

5`dYb` :]`a ZYgh]j U``&\$&) . `A i h][Y ; YgWx]Wx hYb`Ui g`XYf`6Yf[k Y`h°

9f`YVYb`G]Y`XUg`5`dYb` :]`a ZYgh]j U``&\$&) `]b
: ØfghYbZY`XVfi W_ . `bgd]f]YfYbXY` :]`a Y`ØVYf`5`d]b]ga i gi bX
_i`hi fY`Y`J]Y`ZU`h"



: ØfghYbZY`XVfi W_ž`8Yi hgWx`UbX`!`b`XYf`a U`Yf]gWxYb`?i`]ggY
XYf`VUmYf]gWxYb`5`dYb`Z]bXYh`Yi hY`XUg`a]h`GdUbbi b[`Yfk UfhYhY
5`dYb` :]`a ZYgh]j U``&\$&) `ghUhh`"8]Y`JYfUbgU`hi b[`jYfgdf]Wxh`Y]b
ZUgn]b]YfYbXYg`Dfc[fUa a`ZØf`U`Y`BUhi f`]YV\UVYf`i bX`5`d]b]ghYbž
XUg`i bhYf`XYf`FY[]Y`j cb`Hca`8Ui Yf`_i fUh]Yfh`k i fXY`"8]Y
; YgUa hgd]Y`nY]h`VY`Äi Zh]g]Wx`Ui ZYhk U`%\$) `V]g`%\$`A]bi hYb`i bX
nY]Wx`bYh`g]Wx`Xi fWx`Y]bY`Vi bhY`A]gWxi b[`Ui g`]bgd]f]YfYbXYb
; YgWx]Wx`hYb`ØVYf`X]Y`6Yf[k Y`hiUi g`"8]Y` :]`a Y`k YfXYb`]b
Yb[`]gWxYf`GdfUWxY`a]h`XYi hgWxYb`i bhYfh]hY`b`gck]Y`]b
U`dYb`ÄbX]gWxYb`8]U`Y`_hYb`df`ÄgYbh]Yfhž`k Ug`XUg` : Ygh]j U`ni
Y]bYa`Y]bn][Ufh][Yb`9f`YVb]g`ZØf`Y]b`VfY]hYg`Di V`_i a`a UWx`h`
FUX]c`CVYf`UbX`VYf]Wx`hYhž`XUgg`XUg`N]Y`XYg`Dfc[fUa a`g`XUf]b
VYghY`hž` a i ha UWxYbXYg`i bX`ZFYi X][Yg`Ui g`XYf`6Yf[k Y`h`ni

nY][Yb"

Ni`XYb`<Ò\Ydi b_hYb`nÀ\`Yb`VYY]bXfi W_YbXY`8c_i a YbhUh]cbYbž
X]Y`gck c\`X]Y`<YfUi gZcfXYfi b[Yb`U`g`Ui W\`X]Y`GW\`ÀhnY`XYf
BUhi f`VY`Yi W\hYb"i bhYf`XYb`ZØbZ:]`a Yb`g]bX`i bhYf`UbXYfYa`X]Y
K Yf_Y` ()`85MG`j cb`7U`U`GW\`ÒdZi bX`5bXfYUg`<Ufha Ubb`gck]Y
A 9FI`i`H<9`5G79BH`C: `H<9`; C@8: €<`j cb`8Ub]Y`<i [`i bX
ž`]Yb`BUX]fUg"K À\fYbX`YfghYfYf`XUg`@YVYb`c\`bY`GcbbY`]b
Bcfk Y[Yb`h\Ya Uh]g]Yfh`i bX`X]Y`A YbgW\Yb`gW\`XYfhž`X]Y`X]YgY
: Ugn]bUh]cb`hY`]Ybž`Zc_i gg]Yfh`YmhYfYf`Ui ZX]Y`Ui ZFY[YbXY
9fghVY[Y\i b[]`a`<]a`U`U`Už`k c`g]W\`XfY]`6Yf[ghY][Yf`\fYf
[fÒ» hYb`<YfUi gZcfXYfi b[`ghY`Yb"

6YgcbXYfY`9]bV`]W_Y`]b`X]Y`5`d]bk Y`h

8]Y`k Y]hYfYb`]:]`a Y`XYg`Ygh]j U`g`V]YhYb`YVYbZU`g`gdUbbYbXY
9]bV`]W_Y.`a`]:]`a`5A`GH9`@<5B;`j cb`A Y]_Y`<c`bU]W\Yf`i bX
H\ca Ug`GW\`AZf`Yf`YVYb`X]Y`Ni gW\Ui Yfž`k]Y`J U`Ybh]b`bYf\cZYf
i bX`ž`X]h\`Gh`ÒhhYf`\fYb`<cZ]b`GØXh]fc`bUW\`U`h][`VYk`]fhgW\UZhYb
i bX`GhYfbY`ÒW\Y`a`]h`V]c`c[]gW\Ya`]; Ya ØgY`VY`]YZYfb"5
<I`FB9M`&`A`CBH`6@5B7`j cb`D\`]dd`i bX`7\]f]ghcd\`?UUf`nY][`hž
k]Y`nk Y]: fUi Yb`j cb`GØXh]fc`ni a`A`cbh`6`UbWfUXY`b`i bX`XUVY]
X]Y`<YfUi gZcfXYfi b[Yb`XYf`X][`]hU`Yb`²`ZZYbh]W\`Y]h`U`g
bZi YbWf]bbYb`a`Y]ghYfb`a`ØggYb"GW\`Y»`]W\`[Y\`hYg`]b
<I`B;`FM;`F5J`≠HM`j cb`6Yfb\UfX`6fUi b`i a`Y]bYb`VUmYf]gW\Yb
5W]cb!7Ua`dYfž`XYf`X]Y`a`cXYfbY`G_]Z]`a`]bXi ghf]Y`_f]h]gW\
VY`Yi W\hYhi bX`XUg`GdUbbi b[gZY`X`nk]gW\Yb`G_]ZU\`fYfb`i bX`XYb
; YgW\]W\hYb`]b`XYb`]:]`a Yb`h\Ya Uh]g]Yfh"

8]YgY`]:]`a Y`k YfXYb`j`j Y`j cb`5`d]b]ghYb`i bX`]:]`a Ya UW\Yfb
a`cXYf]Yfhž`XUfi bhYf`X]Y`5i gbU\`a`Y!5`d]b]ghYb`Fc[Yf`GW\`À]i bX
G]a`cb`;]Yhž`X]Y`a`]h`XYa`VY`_UbbhYb`; ci fa Yhg`A`Uh\]Yi
A`UmbUX]Yfž`Ui W\`VY`_Ubbh`U`g`A`Ya`Y`ž`ZØf`9ggYb`i bX`[`i`hY
Gh]a`a`i`b[`gcf[Yb"8Yf`5i`ghUi`gW\`j`cb`9fZU\`fi`b[Yb`ØVYf`X]Y
@YVY`ni`a`5`d]b]ga`i`g`i`bX`X]Y`\YfnYfk`Àfa`YbXYb`; YgW\]W\hYbž
X]Y`g]W\`YbgY]hg`j`cb`dc`h]gW\Yb`; fYbnYb`YbhZU`hYbž`ghY\Yb`]a
A`]hhY`di`b_h`XYf`J`YfUbghU`hi`b[``5`d]b]ga`i`g`k`]fX`\]Yf`U`g
@YVYbgY]bghY`i`b[`VYhfUW\hYhž`X]Y`j`]Y`Z`À`h][`Y`DYfgdY`_h]`Yb`i`bX

K YfhgWÅhni b['ZØf'X]Y`_i`hi fY`Yb`I bhYfgW]YXY`ZØfXYfh"

9]b` : Ygh`ZØf`6Yf[`]YV\ UVYf

8 Ug`5`dYb` :]`a ZYgh]j U`&\$&) `V]`XYh`b]W`h`bi f`Y]bY`D`UhhZcfa `ZØf`
:]`a Y`i bX`8c`_i`a YbhUh]cbYbž`gcbXYfb`Ui W`Y]bYb`F`Ui a `ZØf`
6Y[Y[bi b[Yb`i bX` ; YgdfÅWYž`b`XYa `X]Y`@YVY`ni f`B`Uhi f`i bX`
XYb`6Yf[Yb`]a` : c`_i`g`ghY`h`A`Ub`X`UfZ[Ygd`Ubb`h`gY]bž`k`Y`W`Y`
H`Y`a`Yb`i`bX`ϕgd]fUh]cbYb`X]Y`6Ygi W`Yf`a`]h`b`UW`<`Ui`gY`b`Y`a`Yb`
k`Yf`XYb`": Øf`k`Y]hYfY`ϕZcfa`Uh]cbYb`_Ubb`a`Ub`X]Y`cZZ]n]Y`Y`
K`YVgY]hY`XYg` : Ygh]j`U`g`i`bhYf`U`d`Yb`Z]`a`ZYgh]j`U`"XY`VYgi`W`Yb`"

Ni`g`Ua`a`Yb`ZUggYbX`"Åggh]g]W`g`U[Ybž`X`Ugg`X]YgYg` : Ygh]j`U`Y]b`
\Yfj`c`ffU[YbXYg`6Y]gd]Y`X`U`ZØf`]ghž`k`]Y`XYf`5`d]b]ga`i`g`A`YbgW`Yb`
j`YfV]b`XYh`i`bX`Y]b` ; YZØ`\`j`cb` ; Ya`Y]bgW`UZh`gW`UZZh`Y]bY`
6`ch`gW`UZh`X]Y`Xi`fW`Y`XY`XYf[YnY][`hYb` ; YgW`]W`hYb`_`Uf`
j`Yfa`]hY`h`k`]fX`"Gc`ZfYi`Yb`g]W`X]Y`J`Yf`Ub`ghU`hYf`Ui`Z`n`U`\`fY]W`Y`
6Ygi`W`Yf`ž`X]Y`X]Y`G`W`Ø`b`\Y]h`i`bX`X]Y`<`Yf`Ui`g`Zc`f`XYfi`b[Yb`XYf`
6Yf[k`Y`h`a`]h`6Y[Y]ghYfi`b[`hY]`Yb`"

8YhU]`g	
C`f`h`	: ØfghYbZY`XVfi`W`ž`8Yi`hgW`U`b`X`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • fUX]c!cVYf`UbX"XY • k`k`k`"VfY]hk`UbX"W`a` • k`k`k`"U`d`Yb`Z]`a`ZYgh]j`U`"XY

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