

< cVVmgdcfh`Yf`Ui Z`XYf` , VYf\c`gdi f.`K]Y
9ei]da Ybh`X]Y`A ch]j Uh]cb`ghY][Yfh°

9fZU\ fYb`G]Yž`k]Y`<cVVmgdcfh`Yf`]b`6Yf`]b`]\f`9ei]da Ybh
UbdUggYb`i bX`dgmWk c`c []gWkY`GhfUHY []Yb`ni f
@Y]ghi b [gghY][Yfi b [`bi hnYb"



6Yf`]bž`8Yi hgWk`UbX`!`†`XYf`K`Y`h`XYg`5a`UhYi`fgdcfhg`nY][`h`g]Wk
Y]b`VYa`Yf`_Ybgk`YfhYf`HfYbX.`<cVVMUh`Y`hYb`f0ghYb`]\f
9ei]da Ybh`Ui`Zž`i`a`g]Wk`k`]Y`Dfc`Z]g`ni`Z0\`Yb`"8Yf`6Ygi`Wk`Y]bYg
;`c`Zd`UhmYg`j`YfXYi`h]Wk`h`X]YgY`9bhk`]W`i`b [ž`VY]`XYf
i`bhYfgWk`]YX`]Wk`ghY`5i`gghUhi`b [Yb`nk`]gWkYb`XYb`Gd]Y`Yfb`ni`f
GWkUi`i`[`YghY`h`k`YfXYb`"Gc`bi`hnh`XYf`<cVVM[`c`ZYf`6Ugh]Ub
gdYn]Y`Y`i`c`ZgWk`i`Y`ž`Y]bY`i`DG!`i`f`i`bX`ghm`]gWkY`?`Y]Xi`b [ž
k`À`fYbX`UbXYfY`k`]Y`XYf`5i`hcf`]b`UV[`Ybi`hnhYb`GWk`i`Yb
UbhfYhYb`"8]YgY`8]ZYfYbn]Yfi`b [`gd]Y[`Y`h`X]Y`ni`bY`a`YbXY
6Y`]YVh`Y]hj`cb`ei`U`]hUhj`i`c`Wk`Yfh][`Yf`GdcfhUi`gf0ghi`b [`k`]XYfž
X]Y`U`g`GhUhi`ggma`Vc`X]Ybh`i`bX`XUg`i`YZ0\`j`cb`9fbgh`UZh][`_Y]h]a
Gdcfh`i`bhYfghfY]Wk`h`@Ui`h`fVV&(`\`Uh`XYf`?`Ui`Z`hYi`fYf`5i`gf0ghi`b [
[`Y]Wk`gUa`i`dfU`_h]gWkY`i`bX`dgmWk`c`c []gWkY`i`f0bXY.`<cVVMgdcfh`Yf`

Z0\`Yb`g]W`g]WYfYfi bX`a 0W`hYb`J Yf`Yhni b[Yb`j cfVYi [Yb`"

9]b`gdYn]Y``\Yfj cf[Y\cVYbYg`6Y]gd]Y``g]bX`X]Y`U`hi Y``Yb`7UfVcb!
GW`i \Yž`X]Y`i fgdf0b[`]W`Z0f`DfcZ]g`Yb`hk]W`Y`h`k i fXYbž`UVYf`Ui W`
j cb`k Yb][Yf`YfZU`fYbYb`@Ai ZYfb`[YhfU[Yb`k YfXYb`"
GdcfhdgmW`c`c []b`F YbUHY`9]W`YbVYf[Yf`]bZcfa]Yfhž`XUgg`VY]`XYf
K U\`XYf`5i gf0ghi b[`X]Y`A ch]j Uh]cb`i bX`X`Yb]h]h`h`XYf`Gdcfh`Yf
Y]b`Y`k YgYb`h]W`Y`F`c``Y`gd]Y`Yb`"8]YgYg`D\`Abca Yb`k]fX`ni g`h`n]W`
Xi fW`X`Yb`9]bZi gg`j cb`A Uf`_YbVchgW`UZhYfb`]a`Gdcfh`A Uf`_Yh]b []
j Yfgh`f`_hž`k]Y`XUg`6Y]gd]Y``j cb`A]W`UY``x`fXUbg` 5]f`x`fXUb
nY][hž`XYf`&\$&&`i a g`h`nY`j cb`g]YVYb`A]``UfXYb`i G!8c``Uf
[YbYf]YfhY`"

DgmW`c`c []gW`Y`5gdY`_hY`XYg

GdcfhYb [U[Ya Yb hg

K A`fYbX`X]Y`d`mg]gW`Y`5i gf0ghi b[`X]Y`@Y]ghi b[`i bhYfgh0hnYb
gc``ž]gh`X]Y`a YbhU`Y`Gh`f`_Y`YVYbgc`Yb`hgW`Y]X`YbX`Z0f`X`Yb`9fZc` []
]a`Gdcfh`"b`X]YgYa`?cb`hYi h`V]YhYh`gd`c`f`h!`d`gm`W`c`c []Y`"W`
gd`c`f`h`d`g`m`W`c`c []gW`Y`6YfUhi b[`i bX`A Yb`hU`hfU]b]b[`Ub`"N]Y`X]YgYf
A U» bU`a Yb`]gh`X]Y`J YfVYggYfi b[`XYf`a Yb`hU`Yb`Gh`f`_Y`i bX
@Y]ghi b[gZ`A\][`_Y]hž`VY[]bbYbX`a]h`XYf`5bU`mgY`]bX]j]Xi Y``Yf
Gh`f`_Yb`i bX`6YX0fZb]ggY`"9]b`a U» [YgW`bY]X`Yf`hYf`HfU]b]b[gd`Ub
\`Zh`5h`YhYbž`\`fY`?cb`nYb`hfU]cb`ni`ghY][Yfbž`a]h`8fi W`_i bX
5b[gh`i a ni [Y`Yb`gck]Y`\`fY`6YghY]ghi b[`UVni fi ZYb`"

8 Ug`b`hYfYggY`Ub`gd`c`f`h`d`g`m`W`c`c []gW`Yb`5b [YVchYb`nY][h]g]W`
Ui W`]b`XYf`Ni bU`a Y`gc`W`Yf`A U» bU`a Yb`]a`5a UhYi fgdcfh`"8f`
F Yb`A`DUUgW`j cb`X]Y!gd`c`f`h`d`g`m`W`c`c [Yb`"XY`VYhc`b`hž`XUgg`X]Y
5i gY]bUbXYfgYhni b[`a]h`d`g`m`W`]gW`Yb`A YW`Ub]ga Yb`Z0f`5h`YhYb
U``Yf`@Y]ghi b[gghi ZYb`k]W`h][`]gh`F Y[Y`a A»][Y
gd`c`f`h`d`g`m`W`c`c []gW`Y`6YhfYi i b[`_Ubb`VY]Y]bYf`J]Y`nU`\`j cb
<YfUi gZcfXYfi b[Ybž`k]Y`]a` : U``Y]bYg`%)!`A`f][Yb`6cl Yfg`a]h
?cb`nYb`hfU]cb`gd`f`c`V`Ya Ybž`\Y`ZYb`" <]YfVY]k i fXY`ZYgh[YghY``hž
XUgg`XYf`5h`Yh`U[Ycf]Yb]h]Yfh]ghi bX`i bhYfgh0hni b[`VY]
9bhgW`Y]Xi b[gZ]bXi b[Yb`VYb0h][h`"

8]Y`5fVY]h`a]h`5a UhYi fYb`i a ZUggh`Ui W`X]Y`9b`hk]W`_i b [

U`hYfg[YfYW`hYf?cbnYdhYž`i a `X]Y`?ca a i b]_Uh]cbgd fcnYggY`ni
j YfVYggYfb`i bX`X]Y`l bhYfghØhni b[`j cb`9`hYfb`gck]Y
_cbh]bi]Yf`]W`Y`@Ui ZVU`bVYfUhi b[`ni ` [Yk Å`f`Y]ghYb"6YgcbXYfg
]b`XYf`9bhk]W_`i b[`j cb`?]bXYfb`i bX`ž [YbX`]W`Yb`]gh`Y]bY
[Ubh`Y]h`]W`Y`6YhfUW`hi b[`k]W`h][ž`i a `g]W`Yfni ghY`Ybž`XUgg`X]Y
5h`YhYb`]b`U`Yb`9bhk]W_`i b[gd`UgYb` [YZØfXYfhk YfXYb"
GdcfhdgmW`c`c []gW`Y`l bhYfghØhni b[`Yfk Y]gh`g]W`gca]h`U`g`Y]b
k Yfhj c`Yf`6YghUbXhY]ž`i a `X]Y`@Y]ghi b[gZÅ`][_Y]h`bUW`U`h][`ni
ghY][Yfb`i bX`X]Y` : fYi XY`Ua `Gdcfhni `Yf`U`hYb"

8YhU]`g	
C fh	6Yf`]bž`8Yi hgW`U`bX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • gdcfh!dgmW`c`c []Y"W • k k k "X]Y!gdcfhdgmW`c`c [Yb"XY

6Ygi W`Yb`G]Y`i bg`Ui Z. `a Y]b!VYf`]b"bYh