

K Y]b ZfYi bXY`hfc hnYb`XYa`K YhhYf.
Nk Y]hY`K Y]bnY]h`VY[Y]ghYfh`]b
; i a a YfgVUW`

9f`YVYb`G]Y`X]Y`nk Y]hY`K Y]bnY]h`]b`; i a a YfgVUW`.
K Y]bdfcVYbž`_i`]bUf]gWY`GdYn]U`]h`hYb`i bX`]bhYfYggUbhY
K]bnYf!; Ygdf`WY`k UfhYb`hfc hn`l bk YhhYfk Ufbi b["



B Yi b_]fWYbž`GUUf`UbX`!`5a`j Yf[Ub[YbYb`K cWYbYbXY`ZUbX
X]Y`nk Y]hY`5i ZU[Y`XYf`K Y]bnY]h`]a`GhUXh[UfhYb`Ui Z`XYa
GhY]ba`Ø`Yf[Y`ÀbXY`]b`B Yi b_]fWYbž`GUUf`UbXž`ghUhh`Hfc hn`Y]bYf
l bk YhhYfk Ufbi b[`a]h`YZh][Ya`K]bX`i bX`FY[Yb`k Uf`X]Y
J YfUbghU`hi b[ž`cf[Ub]g]Yfh`Xi fW`XUg`J YfUbghU`hi b[gVØfc`HUh/
8fUb[ž[i h`VYgi W`h`A Ub`VY[Ubb`X]Y`K Y]bdfcVY`Ua`fY]hU[`i a
%+`l`fž`U`g`XUg`K YhhYf`bcW`gcbb][`k Ufž`i bX`Vch`XYb`6Ygi W`Yfb
X]Y`A`Ò[]W`_Y]hž`]b`XYb`; Ybi gg`j cb`K Y]bYb`Ui g`%
j YfgW`]YXYbYb`K Y]bfY[]cbYb`ni`_ca`a`Yb`8Ug`5b[YVch
i a ZUgghY`gck`c`[`fc`»`Y`U`g`Ui W`_Y]bY`K Y]bdfcVYbž`k`cVY`]X]Y
6Ygi W`Yf`Y]b`K Y]b[`Ug`ni`a`A]hb`Y`a`Yb`Yf`Y]h`Yb`"

: Øf'X]Y'K Y]b`]YV\UVYf'[UV`Yg`X]Y`7\UbWž`Yk Y]g`\$ž\$) `@]hYf`K Y]b
j cb`YXYa`K]bnYf`ni`dfcV]YfYb``6YgcbXYfg`Yfj`cfni`YVYb`]ghž
XUgg`X]Y`; ÅghY`b]Włh`Ub`Y]b`Y]bnY`bYg`K Y]b[i`h[YVi`bXYb`k UfYb
i bX`X]Y`A`Ò[`]Wł`_Y]h`\UhhYbž`dYfg`Òb`]Wł Y`; YgdF`Wł Y`a`]h
j YfgWł]YXYbYb`K]bnYfb`ni`ZØ`fYb``B`YVYb`XYa`K Y]bgcfh]a`Ybh
k i fXYb`Ui`Wł`U`_c`c`]gWł Y`i`bX`b]Włh`U`_c`c`]gWł Y`; Yhf`Ab`_Y`gck`]Y
DfcgYVWł`Ub[YVchYb``?i`b]Uf]gWł`k i fXYb`X]Y`6Ygi`Wł Yf`a`]h`XfY]
æ V]gggh`AbXYb`j`Yfk`Ò`b`hž`X]Y`D]nnUž`DUghU`i`bX`g]n`]Ub]gWł Y
GdYn]U`]h`hYb`ZY`]VchYb`"

< YfUi`gZcfXYfi`b[Yb`i`bX`6Ygi`Wł YfnU`\`Yb

Hfchn`XYf`k`]Xf][Yb`K`YhhYfVYX]b[i`b[Yb`k`UfYb`X]Y`6Ygi`Wł Yf`[i`h
j`cfVYfY]hYhž`Ui`g[YghUhhYh`a`]h`F`Y[YbgWł`]fa`Ybž`F`Y[Yb`UW`_Yb`i`bX
; i`a`a`]gh]YZY`b``5a`G`Ua`ghU[`a`i`gghY`XYf`D`Uhn`_i`fnnY]h][
[Yf`À`i`a`h`k`YfXYbž`XcWł`X]Yg`hUh`XYf`U``[Ya`Y]bYb`6Y[Y]ghYfi`b[
_Y]bYb`5VVfi`Wł``8]Y`dcg]hj`Y`F`ØW`_a`Y`Xi`b[`XYf`; ÅghY`ØVYfhfUZ
X]Y`9fk`Ufhi`b[Yb`XYf`J`YfUbg`hU`hYf``@Ui`h`B`Uh`U`]U`<`UfV][`k`Uf`X]Y
J`YfUbg`hU`hi`b[`gY`f`[i`h`Ub[Ybca`a`Yb`k`cfXYbž`X]Y
6Ygi`Wł YfnU`\`Yb`\UhhYb`g]Wł`]a`J`Yf[`Y]Wł`ni`a`J`cf`U`f`gc[Uf
j`YfX`cddY`h`"

8]Y`9fZU`fi`b[`Ui`g`XYf`YfghYb`5i`ZU[Yž`X]Y`YVYbZU``g`j`cb
gWł`YWł`hYa`K`YhhYf`[Ydf`À[h`k`Ufž`ZØ`fhY`X`Uni`ž`XUgg`X]Y
Cf[Ub]gUhc`fYb`Ui`g`XYb`j`Yf[Ub[YbYb`<`YfUi`gZcfXYfi`b[Yb`Yfb`hYb
i`bX`X]Y`J`YfUbg`hU`hi`b[`cd]h]a`]YfhYb``æ`g[YgUa`h`nY][h]g]Wł`ž`XUgg
XYf`K`Y]b!`Hci`f]ga`i`gž`Ui`Wł`]b`8Yi`hgWł`UbXž`]a`a`Yf`a`Y`f`Ub
6YXYi`hi`b[`Yk`]bb`hi`bX`XUgg`æ]h]Uh]j`Yb`k`]Y`X]Y`K`Y]bnY]h`Y]bY
k`]Wł`h][Y`F`c``Y`ni`f`l`bhYfgh`Ø`hni`b[`XYf`Y]bnY`bYb`K`Y]b[Ø`hYf`i`bX
ni`f`; ØfXYfi`b[`XYg`K`Y]b!`Hci`f]ga`i`g`gd]Y`Yb`"

B`UWł`\U`h][`_Y]h`]a`K`Y]b!`Hci`f]ga`i`g

8Yf`K`Y]b!`Hci`f]ga`i`g`]gh`b]Wł`h`i`b`f`Y]bY`D`UhhZc`fa`ZØf
K`Y]b`]YV\UVYfž`gcbXYfb`Ui`Wł`Y]b`VYXYi`hYbXYf`HY`]XYf
K`Y]b]bXi`ghf]Yž`XYf`ni`f`9]b`_ca`a`Ybg[YbYf]Yfi`b[`VY]hf`À[h`i`bX`XUg
_i`h`i`fY``Y`9fVY`Yf`\`À`h``9]bY[`c`VU`Y`C`b`]bY!!`a`ZfU[Y`XYf
<c`Wł`gWł`i`Y`; Y]gYb`Y]a`l`b]j`Yfg]hm`X`Ua`U`g`nY][hYž`XUgg

B UWX \ U`h][_Y]h`i]b`XYf`K`Y]b]bXi ghf]Y`ja`a`Yf`k`j]W`h][Yf`k`]fX"`, VYf`
*`&`Dfc`nY`bh`XYf`K`Y]b[`ØhYf`\`U`hY`b`b`UWX`U`h][Y`DfU`h]_Yb`i]a`K`Y]b!
Hci`f]ga`i`g`ZØf`i`bYf`Ägg`]W`"B`UWX`U`h][_Y]h`k`]fX`U`g`Y]b`G`W`X`ØggY`
ni`f`J`YfV`YggYfi`b[`X`Yg`K`Y]b!Hci`f]ga`i`g`Xi`f`W`J`Yfa`]bXYfi`b[`X`Yf`
l`a`k`Y`hV`Y`Ughi`b[`[`YgY`Yb`"6YgcbXYfg`k`]W`h][`i]gh`X`Y`
i`a`k`Y`h`]W`Y`8]a`Ybg]cbž`k`Ä`fYb`X`X`Y`k`]fhgW`U`Zi]W`Yb`i`b`X`
gc`n]U`Yb`5gdY`hY`Yhk`Ug`b`UWX`f`Ub[`][`YfgW`Y]bYb`"

8]Y`9f[`YVb]ggY`XYf`i`a`ZfU[`Y`nY][`Ybž`XUgg`Y]b`;`fc»`hY]`XYf`K`]bnYf`
XUj`cb`ØVYfnYi`[`h]ghž`XUgg`b`UWX`U`h][Y`DfU`h]_Yb`i]b`Ni`_i`b`Zi`Ub`
6YXYi`hi`b[`[`Yk`]bbYb`k`YfXYb`"J`YfhfUi`Yb`i`b`X`FYdi`hU]cb`XYf`
K`Y]b[`ØhYf`g]b`X`XUVY]`Yb`hgW`Y]XYbXY`:`U`_`hc`fYb`ZØf`XYb`9fZc`[`i]a`
K`Y]b!Hci`f]ga`i`g`9g`V`Y]Vh`Y`XcW`Y]bY`<`YfUi`gZcfXYfi`b[`ž`X`Y`
bØh][`Yb`Z]b`Ubn]Y`Yb`i`b`X`dYfgcbY`Yb`F`Yggci`fW`b`VYfY]hni`ghY`Ybž`
i`a`b`UWX`U`h][`UfVY]hYb`ni`_`ØbYbž`k`Ä`fYb`X`[`Y]W`nY]h][`X`Y`
6Ygi`W`Yfni`Zf]YXYb`Y]h`g]W`Yf[`YghY`h`k`]fX`"

8Yi`hgW`U`b`X`V]Y`hY`h`a`]h`gY]bYb`%`i`a`U`Yf]gW`Yb`K`Y]bFY[`]cbYbž`X]Y`
Xi`fW`j`\`fY`Y]bn][`Ufh][`Yb`F`YVgc`fhYb`i`b`X`V`Y]b`Xfi`W`Yb`XYb`
@Ub`XgW`U`ZiYb`V`YghY`W`Ybž`Y]b`fY]nj`c`Yg`i`fY]nY]hUb[`YV`ch`
5`_hj`]h`hYb`k`]Y`K`Y]bd`fcVYbž`K`Ub`XYfi`b[`Yb`i`b`X`XYf`6Ygi`W`
d]h`c`fYg`_`Yf`C`fhgW`U`ZiYb`g]b`X`nYb`hfU`Y`9`Ya`Yb`hY`XYg`h`ci`f]gh]gW`Yb`
5b[`YV`chg`"6YgcbXYfg`VY`_`Ubb`h`g]b`X`F`Y[`]cbYb`k`]Y`X]Y`A`cgY`ž`DZU`n`
i`b`X`6UXYb`ZØf`\`fY`Yf`YgYbYb`K`Y]bY`i`b`X`UXYb`ni`Y]bYa`
[`Ybi`ggj`c`Yb`5i`ZYb`h`U`h`Y]b`"G`c`i`b`hYfgh`Ø`hnYb`J`Yf`Ub`gh`U`hi`b[`Yb`
k`]Y`X]Y`K`Y]bnY]h`b]W`h`bi`f`X]Y`c`_`U`Y`K`]fhgW`U`Ziž`gc`b`XYfb`h`fU[`Yb`
Ui`W`ni`f`6Y`_`Ubb`ha`U`W`i`b[`X`Yf`j`]Y`Z`h][`Yb`XYi`hgW`Yb`
K`Y]b`Ub`XgW`U`ZiYb`V`Y]"A`]h`Y]bYa`V`fY]hYb`GdY`_`hfi`a`Ub`K`Y]bYbž`
Y]b`UXYbXYb`J`Yf`Ub`gh`U`hi`b[`Yb`i`b`X`XYf`<]bg]W`h`Ui`Z`
B`UWX`U`h][`_Y]h`ghY`Yb`X]Y`N`Y]W`Yb`[`i`hž`XUgg`XYf`K`Y]b!Hci`f]ga`i`g`
]b`8Yi`hgW`U`b`X`k`Y]hYf`\]b`Z`c`f]Yfh`"

?`Ø`b`Yf`GhUXh!5bnY][`Yf`VYf]W`hY`hž`XUgg`X]Y`nk`Y]hY`K`Y]bnY]h`i]b`
;`i`a`a`YfgVUWX`h`f`c`m`i`b`VYgh`Ä`b`X][`Ya`K`Y`h`Yf`Y]b`j`c`Yf`9fZc`[`k`Uf`
K`]bYHci`f]ga`"W`c`a`Y`V`h`X]Y`Z`c`fhgW`fY]hYb`XY`6YXYi`hi`b[`j`cb`
B`UWX`U`h][`_Y]h`i]a`K`Y]b!Hci`f]ga`i`g`\`Yf]`c`fž`k`Ä`fYb`X`F`Y]gYi`i`
X]Y`a`U`Yf]gW`Yb`K`Y]bFY[`]cbYb`8Yi`hgW`U`b`Xg`d`c`fhfU]hg`i`b`X`XYfYb`
J`]Y`ZU`h`ZY]Yfh`"

8YhU]`g	
Cfh	BYi b_]fWXYbž`GUUf`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "_ghU"XY • k k k "k]bYhci f]ga "WŁa • k k k "fY]gYi \i "XY

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