

8Ya c_fUh]Y`]b`XYf`5i gV]`Xi b[.`DfcZYggcf
VYghÄh][h`bYi Yb`< UbX`i b[gVYXUfZ°

DfcZYggcf: fUbn`? U]gYf`j cb`XYf`i b]j Yfg]hÄh`F cghcW_`ZcfXYfh
XYb`5i gVUi`XYa c_fUh]gWYf`K YfhY`]b`XYf`6Yfi ZgUi gV]`Xi b[
ni f`GhÄf`_i b[`XYf`8Ya c_fUh]Y"



F cghcW_ž`8Yi hgW`UbX`!`8Yf`F cghcW_Yf`DfcZYggcf: fUbn`? U]gYf`
`Uh`Y]bXf]b[`]W`Ui Z`X]Y`Bchk YbX][`Y]h`]\b[Yk]YgYbž
XYa c_fUh]gWY`K YfhY`]b`XYf`VYfi Z]WYb`5i gV]`Xi b[`ni`ghÄf`_Yb`
5`g`GdfYWYf`XYg`ægh]hi hg`ZØf`6Yfi ZggWi`dÄXU[c[]_`Ub`XYf`
I b]j Yfg]hÄh`F cghcW_`VYhcbh`Yfž`XUgg`Y]bY`5V`Y`f`j cb
`Y]fUfW`]gWYb`Ghfi`_hi`fYb``\b`ni`Y]bYa`XYa c_fUh]gWYb
A]hY]bUbXYf`]b`5i gV]`Xi b[gghÄhYb`[YZØfXYfh`k YfXYb`a ØggY`"8]Yg
gY]YbhgWY]XYbXŽi a`XYf`ni bY`a YbXYb`8Ya c_fUh]Yg_Ydg]g
i bX`FUX]_U`]g]Yfi b[`Ybh[Y[Ybni k]f`_Yb"

æ : c_i g`gY]bYf`9a dZY`\i b[Yb`ghY`h`X]Y`F c`Y`XYf`@`f`ÄZhYž`X]Y
Y]bY`YbhgWY]XYbXY: i b_h]cb`]a`GWi`hn`i bX`]b`XYf`9f`U`hi b[
XYa c_fUh]gWYf`; fi bXk YfhY`UVYb`"DfcZYggcf`? U]gYf`g]Y`h`X]Y

5i gV]Xi b['Ub[Y\YbXYf'@Y\ fÄZhY 'U`g'nYbhfU`Ubž'i a 'X]YgY`]b
XYf'8Ya c_fUh]YV]Xi b['ni`gWxi`Yb"8]Yg'i a ZUggh'XUg'9]bØVYb
i bX'9f'YVYb`XYa c_fUh]gWYf'K YfhY`i bX`J Yf\U`hYbgk Y]gYb`]a
5`hU['XYf'GWxi`Yb"K]W h][Y`5gdY_hY`g]bX`Y]b`k YfhgW`ÄhnYbXYf
I a [Ub['i bX`X]Y`8]g_i gg]cb`ØVYf`X]Y` [YgY`gW`UZh`]W Y
; YghU`hi b["

GWxi hni`bX` : ØfXYfi b['XYf'8Ya c_fUh]Y

8]Y`Fc`Y`j cb`XYa c_fUh]gWYb`Df]bn]d]Yb`]b`XYf`5i gV]Xi b['n]Y\h
g]W`Xi fW`U`Y`@YfbcfhYž`Y]bgW`]Y»`]W`5i gV]Xi b[gVYhf]YVYb`i bX
VYfi ZgV]`XYbXYb`GWxi`Yb"9]b`8cgg]Yf`ni a`H\Ya U
8Ya c_fUh]YV]Xi b['ja`6]Xi b[gVYfY]W`ghY`h`5i gV]`XYf]`bbYb
i bX`@Y\ fÄZhYb`j YfgW]YXYbY`<UbX`i b[gYa`dZY`\`i b[Yb`VYfY]hž
i a`X]Y`8Ya c_fUh]YV]Xi b['YZZY`_hj`ni` [YghU`hYb"8UVY]`gd]Y`Yb
H\Ya Yb`k]Y`F YgdY_hž`DUfh]n]dUh]cb`i bX`K YfhgW`Ähni b['Y]bY
k YgYb`h]W`Y`Fc`Y`"8]YgY`g]bX`]bgVYgcbXYfY`bØh][ž'i a`Y]b`
d`i fU`]gh]gW`Yg`J`Yfgh`Äb`Xb]g`ni`ZØfXYfb`i bX
Ubh]XYa c_fUh]gWYb`HYbXYbnYb`Ybh[Y[Ybni`k]f`_Yb"

Ni gÄhn`]W`k]fX`Ui Zj YfgW]YXYbY`Dfc`Y`_hY`\]b[Yk]YgYbž`X]Y
[Yn]Y`h`XUfUi ZUVn]Y`Ybž`8Ya c_fUh]Y`]b`XYf`5fVY]hgk Y`h`ni
ghÄf`_Yb" `Dfc[fUa`a`Y`k]Y` I bgYfY`J]Y`ZU`h`k YfXYb`Vi bXYgk Y]h
i bhYfghØhnhž`i a`F Ugg]ga`i`g`i bX`fYW`hgYI hfYa Yb`HYbXYbnYb
Ybh[Y[Ybni`hfYhYb"; YfUXY`]b`5i gV]Xi b[gVYhf]YVYbž`k`c
8Ya c_fUh]Y`ja`hÄ[`]W`Yb`A]hY]bUbXYf`Yf`YVh`k YfXYb`_Ub`bž`]gh`Yg
k]W`h][ž`X]Y`8Ya c_fUh]Y`_ca`dYhYbn`U`g`GW`ØggY`ni`ghÄf`_Yb"
<]YfVY]`k YfXYb` : UW`_cb[fYggY`i bX`Dfc`Y`_hY`ni`f`K YfhYV]Xi b[
U`g`YggYbn]Y`Ub[YgY\Yb"

8Ya c_fUh]YV]Xi b['U`g`HY]`XYg`I`bhYff]W`hg

8]Y`?`i`hi`ga`]b]ghYf`_cbZYfYbn`\Uh`XUg`N]Y`Zcfa`i`]Yfhž`↑`b[Y
A YbgWYb`ni`f`gY`VghÄbX][Yb`A`Y]bi b[gV]Xi b[`]b`XYf`a`cXYfbYb
; YgY`gW`UZh`ni`VYZÄ\][Yb"8]YgY`N]Y`gYhni b[`YfghfYW`_hg]W`ØVYf
U`Y`I`bhYff]W`hgZÄW`Yfž`k`cVY]`]bgVYgcbXYfY
[YgY`gW`UZh`gk]ggYbgW`UZh`]W`Y` : ÄW`Yf`]b`X]Y`DZ]W`h[Ybca`a`Yb
k YfXYbž`i a`K YfhY`k]Y` : fY]\Y]hž; YfYW`h][_Y]hi bX

A YbgWXYbfYWXhY`ni`j`Yfa`]hY`b`"8]Y`GWxi`Yb`g]bX`Ui`Z[`YzcfxYfhž`
 Xi`fW`DUfh]n]dUh]cb`i`bX`\\]ghcf]gWXY`6]Xi`b[`Y]bY`YVYbX][`Y`
 5i`gY]bUbXYfgYhni`b[`a`]hXYf`8Ya`c_fUh]Y`ni`Yfa`Ò[`]WXYbž`k`]Y`]b`
 XYf`9f`_`Àfi`b[`]ni`f`8Ya`c_fUh]YYfn]Y`\\i`b[`]XYi`h]W`k`]fX`"

I`bhYfghØhnYbXY`A`U»`bU`\\a`Yb`VY]b`\\U`hYb``À`\\f`]WXY`Dfc`Y`_`hU[`Yž`
 X]Y`XUni`X]YbYbž`GWØ`Yf]`]bbYb`ZØf`X]Y`XYa`c_fUh]gWXY`
 A`]h[`YghU`hi`b[`]ni`gYbg]V`]g]YfYb`"A`UhYf]U`]Yb`i`bX`
 <UbXfY]Wxi`b[`Yb`XYf`6i`bXYgnYbhfU`Y`ZØf`dc`]h]gWXY`6]Xi`b[`
 nY]W`bYb`XYb`K`Y[`]ni`f`GhÀf`_i`b[`]XYa`c_fUh]gWXYf`?`ca`dYhYbnYb`
 i`bX`ni`f`6Y`_`Àa`dZ`b[`]j`cb`9I`hfYa`]ga`i`g`]b`GWxi`Yb`i`bX`
 5i`gV]Xi`b[`]ggh`ÀhhYb`bUW`"

:`Øf`Y]bY`ni`_i`bZhgZÀ\\][`Y`];`YghU`hi`b[`]XYf`VYfi`Z]WXYb`6]Xi`b[`]gh`
 Y]b`ghfi`_hi`fY`Yf`<UbX`i`b[`]gVYXUfZ`i`bUVX]b[`]VUf`"DfcZYggcf`?`U]gYf`
 gW`À[`]hj`cfž`X]Y`GhUbXUfXg`ZØf`6Yfi`ZgV]Xi`b[`]g`Y`\\f`_f`ÀZhY`i`a`X]Y`
 ?`ca`dYhYbn`ni`f`:`ØfXYfi`b[`]Y]bYf`XYa`c_fUh]gWXYb`
 I`bhYff]W`hg`_i`hi`f`ni`Yfk`Y]hYfb`"8UVY]g]bX`?`ccdYfUh]cbYb`a`]h`
 Æ]h]Uh]j`Yb`k`]Y`GWxi`Y`c`\\bY`F`Ugg]ga`i`g`i`bX`UbXYfY`Dfc`Y`_`hY`
 YggYbn]Y`""`

8YhU]`g	
C`f`h`	F`c`g`h`c`W`_`ž`8`Y`i`h`g`W`X`_`U`b`X`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k k k "i b]!f c g h c W _ "X Y • k k k "V]Xi b[ggYfj Yf"X Y • k k k "_a _"c f[

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