

GhÀXhYVUi 'ja 'B Uh]cbU`gcn]U`]ga i g.
A UWx hž'HYffc f'i bX`5fWx]hY`_hi f`Ybh\Ø`h

5a ' ' " ' ð b] & \$ &) 'dfÀgYbh]Yfh'X]Y`HI`'6Yf`b`XUg`6i Wx
GhÀXhYVUi 'ja 'B Uh]cbU`gcn]U`]ga i g`ni a` , \$' " ' ð \fYghU[`XYg
?f]Y[gYbXYg"



6Yf`]bž'8Yi hgWx`UbX`!'5a ' ' " ' ð b] & \$ &) 'k]fX`XUg`K Yf`_
GhÀXhYVUi 'ja 'B Uh]cbU`gcn]U`]ga i g"5b[f]ZZ`Hf]i a d\ž'HYffc f'ja
Yi fcdÀ]gWxYb`?cbhYI h%- ' ' %- () 'j YfÖZZYbh]Wx hž'XUg`Ub`Àgg`]Wx
XYg , \$' " ' ð \fYghU[g`XYg`9bXYg`XYg`Nk Y]hYb`K Y`h_f]Y[Yg`YbhghY`h"
8]YgY`Di V`_]Uh]cbž'Y]b`9f[YVb]g`Y]bYf`&) !`À\ f][Yb
: cfgWxi b[gUfVY]h`Ub`XYf`HYWx b]gWxYb`i b]j Yfg]hÀh`6Yf`]bž'k]fX
i bhYf`XYf`@Y]hi b['j cb`DfcZ`'8f" < UfU`X`'6cXYbgWx Uhn
\YfUi g[Y[YVYb`i bX`VY\UbXY`h'X]Y`Fc`Y`XYg`GhÀXhYVUi g`]b
Ui hcf]hÀfYb`FY[]ja Yg`XYg`&\$' " ' ð \f\i bXYfhgž'XUfi bhYf`XUg`BG!
FY[]ja Y`]b`8Yi hgWx`UbXž`A i ggc`]b]g`hU`]Yb`i bX`GhU`]bg
Gck`Yhi b]cb`"8]Y`FYWxYfWxY`k]fX`]b`Ni gUa`a YbUfVY]h'a]h`XYa
5fWx]hY`_hi fa i gYi a`XYf`HI`'6Yf`]bž'XYf`6Ui \Ui g!i b]j Yfg]hÀh
K Y]ja Uf`i bX`XYf`i b]j Yfg]hÀh? UggY`Xi fWx [YZØ\fhž'k Ug`X]Y

]bhYfX]gn]d`]bÅfY`B Uhi f`XYg`Dfc`Y`hg`i bhYfghfY]W`h"@Ui h`XYb
≠Zcfa Uh]cbYb`j cb`XYf`HI`'6Yf`]bž`k]fX`XUg`6i W`bi b`U`g
<UfXW`j Yf`a]h`* &(`GY]hYb`i bX`+\$\$`5VV]`Xi b[Yb`]a`J Yf`U[`8CA
di V`]g\Yfg`\YfUi g[Y[YVYb"

8Yf` : c_i g`XYf`Di V`_Uh]cb`]Y[h`Ui ZXYa`GhÅXhYVUi`U`g
≠ghfi a Ybh`j cb`A UW`hž`5i g[fYbni b[`i bX`?f]Y[``8]Y`VY\UbXY`hYb
H\Ya Yb`VY]b\U`hYb`F YdfÅgYbhUh]cbgVUi hYbž`K c\bi b[gVUi ž
5`hghUXhYfbYi Yfi b[`i bX`≠ZfUghfi`_hi`f`]a`?cbhYi h`XYf
bUh]cbU`gc`n]U`]gh]gW`Yb`8]_hUhi`f``8]Y`5bU`mgY`j Yf[`Y]W`h`XYb`BG!
GhÅXhYVUi`a]h`UbXYfYb`Ui hc`f]hÅfYb`F Y[]a Yb`]b`9i fcdU`nk]gW`Yb
%-`'`i bX`%-`(`)``8]Y`i bhYfgW`]YX`]W`Yb`UfW`]hY`_hc`b]gW`Yb
5gdY`_hY`k YfXYb`j cb`5i hc`f]bbYb`Ui g`j YfgW`]YXYbYb`@ÅbXYfb
i bX` : UW`f]W`hi b[Ybž`XUfi bhYf`5fW`]hY`_hi`f!`i bX
D`Ubi b[ggcn]c`c[]Yž`GhUXhd`Ubi b[`gck]Y`Dc`]h`_k]ggYbgW`UZhž
VY`Yi W`hYh``8Ug`6i W`k]fX`\Yi hY`5VYbX`]a`6Ui` \Ui`g!A`i`gYi`a
K`Y]a`Uf`dfÅgYbh]Yfhž`k`c`X]Y`<YfUi`g[YVYf`nYbhfU`Y
: cfgW`i b[gYf[YVb]ggY`j cfgH`Y`Yb`i bX`X]Y`[YgY``gW`UZh]W`Y
FY`Yj`Ubn`XYg`H\Ya`Ug`X]g`_i`h]YfYb"

Dc`]h]gW`Y`8]a`Ybg]cbYb`XYg`GhÅXhYVUi`g

GhÅXhYVUi`k]fX`U`g`dc`]h]gW`Yg`i bX`[YgY``gW`UZh]W`Yg`K`Yf`_nYi`[
XYf`8]_hUhi`f`h\Ya`Uh]g]Yfhž`k`cVY]`X]Y`J`YfV]bXi`b[Yb`nk]gW`Yb
UfW`]hY`_hc`b]gW`Yb`9bhgW`Y]Xi`b[Yb`i bX`XYf
bUh]cbU`gc`n]U`]gh]gW`Yb`≠Yc`c[]Y`c`ZYbg]W`h]W`k`YfXYb``8]Y
5fW`]hY`_hi`f`X]YgYf`NY]h`k`Uf`j`cb`BYc`_Ugg]n]ga`i`g`gck`Y
a`cXYfbYb`Ghf`0a`i`b[Yb`[YdfÅ[hž`k`cVY]`VYXYi`hYbXY`6Ui`k`Yf`_Y
k`Y`XUg`8Yh`Yj`!F`c`k`YXXYf!<Ui`g]b`6Yf`]b`i`bX`X]Y
NYddY`]b` \Ui`dhhf]V0bY`]b`B0fbVYf[`XUg`FY[U`XYf
bUh]cbU`gc`n]U`]gh]gW`Yb`6Ui`_i`bgh`n]YfYb``8]YgY`6Ui`hYb`gc``hYb
b]W`h`bi`f`fYdfÅgYbhUh]j`gY]bž`gcbXYfb`Ui`W`X]Y`,`VYf`Y[Yb` \Y]h`XYf
Uf]gW`Yb`F`UggY`gma`Vc`]g]YfYb``G]Y`X]YbYb`XYf`DfcdU[UbXU`XYg
FY[]a`Ygž`i`a`A`UW`hUb`gd`f0W`Y`ni`a`Ub]ZYgh]YfYb"

<]h`Yf`a`U»`XYf`5fW`]hY`_hi`f`Y]bY`[fc»Y`6YXYi`hi`b[`VY]`i`bX`d`UbhY
0VYfX]a`Ybg]cbU`Y`6Ui`dfc`Y`_hYž`k`]Y`XYb`I`a`VUi`6Yf`]bg`ni`f
K`Y`h` \Ui`dhhghUXh` ; Yfa`Ub]U` ``8]YgY`[] [Ub`hca`Ub]gW`Yb`J`c`f` \UVYb

_cbbhYb`YXcW`cZn`k Y[Yb`XYg?`f]Y[Yg`b]W`h`i` a [YgYhnh`k YfXYbž
k Ug`X]Y` : fU[]`h`h`gc`W`Yf`X]Yc`c[]gW`Yb` ; YV`Ai` XY`i` bhYfghfY]W`h`
J]Y`Y`X]YgYf`Dfc`Y`_hY`V`]YVYb`i` bj`c`Y`bXYhž`i` bX`Ui` W`X]Y
fYU`]g]YfhYb`Ghfi`_hi`fYb`k`i`fXYb`_`Ai`Z][`Xi`fW`Nk`Ub[gUfVY]h
YfghY`hž`X]Y`ja`F`U`a`Yb`j`cb`?`f]Y[gUbghfYb[i`b[Yb`[Ybi`hnh
k`i`fXY`"8]Yg`k`j]fZn`Y]bYb`GW`UhYb`Ui`Z`X]Y`a`cbi`a`YbhU`Y
5fW`]hY`_hi`fž`X]Y`Ui`W`_`Yi`hY`bcW`XUg`GhUXhV]`X`j`]Y`Yf
Yi`fcd`Ä]gW`Yf`Gh`X`hY`d`f`Ä[`h`

9]bV`]W`_`Y`]b`X]Y` : c`f`g`W`i`b`[`Y`b`

8 Ug`6i`W`k`j]fX`ni`Y]bYa`Gi`Vg`_f]dh]cbgd`fY]g]j`cb`- ,`9i`fc`V]g`ni`a
+"`5i`[i`gh`&\$&)`Yf`_`Ä`h]W`gY]b`i`bX`_`Ubb`gck`c`_`Ui`Z`8`Yi`hgW`U`g
Ui`W`Ui`Z`9b[]`gW`VYghY`h`k`YfXYb`"A`]h`Y]bYa`i`a`ZUggYbXYb
5bgUhn`VY`Yi`W`hY`h`X]Y`Di`V`_]U]h]cb`b]W`h`bi`f`Y]bnY`bY`6`Ui`k`Yf`_`Yž
gcbXYfb`Ui`W`X]Y`[YgY`gW`UZh]W`Yb`i`bX`dc`h]gW`Yb`?`cbhYi`hYž`]b
XYbYb`g]Y`Yb`hghUbXYb`g]bX`" `b`gVYgcbXYfY`k`j]fX`Ui`Z`X]Y
5`hghUXhYfbYi`Yfi`b[i`bX`X]Y`a`_]h`Ä`f]gW`Y`_`b`ZfUghfi`_hi`f
Y]b[Y[Ub[Ybž`X]Y`Y]bY`Yb`hgW`Y]XYbXY`F`c`Y`Z`Ø`f`XYb`B`G!
Gh`X`hY`V`Ui`gd]Y`hYb`"

8 Yf`5VgW`i`gg`XYf` : c`f`g`W`i`b`[gUfVY]h`VY]`XYf`HI`6`Yf`b`i`bX`X]Y
`Yi`h][Y`6i`W`d`f`Ä`gYb`hU]h]cb`a`Uf`]YfYb`Y]bYb`k`]W`h][Yb`Di`b`_`h`]b
XYf`5i`gY]bUbXYfgYhni`b[`a`]h`XYf` ; YgW`]W`hY`XYf`5fW`]hY`_hi`f`ja
B`Uh]cbU`gc`n]U`]ga`i`g`i`bX`XYfYb`_`Ub[Zf]gh][Yb`5i`gk`]f`_i`b[Yb`Ui`Z
XUg`Yi`fcd`Ä]gW`Y`GhUXhV]`X`"5i`hc`fYb`Ui`g`7`_]Yž`8`Yi`hgW`UbX`i`bX
`hU`]Yb`hfU[Yb`ni`a`]Yfgh`Ä`b`X`b]g`XYf`_`ca`d`Yi`Yb
K`Y`W`gY`k`]f`_i`b[Yb`nk`]gW`Yb`5fW`]hY`_hi`f`i`bX`8`_]hU]h`f`VY]`i`bX
Yfa`Ö[]`W`Yb`Y]bY`X]ZYfYbn]YfhY`6`Y`hfUW`h`i`b[`X]YgYf
Yb`hgW`Y]XYbXYb`_]g`h`c`f]gW`Yb`9`dc`W`Y`"

: Ø`f`k`Y]hYfY`_`b`Zcfa`U]h]cbYb`i`bX`ni`f`6`YghY`i`b[`XYg`6i`W`Yg
`Ö`b`Yb``b`hYfYgg]YfhY`X]Y`K`YVgY]hY`XYf`HI`6`Yf`b`ž`XUg`5b[YV`ch
j`cb`A`cXYfbY`F`Y[]cbU`cXYf`X]Y`Ui`gZ`Ø`f`]W`Y`8`UfghY`i`b[`Ui`Z
K`_]dYX]U`ni`f`5fW`]hY`_hi`f`ja`B`Uh]cbU`gc`n]U`]ga`i`g`VYgi`W`Yb`"

8YhU]`g	
J c fZU``	Gcbgh][Yg
C fh	6Yf`]bž8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hi "VYf`]b • k k k "a cXYfbY!fY[]cbU`"XY • XY"a "k]_]dYX]U"cf[

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