

7`Ui X]U`K]YgYf`nY][h`dYfgØb`]W`Y`? i bgh
9]bV`]W_Y`]a `9VYfgVYf[Yf`? i bghj YfY]b`°

9f`YVYb`G]Y`X]Y`5i gghY`i b[`j cb`7`Ui X]U`K]YgYf`]a
? i bghj YfY]b`9VYfgVYf[`j ca `&+''ǰ b]`V]g`&+''ǰ `]`&\$&) "
9bhXYW_Yb`G]Y`]`fY`]bgd]f]YfYbXYb`9bhk i fZgg_]nnYb`°



9VYfgVYf[ž`8Yi hgW`UbX`!`7`Ui X]U`K]YgYf.`? i bghž`X]Y`ni a
B UW`XYb_Yb`UbfY[h

8]Y`]bhYfbUh]cbU`Y`? ØbghYf]b`7`Ui X]U`K]YgYf`VY[Y]ghYfh`a]h]`fYf
5i gghY`i b[`]a `? i bghj YfY]b`9VYfgVYf[ž`X]Y`[YbUi `Ua
`Yi h][Yb`8Uhi a ž`XYa `&+''ǰ b]`&\$&) ž`YfØZbYh`k i fXY`K]YgYfž`X]Y
%- + `]b`DØf]b[ž`Y]bYa `CfhghY`]j cb`NcfbYX]b[ž`[YVcfYb`k i fXYž`]gh
ZØf`]fY`[Yca Yhf]gW`!fYXi n]YfhY`: cfa YbgdfUW`Y`VY`Ubbhi bX`U`h
g]W`XYf`J YfV]bXi b[`j cb`NY]W`bi b[ž`A U`YfY`]i bX`g_i `dhi fU`Yb
CV`Y`_hb`j YfgW`f]YVYb`"5i gghY`i b[Yb`]b[`fc»Yb`<`Ai gYfb`k]Y
XYa `A i g`ÅY`M] Yg`GU]bh`@Ui fYbh`]b`DUf]g`i bX`XYa `8fUK]b[
7YbhYf`]b`BYk `Mc`f`_i bhYfghfY]W`Yb`]`fY`]bhYfbUh]cbU`Y
5bYf_Ybbi b["

B U\`Y]bYa `Zf\Yb` b hYfYggY`Ub`XYf`?i bghz`XUg`g]Y`ni`Y]bYf
5i gV]`Xi b[`ni f`?i bghgW\`a]YX]b`]b`XYf`6Yf[a Y]ghYf
?i bghgW\`a]YXY`]b`9VYfgVYf[`Z\`fhYz`ghi X]YfhY`g]Y`A U`YfY]`Ub`XYf
5_UXYa]Y`XYf`6]`XYbXYb`?`ØbghY`]b`A`ØbW\`Yb`" `ÀfY`@Y`fnY]h
dfÅ[hY`g]Y`YbhgW\`Y]XYbXz`XU`g]Y`b]W\`h`bi`f`Y]b` ; YgdØf`ZØf
A UHYf]U`]Yb`Ybhk]W`Y`hYz`gcbXYfb`Ui W\`ZØf`XUg`bchk YbX][Y
8i fW\`U`hYj Yfa Ò[Ybž`i a`]a`?i bghVYfY]W\`: i »`ni`ZUggYb`
HUhgÅW\`]W\`gW\`UZZYb`Yg`YX][`]W\`) i `]`fYf`?ca`a`]]hcbYbž`Y]bn][
j`cb`XYf`?i bgh`ni` ``YVYb`"

9]bV`]W`_]b`XYb`_fYUh]j Yb`Dfc nYgg

8]Y`5i gghY``i b[`a`]h`XYa`H]hY`` `XYg`A U`ž`k Ybb`a Ub`Y]b`6`Uhh
UbXYfg`gd]Y`h` `nY][h`9bhk`i`fZgg_]nnYbž`X]Y`Ui`g`XYb`YhnhYb`nk`Y]
`À\`fnY\`bhYb`ghUa`a`Yb`"GdUbbYbX`]ghz`XUgg`X]YgY`K`Yf`_Y
i`fgdfØb[`]W\`b]W\`h`ZØf`X]Y`2`ZZYbh`]W\`_Y]h`VYgh]a`a`h`k`UfYb`"G]Y
[YVYb`XYb`6Ygi W\`Yfb`Y]bYb`Y]ba`U`][Yb`9]bV`]W`_]b`XYb`_fYUh]j Yb
GW\`UZZYbgdfcnYgg`XYf`?`ØbghYf]b`i`bX`j`Yfk`Y]gh`Ui`ZXUg`l`bk`]ggYbž
XUg`]a` ; YghU`hi`b[`gdfc nYgg`c`Zi`Y]bY`F`c`Y`gd]Y`h`8]Y`K`Yf`_Y`g]bX
b]W\`h`bi`f`j`]Y`gY]h][`]`j`cb`[`Yk`YVhYb`K`UbXhYdd]W\`Yb`ØVYf
Gd]Y[`Y`UfVY]hYb`V]g`_\]b`ni`NY]W\`bi`b[`Yb`i`bX`?`YfUa`_]Yb`
gcbXYfb`Ui W\`VYnU\`VUfz`XYbb`X]Y``]a`]h]YfhYb`8fi`W`Y`XYf`G_]nnYb
g]bX`VYfY]hg`UV`(`) \$`9i`fc`ni` ``UVYb`"

: Øf`?i bgh]YV\`UVYf`[]Vh`Yg`]b`X]YgYf`5i gghY``i b[`YVYbZU``g
Cf][]bU`nY]W\`bi`b[`Ybž`X]Y`g]W\`d`fY]g`]W\`nk`]gW\`Yb` ; "\$\$\$`i`bX
`) "\$\$\$`9i`fc`VYk`Y[`Yb`"8]Y`9fÒZZbi`b[`k`]fX`i`a``%-`l`f`a`]hY]bYa
?cbnYfhXYf`6UbX`5`hY`A`YbgW\`Yb` `[YZY]Yfhz`i`bX`X]Y`:]b]ggU[`Y
Ua`&+`"ž` `]&\$&) `i`a`ZUgghY]b`gdUbbYbXYg`?`ØbghYf[`Ygd`fÅW\`i`a`
%)`l`f`"

? i bgha Uf`_h`i`bX`nY]h[Yb`Øgg]gW\`Y`? i bgh

K]YgYfg`K`Yf`_Y`g]bX`HY]`Y]bYg`XmbUa`]gW\`Yb`?i bgha Uf`_hYgž`XYf
U`g`9] YbhgmghYa`VYgW\`f]YVYb`k`]fXž`k`Y`W\`Yg`]a`a`Yf`a`Y`f`d`f]j`UhY
?i bghgUa`a`Yf`Ub n]Y\`h`NY]h[Yb`Øgg]gW\`Y`?i bgh`U`h`g]W\`ni`Y]bYa
GhUhi`ggma`Vc`Ybhk`]W`Y`hž`i`bX`X]Y`j`YfgW\`]YVi`b[`Yb`]a
?`Ai`ZYfj`Yf\`U`hYb`gd]Y`Yb`Y]bY`YbhgW\`Y]XYbXY`F`c`Y`"8Yf`

?i bgha Uf_h]gh]b`Df]a Åf!`i bX`GY_i bXÅfa Uf_hi bhYfhY]`hž`k cVY]
 [YV]YhgUbgÅgg][Y` ; U`Yf]Yb`k]Y`X]Y`]b`9VYfgVYf[`U`g`k Yfh] c`Y
 D`Uhhžcfa Yb`Zi b[]YfYb`"9g`VYghY`h`_Y]b`Nk Y]ZY`ž`XUgg`]\fY
 5i gV]`Xi b[`i bX`]\fY`9fZU`fi b[Yb`Xi fW`j YfgW`]YXYbY
 5i gghY`i b[Yb`i bX`Gh]dYbX]Yb`g]Y`ni `Y]bYf`ZYghYb` ; fÖ»Y`]a
 ?i bghVYhf]YV`[Ya UW`h`\UVYb`"

≠`NY]hYbž`]b`XYbYb`X]Y`8][]hU`]g]Yfi b[`XYb`?i bgha Uf_h
 fY]j c`i h]cb]Yfhi bX`bYi Y`?Åi ZYf[fi ddYb`Ubgsdf]W`hž`k]fX`X]Y
 6YXYi hi b[`j cb`?i bgha YggYb` `gc`W`Y`k]Y`X]Y`5fh`6UgY` `Ui W`
 ZØf`c`_U`Y`?ØbghYf`k]Y`K]YgYf`]a a Yf`fY`Yj UbhYf`"8]YgY`A YggYb
 V]YhYb`b]W`h`bi f`X]Y`A Ò[`]W`_Y]h`ZØf`?ØbghYf`ž`]\fY`5fVY]hYb`ni
 dfÅgYb]YfYb`ž`gcbXYfb`gW`UZZYb`Ui W``gcn]U`Yb`5i ghUi gW`i bX
 gdcbhUbY`9f`YVb]ggYž`X]Y`ZØf`j]Y`Y`GUa a `Yf`i bX`≠hYfYgg]YfhY`j cb
 [fc»Yf`6YXYi hi b[`g]bX`"

8]Y`5i gghY`i b[`]a `?i bghj YfY]b`9VYfgVYf[`]gh`U`gc`b]W`h`bi f`Y]b
 F ØW`V`]W`_Ui ZX]Y`dYfgØb`]W`Y`_ØbghYf]gW`Y`9bhk]W`i b[`j cb
 7`Ui X]U`K]YgYf`ž`gcbXYfb`Ui W``Y]b`k]W`h][Yf`6Y]hfU[`ni f`U`hi Y`Yb
 8]g_i fgY`ØVYf`nY]h[Yb`Øgg]gW`Y`?i bgh`]a `ÖZZYbh]W`Yb`F Ui a`"

8]Y`HØfYb`g]bX`ZfY]hU[g]j cb`%, `V]g`&\$`I \fž`gUa ghU[g]j cb`%*`V]g
 &\$`I \f`gck]Y`gcbbhU[g]j cb`%) `V]g%, `I \f`ZØf`6Ygi W`Yf`[YÖZZbYh`
 9]b`6Ygi W``c`b`h`g]W`_Ui ZU`Y` : Å`Y`°

8YhU]`g	
C fh	9VYfgVYf[ž`8Yi hgW`_UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gi YXXYi hgW`Y`XY • k k k "_i bghj YfY]bYVYfgVYf["XY • ghi X`]V`XY

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