

5W hi b['I f`Ui VYf° `F Y]gYk Ufbi b[Yb`ZØf
g]YVYb`A]hhY`a YYf`ÀbXYf`j Yf\`Àb[h

8 Ug`5i gk Àfh][Y`5a h`k Ufbh`Ua `&&"\$) "&\$&) `j cf`F Y]gYb`]b
a Y\`fYfY`A]hhY`a YYf`ÀbXYf`k Y[Yb`YI hfYa Yf
K YhhYfVYX]b[i b[Yb`i bX`G]WYf\`Y]hgf]g]_Yb"



; f]YWX Yb`UbXž; f]YWX Yb`UbX`!`8 Ug`5i gk Àfh][Y`5a h`\Uh`Y]bY
Y]bXf]b[`]WY`K Ufbi b[`ZØf`F Y]gYb`]b`g]YVYb`A]hhY`a YYf`ÀbXYf
Ui g[YgdfcWYb`"8]YgY`K Ufbi b[`VYhf]Zzh]bgVYgcbXYfY`VY`]YVhY
I f`Ui Vgn]Y`Y`k]Y; f]YWX Yb`UbXž`#U`Y]bž`ÿ [mdhYbž`-gfUY`ž`@]VUbc bž
Gmf]Yb`i bX`@]VmYb`"8]Y; YZ\`fYbž`X]Y`F Y]gYbXY`Xcfh`Yfk UfhYbž
g]bX`j]Y`ZÀ`h][`i bX`YfZcfXYfb`VYgcbXYfY`J cfg]W hž`gck c`\`k Ug`X]Y
K YhhYfVYX]b[i b[Yb`U`g`Ui W`g]WYf\`Y]hghYWX`b]gWY`5gdY`_hY
Ub[Y\`h`@]i h`A Yf`_i f`k]fX`F Y]gYbXYb`[YfUhYbž]g]W`j cfUV
i a ZUggYbX`ni `]bZcfa]YfYb`i bX`J cfg]W hga U» bU\`a Yb`ni `hfYZZYb"

≠b ; f]YWX Yb`UbX`Yhk U`k]fX`Ub[YXYi hYhž`XUgg`<]hnYdYf]cXYb`a]h
HYa dYfUhi fYb`ØVYf`(\$; fUX`7Y`g]i g`]b`XYb`Gca a Yfa cbUhYb`ni
Yfk UfhYb`g]bX`F Y]gYbXY`gc`hYb`XU`Yf`j Yfa Y]XYbž`g]W`]b`XYf
dfU`Yb`GcbbY`Ui Zni `U`hYb`i bX`ØVYfZØ`hY`6YfY]W`Y`ni
ZfYe i Ybh]YfYb`6YgcbXYfg`[YZ`A`fXYh`g]bX`6UVmgž`?]bXYfž`GYb]cfYb
gck]Y`A YbgW`Yb`a]h`W`fcb]gW`Yb`9f`fUb`_i b[Yb`8]Y`9a dZ`Y`i b[
XYg`5i gk`Åfh][Yb`5a hg`i a ZUggh`Ui W`ž`Y]W`hYž`Y`Y`?`Y]Xi b[`ni
hfU[Ybž`Ui gfY]W`YbX`K UggYf`ni `hf]b`_Yb`i bX`GcbbYbgW`i hn`gck]Y
Y]b`a cV]`[Y`UXYbYg`< UbXmia]h`Y]bYf`Dck YfVUb`_a]hni bY`a Yb`

K YhhYf[YZU`fYb`]b`≠hU`]Yb`i bX`UbXYfYb
@ÀbXYfb

≠U`]Yb`Y]XYhi bhYf`U`_i hYb`K UggYfa Ub[Y`i bX`8ØffYž
]bgVYgcbXYfY`]b`A]hY`!`i bX`GØX]hU`]Yb`F Y]gYk Ufbi b[Yb
Yfa ih][Yb`l f`Ui vYfž`g]W`ØVYf`X]Y`@U[Y`Ui Z`XYf`≠hYfbYhgY]hY`j cb
≠GDF5`ni `]bZcfa]YfYbž`k`Å`fYbX`U`_hi Y`Y`K YhhYfk Ufbi b[Yb`Ui Z
A YhYc5`Ufa `Y]b[YgY`Yb`k YfXYb`_ØbbYb`5i W`@ÀbXYf`k]Y
Ÿ [mdhYbž`≠gfUY`i bX`@]VUbc b`ghY`Yb`Ui Z[fi bX`gdYn]Z]gW`Yf
; YZU`fYb`]a`i`c`_i g`8Yi hgW`Y`GhUUhgVØf[Yfž`X]Y`g]W`]b`X]YgYb
F Y[]cbYb`Ui Z`U`hYb`ž`k YfXYb`Ui Z[YZcfXYfhž`Xcfhi`bj YfnØ[`]W`
Ui gni fY]gYb`≠`Ÿ [mdhYb`]ghj cf`F Y]gYb`]b`XYb`BcfXYb`XYf`G]bU]!
<U`V]bgY`i bX`i bVY[`Y]hYhY`5i gZØ[Y`]a`GØXYb`XYf`<U`V]bgY`ni
k UfbYb`Y`b`]W`_f]h]gW`]gh`X]Y`@U[Y`]b`≠gfUY`ž`k c`F Y]gYb`]b`XYb
; UnUghfY]Z]b`i bX`XUg`K Ygh`c`fXUb`UbX`Yi hfYa `f]g`Ub`h`g]bX`

≠a `@]VUbc b`gc`hYb`F Y]gYbXY`j c`fg]W`h][`gY]bž`VYgcbXYfg`]a`GØXYb
i bX`; fYbn[YV]YhYb`ni `Gmf]Yb`8]Y`G]W`Yf`Y]hg`U[Y`_Ub b`Xi fW`
HYffcfUb gW`Å[Y`i bX`l bfi `Yb`]b`X]YgYb`; YV]YhYb`XYghUV`]g]Yfh
gY]b`5i W`F Y]gYk Ufbi b[Yb`ZØf`Gmf]Yb`i bX`@]VmYb`VYghY`Yb
Ui Z[fi bX`gdYn]Z]gW`Yf`; YZU`fYbž`k cVY]`XYi hgW`Yf`GhUUhgVØf[Yf
]b`@]VmYb`VY]`XYf`6chgW`UZh`i a`l bhYfghØhni b[`bUW`ZfU[Yb
gc`hYbž`X]Y`YXcW`Y]b[YgW`f`Åb`_h`]gh`

<]hnYk Y`Yb`i bX`]`fY`5i gk]f`_i b[Yb`Ui Z`XYb
Gca a Yf`&\$&(`

Ni gÀhn]W\`ni`XYb`U_hi`Y`Yb`G]W\Yf\Y]hgVYXYb`_Yb`k`YfXYb`X]Y
gca`a`Yf`]W\Yb`K`YhhYfVYX]b[`i`b[`Yb`]b`9i`fcdU`YVYbZU`g
VY`Yi`W\hYh`@Ui`h`F`Y]gYfYdcfhYf`k`i`fXYb`]a`Y`YhhYb`Gca`a`Yf`
\]hnYVYX]b[`hY`9i`hfYa`YfY][`b]ggY`k`]Y`K`U`XVfÀbXY`i`bX`8`ØffYb`]b
A`]hhY`a`Yf`ÀbXYfb`VYcVUW\hYh`k`Ug`ni`9j`U_i`]Yfi`b[`Yb`]cb
I`f`Ui`VYfb`ZØ\fhY`"Gc`a`i`gghYb`VY]gd]Y`gk`Y]gY`]a`'`&`\$`&`'`Ui`Z
F`c`Xcg`Yhk`U`&`\$`\$`\$`\$`A`YbgW\Yb`Ui`Z[`fi`bX`]cb`K`U`XVfÀbXYb
Yj`U_i`]Yfh`k`YfXYb`"A`]h`6`]W`_`Ui`Z`X]Y`_`ca`a`YbXYb`&`Y`fY`Yfk`UfhYb
: `cfgW\Yf`Y]bY`Ni`bU`a`Y`X]YgYf`9i`hfYa`k`YhhYfYfY][`b]ggY`ž`k`Ug
bYi`Y`<`YfUi`gZcfXYfi`b[`Yb`ZØf`X]Y`I`f`Ui`VgVfUbW\Y`a`]hig]W\`Vf]b[`h`

8]Y`Xi`fW\gW\`b]hh`]W\Y`C`VYfZÀW\Yb`hYa`dYfUhi`f`\`Uh`Xi`fW\
a`YbgW\`]W\Yb`9]bZi`gg`VYfY]hg`ni`[`Ybca`a`Yb`ž`k`Ug`XUg`f`]g]_`c`ZØf
<]hnYk`Y`Yb`Yf\`Ø`h`"K`]ggYbgW\`UZ]W\Y`Ghi`X]Y`dfc[`bcgh]n]YfYbž
XUgg`g]W\`X]Y`HU[`Y`a`]h[`Y`ZÀ`\`f`]W\Yf`<]hnY`]b`9i`fcdU`V]g`&`\$)`\$
a`Y`f`U`g`j`YfXcddYb`_`Ø`bb`hYb`"I`f`Ui`VYf`gc`hYb`g]W\`XYa`bUW\`Ui`Z
X]YgY`_]a`Uh]gW\Yb`J`Yf`ÀbXYfi`b[`Yb`Y]bghY`Yb`"8]Y`F`Y]gYUbV]YhYf
gYhnYb`XU\Yf`j`Yfgh`À`f`_`h`Ui`Z`Df`À`j`Ybh]cbg!`i`bX
9j`U_i`]Yfi`b[`g`_`cbnYdhYž`i`a`XYb`5bZfU[`Yb`XYf`I`f`Ui`VYf
Ybh[`Y[`Ybni`_`ca`a`Yb`"

C`V`k`c`\`XUg`&`hYfYggY`Ub`XYb`b`Ø`f`X`]W\Yb`@`À`bXYfb`ghY][`hž`V`Y]Vh
XUg`?`cbnYdhj`cb`VY`]YVhYb`F`Y]gYXYgh]bUh]cbYb`k`]Y`GdUb]Ybž
;`f]YW\Yb`UbX`i`bX`XYf`H`Ø`f`_`Y]`i`bj`Yf`À`bXYfh`"F`Y]gYj`YfUbghU`hYf
dUggYb`]Y`fY`5b[`YV`chY`Ub`X]Y`bYi`Yb`;`Y[`YVYb`Y]hYb`Ub`i`bX
j`Yf`À`b[`Yfb`X]Y`GU]gcb`V]g]b`XYb`B`cj`Ya`VYfž`i`a`XYb`K`Ø`bgW\Yb
XYf`I`f`Ui`VYf`[`YfYW\h`ni`k`YfXYb`"8`c`W\`gc`hYb`F`Y]gY]bhYfYgg]YfhY
ghYhg`X]Y`U_hi`Y`Y`G]W\Yf\Y]hg`U[`Y`gck`]Y`X]Y`_]a`Uh]gW\Yb
J`cf\YfgU[`Yb`]a`'6`]W`_`VY\U`hYb`ž`i`a`i`b`]YVgUa`Yb
,`VYffUgW\i`b[`Yb`]cfni`VYi`[`Yb`"

8YhU]`g	
C`f`h	;`f]YW\Yb`UbXž;`f]YW\Yb`UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k k k "a`Yf`_`i`f`"XY • k k k "fY]gYfYdcfhYf"XY

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