

I _fU]b]gW\ Y ; YZ`ØW\ hYhY`]b`GUW\ gYb!
5b\U`h.`æVg`Ui Z`XYa`J cfa UfgW\ °

þ`GUW\gYb!5b\U`h`\UVYb`+"" \$\$`I _fU]bYf`gY]h`&\$&&`æVg
[YZ] bXYbž`XUb_`YfZc`[fY]W\Yf`5fVY]hga Uf_h]bhY[fUh]cb`i bX
i a ZUb[fY]W\Yf`Dfc[fUa a Y"



GUW\ gYb!5b\U`hž`8Yi hgW\`UbX`!`æ a Yf`a Y`f` ; YZ`ØW\hYhY`Ui g
XYf`I _fU]bY`gW\UZZYb`Ygž`]b`GUW\gYb!5b\U`h`Y]b`bYi Yg`@YVYb
Ui Zni VUi Yb`"5_hi Y`"g]bX`XUg`VYfY]hg`+"" \$\$`I _fU]bYf]bbYb`i bX
I _fU]bYfž`X]Y`Y]bYb`æV`[YZ] bXYb`\UVYb`"æ`J Yf[`Y]W\`ni a
J cf`U`f`]gh`X]Yg`Y]b`D`i`g`j`cb`&""\$\$`"5fVY]hga]b]ghYf]b`DYhfU
; f]a a !6YbbY`fGD8Ł`YVh`Yfj cfž`XUgg`j cf`U`Ya` : fUi Yb`a]h
?]bXYfb`j cf`VYgcbXYfYb`<YfUi gZcfXYfi b[Yb`ghY`Ybž`k Ybb`Yg`i a
X]Y`5fVY]hgUi ZbU`a Y`[Y`h`"8]Y`a Y]ghYb`6YgW`ÅZh][hYb`Ui g`XYf
I _fU]bY`g]bX`]a`j YfUfVY]hYbXYb` ; Yk YfVYž`<UbXY`gck]Y`]a
; Ygi bX`X]Y]hg`!i bX`Gcn]U`k YgYb`hÅh][""5i W\`]a`6Ui`!`i bX
; Ugh[Yk YfVY`\UVYb`j]Y`Y`]`fYf`bYi Yb`<Y]a Uh`Y]b`[i hYg
<ÅbXW\Yb`ZØf`X]Y`GhY`Y`[YZ] bXYb`"GY`Vgh]a`k]fhgW\UZh]W\Yb
8]Ybgh`Y]ghi b[gVYfY]W\ž`Y]bgW\`Y»`]W\`NY]hUfVY]hi bX` ; UfhYbVUi ž

g]bX'nU\`fY]WXY'I _fU]bYf'U_h]j žk]Y`A 8 F`VYf]W hYh"

8]Y`ϕhY[fUh]cb`]b`XYb`5fVY]hga Uf_h`gW fY]hYh'nØ[] [j cfUb" Gc
g]bX`]a`Bcj Ya VYf`&\$&(`VYfY]hg`*`*`\$\$`A YbgWXYb`Ui g`XYf'I _fU]bY
Yfk YfVgh`h][`[Yk YgYbžk Ug`Y]bYb`Ni k UW`g`j`cb`) "(\$\$
6YgW`ÀZh][hYb`]a`J Yf[`Y]W`ni f`NY]hj cf`XYa`fi gg]gWXYb
5b[f]Zg_f]Y[`]a`]: YVfi Uf`&\$&`VYXYi hYh`8 UVY]`UfVY]hYb`) "+\$\$
X]YgYf`DYfgcbYb`gcn]U`j Yfg]WXYfi b[gdZ]W h][žk `À`fYbX`- \$\$`]b
[Yf]b[ZØ[] [Yb`ϵVg`h`h][`g]bX" J cf`U`Ya`A`ÀbbYf`Z]bXYb`ϵVg]a
J YfUfVY]hYbXYb`; Yk YfVYž`6Ui k YgYb`gck]Y`]a`J Yf`_Y`f`i`bX`]b
XYf`@U[Yfk]fhgW`UZh": fUi Yb`\\b[Y[Yb`k]f`_Yb`\\Ui`dhg`W`\\`W`]a
j YfUfVY]hYbXYb`; Yk YfVYž`XYa`]; Ugh[Yk YfVY`i`bX`]b`UbXYfYb
k]fhgW`UZh`]WXYb`8]Ybgh`Y]ghi b[Yb`"8]Y`5fVY]hga Uf_h]bhY[fUh]cb
ghY`h`XUa`]hY]bYb`k]W h][Yb`HY]`XYf`@YVYbgfYU`]h`hij]Y`Yf
[YZØW`hYhYf`A YbgWXYb`XUfžk Ug`Ui W`X]Y`6i bXYgnYbhfU`Y`ZØf
dc`]h]gWXY`6]`Xi b[`VYgh`h][`h"

< YfUi gZcfXYfi b[Yb`i`bX`7`\\UbW`b

Hfchn`X]YgYf`: cfhgW`f]hY`V`Y]Vh`X]Y`@U[Y`_ca`d`YI`"5_hi`Y`[]Vh`Yg
bcW`Yhk`U`*`"\$\$\$`5fVY]hg`cgY`Ui`g`XYf'I _fU]bYžk Ug`nY][hž`XUgg
XYf`6YXUfZ`Ub`k`Y]hYfYb`ϕhY[fUh]cba`U»bU`a`Yb`VYghY`h`J`cb
X]YgYb`A`YbgWXYb`bY`a`Yb`&"`*`\$`\$`Ub`ϕhY[fUh]cbg_i`fgYb`hY]ž
%`%`\$`\$`V]`XYb`g]W`VYfi`Z]W`k`Y]hYf`]b`GdfUW`_i`fgYbž`i`bX`&+`\$
bY`a`Yb`Ub`gdYn]Y`Yb`Dfc[fUa`a`Yb`ni`f`5fVY]hga Uf_h]bhY[fUh]cb
hY]"`8]Y`ϕhY[fUh]cbgei`chY`U[`]a`Bcj Ya VYf`&\$&(`VY]`&-`ž+
DfcnYbh`8]YgY`NU`Yb`g]bX`Y]b`ϕX]n`XUZØfž`XUgg`X]Y
< YfUi gZcfXYfi b[`b]W`h`bi`f`]b`XYf`6YfY]hghY`i`b[`[YY][bYhYf
5fVY]hgd`À`hnYž`gcbXYfb`Ui W`]b`XYf`J`Yfa`]h`i`b[`_i`h`i`fY`Yf`i`bX
gdFUX`]WXYf`?ca`dYhYbnYb`VYghY`hž`X]Y`k`]W h][`ZØf`X]Y
5fVY]hgUi`ZbU`a`Y`g]bX"

9]b`6`]W`_`]b`X]Y`J`Yf[Ub[Yb`Y]h`nY][hž`XUgg`X]Y
5fVY]hga Uf_hni [`Àb[Y`ZØf`; YZØW`hYhY`]b`XYb`Y`h`hYb`ϵ`U`fYb
fYZcfa`]Yfh`k`i`fXYb`"GY]h`XYb`[fc»Yb`: `ØW`h`]b[gghf`Òa`Yb`&\$%)`\\Uh
g]W`j`]Y`[YhUb`"ϕgh]hi`h]cbY`Y`Y`bXYfi`b[Yb`gcf[hYb`XUZØfž`XUgg
X]Y`ϕhY[fUh]cb`j`cb`5gm`gi`WXYbXYb`]b`XYb`5fVY]hga Uf_h
VYgW`Yi`b][`h`k`i`fXY"; YfUXY`X]Y`[YgYh`n]WXYb`<]bk`Y]gY`Ui`Z

GdfUW! i bX' ðhY [fUh]cbg_i fgY'g]bX'k]W h[Y'A Y]`YbghY]bYž'X]Y
 j]Y`Y'; YZØW hYhY' [i h'Ub[Ybca a Yb' \UVYb"8]Yg'k i fXY'Ui W
 Xi fW'X]Y'6i bXYgnYbhfU`Y`ZØf'dc`]h]gW Y'6]`Xi b [
 i bhYfg hf]W Yb"

8]Y`Ni _i bZh' [YghU`hYb

: Øf'I bhYfbY\ a Yb']b'GUW gYb!5b\U`h'k]fX'X]Y
 5fVY]hg_fÅZhYdchYbn]U`j cb'; YZØW hYhYb'VYgcbXYfg']bhYfYggUbh"
 5b[Yg]W hg'XYf'XYa c[fUZ]gW Yb'9b h k]W _i b['i bX'Y]bYa
 gdØfVUfYb': UW_fÅZhYa Ub[Y`k YfXYb'5fVY]hg_fÅZhY'Ui g'XYa ' ð!
 i bX'5i g'UbXž']bgVYgcbXYfY'Ui g'XYf'I _fU]bYž'Xf]b[YbX'VYbØh][h'
 8]Y`U_hi Y`Y'8mbUa]_Ua '5fVY]hga Uf_h'nY][h'YXcW'GWk ÅW Ybž'
 k]Y'i bhYfgW]YX']W Y'GhUh]gh]_Yb'VY'Y[Yb"8YbbcW']gh'X]Y
 5i gg]W hž'XUgg'X]Y' ðhY [fUh]cb'j cb'; YZØW hYhYb']b'X]Y
 ; YgY`gW UZhi bX'XYb'5fVY]hga Uf_h'k Y]hYf\]b'j YfZc`[h'k YfXYb
 a i ggž'i a 'X]Y`Yi h][Yb'<YfUi gZcfXYfi b[Yb'ni 'a Y]ghYfb"

ðg[YgUa h'a UW h'X]Y'ghYh][Y`Ni bU\ a Y'j cb'6YgW ÅZh][hYb'Ui g
 XYf'I _fU]bY'A i h'8]Y'dcg]h]j Y'9b h k]W _i b['Ua '5fVY]hga Uf_hi bX
 XYf'K]`Y'XYf' [YZØW hYhYb'A YbgW Ybž'g]W 'U_h]j ']b']\fY'bYi Y
 ; YgY`gW UZhiY]bni Vf]b[Ybž'ghY\ Yb'ZØf'Y]bY'\cZbi b[gj c`Y
 Ni _i bZh'A Ø[Y'X]Y' ðhY [fUh]cb'k Y]hYf\]b'gc'YfZc`[fY]W j Yf'Ui ZYb°

8 YhU]`g	
C fh	GUW gYb!5b\U`hž'8Yi hgW `UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Xf"XY • k k k "UfVY]hgU[Ybhi f"XY • k k k "VdV"XY

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