

@YVYbga]hhY`dfY]gY`YI d`cX]YfYb. `K c
gdUfYb `; Òf`]hnYf`VY]a `9]b_Ui Z3

; Òf`]hn. `DfY]gghY][Yfi b[Yb`VY]`@YVYbga]hhY`b`i bX
F YU_h]cbYb`j`cb`8]gWci bhYfb" `J YfVfUi WX Yf`_f]h]g]YfYb
`hfUbgdUfYbn`i bX`< YfUi gZc fXYfi b[Yb"



; Òf`]hnž`8 Yi hgW`UbX`!`8]Y`@YVYbga]hhY`dfY]gY`]b`8 Yi hgW`UbX
g]bX`Y]b`Y]» Yg`H\Ya Už`XUg`j]Y`Y`VYgW`ÄZh][h`6Ygc bXYfg`ghUf_
gdØfVUf`g]bX`X]Y`DfY]gghY][Yfi b[Yb`VY]; fi bXbU\fi b[ga]hhY`b
k]Y`6fchž`6i hYf`i bX`K Y]nYbdfcXi _hYb" `A UfWGW`a]hnž`Y]b
& `!`Ä`f][Yf`?`Ò`bYfž`\Uh`X]YgY`9bhk]W`i b[`Ui g`YfghYf`< UbX`Yf`YVh
i bX`VYcVUW`hYhž`k]Y`X]Y`DfY]gY`gY]h[YfUi a Yf`NY]h`ghY][Yb" `I a
XYf`K Y`Y`XYf`DfY]gghY][Yfi b[Yb`Ybh[Y[Ybni k]f`Ybž`\UhYb`j]Y`Y
8]gWci bhYf`i bX`Gi dYfa Äf`hY`Ub[Y_ØbX][hž`]\fY`DfY]gY`ni
gYb`Yb" `Gc`ni a `6Y]gd]Y`5`X]ž`XUg`]a `A Äfn`&\$&) `XYb` [fØ» hYb
DfY]gfi hgW`XYg`J\`fYg `Ui gf]YZi bX`a Y`f`U`g` \$
; fi bXbU\fi b[ga]hhY`XUi Yf`UZh`V`][Yf`UbVch" `a `5df]`Zc[hY`XUg
I bhYfbY`a Yb`a]hY]bYf`DfY]ggYb`i b[`ZØf`_bUdd" ` \$`j YfgW]YXYbY
; YhÄb`_Yž`i bX`]a `A U]`gYb`hY`Ui W`@X`X]Y`DfY]gY`ZØf`) \$ \$ `5fh]_Y`

Ui g j YfgW]YXYbYb`K UfYb[fi ddYbž`k Ug`k]YXYfi a `UbXYfY
9]bnY`ÀbX`Yf`k]Y`9XY_Už`BYhč`ž?Ui ZUbXž`FYk Y`i bX`DYbbmiUi Z
XYb`D`Ub`f]YŽ`]\fY`DfY]gY`Ubni dUggYb" `GÀW`g]gW`YQVYf]W`hYhž
XUgg`X]Y`?cb_i ffYbn`]a `@VYbga]hhY`a Uf_h`Ui Z`X]YgY`K Y]gY
]a a Yf`]bhYbg]j Yf`k]fX"

8cW`k Ug`ghYW_h`\]bhYf`X]YgYb`[YgYb_hYb`DfY]gYb3
J YfVfUi W`YfgW`ØhnYf`nY][Yb`g]W`VYgc f[h`ØVYf`X]Y`HfUbgdUfYbn
XYf`DfY]ggYb_i b[Yb" `@]gU`J Ò`_Y`j ca `J YfVfUi W`YfnYbhfU`Y
6i bXYgj YfVUbX`a UW`hY`XYi h]W`ž`XUgg`Yg`cZhi b`_Uf`]ghž`k Y`W`Y
DfY]gY`i bX`DfcXi _hY`hUhgÀW`]W`VYhfc`ZYb`g]bX" `9I dYfhYb`k]Y`8f"
GhYd`Ub`F`ØgW`Ybž`DfcZYggcf`ZØf`@VYbga]hhY`UbXY`ž`k Y]gYb
XUfUi Z`\]bž`XUgg`X]YgY`GYb_i b[Yb`nk Uf`[i h`_]b[Ybž`]\fY
5i gk]f_i b[Yb`YXcW`cZhi]b`XYf`DfUI]g`[Yf]b[`g]bX` `Y]bY
FYXi n]Yfi b[`j cb`) \$\$`5fh]_Y`b`_ÒbbhY`bi f`Yhk U`nk Y]`DfcnYbh`XYg
Xi fW`gW`b]hh]W`Yb`K UfYb`_cfVg`gdUfYb" `8UVY]`V`Y]Vh`cZYbž`k Ug
X]Y`8]gW`ci bhYf`a]h`XYa`6Y[f]Z` XUi Yf`UZh`hUhgÀW`]W`a Y]bYb
i bX`cV`X]Y`DfY]ggYb_i b[Yb`Ub[Zf]gh][`g]bX`cXYf`bi f`_i fnZf]gh][Y
5_h]cbYb`XUfghY`Yb" `8]Yg`k]fZi: fU[Yb`Ui Z`X]Y`j]Y`Y`J YfVfUi W`Yf
i a hfY]VYb"

DfY]gY`i bX`DfY]gYb`hk]W`_i b[Yb`]a ` , VYfV`]W`_

K]Y`X]Y`J YfVfUi W`YfnYbhfU`Y`BFK `Yfj`cf`YVhž`]gh`XUg
U`[Ya Y]bY`DfY]gb]j YUi`ZØf`@VYbga]hhY`gY]h`&\$\$%`i a`Yhk U` \$
DfcnYbh`Ub[Ygh]Y[Yb" `Gc`W`XfUa`Uh]gW`Y`J Yf`ÀbXYfi b[Yb`g]bX
Xi fW`j YfgW]YXYbY` : U`_hcfYb`VYX]b[h`8]Y`?cghYb`ZØf`9bYf[]Yž
8Øb[Ya]hhY`i bX` : i hhYfa]hhY`g]bX`Xi fW`X]Y`Ub`U`hYbXYb
[`cVU`Yb`?f]gYb`ghUf`_ [Ygh]Y[Ybž`k `À`fYbX`XYf
5fVY]hg`f`ÀZhYa`Ub[Y`i bX`X]Y`ghY][YbXYb`A]bXYgh`Ò`bY`X]Y
DYfgcbU`_cghYb`VY`UghYb" `Ni XYa`gc f[h`XYf`?`]a Uk UbXY`a]h
`Ài Z[YfYb`A]ggYfbhYb`ZØf`i bg]W`YfY`9fbhYf[YVb]ggY"

9]b`6Y]gd]Y`ni f`J YfUbgW`Ui `]W`i b[`8Yf`DfY]g`ZØf`6i hhYf
gW`k Ub`h`gY]h`6Y[]bb`XYg`i`_fU]bY!`?f]Y[g]a` : YVfi Uf`&\$\$&
Yf`YV`]W`" `BUW`Y]bYa`ghUf`_Yb`5bgh]Y[` [UV`Yg]a`Gca`a`Yf`&\$\$`
Y]bY`j`cf`ØVYf[Y`YbXY`9f`Y]W`hYfi b[ž`X]Y`DfY]gY`_`Y`hhYfhYb`YXcW`
_i`fn`j`cf`K`Y]\`bUW`hYb`&\$\$`(`k`]YXYf`Ui`Z`<`ÒW`ghk`YfhY" `J`YfghY`W`_hY

DfY]gYf\Ò\i b[Ybž'k]Y`Yhk U`Xi fW\ [Yf]b[YfY : Ø`a Yb[Yb`cXYf
j YfÀbXYfhY`F YnYdhi fYbž`YfgWk YfYb`j]Y`Y`J YfvfUi WYf.]bbYb`X]Y
, VYfg]Wk hØVYf`YWk hY`DfY]gYf\Ò\i b[Yb`"8 Ug`ZØ\fh`XUni ž`XUgg`X]Y
A YbgWk Yb`j YfghÀf`_h`Ui Z`DfY]gj Yf[`Y]Wk Y`i bX`[Øbgh][YfY
5`hYfbUh]j Yb`Ub[Yk]YgYb`g]bXž`i a`k Y]hYf\]b`Y]bY`[Ygi bXY
9fbÀ\fi b[`ni` [Yk À\`f`Y]ghYbž`c`bY`XUg`6i X[Yhini`gdfYb[Yb`"
Q] YfvfUi Wk YfnYbhfU`YQ\YVh`\Yfj cfž`XUgg`Y]bY`[Ygi bXYž
bUWk \U`h][Y`i bX`UVk YWk g`i b[gfY]Wk Y`9fbÀ\fi b[`b]Wk hj ca
; Y`XVYi hY`UV\Àb[Yb`gc``hY"

DfY]gYb`hk]W`_`i b[`]a`'8 Y`hU`_`

8]Y`DfY]gUbU`mgY`]b` ; Øf`]hn`nY][h`hY]`g`d`c`g]h]j Y`9b`hk]W`_`i b[Ybž
Yhk U`VY]`J c``_cfbhcUghž`XYggYb`DfY]g]j cb`- -`7Yb`h`Ui Z`+-`7Yb`h
[YgYb`_`h`k`i fXYž`i bX` ; Y`]Yfni W`_`Yfž`XYf`j cb`` ž` &`9i fc`Ui Z`&ž` +
9i fc`Z]Y``"8 Ug`Yb`hgd]Wk h`Y]bYf`F`YXi _`h]cb`j cb`&\$`DfcnYb`h`i bX```
DfcnYb`h`fYgdY`_`h]j Y``5i Z`XYf`Ub`XYfYb`GY]hY`VYc`VUWk hYb`k`]f`Ui Wk
hY]`g`g`Wk c`W_]YfYb`XY`DfY]gUb`gh]Y[Y.`?`k`]g]j YfhYi YfhYb`g]Wk`i a` ,
DfcnYb`h`ž`k`À\`fYb`X`_`Yfb`c`gY`HfUi VYb`gc[Uf`i a`'+&`DfcnYb`h`hYi fYf
k`i fXYb`" , VYfX]Yg`gh]Y[`XYf`DfY]g`ZØf`A Uf`_`Yb`Vi h`hYf`j cb`%ž*` -`9i fc
Ui Z` ž` ,`9i fc`ž`k` Ug`Y]bYa`'5b`gh]Y[`j cb`%`)`DfcnYb`h`Yb`hgd]Wk`h`
9]bY`i bj YfÀbXYfhY`DU`YhY`j cb`9i dc`fh`6]Yf`V`Y]Vh`Y`Xc`Wk`ni a
DfY]g]j cb` , ž`(-`9i fc`ghUV]`ž`Y]bY`_`Y]bY`9f`Y]Wk`hYfi b[`]b`Y]bYa
Ubgcb`ghYb`gY\`f`g`Wk`Ub`_`Yb`XYb`A Uf`_`h`"

8]Y`]b`hfUb`gdUfYb`hY`DfY]gV]`Xi b[`k`]fZi: fU[Yb`Ui Z`K`]Y`XYf
J YfvfUi Wk YfnYbhfU`Y`6i bXYgj YfvUb`X`VYhc`b`hž`_`Øb`hY`Yg`gY]bž
XUgg`@YVYbga]hY`i bhYfbY\`a Yb`j cb`XYf`U`_`hi Y``Yb`@U[Y
dfcZ]h]YfYb`i bX`l`a`g`À`hnY`Ui Z`?`c`ghYb`XYf`J YfvfUi Wk Yf.]bbYb
ghY][Yfb`"8]Yg`k`]fX`\`Ài Z][`Xi fWk`A`c[Y`d`UW`_`i b[Yb`i bX`fYXi`n]YfhY
=b\U`hga Yb[Yb`j YfXYW`_`h`"8]Y`5bgdfØWk`Y`XYf`J YfvfUi Wk Yf`Ub
a`Y\`f`HfUb`gdUfYb`n`i bX`_`UfYfY`?`Yb`bnY]Wk`bi b[Yb`k`YfXYb
XUXi fWk`]a`a`Yf`Ui hYf`"@Y`h`h]Wk`V`Y]Vh`X]Y`<`c`Zbi b[ž`XUgg`X]Y
6i bXYgfY[]Yfi b[`A`U`»`b`U\`a`Yb`[Y[Yb`X]YgY`\`c`\Yb
@YVYbga]hY`d`fY]gY`Yf[fY]Zž`i a`XYb`5``hU[`XYf`J YfvfUi Wk Yf`ni
Yf`Y]Wk`hYfb`"Q] nVj QVYf]Wk`hYhž`XUgg`Yg`i bVYX]b[h`b`chk`YbX][`]ghž
X]YgY`<`YfUi gZcfXYfi b[Yb`Ubni [Y\Ybž`VYj cf`X]Y`J YfvfUi Wk Yf
bcWk`gh`Àf`_`Yf`i bhYf`8fi W`_`[YfUhYb`"

8YhU]`g	
C fh	; Òf`]mž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gUYW`g]gW`Y"XY • k k k "j YfVfUi W`YfnYbhfU`Y"XY • k k k "j nVj "XY

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