

, VYfZU``Ui Z'; Y`XhfUbgdcfhYf`]b
7\Uf`chhYbVi f[. 'Dc`]nY]'^U[hj Yfa i a a hY
HÀhYf°

5a ' ' " ' * '] & \$ &) ' _Ua 'Yg`]b'6Yf`]b!7\Uf`chhYbVi f['ni 'Y]bYa
VYk UZZbYhYb', VYfZU``Ui ZY]bYb'; Y`XhfUbgdcfhYf`Xi fW
j Yfa i a a hY 'HÀhYf"



;]YgYVfYW hghfU» Y#? i fZØfghYbXUa a ž'%'\$* &- '6Yf`]bž
8Yi hgW`UbX`!'9]b', VYfZU``Ui ZY]bYb'; Y`XhfUbgdcfhYf`]b'6Yf`]b!
7\Uf`chhYbVi f['\Uh'Ua '8]YbghU[a cf[Yb'ZØf'5i ZFY[i b['[Ygcf[h"
; Y[Yb'+.() 'I \f'YfY][bYhY'g]W`XYf', VYfZU``j cf'Y]bYf'6Ub_Z`]U`Y
Ub`XYf'9W_Y';]YgYVfYW hghfU» Y#? i fZØfghYbXUa a "'J Yfa i a a hY
HÀhYf`VYXfc\hYb`X]Y'; Y`XVchYb'a]h'k UZZYbž'k À\fybX'g]Y`VY]bU\Y
XUg[YgUa hY'; Y`X`Y]b`U[Yfb`k c`hYb"8 Ug`FYgi `hUh`GW`ØggY
Z]Y`Ybž: YbghYf`k i fXYb`VYgW`ÅX][h'i bX`Y]b`A]hUfVY]hYf`XYg
HfUbgdcfhi bhYfbY\ a Ybg`k i fXY`Y]W`h'a]h'DZYZZYfgdfUmj Yf`Yhnh"
; `ØW_`]a 'I b[`ØW_ž`XUgg`XUb`_`XYf`Y]b[fY]ZYbXYb`Dc`]nY]VYUa hYb
]b`N]j]`GW`]a a YfYg`j Yf\]bXYfh`k YfXYb`_cbbhY" `G]Y

VYcVUWxhYhYb`XYb`, VYfZU``i bX`j Yf\]bXYfhYž`XUgg`X]Y`HÀhYf`a Y\`f
U`g`Y]b`6fi WxhY]`XYf`6Yi hY`Ybh_ca`a Yb`_cbbhYb"8YbbcW`Zc\Yb
X]Y`HÀhYf`]b`Y]bYa`gWxk UfnYb`Gl`J`i bX`gWxcggYb`k À\`fYbX`XYf
:`i Wxh`Ui ZY]b`Dc`nY]Ui hc"8]Yg`ZØ\`fhY`XUni ž`XUgg`X]Y`J YfZc`[i b[
UV[YVfcWxYb`k YfXYb`a i gghYž`XU`X]Y`Dc`n]ghYb`b]Wxh`XUg`F]g]_c
Y]b[Y\`Yb`k c`hYbž`]b`Y]b`:`Yi Yf[YZYWxhj Yfk]W_Y`h`ni`k YfXYb"

B UWx`XYa`i, VYfZU``k i fXY`i a [Y\`YbX`Y]b`<]bk Y]gdcfhU`ZØf
NYi [Yb`Y]b[Yf]WxhYh" ðbYf\U`V`_ØfnYghYf`NY]h`[]b[Yb`Yhk U` \$
<]bk Y]gY`Y]bž`XUg`DcfhU`k i fXY`YXcWx`bUWx`nk Y]`HU[Yb
[YgWx`cggYb"8]Y`:`U\`bXi b[`bUWx`XYb`HÀhYfb``Ai Zh`Ui Wx
k Y]hYf\]b`"8]Y`Dc`nY]`UhhY`Y]bYb`ghUf`_Yb`9]bgUhn`a`]h`fi bX`&&\$
?fÀZhYb`a`cV`]g]Yfhž`i a`X]Y`Gdi fYb`Ui gni k YfhYb`i bX`dchYbn]Y`Y
NYi [Yb`ni`VYZfU[Yb"8]Y`l a ghÀbXY`XYg`, VYfZU``g`g]bX
U`Ufa`]YfYbXž`k cVY]`9l dYfhYb`XUfUi Z\]bk Y]gYbž`XUgg`6Yf`]b
]a`a Yf`ÒZhYf`ni a`i`c`hgdch`ZØf`cf[Ub]g]YfhY`?f]a`]bU`]hÀh`k`]fX`" ð
XYb`j Yf[Ub[YbYb`:\`fYb`[UV`Yg`a Y\`fYfY`gdY`_hU`i`ÀfY`, VYfZÀ`Y
Ui Z; Y`XhfUbgdcfhYfž`X]Y`YVYbZU``g`]b`X]Y`Yb[YfY`6YhfUWxhi b[`XYf
9fa`]h`i b[Yb`[Yf]YhYb"

K UWx`gYbXY`6YXfc\`i b[`Xi fWx`cf[Ub]g]YfhY ?f]a`]bU`]hÀh

ð8Yi hgWx`UbX`]gh`X]Y`cf[Ub]g]YfhY`?f]a`]bU`]hÀh`Y]b
Yfbghni bY\`a YbXYg`DfcV`Ya`"@Ui h`XYf`; Ya`Y]bgUa`Yb
5fVY]hg[fi ddY`ž`gh]n#Dc`nY]`k YfXYb`GhfUZhUhYb`]b`X]YgYa`6YfY]Wx
cZh]cb`; fi ddYb`VY[Ub[Ybž`X]Y`Ub[Zf]gh][`i bX`]b`a Y\`fYfYb
HUhYb`ni gUa`a YbUfVY]hYb"; Yk U`h`i bX`9]bgWx`ØWx`hYfi b[`gd]Y`Yb
XUVY]`Y]bY`nYbhfU`Y`F`c`Y"5`Y]b`]a`Y`hnhYb`:\`f`k`i fXYb`*(&
9fa`]h`i b[gj YfZU\`fYb`ni f`cf[Ub]g]YfhYb`?f]a`]bU`]hÀh`Y]b[Y`Y]hYhž
k cVY]`Y]b`Yf\`YV`]WxYf`HY]`XYf`J YfZU\`fYb`F`Ui gWx[]Zh\`UbXY`i bX
!gWx`a`i [[Y`VYhf]Zh"

6YgcbXYfg`Ui ZZÀ``[`]gh`X]Y`k UWx`gYbXY`NU\``j`cb`HUhj YfXÀWx`h][Yb
a`]h`i bhYfgWx]YX`]WxYf`B`Uh]cbU`]hÀhž`XUfi bhYf`8Yi hgWx`Y`i bX
5b[Y\`Øf][Y`UbXYfYf`<Yf`_i`bZhghUUhYbž`]bgVYgcbXYfY`HØf`_Ybž
GYfVYb`i bX`5`V`UbYf"J`Y`Y`X]YgYf`; fi ddYb`U[]YfYb`]b
UV[YgWx`chhYhYb`; Ya`Y]bgWx`UZhYbž`X]Y`Y]b`BYh`nk Yf`_ZØf`_f]a`]bY`Y`

5_hj]]hÅhYb`V]`XYb"8]Y`Dc`]nY][Yk Yf_gWUZh`Uh`VYfY]hg`a Y`fZUW
 XUfUi Z`]b[Yk]YgYbž`XUgg`X]Y`[Y[Ybk Åfh][Y`@U[Y`]b`6Yf`]b
 U`Ufa]YfYbX`]ghi bX`j YfghÅf_hY`A U» bU`a Yb`YfZcfXYf`]W`g]bXž`i a
 X]Y`6Øf[Yf]bbYb`i bX`6Øf[Yf`ni`gW`ØhnYb`i bX`X]Y`G]WYf\Y]h]b
 XYf`GhUXh`ni`[Yk Å`f`Y]ghYb"

8Yf`_ VYfZU``Ui Z`XYb` ; Y`XhfUbgdcfhYf`]gh`b]W`h`bi`f`Y]b`]gc`]YfhYf
 JcfZU```Yf`gd]Y[Y`hY`X]Y`ni bY`a YbXY` ; YZU`f`k]XYfž`XYf`X]Y
 6Yf`]bYf`6Yj`Ø`_Yfi b[`Ui`g[YgYhnh`]gh`G`W`cb`c`Zh`k`i`fXYb`Å`b`]W`Y
 GnYbUf]Yb`VYcVUW`hYhž`X]Y`XYi`h]W`a`U`W`Ybž`k`]Y`k`]W`h][`Y`g`]ghž
 X]Y`G]WYf\Y]hg_f`ÅZhY`ni`gh`Åf`_Yb`i`bX`d`f`Åj`Yb]h]j`[Y[Yb`gc`W`Y
 _ VYf[f]ZY`j`cfni`[Y`Yb"8]Y` : fU[Y`V`Y]Vh`K`]Y`j`]Y`Y`k`Y]hYfY
 _ VYfZ`Y`g]bX`b`Øh][ž`V]g`A`U» bU`a`Yb`Yf[f]ZY`b`k`YfXYbž`i`a`X]YgY
 cf[Ub]g]YfhY`?`f]a`]bU`]hÅh`Yb`hgW`Y]XYbX`ni`VY`_`Åa`dZYb3

K]Y`X]Y` ; YgW`Y`b]ggY`i`a`X]YgYb`_ VYfZU``nY][Ybž`]gh`X]Y
 ?ca`d`Yi`]hÅh`XYf`cf[Ub]g]YfhYb`?`f]a`]bU`]hÅh`]b`8Yi`hgW`UbX`b]W`h
 ni`i`bhYfgW`ÅhnYb"9g`]gh`Ub`XYf`NY]hž`XUgg`gck`c`\`X]Y`ghUUh]W`Yb
 6Y\`ØfXYb`U`g`Ui`W`X]Y` ; YgY`gW`UZh`Ub`Y]bYa`GhfUb[`n]Y`Ybž`i`a
 X]YgY`6YXfc`i`b[`ni`a`]b]a`]YfYb`i`bX`X]Y`G]WYf\Y]h`ZØf`U`Y
 6Yf`]bYf]bbYb`i`bX`6Yf`]bYf`ni`[Yk Å`f`Y]ghYb"

K Y]hYfY`≠Zcfa`Uh]cbYb`ni`X]YgYa`JcfZU``i`bX`XYf`Ui`ZYbXYb
 : U`bXi`b[`Z]bXYb`G]Y`Ui`Z`XYf`GY]hY`XYf`HU[YggW`Ui`gck`Y`
 fVV&("

8YhU]`g	
Cfh	;]YgYVfYW`ghfU» Y#?`i`fZØfghYbXUa`a`ž`%\$`*`&- 6Yf`]bž`8Yi`hgW`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "hU[YggW`Ui`"XY • k k k "fVV&("XY • XY"ghUh]ghU"W`a

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