

? fYVgØVYf`YVYbXY`A Uf]Y` : Um
: Ygh]j U`VYgi W\ `fYhhYhY`]\ f`@YVYb °

A Uf]Y` : Umž' ' ž_Àa dZh[Y[Yb`]bcdYfUV`Yb`@ b[Yb_fYVg`i bX
j YfVYggYfh`]\fYb`Ni ghUbX`a]h`U`hYfbUh]j Yf`H\YfUd]Y""5a` %- "
‡ b]`VYgi W`h]g]Y`XUg`Gci h\g]XY!: Ygh]j U`"



< Y]XY`VYf[ž`8Yi hgW\`UbX`!`9g`[]Vh; YgW\]W`hYbž`X]Y`XUg`< Yfn
VYfØ\`fYb`i bX`A i h`a UW\Ybž`gY`Vgh`]b`XYb`gW`k]Yf][ghYb`NY]hYb"
8 Uni`nÀ\`h`XUg`GW`]W`gU`j cb`A Uf]Y` : Umž`X]Y`gY]h`a Y\`fYfYb
‡\`fYb`[Y[Yb`?fYVg`_Àa dZh`8]Y`\Yi hY`' ' !‡\`f][Y`Ui g`6UXYb!
K ØfhYa VYf[`k i fXY`&\$%*`a]h`Y]bYa`?bcW\Ybhi`a cf
fC ghYcgUf`_ca`É`Ua` ``]b`_Yb`C VYfgW\Yb`_Y`X]U[bcgh]n]Yfhž`k Ug`]\`fYb
@YVYbgk Y[`ZØf`]a`a Yf`j Yf`ÅbXYfhY`"8]Y`XUfUi Zzc`[YbXYb`‡\`fY
k UfYb`[Ydf`Å[hij`cb`nU`\`fY]W\Yb`7\`Ya`ch\`YfUd]Ybž`CdYfUh]cbYb
i bX`6YghfU`\`i b[Ybž`X]Y`g]Y`VY]`XYb`GdYn]U`]ghYb`XYf`i b]_`]b]_< Y]XY`VYf[`Yf\`U`hYb`\`Uh`"Hfchn`U`Yf`6Ya`Ø\`i b[Yb`YfZi`\`f`g]Y`]a
‡]bi Uf`&\$%,`j`cb`Y]bYa`YfghYb`F`Yn]X]j` `Y]bYf`A`YhUghUgY`]b`XYb
@ma`d\`_bchYbž`X]Y`YfbYi`h]\`fY`<c`Zbi b[`gW`k]bXYb` ``]Y`»`"8cW\`X]Y
k U\`fY`<YfUi`gZcfXYfi b[`Ua`Yfgh`]a`8YnYa`VYf`&\$&&`a]h`XYf

8]U[bcgY`Y]bYf`gWk.bY`k UWk.gYbXYbž.]bcdYfUV`Yb
@ b[Yba YhUghUgYž`bUWk`XYf`X]Y`YfnhY`]\f`_Y]bY`<Y]i b[`a Y\`f]b
5i gg]Wk.h`ghY`hYb`i bX`g]Y`bUWk`<Ui gY`gWk.]W_hYb" <]Yf`gWk.]Yb`XYf`
K Y[`YbX[Ø`h][`ni `YbXYbž`XcWk`A Uf]Y` \UhhY`bcWk`b]Wk`h
Ui Z[Y[YVYb"

9]b`HfYZZYbž`XUg.]`f`@YVYb`j Yf`AbXYfb`gc`hY` `hfc`hn`]`fYf`
_f]h]gWk.Yb` ; Ygi bX`Y]hg`U[Y`Yb`hgWk.]YX`g]Wk`A Uf]Yž`XUg`Gci h\g]XY!
: Ygh]j U`ni `VYgi Wk.Yb" `8cfh`VY[Y[bYhY`g]Y`ni Z`A`][`Y]bYa`A Ubbž`
XYf`j cb`U`hYfbUh]j Yb`?fYVgh\YfUd]Yb`VYf]Wk.hYhY" `8]YgY
6Y[Y[bi b[`]Y» `Y]b`@]Wk.h`XYf`<cZZbi b[`Ui Z`_Y]a Yb`i bX`ZØ\fhY
gWk`]Y» `]Wk`ni f`9b`hgWk.Y]Xi b[`žY]bY`D\c`hcXmbUa`]gWk`Y
@UgYfh\YfUd]Y`gck]Y`<mdYfh\Yfa`]Y`Ui gni`dfcV]YfYb" `8]YgY
U`hYfbUh]j Y`6Y\UbX`i b[`k`i`fXY`Xi`fWk`7fck`XZ`bX]b[`Z]bUbn]Yfhž`
k Ug`\Yi`hY`j]Y`Yb`A`i`h`a` UWk.Yb`_ØbbhYž`XYbb`]`fY`[Ygi bX`Y]h]Wk`Y
J YfZUggi b[` \Uh`g]Wk`XYi`h]Wk`j YfVYggYfh" `b`XYb`Y`hnhYb`nk`Y]
»\fYb`]gh`XYf`Hi`a`cf`nk`]gWk.Yb`<Yfn`i`bX`@`b[Y`[YgWk`fi`a`dZž`i`bX`
A Uf]Y`_Ubb`bi`b`k`]YXYf`gdYfWk.Ybž`YggYbž`Ui ZYb`i bX`gc[Uf`Gdcfh`
hfY]VYb"

5`hYfbUh]j Y`H\YfUd]Y.`<cZZbi b[`cXYf`F]g]_c3

5`hYfbUh]j Y`6Y\UbX`i b[ga`Yh\cXYb`g]bX`Y]b`nk`Y]gWk.bY]X][Yg
GWk.k Yfh" `@Ui`h`XYb`bZcfa`Uh]cbYb`j cb`bYi`Y!
_fYVgh\YfUd]Y" Wc`a`n`A`\`Yb`@`b[Yb`_fYVg`ni`XYb`\`Ai`Z][ghYb`
VØgUfh][Yb`9f`_fUb`_i b[Ybž`k`cVY]`Y]b` ; fc» hY]`XYf`Hi`a`cfY`]a`
cVYfYb`@`b[YbZØ[Y`Yb`hghY`\h" `8]Yg`nY][hž`k`]Y`[fc» `X]Y
<YfUi`gZcfXYfi`b[`]a`l`a`[Ub[`a`]h`X]YgYf`?fUb`_\`Y]h]`gh" `K`A`fYbX`
_cbj`Ybh]cbY`Y`H\YfUd]Yb`k`]Y`7`Y`a`c`h\YfUd]Y`i`bX`
GhfU\`Yb`h\YfUd]Y`cZi]a`A`]hY`di`b`_h`ghY\`Ybž`nY][Yb`Ghi`X]Ybž`XUgg`
U`hYfbUh]j Y`A`Yh\cXYb`a`]h]J`c`fg]Wk`h`VYhfUWk`hYh`k`YfXYb`gc`hYb`"
: UWk`Yi`hY`j`cb`_fYVg]bZcfa`Uh]cbgX]Ybgh"XY`k`UfbYb`XUj`cfž`
g]Wk`Ui`ggWk`]Y» `]Wk`Ui`Z`U`hYfbUh]j Y`H\YfUd]Yb`ni`j`Yf`UggYbž`XU`
X]Yg`ni`J`YfnØ[Yfi`b[Yb`]b`XYf`k`]f`_gUa`Yb`6Y\UbX`i b[`ZØ\`fYb`
_ØbbhY`i`bX`XUg`GhYfVYf]g]_c`Yf\Ø\`Yb`_Ubb" `9g`]gh`k`]Wk`h][`ž`g]Wk`
i`a`ZUggYbX`ØVYf`a`Ø[`]Wk`Y`F]g]_Yb`i`bX`K`YWk`gY`k`]f`_i`b[Yb`ni`
]bZcfa`]YfYb"

A Uf]Y : Um]gh]bnk]gWYb'cdh]a]gh]gW' i bX'd`Ubh'Ui W']b`X]YgYa
 >U\`Ua `Gci h\g]XY!: Ygh]j U`hY]`ni bY\`a Yb'z'k c`U`Yg'gY]bYb'5bZUb[
 bU\`a "8Yf'8]U`c[`ØVYf`U`hYfbUh]j Y`6Y\`UbX`i b[ga Yh\`cXYb`V`Y]Vh
 U_hi Y`Yf`XYbb`Yž`VYgcbXYfg`]b`5bVYhfUW`h`XYf
 gW`k Yfk]Y[YbXYb`BYVYbk]f_i b[Yb'z'X]Y`Y]b][Y`XUj cb`a]h]g]W
 Vf]b[Yb`_ØbbYb"K Å\`fYbX`ØVYf", \$`i` `XYf`@ b[Yb`_fYVgZÅ`Y`b]W`h
 _Y]bnY``][`g]bX`i bX`cZh'gW`bY``k UW`gYb'z`V`Y]Vh`XYf`F Uh'c`ZYbY
 ; YgdfÅW`Y`ØVYf`6Y\`UbX`i b[gk Y[Y`ni` `ZØ\`fYb`i bX`g]W` [fØbX`]W
 ØVYf`H\`YfUd]Ya Ø[`]W`_Y]hYb`ni`]bZcfa]YfYb'z`Yb`hgW`Y]XYbX"

8 Yf`K Y[`]b`X]Y`Ni _i bZh

8]Y ; YgW]W`hY`j cb`A Uf]Y : Um]gh]Y]b`Y]bXfi W_gj c``Yg'6Y]gd]Y`
 XUZØfž`k]Y`<cZbi b[`i bX`9bhgW`cggYb\`Y]higY`VghUi g`XYb
 Xi b_Y`ghYb`A ca YbhYb`\`YfUi gZØ\`fYb`_ØbbYb"9g`V`Y]Vh`ni` `c`ZYbž
 XUgg]`\`fY`9fZU\`fi b[Yb`UbXYfY`]bgd]f]YfYb'z`XYb`Y][YbYb`K Y[`]a
 ?Ua dZ[Y[Yb`?fYVg`ni` `Z]bXYb" `A]h]Y]bYa `ZYghYb`6`]W`_]b`X]Y
 Ni _i bZh`i bX`XYf`HY]`bU\`a Y`Ua `Gci h\g]XY!: Ygh]j U`Ua `%- "ž b]
 &\$&) `gYmh`A Uf]Y`Y]b`NY]W`Yb`ZØf`U`Y`XU`XfUi » Yb'z'X]Y`YVYbZU`g
 a]h]`\`fYf`?fUb`_Y]h`_Åa dZYb` `Yg[]Vh]a a Yf`Y]bYb` : i b_Yb
 <cZbi b[ž`Ui W`k Ybb`X]Y`I a ghÅbXY`\`YfUi gZc`fXYfbX`YfgW`Y]bYb"

8 YhU]`g	
C fh	< Y]XY`VYf[ž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Yf_i f"XY • bYi Y!_fYVgh\`YfUd]Y"W`a • k k k "_fYVg]bZcfa Uh]cbgX]Ybgh"X Y

6Ygi W`Yb`G]Y`i bg`Ui Z.`bU[!Vk "XY