

8 Ya c_fUh]Y`]a `? `UggYbn]a a Yf.
@Y\ f_fÀZhY`_Àa dZYb`ZØf
K YfhYj Yfa]hh`i b[°

5a `%"`5dfj`&\$&) `ZUbX`Ub`XYf`D<`<Y]XY`VYf[`XUg`" "
<Y]XY`VYf[Yf`V]`Xi b[gdc`]h]gWXY` ; YgdfÀW`ni f
8 Ya c_fUh]YV]`Xi b[`ghUhh`9l dYfhYb`X]g_i h]YfhYb`nYbhfU`Y
6]`Xi b[gZfU[Yb`i bX`X]Y`F c`Y`j cb`@Y\ f_fÀZhYb`]b`XYf
dc`]h]gWXYb`6]`Xi b["



DÀXU[c[]gWXY`<cWgWxi`Y`<Y]XY`VYf[ž`8Yi hgW`UbX`!`5a
%"`5dfj`&\$&) `ZUbX`Ub`XYf`DÀXU[c[]gWYb`<cWgWxi`Y
<Y]XY`VYf[`XUg`" "
<Y]XY`VYf[Yf`V]`Xi b[gdc`]h]gWXY` ; YgdfÀW
fk`V; ě`ghUhhž`XUg`i bhYf`XYa`H]hY` GWxi`Y`]a`GdUbbi b[gZ`X
nk]gWYb`dUfhY]dc`]h]gWYf`BYi hfU`]hÀhi bX`<U`hi b[`Y]b`k`]W]h[Yg
H\Ya`U`XYf`U`hi`Y`Yb`6]`Xi b[gdc`]h]_`Ui`Z[f]ZZ`N]Y`XYf`\mVf]XYb
JYfUbghU`hi b[`k`Uf`Ygž`8Ya`c_fUh]YV]`Xi b[`]b`Y]bYa`VfY]hYfYb
?cbhYl`h`ni`X]g_i h]YfYb`"6]`Xi b[gYl`dYfhYb`ž`Dc`]h]_j`YfhfYhYf`i`bX
5``[Ya`Y]bVØf[Yf`_Ua`Yb`ni`gUa`a`Ybž`i`a`]`fY`G]W]hk`Y]gYb`ni
hY]`Yb`i`bX`ni`YfØfhYfbž`k`]Y`8Ya`c_fUh]YV]`Xi b[`YZZY`_h]j

i a [YgYmh'k YfXYb`_Ubb" GhYd\Ub`>? fUa Yfž'DfÅg]XYbh'XYg
H\Øf]b[Yf'5a hYg'ZØf'J YfZUggi b[ggWxi hnž\]Y'h'X]Y'9fÒZZbi b[g!
?YmbchYž]b'XYf'Yf'X]Y'YbhgWXY]XYbXY'J YfUbhk cfhi b['j cb
@Y\ f_fÅZhYb`VYhcbhYžY]bY`_UfY`<U`hi b['Y[YbØVYf
Ubh]XYa c_fUh]gWXYb`GhfÒa i b[Yb`Y]bni bY\ a Ybž`c\ bY`XUVY]` \fY
dUfhY]dc`h]gWXY`BYi hfU`hÅh`Ui g`XYb`5i [Yb`ni`j Yf`YfYb"

?fUa Yf`k]Yg`j]b`gY]bYf'5bgdfUWXY`XUfUi Z`\]bž`XUgg`dc`h]gWXYg
J YfghÅbXb]g`i bX`6]`Xi b[`ZØf`GWØ`Yf.]bbYb`j cb`[fc» Yf
6YXYi hi b[`g]bX`i bX`XUgg`X]Y`5Vgc`j Ybh.]bbYb`XYf`GWxi`Yb`U_hj
Ub`Y]bYa`XYa c_fUh]gWXYb`DfcnYgg`hY]`bY\ a Yb`gc``hYb" ; fÒ» YfY
9]b[_Y]h`YffgWXY`i bhYf`XYb`DUbY`ghYb`ØVYf`X]Y`Bchk YbX][_Y]h
XYf`8Ya c_fUh]YV]`Xi b[ž`k cVY]`Ui W`j YfgW]YXYbY`5bg]WXYb`ni f
dfU_h]gWXYb`l a gYmi b[`i bX`ni f`GhÅf`i b[`XYf`l bhYfghØhni b[`ZØf
@Y\ f_fÅZhY`ni f`GdfUWXY`_Ua Yb`"FY`_hcf]b`DfcZYggcf]b`8f" ? Uf]b
J UW`k]Yg`Ui Z`X]Y`J YfUbhk cfhi b[`XYf`<cW`gWxi`Yb`\]bž
ni`_ØbZh][Y`@Y\ f_fÅZhY`]b`X]YgYa`6YfY]W`ni`ei U`]Zn]YfYb"8]Y
8]g_i gg]cb``]YZYfhY`k]W]h][Y`a di`gY`ZØf`XUg`A cXi` ; fi bXZFU[Yb
XYf`6]`Xi b[`i bX`X]Y`Ni gUhei U`]Zn]Yfi b[`8Ya c_fUh]YV]`Xi b[`ž
X]Y`VY]XY`ni f` : ØfXYfi b[`XYf`dc`h]gWXYb`6]`Xi b[`]b`GWxi`Yb
VY]hfU[Yb`gc``Yb"

J]Y`ZÅ`h][Y`5bgÅhnY`XYf`8Ya c_fUh]YV]`Xi b[

8Ya c_fUh]YV]`Xi b[`]gh`b]W`h`bi f`Y]bY`5i Z[UVY`ZØf`XYb`dc`h]gWXYb
: UWxi bhYff]W`hž`gc`bXYfb`gc``hYb`U`Y`GWxi`Yb`j cb`XYf
; fi bXgWxi`Y`V]g`ni`XYb`VYfi Z]WXYb`GWxi`Yb`Y]bVYn]Y`Yb"
@UbXYgj YfZUggi b[Yb`ZcfXYfb`X]Y`9fn]Y\i b[`† b[Yf`A YbgWXYb`ja
; Y]ghY`j cb` : fY]\Y]hi bX`8Ya c_fUh]Y"8]Y`?i`hi ga]b]ghYf`_cbZYfYbn
f?A ?Ł`XYZ]b]Yfh`XUni`XfY]`5bgÅhnY.`X]Y`8Ya c_fUh]YV]`Xi b[`]a
dc`h]gWXYb` : UWxi bhYff]W`hž`U`g`ZÅWXYfØVYf[fY]ZYbXYg
l bhYff]W`hgd]bn]d`i bX`U`g`GWxi`df]bn]d"8]YgY`5bgÅhnY`gc``Yb
[Yk`Å\ f`Y]ghYbž`XUgg`GWØ`Yf`]b`Y]bYa`cZYbYb`l bhYff]W`hg`_ja U
gcn]U`Y`K YfhY`k]Y`Hc`YfUbn`Yf`YfbYb`i bX`U_hj]`Ub
9bhgWXY]Xi b[Yb`hY]`bY\ a Yb`_ØbbYb"

9]b`nYbhfU`Yg`9`Ya Ybh`XYf`dc`h]gWXYb`6]`Xi b[`]gh`XYf
6Yi hY`gVUWXYf`?cbgYbgž`XYf`XfY][fi bX`Y[YbXY`Df]bn]d]Yb

Zcfa i `]Yfh`XUg`#Xc_hf]bUh]cbgj Yfvchz`XUg`?cbhfcj Yfg]hÅhg[YVch
i bX`XUg`N]Y`XYf`dc`]h]gWXYb`HY`\UVY"@Y\ f`fÅZhY`g]bX`b]W h
j YfdZ]W hYhž`\fY`dc`]h]gWXY`Dcg]h]cb`ni`j YfVYf[Yb`/j`jY`a`Y\ f
gc`hYb`g]Y`Y]b`a`i`h]dYfgdY_h]j`]gWXYg`i`bhYff]W h g_`]a`U`ZØfXYfbž
k cVY]`Yi`hfYa`]gh]gWXY`Dcg]h]cb`Yb`YXcW`b]W h`i`Y]W VYfYW h][`h
VY\UbXY`h`k`YfXYb`_ØbbYb"@Yhnh]W`ghY`h`XYf`K`YfhYVYni`[`XYg
6Yi`hY`gVUWXYf`?`cbgYbgYg`Ui`Z`XYf`ZfY]\Y]h]W`!XYa`c_fUh]gWXYb
;`fi`bXcfXbi`b[`fØX;`C`Ł`X]Y`@Y\ f`fÅZhY`XUni`Yfa`i`bhYfhž`g]W`U_hj
ni`XYa`c_fUh]gWXYb`Df]bn]d]Yb`ni`VY`_YbbYb"

5_hi`Y`Y`<`YfUi`gZcfXYfi`b[`Yb`i`bX`Dfc`Y`_hY

8]Y`8Ya`c_fUh]YV]`Xi`b[`ghY`h`Y]bY`k`UW`gYbXY
[`YgY`gW`UZhgd`]h]gWXY`i`bX`V]`Xi`b[`gdc`]h]gWXY`<`YfUi`gZcfXYfi`b[
XUf`#`5bVYhfUW`h]j`cb`D`Åbca`YbYb`k`jY`XYa`5bgh]Y[
Ub]gYa`]h]gWXYf`GhfUZhUhYb`cXYf`XYf`J`Yfi`bg]WXYfi`b[`Xi`fW`X]Y
7cfc`bU!`DUB`XYa`jY`]gh`Yg`i`a`gc`k`]W h][`Yfž`GW`Ø`Yf]bbYb`i`bX
GW`Ø`Yf`Ui`Z`X]Y`<`YfUi`gZcfXYfi`b[`Yb`i`bX`A`Ø[`]W`_Y]hYb`Y]bYf
XYa`c_fUh]gWXYb`;`YgY`gW`UZh]j`cfni`VYfY]hYb"@8Yf`Dfc`Z]VYfY]W
8Ya`c_fUh]YV]`Xi`b[`Ub`XYb`i`b]j`Yfg]hÅhYb`ghY`h`g]WXYfž`XUgg
ni`_ØbZh][`Y`@Y\ f`fÅZhY`Ui`Z`X]Y`[`YgY`gW`UZh]WXYb
J`YfÅbXYfi`b[`gdfcnYggYž]b`_i`g]j`Y`XYf`8][`]hU`]g]Yfi`b[`gZc`[`Ybž`[`i`h
j`cfVYfY]hYh`k`YfXYb"

9]b`6Y]gd]Y`]gh`XUg`Dfc`Y`_h`58]@5`i`5_hj`ZØf`8Ya`c_fUh]YV]`Xi`b[
]a`@Y\ fUa`h`ž`XUg`Ua`%"`A`Åfn`&\$&`VY[`Ubb`i`bX`j`ca
6i`bXYga`]b]ghYf]i`a`ZØf`Ua`j]Yž`GYb]cfYbž`fUi`Yb`i`bX`š`[`YbX`]a
Dfc`[`fUa`a`8Ya`c_fUh]gWXY`<`UbXY`b`[`Y`ZØfXYfh`k`]fX"@8Ug`N]Y`]ghž
X]Y`8Ya`c_fUh]YV]`Xi`b[`U`g`E`i`YfgW`b]h]hgUi`Z[`UVY`]b`XYf
@Y\ fYf.]bbYbV]`Xi`b[`Ub`XYf`i`b]j`Yfg]hÅh`Hf]Yf`ni`ghÅf`_Yb`i`bX`Y]b
VfY]hYg`5b[`YVch`ZØf`GW`i`Yb`i`bX`i`bhYff]W hgd`fUi`]g`ni`Ybhk`]W`_Y`b"
8]Y`Dfc`Y`_h`<`ca`YdU[`Y`]gh`i`bhYf`k`k`k`"UX]`U"i`b]!hf]Yf"XY
YffY]W`VUf"

9]b`i`UW`hU[`ni`f`8Ya`c_fUh]YV]`Xi`b[`]gh`ZØf`XYb`%*`"A`U]`&\$&)
[`Yd`Ubhž`cf[`Ub]g]Yfh]j`cb`XYf`DÅXU[`c[`]gWXYb`<`cW`gW`i`Y
<Y]XY`VYf[`i`bX`XYf`@UbXYgnYbhfU`Y`ZØf`dc`]h]gWXY`6]`Xi`b[`"
8UfØVYf`\]bUi`g`\UVYb`Ghi`X]YfYbXY`X]Y`;`Y`Y[`Yb`Y]hž`g]W`]a

F U\ a Yb`XYg: Ygh]j U`g: WcbhfY`Y`fUW]ga Y`]a`A U]`k Y]hYfni V]`XYb"
 Ni`[i hYf`@Yhnhig]bX`]a`š`]`ÖZZYbh]WXY`J cfhfÀ[Y`i bhYf`XYa`H]hY`
 A Y\ f`8Ya c_fUh]Y`k U[Yb`]j cf[YgY\ Ybž`X]Y`XYf`ÖZZYbh]WXYb
 8]g_i gg]cb`ØVYf`X]Y`Fc`Y`j cb`6]`Xi b[`]b`XYf`8Ya c_fUh]Y`X]YbYb
 gc`Yb"

8]Y`[Yn]Y`hY`FYZcfa`XYf`@Y\ fYfV]`Xi b[`i bX`X]Y`9bhk`]W_`i b[
 gdYn]Z]gWXYf: cfhV]`Xi b[gUb[YVchY`g]bX`bUW`XYb
 9]bgW`Àhni b[Yb`j`]Y`Yf`9I dYfhYb`YbHgWXY]XYbXž`i a`X]Y
 8Ya c_fUh]YV]`Xi b[`]a`6]`Xi b[ggmgHya`YZZY_hj`ni`j`YfUb_Yfb`i bX
 X]Y`b`ÀW`ghYb`; YbYfUh]cbYb`Ui Z`X]Y`<YfUi`gZcfXYfi b[Yb`Y]bYf
 XYa c_fUh]gWXYb`; YgY`gW`UZhj`cfni`VYfY]hYb"8]Y`J`YfUbghU`hi b[
]b`<Y]XY`VYf[`k`Uf`Y]b`k`Yfhj`c`Yf`GW`f]hh]b`X]YgY`F`]W`hi b[ž`k`Y
 Ui`W`X]Y`9I dYfhYb`j`cb`XYf`E i`U`]h`Àhgc`ZZY`bg]j`Y`@Y\ fYfV]`Xi b[
 i bX`XYa`NYb`hfi`a`ZØf`@Y\ fYfV]`Xi b[`XYf`i`b]j`Yfg]h`Àh`Hf]Yf
 i bhYfghfY]WXYb"

8YhU]`g	
J c fZU``	6]`Xi b[gdc`h]_
C fh	D`XU[c[`]gWXY`<cW`gW`i`Y`<Y]XY`VYf[ž 8Yi`hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "d\!\`Y]XY`VYf["XY • k k k "ei`U`]hUYhgc`ZZY`bg]j`Y! Y\`fYfV]`Xi b["XY • k k k "i`b]!hf]Yf"XY

6Ygi`W`XYb`G]Y`i`bg`Ui`Z.`b!U["XY