh][`[`Ygh]Y[`Yb``@Ui`h`6YhfUW`hi`b[`Yb
j`cb``UYbXYfXUhYb"]bZc`[`UV`Yg`&\$&&`Y]bYb`9]bbUa`YbVY]hfU[
j`cb`%\$ž+`A`]]UfXYb`9i`fcž`k`Ug`%-`ž(,`DfcnYbh`XYg
6fi`hhc]b`UbXgdfcXi`_hg`Ui`ga`UW`hY``8]Y`Xi`fW`gW`b]hh]W`Yb
5i`g[`UVYb`Y]bYg`Hci`f]ghYb`VY`YZYb`g]W`ja`gY`VYb`⌘\f`Ui`ZYhk`U
,`'``9i`fcž`k`Ä\fYbX`?`fcUhYb`ja`5i`g`UbX`Xi`fW`gW`b]hh]W`Yb`%\$(`+
9i`fc`Ui`g[`UVYb`

K`Ä\fYbX`?`fcUh]Yb`U`gc`a`]h`bYi`Yb`<`YfUi`gZcfXYfi`b[`Yb
_cbZfcbh]Yfh]ghž`V`Y]Vh`Yg`Y]b`VY`YVhYg`N]Y`ž`VYgcbXYfg`Zøf`X]Y
8Yi`hgW`Yb``8]Y`_fcUh]gW`Y`Hci`f]ga`i`gnYbhfu`Y`Yfk`UfhYh`Zøf`XYb
<`YfVgh`Y]bY`ghUf`_Y`B`UW`gU]gcb`i`bX`\`cZž`XUgg`Xi`fW`b`UW`\`U`h][`Y
9bhk`jW`i`b[`Yb`i`bX`[`Yn]Y`hY`A`U»`bU\`a`Yb`X]Y`5hfu`_hj]`jhÄh
?`fcUh]Ybg``Ub[`Zf]gh][`[`Yg]W`Yfh`k`YfXYb`_Ubb`

8YhU]`g	
Cfh	NUXUfž?`fcUh]Yb
Ei`Y``Yb	<ul style="list-style-type: none">• k k k "a`Yf`_i`f"XY• k k k "Xk`Wċa• k k k ""UYbXYfXUhYb"]bZc

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`i`bgYfY!\`chY`g"XY