

F Unn]U`]b`A mUba Uf. `J]YhbUa YgYb`i bhYf
J YfXUW h`XYg`C b`]bY!6Yhfi [g`

J]YhbUa Yg]gW Y`GhUUhgVØf[Yf`k YfXYb`Ui g`A mUba Uf
UV[YgW cVYb" "<]bhYf[fi bXž; YZU\ fYb`i bX
F ØW_ZØ\ fi b[g_cghYb`ja `: c_i g"



A mUk UXXmž`A mUba Uf`!`ē`Y]bYf`XfUa Uh]gW Yb`9bhk]W`i b[
VYf]W hYhY`< Yff`@ cb[`H\ Ub\ `E i Ub[ž`ghY`j YfhfYhYbXYf`8]fY`hc f
XYf`? cbgi `UfUVhY]i b[`]a`j]YhbUa Yg]gW Yb`5i » Yba]b]ghYf]i a ž
ØVYf`X]Y`_Øfn`]W`Xi fW [YZØ\ fhY`F Unn]U`]b`A mUba Uf" "6Y`]X]YgYf
k i fXYb`NY\bhUi gYbXY`j`Y[U`Y`5i g`ÀbXYf`YbhXYW_hž`X]Y`]b
5_hj]h`hYb`k]Y`C b`]bY!6Yhfi [ž`Nk Ub[gUfVY]h`i bX
A YbgW Yb`UbXY`j Yfk]W`Y`h`g]bX" "8]Y`F Unn]U`ZUbX`]b`A mUk UXXm
ghUhh`i bX`\Uhj]Y`Y`U`Ufa]YfYbXY`8YhU]`g`Ubg`HU[Yg`]W h`[YVfUW hž
X]Y`Ui ZX]Y`dFY`_ÄFY`G]hi Uh]cb`j]Y`Yf`J]YhbUa YgYb`i bX`UbXYfYb
Ui g`ÀbX]gW Yb`5fVY]hg_f`ÄZhYb`\]bk Y]gYb" "@Ui h`j]YhbUa "j b
k i fXYb`X]Y`žXYbh]h`hYb`j cb`*, %j]YhbUa Yg]gW Yb`GhUUhgVØf[Yfb
ØVYfd fØžž`X]Y`Ui g`A mUba Uf`ni fØW_[YgW]W`h`k i fXYb" "8]YgY
ghUa a Yb`Ui g`) *`j YfgW]YXYbYb`Dfcj]bnYbž`]b`XYbYb`ni j cf

K Ufbi b[Yb j cf 6YhfØ[YfY]Yb j YfØZYbh]W h k i fXYb"

A mUba Uf'\ Uh'VYghÅh][hž'XUgg'X]Y'UV[YgW cVYbYb'DYfgcbYb
[Y[Yb'; YgYhnY'j Yfgbc» Yb'\UVYbž'XUfi bhYf']`Y[U`Yf'5i ZYbh\U`h
i bX'_f]a]bY`Y'5_h]j]hÅhYb" < Yff'E i Ub['k]Yg'YXcW'XUfUi Z\]bž
XUgg'Yg'_Y]bY' <]bk Y]gY' []Vhž'X]Y'XUfUi Z\]bXYi hYbž'XUgg'X]Y
6YhfcZZYbYb'C dZYf'j cb'A YbgW Yb\UbXY`g]bX"8]Yg'ghY`h'X]Y
_ca d`YI Y'FYU`]hÅh'XUfž']b'XYf'j]Y'Y'A][fUbhYb`YVYbž'i bX'k]fZh
: fU[Yb'ØVYf'X]Y'J YfUbhk cfhi b['i bX'X]Y'G]W Yf\Y]hg`U[Y']b'XYf
FY[]cb'Ui Z'5i Z[fi bX'XYf'Ub[YgdUbbhYb'G]W Yf\Y]hgj Yf\Å'hb]ggY
]b'A mUba Uf']gh'Y]b'I a ni ['j cb'MUb[cb'bUW'Å mUk UXXmini f
F ØW_ZØ\fi b['b]W h'a Ø['W ž'k Ug'X]Y'F ØW__Y\ f'ZØf'X]Y
6YhfcZZYbYb'YfgW k Yfh"

6Øfc_fUh]gW Y' < ØfXYb'i bX'F ØW_ZØ\fi b[

8]Y'F ØW_ZØ\fi b['XYf'J]YhbUa YgYb'YfZc`[h'ØVYf'H\U]`UbXž'k Ug
Y]bY'VYgW k Yf]W Y'FY]gY'j cb'ZUgh'&\$'Ghi bXYb'YfZc'XYf']W
a UW h"8 UVY]k YfXYb'X]Y'VYhfcZZYbYb'6Øf[Yf'j cb
G]W Yf\Y]hg_fÅZhYb'VY['Y]hYhž'i a ']\fY'G]W Yf\Y]h'k Å\fybX'XYf
[YgUa hYb'FY]gY'ni '[Yk Å\f'Y]ghYb"Ni XYa 'g]bX'X]Y
F ØW_ZØ\fi b[g_cghYb'dfc'DYfgcb'a]h'Yhk U'%&ž&'A]`]cbYb'J B 8
\cW ž'i bX'X]Y'F ØW__Y\ f] YfdZ]W hi b[``]Y[h'VY]X]Yb
UV[YgW cVYbYb'GhUUhgVØf[Yfbž'Yg'gY]'XYbbž'g]Y'k YfXYb'U'g'C dZYf
j cb'A YbgW Yb\UbXY`]XYbh]Zn]Yfh"8 Yf': cbXg'ni a 'GW i hn
j]YhbUa Yg]gW Yf'GhUUhgVØf[Yf'Zc'XYfh'J cfgW ØggY'j cb'XYb
: Ua]`]Yb'XYf'F ØW__Y\ fYf"Ni]gW Yb'XYa '&, "'5df]'i bX'%'("A U]
_cbbhYb'VYfY]hg(+%6Øf[Yf'fYdUhf])Yfh'k YfXYbž'X]Y'6Ya Ø\i b[Yb
ni f'F ØW_ZØ\fi b['k YfXYb'YXcW'k Y]hYf\]b']bhYbg]j]Yfh"

8 Ug'j]YhbUa Yg]gW Y'5i » Yba]b]ghYf]i a 'Ya dZ]Y\`h'U`Yb
GhUUhgVØf[Yfbž'j cfg]W h]['VY]'5fVY]hgUb[YVchYb'a '5i g`UbX'ni
gY]bž'i a 'Nk Ub[gUfVY]h'i bX'6Yhfi ['ni'j Yfa Y]XYb"5i Z'XYf
6Øf[YfgW i hn! < ch]bY'fŽ , ('- %; (' , (' , (ĚghY\Yb'X]Y'6Y\ØfXYb'ZØf
: fU[Yb'i bX' <]ZYghY`i b[Yb'ni f'J YfZØ[i b["

8]Y'F YU`]hÅh'XYf'A][fUbhYb']b'A mUba Uf

8]Y`G]hi Uh]cb`]b`A mUba Uf`]gh`YXcW`b]W`h`bi f`Ui Z`X]Y
j]YhbUa Yg]gW`Yb`GhUUhgVØf[Yf`VYgW`f`Àb`_h`"5i`g`6Yf]W`hYb`j`cb`
gd]Y[Y`"XY`[Y`h`Yfj`cfž`XUgg`?`f]a`]bY`Y`<i`bXYfhUi`gYbXY`]b
gc[YbUb`bhY`gWUa`ZUW`cf]Yg`c`W`_Ybž`k`c`g]Y`U`g`7mVYf!G`_Uj`Yb
[Y`U`hYb`k`YfXYb`"8]YgY`6UbXYb`bY`a`Yb`XYb`C`dZYfb`X]Y`D`ÀggY
UV`i`bX`nk`]b[Yb`g]Yž`]b`VYhfØ[Yf]gW`Yb`C`b`]bY!; YgW`ÀZhYb`ni
UfVY]hYb`"8]Y`6YX]b[i`b[Yb`]b`X]YgYb`6Yhf[gZUVf]_Yb`g]bX
j Yf`Y`YfYbX/i`bni`fY]W`YbXY`B`U`fi`b[i`bX`a`YX]n]b]gW`Y
J Yfgcf[i`b[ž: c`hYf`i`bX`A]gg`UbX`i`b[Yb`g]bX`Ub`XYf
HU[Ygcfxbi`b["

8]Y`I`bhYfXfØW`_i`b[`j`cb`A`][fUbhYb`fY]W`h`ØVYf`X]Y`; fYbnYb`j`cb
A mUba Uf`_`]bUi`g`i`bX`n]Y`h`?`fY]gY`V]g`]b`UbXYfY`Ug]Uh]gW`Y
@ÀbXYfž`k`cVY]gW`Àhni`b[gk`Y]gY`%&\$`\$\$\$`A`YbgW`Yb`]b`XYb
`YhnhYb`_X`YfYb`]b`A mUba Uf`j`YfgW`Y`ddh`k`i`fXYb`"@Ui`h`XYb
6Yf]W`hYb`j`YfX]YbYb`X]Y`_f]a`]bY`Yb`C`f[Ub]gUh]cbYb`À`f`]W`
XfY]ghY`][Y`A`j`]cbYbVYhfÀ[Y`Xi`fW`gc`W`Y`5`_h]j`]h`hYbž`k`À`fYbX
ni [`Y]W`X]Y`6Y`ØfXYb`]b`A mUba Ufž`H`U]`UbX`i`bX`7`_]bU
j`Yfgi`W`Ybž`[Y[Yb`X]YgY`DfU`_h]_Yb`j`cfni [Y`Yb`"

8]Y`F`ØW`_Y`f`i`bX`X]Y`I`bhYfghØhni`b[`XYf`VYhfcZZYbYb`A`][fUbhYb
V`Y]VYb`Y]bY`[fc»Y`<YfUi`gZcfXYfi`b[ž`k`À`fYbX`X]Y`F`Y[]Yfi`b[Yb
k`Y]hYf`_]b`a`]h`XYb`5i`gk`]f`_i`b[Yb`X]YgYf`a`cXYfbYb`:`cfa`XYf
G`_Uj`YfY]`f]b[Yb`"

8YhU]`g	
C`f`h	A`m`J`k`U`X`X`mž`A`m`J`b`a`U`f`
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"j`]YhbUa`"j`b` • k`k`k`"gd]Y[Y`"XY`

6Ygi W`Yb`G]Y`i`bg`Ui`Z.`Y]bY!fY]gY`XY`