

☞g`Ua]ghYb`]b`B F K .`F UX]_U`Y A]gg]cb]Yfi b[`YffY]W\h`bYi Y`8]a Ybg]cb`°

B F K !☞bYba]b]ghYf`F Yi `k Ufbh`j cf`ni bY\`a YbXYf
]g`Ua]gh]gW\Yf`A]gg]cb]Yfi b[`]b`8Yi hgW\`UbX`i bX`ZcfXYfh
ghUUh`]W\Y`A U»bU\`a Yb`ni f`6Y_`Äa dZi b[" "



8 i]gVi f[ž`8 Yi hgW\`UbX`!☞`Y]bYa `U`Ufa]YfYbXYb`5ddY``\Uh
B F K !☞bYba]b]ghYf`<YfVYfh`F Yi ``f78I Łj cf`XYa `j Yfgh`Äf`_hYb
5i ZhfYhYb`fUX]_U`Yf`☞g`Ua]ghYb`]b`8Yi hgW\`UbX`[Yk Ufbh``@Ui h`F Yi `
`Äggh`g]W\`Y]bY`ni bY\`a YbX`cZZYbg]j Y`]g`Ua]gh]gW\Y`A]gg]cb]Yfi b[
]bgVYgcbXYfY`VY]`GU`UZ]ghYb`VYcVUW\hYb``8]YgY`; fi ddYb`nY][Yb
g]W\`a i h][Yf`i bX`]bhYbg]j]YfYb`]\fY`a]gg]cbUf]gW\Yb`8U k U!
5_hj]]h`ÄhYbž`k Ug`Y]bY`Yfbgh`UZhY`6YXfc\`i b[`Z0f`X]Y`; YgY``gW\UZh
XUfghY``h`F Yi ``VYgW\fy]Vh]g`Ua]gh]gW\Y`DfYX][Yf`U`g`]XYc`c`[]gW\Y
6fUbXgh]ZhYfž`X]Y`g]W\`ni bY\`a YbX`Ui W\`U`g`Cb`]bY!☞Zi YbWf
]bgnYb]YfYb`i bX`XUXi fW\`]bgVYgcbXYfY`† b[Y`A YbgW\Yb
UbgdfYW\Yb"

7`Ui X]U`8 UbhgW\`_Yž] cb`XYf`6YfUhi b[gghY``Y`; f0bYf`J c[Y`ž

VYghÅh][h'FYi `g'9]bgWÅÅhni b['i bX`YVh`Yfj cfžXUgg'g]WÅ`U`hY`i bX
bYi Y`5_hYi fY`]b`XYf`gU`UZ]gh]gWÅYb`GnYbY`j YfbYhnYb`"G]Y`bi hnYb
]b`]\fYb` `g`Ua !GYa]bUfYb` `A Yh`cXYbž`X]Y`Ui Z`5b[ghđÅXU[c[]_
i bX`[YgY`gWÅUZh]WÅY`GdU`hi b[`UVn]Y`Yb`"8]YgY`9bhk]W`i b[Yb
g]bX`VYgcbXYfg`VYgcf[b]gYffY[YbXž`XU`g]Y`gY]h`XYa `9bXY`XYf
7cfc bU!DUbXYa]Y`ni [Ybca`a`Yb`UVYb`"8]Y
`bYba]b]ghYf`_cbZYfYbn`Uh`Ui ZX]YgY`fØW`Åi Z][Ybž`YXcWÅ
VYgcf[b]gYffY[YbXYb`HfYbXg`Ui Za Yf`gUa ` [Ya UWÅhi bX`ZcfXYfh
A U»bU`a`Ybž`i`a`X]YgYb`5_hj]hÅhYb`k]f`gUa `ni`VY[Y[bYbž
]b`_i`gj]Y`JYfY]bgj YfVchYb`i bX`ghÅf`_YfYf` , VYfk UWÅi b[`Ui Z
gc n]U`Yb`D`UhZcfa`Yb`"

Ni bU`a`Y`XYg`g`Ua]ga`i`gd`chYbn]U`g`

8Yf`U`_hi`Y`Y`6Yf]WÅh`XYg`6i`bXYgUa`hYg`ZØf`J`YfZUggi`b[`ggWÅi`hn
nY][`hž`XUgg`X]Y`NU`X`Yf`DYfgcbYbž`X]Y`U`g`]g`Ua`]gh]gWÅ`d`chYbn]Y`
[`YZÅ`f`]WÅ`Y]b[`YgWÅ`Åmh`k`YfXYbž`&\$&'`VY]`&+`&\$`\$`Y[`hž`]a
J`Yf[`Y]WÅ`ni`&+`(`,`\$`]a``U`f`&\$&&`5i`ZZÅ`][`]ghž`XUgg`X]Y
;`YZÅ`f`Xi`b[`Xi`fWÅ`]g`Ua`]gh]gWÅYb`HYffcf]ga`i`g`]b`8Yi`hgWÅ`UbX
i`bX`k`Y`hk`Y]h`ni`[`Ybca`a`Yb`U`h`"b`gVYgcbXYfY`bUWÅ`XYa
a`Ugg]j`Yb`5b[`f]ZZ`XYf`<`5A`5G`Ui`Z`g`fUY`Ua`i`+`"C`_hc`VYf`&\$&'
ghY][`h`X]Y`6YXfc`i`b[`Xi`fWÅ`]`UX]gh]gWÅ`a`ch]j`]YfhY`9]bnY`hÅhYf
i`bX`;`fi`dd]Yfi`b[`Yb`"9]b`[`Yg]WÅYfhYf`]g`Ua`]gh]gWÅ`a`ch]j`]YfhYf
5bgWÅ`U[`]b`8i`]gVi`f[`]a`5df]`&\$&'`ZØ`fhY`ni`Y]bYa`HcXYgcdZYf
i`bX`a`Y`fYfYb`J`Yf`YmhYbž`k`cVY]`XYf`HÅhYf`Ub[`UVž`]a`5i`ZhU[`XYg
`g`Ua`]gWÅYb`GhUUhYg`ni`U`bXY`b`"

8]YgY`9bhk]W`i b[Yb`g]bX`HY`Y]bYf`VYgcf[b]gYffY[YbXYb
; YgUa`hXmbUa`]_"`b`9i`fcdUž`i`bX`gdYn]Y`"b`8Yi`hgWÅ`UbXž`fØW`Yb
ni`XYa`hYffcf]gh]gWÅY`C`f[`Ub]gUh]cbYb`k`]Y`XYf`G`i`bX`U`!E`U]XU
ni`bY`a`YbX`]b`XYb`i`c`_i`g`"b`gVYgcbXYfY`X]Y`5_hj]hÅhYb`XYg`GD?
f`g`Ua`]gWÅYf`GhUUh`Dfcj`]bn`?`c`f`Ug`Ub`E`f]WÅhYb`g]WÅ`_cb`_fYh`[`Y[`Yb
8Yi`hgWÅ`UbX`i`bX`9i`fcdU`"5i`WÅ`Ubh]gYa`]h]gWÅY`DfcdU[`UbXU`U`h]b
XYf`XYi`hgWÅ`gdfUWÅ][`Yb`GnYbY`ni`[`Ybca`a`Ybž`VYgcbXYfg`]a
Ni`gUa`a`Yb`U`b[`a`]h`XYa``Øb[`ghYb`BU`cgh`_cbZ]_h`"

F`UX]_U`]g]Yfi`b[`i`b[`Yf`A`YbgWÅYb`

6YgcbXYfg`U`Ufa]YfYbX`]gh`X]Y`J Yf`Øb[i b[`XYf`5b`Åb[YfgWUZh
]g`Ua]gh]gWYf`Ghf`Øa i b[Yb`" `Øb[ghY`Ghi`X]Yb`VY`Y[Ybž`XUgg`j]Y`Y
↑ b[Y`A YbgWYb`]b`UV`Yb`@YVYbgd`UgYb`Ya`dZÅb[`]W`ZØf`XYb
fUX]_U`Yb`≡g`Ua]ga`i`g`g]bX`"9]b`Ni`gUa`a`Yb`Ub[`nk]gWYb
]g`Ua]gh]gWYb`≠Yc`c[]Yb`i`bX`5V`Y`bi`b[`gYI`i`Y`Yf`gck]Y
[YgW`YW`h]WYf`J]Y`ZU`h`k]fX`YVYbZU`g`ZYgh[YghY`h"
FUX]_U`]g]Yfi`b[gdfcnYggY`g]bX`j]Y`ZÅ`h[`i`bX`_ca`d`YI`ž`k`Ug`X]Y
<YfUi`gZcfXYfi`b[`ZØf`dfÅj`Ybh]j`Y`A`U»`bU`a`Yb`j`YfghÅf`_h`"9]b
6Yf]W`h`ni`a`H`Ya`U`VYgW`fY]Vhž`XUgg`;`YZU`fYb`c`Zi`Yfgh`gd`Å`h
Yf`Ub`bh`k`YfXYb`ž`k`Yb`b`đ [YbX`]WY`VYfY]hg`]b`YI`hfYa`]gh]gWY
Ghfi`_hi`fYb`Y]b[YVi`bXYb`g]bX"

≡5bVYhfUW`h`X]YgYf`9b`hk]W`_i`b[Yb`ZcfXYfb`9I`dYfhYb`Y]bY
j`YfghÅf`_hY`Ni`gUa`a`YbUfVY]h`U`Yf`[YgY`gW`UZh]WYb`5`_hYi`fYž
Y]bgW`Y]Y»`]W`GW`i`Ybž`Dc`]nY]VY`ØfXYb`i`bX`gcn]U`Yb
D`UhhZcfa`Yb`"8]Yg`YfZcfXYfh`Ui`W`Y]bY`_f]h]gWY
5i`gY]bUbXYfgYhni`b[`a`]h`XYf`F`c`Y`ž`X]Y`XUg`≡hYfbYh`VY]`XYf
FUX]_U`]g]Yfi`b[`↑`b[Yf`A`YbgWYb`gd]Y`h`GcW]U`A`YX]Už
]bgVYgcbXYfY`H]_Hc`_ž`k]fX`ni`bY`a`YbX`[Ybi`hnhž`i`a``Øb[YfY
N]Y`[fi`ddYb`Ubni`gdfYWYb`i`bX`ni`VYY]bZi`ggYb"

≡X]YgYa`?`cbhYI`h`k]fX`X]Y`B`chk`YbX][`_Y]h`Y]bYf`YZZY`_h]j`Yb
≡g`Ua]ga`i`gdfÅj`Ybh]cb`]a`a`Yf`XYi`h]WYfž`i`a`XYb
<YfUi`gZcfXYfi`b[Yb`XYf`[Y[Ybk`Åfh][Yb`NY]h`dfcU`_h]j`ni
VY[Y[bYb`"8Yf`GhUU`h`a`i`gg`Yb`hgW`c`ggYb`UbXY`bž`i`a`X]YgYb
VYXfc`WYb`9b`hk]W`_i`b[Yb`Ybh[Y[Ybni`k]f`_Yb`i`bX
[YgY`gW`UZh]WY`GdU`hi`b[`ni`j`Yf`bXYfb"

: Øf`XYhU]`YfhY`≡Zcfa`Uh]cbYb`ØVYf`X]Y`@U[Y`XYg`≡g`Ua]ga`i`g`]b
8Yi`hgW`UbX`gck]Y`FUX]_U`]g]Yfi`b[gZcfW`i`b[`ØbbYb`X]Y
6Yf]W`hY`XYg`6i`bXYgUa`hYg`ZØf`J`YfZUggi`b[ggW`i`hn`i`bX`X]Y
: cfgW`i`b[gVYZ`bXY`ni`f`FUX]_U`]g]Yfi`b[`↑`b[Yf`A`YbgWYb`]cb
XYf`6i`bXYgnYbhfU`Y`ZØf`dc`]h]gWY`6`]Xi`b[`cbgi`h]Yfh
k`YfXYb`"9]bY`Ui`gZØ`f`WY`5bU`mgY`XYf`G]h`Uh]cb`]b`B`cfX`f`Y]b!
K`YghZU`Yb`]YZYfh`Ui`W`_ghU`XY"

8YhU]`g	
J c fZU``	HYffcf]ga i g
C fh	8i]gVi f[ž'8Yi hgW\`UbX
J Yf`YhnhY	(
: YghbU\ a Yb	&
E i Y``Yb	<ul style="list-style-type: none"> • k k k "_ghU"XY • k k k "j YfZUggi b[ggW\ i hn"XY • k k k "VdV"XY

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