

B Yi Yf`GhUbXc fhd ZUffYf`]b`GWk UbXcfZ. GhYZUb`8fYWXg`Yf`VY[fØ» h°

GWk UbXcfZVY[fØ» h`XYb`bYi Yb`GhUbXc fhd ZUffYf`GhYZUb
8fYWXg`Yf`/9]bZØ\fi b[`]b`XYf`9f`ØgYf_]fWXY`a`]h
a`i`g]_U`]gWXYa` `;`chhYgX]Ybgh"



GWk UbXcfZž`8Yi hgWk`UbX`!`5a`A`]hkc`cW`UVYbX`k`i`fXY`]b`XYf`
9f`ØgYf_]fWXY`]b`GWk UbXcfZY]b`bYi Yf`GhUbXc fhd ZUffYf`
Y]b[YZØ\fhž`XYf`Zf]gWXYb`K`]bX`]b`X]Y`; Ya`Y]bXY`Vf]b[Yb`gc`""
GhYZUb`8fYWXg`Yfž`Y]b`YfZU`fYbYf`GYY`gcf[Yfž`ØVYfb]a`a`h`X]Y`
JYfUbhk`cfhi`b[`i`bX`YfgYhnh`XUa`]higY]bYb`J`cf[`Àb[Yf`"8]Y`
9]bZØ\fi b[gnYfYa`cb]Y`k`i`fXY`j`cb`DZUffYf`@cfYbn`j`cb`
7Ua`dYb`\\Ui`gYb`[Y`Y]hYhž`XYf`8fYWXg`Yf`U`g`Ya`UbXYb`j`cfghY`hYž`
XYf`VYfY]hg`j`]Y`Y`A`YbgWXYb`]b`gWk`YfYb`@VYbg`U[Yb`VY[`Y]hYh`
\\Uh`"8fYWXg`Yf`k`Uf`ni`j`cf`gY]h`&\$\$(`U`g`GhUbXc fhd ZUffYf`XYf`
œ`\\Ubb]hYf`]b`FY[YbgVi`f[`h`Åh][`i`bX`\\Uh`g]Wk`Ui`Wk`U`g`
BchZU`gYY`gcf[Yf`Y]bYb`BUa`Yb`[Ya`UWk`h`VYf]Wk`hYh`X]Y`
œ`\\Ubb]hYf"

A i g]_U`]gW`i a fU\ a h`k i fXY`XYf`; chYgX]Ybgh`Xi fW`8 fYW`g`Yfž
XYf`gY`Vgh;]hUffY`gd]Y`hYž`i bX`XYb`Yj Ub[Y`]gW`Yb`?]fW`YbW`cf
i bhYf`XYf`@Y]hi b[`j cb`K]``GhØ`f`" ð`X]YgYa `ZY]Yf`]W`Yb`F U\ a Yb
ghY`hY`8 fYW`g`Yf`Ui W`X]Y`DYfgcbYb`j cfž`a]h`XYbYb`Yf`]b`XYf
FY[]cb`GW`k UbXcfZ`ni gUa` a YbUfVY]hYb`k]fX`"8 Uni`nÅ`Yb`i "U"
9`]gUVYh` ; fc»Yfž`Y\ fYbUa` h`]W`Y`HfUi YfVY[`Y]hYf]bž`i bX`5bXFYU
GW`YfØV`ž`X]Y`C fhgVYUi ZhfU[hY`XYg`æ`Ubb]hYf!C fhgj YfVUbXg
GW`k UbXcfZ`"A UbZfYX`GY]hnž`XYf`DZY[YX]Ybgh`Y]hYf`XYg`6fi XYf!
; Yf\UfX!<cgd]nž`k Uf`YVYbZU`g`Ub`k YgYbX"

8 Ug`6fi XYf!; Yf\UfX!<cgd]n`U`g`k]W`h][Y
GhØhnY`XYf`FY[]cb

8 Ug`6fi XYf!; Yf\UfX!<cgd]n`U`h`Ua` ; "»Ubi Uf`&\$&(`gY]bY`HØfYb
[YØZbYh`i bX`V`]W`h`Yi hYž`Y]b`»U`f`gd`hYfž`Ui Z`Y]bY`YfZc`[fY]W`Y
NY]h`ni fØW`"A Uh\]Ug`K U`_ž`GUW`[YV]Yhg`Y]hYf`ZØf`A Uf`_Yh]b[`i bX
?ca`a`i`b]_Uh]cbž`a`cXYf]YfhY`Y]bY`F`ØW`gW`Ui`Ui`Z`XUg`YfghY
6Yhf]YVg`U\ fž`XUg`j`cb`Y]bYf`ØVYfk`À`h][YbXYb`B`UW`ZfU[Y`[YdfÅ[h
k`Uf`"A`]h`nY`\b`;`ÀghYb`U`h`XUg`<cgd]n`gY]h`ž`]`&\$&(`Y]bY`j`c`Y`
5i`g`Ughi`b[`YffY]W`h`i`bX`]bg[YgUa`h`*`*`A`YbgW`Yb`_cb`bhYb`Xcfh
VYhfYi`h`k`YfXYb`**VYf]W`hYh`XYf`C`ghVUmYfb!`?`i`f]Yf"**

8]Y`»j`Ygh]h]cbYb`k`UfYb`YXcW`U`cW`. `8 Ug`<cgd]n`_cghYhY`) ž-
A`]`cbYb`9i`fcž`k`Ug`ØVYf`XYb`i`fgdfØb[`]W`Yb`D`Ubi`b[Yb`U[`]Y]b
I`a`ghUbXž`XYf`Xi`fW`X`Yb`I`_fU]bY!`?`f]Y[`]i`bX`X]Y`U`_hi`Y`Y`
K`]fhgW`UZh`U[Y`VYX]b[h`]gh`8]Y` :]bUbn]Yfi`b[`XYf`ghUh]cb`ÅfYb
<cgd]nY`YfZc`[h`ni`-)`Dfc`nYbh`Xi`fW`?`fUb`_Yb`_UggYb`Y]ghi`b[Ybž
X]Y`YXcW``bi`f`Y]bYb`HY]`XYf`?`cghYb`XYW`_Yb`"8 U\Yf`gd]Y`h`X]Y
A`h[`]YXgW`UZh`]a`bYi`[Y[fØbXYhYb` : fYi`bXYg`_fY]g`XYg`<cgd]nYg
Y]bY`YbhgW`Y]XYbXY`F`c`Yž`i`a`XUg`Å`f`]W`UbZU`YbXY`8YZ]n]hj`cb
Yhk`U`" \$\$\$`\$\$\$`9i`fc`ni`XYW`_Yb"

8]Y`6YXYi`hi`b[`XYf`<cgd]nUfVY]h

8]Y`<cgd]nUfVY]h`gY`Vgh`\Uh`XUg`N]Y`ž`gW`k`Yf`Yf`_fUb`_hY`A`YbgW`Yb
i`bX`XYfYb`5b[Y\Øf][Y`ni`i`bhYfghØhnYb`i`bX`Y]b`GhYfVYb`]b`K`ØfXY
ni`Yfa`Ø[`]W`Yb`"8]Yg`[YgW`Y]\h`Xi`fW`Ya`ch]cbU`Yž`gd]f]hi`Y`Y`

6Y[`Y]hi b[`gck]Y`<]ZY`ja `5`hU[`i bX`VY]`cf[Ub]gUhc]gWkYb
 : fU[Yb" `5_hi Y``[]Vh`Yg`]b`8Yi hgWk`UbX`&, &`ghUh]cb`ÅfY`<cgd]nYž
 X]Y`g]Wk`i a `X]Y`6YX0fZb]ggY`XYf`DUh]YbhYb`_0a a Yfb`Yf`_`Åfh`X]Y
8]U_cb]Y"`8]Yg`nY][hž`k]Y`k]Wk]h[`gc`WkY`9]b]Wk hi b[Yb`]b
 i bgYfYf`; YgY`gWk UZh]g]bX`i bX`XUgg`g]Y`Ui g`Y]bYf
 60f[YfVYk Y[i b[`YbhghUbXYb`g]bXžX]Y`V]g`Yi hY`j cb
 9\ fYbUa h]WkYb`i bhYfgh0hnh`k]fX"

⊖`GWk UbXcfZ`k]fX`X]Y`bYi Y`⊖]h]Uh]j Yž`X]Y`?Ua dU[bY` @YVYb`V]g
 ni `Ymh ž`a]h[fc»Yf`<cZb]i b[`j YfZc`[h`N]Y``]gh`Ygž`Y]bYb
 : fYi bXYg_fY]g`ni f`l bhYfgh0hni b[`XYg`<cgd]nYg`ni `[f0bXYbž
 Å\b`]Wk`XYa `VYfY]hg`VYghY`YbXYb`i fYi bXYg_fY]g`XYg`DYbh`]b[Yf
 <cgd]nYgž`XYf`0VYf`%`\$\$\$`A]h[`]YXYf`nÅ`h`8]YgY`⊖]h]Uh]j Yb`g]bX
 Z0f`X]Y`FY[]cb`j cb`YbhgWkY]XYbXYf`6YXYi hi b[`i bX`Y`ZYbž`X]Y
 @YVYbgei U`]hÅh`XYf`A YbgWkYb`V]g`ni a `@YVYbgYbXY`ni `Z0fXYfb
 i bX`ni `g]WkYfb"

8]Y`9]bZ0\fi b[`j cb`GhYZUb`8fYWk`g`Yf`U`g`GhUbXcfhdZUffYf`gd]Y[Y`h
 XUVY]`b]Wk`h`bi f`XYb`bYi Yb`?i fg`XYf`Yj Ub[Y`]gWkYb`; Ya Y]bXY
 k]XYfž`gcbXYfb`k UbXY`h`Ui Wk`XUg`Ni gUa a Ybgd]Y`nk]gWkYb
 ?]fWkY`i bX`gcn]U`Yf`5fVY]h`]b`GWk UbXcfZ`9g`V`Y]Vh`ni `cZYbž
 XUgg`X]Y`dcg]h]j Y`9bhk]W`i b[`XYg`6fi XYf!; Yf\UfX!<cgd]n
 k Y]hYf\]b`Ub`Å`h`i bX`8fYWk`g`Yf`a]h`gY]bYa `HYUa `j]Y`Y`A YbgWkYb
]b`gWk k]Yf][Yb`@YVYbg`U[Yb`VY[`Y]hYb`_Ubb"

8YhU]`g	
C fh	GWk UbXcfZž`8Yi hgWk`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "`c`Ub]hYf"XY • k k k "cghVUmYfb!_i f]Yf"XY • k k k "X]U_cb]Y"XY

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