

9fZc`[g[YgWx]Wx hY` 6ØWx YfvfØW_Y .
A YW_Yb\Y]a`i bX`5`ZhYf`gYhnYb`Ui Z
@YgYZØfXYfi b[°

: fUbn]g`GhY]b\Ui Yf`VYf]Wx hYh`ØVYf`X]Y`9fZc`[Y`XYf
6ØWx YfvfØW_Y`]b`A YW_Yb\Y]a`!5`ZhYf`i bX`XYfYb
6YXYi hi b[`ZØf`X]Y`@YgYZØfXYfi b["



A YW_Yb\Y]a ž`8Yi hgWx`UbX`!`†`XYf`_Y]bYb`; Ya Y]bgWx UZhj cb
A YW_Yb\Y]a`i bX`5`ZhYf`\Uh`X]Y`bYi Y`]bhYf`_ca`a`i bU`Y`6ØWx YfY`
X]Y` 6ØWx YfvfØW_Y` `XUg`YfghY` †\f`a`]hj`]Y`9fZc`[`]bhYf`g]Wx`
I bhYf`XYf`@Y]hi b[`j`cb`: fUbn]g`GhY]b\Ui Yfž`X]Y`ZØf`VY]XY
; Ya Y]bXYb`X]Y`J YfUbhk`cfhi b[`ØVYfbca`a`Yb`\Uhž`VYf]Wx hYh`X]Y
Fi bXgWx Ui`ž`XUgg`X]Y`6ØWx YfY`Y]bY`9fZc`[gghc`fm]gh`i bX
hÄ[`]Wx`nk`]gWx Yb`, \$`i bX`%\$`\$`6Ygi`Wx Yf`Ub`c`W`h`"8]YgY
d cg]hj`Y`9bhk`]W`i b[`_ca`a`hib]Wx`hj`cb`i b[YZÄ`\f`"8Yf
5i ggWx`i`ggj`cfg]hnYbXY`F U]bYf`: f]YXf]Wx`c`VhY`X]Y`5fVY]hj`cb
GhY]b\Ui Yfž`X]Y`hf`cm`\YfUi`gZc`fXYfbXYf`6YX]b[`i b[Yb`VY[`cbbYb
\Uh`

6Y]a ' , VYfbY\ a Yb`XYf'6ØWYfY]Yb`gh]Y»`GhY]b\Ui Yf`Ui Z
YfbØW hYfbXY': U_hYb.') \$\$\$\$?'i bXYbXUHyb`k UfYb`j YfgWk i bXYb
i bX`Yg`ghUbX`Y]bY`U`hY`A YX]YbUi gk U\`VYfY]hž`j cb`XYf' '\$\$\$\$
9I Ya d`UfY`Ui Z[fi bX`]\fYg`5`hYfg`U`g`dfcV`Ya Uh]gWk`[Y`hYb"
8YbbcWk`\Uh`X]Y`6ØWYfY]i bhYf`GhY]b\Ui Yfg': Ø\fi b[`bYi Yb
GWk i b[`[Yk cbbYb"A]h`Y]bYa`_cbh]bi]Yf`]WYb`5b[YVchž`XUg
Ui W`X]Y`5bgWUZZi b[`j cb', \$`Hcb]Y!<ØfZ[i fYb`ZØf`]bXYf
i a ZUgghž`nY][h`g]Wk`X]Y` 6ØWYfVfØW_Y`U`g`UhhfU_hj] Yf
5b`Ui Zdi b_h`ZØf`U`Y`5`hYfg[fi ddYb"

9]b`bYi Yf`5bZUb[`ZØf`5`ZhYf`i bX A YW_Yb\Y]a

5a`%,"'8YnYa VYf`&\$&'`_Ua Yb`X]Y`VY]XYb`?ca a i bYb
ni gUa a Yb`i bX`i bhYfnY]Wk`bYhYb`Y]bYb`J YfhfU[`ØVYf`X]Y
]bhYf`_ca a i bU`Y`Ni gUa a YbUfVY]hž`XYf`Ua`%'`X]bi Uf`&\$&(`]b
?fUZh`hf]hh`'8]YgY`J YfY]bVUfi b[`g]Wk`Yfh`XYb`K`Y]hYfVYghUbX`XYf
6ØWYfY]`]b`5`ZhYf`i bX`Yfa`Ø[`]Wk`h`XUfØVYf`\]bUi gž`XUgg`X]Y
6ØWYfY]Yb`[Ya`Y]bgUa`[YZØfXYfh`k`YfXYb`_ØbbYb"
6Øf[Yfa`Y]ghYf`8f`"GWk`i a UWk`Yf`VYhc`bhY`X]Y`6YXYi hi b[`X]YgYg
GWk]hYg`i bX`f]YZ`XUni`Ui`Zž;`YXi`X`ni` \UVYbž`XYbb`j`]Y`Y`GWk]hY
ghY\Yb`bcWk`VYj`cfž`V]g`ni`f`K`]YXYfYfØZZbi b[`"'8]Y`6i`Wk`ghØhnYb
g]bX`VYfY]hž`X]Y`6ØWYfY]`Ui`Wk`k`Y]hYf\]b`ni`i`bhYfghØhnYbž
k`À`fYbX`X]Y`Z]bUbN]Y`Y`5i`gghUhi b[`bYi`[YfY[Y`h`k`]fX"

8]Y` 6ØWYfVfØW_Y` \Uh`g]Wk`b]Wk`h`bi`f`U`g`C`fh`XYg`@YgYbg
YhUV`]Yfhž`gcbXYfb`Ui`Wk`U`g`HY]`XYg`6]`Xi`b[`ggmghYa`g`'9]b
VYgcbXYfYg`5i`[Yba`Yf`_k`i`fXY`Ui`ZX]Y`@YgY`_ca`dYhYbn`j`cb
?`]bXYfb`[Y`Y[hž`XU`X]YgY`]b`XYf`F`Y[]cb`U`g`i`bni`fY]Wk`YbX
k`U`f[Ybca`a`Yb`k`]fX`"I`a`ZUggYbXY`Dfc[fUa`a`Yž`X]Y`VYfY]hg
J`cfgWk`i`_]bXYf`]b`XYb`:`c`_i`g`bY\`a`Ybž`gc`Yb`\]Yf`5V\`]ZY
gWk`UZZYb"

D`ÀbY`ZØf`X]Y`Ni`_i`bZh

8]Y`6ØWYfY]`ZFYi`h`g]Wk`ØVYf`[Yd`UbhY`5i`gghY`i`b[Yb`ni`H\Ya`Yb
k`]Y`XYf`9i`fcdUk`U\`i`bX`XYa` `HU[`XYg`GYYZU`fYfg`"'9]b`k`Y]hYfYf

<Ö\Ydi b_h_ÖbbhY`X]Y`5_h]cb` 6i W`gi W`hDUhY`k YfXYbž`k c
 GdYbXYf`X]Y`A Ö[`]W`_Y]h`UVYbž`Y]b`6i W`ni `Z]bUbn]YfYb`i bX
 XUZØf`VYgcbXYfY`F YW`hY`ni `Yf\U`hYb"A]h`XYa `ni g`Äh`]W`Yb
 6i X[Yhj cb`&) "\$\$\$`9i fc`_cbbhYb`bYi Y`A ÖVY`ZØf`X]Y`6ØW`YfY]
 VYgW`UZh`k YfXYbž`i bX`X]Y`F Ybcj]Yfi b[`XYf`?]bXYfV]V`]ch\Y_
 k i fXY`Xi fW`X]Y`I bhYfghØhni b[`j cb`%, `ZfY]k]`][Yb`<Y`ZYfb
 YfZc`[fY]W`UV[YgW`cggYb"

8 Ug`9b[U[Ya Ybh]b`XYf`6ØW`YfY]`k]fX`Ui W`]b`XYf`NU`\`XYf
 \Ui dhUa h]W`Yb`?fÄZhY`g]W`hVUf.`A ca YbhUb`g]bX`XcfhZØbZ
 A]hUfVY]hYf`Ui Z`XfY]`GhY`Yb`gck]Y`nk Y]`HY]`nY]h`fÄZhY`dfc`GhUbXcfh
 VYgW`ÄZh][h`8Yf`6Yhf]YV`XYf` 6ØW`YfVfØW`Y` `Äi Zh`XYfnY]h`%+
 Ghi bXYb`dfc`K cW`Yž`k cVY]`XUg`N]Y`VYghY`\hž`Ui Z`&\$`Ghi bXYb`ni
 Yfk Y]hYfb" `GhY]b\Ui Yf`V`Y]Vh`cdh]a]gh]gW`. `8]Y`6ØW`YfY]`]gh`Y]b
 YW`hYf`A Y\fk Yfh`ZØf`A YW`Yb\Y]a `i bX`5`ZhYf`ž`a Y]bh`g]Y`i bX
 gYhh`g]W`k Y]hYf\]b`XUZØf`Y]bž`X]Y`5b[YVchY`ZØf`X]Y`6Yj Ö`_Yfi b[
 ni `j YfVYggYfb"

8]Y`]bhYf`_ca`a i bU`Y`Ni gUa`a YbUfVY]hi bX`X]Y`Zf]gW`Yb`æXYb
 V]YhYb`Y]bY`gdUbbYbXY`DYfgdY`_hj`Y`ZØf`X]Y` 6ØW`YfVfØW`Y` "
 8]YgY`YfghY`9fZc`[g[YgW`W`hY`_ÖbbhY`g]W`Ui W`]b`Ni`_i bZh`k Y]hYf
 YbhZU`hYbž`i bX`X]Y`5bk c`bYf`XØfZYb`Ui Z`Y]bY`V`Ø`YbXY
 @]hYfUhi f`UbXgW`UZh`\cZZYb" `8 Ug`Dfc`Y`_hg` <cW`XfY]` `XYf
 ?i`hi fgh]Zhi b[`XYg`6i bXYg`hfÄ[h`ni f`9bhk]W`_i b[`YVYbZU`g`VY]ž
]bXYa`Yg`bYi Y`æa di`gY`ZØf`ÖZZYbh]W`Y`6]V`]ch\Y`_Yb`[]Vhi bX
 XYfYb`HfUbgZcfa`Uh]cb`j cfUbhfY]Vh"

8YhU]`g	
Cfh	A YW`Yb\Y]a ž`8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "fi bXgW`Ui !cb`]bY"XY • Vi W`ghi YhnYb!U`ZhYf"XY • k k k "_i`hi fgh]Zhi b[!XYg! Vi bXYg"XY

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