

Hfi a d`ØVYf`Di h]b. ``9f`]gh`UVgc`i h
j YffØW_h`[Yk cfXYb`°`' `l _fU]bY`]a `7\ Ucg

Hfi a d`_f]h]g]Yfh`Di h]bg`J Yf\U`hYb`]a `l _fU]bY!`?cbZ]_h`i bX
ZcfXYfh`bYi Y`GUb_h]cbYbž`k À\fybX`GY`Ybg_m`^bUW`8fi W_
XYg`K YghYbg`fi Zh"

l _fU]bY`!`Fi gg`UbX`\Uh`X]Y`l _fU]bY`]b`XYb`Y`hnhYb`B`ÅW`hYb`a`]h
FU`_YhYb`i bX`8fc`bYb`Ub`[Y`[f]ZZYbž`i bX`X]Y`l G!Dc`h]_fi bX`i a
X]YgYb`?cbZ]_h`ghY`h`YfbYi h`]a` :`c`_i`g`"l G!Df`Åg]XYbh`8cbU`X
Hfi a d`\Uh`XYb`?fYa`W`YZK`UX]a`]f`Di h]b`gW`UfZ`_f]h]g]Yfh`i bX`]b
U`g` j YffØW_h`VYnY]W`bYhž`k À\fybX`X]Y` ; Yk U`h`]b`XYf`l _fU]bY
UbghY][h`Hfi a d`Ài » YfhYž`XUgg`Di h]b`c`bY`Yf`_YbbVUfYb` ; fi bX
X]Y`C`ZYbg]j Y`[Y`[Yb`i _fU]b]gW`Y`Gh`ÅXhY`j Yfgh`Åf`_h`i bX`k`Ufbhž
XUgg`gY]b`< UbXY`b`XUg`GW`]W`gU`F`i gg`UbXg`[YZ`Å\`fXYb`_`ÖbbhY`"
8]Y`fi gg]gW`Yb`5b`[f]ZZY`\UVYb`ni`a`Y`f`U`g`Y]bYa`8i`hnYbX`HchYb
i bX`nU`\fY]W`Yb`J Yf`Y`hnhYb`]b`XYf`l _fU]bY`[YZ`Ø`fh`"Df`Åg]XYbh
K`c`cXma`mf`GY`Ybg_m`^`Uh`Fi gg`UbX`HYffcf`j`cf`[Yk`cfZYb`i bX
Xf`Åb`[h`Ui`Z`gh`Åf`_YfYb`8fi W`XYg`K`YghYbg`Ui`ZA`cg`Ui`ž`k`À\fybX
X]Y`l _fU]bY`gY]h`ØVYf`XfY]`š\`fyb`[Y`[Yb`XYb`fi`gg]gW`Yb
5b`[f]Zg`_f]Y`[`Åa`dZh"

GY`Ybg_m`ž`XYf`X]Y`<c`Zbi b`[`Ui`ZY]bY`Zf]YX`]W`Y`@`Øgi b`[`b]W`h
Ui`Z`[Y`[YVYb`\Uhž`gW`i`[`Y]bY`VYX]b`[i b`[g`cgY`" \$!h`Å`[]`[Y
K`UZZYbfi`Y`j`cfž`i`a`J`Yf\UbX`i`b`[Yb`ni`Yfa`Ø`[`]W`Yb`"8cW`Di`h]b
VYghY`h`Ui`Z`6YX]b`[i b`[Yb`ž`X]Y`X]Y`l _fU]bY`]b]W`h`U`nY`dh]YfYb
_Ubb`"Hfi a d`\]b`[Y`[Yb`a`UW`h`Ui`W`X`Ya`i`_fU]b]gW`Yb
Df`Åg]XYbhYb`J`cfk`ØfZY`i`bX`ZcfXYfh`]b`Ui`Z`gY]bY`F`Y`hcf]_`ni
ÅbXYfb`i`bX`a`Y`f`Ui`Z`X]Y`J`cfgW`Å`[Y`i`bX`6YX]b`[i b`[Yb`XYf
Z`Ø`fYbXYb`k`Ygh`]W`Yb`GhUUhYb`ni`UW`hYb`"ž`Y]bYa`VY`_UbbhYb
ž`hYfj`jYk`VY`Ui`dhYhY`Hfi a d`ž`XUgg`XYf`l _fU]bY!`?cbZ]_h`]b]W`h
VY`[cbbYb`\`ÅhYž`k`Ybb`Yf`]a`5a`h`[Yk`YgYb`k`ÅfYž`i`bX

VYnY]WbYhY`]\b`U`g` GY`Ybg_m^g`Di h]bg`i bX`6]XYbg`?f]Y[žk Ug
X]Y`?ca d`YI]h`h`XYf`[Ycdc`]h]gWYb`@U[Y`i bhYfghfY]W`h"

Hfi a d`i bX`GY`Ybg_m^g`HfYZZYb

≠`Y]bYa`idc`]h]gWYb`FU\`a Yb`hfUZYb`g]W`Hfi a d`i bX`GY`Ybg_m^]b
Fca ži bX`XUg`K Y]»Y`<Ui g`VYnY]WbYhY`XUg`; Ygdf`AW`U`g` gY\`f
dfcXi`_hj` "8]YgYg`_i fnY`HfYZZYb`j cb`Yhk`U`%)`A`]bi hYb`ZUbX`]a
?cbhYI`h`XYf`HfUi`YfZY]Yf`ZØf`DUdgh`i fUbn]g`_i g`ghUhh`i bX`XfY\`hY
g]W`i a`k`]W`h][Y`H\`Ya Yb`k`]Y`XYb`GW`i hn`XYf`i`_fU]b]gWYb
6Yj`Ò`_Yfi b[ža`Ò[`]WY`K`UZZYbgh]`gh`AbXY`i bX`X]Y`5i gg]W`h`Ui Z
Y]bYb`XUi`Yf\`UZhYb`i f]YXYb`"Hfi a d`Ai`»YfhY`]b`XYf`J`Yf[Ub[Yb\`Y]h
YXcW`Nk`Y]ZY`Ub`Di h]bg`9fbgh\`UZh][`_Y]hž`k Ug`XYb`?f]Y[`VYhf]ZZhž
i bX`j`Yfa`i hYhž`XUgg`X]YgYf`a`Ò[`]WYfk`Y]gY`bi`f`NY]h[Yk`]bbYb
a`ÒW`hYž`k`A\`fYbX`Fi`gg`UbX`k`Y]hYf\`]b`n]j`]Y`N]Y`Y`Ub[fY]Zh"

Hfi a d`\Uh`Ui W`GUb`_h]cbYb`i`Y[Yb`Fi`gg`UbX`i]b`6YhfUW`h`i`[Ync[Yb
i bX`Y]bYb`GcbXYfVYUi`Zhfu[hYbž`GhYj`Y`K`]h_cZZ`ni`i`Ygdf`AW`Yb
bUW`Fi`gg`UbX`i`YgW`]W`hž`i a`X]Y`7\`UbW`b`Y]bYf`8]d`ca`Uh]Y`ni
Yf`_i bXYb`"K`A\`fYbXXYggYb`j`Yfgi`WYb`i`_fU]b]gWY`8]d`ca`UhYbž
Y]bYb`i`Y[Ybj`cfgW`U[`ni`XYb`i`G!D`AbYb`ni`YfUfVY]hYbž`XYf
FUi`a`ZØf`?ca`dfca`]ggY`"Agghž`YXcW`b]W`h`X]Y`j`c`gh`AbX][`Y
FØW`_U`UVY`j`cb`XYa`i`j`cb`Fi`gg`UbX`VYgW`U[bU\`a`hYb`HYff]hcf]i`a
ZcfXYfh"

; Ycdc`]h]gWY`Y`=a`d`]`_Uh]cbYb`XYg`?cbZ`]_hg

8Yf`i`_fU]bYI`?cbZ`]_h`\Uh`k`Y]hfY]WYbXY`i`[Ycdc`]h]gWY
5i`gk`]f`_i b[Ybž`X]Y`ØVYf`X]Y`FY`[]cb`\]bUi`g[Y\`Yb`"8]Y`K`i`fnY`b
XYg`?cbZ`]_hg`]Y[Yb`]b`XYf`; YgW`]W`hY`XYf`i`_fU]bYž`]bgVYgcbXYfY
]b`XYf`NY]h`bUW`XYf`i`bUV`\Ab[][_Y]h]a`i`š\`f`%-`-`%`i`bX`XYf
5bbYI`]cb`XYf`?f]a`i`Xi`fW`Fi`gg`UbX`i]a`i`š\`f`&`\$`%(`ž`X]Y
]bhYfbUh]cbU`Y`?f]h]_`i bX`GUb`_h]cbYb`Ui`g`ÒghY`"8]Y`i`_fU]bY
_Aa`dZh`b]W`h`bi`f`i`Y[Yb`a`]h]h]f]gWY`5b[f]ZZYž`gcbXYfb`Ui`W
[Y[Yb`X]Y`i`bhYfghØhni`b[`XYf`fi`gg]gWYb`GYdUfUh]ghYb`]b`XYf
Cghi`_fU]bYž`k`cVY]`XYf`J`Ò`_YffYW`hgVfi`W`Fi`gg`UbX`g`b]W`h
i`bVYUW`hYh`V`Y]Vh"

8Yf?cbZ]_hYfZcfXYfhini XYa `Y]b`l a XYb_Yb`]bbYf\U`V`XYf`9I ž
 X]Y`gY]h`&\$%(`j YfgW]YXYbY`A U» bU\`a Yb`ni f`8YYg_U`Uh]cb
 Yf[fY]Zh" `9g`k]fX`Ya dZc\`Ybž`a i `h]`UhYfU`Y`J Yf\UbX`i b[Yb`ni
 gh`f_Ybž`X]Y`N]j][YgY`gW UZh`i]b`XYb` : f]YXYbgdfcnYgg
 Y]bni VYn]Y\Yb`i bX`ni `8YYg_U`Uh]cbga U» bU\`a Yb`ni `Yfa i h][Ybž
 Yhk U`Xi fW`Hfi ddYbUVnØ[Y`i bX`K UZZYbgh]`gh`AbXY" `8]Y
 [Ycdc`h]gWYb`GdUbbi b[Ybž`X]Y`Ui g`X]YgYa `?cbZ]_h`fYgi `h]YfYbž
 VYhfYZYb`b]W`h`bi f`9i fcdUž`gcbXYfb`_ØbbYb`Ui W`k Y]hfY]WYbXY
 5i gk]f_`i b[Yb`Ui Z`X]Y` [`cVU`Y`G]WYf\Y]hgUfW]hY`_hi f`i bX`X]Y
 B5HC!Fi gg`UbX!6Yn]Y\`i b[Yb`\UVYb"

Ni gUa a YbZUggYbX`]gh`X]Y`G]hi Uh]cb`]b`XYf`l _fU]bY`k Y]hYf\]b
 Ub[YgdUbbhž`i bX`XYf`8fi W_`Ui Z`X]Y`VYhY`] [hYb`5_hYi fYž
 X]d`ca Uh]gWY`@Øgi b[Yb`ni `Z]bXYbž`k `W`gh" `A U» bU\`a Yb`i bX
 ; Ygd`f`WY`Ui Z`j YfgW]YXYbYb`9VYbYb`g]bX`YfZcfXYf`]W`ž`i a`ni
 Y]bYf`_cbghfi _h]j Yb`?cbZ]_h`Øgi b[`ni` [Y`Ub[Yb`i bX`X]Y
 \`i a Ub]h`fYb` : c`[Yb`XYf` ; Yk U`hni ``]bXYfb"

: Øf`k Y]hYfY`8YhU]`g`ni `X]YgYf`H\Ya Uh]_`VYgi WYb`G]Y`V]hY`
A Yf_i fžHU[YggWUi `i bX`XUg!k]ggYb"XY"

8YhU]`g	
J c fZU``	HYffcf]ga i g
I fgUWXY	F i gg]gWY`F U_YhYbUb[f]ZZY
C fh	I _fU]bY
J Yf`Y hnhY	%&
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Yf_i f"XY • k k k "hU[YggWUi "XY • XUg!k]ggYb"XY

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