

? i `hi f`ZØf`U`Y. `BYi Y`DUhYbgWÅ UZhYb
Vf]b[Yb`@YVYb`bUWÅ`7cVi f[°

BYi Y`?i`hi fdUh]bbYb`i bX`!dUhYb`]b`7cVi f[.`9\fYbUa h]WÅY
ZØfXYfb`_i`hi fY`Y`HY]`UVY`À`hYfYf`A YbgWÅYbž]b`_i`g] Y
8Ya Ybn_fUb_Y"



7cVi f[ž`8Yi hgWÅ`UbX`!`†`7cVi f[`U`h`Y]b`bYi Yf
E i U`]Zn]Yfi b[g_i fg`ZØf`?i`hi fdUh]bbYb`i bX`?i`hi fdUhYb
YfZc`[fY]W`gY]bYb`5VgWÅ`i gg`[YZ] bXYb`"8]YgY`Yb[U[]YfhYb
A YbgWÅYb`UVYb`g]W`XUfUi ZgdYn]U`]g]Yfhž`À`hYfYb`6Øf[Yf]bbYb
i bX`6Øf[Yfbž]bgVYgcbXYfY`<cWÅVYhU[hYb`i bX`A YbgWÅYb`a]h
8Ya Ybnž`Ni [Ub[`ni`_i`hi fY`Y`b`J YfUbghU`hi b[Yb`ni`j YfgWÅ UZZYb"
8Yf`?i fg`k i fXY`j ca`6Øfc`GYb]cfYb`i bX`9\fYbUa h`_ccfX]b]Yfhž
k cVY]`X]Y`HY]`bY`a Yf`i bhYf`UbXYfYa`A Uf]cb`<UVY`]hnž`F Ua`cb
Dcdd`i bX`HUb`U`A Y]Yf`k UfYb`"6YgcbXYfg`Yfk`À`bYbgk Yfh]`ghž`XUgg
X]Y`Dfc`Y`_hY]hYf]b`XYg`5K`C`A Y`f[YbYfUh]cbYb`U`i`gYgž`B]bU
?ØmY`ž`i bX`5bhY`<Ybb][`HY]`bU`a Y`Ub`X]YgYa`?i fg`nY][`hYbž`i`a
g]WÅ`U`_h]`]b`XUg`_i`hi fY`Y`@YVYb`]`fYf`GhUXhY]bni Vf]b[Yb`"≠YbU
D`i hUž`Y]bY`XYf`5i`g[YV]`XYhYbž`k Uf`Ub`X]YgYa`HU[`b]WÅ`h]`cf`C`fhž

UVYf'\fY'A ch]j Uh]cb'V`Y]Vhi b[YVfcW\Yb"K]YgYbhVchY
VYf]W\hYhž`XUgg`

8]Y`?i`hi fdUh]bbYb'i bX`?i`hi fdUhYb'\UVYb`XUg`N]Y`žUi W
A YbgW\Yb'a]h'8Ya Ybn'i bX`]\fYb': Ua]]Yb`Y]b`GhØW`HY']\UVY`Ua
@YVYb`ni fØW`ni [YVYb"`, VYf`j YfgW\]XYbY`5_hlj]h`hYb`'`gY]`Yg`Y]b
: i » VU`gd]Y`ž`Y]b`GdUn]Yf[Ub[ž`cXYf`XYf`6Ygi W\`Y]bYg`H\YUhYfg`
gc`X]Y`@YVYbgei U`]h`h`X]YgYf`A YbgW\Yb`[YghY][Yfh`k YfXYb"8]Y
9fZU\fi b[Yb`nY][Ybž`XUgg`X]Y`fY[Y`a`A»][Y`6Y[`Y]hi b[`Y]b
j YfhfUi hYg`A]hY]bUbXYf`ZØfXYfhž`k Ug`ZØf`U`Y`6YhY]`][hYb`j cb
[fc»Ya`K`Yfh]`gh`8]Y`Yb[U[]YfhYb`DUh]bbYb'i bX`DUhYb`g]bX
Y\`fYbUa`h]W\`h`h]`[i bX`Vf]b[Yb`g]W\`U_hj`]'b`X]Y`; Ya`Y]bgW\UZh
Y]b"

GW\i`i`b[Yb`i`bX`E`i`U`]Z]_Uh]cbYb

9]b`YVYbgc`k]W\h][Yf`HY]`XYf`5i`gV]`Xi b[`g]bX`X]Y`GW\i`i`b[Yb
Xi fW`X]Y`[Yfcbhc`c[]gW\Y`Cf[Ub]gUh]cb` 7i`fUhc]ji`a`5`hYfb
[YghU`hYb`"8]YgY`i`a`ZUggYb`H\Ya`Yb`k`]Y`; fi`bX`i`bX
BchZU`k`]ggYbž`i`bZU`j`Yf\Øhi`b[`i`bX`fYW\h]W\Y`5gdY`hYž`i`a`X]Y
DUh]bbYb'i bX`DUhYb`i`a`ZUggYbX`Ui`Z]`\fY`5i`Z[UVYb`j`cfni`VYfY]hYb`
5i`»`YfXYa`b`U\`a`Yb`g]Y`Ua`8Ya`Ybn!DUfhbYf!`?i`fg`hY]`ž`XYf`]a
F`U\`a`Yb`XYf`B`Uh]cb`U`Yb`8Ya`Ybnghf`UhY[]Y`Ub[YVchYb`k`]fX`"@Ui`h`
8Ya`Ybn!DUfhbYf`YVYb`]b`8Yi`hgW\`UbX`ZUgh`%ž`A`]]cbYb
A`YbgW\Yb`a`]h`8Ya`Ybnž`i`bX`Yg`k`]fX`U_hj`XUfUb`[YUfVY]hYhž`X]Y
5_nYdhUn`XYf`9f`fUb`_i`b[`]b`XYf`; YgY`gW\UZh`ni`ZØfXYfb"

I`a`X`Yb`i`a`[Ub[`a`]h'8Ya`Ybn`ni`j`YfVYggYfbž`k`YfXYb`_cghYb`cgY
?ca`dU`_h`_i`fgY`Ub[YVchYb"8]YgY`?i`fgY`V]YhYb`k`Yfhj`c`Y
≠Zcfa`Uh]cbYb`ØVYf`8Ya`YbnYf`fUb`_i`b[Ybž`XYfYb`5i`gk`]f`_i`b[Yb
i`bX`H]ddg`ni`a`I`a`[Ub[`a`]h`VYhfc`ZYbYb`DYfgcbYb"N]Y`]]gh`Ygž`X]Y
Gh][`a`Uh]g]Yfi`b[`XYf`9f`fUb`_i`b[`UVni`VUi`Yb`i`bX`Y]bY
j`Yfgh`Å`b`Xb]gj`c`Y`B`UW\`VUfgW\UZh`i`bX`; Ya`Y]bgW\UZh`ni`gW\UZZYb"

; Ya`Y]bgW\UZh`i`bX`Ni`[Y\Øf][`_Y]h

8]Y`U`_hi`Y`Y`@U[Y`nY][hž`XUgg`X]Y`DUbXYa`]Y`j`]Y`Y`6YfY]W\Y`XYg
@YVYbg`j`Yf`Å`b`XYfh`\Uh"; YbUi`k`]Y`j`]Y`Y`UbXYfY`J`YfUbghU`hi`b[Yb

Z]Y`Yb`Ui W\ØVYf*\$`9j Ybhg`ZØf`A YbgW\Yb`a]h`8Ya Ybn`]b`XYb
`Yhnyb`đ\fyb`Ui g`"8]Y`BUW ZFU[Y`bUW`_i`hi fY`Yb`5b[YVchYb
V`Y]Vh`YXcW\`cW`"Jcf`U`Ya`_]b`FY[]cbYb`k]Y`BØfbVYf[`i bX
XYa`BØfbVYf[Yf`@UbX`YVYb`fi bX`%) "\$\$\$`A YbgW\Yb`a]h`8Ya Ybnž
XYfYb`GY\bgi W`h`bUW`BÀ\Yž; Ya Y]bgW UZh`i bX`Ni [Y\Öf][_Y]h
b]W`h`k Yb][Yf[Yk cfXYb`]gh`8Ua]h`XYf`gcn]U`Y`F ØW`ni [`X]YgYf
A YbgW\Yb`b]W`h`ni f`Bcfa U`]h`h`k]fXž`d`Ub`h`XUg`B`Y`hnk Yf`ž`XUg
_i`hi fY`Y`5b[YVch`ZØf`XUg`_ca a YbXY`đ\`f`k]YXYf`Ui ZYVYb`ni
`UggYb`"8]U`c[`?i`hi f`8Ya Ybn`\Uh`XUni`5i Zfi ZY`[YghUfhYhž]b
XYbYb`X]Y`HY`]bY\`a Yf`]fY`9f]bbYfi b[Yb`Ub`VYgcbXYfY
?i`hi fa ca YbhY`]b`: cfa`j cb`Dcgh_UfhYb`hY`]Yb`_ÖbbYb"

÷hYfYgg]YfhYž`X]Y`g]W`U`g`?i`hi f[`ÀghY`Uba Y`XYb`a ÖW`hYbž
_ÖbbYb`g]W`i bhYf`XYf`HY`YZcbbi a a Yf`\$-`)*%#`-`&`+`)]a`6Øfc
GYb]cfYb`/`9\fybUa`h`a Y`XYb`"8UVY]`ØVYfbY\`a Yb`X]Y
?i`hi f[`ÀghY`X]Y`?cghYb`ZØf`9]bhf]hh`i bX`: U\fhž`k `À\fyb`X`X]Y
?i`hi fdUh]bbYb`i bX`?i`hi fdUhYb`gY`Vgh`cg`]fY`NY]h`gdYbXYb`"8]Y
YfghYb`9]bg`ÀhnY`ghY\Yb`VYfY]hg`]b`XYb`GhUfh`ÖW`Yfb`i bX`X]Y
JcfZfYi XY`]gh`gdØfVUf`

8YhU]`g	
Cfh	7cVi f[ž`8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "k]YgYbhVchY"XY • k k k "XYa Ybn!dUfhbYf"XY • k k k "X]U`c[_i`hi fXYa Ybn"XY

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