

? Ua dZ'i a '9a]`Y. 'A i hhYf'gi W\ h'hYi fY
H\ YfUd]Y '[Y[Yb 'gY`hYbY '? fUb_\`Y]h°

7`Ui X]U'?Ø\k Y['Ui g'Nk]W_Ui ' _Äa dZ'i a '<]'ZY`ZØf']\fY
gW\k Yf_fUb_Y`HcW\hYf'9a]]Yž'X]Y'Ub'A 9#7: G`Y]XYh"
GdYbXYb`Xf]b[YbX`VYbØh][h"



Nk]W_Ui ž'8 Yi hgW\`UbX`!'8]Y`Gcf[Yb`Y]bYf'A i hhYf`VYfØ\ fYb`XUg
< Yfn. '7`Ui X]U'?Ø\k Y['f) %Ł'Ui g'?]fW\VYf[']'b'GUW\gYb`_Äa dZ
'Y]XYbgW\UZh]W\`ZØf'X]Y'; Ygi bX\Y]h'\fYf'%) !`Ä\ f][Yb`HcW\hYf
9a]]Yž'X]Y'Ub'A mU'[]gW\Yf'9bW\d\U`ca`mY`]h]g`fA 9#7: GŁ`Y]XYh"
8]YgY`Z]YgY'?fUb_\`Y]h'\Uh'XUg`@YVYb`XYf': Ua]]Y`ghUf`_Ui`ZXYb
?cdZ'[YghY`hž'XYbb`9a]]Y`gW\`ÄZh'hÄ[']'W\`V]g`ni`'+`Gh`bXYbž`_Ubb
g]W\`_Ui`a`'VYk`Y[Yb`i`bX`\Uh'a`]h`Y]bYf`DZY[Yghi`ZY`) `X]Y`\ÖW\ghY
<]'ZgVYXØfZh[_Y]h`YffY]W\h"8]Y`5i`gk`]f`_i`b[Yb`g]bX`[fUj`]YfYbX`
: fYi`bXY`\Uh'X]Y': Ua]]Y`ZUgh`j`Yf`c`fYbž`XYf`5`hU[']'gh`_Ui`a`bcW\
ni`VYk`Ä`h][Ybž`k`]Y`6]`X`VYf]W\hYh"

8]Y`Gma`dhca`Y`9a]]Yg`VY[UbbYb`gW\cb`]a`'?]bXYf[UfhYbž
bUW\XYa`g]Y`g]W\`a`]h`XYa`'9dghY]b!6Uff!J`]fi`g`Ub[YghYW`_h`\UhYh"

: ØbZ7cfc bU! ðZY_h]cbYb'gdÅhYf'ghY\Yb'7`Ui X]U'i bX']\fY`HcW hYf
c\bY`VY Zf]YX][YbXY`5bhk cfhYb`XUž`XYbb`hfchn`nU\`fY]WXYf
5fnhVYgi WXY`V`]YV`Y]bY`8]U[bcyY`Ub[Y`NY]h`Ui g`"GW\`]Y»`]W
ghY`hY`Y]bY`Yfnh]b`A]hcW`cbXf]cdUh\]Y`ZYgh`Y]b`Ni ghUbXž`VY]
XYa`9a`]]Yg`NY`Yb`bi f`%\$!%) i`XYf`VYb`Øh][hYb`9bYf[]Y
dfcXi n]YfYb`_ØbbYb`"8Yf`5HD!K Yfh`Y[h'a]h`\$ž(%ŠA`XYi h`]W
i bhYf`XYa`Bcfa`U`k Yfh`j`cb`ØVYf`&ž) ""8]YgY`YfgW`fYW`YbXYb
?YbbnU\`Yb`j`YfXYi h`]WXYbž`k]Y`gW`k Yf`Yg`i a`X]Y` ; Ygi bX\Y]hj`cb
9a`]]Y`VYghY`h`]gh"

<]`ZY`]gh`hYi`Yf

7`Ui X]U`ghY`h`j`cf`Y]bYf`Z]bUbn]Y`Yb`<YfUi`gZcfXYfi`b[`ž`XYbb`Y]bY
Xf]b[YbX`VYb`Øh][hY`æ`a`i`bUXgcfdh]cbgh\YfUd]Y`_cghY`hgU[Y`i`bX
gW`fY]VY` "\$\$\$\$9i`fc`i`bX`X]Y`?fUb`_Yb`_UggY`ØVYfb]a`a`h`X]Y
?cghYb`b]W`h`5`g`i`fØ\`fYb`hbYf]b`[]Vh`g]Y`U`Y`gYW`g`K`cW`Yb`+\$\$
9i`fc`ZØf`9a`]]Yg`B`U\`fi`b[`gYf[`Åbni`b[`ga`]hY`Y`Ui`gž`Y]b`6YhfU[`ž`XYf
g]W`Ui`Z`Ub[Y`G]W`h`b]W`h`ghY`a`a`Yb`"Åggh`5i`g`J`Yfnk`Y]Zi`b[`i`bX
]b`XYf`<c`Zbi`b[`ž`X]Y`H\`YfUd]Y`ni`Z]bUbn]YfYbž`\Uh`X]Y` : Ua`]]Y`Y]bY
GdYbXYbgUa`a`i`b[`[`YghUfhYh`"ð`Y]bYa`hfU[]gW`Yb` ; YXUb`_Yb
Yfk`c[`7`Ui`X]U`gc[`Ufž`a`5i`g`Ub`X`Y]bY`B]YfY`ni`j`Yf`_Ui`ZYbž`i`a`
 ; Y`X`ni`g]W`Yfbž`]Y»`X]YgYb`D`Ub`Y`XcW`fi`\Ybž`XU`g]Y`9a`]]Y
bUW`Y]bYf`a`Ø[`]W`Yb`C`D`b]W`h`U`Y]bY`"UggYb`a`ØW`hY"

8]Y`a`YX]n]b]gW`Y`G]W`h`Ui`Z`A`9#7: G`]gh`_ca`d`YI`"9]bYf
, VYfd fØZ`b[`ni`Zc`[Y`VYb`Øh][Yb`X]Y`DUh\`cd\mg]c`c[]Y`i`bX`X]Y
6Y\UbX`i`b[`j`cb`A`9#7: G`J`YfVYggYfi`b[`Yb`"<YhYfc[`Yb]h`Å`h`i`bX
J`Yfk`]ffi`b[`]b`XYf`?`Ugg]Z`_Uh]cb`YfgW`k`YfYb`XUg`J`Yfgh`Å`b`X`b]g
X]YgYf`?fUb`_Y]hž`k`Ug`Ui`W`XUg`5b`Y]Y[`Yb`j`cb`DfcZ`"8f`"?`Ui`g
K`]fh\`ff*,`Ł`Ui`g`i`fUb`_Z`fh`#`U]b`]gh`"GY]h`g]YVYb`š\`fYb`Zc`fgW`h
K`]fh\`U`_h]j`_Ub`A`9#7: G`i`bX`Yb`hk`]W`_Y`h`Y]bY`5fnbY]a`]hY`ghfUhY[]Y
ni`f`6Y\UbX`i`b[`"GY]b`K`]ggYb`VYfi`\`h`Ui`Z`ØVYf`nY\`b`Di`V`_Uh]cbYb
ni`f`?fUb`_Y]hgYb`hghY\`i`b[`i`bX`a`Y`\`f`U`g`+\$`DUhYb`hYbž`k`Ug`]\`b`ni
Y]bYf`k`]W`h][`Yb`Gh]a`a`Y]b`XYf` : cfgW`i`b[`a`UW`hž`k`]Y`Di`VA`YX
XUf`Y[`h"

9]b`6`]W`_]b`X]Y` : cfgW`i`b[

ð`XYb`YhnhYb`ZØbZ`J\fyb`]gh`XUg`ðhYfYggY`Ub`A`9#7: G`[`Ygh]Y`[`Ybž
 Ui`W`Xi`fW`X]Y`Y`b`]W`_Y]hYb`a`]h`@cb`[`!`cXYf`Dcgh!`7CJ`-8!
 GmbXfca`Yb`"i`bhYfgi`W`i`b`[`Yb`nY][`Yb`YXcW`ž`XUgg`Yg`V]g`Yf`
 Y]bY``UfYbž`Yj`]XYbnVUg]YfhYb`h`YfUdYi`h]gW`Yb`9f`[`YVb]ggY`ni
 A`9#7: G`[`]Vh`"Ni`g`Āh`n`]W`VYghY`Yb`c`Y`?`ca`c`fV]X]h`Āhg`fU`hYbž`X]Y
 Ui`ZY]bY`a`Ò`[`]W`Y`dgmW`cgca`Uh]gW`Y`?`ca`dcbYbhY`Y`]bXYi`hYb`"
 8Yf`6`]W`_Ui`Z`X]Y`DUh`cd`mg]c`c`[`]Y`]gh`Xi`fW`j`YfgW`]YXYbY
 V]c`c`[`]gW`Y`:`U`_hc`fYb`[`YdfĀ`[`hž`XUfi`bhYf`XUg`A`_]fcV]ca`i`bX`X]Y
 -a`a`i`b`_ca`dYhYbn`XYf`A`]hc`W`cbXf]Ybž`k`Ug`DA`7`bc`W`a`U`g
 Ui`ZØ`fh`"

8]Y`8]U[`bcgY`_f]hYf]Yb`ZØf`A`9#7: G`YfZc`fXYfb`g][`b]Z`_UbhY
 9fgW`ÒdZ`b`[`ž`Y]bY`J`YfgW`Y`W`hYfi`b`[`XYg`Ni`ghUbXg`b`UW`
 5bghfYb`[`i`b`[`gck`]Y`b]W`h`Yf`c`gUa`Yb`GW`UZ`NU`Y]W`Y
 Gma`dhca`Yž`k`]Y`c`fh`c`ghUh]gW`Y`-ðhc`YfUbnž`g]bX`YVYbZU`g`hmd]gW`"
 8]Y`B`-79!;`i`]XY`]bYg`Ya`dZY`Yb`_Y]bY`_c`[`b]h]j`Y
 J`Yf`U`hYbgh`YfUd]Y`cXYf`ghi`ZYbk`Y]gY`5_h]j`]Yfi`b`[`a`Y`f`i`bX
 fØW`_Yb`XUa`]h`X]Y`a`YX`_Ua`YbhØgY`6Y`U`bX`i`b`[`]b`XYb
 J`c`fXYf`[`fi`bX`"?"`Uf`]gh`9]bY`[`Yn]Y`hY`:`c`fgW`i`b`[`]gh`b`Øh][`ž`i`a`X]Y
 6YgW`k`YfXYb`j`cb`A`9#7: G`i`bX`@cb`[`!`7CJ`-8`VYggYf`ni`j`YfghY`Yb
 i`bX`ni`_`Ugg]Z]n]YfYb`"

9a`j`]Y`i`bX`j`Y`fY`:`Ua`j`]Y`_Āa`dZYb`b]W`h`bi`f`[`Y`[`Yb`Y]bY`?`fUb`_`Y]hž
 gcbXYfb`Ui`W`[`Y`[`Yb`XUg`i`bj`YfghĀbXb]gž`XUg`]`bYb`VY`[`Y`[`bYh`"
 -fY`:`YgW`]W`hY`]gh`Y]b`Y]bXf]b`[`]W`Yf`5ddY`"U`b`X]Y`:`YgY`gW`UZhž
 XUg`6Yk`i`ggghY]b`ZØf`X]YgY`gW`a`Yfn`UZhY`i`bX`c`Zn
 a`]ggj`YfghUbXYbY`9f`_fUb`_i`b`[`ni`gW`ĀfZYb`"9g`k`]fX`NY]hž`XUgg`X]Y
 6Yhfc`ZYbYb`i`bX`j`Y`fY`5b`[`Y`Ā`Øf][`Yb`X]Y`i`bhYfghØhni`b`[`VY`_ca`a`Ybž
 X]Y`g]Y`Xf]b`[`YbX`VYbØh][`Yb`ž`gc`7`Ui`X]U`"8UfUb`gc`hY`_Y]b
 Nk`Y]ZY`VYghY`Yb`"

8YhU]`g	
C`f`h	Nk`]W`_Ui`ž`8Yi`hgW`_UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"V]`X`XY • di`Va`YX`"bW]"b`a`"b]\`"[`cj • da`WbW]"b`a`"b]\`"[`cj

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