

B Yi Yf`A Y[U!@c []gh]_!< i V`Ua `: `i [\ UZYb
@Y]dn][.`F YU`hYfa `d`Ubh`Ni _i bZh°

@Y]dn][#< U`Y`5]fdcfh`d`Ubh`Y]bY`a cXYfbY`@ ZhZfUWk hUb`U[Y
Ui ZXYa `Y\Ya U`][Yb`5a Uncb!; Y`AbXY`ni f
9ZZ]n]YbnghY][Yfi b[`]a `: fUWk hVYfY]Wk "



@Y]dn][ž`8Yi hgWk`UbX`!`9g`hi`h`g]Wk`k Ug`Ua `: `i [\ UZYb
@Y]dn][#< U`Y`°`8Yi hgWk`UbXg`nk Y]h[f0» hYf`7Uf[c!5]fdcfh`hfY]Vh`X]Y
A cXYfb]g]Yfi b[`j cfUb`"BUWk`XYa `5i ggh]Y[`j cb`5a Uncb`Ui Z`XYa
; Y`AbXY`k i fXY`Yi hY`Y]bY`gdUbbYbXY`BYi][_Y]h`j Yf`ØbXYh
FYU`hYfa ž`Y]b`I GIUa Yf`_Ub]gWkYg`i bhYfbY`a Ybž`U`h`XUg; Y`AbXY
ØVYfbca a Yb`i bX`d`Ubh`XYb`6Ui `Y]bYf`cWk a cXYfbYb
@i ZhZfUWk hUb`U[Y`"8]YgY`gc`Y]bY`VYY]bXfi W_YbXY`@U[YfZ`ÅWk Y
j cb`V]g`ni `() "\$\$\$`E i UXfUha YhYfb`V]YhYb`i bX`XUa]h`bYi Y
A U» gh`ÅVY`gYhnYb`"@mbb`?Ui ž`GYb]cf`J]Wk`DfYg]XYbh`VY]`FYU`hYfa ž
nY][h`g]Wk`cdh]a]gh]gWk`i bX`YVh`XUg`K UWk`ghi a gdchYbn]U`XYg
Dfc`Y`hg`Yfj`cf"

8cWk`k Ug`a UWk`h`X]YgY`bYi Y`5b`U[Y`gc`VYgcbXYfg3`@Ui`h`i`fUb`_

D]YdYfj cb`XYf`A]hhY`XYi hgW`Yb` : `i [\UZyb`5; `g]bX`X]Y
6YX]b[i b[Yb`Ua `@Y]dn][#< U``Y`5]fdcfh`cdh]a U``ZØf
@ ZhZfUW`hi bhYfbY`a Yb``8]Y`X]fY`_hY`5bV]bXi b[`Ubg`F`c``ZY`X`]gh
Y]b`k`Y]hYfYf`D`i`gdi`b`_hZ`XYf`X]Y` : fUW`hVYk`Y[i b[Yb`nk`]gW`Yb
 : `i [nYi [`i bX`@_k`Yf`YV`]W`VYgW`Yi`b][h``8Ug`Y]» hZ`k`Yb][Yf
NY]hj Yf`i`gh`VY]a` `l`a` `UXYb`i`bX`a`Y`f`9Z]n]Ybn`ZØf`X]Y
l bhYfbY`a Yb` `XUg`_]b[h`bUW`Y]bYa` ` [i hYb` ; YgW`ÅZh`ZØf`U``Y
6YhY]][hYb`°

9]bV`]W_]b`X]Y`D`ÅbY

8]Y` [Yd`UbhY`@ ZhZfUW`hUb`U[Y`k`]fX`b]W`h`bi`f`ZØf`9! dfYgg!`i`bX`9!
7ca`a`YfW`!6Yhf]YVY`Ui`g[Y`Y[h`gY]bZ`gcbXYfb`Ui`W`U``[Ya`Y]bY
 : fUW`hcdYfUh]cbYb`VYX]YbYb``9]b`i`b[Y`]bXYfhYf`Ni [Ub[`ni`XYb
5i`hcVU`bYb`5-`i`bX`5%(`gck`]Y`Y]b`X]fY`_hYg`Ni [Ub[`ni`f`@ ZhgY]hY
gc``Yb`X]Y`HfUbgZYfnY]hYb`c`d]h]a`]YfYb``8Ug`_]b[h`b]W`h`bi`f
j`]Y`j`YfgdfYW`YbXZ`gcbXYfb`dUggh`Ui`W`ni`a`HfYbX`XYg
ghY][YbXYb` : fUW`hj`c`i`a`Ybg`Ua` `@Y]dn][#< U``Y`5]fdcfh` `a` `Y` \f
&\$&(`j`YfUfVY]hYhY`XYf` : `i [\UZyb`Yhk`U`%ž(`A`j``]cbYb`HcbbYb
 : fUW`hi`bX`Yf`YVhY`XUa`]hY]bYb`g][b]Z_]UbhYb`5bgh]Y[`]b`XYf
6fUbW`Y"

8Yf` : `i [\UZyb`V]YhYhfi`bX`i`a`X]Y`l` \f`GYfj`]W`ZØf` : fUW`hZ
a`cXYfbY`Nc``UVZYfh][i b[Yb`i`bX`_ca`a`h`c`bY`G`ch`!`cXYf`DUmcUX!
6YgW`fÅb`_i`b[Yb`Ui`g``8Ug`a`UW`h`XYb`GhUbXcfh`VYgcbXYfg
UhhfU`_hj` `ZØf`l`bhYfbY`a`YbZ`X]Y`Ui`Z`gW`bY``Y`i`bX`ZYl`]V`Y
@c[]gh]_`Øgi`b[Yb`gYhnYb``l`bX`X]Y`NU`Yb`VYgh`Åh][Yb`Yg.` `a` `Y` \f
&\$&(`j`YfnY]W`bYhY`@Y]dn][#< U``Y`ØVYf`-`*"\$\$\$` : `i [VYk`Y[i b[Yb
i`bX`a`Y`f`U`g`XfY]`A`j``]cbYb`DUggU[]YfY``8Ug`U``Yg`XYi`hYh`Ui`Z`Y]bY
d`c]g]hj`Y`9bhk`]W`_i`b[`]b`XYf`@ ZhZfUW`hghfUhY[]Y`XYf`FY[]cb`Y]b"

9fZU`fi`b[`i`bX`9fZc`[

F`YU`hYfa` `Vf]b[h`j`]Y``9fZU`fi`b[`]b`XUg`Dfc`Y`_hY]b``A`]h`ØVYf`` `\$
`Y` \fYb`]a` ` ; YgW`ÅZh]YfZØ[Yb`g]Y`ØVYf`Y]b`DcfhZc`]c`j`cb`%+
A`j``]cbYb`E`i`UXfUhZ` »`ØVYf`` (` : `i [\ÅZYb`k`Y`hk`Y]h``6YfY]hg
YfZc`[fY]W`i`a` [YgYmh`k`i`fXYb`5b`U[Yb`k`]Y`XUg`»`?`A`cXYfb`5]f
7Uf[c` : UW`]hm]b`BYk` `Mc`f`_i`bX`XUg`B`c`fh`YUgh`7Uf[c`7Ua`di`g`Ua

C <UfY' ðhYfbUh]cbU`5]fdcfh]b`7\]WU[c"8 Ug[YfUXY`Yfk cfVYbY
; Y`ÀbXY`]b`@Y]dn][` _ÒbbhY`bi b`X]Y`bÀW ghY`[fc» Y
9fZc`[g[YgW]W hY`]b`]\fYf`i bhYfbY\ a Ybg\]ghcf]Y`k YfXYb"

A]h`XYb`VYfY]hg` \c\Yb`7Uf[c!NU\`Yb`i bX`XYf`a cXYfbYb
ðZfUghfi _hi f`Ua `: `i [\UZYb`@Y]dn][#< U`Y`nY][h`g]W žXUgg`\]Yf`Y]b
ni _i bZhgcf]Ybh]YfhYg`Dfc`Y`_h`]b`XYb`GhUfh`ÒW Yfb`ghY`h"8]Y
?ca V]bUh]cb`Ui g`\Yfj cffU[YbXYb`5bV]bXi b[Yb`i bX`XYf`bYi Ybž
ZYI]V`Yb`Bi hnVUf`_Y]h`XYf`@c[]gh]_!F`Ài a `]W`_Y]hYb`_ÒbbhY`X]Y
?cb_i ffYbn`Ui ZXYa `XYi hgW Yb`A Uf`_hYa dZ]bX`]W`]bg`K Ub`_Yb
Vf]b[Yb"

GY]`Yg`Z0f`9!7ca a YfW`cXYf`YI dfYgg`J YfgUbXž`Ua `@Y]dn][#< U`Y`
5]fdcfh`k]fX`X]Y`bÀW ghY`Y`fU`XYf`@ ZhZFUW hY]b[Y`Ài hYh"9g`V`Y]Vh
gdUbbYbX`ni `gY\Ybž`k]Y`g]W`X]YgYg`XmbUa]gW`Y`I a ZY`X
k Y]hYfYbhk]W`_Y`hi bX`k Y`W`Y`K Y[Y`I bhYfbY\ a Yb`Yf[fY]ZYbž`i a
j cb`X]YgYb`bYi Yb`A Ò[`]W`_Y]hYb`ni `dfcZ]h]YfYb"": Øf`X]Y`F`Y[]cb
g]W`Yf`Y]b`[fc» Yf`; Yk]bb`

ðhYfYgg]YfhY`@YgYf.]bbYb`Z]bXYb` \]Yf`XYhU]`]YfhY` ðZcfa Uh]cbYb
ni `XYb`Z0\ fYbXYb`XYi hgW Yb`: fUW hZi [\`ÀZYb`]b`XYb`Y`hnhYb
>U\ fYb. GhUh]ghU`VYf]W hYh`ØVYf`X]Y`9bhk]W`_i b[`XYf`@ ZhZFUW h
]b`8Yi hgW`UbX"

8YhU]`g	
C fh	@Y]dn][ž8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "h\i Yf]b[Yb&("XY • k k k "fYU`hYfa "Wċa • k k k "ghUh]ghU"Wċa

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