

: fØ\`]b[gYfk UWÅ Yb. '8Yf'a U[]gWÅ Y'8i Zh
j cb`Zf]gWÅ '[Ya Å\hYa `; fUg°

9fZU\ fYb`G]Yžk Ufi a `XYf'8i Zhj cb`Zf]gWÅ '[Ya Å\hYa `; fUg
b]WÅ h'bi f`Y]b': fØ\`]b[g[Ybi ggž'gcbXYfb`Ui WÅ`Y]b`NY]WÅ Yb
ZØf`F UgYbk UWÅ ghi a `]gh"

9g`[]Vh`_Y]bYb`gdYn]Z]gWÅ Yb`C fh`cXYf`5XfYggY`ja `HYI h"!
8Yf': fØ\`]b[`]ghink Y]ZY`cg`X]Y`<cWÅ gU]gcb`ZØf`F UgYba Å\Yfžk Ybb
X]Y'; ÅfhYb`k]YXYf`YfV`Ø\Yb`i bX`XYf'8i Zhj cb`Zf]gWÅ '[Ya Å\hYa
; fUg`X]Y`@ Zh`YfZØ`h"@Ui hY]bYa `U_hi Y`Yb`6Yf]WÅ h]j cb': **cW`g**
[Y\Øfh`X]YgYf'8i Zh`ni `XYb`VY`]YVhYghYb': fØ\`]b[g[YfØWÅ Yb`]b
I a ZfU[Yb`"8Ug`5fca Už`XUg`Yb hghY\hž`k Ybb`Åb[YfYg'; fUg
[YgWÅ b]hhYb`k]fXž`]gh'a Y\`f`U`g`bi f`Y]b`Ub[YbY\`a Yg`9f`YVb]g/Yg
]gh`XUg`9f[YVb]g`Åh\Yf]gWÅ Yf`²`Yž`X]Y`VY]a `A Å\Yb`ZfY][YgYhnh
k YfXYb"

8]YgY`8i ZhghcZY`VYghY\Yb`Ui g`ZØWÅ h][Yb`cf[Ub]gWÅ Yb
J YfV]bXi b[Yb`i bX`X]YbYb`b]WÅ h'bi f`XYa `K c\`VYZ]bXYbž`gcbXYfb
Ui WÅ`U`g`GWÅ i hna YWÅ Ub]ga i g"G]Y`Y`ZYbž`ægY`_hYb`i bX
GWÅ ÅX`]b[Y`UVni k Y\`fYb`i bX`Yf\`Ø\Yb`X]Y`GhcZk YWÅ gY`U`_h]]hÅh
XYg`F UgYbgž`k Ug`ni `Y]bYa `gWÅ bY`YfYb`K UWÅ ghi a `ZØ`fhž
j cfUi g[YgYhnhž`Yg`[]Vh`Ui gfY]WÅ YbX`GcbbYb`]WÅ h'i bX`K UggYf"
Ni gÅh`]WÅ` \UVYb`X]Y`Åh\Yf]gWÅ Yb`²`Y`Ubh]VU`_hYf]Y`Y`i bX
Ub]ja]_fcV]Y`Y`9][YbgWÅ UZhYbž`X]Y'; fUg`_fUb`_Y]hYb`j Yf\]bXYfb"

8Yf`9]bZ`i gg`Ui Z`X]Y`Gh]a a i b[

Ghi X]Yb`VY`Y[Yb`X]Y`dcg]h]j Yb`5i gk]f`_i b[Yb`XYg; Yfi WÅ g]j cb
Zf]gWÅ '[Ya Å\hYa `; fUg`Ui Z`X]Y`a YbgWÅ`]WÅ Y`DgmWÅ Y`"9]bY
I bhYfgi WÅ i b[`Ui g`XYa `]X\`f`&\$\$`nY][hž`XUgg`X]YgYf'8i Zh`X]Y
5`d\`U!K Y`Y`b`]a `; Y\]fb`Yf\`Ø\`hi bX`gca]h`YbhgdUbbYbX`k]f`_h"

HY]`bY\`a Yf`VYf]W`hYhYb`j cb`Y]bYa` [YghY][YfhYb`K c\`VYZ]bXYb
i bX`fYXi n]YfhYb`GhfYgggma dhca Yb``5i W\`Y]bY`Ghi X]Y`Ui g`&\$%)
VYgh`h][hž`XUgg`X]YgYf`8i Zh`ni`XYb`Ua` \`Ai Z][ghYb`[YbUbbhYb
dcg]hj Yb`8ØZhYb`[Y\`Øfhi bX`VYfi` \][YbXY`9ZZY`_hY`UH"

9g`]gh`YXcW`VYa Yf`_Ybgk Yfhž`XUgg`A`À\`fcVchYf`]b`XYf`a`cXYfbYb
F UgYbdZY[Y`XUni`ZØ\`fYbž`XUgg`k`]f`X]Y`]bhYbgj Yb`8ØZhY`XYg
; fUgYg`k`Yb][Yf`k`U\`fbY\`a`Yb``8]YgY`A`UgW`]bYb`gW`bY]XYb`XUg
; fUg`\`Ai Z][`bi`f`c`VYfZ`ÀW`]W`ž`k`Ug`X]Y`DfcXi`_]cb`j`cb
8i Zh`hc`ZZYb`j`Yff]b`[Yfh``@Ub`[Zf]gh][YfYg`K`UW`gYb`XYg`; fUgYg`i`bX
k`Yb][Yf`\`Ai Z][Yg`A`À\`Yb`ZØfXYfb`\]b`[Y`[Yb`X]Y`5V[UVY`XYf
k`c\`hi`YbXYb`5fca`Yb"

ÿ h\ Yf]gW`Y`²` `Y`i` bX`]\`fY`5bk`YbXi`b`[Yb

8]Y`:`Ugn]bUh]cb`ZØf`XYb`8i Zh`Zf]gW`[Ya`À\`hYb`; fUgYg`\`Uh`Ui`W
ni`f`9b`hk`]W`_i`b`[`XYg`8i Zh`Ø`g`:`fYg`\`7i`hi`; fUgg`[YZØ\`fhž`XUg`Ui`g
bUhØf`]W`Yb`b`U`hgghc`ZZYb`i`bX`Àh\`Yf]gW`Yb`²` `Yb`\`Yf`[YghY``h`k`]fX"
8]YgYg`bYi`Y`DfcXi`_]hž`Yi`_]i`g]j`VY]`7`c`nm`C`k` ``Yf\`À`h`]W`ž`k`i`fXY
Yb`hk`]W`_Y`hž`i`a` `XYb`i`bj`Yfk`YW`gY`V`UfYb`; Yfi`W`j`cb`Zf]gW`
[YgW`b]hhYbYa` ; fUg`ni`]a`]h]YfYb``8Yf`8i Zh`ØVYfnYi`[h`a`]h
ghUf`_Yb`B`chYb`j`cb`B`Ufn]ggY`i`bX`J]c`Y`hž`j`Yfgh`À`f`_h`Xi`fW`gi`Vh]Y
I`bhYfh`ØbY`j`cb`GYYfcgYž`5W`_Yf`[fUg`i`bX`C`ga`Ubh`i`g"

I`a`X]Y`cdh]a`U`Y`Bi`hni`b`[`XYg`8i Zh`Ø`g`ni`[Yk`À\`f`Y]ghYbž`k`]fX
Y]bY`Ni`[UVY`j`cb`),`i`ZØf`ghUf`_Y`8ØZhY`Ya`dZc`\`Ybž`k`À\`fYbX
a`Ul`]a`U`%&`i`Ya`dZc`\`Yb`k`YfXYbž`i`a`Y]b`GW`k`]hnYb`XYf`?`YfnYb
ni`j`Yfa`Y]XYb``8UfØVYf`\]bUi`g`k`]fX`XUg`8i Zh`Ø`bYi`Zcfa`i`]Yfhž
i`a`]b`GW`]Z`X]Zi`gcfYb`Y]b`[YgYhnh`ni`k`YfXYbž`k`Yg`U`V`Yg`ZØf`Y]bY
J]Y`n`U`\`j`cb`5bk`YbXi`b`[Yb`[YY][bYh]gh``8UVY]V`Y]Vh`XUg`8i Zh`Ø`
[fUi`gUa`_Y]hgZFY]i`bX`_ca`a`h`c`\`bY`H]Yfj`Yfgi`W`Y`Ui`g"

H\ YfUdYi`h]gW`Y`9][YbgW`UZhYb`j`cb

Àh\ Yf]gW`Yb`²` `Yb

ÿ h\ Yf]gW`Y`²` `Y`VYg]hnYb`b]W`h`bi`f`Ufca`Uh]gW`Y`i`bX`Ub`[YbY\`a`Y
9][YbgW`UZhYbž`gcbXYfb`gd]Y`Yb`Ui`W`Y`]bY`k`]W`h][Y`F`c``Y`]b`XYf

5fca Uh\YfUd]YžY]bYf'HY]X]gn]d`]b'XYf'DZUbnyb\Y]`_i bXY"8 Ug
; Ygi bX\Y]hg^ci fbU` \YVh\Yfj cfžXUgg`Àh\Yf]gWXY`2 `Y`ni f
JYfVYggYfi b[`XYf; Ygi bX\Y]hj cb`?ÒfdYfž; Y]ghi bX`GY`Y
Y]b[YgYhnh`k YfXYb`_ÒbbYb"8]Y`5bk YbXi b[g[YV]YhY`fY]WXYb`j cb
XYf`GWA Yfn`]bXYfi b[`ØVYf`X]Y: ÒfXYfi b[`XYf`9bhgdUbbi b[`V]g
\]b`ni f`JYfVYggYfi b[`XYf`Gh]a a i b["

<]YfVY][`]h`Ygž`X]Y`E i U`]h`Àh`i bX`FY]b\Y]h`XYf`Àh\Yf]gWXYb`2 `Y`ni
VYUW`hYbž`XU`\cW`k Yfh][Y`2 `Y`V]c`c[]gWXY`9][YbgW`UZhYb
VYg]hnYb`i bX`ZY]`j cb`JYfi bfY]b][i b[Yb`g]bX"CV`ni f`FYXi`_]cb
j cb`GhfYgg`cXYf`ni f`@]bXYfi b[`j cb`?cdZgW`a YfnYb` `XUg`5fca U
j cb`Zf]gW`[Ya`À`hYa` ; fUg`_ÒbbhY`VU`X`bcW`gh`Àf`_Yf`]b`XYf
5fca Uh\YfUd]Y`9]bni [`U`hYb"

8YhU]`g	
Cfh	9g`[]Vh`_Y]bYb`gdYn]Z]gWXYb`Cfh`cXYf`5XfYggY]a`HYI`h"
EiY`Yb	<ul style="list-style-type: none"> • a "ZcW`g"XY • W`gmck` `W`a • k k k "[Ygi bX\Y]hg^ci fbU`"XY

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