

9I dYX]h]c b ' 'g`UbX `Df]XY ' . 'H]YZgYY!
F c \ghc ZZY `cXYf`l a k Y`hnYfghÒfi b [3

=a ' >\f'&\$&) 'i bhYfgi W\h`Y]bY`9I dYX]h]c b`XYb
H]YZgYYVYf[VUi `Ui Z`A Ub[Ub_bc``Ybž`XYfYb`F c \ghc ZZY `ZØf`9!
5i hcg`i bX`K]bX_fUZhYbhgW\Y]XYbX`g]bX"



7`Uf]cb!7`]ddYfhcb!NcbYž'DUn]Z]_!'a`A`YYf'gW`i`a`a`Yfb
ZUgn]b]YfYbXY`GW`ÀhnY.`A`Ub[`Ubž`B]W_Y`ž'?cVU`h`i`bX`?i`dZYfž
[`YVi`bXYb`]b':`cfa`j`cb`A`Ub[`Ub_bc``Ybž`k`UfhYb`Ui`Z]\fY
9bhXYW_i`b[``8]YgY`A`]bYfU`]Yb`g]bX`Ui`Z[fi`bX`]fYf`J`Yfk`YbXi`b[`]b
a`cXYfbYb`HYW`bc`c[`]Ybž`]bgVYgcbXYfY`]b`6UhhYf]Yb`ZØf
9`Y`_hfcUi`hcg`i`bX`K`]bXYbYf[`]YUb`U[`Ybž`j`cb`Ui`»Yf`c`fXYbh]W`Ya
K`Yfh``8]Y`A`Ò[`]W`_Y]hž`X]YgY`F`c`g`hc`ZZY`]b`XYf`H]Y`ZgY`Y`ni`Yfb`hYbž
k`YW`h`6Y[`Y`f`]W`_Y]hYb`i`bX`]gh;`Y[`YbghUbX`U`_hi`Y``Yf
:`c`fgW`i`b[`Yb`"

5_hi`Y``Z]bXYh`Ub`6cfX`XYf':`c`fgW`i`b[`gYl`dYX]h]cb``g`UbX`Df]XY
Y]bY`h]YZ[`fY]ZYbXY`5bU`mgY`XYf`a`Ò[`]W`Yb`l`a`k`Y`hUi`gk`]f_i`b[`Yb
XYg`F`c`g`hc`ZZUVVUi`g`ghUhh``5F`H9!F`Ydc`fhYf`A`]W`UY``Ghc`W`g`i`bX
gY]b`?Ua`YfUa`Ubb`VY[`]Y]hYb`X]Y`l`bhYfbY`a`i`b[`]U`g`Y]bn][`Yg
:`]a`hYUa`i`bX`Xc_i`a`Ybh]YfYb`X]Y`9fd`fcVi`b[`]Y]bYf[`]fc»Yb
l`bhYfk`UggYf!9fb`hYa`UgW`]bYž`X]Y`XUfUi`ZUVn]Y`hž`XYb
A`YYfYgVcXYb`Y`Z]n]Ybh`ni`VYUfVY]hYb``8UVY]`k`]fX`Y`XcW`Ui`Z`X]Y
?cb`hfcj`YfgYb`^]b[`Yk`]YgYbž`X]Y`j`cb`j`YfgW`]YXYbYb
K`]ggYbgW`UZhYfb`[`Y`Ai`»Yfh`k`YfXYb``J]Y`Y`:`c`fgW`Yf`VY`ZØfW`hYbž
XUgg`XYf`5VVUi`XYf`A`Ub[`Ub_bc``Yb`X]Y`Ya`dZ]bX`]W`Y`a`Uf]bY
^`_c`c[`]Y`Yfbgh`UZh`gh`ØfYb`_Øbb`hYž`k`Ug`]b`XYf':`UW`k`Y`h`i`bX
XUfØVYf`^]bUi`g`ni`^]hn][`Yb`8]g_i`gg]cbYb`ZØ`fh`"

8]Y`8YVUhhY`i`a`F`c`g`hc`ZZY`Ui`g`XYa`A`YYf`

K`Y`hk`Y]h[`]Vh`Yg`i`bhYfgW`]YX`]W`Y`5bg`ÀhnY`ni`a`H`Ya`U
H]Y`ZgY`Y`VYf[`]VUi``K`À`fYbX`8Yi`hgW`UbXž`XUg`]b`XYf`7`Uf]cb!
7`]ddYfhcb!NcbY`nk`]gW`Yb`<Uk`U]]i`bX`A`Yl`]_c`Y]b`@]nYbn[`YV]Yh
VYg]hnhž`Y]b`A`cfU`hcf]i`a`ZØf`XYb`H]Y`ZgY`Y`VYf[`]VUi`Ui`g[`Ygd`fc`W`Yb
^Uhž`i`a`X]Y`Ò`_c`c[`]gW`Yb`?cbgYe`i`YbnYb`ni`YfZ`c`fgW`Ybž`ghY`Yb
j`]Y`Y`UbXYfY`@`ÀbXYf`i`bX`l`bhYfbY`a`Yb`gc`W`Yb`F`Yghf[`]h]cbYb
g`_Ydh]gW`i`[`Y[`YbØVYf``@Ui`h`5b[`]UVYb`XYf`6i`bXYgUbghU`h`ZØf
;`Yck`]ggYbgW`UZhYb`i`bX`F`c`g`hc`ZZY`_Øbb`hY`8Yi`hgW`UbX`Xi`fW`X]Y
5i`gVYi`hi`b[`]X]YgYf`6cXYbgW`ÀhnY`*i`XYg`?i`dZYfVYXUfZgž`)`%i
XYg`B]W_Y`VYXUfZg`i`bX`gc[`]Uf`,`\$i`XYg`?cVU`hVYXUfZg`XYW`Yb`"

8]Y' ðhYfbUh]cbU`Y`A YYfYgVcXYbVY\ ÒfXY`fG5Ł`d`Ubhž`]a`Gca`a`Yf
FY[i`Uf]Yb`ZØf`XYb`H]Y ZgYYVYf[VUi`ZYghni`Y[Yb"8]Yg[YgW]Y\h
]a`?`cbhYI`h`Y]bYg`k`UW`gYbXYb` ðhYfYggYgž`XU`ØVYf`&\$
A]h[`]YXgghUUhYb`XYf` Æ5ž`YVYbgc`k`]Y`[fc»Y`I`bhYfbY\`a`Yb`k`]Y
6A`K`ž` ;`cc[`Yž`GUa`gi`b[`i`bX`J`c`j`cž`Y]b[`Ya`Y]bgUa`Yg` ðhYfYggY
Ua`F`c\`ghc`ZUVVUi`]a`C`nYUb`VY`_i`bXYb"K`À`fYb`XXYggYb`\`Uh
`dUb`VYfY]hg`@]nYbnYb`Yfk`cfVYb`i`bX`d`Ub`h`XYb`5VVUi`gY`hYbYf
9`Ya`Yb`hY`]b`gY]bYf`K`]fhgW`UZhgn`cbYž`k`Ug`d`chYbn]Y`VYXYi`hYb
_ÒbbhYž`XUgg`XUg`@UbX`gY]bY`F`c\`ghc`Z]`Yfgcf[i`b[`ZØf``d\`fnY\`bhY
g]W`Yfb`_Ubb" `dUb`VY`ZØf`k`cfhY`h`_Y]b`A`cfU`hcf]i`a`i`bX`j`YfZc`[`h
XU\`Yf`Y]bY`U[[`fYgg]j`Y`5i`gVYi`hi`b[`gY]bYf`A`YYfYgYggci`fW`b"

8]Y`@U[Y`]b`Hcb[U

8Yf` ðgY`ghUUh`Hcb[U`nY][`h`YVYbZU`g`Ua`V]j`U`Yb`hY`5bg]W`hYb`ni`a
H]Y ZgYYVYf[VUi`"8]Y`FY[]Yfi`b[`_cc`dYf]Yfh`a`]h`Y]bYa
I`bhYfbY\`a`Ybž`i`a`X]Y`A`Ò[`]W`_Y]h`XYg`5VVUi`g`j`cb
A`Ub[Ub`_bc`Yb`Ui`gni`gW`ÒdZYbž`i`a`XYb`a`UfcXYb`<`Ui`g\`U`h`ni
gUb]YfYb" :]gW`Yf`]b`XYf`FY[]cb`Ài`»`Yfb`YXcW`6YXYb`_Yb`i`bX
ZØfW`hYbž`XUgg`X]Yg`bY[Uh]j`Y`5i`gk`]f`_i`b[Yb`Ui`ZXYb` :]gW`VYghUbX
i`bX`X]Y`h`ci`f]gh]gW`Y`K`U`VYc`VUW`hi`b[`UVYb`_ÒbbhY"9]b
n]j`][`YgY`gW`UZh]W`Yg` :`cfi`a`ZcfXYfh[Uf`Y]b`J`YfVch`XYg
H]Y ZgYYVYf[VUi`gž`k`À`fYb`X`XYf` ;`Yc`c[]gW`Y`8]Ybgh]b`Hcb[U`X]Y
k`]fhgW`UZh]W`Yb`7\`UbW`b`g]Y`h`Hcb[U`_ÒbbhY`V]g`ni`&ž`\$`I`G!
8c`Uf`dfc`[Y\`cVYbY`HcbbY`A`Ub[Ub`_bc`Yb`j`YfX]YbYbž`a`]h`Y]bYa
dchYbn]Y`Yb`5VVUi`j`cb`V]g`ni`XfY]`A`j`]cbYb`HcbbYb`À`f`]W"

8]Y`8YVUhhY`i`a`XYb`H]Y ZgYYVYf[VUi` `À`h`b]W`h`bi`f` :`cfgW`Yfž
FY[]Yfi`b[Yb`i`bX`I`bhYfbY\`a`Yb`]b`5hYa`ž`gcbXYfb`ghY`h`Ui`W`X]Y
 :`fU[Y`bUW`X`Ya` ;`Y]W`[Yk`]W`h`nk`]gW`Yb`hYW`bc`c[]gW`Ya
 :`cfhgW`f]h`i`bX`I`a`k`Y`hgW`i`hn`K`]Y`j`]Y`g]bX`k`]f`VYfY]hž`ZØf`i`bgYfY
F`c\`ghc`ZY`ni`f]g_]YfYbž`i`bX`k`Y`W`Y`Ni`_i`bZi`a`ÒW`hYb`k`]f`ZØf`X]Y
A`YYfY`[YghU`hYb3`9]bY`5b`hk`cfh`XUfUi`ZghY`h`bcW`Ui`gž`k`À`fYbX
X]Y`9I`dYX]h]cb` Æ`UbX`Df]XY`XYf`BUhi`f`Ui`ZXYb` ;`fi`bX`[Y\`h"

K`Y]hYfY` ðZcfa`Uh]cbYb`g]bX`j`YfZØ[VUf`i`bhYf`Df]ga`U`i`bX`
HU[YggW`Ui`"

8YhU]`g	
C fh	7`Uf]cb!7`]ddYfcb!NcbYž'DUn]Z]_
E i Y`Yb	<ul style="list-style-type: none"> • k k k "df]ga U"XY • k k k "hU[YggW\ Ui "XY

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