

: f]gW\ Yf':]gW\ 'dYfZY_h'ni VYfY]hYb. 'H]ddg
j ca '6fYa Yf\Uj YbYf'9I dYfhYb °

F U`Z<Ufa g'[]Vh'H]ddg'ni f':]gW\ni VYfY]hi b['ja
:]gW_cW\ghi X]c'6fYa Yf\Uj Yb""9fZU\ fYb'G]Y'a Y\ f'ØVYf
Zf]gW\Yb':]gW\ 'i bX'BUW\U'h][_Y]h"



6fYa Yf\Uj Ybž'8Yi hgW\`UbX'!'8]Y'Ni VYfY]hi b['j cb':]gW\ 'jgh
Y]bY'?i bghž'X]Y'j]Y'Y'5gdY_hY'i a ZUgghž'j cb'XYf'5i gk U\`V]g'\]b
ni f'@U[Yfi b["F U`Z<Ufa gž'?ØW\Yba Y]ghYf'i bX'@Y]hYf'XYg
:]gW_cW\ghi X]cg'6fYa Yf\Uj Ybž[]Vh'k Yfhj c`Y'H]ddg'ni f
dYfZY_hYb':]gW\ni VYfY]hi b[""9f'Ya dZ]Y\`hž'Zf]gW\Yb':]gW\ 'bUW
XYa ' ?Ui ZUi g'XYf'J YfdUW_i b['ni 'bY\`a Yb'i bX'Ui ZY]b'G]YV'ni a
5Vhfc dZYb'ni "Y[Yb""8Ufi bhYf'gc`hY'Y]bY'GW\U'Y'd`Um]Yfh'k YfXYbž
i a 'ØVYfgW\Øgg][Yg'K UggYf'Ui Zni ZUb[Yb""Ni XYa ']gh'Yg'k]W\h][ž
XYb':]gW\ 'a]h': c`Y'UVni XYW_Yb'i bX'a]h'9]gk ØfZY`b'ni 'VY'Y[Ybž
VYj cf'Yf'ja ' ?Ø\`gW\ fUb'_VY]'\$`V]g'&'; fUX'[Y`U[Yfh'k]fX"
; YZfcfYbYf':]gW\ 'gc`hY'Y]bYb'HU['j cf\Yf'Ui g'XYa 'H]YZ_Ø\`ZUW
[Ybca a Yb'k YfXYb'i bX'c\`bY'9]gk ØfZY`'[Y`U[Yfh'k YfXYbž'VYhcbh
<Ufa g"K YgYf!?! f]Yf

: Øf`X]Y`Ni VYfY]hi b[`fÅh`<Ufa g`XUni ž`XYb` :]gW`b]W`h`i bhYf
Z]Y»YbXYa `K UggYf`ni `U`hYbž`gcbXYfb`]`b`j`cfg]W`h][`a`]h
?ØW`YbdUd]Yf`UVni hi dZYb`"8UVY]`gc`hY`a Ub`Ui Z`X]Y`E`i`U`]hÅh`XYg
:]gW`g`UW`hYb.`9a`dZY`Y`Ybgk`YfhY`Gc`fhYb`j`YfZØ[Yb`ØVYf`XUg
; ØhYg]Y[Y`A`G7`fbUW`U`h][Yf`K`]`XZUb[Ě`cXYf`5G7
f] YfUbhk`cfhi`b[gVYk`i`gghY`Ni`W`h`" `a`a`Yf\]b`ghUa`a`Yb`ØVYf`*`\$
DfcnYbh`XYf` :]gW`UfhYb`ž`A`i`gW`Y`b`i`bX`A`YYfYgZfØW`hY`Ui`g
5ei`U`_i`hi`fYb`" `b`gY]bYa` `?`cW`ghi`X]c`j`YfUfVY]hYh`<Ufa`g`\`Åi`Z[
:]gW`UfhYb`k`]Y`F`chVUfgW`ž`GW`c`Y`i`bX`<Yf]b["`5`_hi`Y`Y`HfYbXg`]b
XYf` :]gW`_ØW`Y`nY][Yb`ni`XYa`Y]b`b`hYfYggY`Ub`A`U]gW`c`Y`i`bX
?fUVVYbž`X]Y`Y`XcW`Ui`Z[fi`bX`]`fYf`?`cghYb`gY`hYbYf`Ui`Z`XYb
H]gW`Yb`Ub`XYb`"

B UW` \ U`h][_Y]h`VY]a` :]gW` _Ui`Z`

8]Y`5i`gk`U`\`j`cb` :]gW`gc`hY`b]W`h`bi`f`bUW`XYf`5fh`XYg` :]gW`Ygž
gcbXYfb`Ui`W`i`bhYf`6YfØW_g]W`h][i`b[`Ö`_c`c`[]gW`Yf
B UW` \ U`h][_Y]h`YfZc`[Yb`" @Ui`h`XYf`J`YfVfUi`W`YfnYbhfU`Y`gW`Ømh
XYf`?`Ui`Z`j`cb` :]gW`Ui`g`bUW` \ U`h][`VYk`]fhgW`UZhYhYf` :]gW`YfY]`XUg
²`_cgmgH`Ya`XYf`A`YYfY`i`bX`g]W`Yfh`X]Y` :]gW`VYghÅ`bXY`Ui`Z`Ub[Y
G]W`h`5`_hi`Y`g]bX`" (`DfcnYbh`XYf`[`cVU`Yb` :]gW`VYghÅ`bXY`U`g
ØVYfZ]gW`h`Y]b[Yghi`Zhž`i`bX`bi`f`gYW`g`DfcnYbh`VYZ]bXYb`g]W`]b
Y]bYa` [Ygi`bXYb`Ni`ghUbX`"8]YgY`9bhk`]W`_i`b[Yb`g]bX
U`Ufa`]YfYbXž`XU`gY]h`%-`-`)`X]Y`A`Yb[Y`Ub`k`Y`hk`Y]h[YZUb[YbYa
K`]XZ]gW`_`cb]bi`]Yf`]W`UVb]a`a`h`5i`W`X]Y` : Ub[a`Yh`cXYb
gd]Y`Yb`Y]bY`Yb`hgW`Y]XYbXY`F`c`Y`ZØf`X]Y`B`UW` \ U`h][_Y]hž`XU`X]YgY
cZh`gW`ÅX`]W`Y`5i`gk`]f`_i`b[Yb`Ui`Z`X]Y`6YghÅ`bXY`\`UVYb
_`ÖbbYb`"J`Y`f`V`f`U`i`W`Y`f`n`Y`b`h`f`U`Y`

b`8`Yi`hgW`UbX`g]bX`Zf]gW`Y` :]gW`Y`i`bX` :]gW`dfcXi`_`hY`[YgYhn`]W`
j`YfdZ]W`hYhž`[Y`_YbbnY]W`bYh`ni`k`YfXYbž`Y]bgW`Y]Y»`]W`
b`Zc`fa`Uh]cbYb`ØVYf`X]Y` :]gW`Ufhž`XUg` : Ub[[YV]Yhi`bX`X]Y
: Ub[a`Yh`cXY`"8]YgY`HfUbgdUfYbn]gh`YggYbn]Y`ž`i`a`VYk`i`gghY
9bhgW`Y]Xi`b[Yb`hfYZZYb`ni`_`ÖbbYb`"

; `cVU`Y`<YfUi`gZcfXYfi`b[Yb`i`bX`@Øgi`b[Yb

9]b`[`cVU`Yf`6`]W`_`Ui`Z`X]Y` :]gW`YfY]`nY][h`Ui`W`X]Y

<YfUi gZcfXYfi b[Yb`Xi fW`X]Y', VYfZ]gW`i b[`]b`j YfgW`]YXYbYb
 FY[]cbYbžk]Y`VY]gd]Y`gk Y]gY`j cf`XYf`?ØghY`A Ui fYhUb]Ybg"
 8]YgYg; YV]Yh`[Y\`Öfh`ni `XYb`Z]gW`fY]W`ghYb`A YfYgUfYU`Yb`XYf
 K Y`h`i bX`]gh`YbhgW`Y]XYbX`ZØf`X]Y`B U\`fi b[ga`]hhY`j Yfgcf[i b[
 K YghUZf]_Ug"5`YfX]b[g`Xfc`h`X]Y', VYfZ]gW`i b[`Xi fW`ghY][YbXY
 : Ub[nU\`Ybžk Ug`k Y]hfY]W`YbXY`bY[Uh]j Y': c`[Yb`Ui ZX]Y
 K]fhgW`UZhi`bX`XUg`² _cgmghYa `U`h`A Ui fYhUb]Yb`UfVY]hYh`Ub
 D`AbYb`ni f`bUW`U`h][Yb`6Yk]fhgW`UZhi b[`XYf':]gW`VYgh`AbXYž
 i bhYfghØhnh`j cb`]bhYfbUh]cbU`Yb`DUf`hbYfb"6A N

8]YgY`D`AbY`i a ZUggYb`X]Y`FY[i`]Yfi b[`]cb': Ub[a Yh`cXYbž
 : Ub[nY]hYb`i bX': Ub[a Yb[Yb`"9g`k i fXY`Y]b`a cXYfbYg
 :]gW`YfY]ØVYfk UW`i b[ggmghYa `Y]b[Yf]W`hYhž`XUg`F UXUf`i bX
 GUhY``]hYbhYW`bc`c[]Y`bi hnhž`i a `XYb`GW`]Zgj Yf_Y`f`ni
 _cbhfc``]YfYb`i bX`j`Y[U`Y':]gW`YfY]`ni `VYghfUZYb`"8Ua`]h`k]fX`Y]b
 k]W`h][Yf`GW`f]hh`]b`F]W`hi b[`bUW`U`h][Yf':]gW`YfY][Y`Y]ghYhž
 k Ug`Ui W`UbXYfY`@AbXYf`ni f`BUW`U`a i b[`UbYf[Yb`_ÖbbhY"

8YhU]`g	
C fh	6fYa Yf\Uj Ybž`8Yi hgW`U`bX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "k YgYf!_i f]Yf"XY • k k k "j YfVfUi W`YfnYbhfU`Y"XY • k k k "Va n"XY

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