

K]Yb`gYhnh`Ui Z`B UW\ U`h][_Y]h. `DJ HI!
A cXi`Y`fYj c`i h]cb]YfYb`GdcfhUfYbU°

ϕbcj Uh]j Y`DJ HI!A cXi`Y`fYj c`i h]cb]YfYb`X]Y
9bYf[]Yj Yfgcf[i b[`]b`XYf`GdcfhUfYbU`K]Ybž[Yd`Ubh]j cb
K U[bYf`i bX` : cfhi bU`Gc`Uf"



C hhYbXcfZ!C_f]`Už`8 Yi hgW\`UbX`!`ϕ`K]Yb`hi`h`g]W\`k Ug`]a
6YfY]W\`XYf`YfbYi YfVUfYb`9bYf[]Yb`°`8]Y`D`Ubi b[`i bX`XYf`6Ui
Y]bYg`gdUbbYbXYb`Dfc`Y`hg`]b`XYf`GdcfhUfYbU`k i fXY`Y`hnh`]b`X]Y
K Y[Y`[Y`Y]hYhž`k cVY]`X]Y`I bhYfbY\`a Yb`K U[bYf`Gc`Uf`i bX
: cfhi bU`Gc`Uf`ZYXYfZØ`fYbX`g]bX`°`8 Ug`[Yd`UbhY`9bYf[]Y`_cbnYdh
gYhnh`Ui Z]bbcj Uh]j Y`DJ HI!A cXi`Y`fD`chcj c`hU]_!H\Yfa]Y!A cXi`Y`łž
X]Y`b]W`h`bi f`Ghfca ž`gcbXYfb`Ui W\`K`Åfa Y`YfnYi [Yb`°`K]Y`
D\`chcj c`hU]_`Yi` VYf]W`hYhž`k i fXY`X]Y`9bhgW`Y]Xi b[`VYfY]hg
[YhfcZYbž`X]Y`<mVf]XhYW`bc`c[]Y`j cb`Gi ba UI`I`]b`X]Y`5fYbU`ni
]bhY[f]YfYb`°`6YgcbXYf\`Y]h`XYf`DJ HI!A cXi`Y`]ghž`XUgg`g]Y`X]Y
5V`k`Åfa Y`XYf`Gc`UfnY`Yb`ØVYf`Y]bYb`ZUW`Yb`K`Åfa Y`hUi gW`Yf`Ui Z
XYf`F`ØW`gY]hY`bi`hnYb"

8]Y`K`Åfa`Y`k`]fX`XUVY`]\mXfUi`]gW`XYa`J`cf`Ui`Z`XYf`
K`Åfa`Ydi`a`dY`ni`[`YZØ`fhž`k`cXi`fW`X]Y`9ZZ]n]Ybn`XYg`[`YgUa`hYb`
GmghYa`g`[`YghY`][`Yfh`k`]fX`"8]Yg`]gh`VYgcbXYfg`j`cfhY`]\UZhž`XU`X]Y`
DJ`H!A`cXi`Y`cZ`h`X]Y`GUW`Y`a`]h`XYf`D`Uhnbi`hni`b`[`gY`f`[`i`h`
\]bVY`_ca`a`Yb`"G]Y`VYbØh][`Yb`k`Yb][`Yf`:`ÅW`Y`U`g`Yf`_Øa`a`]W`Y`
GmghYa`Yž`i`bX`XUg`VY`Å`b`]W`Yb`9bYf`[`]Yf`fhf`Å`[`Yb`ž`k`]Y`X]Y`
5bU`mgY`Ui`Z`9bYf`[`]Y!9!`dYfhYb`nY`][`h`"

9]bY`ghUf`_Y`?`ca`V]bUh]cb

DJ`H!A`cXi`Y`_ca`V]b]YfYb`X]Y`J`cfhY`]Y`Ui`g`D`chcj`c`hU`_i`bX`
Gc`Ufh`Yfa`]Yž`k`Ug`g]Y`VYgcbXYfg`YZZY`_hj`ZØf`5bk`YbXi`b`[`Yb`a`]h`
\c`Y`a`K`Åfa`YVYXUfZ`a`UW`h`"GW`k`]a`a`V`AXYfž`?`]b`_Yb`i`bX`
<chY`g`dfcZ]h]YfYb`Yhk`U`j`cb`XYb`XcddY`hYb`A`Ø`[`]W`_Y]hYb`"Hf`ch`n`
XYf`\`Ø`YfYb`5bgW`UZZ`b`[`g`_cghYb`j`cb`Yhk`U`")`\$`V]g`(\$`\$`9i`fc`dfc`
E`i`UXfUha`YhYf`]a`J`Yf`[`Y]W`ni`fY]bYb`DJ!5b`U`[`Yb`Yfk`Y]gYb`g]W`
DJ`H!A`cXi`Y`U`g`_cghYbYZZY`_hj`Xi`fW`]`\fY`j`]Y`gY]h][`Y`Bi`hni`b`[`i`bX`
X]Y`A`Ø`[`]W`_Y]hž`ghUUh]W`Y`:`Ø`XYfi`b`[`Yb`]b`5bgdfi`W`ni`bY`a`Yb`"

8UVY`]gh`X]Y`K`Åfa`YUVZ`f`Yb`hgW`Y]XYbXž`k`]Y`X]Y`9!`dYfhYb`j`cb`
Gc`Uf!9!`dYfhYb`VYhcbYb`"K`Ybb`g]W`X]Y`A`cXi`Y`ØVYf`\]hnYbž`
_Ubb`g]W`XUg`bY`[`Uh]j`Ui`Z`XYb`9fhfU`[`Ui`gk`]f`_Yb`i`bX`XUg`k`]`
b]Ya`UbX`"8U`Yf`a`ØggYb`X]YgY`A`cXi`Y`[`Ybcfa`hYb`G]W`Yf`\Y]hg!
i`bX`E`i`U`]h`hgd`f`ØZ`b`[`Yb`ghUbX`U`hYbž`VYj`cf`g]Y`ni`a`9]bgUhn`
_ca`a`Yb`"

=b`bcj`Uh]cbYb`]b`XYf`9bYf`[`]Ybi`hni`b`[`

8]Y`<`mVf]XYW`bc`c`[`]Y`j`cb`DJ`H!A`cXi`Y`b`_ØbbhY`Y]b`
GW`ØggY`ZU`_hcf`ZØf`X]Y`ni`_ØbZh][`Y`9bYf`[`]Yj`Yfgcf`[`i`b`[`]b`XYf`
GdcfhUfYbU`gY]b`"8i`fW`X]Y`?`ca`V]bUh]cb`j`cb`Gc`Ufghfca`i`bX`
H`Y`fa`U`YbYf`[`]Y`k`]fX`b]W`h`bi`f`X]Y`6YhfY]Vi`b`[`XYf`5fYbU`
cdh]a`]Yfhž`gcbXYfb`Ui`W`Y]b`6Y]hfU`[`ni`f`bUW`\U`h][`Yb`
9bYf`[`]Ybi`hni`b`[`[`Y`Y]ghYh`8Ug`ghY][`Yfh`X]Y`5`_nYdhUbn`
YfbYi`YfVUfYf`9bYf`[`]Yb`]b`XYf`6Yj`Ø`_Yfi`b`[`i`bX`nY`][`hž`XUgg`g]W`
]bbcj`Uh]j`Y`@Øgi`b`[`Yb`Ui`W`]b`ØZZYbh]W`Yb`9]bf]W`hi`b`[`Yb`
Xi`fW`gYhnYb`_ØbbYb`"

Ni gUa a Yb[YZUgghì_ÒbbhY`X]YgYg`Dfc`Y_h`Y]b`DUfUXYVY]gd]Y`ZØf
 X]Y`YZZ]n]YbhY`Bi hni b[`j cb`F Yggci fW`b`gY]b``A]h`Y]bYf
 ; YgUa hYZZ]n]Ybn`j cb`V]g`ni ` , \$!- \$`i `i bX`XYf`A Ò[`]W`_Y]hž
 VYghY`YbXY`<Y]ngmghYa`Y`ni `]bhY[f]YfYbž`a UW`h`X]Y`bghU``Uh]cb
 XYf`DJ H!A cXi `Y`_Y]bYb`gW`YW`hYb`9]bXfi W`_"

GW`Ui h`a Ub`]b`X]Y`Ni _i bZhž`k]fX`g]W`nY][Ybž`k]Y`gc`W`Y
 HYW`bc`c[]Yb`]b]W`h`bi f`X]Y`GdcfhUfYbUž`gcbXYfb`Ui W`UbXYfY
 6YfY]W`Y`]b`K]Yb`i bX`XUfØVYf`\]bUi`g`j cfUbVf]b[Yb`_ÒbbYb"
 6`Y]VYb`k]f`[YgdUbbh`Ui ZX]Y`9bhk]W`_i b[Yb`°

8YhU]`g	
Cfh	C hhYbXcfZC_f]`Už`8Yi hgW`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "d\c hcj c`hU]_"Yi • k k k "YbYf[]Y!YI dYfhYb"cf[• gc`Uf!YI dYfhYb"]bZc

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