

; Ybc < chY`g. 'J cffY]hYf`XYf
6Uff]YfYZfY]\Y]h`]a `X][]hU`Yb`NY]hU`hYf°

; Ybc < chY`g.]b`6Ui bUhU`gYhnYb
6Uff]YfYZfY]\Y]hgghÄf_i b[g[YgYhn`j cfZf]gh][`i a ž:ZØfXYfh
X][]hU`Y` † _i g]cb`i bX`B UWX \U`h][_Y]h"



6Ui bUhU`ž`8Yi hgWX`UbX`!`K Ug`hi h`g]WX`]b`XYf`K Y`h`XYf`X][]hU`Yb
6Uff]YfYZfY]\Y]h3`8]Y; Ybc < chY`g`gYhnYb`g]WX`]b` < Ubbcj Yf`ZØf
Y]bY`]b`_i g]j Y`Ni`_i bZi`Y]b`i bX`\UVYb`]fY`K YVgY]hYb`VYfY]hg`j cf
†_fUZhfYhYb`XYg`6Uff]YfYZfY]\Y]hgghÄf_i b[g[YgYhnYg`fß: G; Ł`Ua
&, " ' † b]' &\$&) `VUff]YfYZfY][`YghU`hYh`"8Ua`]h`nY][`Yb`g]Y`Y]b
VYY]bXfi`W`YbXYg`9b[U[Ya`Ybž`XUg`ØVYf`X]Y`[`YgYhn`]WX`Yb
5bZcfXYfi b[Yb`\]bUi g[Y`hž`i a`X][]hU`Y`HY]`\UVY`ZØf`U`Y
GW`bY]XYfb`"8]YgY`K YVgY]hYbž`XUfi bhYf`[`Ybc`chY`!Zc`fgVUWX`"XY
i bX`[`Ybc`chY`g`W`ca`ž`g]bX`bi b`a`]h`Y]bYa`VYbi`hnYfZfYi bX`]WX`Yb
5W`W`gg]V`]`hm`K`]X[`Yh`Ui`g[`YghU`hYhž`XUg`Yg`A`YbgWX`Yb`a`]h
i bhYfgWX`]YX`]WX`Yb`6YXØfZb]ggYb`Yf`Y]WX`hYfhž`†Zc`fa`Uh]cbYb
Y]bZUWX`ni`Z]bXYbž`gY]`Yg`ZØf`N]a`a`YfVi`W`i b[`Yb`cXYf
HU[i b[gdfc[fUa`a`Y`"

8 Ug'6: G; 'n]Y'hXUfUi ZUVž'Y]bY']b_'i gj] YfY'X][]hU`Y`K Y`h'ni
gW UZZYb""9g'ghY`h'gdYn]Z]gW Y'6Uff]YfY ZFY]\Y]hgUb Zc fXYfi b[Yb'Ub
K YVgY]hYbUbV]YhYfž'a]h'XYa ' _'UfYb'N]Y'ž'XUgg'U`Y`Bi mYf'
]bgVYgcbXYfY'A YbgW Yb'a]h'6Y\]bXYfi b[Yb' '[`Y]W VYfYW h][hYb
Ni [Ub['ni 'X][]hU`Yb' ð Zcfa Uh]cbYb'i bX'8]Ybgh'Y]ghi b[Yb
Yf\ U`hYb" V]h[f]d"Wc a 'Yf_`Àfhž'XUgg'Yg'g]W`XUVY]'i a 'Y]bY
i a ZUggYbXY'8Y Z]b]h]cb'j cb'6Uff]YfY ZFY]\Y]h'\ UbXY'hž'X]Y
j YfgW]YXYbY'Bi mYf[fi ddYb'VYfØW_g]W h][h"J cb
HY`Y Zc bX]YbghYb'V]g'\]b'ni 'Cb']bY!G\cdg'YfghfYW_h'g]W`XYf
5bk YbXi b[gVYfY]W`XYg; YgYmYg'Ui ZbU\Yni 'U`Y`X][]hU`Yb
ð\ U`hY']b'8Yi hgW`UbX"

B UW \ U`h][_Y]h'i bX`J YfUbhk c fhi b[

8]Y'; Ybc<chY`g'[Y\Yb'a]h'\fYa 'GW f]hž'VUff]YfY ZFY]Y`K YVgY]hYb
ni '[YghU`hYbž'<UbX']b'<UbX'a]h'\fYf'i a ZUggYbXYb
B UW \ U`h][_Y]hggfUhY[]Yž'X]Y'Ö_c`c[]gW Yž'gcn]U`Y'i bX
Ö_cbca]gW Y`J YfUbhk c fhi b['j YfY]bh"8]YgYg'9b[U[Ya Ybh']gh
b]W h'bi f'Y]bY`F YU_h]cb'Ui ZXUg'6: G; /Yg'[Y\ Òfh'ni a '@Y]hV]'X`XYf
l bhYfbY\ a Ybž'X]Y'6Uff]YfY ZFY]\Y]h'U`g']bhY[fU`Yb'6YghUbXhY]'
]\fYf'; UghZfYi bXgW UZh'VYhfUW hYb"" ð fY`GhUbXcfhY']b'6Ui bUhu`ž
: cfgVUW`i bX'? Uf`gfi \Y`fYdfÀgYbh]YfYb'ZØ\ fYbXY'b UW \ U`h][Y
HU[i b[g\chY`gž'X]Y'a]h'; fYbG][b!NYfh]Z]n]Yfi b[Yb' i bX`Y]bYa
9A 5G![YdfØZhYb' l a k Y`ha UbU[Ya Ybh'[`ÀbnYb"

9]b'k Y]hYfYf'D'i gdi b_h'8]Y'<chY`g'V]YhYb'b]W h'bi f'ØVYf', \$
_fYUh]j Y`HU[i b[gfÀi a Y'i bX']bg[YgUa h'a Y\ f'U`g'(- \$
_ca ZcfhUV`Y`N]a a Yfž'gcbXYfb'Ui W`]bX]j]Xi Y`Y'[Ughfcbca]gW Y
?cbnYdhYž'X]Y'g]W`Ub`XYf`F Y[]cbU`]hÀhž'GU]gcbU`]hÀhi bX
dZUbnybVUg]YfhYb'9fbÀ\fi b['cf]Ybh]YfYb"9]bY
i a k Y`hZfYi bX']W Y` ð ZfUghfi _hi f'a]h'9!@UXYghUh]cbYb'i bX
\Yfj cffU[YbXYb'^2 DBJ!5bV]bXi b[Yb'fi bXYh'XUg'5b[YVch'UV"

< YfUi gZc fXYfi b[Yb' i bX`7 \ UbW b

Bi f'Xi fW`X]Y`_cbgYei YbhY'l a gYhni b[`XYf
6Uff]YfY ZFY]\Y]hgf]W h']b]Yb' _Ubb'XUg'N]Y`Y]bYf'X][]hU`Yb'K Y`h'ZØf
U`Y`YffY]W h'k YfXYb""]ZX V!V Uff]YfY ZFY]\ Y]h"XY`VYhc b hž'XUgg

X][]hU`Y`6Uff]YfYZfY]\Y]h`cZh`Y]b`k`Yb][`VYUW`hYhYfz`UVYf
k`YgYbh]W`Yf`6YghUbXhY]`XYf`7cfdcfUhY`GcW]U`F`Ygdcbg]V`]hm
f7GFŁ`]gh`J`Y`Y`I`bhYfbY`a`Yb`ghY`Yb`j`cf`XYf`<YfUi`gZcfXYfi`b[`ž
]\fY`X][`]hU`Yb`5b[`YVchY`Ub`X]Y`bYi`Yb`5bZcfXYfi`b[`Yb
Ubni`dUggYb`"C`Zha`Ub[`Y`h`Yg`Ub`K`]ggYb`i`bX`F`Yggci`fW`bž`i`a
X]YgY`I`a`ghY`i`b[`Yb`YfZc`[`fY]W`ni`a`Y]ghYfb`"

8]Y`a`d`Ya`Ybh]Yfi`b[`j`cb`6Uff]YfYZfY]\Y]h`Vf]b[`h`YXcW`b]W`h`bi`f
fYW`h]W`Y`J`YfdZ]W`hi`b[`Yb`a`]h`g]W`ž`gcbXYfb`Ui`W`nU`\`fY]W`Y
J`cfhY]`Y`"<U`hi`b[`i`bX`<UbXY`b`]a`G]bbY`XYf`X][`]hU`Yb
Ni`[`Åb[`]W`_Y]h`_ÖbbYb`X]Y`?i`bXYbV]bXi`b[`ghÅf`_Ybž`bYi`Y
N]Y`[`fi`ddYb`YfgW`]Y»Yb`i`bX`Y`hnhYbX`]W`X]Y`A`Uf`_hdcg]h]cb`Y]bYg
I`bhYfbY`a`Ybg`j`YfVYggYfb`"Gca`]h]gh`X]Y`ZfØ`nY]h][`Y`5bdUggi`b[
Ub`X]Y`F`Y[`Y`i`b[`Yb`XYg`6`G`i`b]W`h`bi`f`DZ]W`hž`gcbXYfb`Ui`W`Y]bY
ghfUhY[`]gW`Y`7`\UbW`ž`X]Y`Ub[`Zf]gh][`Yb`J`cfhY]`Y`j`Yfgdf]W`h`"

Ni`gUa`a`Yb[`YZUggh`Åggh`g]W`gU[`Yb.`8]Y`i`Ybc<chY`g`g]bX`b]W`h
bi`f`J`cffY]hYf`]b`XYf`X][`]hU`Yb`6Uff]YfYZfY]\Y]hž`gcbXYfb`Ui`W`]b
XYf`BUW`\U`h][`_Y]h`"Δf`9b[`U[`Ya`Ybh`nY][`hž`XUgg`g]W`
J`YfUbhk`cfhi`b[`i`bX`i`YgW`ÅZhg]bb`b]W`h`Ui`ggW`]Y»Ybž`gcbXYfb
g]W`i`[`Y[`YbgY]h][`VYX]b[`Yb`i`Y]b`[`i`hYg`6Y]gd]Y`ZØf`X]Y`Ni`_i`bZh
XYf`<chY`VfUbW`Y`]b`8Yi`hgW`UbX`"

8YhU]`g	
Cfh	6Ui`bUhU`ž`8Yi`hgW`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • dfY[`Ug`XY • k`k`k`"V]h[`f]d`WŁ`a •]ZXV!VUff]YfYZfY]\Y]h`XY

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