

≠bcj Uh]cbgZfØ\ ghØW_ . '6UmfYi h\ g
Ni _i bZh'Xi fW\ 'B Yhnk Yf_ 'i bX '? =ghÀf_Yb °

≠? 'i bX 'l b]j Yfg]hÀh'6UmfYi h\ 'ZØfXYfb' ≠bcj Uh]cbg_fUZh'XYf
FY[]cb''HfYZYb'ja 'A Uhf]U' ≠bcj Uh]cb '@UV'Ua '%%"\$ * "&\$&)
ni f'J YfbYhni b["



6UmfYi h\ ž'8 Yi hgW\ `UbX '!`a ' < YfnYb'j cb'CVYfZfUb_Yb'ZUbX
[YghYfb'XUg'ghYhg'Ui ZgW\ 'i ggfY]W\Y'≠?! ≠bcj Uh]cbgZfØ\ ghØW_]a
A Uhf]U' ≠bcj Uh]cb '@UV'XYf'l b]j Yfg]hÀh'6UmfYi h\ 'ghUhh''N]Y`
X]YgYf'J YfUbghU'hi b['k Uf'Ygž'X]Y' ≠bcj Uh]cbg_fUZh]b'XYf'FY[]cb
ni 'ghÀf_Yb' 'i bX'XUa]h'5fVY]hgd`ÀhnY'ni 'g]W\Yfb''A cf]hn'DfchnbYfž
≠bcj Uh]cbg`chgY'XYf'≠? ž'\cV'X]Y'Bchk YbX][_Y]h\Yfj cfž
B Yhnk Yf_Y'ZØf' ≠bcj Uh]cbYb'ni 'g]W\UZZYb' 'i bX'ni 'ZØfXYfb''8]Y'≠?
k]''XUVY]'U'g'D`UhhZcfa 'ZØf'X]Y'J YfbYhni b['nk]gW\Yb
K]ggYbgW\UZhž'K]fhgW\UZhž'GhUfh'i dg'i bX'XYf'Dc`]h]_Zi b[]YfYb''
? i f]Yf'VYf]W\hYhž'XUgg'XUg'≠gh]hi h'ZØf'9bhfYdfYbYi fg\]d' 'i bX
≠bcj Uh]cb'XYf'l b]j Yfg]hÀh'6UmfYi h\ 'Y]bY'6fØW_Y'nk]gW\Yb
: cfgW\i b[ž'@Y\FY' 'i bX'K]fhgW\UZh'gW\`À[h''

DYhfU'6YYfa Ubbž'8]fY_hcf]b'XYg' ðgh]hi hgž'gdfUW']a 'F U\ a Yb'XYf
J YfUbgH'hi b['ØVYf'XUg'C dYb' ðbcj Uh]cb'@UV'fC @L'"8]YgYg'Vf]b[h
5_hYi fY'Ui g'j YfgW]YXYbYb'6YfY]WYb'ni gUa a Yb'i bX'ZØfXYfh
Y]bY'cZYbY' ðbcj Uh]cbg_i 'hi f']b'CVYfZfUb_Yb'"8]Y'A Ò[']W_X]hž
a]h'_cb_fYhYb'5b']Y[Yb'Ub'XUg' ðgh]hi h\YfUbn hYhYbž'gW UZh
FUi a 'ZØf'K cf_g\cdg'i bX': cfgW i b[g_ccdYfUh]cbYbž'X]Y'ZØf'X]Y
I bhYfbY\ a Yb'XYf'FY[]cb'j cb'[fc»Ya 'K Yfh'g]bX"

Ni gUa a YbUfVY]h'U`g'GWX`ØggY`ni a '9fZc`[

9]b'k Y]hYfYf'< Ò\Ydi b_h'XYg': fØ\ghØW_g'k Uf'X]Y'5bgdfUWY'j cb
B]Wc'; Y]g'j cb'XYf'B Yi Y'A UhYf]U']Yb'6UmfYi h\ ; a V< 'fBA 6Łž'XYf
X]Y'6YXYi hi b['XYf'Ni gUa a YbUfVY]h'ZØf' ðbcj Uh]cbYb
i bhYfghf]W'"8]Y'BA 6ž'X]Y'gY]h'&) ' \fYb']b'XYf'FY[]cb'U_h]j ']gh
i bX'i bhYf'UbXYfYa 'X]Y' i b]j Yfg]hÅhi bX'X]Y'≠? 'U'g'5bhY]'gY][bYf
\Uhž'Vf]b[h'9i dYfh]gY']b'XYf'A UhYf]U'Yb'k]W_i b['Y]b'"8 Uni
[Y\ÖfYb'Dc`ma YfYž'J YfVi bXk Yf_ghcZY' i bX'a YhU'']gWY
K Yf_ghcZYž'X]Y']b'j]Y'Yb' ðXi ghf]YgY_hcfYb'Y]bY'nYbhfU'Y'F c`Y
gd]Y'Yb"

Ni gÅhn']W' VYf]W'hYhYb'A UI]a]']Ub'F Ò[']b[Yf'i bX'B]_`Ug'; i h\Y'
j ca ' : fUi b\cZYf! ðgh]hi h'ZØf'5b[Yk UbXhY' ðZcfa Uh]cbghYWb]_
fl #Ł'ØVYf'X]Y'7\UbWb'j cb'? Øbgh]WYf' ðhY''[Ybn']a
A]hY'ghUbX'"F Ò[']b[Yf'h\Ya Uh]g]YfhY'XYb'9]bgUhn'j cb'[YbYfUh]j Yf
? =Ua '6Y]gd]Y''Y]bYg'a]hY'ZfÅb_]gWYb'Gd]Y'nYi [\YfghY''Yfgž'XYf
Xi fW'XYb'9]bgUhn'X]YgYf'HYWbc`c[]Y'bYi Y' ð\U'hY' _fY]Yfh'i bX
ni _ØbZh][Y'DfcnYggY'XYZ]b]Yfh" I bhYfbY\ a Yb'gc`hYb'g]W
]bhYbg]j 'a]h'? Øbgh]WYf' ðhY''[Ybn'VYgWÅZh][Yb' ž'gc'F Ò[']b[Yf"
; i h\Y]'Yf[ÅbnhYž'XUgg': `YI]V]'hÅh']b'NY]hYb'gWbY''Yf
hYWbc`c[]gWYf'9b'k]W_i b[Yb'bc'hk YbX]['gY]ž'i a
k YhVYk YfVgZÅ\]['ni 'V'Y]VYb"

ðbcj Uh]cbgZØfXYfi b[']b'NY]hYb'XYg
K UbXY`g

8]Y'8]g_i gg]cbgfi bXY'[]b['Ui W'Ui Z'X]Y'< YfUi gZcfXYfi b[Yb'XYf
ðbcj Uh]cbgZØfXYfi b['Y]b'"Hfchn'XYf'j cf\UbXYbYb'ÖZYbh']WYb

: ŌfXYfi b[Yb`bi hnYb`j]Y`Y`6Yhf]YVY`X]YgY`b]W`h`Ui Z[fi bX`XYf`cZh
 nY]hUi Zk`ÅbX][Yb`5bhfU[gghY``i b[Yb`i bX`XYf`gW`YddYbXYb
 6YUfVY]hi b["8 => ?`a UW`h`XYi`h]W`ž`XUgg`X]Y`7cfc bU`_f]gY`[YnY][h
 \Uhž`XUgg`J`YfY]bZUW`i b[Yb`a`Ō[`]W`g]bX`"9g`k`]fX`[YZcfXYfhž
 J`c`fgW`f]ZhYb`ni`fYXi`n]YfYb`i bX`X]Y`5bhfU[ghY``i b[
 a`YX]YbVfi W`ZfY]`ni`[YghU`hYb`"

K`YgYb`h]W`Y`Dfc[fUa`a`Y`k`]Y`XUg`nYbhfU`Y`ϕbcj`Uh]cbgdfc[fUa`a`
 A`]hhY`ghUbX`fN`A`E`Yfa`Ō[`]W`Yb`gY]h`C`_hc`VYf`&\$&`'`j`c``gh`ÅbX][Y
 Y`Y`_hfc b]gW`Y`5bhfU[ghY``i b[Yb`ž`k`Ug`X]Y`: ŌfXYfi b[`j`cb
 ϕbcj`Uh]cbYb`VYgW`Yi`b][Yb`gc``"8Yb`bcW`V`Y]Vh`UVni`k`UfhYb`ž`cV
 X]YgY`A`U»`bU`a`Yb`hUhg`ÅW`]W`ni`Y]bYf`6Y`YVi`b[`XYf
 ϕbcj`Uh]cbgU`_hj`]h`ÅhYb`]a`A`]hhY`ghUbX`ZŌ`fYb`k`YfXYb`"8]Y`Dc`]h]_`
 k`]fX`Ui`Z[YZcfXYfhž`D`Ubi`b[gg]W`Yf`Y]h`ni`gW`UZZYb`i`bX
 VYghY`YbXY`Dfc[fUa`a`Y`k`]Y`ϕBC!`?`CA`ž`≠`:`ž`?`A`I`!ϕbcj`Uh]j
 gck`]Y`ghYi`Yf`]W`Y`: c`fgW`i`b[gZŌfXYfi b[`ni`gh`Åf`_Yb`"

5b[Yg]W`hg`X]YgYf`XmbUa`]gW`Yb`9b`hk`]W`_i`b[Yb`]b`XYf`FY[`]cb
 V`Y]Vh`Yg`gdUbbYbX`ž`k`]Y`g]W`X]Y`ϕbcj`Uh]cbg`UbXgW`UZh]b
 C`VYf`ZfUb`_Yb`k`Y]hYfYb`hk`]W`_Y`b`k`]fX`"8]Y`5`_hYi`fY`Ui`g
 K`]ggYb`gW`UZh`K`]fhgW`UZh`i`bX`Dc`]h]_`g]bX`[YZcfXYfhž`]fY`?`f`Å`ZhY
 ni`VŌ`bXY`b`ž`i`a`X]Y`K`Y`h`VYk`YfVg`Z`Å`][`_Y]h`XYf`FY[`]cb`b`UW`X`U`h][
 ni`ZŌfXYfb`"

8YhU]`g	
C`fh	6Um`fYi`h`ž`8Yi`hgW`X`UbX
E`i`Y``Yb	<ul style="list-style-type: none"> • k`k`k`"i`f]Yf"XY • k`k`k`"X]`_`"XY

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