

F Yj c`i h]cb`]b`XYf`A YX]n]b. `7cV]cb]l
 Yf\À`h" `A]``cbYb`ZØf`Ui hcbca Y`F cVchYf°

7cV]cb]l `7cfd""\Uh" `A]``cbYb`l G8`[YgUa a Y`hž`i a `X]Y
]bbcj Uh]j Y`Ui hcbca Y`F cVchYfd`Uhhžcfa `7cX]`ZØf
 a YX]n]b]gWXY`l`hfUgWU`j YfZU\fyb`ni`Ybhk]W_Y`b"



? UbUXU`!`≠`XYf`XmbUa]gWXYb`K Y`h`XYf`a YX]n]b]gWXYb
 HYWkbc`c[]Y`\Uh]g]W`7cV]cb]l`7cfd""U`g`Y]b`Xf]b[YbX`VYbØh][hYf
 ≠bcj Uhcfdcg]h]cb]Yfh"8 Ug]b`? UbUXU`UbgÄgg][Y`l bhYfbY`a Yb
 \Uh_Øfn`]W`Y]bY`:]bUbn]Yfi b[gfi bXY`j cb" `A]``cbYb`l G!8c`Uf
 UV[YgW`cggYbž`i a `X]Y`9bhk]W_`i b[`gY]bYf`Ui hcbca `UfVY]hYbXYb
 F cVchYfd`Uhhžcfa `bUa Ybg`7cX]`j cfUbni hfY]VYb""8]YgY
 :]bUbn]Yfi b[gfi bXY`k i fXY`j cb`XYf`J Ybhi fy!7Ud]hU`! :]fa U
 H]hYhck bHYW`[Y`Y]hYhž`X]Y`Xi fW`X]Y`l bhYfghØhni b[`j cb
 GWk Yf[Yk]W`hYb`k]Y`A]WfcgcZhi bX`XYb`; fYYb`6UmDUW_Yfg
 XUfUi Z`UVn]Y`hž`j]Y`j YfgdfYWXYbXY`Dfc`Y`_hY`ni`ZØfXYfb"K Y]hYfy
 ≠j YghcfYb`g]bX`@]cbg`≠j Ygha Ybhi bX`8f"DUi` `A W6Yh\ž`Y]b
 fybca a]YfhYf`9l dYfhY`ZØf`a YX]n]b]gWXY`F cVch]_ž`k Ug`X]Y
 6YXYi hi b[`X]Ygyf`≠]h]Uh]j Y`i bhYfghfY]W`h"

7cX]]gh'b]W\h'Y]bZUW\`Y]b`k`Y]hYfYf`a`YX]n]b]gW\Yf`F`cVchYf`"G]Y
k`i`fXY`gdYn]Y`"Yb`k`]W_Y`h`zi`a` `X]U[`bcgh]gW\Y`I` `hfUgW\U`"j`YfZU\`fYb
]b`UV[`Y`Y[`YbY` ; YV]YhY`ni` `Vf]b[`Yb`"8i`fW\`XYb`9]bgUhn`j`cb`?`≠
[`YghYi`YfhYf`5i`h`c`b`c`a`]Y`_`U`b`b`X]YgYf`F`cVchYf`X]Y`NY]h`z`X]Y
a`YX]n]b]gW\Yg`DYfgcbU`a`]h`fYdYh]h]j`Yb`5i`Z[`UVYb`j`YfVf]b[`h`z
Yf\`YV`]W\`fYXi`n]YfYb`"8f`"H]a` `@Uggk`Y`"z`Y]bYf`XYf`7c!;`fØbXYf`j`cb
7cV]cb]i`z`Yf`_`U`b`b`h`Y`k`Å\`fYbX`gY]bYf`_`]b]gW\Yb`Ghi`X]Yb`z`XUgg`j`]Y`
NY]h`i`a`]h`Y]bZUW\Yb`HÅh][`_`Y]hYb`k`]Y`a`d`Z`b[`Yb`j`YfgW\k`YbXYh
k`]fX`" `≠XYa` `7cX]`X]YgY`5i`Z[`UVYb`ØVYfb]a`a`h`z`_`Ø`b`b`Yb`g]W\
: UW\`f`Å`Z`h`Y`Ui`Z`k`]W\h][`YfY`5gdY`_`hY`]h`fYf`5fVY]h`_`c`b`n`Y`b`h`f]YfYb`"

A`i` `h]Zi`b`_`h]c`b`U`]h`Å`h`i`b`X` 6Ybi`hnYfZfYi`b`X`_]W\`_`Y]h`

7cX]]gh'b]W\h`bi`f`i`a`i` `h]Zi`b`_`h]c`b`U`z`g`c`b`X`Y`f`b`Ui`W\`Yi`h`f`Ya
UbdUggi`b[`gZÅ][`" `G]Y`k`i`fXY`a`]h`Y]bYa` `i`b]j`YfgY`"Yb
K`Yf`_`nYi` [`Ub`g`W\`i`gg` `Ui`g[`YghUhhYh`z`XYf`Yg`]h`f`Yfa`Ø[`_]W\`h`z`g`W\`b`Y`
ZØf`i`bhYfgW\]YX`]W\Y`5bk`YbXi`b[`Yb`_`cbZ][`i`f]Yfh`ni`k`YfXYb`"8]Yg
Yf`Y]W\hYfh`XYb`5i`ghUi`gW\`j`cb`K`Yf`_`nYi` [`Yb`i`b`X`Yfa`Ø[`_]W\h`Yg`z
Gc`Z`h`k`UfYi`d`X`U`h`Y`g`Ui`Z`Y]bZUW\Y`K`Y]gY`Ui`g`XYf` :`YfbY
Xi`fW\`ni`ZØ\`fYb`"7cX]]gh`X`Uf`Ui`Z`Ui`g[`Y`Y[`h`z`VY]`XYf`8i`fW\`ZØ\`fi`b[
gW\`a`Yfn`ZfY]Yf`I` `hfUgW\U`i`bhYfgi`W\i`b[`Yb`ni`i`bhYfghØ`h`n`Y`b`z
k`Y`W\Y`c`W\ZfYei`YbhY`G`W\U`k`Y`"Yb`j`Yfk`YbXYb`zi`a` `6]XYf`XYg
≠b`YfYb`XYg`?`Ø`fd`Yfg`ni` [`YbYf]YfYb`"8]YgY`HYW\`b]_`_`ca`a`h`ic`Z`h
ni`a` `9]bgUhn`zi`a`]bbYfY`C`f[`UbY`ni`j`]gi`U`]g]YfYb`z`Hi`a`c`fY`ni
Yf`_`Y`b`b`Y`b`c`XYf`k`Å\`fYbX`XYf`G`W\`k`Ub[`YfgW\U`Z`h`ni` `ØVYfk`UW\Yb`"

9VYbgc`k`]W\h][`_]gh`X]Y` :`Å\][`_`Y]h]j`cb`7cX]z`]b`UV[`Y`Y[`YbYb
F`Y[]cbYb`I` `hfUgW\U`i`bhYfgi`W\i`b[`Yb`Xi`fW\`ni`ZØ\`fYb`z`c`\`b`Y`X`Ugg
Y]b`ei`U`]Z]n]YfhYf` :`UW\`a`Ubb`j`c`f`C`f`h`igY]b`a`i`gg`"8]Yg`j`Yff]b[`Yfh
X]Y`B`c`h`k`YbX][`_`Y]h`z`DUh]YbhYb`ni` `UbXYfYb`G`h`Ub`X`c`f`h`Y`b`ni
h`f`Ub`g`d`c`f`h]YfYb`z`k`Ug`g`c`c`\`6Y`U`gh`i`b[`Yb`U`g`Ui`W\`K`UfhYnY]hYb
fYXi`n]Yfh`"8]Y`F`c`V`c`h`Y`f`d`U`h`h`z`c`f`a` `U`h`X`U`g`D`c`h`Y`b`n]U`z`X]Y
Ni` [`Å`b[`_]W\`_`Y]h]j`cb` ; Ygi`b`X`\`Y]hgX]Yb`ghYb`]b`"Å`b`X`]W\Yb` ; YV]YhYb
Yf\`YV`]W\`ni`j`YfVYggYfb`z`]bXYa`g]Y`X]Y`9ZZ]n]Ybn`ghY][`Yfh`i`b`X`X]Y
?`c`ghYb`]a` ` ; Ygi`b`X`\`Y]hgk`YgYb`gYb`_`h`"

HYW\ bc`c []gW\ Y` ðhY [fUh]c b`i bX

< YfUi gZc fXYfi b [Yb

Hfchn`XYg`j]Y`j YfgdfYW\YbXYb`8Yg][bg`VfUW\hY`X]Y`9bhk]W`_i b[
j cb`7cX]`Y]b][Y`<YfUi gZc fXYfi b [Yb`a]h`g]W\`"8]Y`bU\`h`cgY
ðhY [fUh]c b`j cb`a YW\Ub]gW\Ya žY`Y`_hf]gW\Ya`i bX
GcZhk UfYXYg][b`ghY`hY`Y]bY`XYf`[f0» hYb`<0fXYb`XUf``7c!; f0bXYf
B]a U`NUa Ub]`Vf]b[h`Y]bYb`gc`]XYb`<]bhYf[fi bX`]b`XYf`F cVch]_
a]h`k Å\ fYbX`@Uggk Y``Z0f`gY]bY`a YX]n]b]gW\Y`i bX
]b[Yb]Yi fhYW\ b]gW\Y`9I dYfh]gY`VY`_Ubbh]`gh``8]Y`VY]XYb`UfVY]hYb
Yb[`a]h`æ\ b`J Ub`@Yi k Yb`ni gUa`a YbžXYf`g]W\`Ui Z`bUW\`U`h][Y
I bhYfbY\`a YbgdfU`h]_Yb`_cbnYbhf]Yfh``I a`g]W\Yfni ghY``YbžXUgg
XYf`F cVchYf`XYb`6YX0fZb]ggYb`XYf`5bk YbXYf`Ybhgd]W\`hi bX`X]Y
DUh]YbhYbYfZU\`fi b[`j YfVYggYfh`k Uf`XUg`: YYXVUW`_j cb
9bXVYbi hnYfb`k Å\ fYbX`XYg`8Yg][bdfcnYggYg`j cb`nYbhfU`Yf
6YXYi hi b["

7cV]cb]I` \Uhini XYa` [fc» Yb`K Yfh`Ui ZE`i U`]h`hga UbU[Ya Ybhi bX
Y]bY`[i h`Xc`_i a Ybh]YfhY`DfcnYggZ0\`fi b[`] Y`Y[h``8Ug
I bhYfbY\`a Yb`]gh`XYfnY]h`Y]bYf`XYf`k Yb][Yb`<YfghY``Yf`j cb
a YX]n]b]gW\Yb`7cVch!D`UhhZcfa Yb`k Y`hk Y]hi bX`UfVY]hYh`XUfUbž
X]Y`bchk YbX][Yb`fY[i`Uhc]g]W\Yb`; YbY\`a]][i b[Yb`Z0f`gY]bY
DfcXi`_hY`ni`Yf`Ub[Ybž`i a`g]W\Yfni ghY``YbžXUgg`g]Y`XYb`ghfYb[Yb
5bZc fXYfi b [Yb`Ub`a YX]n]b]gW\Y`; Yf`hY`Ybhgd fYW\Yb"

A]h`XYb`bYi`U`_ei]f]YfhYb`A]hY`b`d`Ubh`7cV]cb]I ž`a`5i [i gh
D]`chdfc[fUa`a Y`Z0f`7cX]`ni`ghUfhYb`i bX`XYb`_ca`a Yfn]Y``Yb
A Uf`_hY]bhf]hh]b`XYb`I G5`Z0f`&\$&*`j cfni VYfY]hYb``5`_hi Y``Z0\`fh
XUg`I bhYfbY\`a Yb`; cfgW\i b[g!`i bX`D]`chdfc`Y`_hY`]b`XYb`I G5ž
?UbUXU`i bX`XYa`J YfY]b][hYb`?0b][fY]W\`Xi fW\``8]Y`Ni`_i bZh`XYf
a YX]n]b]gW\Yb`F cVch]_`g]Y\`hj]Y`j YfgdfYW\YbX`Ui gž`i bX`7cX]
_0bbhY`Y]bY`GW\`0ggY`fc``Y`XUf]b`gd]Y`Ybž`X]Y`5fh`i bX`K Y]gYž`k]Y
a YX]n]b]gW\Y`8]Ybgh`Y]ghi b[Yb`YfVfUW\`h`k YfXYbž`fY]c`i h]cb`Å`f`ni
j Yf`Å`bXYfb"

8YhU]`g	
C fh	? UbUXU
E i Y`Yb	<ul style="list-style-type: none"> • g]`Wc bUb[`Y"Wca • k k k "XYg][b!Yb[]bYYf]b["Wca

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