

6YnU\`_UfhY`Z0f`5gm`VYk YfVYf.
I a ghf]hhYbY`9]bZ0\ fi b[`]b`GUW\ gYb!
5b\U`h°

GUW\ gYb`Z0\ fh`UV`&\$&(`6YnU\`_UfhYb`Z0f`; YZ0W\ hYhY`Y]bž
i a `Gcn]U``Y]ghi b[Yb`YZ]n]YbhYf`i bX`g]W\ YfYf
VYfY]hni ghY``Yb"



GUW\ gYbž`8 Yi hgW\`UbX`!`8]Y`9]bZ0\ fi b[`XYf`bYi Yb`6YnU\`_UfhY
Z0f`; YZ0W\ hYhY`Y]b`8 Yi hgW\`UbXž`X]Y`VYfY]hg`]a`A U]`&\$&(`]b`? fUZh
hfUhž`gc f[h`k Y]hYf\]b`Z0f`j]Y``; Ygd fÅW\ gg hc Z`8]YgY`? UfhYž`X]Y`XYb
]bX]j]Xi Y``Yb`@Y]ghi b[gUb gdfi W\`XYf`Bi hnYf]bbYb`i bX`Bi hnYf
bUW\`XYa`5gm`VYk YfVYf`Y]ghi b[g[YgYhn`f5gm`V@`Ł`UVV]`XYhž`gc``
X]Y`5i gnU\`i b[`j cb`Gcn]U``Y]ghi b[Yb`YZ]n]YbhYf`[YghU`hYb`i bX
ni [`Y]W\`A]ggVfUi W\`j Yf\]bXYfb``@Ui h`A 8 F`YfgYhnh`X]Y
6YnU\`_UfhY`k Y]hYgh[Y\YbX`X]Y`V]g\Yf][Yb`; Y`X`Y]ghi b[Ybž`k cVY]
, VYfk Y]gi b[Yb`]bg`5i g`UbX`i bX`, VYfn]Y\i b[Yb`Ui g[YgW\`cggYb
g]bX"

8]Y`J cfhY]Y`X]YgYf`< UbX\UVi b[`]Y[Yb`Ui Z`XYf`< UbX.`8i fW`X]Y
J Yfk YbXi b[`j cb` ; i h\UVYb`Ui Z`8YV]h_UfhYb`ghY`Yb`?ca a i bYb
ZYghž`XUgg`XYf`J Yfk U`hi b[gUi Zk UbX`ghUf`_fYXi n]Yfh`k i fXYž`XU
6Uf[Y`XUi gnU\`i b[Yb`i bX` , VYfk Y]gi b[Yb`k Y[ZU`Yb`"5f]UbY
6Yf[Yfž` ; YgW`ÅZhgZ0\ fYf]b`XYg`@UbX_fY]ghU[Yg`GUW`gYb!5b`U`hž
VYgW`fY]Vh`X]Y`6YnU\`_UfhY`U`g`Y]bZUW`ni ` \UbX\UVYb`"9g
nY]W`bYh`g]W`UVž`XUgg`Ui W`Z0f`X]Y`J Yfk U`hi b[Yb`Y]b[i hYg
 ; YgW`ÅZh`XUfUi g`Yb`hghUb`XYb`]gh`

5`YfX]b[g`[]Vh`Yg`Ui W`GW`UhhYb`gY]hYb

Hfchn`XYf`d`cg]h] Yb`F`0W_a Y`Xi b[Yb`[]Vh`Yg`\YZh][Y`8]g_i gg]cbYb
0VYf`X]Y`6YnU\`_UfhY`"Gc`[]Vh`Yg`?f]h]_Ub`XYb
6Uf[Y`XUV\YVi b[Ybž`X]Y`Ui Za Ul]a U`) \$`9i fc`dfc
@Y]ghi b[gVYfYW`h][hYa `dfc`A cbUh`VY[fYbn`h]g]bX`"8]YgY
9]bgW`f`Åb_i b[`gh0» h`Ui ZI bj Yfgh`Åb`Xb]gž`XYbb`j]Y`Y
5gm`gi W`Yb`XY`Z0\`Yb`g]W`XUXi fW`Z]b`Ub`n]Y`"b]W`h`Ui gfY]W`Yb`X
i bhYfgh`0nh`"Ni XYa `k]fX`X]Y` : fU[Y`Ui Z[Yk cfZYbž`cV`X]Y
6YnU\`_UfhY`b]W`h`Ui W`ni f`Gh][a Uh]g]Yfi b[`j cb`5gm`VYk YfVYfb
VY]hf`Å[h`J]Y`Y`Z0fW`hYbž`XUgg`X]Y`Bi hni b[`X]YgYf`?UfhYž`X]Y`b]W`h
ni a ` ;]fcW`fX!GmghYa `[Y\0fhž`Y]bY`Yf`_Yb`bVUfY`A Uf_]Yfi b[
XUfghY`hž`X]Y`X]Y``hY[fUh]cb`]b`X]Y` ; YgY`gW`UZh`YfgW`k Yfh`

9]bY`k Y]hYfY`DfcV`Ya ghY`Y`]gh`X]Y`Y]b[YgW`f`Åb_hY`5_nYdhUb`n`XYf
6YnU\`_UfhY`]b` ; YgW`ÅZhYbž`VYgc`bXYfg`]b`Åb`X`]W`Yb` ; YV]YhYb`"
<]Yf`ghY`h`g]W`X]Y` : fU[Yž`k]Y`a Ub`X]Y` ; fi bXVYX0fZb]ggY`XYf
 ; YZ0W`hYhYb`Ua `VYghYb`UVXYW`_Yb`_Ubb`"8]Y`Dc`]h]_
Uf[i a Ybh]Yfhž`XUgg`X]Y`9]bZ0\fi b[`X]YgYf`?UfhY`j cf`U`Ya `XUni
X]YbYb`gc`ž`X]Y`J Yfk U`hi b[g_cghYb`ni `gYb`_Yb`i bX`X]Y`5i g[UVYb
ni `VY[fYbnYbž`i a ` [fi bX`Y[YbXY`6YX0fZb]ggY`g]W`Yfni ghY`Yb`"
?f]h]_Yf`gYhnYb`XYa `YXcW`Ybh[Y[Ybž`XUgg`X]Y`Z]b`Ub`n]Y`Y`
5i hcbca]Y`XYf`6YhfcZYbYb`Y]b[YgW`f`Åb_h`k]fXž`k Ug`ni `Y]bYa
 ; YZ0\`XYf`9bha 0bX][i b[`Z0\`fYb`_Ubb`"

F YW`h`]W`Yf`F U\ a Yb`i bX`@Y]ghi b[Yb

F YW`h`]W`VUg]Yfh`X]Y`6YnU\`_UfhY`Ui Z`XYa
5gm`VYk YfVYf`Y]ghi b[g[YgYhnž`XUg`X]Y`@Y]ghi b[Yb`Z0f

Ugm`gi W\YbXYŽ[YXi `XYhY`i bX`Ui gfY]gYdZ]W\h][Y`DYfgcbYb`fY[Y`h"
 8]YgY`[YgYh`]W\Yb` ; fi bX`U[Yb`gW\UZZYb`X]Y`6Ug]g`XUZØfž`XUgg
 ; YZØW\hYhY`VYfY]hg`UV`XYf`Yi » Yfi b[`]\fYg`5gm`[Ygi W\g`5bgdfi W\
 Ui Z`@Y]ghi b[` \UVYb`"8]Yg`]gh`Y]bY`k]W\h][Y`#Zcfa Uh]cbž`XYbb`XYf
 @Y]ghi b[gUbgdfi W`k]fX`b]W\h`Yfgh`a]h`XYf`9]bFY]W\i b[`XYg
 Zcfa Y`Yb`5bhfU[g`k]f_gUa ž`gcbXYfb`]gh`VYfY]hg`j cf\Yf
 j cf\UbXYbž`k]Y`6Ug]gk]ggYb`5gm`XYi h`]W`a UW`h"

5i » YfXYa`]gh`Yfk Å\bYbkg Yfhž`XUgg`bUW`' * `A cbUhYb
 i bi bhYfVfcW\YbYa`5i ZYbh\U`h`i bhYf`VYgh]a a hYb
 J cfVYX]b[i b[Yb`5bU`c[`Y]ghi b[Yb`f] Yf[`Y]W\VUf`a]h`Gcn]U`\]`ZYŁ
 VYUbhfU[h`k YfXYb`_ØbbYb`" # `XYf`Nk]gW\YbnY]h`Yf\U`hYb
 5gm`VYk YfVYf`@Y]ghi b[Yb`bUW`XYa`5gm`V@ ž`k Å`fYbX
 UbYf_UbbhY` ; YZØW\hYhY`5bgdfi W`Ui Z`Gcn]U`Y]ghi b[Yb`bUW`XYa
 Gcn]U`[YgYhnVi W` \UVYb`"l bX`b]W\h`ni`j Yf[YggYb.`Ui W\
 i _fU]b]gW\Y` ; YZØW\hYhY` \UVYb`Ni [Ub[`ni`X]YgYb
 l bhYfghØhni b[Ybž`bUW`XYa`g]Y`Y]bYb`5bhfU[`Ui Z
 j cfØVYf[Y\YbXYb`GW`i hni[YghY`h`\UVYb`"

8Yf`8]g_i fg`ØVYf`X]Y`6YnU\`_UfhY`ZØf`5gm`VYk YfVYf`nY][h`U`gc
 b]W\h`bi f`X]Y`<YfUi gZcfXYfi b[Yb`Ui Zž`X]Y`a]h`]\fYf`9]bZØ\fi b[
 j YfVi bXYb`g]bXž`gcbXYfb`k]fZh`Ui W` : fU[Yb`ni`XYb`FYW\hYb`i bX
 XYf`#hY[fUh]cb`j cb` ; YZØW\hYhYb`]b`8Yi hgW`UbX`Ui Z`CV`g]Y
 hUhgÅW`]W`ni f`J YfVYggYfi b[`XYf`@YVYbgg]hi Uh]cb`XYf
 6YhfcZZYbYb`VY]hfÅ[h`cXYf`Y\Yf`bYi Y`<ØfXYb`Ui ZVUi hž`V`Y]Vh
 UVni k UfhYb`"

8YhU]`g	
C fh	GUW\gYbž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Xf"XY • k k k "fU!a U]VUi a "XY • VUg]gk]ggYb"Ugm`"bYh

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