

k YfXYbžk Ug'Y]bY`VYgcf[b]gYffY[YbXY`J YfXcdd`i b[`]a `J Yf[`Y]W
ni a `J cf`U`f`XUfghY`h"8]Y`NU`Yb`ghUa a Yb`Ui g`XYa `J Yf]ncb
8 UhU`6fYUW` `b] Ygh][Uh]cbg`F Ydcfh`&\$&) `i bX`nY][Ybž`k]Y`k]W h][
Yg`]ghž`XYb` : c`_i g`Ui Z`G]W`Yf`Y]hgghfUhY[]Yb`ni `Y[Ybž`X]Y`Ui W
YI hYfbY`GW`b]hhghY`Yb`Y]bVYn]Y`Yb"

`X]YgYf`X][]hU`Yb`Y`fU`Yb`hk]W`Y`h`g]W`X]Y`?`=]b`XYf
GcZhk UfYYb`hk]W`_i b[`fUgUb`h`k`Y]hYf"@Ui`h`GW`Å`hni b[Yb`j`cb
A Uf`_YhgUbXA Uf`_Yhg`k]fX`XYf`5`≠7cX]b[!GY`_hcf`j`cb`Yhk`U`(
A]`)UfXYb`i`G8`]a` `U`f`&\$&(`Ui`Z`ZUgh`%` `A]`)UfXYb`i`G8`V]g`&\$&,
k UW`gYb`"5b`X]YgYf`GhY`Y`k]fX`Y`XcW` `Ufž`XUgg`X]Y
9Z]n]Ybn[Yk]bbYž`X]Y`?`=V]YhYb`_Ubbž`b]W`h`c`\bY`b`Yi`Y`F`]g]_Yb
_ca`a`Yb`"?`≠Hcc`g`k]Y` ;]h<i`V`7cd]`c`hi`bX`5a`Uncb`E`8Yj`Y`cdYf
\Y`ZYb`nk`Uf`9b`hk]W`_Yfbž`UVYf`g]Y`VYg]hnYb`_Y]b`a`YbgW`]W`Yg
I`fhY]`gj`Yfa`Ò[Yb`i`bX`_ÒbbYb`\]ghcf]gW`Y`GW`k UW`ghY`Yb`]b`7cXY!
F`Ydcg]hcf]Yg`k]YXYfj`Yfk`YbXYb`"7mVYfgWc`cd`k`Ufbh`XUj`cfž`XUgg
X]YgY`Hcc`g`_Ugg]gW`Y`G]W`Yf`Y]hg]bghfi`a`YbhY`k]Y`G5GHž`85GH
i`bX`G75`ØVYfZcfXYfb`i`bX`b]W`h`Ui`Z`5`≠gdYn]Z]gW`Y`6YXfc`\i`b[Yb
Ui`g[Y`Y[h`g]bX"

F]g]_Yb`]b`XYf`GcZhk UfY!@]YZYf`_YhhY

8cW`k]Y`g]Y`\h`X]Y`G]hi`Uh]cb`_cb`fYh]b`XYb`GcZhk UfY!
@]YZYf`_YhhYb`Ui`g3`C`f[Ub]gUh]cbYbž`X]Y`[YbYfUh]j`Y`?`=bi`hnYbž
a`ØggYb`]\fY`7mVYfgYW`f]hm]GhfUhY[]Yb`UbdUggYbž`i`a
i`bYfk`UfhYhY`F`]g]_Yb`ZfØ`nY]h][`ni`Yf`_YbbYbž`VYf]W`hYb`7`ci`X
GYW`f]hm`5`"]UbW`"DfcV`Ya`Uh]gW`]ghž`XUgg`j`]Y`Y`F`]g]_Ybž`k]Y
VY]gd]Y`gk`Y]gY`V`ÒgUfh][Y`GcZhk UfYdU`_YhY`cXYf`a`YbgW`]W`Y
: Y`\Yfž`c`Zhi`bYbhXYW`_h`V`Y]VYb`"8]Y`I`bhYfgi`W`i`b[`Y]bYg`U`_hi`Y`Yb
×`fc[!F`Ydcfh`nY][hž`XUgg`j`cb`&) "&&-`c`ZZYb[Y`Y[hYb`GYW`Yhg`]b
ÒZZYbh]W`Yb`F`Ydcg]hcf]Yg`ØVYf`*"+`-\$`U`_h]j`bi`hnVUf`k`UfYb` `Y]b
5bgh]Y[`i`a` `*(`i` `]a` `J`Yf[`Y]W`ni`a` `J`cf`U`f`"8]Yg`gW`fY]h
[YfUXYni`bUW`Y]bYf`b`Yi`Yb`9VYbY`XYf`K`UW`gUa`_Y]h[Y[YbØVYf
G]W`Yf`Y]hg]g]_Yb"

A]h`XYf` `hY[fUh]cb`j`cb`?`=]b`GcZhk UfYdfcnYggY`ghY][h`X]Y
5b[f]ZgZ`ÅW`Y`"i`bni`fY]W`YbX`[YhYghYhY`?`≠A`cXY`Y`_ÒbbYb
ZU`gW`Y`5i`g[UVYb`[YbYf]YfYbž`X]Y`g]W`U`g`G]W`Yf`Y]hg]g]_c

Ybhdidi ddYb"GYW f]hm'bg]XYf\YVh\Yfj cfz'XUgg'VÒgUfh[Y'? ≠
A cXY`Y`]b`XYf'9bhk]W`i b['g]bX'i bX'XUgg'I bhYfbY\ a Yb`]\fY`A @
A cXY`Y`YVYbgc`a UbU[Yb`i bX`g]WXYfb`gc`hYb`k]Y`YXY`UbXYfY
GcZhk UfY_ca dcbYbhY"Bi f`Yhk U`(' i`XYf':]fa Yb`ZØ\fyb
G]WXYf\Y]hggWUbg`Ui Z7cXY!`i bX`6]bÅfYVYbY`Xi fWž`k Ug`b]W`h`bi f
dchYbn]Y`Y`F]g]_Yb`][bcf]Yfhž`gcbXYfb`X]YgY`gc [Uf`k Y]hYf
j YfghÅf`h"

GhfUHY []Yb`ni f`F]g]_ca]bXYfi b [

K Ug`gc`hY`U`gc`i bhYfbca`a Yb`k YfXYb3`C f[Ub]gUh]cbYb`g]bX
[YZcfXYfhž`]\fY`G]WXYf\Y]hggHfUHY []Yb`[fi bX`Y[YbX`ni
ØVYfUfVY]hYb`i bX`Ub`X]Y`bYi Yb`<YfUi gZcfXYfi b[Yb`Ubni dUggYb"
8Uni`nÅ\`h`X]Y`_ VYfdfØZi b[`XYf`≠hY[f]hÅh] cb`5≠A cXY`Ybž`X]Y
J U`X]Yfi b[`j cb`?ca dcbYbhYbž`X]Y`j cb`? =j cf[YgW`U[Yb
k YfXYbž`gck]Y`X]Y`A cb]hcf]b[!DfcnYggYž`X]Y`dchYbn]Y`Y`
8UhYbj Yf[]Zhi b[Yb`Yf`_YbbYb`_ØbbYb"8]Y`6YfY]WXY
7mVYfgYW f]hmi bX`GcZhk UfY`Ybhk]W`i b[`a ØggYb`Yb[Yf
a]hY]bUbXYf`j Yf_bØdZh`k YfXYbž`i a`XYb`5bZcfXYfi b[Yb`Y]bYf
g]W`ÅbXYfbXYb`6YXfc\i b[g`UbXgW`UZh`[YfYW`h`ni`k YfXYb"

9]b`7mVYfgYW f]hmi Dfc [fUa`a`gc`hY`ni`_ØbZh][Y
<YfUi gZcfXYfi b[Yb`Y]bVYn]Y\Ybž`ni a`6Y]gd]Y`Xi fW`A i`h]!: U_hcf!
5i h\Ybh]Z]n]Yfi b[`i bX`_cbh]bi]Yf`]WXYg`6YXfc\i b[gYI dcgi fY!
A UbU[Ya Ybh`f7H9A Ł"8]Y`≠a d`Ya Ybh]Yfi b[`Y]bYf`NYfc`Hfi gh!
5fW`]hY`_hi f`_ØbbhY`U`g`ni gÅh`]WXYf`GW`i hna YW`Ub]ga`i g`X]YbYb"
G]WXYf\Y]hghYUa`g`a ØggYb`X]Y`J YfUbhk cfhi b[`ZØf`X]Y`[YgUa`hY
GcZhk UfY!@]YZf`_YhhY`ØVYfbY\ a Ybž`i a`5b[f]ZZY`Ui Zi dghfYUa
5ggYhg`ni`j Yf\]bXYfb`i bX`X]Y`≠hY[f]hÅh`XYf`j Yfk YbXYhYb`8UhYb
g]WXYfni ghY`Yb"

8]Y`≠hY[fUh]cb`j cb`? =]b`XYb`9bhk]W`i b[gdfcnYgg`]gh
i bj Yfa`Y]X`]W`"8]Y`<YfUi gZcfXYfi b[``]Y[h`YXcW`XUf]bž
g]WXYfni ghY`Ybž`XUgg`X]YgY`HYW`bc`c []Yb`g]WXYf`i bX`YZZ]n]Ybh
Y]b[YgYhnh`k YfXYb`i`XYbb`Y]bY`hYW`b]gWXY`FYj`c`i h]cb`c`\bY
G]WXYf\Y]h`_Ubb`gW`bY`ni`Y]bYf`[fc»Yb`; YZU`f`k YfXYb"

8YhU]`g	
C fh	? ÒbbhY`b]W\h`Y hfU\]Yfh:k YfXYbž`XU`XYf`HY h _Y]bY`5XfYggY`cXYf`Y]bYb`gdYn]Z]gW\Yb`C fh XYg`J cfZU`g`Ybh\A`h"
E i Y`Yb	<ul style="list-style-type: none"> • Wm\YfgWc d"Wc a • Wci XgYW f]hmU``]Ub W"cf[• k k k "gYW f]hm!]bg]XYf"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`k ca , +"XY