

6fYa Yb'gW`À[h'5`Ufa . '< UZYb'gc`
? c_U]bgW`a i [[Y`f][cfcg`VY_Àa dZYb`

8]Y'6fYa Yf'GD8`d`UbhgW`ÀfZYfY`8fc[Yb_cbhfc`Yb`ja` '< UZYb`
j cb'6fYa Yf\Uj Ybž'i a`'8fc[YbgW`a i [[Y`YZZY_h]j Yf'ni`
VY_Àa dZYb`"



6fYa Yf\Uj Ybž'8Yi hgW`UbX`!`#`Y]bYf`YbhgW`Y]XYbXYb`
#]h]Uhj Y`ni f'6Y_Àa dZi b[`XYg`8fc[Yb\UbXY`g`\Uh`X]Y'6fYa Yf`
GD8!:`fU_h]cb`D`ÀbY`df`AgYbh]Yfhž'i a`X]Y'8fc[Yb_cbhfc`Yb`ja`
< UZYb`j cb'6fYa Yf\Uj Yb`ni`j YfgW`ÀfZYb`": fU_h]cbgW`YZA i ghUZU`
; Øb[Òf`nY][h'g]W`VYgcf[h'ØVYf`X]Y`k UW`gYbXY`"; YZU`fž`XUgg`
6fYa Yf\Uj Yb`U`g`9]bZU`ghcf`ZØf`8fc[Yb`k]Y`?c_U]b`[Ybi hnh`k]fX`
#`U`f`&\$&'`ghY`hY`XYf`Nc`Xcfh`VYY]bXfi W`YbXY`%ž`HcbbYb`
?c_U]b`g]W`Yfž`Y]b`5bgh]Y[`j cb`ZUgh`%ž(`HcbbYb`ja`J Yf[`Y]W`ni a`
J cf`U`f`"8]YgY`9bhk]W`i b[`i bhYfghfY]W`h`X]Y`8f]b[`]W`_Y]h`Y]bYg`
YZZY_h]j YfYb`< UbX`]b[gž]bgVYgcbXYfY`XU`fi bX`+\$i`XYg`?c_U]bg`
ØVYf`gØXUa Yf_]Ub]gW`Y`@ÀbXYf`k]Y`?c`i a V]Yb`i bX`DYfi`bUW`
9i fcdU`[Y`Ub[Yb`"8Yf`< UZYb`j cb'6fYa Yf\Uj Yb`k]fX`ni bY`a YbX`
U`g`k Yb][Yf`[i h[Yg]W`Yfh`k U`f[Ybca a Ybž`XU`X]Y`

G]W\Yf\Y]hgj cf_Y\fi b[Yb`j]b`5bhk YfdYb`i bX`F chhYfXUa` j YfghÅf_h
k i fXYbžk Ug`_f]a`]bY``Y`5_h]j]hÅhYb`j]b`6fYa` Yf\Uj Yb`VY[Øbgh][h`

8]Y`[Yd`UbhYb`A U» bU\`a` Yb`g]bX`HY]`Y]bYg`i` a` ZUggYbXYb`DU_Yhgž
XUg`VU`X`j` cb`XYf`6fYa`]gW\Yb`6Øf[YfgW\UZh`VYgW`cggYb`k` YfXYb
gc```8Uni`nÅ`\Yb.`X]Y`9f\Ø\i b[`XYf`NU\`XYf`Nc``VYUa` hYbžXYf
9fk`YfV`ni`gÅh`]W\Yf`7cbhU]bYf!F`Øbh[YbUb`U[Yb`i`bX`Y]bY
`hYbg]j`]Yfi`b[`[Yn]Y`hYf`:` U\`bXi`b[Yb``5i`W\`XYf`GW\i`hn`XYf
g]W\Yf[YghY``hYb`8fc[Yb`gc``j` YfVYggYfh`k`YfXYb``Ni`XYa`k`]fX
Y]bY`GhÅf_i`b[`XYf`]bhYfbUh]cbU`Yb`Ni`gUa`a`YbUfVY]h`nk`]gW\Yb
XYb`6Y\ØfXYb`Ub[YghfYVhž`i`a`X]Y`_f]a`]bY``Yb`Ghfi`_hi`fYb`]a`
< UZYb`ni`gW\k`ÅW\Yb``;` Øb[Øf`Yf`_`Åfhž`XUgg`X]YgY`GW\f]hY
bch`k`YbX][`g]bXž`i`a`XYb`8fc[Yb`_f]a`]bY``Yb`Yb`hgW\]YXYb
Ybh[Y[Ybni`hfYhYb`i`bX`X]Y`G]W\Yf\Y]h`]b`XYb`<`ÅZYb`ni
Yf\Ø\Yb```h`UbXYfYb`Yi`fcdÅ]gW\Yb`@ÅbXYfb`k`]fX`VYfY]hg
YfZc`[fY]W\`[Y[Yb`X]YgYb`8fc[Yb\UbXY``j`cf[Y[Ub[Yb`ž`Yf[Åbnh
Yf``

< YfUi`gZc`fXYfi`b[Yb`]a` `< UZYb`

8]Y`@U[Y`]gh`b]W\h`c`\bY`< YfUi`gZc`fXYfi`b[Yb``@Ui`h`B]W\`Y`HØXhYfž
XYf`@Y]hYf]b`XYg`< Ui`dhnc``Ua`hg`6fYa`Ybž`[]h`6fYa`Yf\Uj`Yb`U`g
Y]bYg`XYf`[fØ»`hYb`9]bZU``ghc`fY`ZØf`F`Ui`gW\`[]Zh`gW\`a`i`[[Y``]b
9i`fcdU``?`bUdd`(`\$i`XYf`g]W\Yf[YghY``hYb`8fc[Yb`k`i`fXYb`a`]h`XYf
gc[YbUb`bhYb`F]d!C`b`#]d!C`Z]A`Yh`c`XY`[YgW\`a`i`[[Y`hž`c`Zh
i`bhYfghØ`nh`Xi`fW\`< UZYba`]hUfVY]hYf``F`c`VYfh`<`ck`Yž
;`YgW\`ÅZh`gZØ\`fYf`j`cb`6fYa`Ybdc`fhgž`\YVh`\Yfj`cfž`XUgg`X]Y
6YXfc`\i`b[`Xi`fW\`cf[Ub]g]YfhY`?`f]a`]bU`]hÅh`Y]b
Yfb`ghni`bY\`a`YbXYg`F]g]_c`ZØf`X]Y`< UZYba`]hUfVY]hYf`XUfghY``h`
8U\Yf`gU[h`<`ck`Yž`Y]bY`?`ca`V]bUh]cb`Ui`g`a`c`XYfb`Yf`HYW\`b]_ž`[i`h
[YgW\i`hYa`DYfgcbU``i`bX`a`Yf`6YUa`hYb`gY]`Yb`hgW\Y]XYbXž`i`a
X]Y`_f]a`]bY``Yb`Ghfi`_hi`fYb`]a` `< UZYb`ni`fØW`ni`XfÅb[Yb``

9]b`k`Y]hYfYg`Dfc`V`Ya`Yf[]Vh`g]W\`Ui`g`XYf`hÅ[`]W\Yb`5V`k`]W`_i`b[
j`cb`nY`\bhUi`gYbXYb`7cbhU]bYfbžk`Ug`Y]bY`ZÅW\YbXYW`_YbXY
?`cb`hfc``Y`i`bfYU`]gh]gW\`a`UW`h``i`a`XYa`Yb`h[Y[Ybni`k`]f`_Ybž`gc``Yb
bYi`Y`GW\bbYf`ni`f`J`YfVYggYfi`b[`XYf`gh]W\`dfc`VYbUfh][Yb
?`cb`hfc``Yb`i`bX`X]Y`9hUV`]Yfi`b[`Y]bYg`bYi`Yb`Nc``hYfa`]bU`g`]a`

BcfXYb`XYg`< UZYbg`VY]hfU[Yb" `>]bU`GhfY`ck ž`X]Y
ghY`j YfhfYhYbXY` : fU_h]cbgj cfg]hnYbXYž`ZcfXYfh`YVYbZU`g`Y]b
[fÒ» YfYg`5i [Yba Yf`Ui Z`X]Y`Ni j Yf`Àgg][_Y]h`XYf
< UZYba]hUfVY]hYf`i bX`Y]bY`GYbg]V`]g]Yfi b[`ZØf`X]Y`DfcV`Ya Uh]_"
9g[YbØ[h`b]W\h`a Y\ fž`bi f`Ui Z`X]Y`9]bZØ\fi b[`bYi Yf
HYW\bc`c[]Yb`ni `gYhnYb ž`gc`GhfY`ck " ` 8]Y`A YbgW\Yb`\]bhYf
X]YgYb`Ghfi _hi fYb`g]bX`YVYbgc`k]W\h]["

⇒bhYfbUh]cbU`Y`Ni gUa a YbUfVY]h

⇒a `Yi fcdÀ]gW\Yb`?cbhYl hfØW_h`YVYbZU`g`Y]bY`bYi Y`⇒]h]Uh]j Y`]b
XYb` : c_i g" `5a `&- " `Bcj Ya VYf`&\$&' `d`Ubh`X]Y`VY`[]gW\Y
⇒bYba]b]ghYf]b`5bbY`Yg`J Yf`]bXYb`X]Y` ; fØbXi b[`Y]bYf
9i fcdÀ]gW\Yb`< UZYb!5``]Ubnž`i a ` [Y[Yb`8fc[Yb\UbXY`i bX
cf[Ub]g]YfhY`?f]a]bU`]hÀhj cfni [Y\Yb" `5i W\`6fYa Yf\Uj Yb`i bX
< Ua Vi f[`gc``Yb`U_h]j Yf`HY]`X]YgYf`5``]Ubn`k YfXYb" `8]YgY
Ni gUa a YbUfVY]h`_ØbbhY`X]Y`G]W\Yf\Y]hgghUbXUfXg`]b`XYi hgW\Yb
< ÀZYb`g][b]Z_Ubh`Ub\YVYb`i bX`XYb`8fi W`Ui Z`_f]a]bY`Y
Cf[Ub]gUh]cbYb`Yf\Ø\Yb"

A]h`XYf`⇒a d`Ya Ybh]Yfi b[`X]YgYf`A U» bU\`a Yb`i bX`Y]bYf
j YfghÀf_hYb`]bhYfbUh]cbU`Yb`?ccdYfUh]cb`_ØbbhY`6fYa Yb
a Ò[`]W\Yfk Y]gY`Y]bYb`bUW\`U`h][Yb`6Y]hfU[`ni f`6Y`_Àa dZ` b[`XYg
8fc[YbgW\`a i [[Y`g`Y]ghYb" `⇒a a Yf\]b`nY][Yb`X]Y`U_hi Y`Yb
9bhk]W`i b[Ybž`XUgg`XYf`8fi W`Ui Z`X]Y`7fĀa Y`XY`U`7fĀa Y`XYg
8fc[Yb\UbXY`g`Yf\Ø\h`k YfXYb`a i gg"

8YhU]`g	
Cfh	6fYa Yf\Uj Ybž`8Yi hgW\`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "a cdc"XY • k k k "k YgYf!_i f]Yf"XY • k k k "nXZ\Yi hY"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`X]Y!bUW\ f]W\hYb"Wc`a