

: f]YXYbg[YgdfÄWY`nk]gWXYb`i _fU]bY
i bX`Fi gg`UbX. `K c`V`Y]Vh`XYf
8i fWVfi W 3

5_hi Y`Y`9bhk]W`i b[Yb`ni `XYb` : f]YXYbg[YgdfÄWYb
nk]gWXYb`i _fU]bY`i bX`Fi gg`UbX. ; YgdfÄWY`]b`ghUbVi `ž
K UZZYbfi \Y!J cfgW`Ä[Y`i bX` ; YZUb[YbYbUi ghUi gW` "

=ghUbVi `ž`HØf_Y]!`5a ` " " † b] ' &\$&) `ghY`Yb`X]Y
: f]YXYbg[YgdfÄWY`nk]gWXYb`XYf`i _fU]bY`i bX`Fi gg`UbX`k Y]hYf\]b
Ui ZXYf`?]ddY`"]c`f`XfY]`K cWXYb`ZUbX`]b`ghUbVi `XUg`YfghY`X]fY`_hY
HfYZZYb`XYf`? f]Y[gdUfhY]Yb`gY]h`&\$&&`ghUhz`XYa`Ua`A`cbhU[`Y]bY
nk Y]hY` ; YgdfÄW`gfi bXY`Zc`[hYž`X]Y`YXcW`c`bY`bYbbYbgk YfhY
9f[YVb]ggY`V`]YV`"8]Y`i _fU]bY`j Yf`Ub[hj`cb`Fi gg`UbX`Y]bY
]bhYfbUh]cbU`ØVYfk UW`hYž`VYX]b[i b[g`cgY`K UZZYbfi \Y`ZØf`" \$
HU[Y`U`g`J`cfVYX]b[i b[`ZØf`k Y]hYfY`J Yf`UbX`i b[Ybž`k Ä`fYbX
Fi gg`UbX`X]YgY` : cfXYfi b[`U`g`b]W`hi a`gYhnVUf`UV`Y`b`h`"8]Y
fi gg]gWY`GY]hY`VYZØfW`hYhž`XUgg`?]Yk`X]Y` : Yi YfdUi gY`bi hnYb
_ØbbhYž`i a`g]W`bYi`ni`Zcfa]YfYb"

6Y]`XYb`J Yf`UbX`i b[Yb`]b`ghUbVi `gW`i [Yb`X]Y`Fi ggYb`nk Y]
J Uf]UbhYb`ZØf`Y]bY`K UZZYbfi \Y`j`cf`"8]Y`YfghY`J Uf]UbhY`g]Y`h
Y]bYb`j`c`ghÄ`bX][Yb`5Vni [`XYf`i _fU]b]gWXYb`Hfi ddYb`Ui g`XYb
UbbY`_h]YfhYb` ; YV]YhYb`@` \Ubg_ž`8`cbYn_ž`GUdcf]gW`gW`U`i bX
7`Yfgcb`j`cf`"8]Y`?`cbhfc`Y`ØVYf`X]YgY`FY[]cbYb`]gh`VYfY]hg`ghUf`_
ni [i bghYb`Fi gg`UbX`g`j`YfgW`cVYbž`k`cVY]`X]Y`fi gg]gWYb`Hfi ddYb
@` \Ubg_`ZUgh[`Äbn`]W`_`cbhfc`]YfYb`i bX`8`cbYn`_`ni`Yhk`U`+\$
DfcnYb`h`7`Yfgcb`i bX`GUdcf]gW`gW`U`k`YfXYb`bi`f`ni`nk`Y]
8f]hY`b`j`cb`Fi gg`UbX`_`cbhfc`]Yfhž`k`Ä`fYbX`X]Y
; YV]Yhg`U`i`dgh`Ä`X`hY`k`Y]hYf`b`i`bhYf`i`_fU]b]gWYf`?`cbhfc`Y`
ghY`Yb`"8]Y`nk`Y]hY`J Uf]UbhY`j`cbgY]hYb`Fi gg`UbX`g`j`Yf`Ub[`h`Y]b
9bXY`XYf`?`Ua`dZ`UbX`i b[Yb`Yb`h`Ub[`XYg`U`_hi`Y`Yb` : fcbhj`Yf`Ui`Zgž

j YfVi bXYb'a]h'XYf'6YX]b[i b[ž'XUgg'X]Y'I _fU]bY']\fY
A cV]'a UWxi b['ghcddhi bX'_Y]bY'Ui g'ÀbX]gWXYb'K UZZYb'a Y\f
Yf\À'h"

; YZUb[YbYbUi ghUi gW\ 'i bX'_ca a YbXY
GW\ f]hhY

Hfchn'XYf'i bY]b][_Y]h'VYnØ['W\ 'XYf'K UZZYbfi \Y'[]Vh'Yg
: cfhgW\ f]hhY'ja ' <]bV'W_ 'Ui Z'XYb'5i ghUi gW\ 'j cb
?f]Y[g[YZUb[YbYb"'Gc'k i fXY'VY]'XYf'YfghYb'; YgdfÀW\ gfi bXY'Ua
%*"A U]'XYf'[fØ» hY'; YZUb[YbYbUi ghUi gW\ 'XYg'?f]Y[Yg
j YfY]bVUfhž'XYf'Yk Y]'g'%"\$\$\$'; YZUb[YbY'i a ZUgghY"'5a 'A cbhU[
k i fXY'Y]b'k Y]hYfYf'5i ghUi gW\ 'nk]gWXYb'VY]XYb'GY]hYb
j YfY]bVUfhž]'b'XYa 'i bhYf'UbXYfYa ' ?f]Y[g[YZUb[YbY'ja '5'hYf'j cb
, 'V]g'&) 'ž\ \fYb'gck]Y'gW\ k Yf'j Yf'YhnhY'cXYf'_fUb_Y'; YZUb[YbY
Y]bVYnc[Yb'k YfXYb"

I _fU]b]gWXY'J YfhfYhYf'\ UVYb'VYfY]hg'Ub[Y_ØbX][hž'Y]b
A Ya cfUbXi a 'XYf'Fi ggYb'ni 'dfØZYbž'XUg': cfXYfi b[Yb'ZØf'Y]bY
a Ø['W\ Y': f]YXYbg'Øgi b['Ybh\À'h"8 Ufi bhYf'ZU''Yb'X]Y
5bYf_Ybbi b['XYf'j cb'Fi gg'UbX'VYgYhnhYb'FY[]cbYb'U'g
fi gg]gWXYg'HYff]hcf]i a 'gck]Y'X]Y'5i Z\YVi b['U''Yf
K]fhgW\ UZhggUb_h]cbYb'[Y[Yb'Fi gg'UbX"'8 UfØVYf'\]bUi g'ZcfXYfh
Fi gg'UbXž'XUgg'X]Y'I _fU]bY'bYi hfU''V'Y]Vhi bX'Ui ZY]bYb'B5HC!
6Y]hf]hh'j Yfn]W\ hYh"6]g\Yf'k i fXYb'YXcW\ 'U''Y'a UI]a U'Yb
: cfXYfi b[Yb']b'XYf'J Yf[Ub[Yb\Y]h'UV[Y'Y\bh"

Dc`]h]gW\ Y'F ØW_V`YbXYb' i bX']bhYfbUh]cbU`Y
F YU_h]cbYb

8]Y'8]g_i gg]cb'ØVYf': f]YXYbgj Yf\UbX'i b[Yb'k]fX'j cb'VY]XYb
GY]hYb'Xi fW\ '[Y[YbgY]h][Y'GW\ i 'Xni k Y]gi b[Yb'VY'UghYh"
K À\ fYbX'XYf'?fYa ''VY\Ui dhYhž'XUgg'?]Yk 'Xi fW\ 'Y]b
J Yf\UbX'i b[gj YfVch'dYf'; YgYh'VY\]bXYfh'k]fXž'Uf[i a Ybh]Yfh'X]Y
I _fU]bYž'XUgg'8fi W_ 'Ui Z'Fi gg'UbX'Ui g[YØVh'k YfXYb'gc''hYž'i a
J Yf\UbX'i b[Yb'ni 'Yfa Ø['W\ Yb"'9]b'8K !: U_hYbW\ YW_ 'ghY''h'_Ufž
XUgg'Yg'_Y]b'i _fU]b]gWXYg'; YgYh'ni[]Vhž'k Y'W\ Yg'J Yf\UbX'i b[Yb

a]h'Fi gg`UbX`j YfV]YhYh"8Yf'i _fU]b]gWXY`DfÅg]XYbh'GY`Ybg_m^
 gY`Vgh`Uh]b`Y]bYa `667! ðhYfj]Yk `X]Y`Bchk YbX][_Y]h'VYhcbhž
 8fi W`Ui ZFi gg`UbX`Ui gni ØVYbž'i a `ni `Y]bYf`9]b][i b[`ni
 [Y`Ub[Yb"

ðhYfbUh]cbU`Y`8]d`ca UhYbž`Y]bgW`Y]»`W`6i bXYg_Ubn`Yf`C`UZ
 GWXc`nž`ghY`Yb`b]hYf`XYa `K i bgW`bUW`Y]bYa `nØ[][Yb` : f]YXYbž
 k Å\fybX`9i dYfhYb`k]Y`K c`Z[Ub[`gW]b[Yf`XUfUi Z`]\bk Y]gYbž
 XUgg`Y]bY`YfZc`[fY]WY`J Yf\UbX`i b[`bi f`a Ò[`]W`]ghž`k Ybb`VY]XY
 GY]hYb`Yf`_YbbYbž`XUgg`a]]hÅf]gWY`A]hY`b]W`hin]Y`ZØ\fybX`g]bX"
 9]b`k Y]hYfYf`J cfgW`U[`ni f`6Y]Y[i b[`XYg`?cbZ]_hg`_Ua `j ca
 hØf_]gWYb`DfÅg]XYbhYb`F YW`d`HUmm]d`9fXc[Ubž`XYf`Y]b
 ;]dZY`hfYZZYb`a]h`XYb` : Ø\fyfb`VY]XYf`@ÅbXYf`gck]Y`XYa
 Y\Ya U`][Yb`I G!DfÅg]XYbhYb`Hfi a d`]bg`Gd]Y`VfUW`hYž`i a `Y]b
 NYbhfi a `XYg` : f]YXYbg `]b`ghUbVi `ni `gW`UZZYb"

8]Y` : f]YXYbg[Ygd fÅWY`]b`ghUbVi `niY][Ybž`XUgg`hf`chn`XYf
 VYghY`YbXYb`?cbZ]_hY`6Yk Y[i b[`]b`XYb`J Yf\UbX`i b[Yb`]gh`C V
 X]YgY`YXcW`ni `Y]bYa `hfU[ZÅ\][Yb` : f]YXYb`ZØ\fybž`V`Y]Vh
 Ub[Yg]W`hg`XYf`?ca d`YI]hÅ`h`XYf` ; Ygd fÅWY`i bX`XYf`YfZc`fXYfhYb
 `Ub[Zf]gh][Yb`5bghfYb[i b[Yb`UVni k UfhYb`"9g`V`Y]Vh`ni `c`ZZYbž
 XUgg`X]Y`DUfhY]Yb`]b`bU`Yf`Ni _i bZ`Ui ZY]bUbXYf`ni [Y\Yb`i bX
 Y]bYb`YfZc`[fY]WYb`8]U`c[`Yf`ØZZbYb`_ØbbYb"

F D`C b`]bY`VYf]W`hYhž`XUgg`X]Y` : f]YXYbgj Yf\UbX`i b[Yb`]cf
 <YfUi gZc`fXYfi b[Yb`ghY`Ybž`k Å\fybX`**6F`X]**Y`9bhk]W`i b[Yb`fi bX
 i a `XYb` ; YZUb[YbYbUi ghUi gW`VY`Yi W`hYh"9f[ÅbnYbXY
 9]bg]W`hYb`ni `XYb`J Yf\UbX`i b[Yb`]YZYfh`**8K`ž`X]Y`X]Y**
 _ca d`n]YfhY`G]hi Uh]cb`nk]gWYb`VY]XYb`@ÅbXYfb`UbU`mg]YfYb"

8YhU]`g	
J c fZU``	Gcbgh][Yg
C fh	ghUbVi `ž`HØf`_Y]
E i Y`Yb	<ul style="list-style-type: none"> • fd!cb`]bY"XY • k k k "Vf"XY • k k k "Xk "Wca

6Ygi W\Yb 'G]Y 'i bg 'Ui Z. 'b!U["bYh