

HØX`]W\ Yf`A c hc ffUXi bZU``]b`H\ Øf]b [Yb.
: U\ fYf`j Yfi b [`ØW_h`gW\ k Yf°

HØX`]W\ Y`A c hc ffUXi bZÅ`Y`]b`H\ Øf]b [Yb. `Nk Y]: U\ fYf
j Yf`]YfYb`] \f`@YVYb`VY`]hfU[]gW\ Yb`9fY][b]ggYb"
9fa]hhi b [Yb`Ui ZYb"



5i a Už`8Yi hgW\`UbX`!`5a`8]YbghU[ž`XYb`%, " ' † b]ž`YfY][bYhY
g]W\`Ui Z`XYf`@UbXghfU» Y`nk]gW\ Yb`5i a U`i bX`?fØ`dU`]a`GUU`Y!
C`f`U!`?fY]g`Y]b`gW\ k YfYf`A c hc ffUXi bZU``ž`XYf`ZØf`Y]bYb`&, !`Å\ f][Yb
: U\ fYf`hØX`]W\`YbXYhY" `8Yf`A c hc ffUXZU\ fYf`Xf]ZhYhY`]b`Y]bYf
FYW\ hg_i fj Y`bUW\``]b_g`UV`i bX`dFU`hY`[Y [Yb`Y]bYb`HY`YZcba Ugh"
8Yf`5i ZdFU``k Uf`gc` \YZh][ž`XUgg`XYf`: U\ fYf`gW\`]Y»`]W\`]a
VYbUW\ VUfhYb`K U`X`ni a`@Y [Yb`_Ua` "Hfch`n`XYf`gW\ bY`Yb
FYU_h]cb`j cb`FYhhi b [g_fÅZhYbž`X]Y`j Yfgi W\hYbž`XYb`J Yf`YhnhYb`ni
fYUb]a]YfYbž`_Ua` `YXY`<]ZY`ni`gdÅh`9]b`FYhhi b [g\i VgW\ fUi VYf
k i fXY`VYbZU``g`ni a`9]bgUhncfh`[Yfi ZYbž`YXcW\`_cbbhYb`X]Y
FYhhi b [g_fÅZhY`b]W\ hg`Ui gf]W\ hYb`"8]Y [YbUi Yb`I a ghÅbXY`XYg
J cfZU``g`g]bX`bcW\`i b`_Ufž`YfghY`<]bk Y]gY`XYi hYb`YXcW\`XUfUi Z
\bž`XUgg`a Ø [`]W\ Yfk Y]gY`ØVYf\ Ø\ hY`; YgW\ k]bX][_Y]h`Y]bY`F c`Y

[Ygd]Y`h\UVYb`_ÖbbhY" 8]Y`Dc`nY]\Uh`X]Y`9fa]hhi b[Yb
Ui Z[Ybca a Yb`i bX`XUg`A chcffUX`k i fXY`[YVcf[Yb`ni f
J Yfk U\fi b["%Q

8 Ug`hfU[]gW`Y`9fY][b]g`]gh`b]W`h`XUg`YfghY`gY]bYf`5fh`b`XYf
F Y[]cb" `Bi f`k Yb][Y`HU[Y`ni j c f`\UhY`Yg`Y]bYb`k`Y]hYfYb
hÖX`]W`Yb`A chcffUXi bZU``]b`B`c`f`X`h`Øf]b[Yb`[Y[YVYbž`YVYbgc`Ub
Y]bYa`VY`]YVhYb`A chcffUXfci hYbUVgW`b]hh" 8 c`f`h`k`Uf`Y]b
&, !`Ä`f][Yf`A chcffUXZU`fYf`Ua`GUa`ghU[bUW`a`]hU[`]b`Y]bYf
?i fj`Y`j`cb`XYf`GhfU» Y`UV[Y`_ca`a`Yb`i`bX`[Y[Yb`Y]bYb
6Ui a`ghi`a`dZ[Y`_fUW`h"5i W`Yf`a`i`gghY`gY]bYa
?fUb`_Yb`U`i`gUi`ZYb`h`U`h`Ui`Z[fi bX`XYf`gW`k`YfYb`J`Yf`Y`hni`b[Yb
Yf`Y[Yb" `K`Ä`fYbX`X]Y`Dc`nY]`Ui`W`h`Yf`X]Y`I`fgUW`Yb`XYg`i`bZU`g
i`bhYf`gi`W`hž`k`]fX`XYi`h]W`ž`XUgg`X]Y`J`YfV]bXi`b[gghfU» Y`nk`]gW`Yb
6(`i`bX`6, `%ØVYf`Gcd\]Yb`c`Zi`bhYf`A chcffUXZU`fYfb`Ui`Z[fi bX
\fYf`?i fj`Yb`U[Y`i`bX`@UbXgW`UZh`gY`f`VY`]YVh`]gh" 8 c`W`[Yb`Ui
X]YgY`; Y[YVYb`Y]hYb`V]f[Yb`Ui`W`F`]g]_Yb`ž`X]Y`b]W`h`i`bhYfgW`Ä`hnh
k`YfXYb`gc`hYb"Q&Q

I bZU`f]g]_Yb`ZØf`A chcffUXZU`fYf

⊖`8Yi`hgW`U`bX`g]bX`gUhhY`(`ž+`A`j`cbYb`A chcff`ÄXYf`ni [Y`UggYbž
i`bX`XUg`i`bZU`f]g]_c`ZØf`6]_Yf`]gh`i`bVYghfY]hVUf`\Ö`Yf`U`g`ZØf
5i`hcZU`fYf" `GW`bY`Y`A`UgW`]bYb`c`\bY`?`bUi`hgW`ncbYbž
G]W`Yf`Y]hg[i`fhY`c`XYf`c`Zha`U`g`gc[Uf`c`\bY`56G`a`UW`Yb`XUg
: U`fYb`Ui`Z`nk`Y]`F`ÄXYfb`VYgcbXYfg`[YZ`Ä`f`]W`" `GhU]gh]_Yb`nY][Ybž
XUgg`A chcffUXZU`fYf`Y]b`j`]YfZUW`h`Ö`YfYg`F`]g]_c`\UVYbž`]b`Y]bYb
I`bZU`j`Yfk`]W`_Y`h`ni`k`YfXYbž`k`Ä`fYbX`]\fY`J`Yfi`b[`ØW`_hYb`fU`hY
gc[Uf`g]YVYba`U`gc`\cW`h`]gh`k`]Y`X]Y`j`cb`5i`hcZU`fYfb"`, VYf`) \$\$
hÖX`]W`Y`I`bZ`Ä`Y`i`bX`ZUgh`%\$`"\$`\$`gW`k`YfY`J`Yf`Y`hni`b[Yb`dfc`Ä`f
g]bX`_Y]bY`GY`hYb`Y]h" 8 Yf`dfcnYbhi`U`Y`5bhY]`XYf`A chcffUXZU`fYf
i`bhYf`XYb`J`Yf`_Y`f`gh`chYb`ghY][h`_c`b`h]bi`]Yf`]W`ž`c`V`k`c`\`X]Y
; YgUa`hU`Ä`XYf`hÖX`]W`J`Yfi`b[`ØW`_hYb`gY]h`&\$\$\$`fØW`_Äi`Z[
]gh"O Q

6YgcbXYfg`YfgW`fYW`_Yb`X`]gh`X]Y`HUhgUW`Yž`XUgg`ZUgh`YXYf`j`]YfhY
J`Yf`_Y`f`gi`bZU`Ui`» Yf`U`V`j`cb`C`fhgW`UZhYb`Y]bYb`A chcffUXZU`fYf
VYhf]Zh"`, VYf`Y]b`8f]hY`X]YgYf`I`bZ`Ä`Y`g]bX`5`Y]bi`bZ`Ä`Yž`VY]

XYbYb': U\ fZY\ Yf'cXYf'ØVYf\ Ò\ hY'; YgWk]bX][_Y]h'X]Y
 <Ui dhi fgUWXYb'g]bX"'8Yf'5857 fÀh'A chcffUXZU\ fYfb'XU\Yf
 Xf]b[YbX'ni 'XYZYbg]j Ya ': U\ fYbž'fY[Y'a À»][Yb
 G]WYf\Y]hgWYW_g'i bX'XYa 'HfU[Yb'j cb'GW'i hn_Y]Xi b["'Ni XYa
 g]bX'bYi Y'HYWbc`c[]Yb'k]Y'?i fj Yb!56G'i bX
 Hchk]b_Y`Ugg]ghYbhYb'Xf]b[YbX'ni 'Ya dZY\`Ybž'i a 'XUg'F]g]_c'ni
 a]b]a]YfYb"

8]Y`U_hi Y`Yb'i bZÀ`Y'g]bX'Y]b'Y]bXf]b[`]WYf'5ddY`U`Ub'U`Y
 Nk Y]fUXZU\ fYf. 'G]WYf\Y]h[Y\hj c f"'A UbW a U`]gh'Yg'fUhgUa ž'XUg
 ; UgdYXU`Yhk Ug'gUbZnYf'ni 'VYhÀh][Yb'i bX'X]Y'd\mg]_U`]gWYb
 ; fYbnYb'XYg'Y][YbYb': U\ fnYi [g'Ubni Yf_YbbYb"'GW`Y]Y» `]W
 a ÒW hYb'k]f'U`Yž'XUgg'XUg': U\ fYb'Ui Z'nk Y]'F ÀXYfb'b]W h'bi f'Y]b
 <cVVmž'gcbXYfb'Ui W`g]WYf'V`Y]Vh"

8YhU]`g	
C fh	5i a Už'8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "h\ i Yf]b[Yb & ("XY • k k k "hU[YggW Ui "XY • k k k "Ui hc\ Ui g"XY

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