

I [UbXU'gWÅ]W_h'Hfi ddYb']b'XYb
GØXgi XUb.' =gh'XYf'6Øf[Yf_f]Y['ni fØW_3

I [UbXU'YbhgYbXYh'Hfi ddYb']b'XYb'GØXgi XUb'ni f'G]WÅYfi b[
‡ VU'Ua]X'k UWÅgYbXYb'GdUbbi b[Yb'nk]gWÅYb'DfÅg]XYbh
?]]f'i bX'A UWÅUf"

B Ug]fž'GØXgi XUb'!'8]Y'U_hi Y''Yb'GdUbbi b[Yb']a 'GØXgi XUb
UVYb'ni f'9bhgYbXi b['j cb'i [UbX]gWÅYb'Hfi ddYb'[YZØ\fhž'i a
X]Y'G]WÅYf\Y]h]b'XYf'<Ui dhghUXh‡ VU'ni '[Yk Å\ f'Y]ghYb"'8]Yg
VYf]WÅhYh'5`>UnYYFU"'8Yf'i [UbX]gWÅY'A]'hÅfWÅYZA i \ccn]
?U]bYfi [UVU'VYghÅh][hY'X]YgY'A U»bU\ a Y'i bX'VYhc bhYž'XUgg
I [UbXU'DfÅg]XYbh'GU'j U'?]]f'UbYf_Ybbh'i bX'j cf'a Ø[']WÅYb
?cbgYei YbnYb'ZØf'5b[f]ZY'Ui Z']\b'k Ufbh'"?cb_fYhY
=bZcfa Uh]cbYb'ØVYf'X]Y'8Ui Yf'XYg'9]bgUhnYg'cXYf'X]Y'; fØbXY'ZØf
X]Y'I bhYfghØhni b['j cb'?]]f'k i fXYb'YXcWÅ'ib]WÅh'VY_Ubbh
[Y[YVYb"

8]Y'G]hi Uh]cb']a 'GØXgi XUb']gh'Ub[YgdUbbhž'XU'Yg']b'XYb''YhnhYb
HU[Yb'ni 'gdcfUX]gWÅYb'?Åa dZYb'_Ua ž'X]Y'X]Y'FØW__Y\ f'j cb'?]]f
i bX'gY]bYa 'F]j U'Yb'F]Y'_A UWÅUf']b'XYb'?cbZ]_h'[YZÅ\ fXYb
_ØbbhYb"'5bU'mghYb'k UfbYb'j cf'Y]bYf'a Ø[']WÅYb'K]YXYfVY'YVi b[
XYg'6Øf[Yf_f]Y[gž'XYf'&\$%' 'Ui gVfUWÅ"' =b'XYf'bcfXØgh]WÅYb'GhUXh
B Ug]f'g]bX'VY]'?Åa dZYb'nk]gWÅYb'XYf'gØXgi XUbYg]gWÅYb'5fa YY
i bX'XYf'K \]hY'5fa m'A]'n'8i hnYbXY'Gc'XUhYb'i bX'Y]b'; YbYfU'
[YZU''Yb"

<]ghc f]gWÅYf'? c b hYI h

8Yf'GØXgi XUbž'XYf'&\$%%'gY]bY'I bUV\Åb[][_Y]h'bUWÅ
'U\ fY'Ub[Ya ' ?cbZ]_h'Yf'Ub[hYž'Y]XYh'i bhYf'Y]bYf'XYgc`UhYb
=bZfUghfi _hi f'i bX'Y]bYa 'h]YZb'6]'Xi b[gXYZ]n]h"'8Yf'6Øf[Yf_f]Y[

ja`Gi XUb`U`hY]bY`i a Ub]hÅfY`?f]gY`ja`GØXgi XUb`j Yfi fgUWk hž
j cb`XYf`ØVYf`) \$\$\$\$`A YbgWYb`VYhfcZZYb`g]bXž`X]Y`Ui g`XYa
BcfXYb`[YZc`Yb`g]bX`"5_hi Y`g]bX`) \$i`XYf`6Yj`Ø`_Yfi b`[`ja
GØXgi XUb`U`i hij cb`<i b[Yf`VYXfc`hž`k Ug`X]Y`VYfY]hg
Ub[YgdUbbhY`@U[Y`k Y]hYf`j YfgW`ÅfZn`"8Yf`l B<7F`dfc[bcgh]n]Yfhž
XUgg`V]g`&\$&(`ØVYf`(`A`j`cbYb`A YbgWYb`j Yfhf]YVYb`gY]b
_ØbbhYbž`XUfi bhYf`&`A`j`cbYb`6]bbYbZØW`h]b[Y`"

≠bYf`U`V`XYg`GØXgi XUb`[]Vh`Yg`Ui Z[fi bX`j cb`i b[`Y]WYf
A UW`hj YfhY]i b[`i bX`Yh`b]gWYb`GdUbbi b[Yb`k Y]hYf`b]b]bhYfbY
?cbZ]_hY`"8Ug`: f]YXYbgUV`_ca`a Yb`j cb`&\$%, ž`XUg`X]Y`; fi bX`U[Y
ZØf`Y]bY`F`Y[]Yfi b[`bUW`XYa`Df]bn]d`XYf`A UW`hY]i b[`V]`XYhYž
k i fXY`_Ui a`i a [YgYhnh`"C`V`k`c`gY]h`&\$%, `X]Y`?`Åa`dZY
ni fØW`[Y[Ub[Yb`g]bXž`[]Vh`Yg`k Y]hYf`b]b]b]bhYfbY`i bX`Y]bY
Ni bU`a`Y`XYg`A]gghfUi Ybg`[Y[YbØVYf`XYa`GhUUh`"

≠bhYfbUh]cbU`Y`F`YU`_h]cbYb`i bX
: f]YXYbga]gg]cbYb

8]Y`J`YfY]bhYb`B`Uh]cbYb`fi ZYb`U`Y`5`_hYi fY`XUni`Ui`Zž;`Yk`U`h`ni
j`Yfa`Y]XYb`i bX`GdUbbi b[Yb`Xi`fW`"8]U`c[`ni`"ØgYb`"8]Y
]bhYfbUh]cbU`Y`;`Ya`Y]bgW`UZh`U`h`X]Y`l`B!`: f]YXYbga]gg]cb`ja
GØXgi XUb`j Yfgh`Åf`_hž`i a`X]Y`N]j`j`VYj`Ø`_Yfi b[`ni`gW`Ø`hnYb`"8]YgY
A]gg]cbž`l`BA`≠Gž`k`i fXY`bUW`XYf`l`bUV`Å`b[][_Y]h`XYg`GØXgi XUb
]a`ž`]`&\$%%`Y]b[Yf]W`hY`hž`i a`: f]YXYb`i bX`G]W`Yf`Y]h`ni`ZØf`XYfbž
`U`h`Y`XcW`VY[fYb`nhYb`9]bZi`gg]b`Y]bYa`j`cb`;`Yk`U`h`[Ydf`Å[hYb
l`a`ZY`X`"

8]Y`i a Ub]hÅfYb`<]Zg]YZYfi b[Yb`k YfXYb`Xi`fW`?`cffi`dh]cb`Ui`Z
`ØW`ghYf`9VYbY`VY`b]bX`Yfhž`i bX`XUg`<Ui`dhY]b`_ca`a Yb`XYf`9`hY
_ca`a`h`Ui`g`XYf`9fX`Ø`ZØf`XYfi b[ž`X]Y`Xi`fW`XYb`6Øf[Yf`_f]Y[`ja
Gi XUb`V`c`W`_Yfh`gh`": f]YXYbgj`Yf`U`bX`i b[Yb`k`i`fXYb`Zc`fh[YgYhnhž
`Y`XcW`V`]YVYb`[Y`Y]a`Y`;`Ygd`f`Å`W`Y`nk`]gW`Yb`?`]]f`i bX`A`UW`Uf
V]g`Y`f`Yf`Zc`[`cg`"8]Y`l`G5`i bX`X]Y`l`B`Xf`Å`b[Yb`Ui`Z`X]Y`l`a`gY`mi`b[
XYf`F`Y`Zc`fa`Yb`XYg`: f]YXYbgUV`_ca`a`Ybg`j`cb`&\$%,`ž`i`a`Y]bY
ghUV]`Y`;`fi bX`U[Y`ZØf`ni`_Øb`Zh][Y`J`Yf`U`bX`i b[Yb`ni`gW`UZYb`"

5b[Yg]W`hg`XYf`fØW`_Ui`ZYb`XYb`?`cbZ]_hY`i bX`XYf`ghY][Yb`XYb

\i a Ub]hÅfYb`Bch`U[Y`VYghY\`h`Xf]b[YbXYf`<UbX`i b[gVYXUfZ`i a
 X]Y`@U[Y`]a`GØXgi XUb`ni`ghUV)`]g]YfYb"8]Y`U_hi Y`Yb
 9bhk]W_`i b[Yb`nY][Ybž`XUgg`YI hYfbY`a`]]hÅf]gWXY`9]bgÅhnY`i bX
 Zf]YXYbgg]WXYfbXY`A U» bU\`a Yb`k Y]hYf\`b`fY`Yj Ubh`g]bXž`i a`Y]bY
 9g_U`Uh]cb`XYf`; Yk U`hini`j Yf\`]bXYfb"

8YhU]`g	
J c f Z U ``	6Øf[Yf_f]Y[
I f g U W X Y	dc`]h]gWXY`GdUbbi b[Ybž`ZY\`YbXY I bhYfghØhni b[
C fh	B Ug]fž`GØXgi XUb
: YghbU\`a Yb	&
E i Y`Yb	<ul style="list-style-type: none"> • k k k "U`^UnYYfU"WŁa • k k k "VdV"XY • g]WXYf\`Y]hgd c`]h]_ "VdV"XY

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