

GhUfbVYf[Yf'GYVUX. 'GUi bU!8YgUghYf k Y]hYh'g]Wk 'Ui g' 'k Ug'bi b3

8]Y'GhUXh'GhUfbVYf[']bZcfa]Yfh'ØVYf'X]Y'U_hi Y''Yb
GUb]Yfi b[gUfVY]hYb'XYf'XYZY_hYb'GUi bU']a 'GYVUXž
GWkÀXYb'i bX'?cghYb"



GhUfbVYf[ž'8Yi hgWk`UbX'!'8]Y'GUi bU']a 'GhUfbVYf[Yf'GYVUX
V`Y]Vh'k Y]hYf\]b' [YgWk`cggYbž'i bX'X]Y'<YfUi gZcfXYfi b[Yb'g]bX
Ybcfa "'6YfY]hg'gY]h'GYdhYa VYf']gh'X]YgYf'VY`]YVhY'6YfY]Wk'XYg
K UggYfdUf_g'Ui » Yf'6Yhf]YVž'i bX'X]Y'GhUXh'GhUfbVYf['\Uh'Øfn`]Wk
ØVYf'XYb'U_hi Y''Yb'GhUbX'XYf'GUb]Yfi b[gUfVY]hYb']bZcfa]Yfh''9g
[]Vh'b]Wk'h'bi f'Y]bYb'K UggYfgWkUXYbž'XYf']a '<YfVgh''YhnhYb
»\fYg'YbhXYW_h'k i fXYž'gcbXYfb'X]Y'A Åb[Y'']ghY'\Uh'g]Wk'gY]h\Yf
VYUWk'h]Wk'j Yf'Åb[Yfh''K]Y'**A Yf_i f'**VYf]Wk'hYhž'a i gghY'9ghf]Wk'Ui g
j YfgWk]YXYbYb'6YfY]WkYb'YbhZYfb'h'k YfXYbž'k Ug'XUni 'ZØ\fhž'XUgg
X]YgY'ZØf'a]bXYghYbg'Y'Z'K cWkYb'i bni [Åb[`]Wk'g]bX"

6Y]Y]bYf'G]hni b['XYg'6Ui Ui ggWk i ggYg'dfÅgYbh]YfhY'7\ f]gh]bU': fY]
j ca 'ghÅXh]gWkYb'<cWkVUi 'Y]bYb'GUWk ghUbXgVYf]Wk'hž'XYf'X]Y

G]hi Uh]cb`VYfY]hg`U`g`_f]h]gW\`VYgW\ fY]Vh`A Ugg]j`Y`GW\`AXYb
k`i`fXYb`k`À`fYbX`XYf`Øb[`ghYb`F`Yj`g]cbgUfVY]hYb`ZYgh[`YghY`hž
i`bX`GhUXhVUi`a`Y]ghYf`GhYd\`Ub`K`Y]b`_`ÀfhY`XYb`GhUXhfUh`ØVYf`X]Y
GW\`jY»`i`b[`Ui`Z`X]Y`Ui`Z[`fi`bX`i`b`_`UfYf`GW\`UXYbgi`fgUW\`Yb
b`chk`YbX][`k`i`fXY`"9g`V`Y]Vh`c`ZYbž`c`V`gc`W\`Y`GW\`AXYb`Xi`fW\`
6Ui`hfc`W`bi`b[`fYdUf]Yfh`k`YfXYb`_`ÖbbYb`c`XYf`c`V`9ghf]W\`ž
<Y]n`Y]hi`b[`Yb`i`bX`6cXYbX`A`a`i`b[`j`c`gh`AbX][`YfbYi`Yfh`k`YfXYb
a`ØggYbž`gc`X]Y`5i`ggU[`Yb`XYf`GØXXYi`hgW\`Yb`NY]hi`b[`"

GUb]Yfi`b[`gZc`fhgW\`f]hh

B`UW\`XYa`Y]b`Dfcj`jgc]i`a`9bXY`A`Àfn`]b`5VgdfUW\`Y`a`]h`XYa
;`Ygi`bX\`Y]hgUa`h[`Yd`Ubhi`bX`5b`ZUb[`A`U]i`a`[`YgYhnh`k`i`fXYž
_`ÖbbYb`X]Y`j`YfUbhk`cfh]W\`Yb`bi`b`Ui`Z:`c`fhgW\`f]hhY`VY]`XYb
5VVfi`W\`UfVY]hYb`j`Yfk`Y]gYb`"Gc`g]bX`X]Y`5fVY]hYb`]b`XYf`GUi`bU!
@ci`b[`Y`i`bX`]a`5i`»`YbVYfY]W\`bU\`Yni`UV[`YgW\`c`ggYbž`k`À`fYbX
]a`5b`]Y`ZYfi`b[`gVYfY]W\`XYf`;`Ughfc`bca`j`Y`gck`jY`]b`?`Ø`!`i`bX
DYfgcb`U`f`Ai`a`Yb`XYfnY]h`9ghf]W\`Yb`h`ZYfb`h`k`]fX`"<]Yf`X`Øf`ZYb`X]Y
6Ygi`W\`Yf`Yfgh`b`UW\`Yh]W\`Yb`K`c`W\`Yb`k`]Y`XYf`a`]h`Y]b`Ya`6Ygi`W\`
fYW\`b`Yb`"8`Yf`GW\`UXYb`]b`XYf`GUi`bU`nY][`h`g]W\`Ui`W\`VY]`XYb
=b`Yb`Xi`gW\`Yb`ž`k`c`Z`Yi`W\`h`Y`g`GW\`k`Y`c`n`Yb`h`XYW`_`h`k`i`fXY`/`XYf
l`a`ZUb[`XYg`b`chk`YbX][`Yb`5i`ghUi`gW\`g`a`i`gg`bc`W\`[`Ydf`Ø`Zh
k`YfXYb`"

5a`%"`"ž`b]`ZUbX`Y]b`5Vgh]a`a`i`b[`ghYfa`]b`a`]h`XYf
j`Yfg]W\`Yfi`b[`g[`i`hUW\`hYf]b`ghUhhž`i`bX`Ua`%&"`ž`b]`k`i`fXYb
A`UhYf]U`dfc`VYb`[`Ybca`a`Yb`"8]Y`9f[`YVb]ggY`nY][`Ybž`X`Ugg`Ui`W\`
X]Y`GUi`bU!6Uf`i`bX`XYf`A`UggU[`YfUi`a`VYhfc`ZYb`g]bXž`k`c`VY]`X]Y
9bhgW\`Y]Xi`b[`ØVYf`Hfc`W`bi`b[`ga`U»`bU\`a`Yb`c`XYf`Yhk`U][`Y
5Vf]ggY`bc`W\`Ui`gghY`h`K`UggYf`\`Uh`g]W\`[`fc`»`Z`Å`W][`]b`XYb`GUi`bU!
@ci`b[`Yb`j`YfhY]`hž`k`Ug`X]Y`G]hi`Uh]cb`k`Y]hYf`_`ca`d`n]Yfh`l`a`X]Y
@U[`Y`ni`Yb`hgd`Ubb`Yb`ž`k`i`fXYb`VYfY]hg`5i`Zh`f`Å[`Y`Z`Øf
5VVfi`W\`UfVY]hYb`ž`<Y]ni`b[`g]bghU`Uh]cb`Yb`i`bX`9ghf]W\`j`Yf`Y[`i`b[`
YfhY]`h`"

:`]b`Ub`n]Y`Y`Y`:`c`[`Yb`

8]Y`Z]b`Ub`n]Y`Y`Yb`?`cbgYei`YbnYb`X]Y`gYf`GW\`AXYb`g]bX`Z`Øf`X]Y`GhUXh

b]W\h'i bYf\YV`W"8]Y`GhUXh`_Ubb`U`_hi Y``_Y]bY`Dfc[bcgY`ni f
 K]YXYfYfÒZbi b[`XYf`GUI bU`UV[YVYbž`i bX`9]bbU\`a Yj Yf`i ghY
 a ØggYb`Ui g`Y][YbYf`?UggY`[YXYW`h`k YfXYb``K]Y`X]Y`
GØXXYi hgW\Y`VYf]W\hYhž`k]fX`j cfUi gg]W\h`]W`Y]bY
 ; YVÀi XYj Yfg]W\Yfi b[`ZØf`X]Y`GW`ÀXYb`Ui Z`_ca a Ybž`UVYf`XUg
 hUhg`W\`]W`Y`5i ga U»`i bX`X]Y`?cghYb`a ØggYb`Yfgh`bcW
 Y]b[Y[fYbnh`k YfXYb`"

æ `FU\`a Yb`XYf`GUb]Yfi b[gVYa Ø\i b[Yb`k]fX`Y]bY`i a ZUggYbXY
 l bhYfghØhni b[`Xi fW`XYb`6i bX`Ub[YVchYb``æ `FU\`a Yb`XYg
 6i bXYgdFc[fUa a g` GUb]Yfi b[`_ca a i bU`Yf`9]bf]W\hi b[Yb`]b
 XYb`6YfY]W\Yb`Gdcfhž`š [YbX`i bX`?i`hi f`ghY\Yb`ZØf`&\$&'
]a a Yf\]b`(\$\$`A]``cbYb`9i fc`ni f`JYfZØ[i b[``8]YgY`æ]h]Uhj`Y`gc``
 XUni`VY]hfU[Ybž`XYb`GUb]Yfi b[gghUi`ni`VYgY]h][Yb`i bX`X]Y
 9bYf[]YYZ]n]Ybn`]b`_ca a i bU`Yb`9]bf]W\hi b[Yb`ni`ghY][Yfbž`k]Y
]b`Y]bYf`DfYggYa]hY]i b[`j cb`**6A K G6`**VYgW\f]YVYb`k]fX`"

æg[YgUa h`V`Y]Vh`ni`cZYbž`XUgg`X]Y`GhUXh`GhUfbVYf[`VU`X`Y]bY
 @Øgi b[`Z]bXYb`_Ubbž`i a `X]Y`GUI bU`k]YXYf`ni [Àb[`]W\`ni
 a UW\Yb``8]Y`6Øf[Yf]bbYb`i bX`6Øf[Yf`g]bX`Ui Z[i hY`BUW\f]W\hYb
 [YgdUbbh`i bX`\cZYb`Ui Z`Y]bY`VU`X][Y`K]YXYfYfÒZbi b["

8YhU]`g	
C fh	GhUfbVYf[ž`8Yi hgW\`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "a Yf`_i f"XY • k k k "gi YXXYi hgW\Y"XY • k k k "Va k gV"Vi bX"XY

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