

GY`Ybg_m^ZcfXYfh; +. '8fi W_`Ui Z`Fi gg`UbX ZØf`l _fU]bY`j YfghÀf_Yb°

5a`%*"\$*"\$&\$&)`h\Ya Uh]g]Yfh`GY`Ybg_m^X]Y`fi gg]gWXY
6YXfc\i b[`i bX`9bYf[]Yk YbXY`]b`9i fcdU`j cf`XYa
; +!;]dZY`" `ϕZcfa]YfYb`G]Y`g]W` \]Yf"



@ÖffUWx ž`8Yi hgWx`UbX`!`8Yf`l _fU]bY!`?cbZ]_h`V`Y]Vh`Y]bYg`XYf
VY`YffgWXYbXYb`H\Ya Yb`]b`XYf`]bhYfbUh]cbU`Yb`Dc`]h]_ž
VYgcbXYfg`]a`JcfZY`X`XYg; +!;]dZY`g`8Yf`i _fU]b]gWXY`DfÀg]XYbh
K`c`cXma`mf`GY`Ybg_m`^`Uh`Y]bXf]b[`]W`[YZcfXYfhž`XUgg`X]Y
; +!GhUUhYb`a`Y`f`8fi W_`Ui Z`Fi gg`UbX`Ui gØVYbž`i a`XYb`?cbZ]_h
ni`VYYbXYb`"9f`]gh`XYf`, VYfnYi [i b[ž`XUgg`A`cg_Ui`[Yn]Y`h`X]Y
5i Za`Yf_gUa`_Y]hj`cb`gY]bYb`5[[fYgg]cbYb`]b`XYf`l _fU]bY
UV`Yb_hž]bXYa`Yg`?cbZ]_hY`]a`B`U`Yb`C`ghYbž`k`]Y`nk`]gWXYb`≠Ub
i bX`≠gfUY`ž]b`XYb`J`cfXYf[fi bX`fØW`h`8]YgY`GhfUhY[]Y`g]Y`h
GY`Ybg_m`^`U`g`nmb]gWx`Ubž`XU`g]Y`X]Y`k`U`fYb`5Vg]Wx`hYb`Fi`gg`UbXg
j`YfgW`Y]Yfh`5i »YfXYa`a`Y`XYhY`Yfž`XUgg`?`]Yk`ϕZcfa`Uh]cbYb
ØVYf`Y]bY`Xfc\YbXY`fi`gg]gWXY`6YXfc\i b[`XYf`i _fU]b]gWXYb
ϕZfUghfi`_hi`f`ZØf`X]Y`?YfbYbYf[]YdfcXi`_h]cb`Ub`X]Y`ϕhYfbUh]cbU`Y

5hca YbYf[]Y!6Y\0fXY`fH595L'gck]Y`Ub`X]Y`I G5`0VYfa]hhY`h`\Uh"
?cb_fYhY`8YhU]`g`XUni`VY\]Y`hYf`j cf"

8]Y`[Ycdc`h]gWXY`@U[Y`k]f_h]g]W`b]W`h`bi`f`Ui`Z`X]Y`G]W`Y`f`Y`hž
gcbXYfb`Ui`W`Ui`Z`X]Y`9bYf[]YdfY]gY`]b`9i`fcdU`Ui`g`8Yf`?`f]Y[`\Uh
X]Y`DYbXY`VYk`Y[i`b[Yb`Ui`Z`XYa`9bYf[]Ya`Uf_hj`Yfgh`Ā`f`hž`k`cf`Ui`Z
X]Y`0dVQ\]bk`Y]gh`"`a`'`đ`'`&`\$`&`&`k`i`fXY`9fX[Ug[Ya`Y]bgUa`a`]h
XYf`?`YfbYbYf[]Y`]b`X]Y`9i`!HUI`cbca`]Y`U`g[f0bY`HYW`bc`c[]Y
Ui`Z[Ybca`a`Ybž`i`a`X]Y`?`a`Un]Y`Y`VYggYf`YffY]W`Yb`ni`_`0bbYb"
8YbbcW`]gh`9i`fcdU`ghUf`_j`cb`fi`gg]gW`Yb`;`Ug`]YZYfi`b[Yb
UV\Āb[][`fi`bX`(`%`DfcnYbh`XYg`9fX[UgYg`_ca`a`Yb`j`cb`Xcfh"
@ĀbXYf`k`]Y`2`ghYffY]W`i`bX`i`b[Ufb`g]bX`gc[Uf`bcW`ghĀ`_Yf
VYhfcZYb`"B`UW`XYb`YfghYb`GUb`_h]cbYb`i`Y[Yb`Fi`gg`UbX`XfcggY`hY
A`cg`_Ui`X]Y`;`Ug`]YZYfi`b[Ybž`k`Ug`ni`Y]bYf
J`Yfgcf[i`b[gi`bg]W`Yf`Y`h`Z0\fhYž`X]Y`j`cf`U`Ya`8Yi`hgW`UbX`i`bX
C`ghYi`fcdU`ghUf`_hf]Zh"

< YfUi`gZcfXYfi`b[Yb`XYf`9bYf[]Yg]W`Yf`Y`h

8]Y`<YfUi`gZcfXYfi`b[]gh[fc».`Gc`hY`Fi`gg`UbX`gY]bY
9bYf[]Y]a`dcfhY`j`c`ghĀbX][`Y]bghY`Ybž`_0bbhY`9i`fcdU`]b
Gd]hnYbnY]hYb`]a`K`]bhYf`i`a`V]g`ni`&)`DfcnYbh`gY]bYg`9fX[UgYg
_Āa`dZYb`"9]bY`5bU`mgY`j`cb`9i`dYfhYb`nY][hž`XUgg`XYf`K`Y[ZU`XYf
fi`gg]gW`Yb`9bYf[]Y]a`dcfhY`Z0f`X]Y`9i`i`[fUj`]YfYbXY`i`c`[Yb`\UVYb
k`0fXY`"9]b`5i`gVUi`XYf`HfUbgdcfh]bZfUghfi`_hi`f`gck`]Y`XYf`6Ui
bYi`Yf`@B`!HYfa`]bU`g`g]bX`Xf]b[YbX`bchk`YbX][ž`i`a`X]Y
J`Yfgcf[i`b[j`Yf[YggYb`ni`g]W`Yfb`"Dc`h]gW`Y`9bhgW`Y]Xi`b[Yb
k`YfXYb`YbhgW`Y]XYbX`gY]bž`i`a`X]Y`@0W`Yb`V]g`&\$&)`ni`gW`Y]Y»Yb
i`bX`XUg`5V`_ca`a`Yb`j`cb`HYi`Yfi`b[`ni`VYk`Ā`h][Yb"

ĀhYfYggUbhYfk`Y]gY`[]Vh`Yg]bbYf`U`V`XYf`9i`i`bhYfgW`]YX`]W`Y
5bgĀhnY`ni`f`6Yk`Ā`h][i`b[`X]YgYf`<YfUi`gZcfXYfi`b[Yb`"K`Ā`fYbX
Dc`Yb`i`bX`X]Y`B]YXYf`UbXY`j`c`ghĀbX][`j`cb`fi`gg]gW`Ya`i`;`Ug
UV[YgW`b]hhYb`g]bXž`n0[Yfh`2`ghYffY]W`ž`Y]b`9i`!k`Y]hYg
;`UgYa`VUf[c`ni`i`bhYfgh0hnYbž`XU`XUg`@UbX`k`Y]hYf`]b`[i`hY
6Yn]Y\i`b[Yb`ni`A`cg`_Ui`dZY[Yb`a`0W`hY`"Ā`X]YgYa`?`cbhYi`h]gh
l`b[Ufb`VYgcbXYfg`U`_h]j`ž]bXYa`Yg`gY]bY`5V\Āb[][_Y]h`j`cb
fi`gg]gW`Ya`i`;`Ug`fYXi`n]YfYb`i`bX`Ui`ZYfbYi`YfVUfY`9bYf[]Yb`i`bX

5hca _fUZh'gYhnYb'a ÖW hY"

8]Y'Ni _i bZh'XYf'9bYf[]Yj Yfgcf[i b[

8]Y'G]hi Uh]cb']b'8Yi hgW\`UbX`k Uf`YVYbZU`g`Xi fW\k UW\gYb"
 CVk c\`Yg'6YghfYVi b[Yb'[]VhžX]Y`@Ui ZnY]hYb'j cb
 ?Yfb_fUZhk Yf_Yb'ni`j Yf`Àb[YfbžV`Y]Vhi b[Yk]ggž`k]Y`X]Y
 J Yfgcf[i b[gni gUa a Yb\`Àb[Y`Ub[Zf]gh][`] YghU`hYh`k YfXYb
 _ÖbbYb"9]b` ã di `gdUd]Yf`XYg'5_UXYa]Ybdfc`Y_hg
 9bYf[]YgmghYa Y`XYf`Ni _i bZh`[]Vh'ni`VYXYb_Ybž`XUgg`X]Y
 9bYf[]YdfY]gY`]b`9i fcdU`a]hhY`!`V]g`Ub[Zf]gh][` \cW\`V`Y]VYb
 _ÖbbhYb"5V[YgY\Yb'j cb`XYf`ghY][YbXYb`B UW\ZfU[Y`[]Vh`Yg`Ui W\
 X]Y`Bchk YbX][_Y]hž`X]Y`9bYf[]YYZ]n]Ybn'ni`Yf\Ö\Yb`i bX`XYb
 5i gVUi`YfbYi YfVUfYf`9bYf[]Yb`gW\`bY`Yf`j cfUbni hfY]VYb"

÷g[YgUa h'nY][h`X]Y`U_hi Y`Y`@U[Yž`k]Y`i bhfYbbVUf`X]Y
 [Ycdc`h]gW\Yb`9fY][b]ggY`a]h`XYb`9bYf[]Ya`Àf`hYb`XYf`9i
 j YfVi bXYb`g]bX"K`À\`fYbX`GY`Ybg_m`i a`]bhYfbUh]cbU`Y
 l bhYfghØhni b[`i bX`X]d`ca Uh]gW\Y`@Øgi b[Yb`_Àa`dZhž`V`Y]Vh`X]Y
 : fU[Yž`k]Y`9i fcdU`gY]bY`9bYf[]Yghfi _hi`f`fYg`]YbhYf`[Y[Yb
 ni _ØbZh][Y`<`YfUi`gZcfXYfi b[Yb'[YghU`hYb`_Ubb"÷`XYf
 [Ycdc`h]gW\Yb`5fYbU`]gh`Yg`_`Uf.`<`Yf`]gh`bcW\`j]Y`ni`VYk Y[Yb"

8YhU]`g	
Cfh	@ØffUW\ž`8Yi hgW\`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "j Yf`U[g\Ui g!`Ui a Ubb"XY • k k k "VdV"XY • k k k "`Ycdc`X]bU"cf[

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