

HfUX]h]c b`hf]ZZh`Ni _i bZh. `< Y]`][YbgYYf
: Ua]`]Y`gYhnh`Ui Z`6]c`UbXk]fhgW\ UZh°

: Ua]`]Y`Nc fb`ZY]YfhY`%&'`†\fY`@UbXk]fhgW\ UZh`ja
<Y]`][YbgYY`a]h`Y]bYa`ZYgh]W\Yb`: Y`XZYghž`VYhc b hY
V]c`c[]gW\Y`5bVUi a Yh\cXYb`i bX`B UW\`U`h][_Y]h"



< Y]`][YbgYYž`6Yf`]bž`8 Yi hgW\`UbX`!`-a`a`U`Yf]gW\Yb
< Y]`][YbgYYž`Y]bYa`C`fhghY]`j`cb`F`Y]b]W`_YbXcfZž`gW\`À`h`XUg`<`Yfn
XYf`@UbXk]fhgW\ UZh]b`XYf`: Ua]`]Y`Nc fb`"GY]h`ghc`nYb`%&'`†\fYb
VYk]fhgW\ UZhYh`X]Y`: Ua]`]Y`]`f`@UbXž`i`bX`Yg`]gh`_`Ufž`XUgg`X]Y`Nc fb!
6fØXYf`Y]b`[`i`hYg`<`À`bXW\Yb`ZØf`X]Y`Ni`_i`bZh`XYf`@UbXk]fhgW\ UZh
\UVYb`"5a`j`Yf[`Ub[`YbYb`K`cW\YbYbXY`ZY]YfhY`XYf`<cZY]b
ZfØ\`]W\Yg` : Y`XZYgh`ž`XUg`b]W\hibi`f`X]Y`HfUX]h]c b`l`cW\`]Y`hž
gcbXYfb`Ui`W`X]Y`BYi`Ui`gf]W\hib[`Ui`ZV]c`c[]gW\Y`@UbXk]fhgW\ UZh
nY`YVf]YfhY`"6Yn]f_gVØf[`Yfa`Y]ghYf]b`9a`]bY`8Ya`]fVØ`_Yb!K`Y[`bYf
f78I`Ł`gW\Ui`hY`VY]a` : Ygh`j`cfVY]ž`a`UW\hY`Y]bYb`F`i`bX[`Ub[`ØVYf
X]Y`<cZghY`Y`i`bX`j`Yf_bØdZhY`X]Y`G]W\hibi`Ui`Z`XUg`@UbX`YVYb`a`]h`XYb
i`fVUbYb`5b`j]Y[`Yb`j`cb`?`Ø`bYf`GhUXhVYk`c`bYfb"

8 Ug'FU\ a Ybdfc [fUa a 'XYg': YghYg'i X'?']bXYf'ni 'Gd]Y''i bX'GdU»
Y]b'i bX'Vch]bhYfYggUbhY'J cfhfÅ [Y'gck]Y'A]ha UWU_h]cbYbž'X]Y
j ca ': i hi f]i a 'cf [Ub]g]Yfh'k i fXYb": Øf'XUg''Y]V']WY'K c\`'gcf [hYb
'YW_YfY': f]`gdYn]U`]hÅhYb'j ca '<Y'] [YbgYf'K Y]XYf]bX'i bX
YfZf]gWYbXY': YhfÅb_Yž'X]Y'XYb'6Ygi WYfb'gWYa YW_hYb"

B UW \ U`h] [Y '@UbXk]fhgW UZh']a ': c_i g

: Ua]']Y'Ncfb'\Uh'g]W'gY]h'&\$&' 'YbhgW]YXYbž']\fYb'<cZV]c`c []gW
ni 'VYk]fhgW UZhYb"8]Y'9bhgWY]Xi b ['Z]Y''b]W'hY]bZUWž'XU'g]Y'Ui Z
a]bYfU`]gWY'8Øb [Yf'i bX'WYa]gWY'DZUbnybgW'i hna]hY`
j Yfn]W'hYh" GhUhhXYggYb'gYhnYb'g]Y'Ui Z'a YWUb]gWY
l b_fUi hVY_Åa dZi b ['i bX'\UVYb'X]Y'bchk YbX] [Yb': YfÅhY'XUZØf
Ub [YgW UZh" ÆfY', VYfnYi [i b [']gh'_Uf.'6]c`c []gWY
@UbXk]fhgW UZh']gh'b]W'h'bi f'Y]b'HfYbXž'gcbXYfb'X]Y'Ni _i bZh"
8Ybb'g]Y'g]Y'h'b]W'h'bi f'X]Y'l a k Y'h'j cfž'gcbXYfb'Ui W'X]Y
_ca a YbXYb': YbYfUh]cbYbž'X]Y'XYb'<cZ'Y]bY'6Ug]g'ZØf'Y]b
bUW \ U`h] [Yg'@YVYb'Z]bXYb'k YfXYb"

8 Yf'<cZ] Yfgcf [h']a a Yf\]b',) 'F]bXYf'a]h': i hhYf'Ui g'Y] [YbYa
5bVUi ' 'XUg'VYXYi hYhž'XUgg'X]Y': Ua]']Y'b]W'h'bi f'Ui Z]\fY'H]YfYž
gcbXYfb'Ui W'Ui Z'X]Y'E i U']hÅh'XYf'@YVYbga]hY'YfnYi [i b []
UW'hYh" Æa 'K]bhYf']gh'X]Y'K UggYfj Yfgcf [i b ['XYf'H]YfY'Y]bY
\YfUi gZcfXYfbXY'5i Z [UVYž'XU'g]Y'Ui Z'6fi bbYbk UggYf
Ub [Yk]YgYb'g]bX"8]YgY'_ØfdYf]WYb'5bghfYb [i b [Yb'bY\ a Yb'X]Y
Ncfb!6fØXYf'YXcW']b'?Ui Zž'XU'g]Y'k]ggYbž'k]Y'k]W'h] ['Y]bY
Ufh [YfYW'hY'H]Yf\U`hi b [']gh"

GhUXh`UbXk]fhgW UZh'i bX'6]cX]j Yfg]hÅh

8 Ug'6Y]gd]Y''j cb': Ua]']Y'Ncfb']gh'HY]'Y]bYg' [fØ» YfYb'HfYbXgž'XYf
]b'XYf'GhUXh`UbXk]fhgW UZh'g]W'hVuf'k]fX"8]Y'Fc''X]YgYf
@UbXk]fhgW UZh']a '?`]a UgW'i hn']gh'b]W'h'ni 'i bhYfgW ÅhYb"9]b
U_hi Y''Yf'@UbXk]fhgW UZh'gVYf]W'h'nY] [h'Ui Z'k]Y'k]W'h] []
bUW \ U`h] [Y'5bVUi a Yh\cXYb'ni f': ØfXYfi b ['XYf'6]cX]j Yfg]hÅh
g]bX" Æ'X]W'h'VYg]YXY'hYb': YV]YhYb'YbhghY\Yb' [fØbY'C UgYbž'X]Y
b]W'h'bi f'X]Y'@YVYbgei U']hÅh'XYf'GhUXhVYk c\ bYf'\YVYbž'gcbXYfb
Ui W'7C !9a]gg]cbYb'Yf\YV']W'fYXi n]YfYb'_ØbbYb"?'c b nYdhY

k]Y`i fVUbY ; ÅfhYb`i bX`dYfa U_i `hi fY`Y`5bVUi a Yh`cXYb`ghY`Yb
]a`A]hhY`di b_h`X]YgYf`bYi Yb`U[fUfdc`h]gW`Yb`GhfUHy[]Yb`ž`X]Y
 Ui W`ZØf`?Ò`b`j cb`6YXYi hi b[`g]bX"

8]Y`bUW`U`h][Yb`?fY]g`Ui Zk]fhgW`UZh`g_cbnYdhY`ž`X]Y`YfVY]
 [YZØfXYfh`k YfXYb`ž`hfU[Yb`Yf`YV`]W`ni f`J YfVYggYfi b[`XYg
 6cXYb`U`i g`U`hg`i bX`ni f`9f`U`hi b[`XYf`fi W`hVUf`_Y]h`VY]"
 GW`Y»`]W`]gh`Yg`Y]bY`[Ygi bXY`i bX`VYk`i gghY`9b`hgW`Y]Xi b[`ž`Ui Z
 W`Ya]gW`Y`8Øb[Ya]hhY`i bX`DYgh]n]XY`ni`j`Yfn]W`hYb`i`[Yb`Ui`XUgž
 k Ug`g]W`XYf`a`cXYfbY`J`YfVfUi`W`Yf`k`ØbgW`h"

8]Y`6chgW`UZh`]gh`_`Uf.`8]Y`Ua`]Y`Ncfb`i`bX`j`]Y`Y`UbXYfY
 V]cnYfh]Zn]YfhY`6Yhf]YVY`Y]ghYb`j`fYb`6Y]hfU[`ZØf`Y]bY`VYggYfY
 I`a`k`Y`h`G]Y`j`Yfgcf[Yb`i`bg`b]W`h`bi`f`a`]h`Z]gW`Ya`ž`fY[]cb`U`Yb
 ;`Ya`ØgY`i`bX`:`Y]gW`ž`gcbXYfb`gYhnYb`GW`f]hh`ZØf`GW`f]hh`bYi`Y
 A`U»`gh`AVY`ZØf`X]Y`@UbXk]fhgW`UZh`j`cb`a`cf[Yb`"9]b`K`Y[`ž`XYb`U`Y
 `UbXk]fhgW`UZh]W`Yb`6Yhf]YVY`]b`?Ò`b`i`bX`XUfØVYf`_`]b`Ui`g`]b
 6YhfUW`h`n]Y`Yb`gc`hYb`ž`i`a`[Ya`Y]bgUa`Ub`Y]bYf`bUW`U`h][Yb
 Ni`_i`bZ`ni`UfVY]hYb"

≠`NY]hYb`k`]Y`X]YgYb`ghY`h`U`gc`b]W`h`bi`f`X]Y` ;`YgW`ÅZhY`]a
 A]hhY`di b_h`ž`gcbXYfb`Ui`W`XUg`K`c`i`bgYfYf`I`a`k`Y`h`B`UW`X`Ya
 A`chc.`8`U`Y[`h`k`Ug`Ub`i`]b`YXYf`?Ò`bYf`GhfU»`Y`i`bX`Ui`Z`YXYa
 6Ui`Yfb`c`Z`

K`Y]hYfZØ`fYbXY`≠Zcfa`Uh]cbYb`ni`f`bUW`U`h][Yb`@UbXk]fhgW`UZh
 i`bX`j`fYb`J`cfhY]Yb`Z]bXYb`g]W`]b`XYb`6Yf]W`hYb`j`cb`6Yf`]b`XYž`
]a`h]W`Yf`"W`gck`]Y`XYb`9]bV`]W`Yb`XYg`:]6@"

8YhU]`g	
C fh	<Y`][YbgYYž`6Yf`]bž`8Yi`hgW`U`bX
E i`Y`Yb	<ul style="list-style-type: none"> • k k k "VYf`]b`XY •]a`h]W`Yf`"W` • _`]a`U`Z]V`"cf[

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