

@cWU`"@Y[]g`Uhc f`A Ub b m'5 VUfWU`7\ Uf[YX
5a]X`8ca Ygh]W8]gdi hY`7f]g]g

UW_gcb`7ci bhm'@Y[]g`Uhc f`A Ub b m'5 VUfWU`ZUW`g`Xca Ygh]W
VUhhYfm'WUf[Yg`Ua]X`ZUa]m'X]gdi hYgž`k]h\`\"]g`gcb`fYW`bh`m
Zci bX`gUZY"



G\Uk bYYž? Ub gUgž`I b]hYX`GhUhYg`!`H\Y`fYW`bh`Y[U`hfc i V`Yg
gi ffc i bX]b[`UW_gcb`7ci bhm'@Y[]g`Uhc f`A Ub b m'5 VUfWU`\Uj Y`YZh
a Ubm]b`h\Y`Wca a i b]hmVch\`WcbW`fbYX`UbX`W`f]ci g`5 VUfWU
ZUW`g`gYf]ci g`WUf[Yg`]b`fY`Uh]cb`hc`Xca Ygh]Wj]c`YbW`UbX`h\Y
k Y`!VY]b[`cZ\]g`hk c!mYUf!c`X`gcb`"BYk g`Zfca `Bcfh\YUgh`BYk g
fYdcfhg`h\Uh`5 VUfWU`k Ug`W`a]bU`m'WUf[YX`]b`? Ub gUg`7]hm
A i b]W]dU`7ci fhZcf`j]c`Uh]b[`U`dfchYW`]cb`cfXYf`5XX]h]cbU`mž`Y
]g`ZUW]b[`a]gXYa YUbcf`WUf[Yg`]b`x\bgcb`7ci bhmZcf`Xca Ygh]W
VUhhYfm`Wcb bYW`YX`hc`U`d\mg]WU`U`hYfWU]cb`k]h\`\"]g`k]ZY"

G\Uk bYY`dc`]W`WcbZ]fa YX`h\Uh`Vch`5 VUfWU`UbX`\]g`gcb`k Yfy
Zci bX`gUZY`UZhYf`U`Vf]YZ`dYf]cX`cZ`WcbW`fb`k \Yb`h\Ym`k Yfy
fYdcfhYX`a]gg]b[`Vm'5 VUfWU`g`k]ZY`cb`A Um&, "`G\Y`]bX]WU`hYX`h\Uh

h\Y]f'gcb'\Ug'g]bW\`VYYb`fYhi fbYX`hc`\Yf`WUfY"5VUfWU`k Ug
Vcc_YX`]bhc`Wci bhm'U]`Vi h'ei]W`mfY`YUgYX`cb`U`%ž) \$\$
dYfgcbU`fYWc[b]nUbW\`VcbX"

8YhU]`g`cZ`h\Y`7\Uf[Yg

⊕`U`Wci fh`UddYUfUbW\`fYdcfhYX`Vm? G< 6ž5VUfWU`d`YUXYX`bch
[i]`hm`hc`h\Y`Wci b`hcZ`Xca Ygh]WVUhYfm"5WUcfX]b[`hc`h\Y
W\Uf[Ygž`\Y`U`Y[YX`m'a UXY`fi XY`d\mg]WU`WcbhUWh`k]h\`\]g`k]ZY
cb`A Um&- ž`Ub`]bW]XYbh`\]g`UhcbfbYmg`WU]a `UfcgY`Zfca `U`X]gdi hY
cj Yf`W\]`X`W`ghcXmž`h\ci [\`h\Ym]bg]gh`h\Y`]bW]XYbh`X]X`bch
VYWca Y`d\mg]WU""5`Z`fh\Yf`Wca `d`]WU]cb``]Yg`]b`5VUfWU`g
j]c`Uh]cb`cZ`U`dfchYWh]cb`cfXYfž`k \]W\`a UbXUhYg`\Y`fYfU]b`Zfca
fYhi fb]b[`h\Y]f`W\]`X`hc`\]g`k]ZY""H\]g]ggi Y`k]`VY`UXXfYggYX`]b`U
Wj]`\YUf]b[`gW\YXi `YX`Zcf`A cbXUm"

H\Y`bYI h`Wci fh`XUhY`Zcf`5VUfWU`]g`gYh`Zcf`ž`m- `Uh`%' \$`d`a`ž
k \]W\`k]`hU_Y`d`UW\`j]U`j]XYc`WcbZYfYbW\`⊕`fYgdcbgY`hc`h\Y
g]hi Uh]cbž`5VUfWU`\Ug`YI dfYggYX`\]g`cj Y`Zcf`\]g`W\]`XfYbž`\cd]b[
Zcf`U`ei]W`fYgc`i h]cb`hc`h\YgY`hfc`i V`]b[`a`UhYfg"

6fcUXYf`⊕a`d`]WU]cbg`cZ`8ca Ygh]WJ]c`YbW\

H\Y`g]hi Uh]cb`gi ffc`i bX]b[`5VUfWU`g`Y[U`W\U`Yb[Yg`\][\`][\hg`U
gcVYf]b[`fYU`]hm]b`h\Y`I b]hYX`GhUhYg`fY[UfX]b[`Xca Ygh]W
j]c`YbW\`5g`ci h]bYX`Vm`fYgYUfW\`W]hYX`VmF 78J .7D7ž`Xca Ygh]W
j]c`YbW\`Wcbh]bi Yg`hc`UZZYWh`a]`]cbg`cZ`ZUa]`Yg`YUW\`mYUfž`k]h\
g][b]Z]WUbh]a `d`]WU]cbg`Zcf`W\]`XfYb`]bj`c`j YX""Gi W\`]ggi Yg`YI hYbX
VYmcbX`]bX]j]Xi U`WUgYgž`]a `dUWh]b[`W\]`X`dfchYWh]cbž`W`ghcXmž
UbX`gi ddcfh`gmghYa`g""⊕]g`YggYbh]U`hc`fYWc[b]nY`h\Uh
i bXYfghUbX]b[`Xca Ygh]Wj]c`YbW\`]g`U`a`i`h]ZUW`hYX`]ggi Y`h\Uh
fYei]fYg`]bdi h`Zfca`j`Uf]ci`g`Z]Y`Xg`]bWi`X]b[`gcW]U`k`cf_ž
dgmW\c`c[mž`UbX`di V`]W\YU`h\"

6UW`Uh`h\Y`cWU`Yj Y`ž`WU_gcb`7ci bhm`@Y[]g`Uhi fY`7\U]fa Ub
8UFcb`A`W`YY`\Ug`UW_bck`YX[YX`5VUfWU`g`UffYghž`Ya`d\Ug]n]b[
h\Y`bYYX`Zcf`Xi Y`dfcW\gg"⊕`hYfYgh]b[`mž`h\Y`Wci bhm`g`W\UfhYf
XcYg`bch`dfcj]XY`WYUf`dYbU`h]Yg`Zcf`Y`YWhYX`cZZ]W]U`g`Wcbj]WhYX`cZ

U`Wf]a Yž`Wċbh]bi]b[`hc`fU]gY`ei Ygh]cbg`UVci h`UWŲċi bĥUV]`]hm`UbX
[cj YfbUbWŲ`]b`h\Y`ZUWŲ`cZgi WŲ`gYf]ci g`U``Y[Uh]cbg"

5g`h\Y``Y[U``dfcWŲYX]b[gi bZc`Xž`h\Y`Ųċa a i b]hm`k UhWŲYg`WcgY`m"
K]h\`h\Y`bYI h`Ųċi fh`XUhY`fUd]X`mUddfcUWŲ]b[ž`h\Y`ci hŲċa Y`cZ
h\]g`WUgY`Ųċi `X`\Uj Y``Ugh]b[`]a d`]WUh]cbg`Zcf`5VUfWUž`\]g`ZUa]`mž
UbX`h\Y`ŲW_gcb`7ci bhm`@Y[]g`Uhi fY`Ug`U`k \c`Y"

8YhU]`g	
Cfh	G\Uk bYYž`?UbgUgžI b]hYX`GhUhYg
Ei Y``Yb	<ul style="list-style-type: none">• bcfh\YUghbYk g"bYh• k k k "_g\V"Ųċa• fWŲj WdWcf[

6Ygi WŲYb`G]Y`i bg`Ui Z.`a Y]b!k]Yb"bYh