

I bYf_`Àf`]W\ Y `@ÒW\ Yf`]a `@U]W\]b[Yf
A Uf_hd`Uhn` `K Ug`ghYW_h`XU\]bhYf3

9]b`@YgYf`VYf]W\ hYh`j cb`a mghYf]ÒgYb`@ÒW\ Yfb`]a `@U]W\]b[Yf
A Uf_hd`Uhn`"8]Y`GhUXh`i bhYfgi W\ h`X]Y`I fgUW\ Yb`i bX
a Ò[`]W\ Y ` \]ghcf]gW\ Y` : i bXUa YbhY"



@U]W\]b[Ybž`8Yi hgW\ `UbX`!`9]b`J cfZU``Ui Z`XYa `@U]W\]b[Yf
A Uf_hd`Uhn`\Uh`ZØf`J Yfk]ffi b[`i bX`6Ygcf[b]g[Ygcf[h`9]b`@YgYf
XYf`GW\ k `ÀV]gW\ Yb`NY]hi b[`VYf]W\ hYh`Ubcbma `j cb`Y]bYa
i bYfk UfhYhYb`9fY][b]g.`9]b`GhY]b`ÒghY`g]W\ `d`Òhn`]W\ `Ui g`XYa
6cXYb`i bX`Z]Y`]b`X]Y`H]YZY``8UVY]`ghY`hY`XYf`@YgYf`ZYghž`XUgg`Ub
XYfgY`VYb`GhY`Y`gd`ÀhYf`ZØbZ`_fY]gfi bXY`@ÒW\ Yf`g]W\ hVUf`k i fXYbž
X]Y`g]W\ `ZcfhUb`k Y]hYf`j Yfa Y`fhYb"

8]YgY`@ÒW\ Yf`g]bX`Ui gVYhcb]Yfhi bX`\UVYb`Y]bYb`8i fW\ a YggYf
j cb`Yhk U`&\$`NYbh]a YhYfb`"A ca YbhUb`g]bX`g]Y`dfcj]gcf]gW\ `a]h
<c`nVfYhhYfb`i bX`U`hYb`GhfU» YbgW\]`XYfb`UV[YXYW_h"
6Ui a Ua hg`Y]hYf`F cV]b`A Yb`c`n`\Uh`X]Y`G]hi Uh]cb`VYfY]hg`ni f
?Ybbhb]g[Ybca a Yb`i bX`Yf_`Àfhž`XUgg`X]Y`GhUXh`]bhYfb`X]Y

I fgUW\Yb`XYf`@OW\Yf`i bhYfgi W\h"9f`j Yfa i hYhž`XUgg`Yg`g]W\`
a Ò[`]W\Yfk Y]gY`i a `: i bXUa YbhY`\UbXY`hž`X]Y`ni `Y]bYa `DUj]`cb
[Y\ÖfYbž`XYf`j cf`ØVYf`&\$`š\`fYb`Ub`X]YgYa `C fh`ghUbX" `?cb`fYhY
≠Zcfa Uh]cbYb`ni `X]YgYa `Y\Ya U`][Yb`DUj]`cb`i bX`XYggYb
6Yg]hYf`g]bX`YXcW\`XYfnY]h`b]W\h`j YfZØ[VUf"

B c hXØfZh][Y`J Yfg]Y[Y`i b[Yb

5a `HU[`bUW\`XYa `J cfZU`k i fXYb`X]Y`@OW\Yf`k]YXYf`bchXØfZh][
j Yfg]Y[Y`h`A Yb`c`n`_ØbX][hY`Ubž`XUgg`X]Y`GhUXh`g]W\`a Y`XYb
k YfXYž`gcVU`X`[YbUi YfY`≠Zcfa Uh]cbYb`j cf`]Y[Yb`"6`Y]Vh`ni
\cZYbž`XUgg`X]Yg`b]W\h`X]Y`Y]bn][Y`DfcV`Ya Uh]_`]ghž`XYbb`Yg`V`Y]Vh
i b`_Ufž`cV`g]W\`]a `6cXYb`XYg`A Uf`_hd`UhnYg`bcW\`k Y]hYfY`@OW\Yf`
VYZ]bXYb"

@U]W\]b[Ybž`[Y`Y[Yb`]a `5`V!8cbUi`!`?fY]g`]b`6UXYb`!K ØfhhYa VYf[ž
\Uh`fi bX`%`%) \$\$`9]bk c\bYf`i bX`Y]bY`:`\ÅW\Y`j cb`WU`"+\$`_a `#`8]Y
GhUXh`k i fXY`j Yfa i h]W\`]a `)`"š\`f\`i bXYfh`Xi fW\`XYb
5`Ya UbbYb`\Äi dh]b[`@U]W\c`[Y[fØbXYhi bX`\UhY`Y]bY
]bhYfYggUbhY`; YgW\]W\hY`"Gc`Vch`?U]gYf`?Uf``≡`"XYf`GhUXh`VYfY]hg
%`*` `GhUXhfYW\hY`Ubž`X]Y`YXcW\`j cb`XYb`9]bk c\bYfb`UV[Y`Y\bh
k i fXYbž`XU`g]Y`_Y]bY`GhUXh`a Ui Yf`VUi Yb`k c`hYb`"@Yfb!`i bX
9bhZU`hi b[ga Ò[`]W\`_Y]hYb`V]YhYh`@U]W\]b[Yb`Xi fW\`]fY
j]Y`ZÄ`h][Yb`?`i`hi`f!`i`bX`GdcfhY]bf]W\hi b[Yb"

GY\Ybgk ØfX][_Y]hYb`i bX`J YfY]bg`YVYb

I bhYf`XYb`GY\Ybgk ØfX][_Y]hYb`]b`@U]W\]b[Yb`Z]bXYb`g]W\`X]Y`Gh`
5`VUbg`?]fW\Yž`X]Y`@YVZfUi Yb`_]fW\Y`]b`A UW\hc`g\Y]a `gcck]Y`XUg
<Y]a Uh!`i bX`K YVYfY]a i gYi a `i bX`XUg`<Ö\`Yb`_i bX`]W\Y
A i gYi a `5i W\`Y]b`U`_hj`Yg`J YfY]bg`YVYb`dfÄ[h`X]Y`GhUXh`i bX
ZØfXYfh`X]Y`:`fY]nY]h[YghU`hi b[`]\fYf`6Øf[Yf"

8]Y`9bhk]W\`i b[`j cb`GhÅXhYb`]b`8Yi hgW\`UbX`]gh`ØVYf
š\`f\`i bXYfhY`\]bk Y[`Y]b`gdUbbYbXYg`H\Ya U`"8]Y`a Y]ghYb
GhUXh[fØbXi b[Yb`ZUbXYb`]a `A]hY`U`hYf`ghUhž`k Å\`fYbX`X]Y
; fi bX`U[Yb`j cb`GhÅXhYb`cZi]b`XYf`NY]h`XYf`F`Öa Yf[Y`Y[h
k i fXYb`"æ`6UfcW\`k i fXYb`j]Y`Y`F`Yg]XYbnghÅXhY`Ub[Y`Y[hž`X]Y

Ui Wk \Yi hY 'bcWk 'HY]'XYf'XYi hgWk Yb 'GhUXh'UbXgWk UZh'g]bX" '8]Y
 <]ghcf]Y'i a ZUggh'Y]bY'J]Y'ZU'h'Ub'i fVUbYb'9bhk]W_ 'i b[Ybž
 Ub[YZUb[Yb'VY]'XYf'_ 'UfYb'Ghfi _hi f'XYf'f0a]gWk Yb'GhÅXhY'V]g'\]b
 ni 'XYb'cZhi b[Yd'UbhYb'GhÅXhYb'XYg' ðXi ghf]YnY]hU'hYfgž'X]Y'g]Wk
]b'XYf'BÅ\Y'bYi Yf': UVf]_Yb'cXYf'6Yf[k Yf_Y'Ub]YXY'hYb"

ð'5bVYhfUWk h'X]YgYf'[YgWk]Wk h]Wk Yb '<]bhYf[f0bXY']gh'X]Y
 U_hi Y''Y'G]hi Uh]cb'Ui Z'XYa '@U]Wk]b[Yf'A Uf_hd'Uhn'b]Wk h'bi f'Y]b
 'c_U'Yg'9fY][b]gž'gcbXYfb'Ui Wk 'Y]b'9f]bbYfi b['Ub'X]Y'h]YZ
 j Yfk i fnY'hY'; YgWk]Wk hY'i fVUbYf'Ghfi _hi fYb']b'XYf'F Y[]cb"'8]Y
 60f[Yf'@U]Wk]b[Ybg'X0fZYb'bi b[YgdUbbh'XUfUi Z'k UfhYbž'k Y'Wk Y
 9f_Ybbhb]ggY'X]Y'GhUXh] Yfk U'hi b['Yi hfU'ni f'5i Z_Àfi b['X]YgYb
 J cfZU`g'a]hY]'Yb'k]fX"

: 0f'k Y]hYfY' ðZcfa Uh]cbYb'0VYf'X]Y'; YgWk Y\ b]ggY'Ui Z'XYa
 A Uf_hd'Uhn'gck]Y'ni f'GhUXh[YgWk]Wk hYž_0bbYb'G]Y'X]Y'6Yf]Wk hY
 XYf'GWk k ÅV]gWk Yb'NY]hi b['i bX'XYb'A Uf_hd'Uhn'@U]Wk]b[Yb
 VYgi Wk Yb'i bX'Ui Z'X]Y'i a ZUggYbXYb
 GhUXhYbhk]W_ 'i b[g[YgWk]Wk hYb'Ui Z'8]YfW_Y'ni f0W_[fY]ZYb"

8YhU]`g	
J cfZU`	J YfgWk a i hni b[
I fgUWk Y	: i bXUa YbhY'j cb'Y]bYa 'DUj]`cb
C fh	@U]Wk]b[Ybž'8Yi hgWk 'UbX
E i Y''Yb	<ul style="list-style-type: none"> • k k k "gWk k UYV]gWk Y"XY • k k k "a Uf_hd'Uhn!'U]Wk]b[Yb"XY • X]YfW_Y"XY

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