

8 UWX Ui . '9fbhYfi bXZU\ fh'nY][h
< YfUi gZc fXYfi b[Yb 'i bX ' < c ZZbi b[Yb 'XYf
@UbXk]fhgWX UZh

9fZU\ fYb 'G]Y 'a Y\ f'ØVYf'X]Y '9fbhYfi bXZU\ fh]a ' @UbX_fY]g
8 UWX Ui 'Ua '\$, "\$+ "&\$&) 'i bX'X]Y '5i gk]f_i b[Yb 'XYg
'?`]a Uk UbXY`g'Ui Z'X]Y '@UbXk]fhgWX UZh"



@UbX_fY]g'8 UWX Ui ž'6UmYfbž'8 Yi hgWX`UbX`!5a` , " 'ž`]'&\$&)
ZUbX`]a` @UbX_fY]g'8 UWX Ui `X]Y`U`Ä\ f`]WX`Y`9fbhYfi bXZU\ fh`i bhYf
XYf`@Y]hi b[`j`cb`G]a`cb`GYX`a`U]fž`XYa`?fY]gcVa`Ubb`XYg
6UmYf]gWX`Yb`6Ui`Yfbj`YfVUbXYgž`ghUhh`Hfc`hn`XYf`XØghYfYb
K`YhhYfj`cf\YfgU[`Yb`a`]h`Xi`b`_Y`[`fUi`Yb`K`c`_Yb`i`bX`Y]bYa
gh`AbX][`Yb`FY[`Ybf]g]_c`_cbbhYb`g]WX`X]Y`HY]`bY\`a`Yfž`XUfi`bhYf`XYf
V]cnYfh]Z]n]YfhY`6Ui`Yf`œgYZ`6fUbXa`U]fž`b]WX`h`Yb`ha`i`h][`Yb`UggYb`"
8]Y`8ØffYž`X]Y`X]Y`FY[`]cb`d`U[`hž`\`U`h`nk`Uf`ni`K`UggYf`_b`Udd`Y]h
VY];`YhfY]XY[`YZØ\`fhž`XcWX`ZØf`Y]b][`Y`?'i`hi`fYb`gWX`Y]bYb`X]Y
6YX]b[`i`b[`Yb`[`YfUXYni`i]XYU`ni`igY]b"

K]Y`6fUbXa U]f`VYhc b hž`YfZc fXYfh`XYf`6]c!5bVUi`k Y]h`a Y`f`U`g`bi f
@ Zh`i bX`@]YVY /j]Y`a Y`f`]gh`Y]bY`[Yn]Y`hY`B`A`fghc ZZni Z` \ f
i bYf`Àgg`]W`"5i » YfXYa`ghY`Yb`X]Y`6]c!Gd]bbYf`j cf`[fc»Yb
< YfUi gZc fXYfi b[Ybž`k Ybb`Yg`i a`XYb`DZY[YUi Zk UbX`ZØf
Ni W_YffØVYb`[Y`h`i`fi bX`&) \$`Ghi bXYbž`k`À`fYbX`XYf
_cbj Ybh]cbY`Y`5bVUi`bi f`%) !&\$`Ghi bXYb`]b`5bgdfi W`b]a a`h`
8]YgY`i`bhYfgW`]XY`j YfXYi`h]W`Ybž`k]Y`j]Y`5fVY]h`i bX`9! dYfh]gY
]b`XYf`V]c`c`[]gW`Yb`@UbXk]fhgW`UZh`ghYW`h`

GhY][YbXY`< YfUi gZc fXYfi b[Yb`ZØf`X]Y
@UbXk]fhgW`UZh

8]Y`6YXfc`i b[`Xi fW`X]Y`GW`]Z; `UgZØ[Y`n]_UXY`gcf[h`ZØf
ni g`Àm`]W`Y`Gcf[YbZU`hYb`VY]`@UbXk]fhYb`"8]YgYg`Ui g`: fUb`_fY]W`
ghUa a YbXY`ϕgY`h`_Ybbh`Y]XYf`_Y]bY`6Y`_Àa dZi b[ga Yh`cXYb`]a
6]c!`i bX`_cbj Ybh]cbY`Y`b`5bVUi ž`k Ug`VYgcbXYfg`X]Y`9fbhYb`j cb
Ni W_YffØVYbž`? Ufhc ZZ`b`i bX`A`Ø`fYb`[YZ`À`fXYh`"6fUbXa U]f
Ài » YfhY`g]W`Y`f`Y]W`hYfh`ØVYf`Y]bYb`hYghZfY]Yb`GhfY]ZYbž`XYf
a`Ø[`]W`Yfk Y]gY`Y]bYb`_`Y]bYb`GW`i hn`V]YhYh`"ϕ`6Yni [`Ui ZX]Y
: c fghk]fhgW`UZh`gd]hnh`g]W`X]Y`@U[Y`Xi fW`X]Y`XfUa Uh]gW`Y
5i gVfY]hi b[`XYg`6cf`_Yb`_ÀZYfg`]bZc`[Y`j cb`HfcW`Yb`Y]h`i bX`<]hnY
k Y]hYf`ni`"

8]Y`9fbhYb`g]bX`YXcW`b]W`h`bi f`j cb`bY[Uh]j Yb`i: U`_hc fYb
VYhfc ZZ`b`"A]W`UY`K`]X[fi VYfž`Y]b`_cbj Ybh]cbY`Yf`@UbXk]fhž
nY][h`g]W`ni j Yfg]W`h]W`ØVYf`X]Y`VYj c fghY`YbXY`A U]gYfbhY`i bX
Ài » Yfhž`XUgg`X]Y`8]b`_Y`YfbhY`Xi fW`X]Y`<]hnY`gc [Uf`c`dh]a U`Y
6YX]b[i b[Yb`Ui Zk Y]gh`Ni XYa`nY]W`bYh`g]W`Y]bY
Xi fW`gW`b]h]W`Y`9fbhY`VY]a`i; YhfY]XY`UV`/D]`nVYZ`À`Y`U`hYb`g]W`
]b`i; fYbnYbž`XU`j]Y`Y`Nk]gW`Yb`ÀbX`Yf`VYfY]hg`Ui Z`i b[]n]XY
ni fØW`[fY]ZYb`_ØbbYb`"

ϕbcj Uh]j Y`5bg`ÀhnY`ni f`6Yk`À`h][i b[`XYg
?`]a Uk UbXY`g

K`À`fYbX`X]Y`@UbXk]fhgW`UZh]b`6UmYfb`i bhYf`XYb
< YfUi gZc fXYfi b[Yb`XYg`?`]a Uk UbXY`g`Y]XYhž`YfØZZbYh`g]W`

ni [`Y]W`Y]b`Gd]Y`fUi a `ZØf`bYi Y`5bgÅhmY" `K]`X[fi VYf
 YI dYf]a Ybh]YfhVY]gd]Y`gk Y]gY`a]h`XYa `5bVUi `j cb`Gc`UžY]bYf
 DZUbnYž`X]Y`j cb`hf`cW_YbYb`_`]a Uh]gW`Yb`6YX]b[i b[Yb`dfcZ]h]Yfh"
 8Yf`5bVUi `j cb`Gc`U`]b`6UmYfb`]gh[YbhYW`b]_ZfY]ž`k Ug`Y]bYb
 _`UfYb`GhUbXc`fhj`c`fhY`]`XUfghY`hž`VYgcbXYfg`]a `J`Yf[`Y]W`ni `XYb
 I`G5ž`k`c`X]Y`DfcXi`_h]cb`ni`-`-`ž)`i`_`[YbhYW`b]gW`j`YfÅbXYfh]`gh"

8Yf`?`]a Uk UbXY`gY`Vghž`gc`VYf]W`hYh`Ub`X`k`]fhgW`UZh`XY`ž`\Uh
 k`Y]hfY]W`YbXY`:`c`[Yb`ZØf`XYb`DZUbnYbVUi`ž`Y]bgW`]Y»`]W`Y]bYg
 5bgh]Y[g`YI`hfYa`Yf`K`Y`hYfYfY][b]ggY`k`]Y`<]hY`i`bX`HfcW_Yb`Y]h"
 I`a`X]YgYb`<YfUi`gZcfXYfi`b[Yb`ni`VY[Y[bYbž`a`ØggYb`@UbXk`]fhY
]bbcj`Uh]j`Y`A`Yh\cXYb`ni`f`F]g]_ca`]b]a`]Yfi`b[`]a`d`Ya`Ybh]YfYbž
 gY]Yb`Yg`:`fcghgW`i`hnj`cf`_Y`fi`b[Ybž`6Yk`ÅggYfi`b[gUb`U[Yb`ZØf
 ?`UfhcZY`UbVUi`c`XYf`gc[Uf`XYf`9]bgUhn]j`cb`F]g]_cj`Yfg]W`Yfi`b[Yb"

8]Y`B`chk`YbX][`_Y]hž`g]W`Ub`X]Y`g]W`j`YfÅbXYfbXYb`6YX]b[i b[Yb
 Ubni`dUggYbž`]gh`i`bVYghfY]hVUf" `I`bhYfbY`a`Yb`k`]Y`X]Y`GØXni`W_Yf
 5;`Zc`fgW`Yb`i`bhYf`UbXYfYa`Ub`bYi`Yb`A`Yh\cXYb`ni`f`
 I`b`_fUi`hVY`_Åa`dZ`b[`i`bX`]bhY[f]YfhYb`6`Ø`ghfY]ZYbž`i`a`X]Y
 6]cX]j`Yfg]hÅ`h`ni`ZØfXYfb`i`bX`[`Y]W`nY]h][`X]Y`9fhfÅ[Y`ni`g]W`Yfb"
 K`]Y`ZccX!a`cb]hcf"XY`ni`gUa`a`YbZUggž`]gh`Y]b`i`a`ZUggYbXYf
 K`Yf`_nYi`[`_UghYb`ZØf`XYb`bUW`\U`h][Yb`5W_YfVUi`YbhgW`Y]XYbXž
 i`a`XYb`<YfUi`gZcfXYfi`b[Yb`XYg`?`]a`Uk`UbXY`g`ni`hf`chnYb"

8]Y`9fbhYfi`bXZU`fh`\Uh`Y]ba`U`a`Y`f`[YnY][`hž`XUgg`X]Y`VUmYf]gW`Y
 @UbXk`]fhgW`UZh`g]W`]b`Y]bYa`GdUbbi`b[gZY`X`nk`]gW`Yb`U`hYb
 HfUX]h]cbYb`i`bX`a`cXYfbYb`<YfUi`gZcfXYfi`b[Yb`VYk`Y[h`Bi`f
 Xi`fW`_`i`[Y`GhfUhY[]Yb`i`bX`XYb`5i`ghUi`gW`j`cb`K`]ggYb`k`]fX`Yg
 XYb`@UbXk`]fhYb`[Y]b[Ybž`]fY`?`i`hi`fYb`Ui`W`i`bhYf`YI`hfYa`Yb
 6YX]b[i b[Yb`YfZc`[fY]W`ni`VYk`]fhgW`UZhYb" `Gc`V`Y]Vh`ni`c`ZYbž
 XUgg`X]Y`9fhfÅ[Y`k`Y]hYf`]b`ghUV]`V`Y]VYb`i`bX`X]Y`@UbXk`]fhY
 cdh]a`]gh]gW`]b`X]Y`Ni`_i`bZi`V`]W_Yb`_Øb`bYb"

8YhU]`g	
C`fh	@UbX`_fY]g`8UW`Ui`ž`6UmYfbž`8Yi`hgW`UbX
E`i`Y`Yb	<ul style="list-style-type: none"> • k k k "a`Yf`_i`f"XY • k k k "ZccX!a`cb]hcf"XY

8YhU]`g

- k k k "`UbXk]fhgWk UZh"XY

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