

H\Øf]b[Yb. 'DUfhY]Yb 'Zc fXYfb 'Y hnh'Y]b J YfVch'XYf'5 Z8 °

H\Øf]b[Yb 'i bX'GUWgYb 'X]g_i h]YfYb 'J YfVchgj YfZU\ fYb
[Y[Yb'X]Y'5Z8 ž'bUWXYa 'g]Y'U'g'fYW hgYI hfYa]gh]gW
Y]b[Yghi Zh'k i fXY"



H\Øf]b[Yb ž'8 Yi hgW`UbX'!'č'8 Yi hgW`UbX'k ÅW gh'X]Y
dc`h]gWY'8YVUhY'ØVYf'Y]b'a Ø[`]WYg'J YfVch'XYf'5'hYfbUhj] Y'ZØf
8 Yi hgW`UbX'f5Z8 Ł" č'H\Øf]b[Yb 'Zc fXYfb 'X]Y '@]b_Yž'GD8 'i bX
; fØbY'Y]b'gc`WYg'J YfZU\ fYbž[YghØhnh'Xi fW'X]Y'Øb[ghYb
9]bgW`Åhni b[Yb'XYg'6i bXYgUa hYg'ZØf'J YfZUggi b[ggW'i hn"GD8!
čbYbdc`h]_Yf]b'8cfch\YU'A Ufl 'VYhc bž'XUgg: ci `gd]Y'Yf'Ui W`]b
XYf'Dc`h]_j ca 'D`Uhn'[YghY`h'k YfXYb'gc`hYb"Y\ b`]WY
: cfXYfi b[Yb'Åi » Yfb; fØbYb!@UbXYggdfYWYf'@]g'GW`ÅZYf'i bX
@]b_Yb!5V[YcfXbYhY'?'Uh\Uf]bU'?'Øb][!DfYi ggž'X]Y'X]Y
@UbXYgfY[]Yfi b['Ui ZcfXYfhž'a '6i bXYgfUh'U_hj] 'ni 'k YfXYb"8]Y
78I 'gW`Y]Y» h]g]W`XYf': cfXYfi b['bUW'?'cbgYei YbnYb'Ubž'k cVY]
: fU_h]cbgj cfg]hnYbXYf'5bXfYUg'6Ø\`XYi h]W`a UW hž'XUgg
9I hfYa]ghYb'_Y]bYb'Ni [Ub['ni 'g]WYf\Y]hgFY'Yj UbhYb'; fYa]Yb

\UVYb`gc`Yb"

GhYZUb`A`Ò`Yfz`XYf`7c!@UbXYgWXYZ`XYf`5Z8`]b`H\Øf]b[`YbžfYU[`]Yfh
Ui`ZX]Y`9]bghi`Zi`b[`XYf`DUfhY]`U`g`HYbXYbnk`Yf`_`i`bX`g]Y\h\`Yf]b
Y]bY`;`fi`bX`U[`Y`ZØf`Y]b`5Z8!J`YfVch`"8]YgY`9]bghi`Zi`b[`[`]`h`bi`b`Ui`Z
6i`bXYgYVYbY`i`bX`b]W`h`a`Y`f`b`i`f`Ui`Z`fY[`]cbU`Yf`9VYbY`]b
H\Øf]b[`Ybž`GUW`gYb`i`bX`GUW`gYb!5b`U`hž`k`Ug`X]Y`8]g_i`gg]cb`i`a
Y]b`J`YfVch`k`Y]hYf`Ub`Y]nh`"è`GUW`gYb`U`h`X]Y`@]b`_Yž;`fØbY`i`bX
GD8`YVYbZU`g`Y]b`bYi`Yg`J`YfVch`g]YfZU`fYb`[`Y`Zc`fXYfh`"@]b`_Yb!
7\YZ]b`Gi`gUbbY`GW`UdYf`Yf`_`À`fž`XUgg`a`]h`XYf`U`_hi`Y`Y`b
9]bghi`Zi`b[`X]Y`Y`hnhYb`6YXYb`_Yb`Yb`hZU`Yb`gY]Ybž`k`À`fYbX
;`fØbYb!@UbXYgWXYZ]b`A`Uf]Y`A`ØgYf`Yb`hgW`c`ggYbYg`<`UbXY`b
Zc`fXYfh`"A`8`F`VYf]W`hYh"

9]bghi Zi b[`U`g`fYW`hgYI`hfYa`]gh]gW

8Ug`6i`bXYgUa`h`ZØf`J`YfZUggi`b[`ggW`i`hn`U`h`X]Y`5Z8`U`g`[`Yg]W`Yfh
fYW`hgYI`hfYa`]gh]gW`Y]b[`Yghi`Zh`"8]YgY`9b`hgW`Y]Xi`b[`k`i`fXY`Xi`fW
Y]b`i`fhY]`XYg`C`VYfj`Yfk`U`hi`b[`g[`Yf]W`hg`A`ØbghYf`]a`A`U`]&\$&(
i`bhYfghØ`hnhž`XUg`ZY`ghghY`hYž`XUgg`X]Y`5Z8`U`g
fYW`hgYI`hfYa`]gh]gW`Yf`J`YfXUW`hgZU`Y]b[`Yghi`Zh`k`YfXYb`XUfZ`"8]Y
6Y\`ØfXY`Y`Vh`Yfj`c`fž`XUgg`X]Y`5Z8`6Y`ghfYVi`b[`Yb`j`YfZc`[`hž`X]Y
[`Y[`Yb`X]Y`ZfY]`Y]h]W`Y`XYa`c`_fUh]gW`Y`;`fi`bX`c`f`X`bi`b[`[`Yf]W`hYh
g]bX`"6Y`gcb`XYfg`k`]fZh`X]Y`5Z8`Y]bY`Y`h`b]gW!
UVghUa`a`i`b[`ga`À»][`Y`G]W`hk`Y]gY`Ui`Z`XUg`J`c`_`Ui`Z`X]Y`b]W`h`a`]h
XYf`XYa`c`_fUh]gW`Yb`;`fi`bX`c`f`X`bi`b[`j`YfY]b`VUf`]gh`"9i`dYfhYb
Ài`»`Yfb`Y`X`c`W`ž`XUgg`Y]b`J`YfVch`b]W`h`U`Y]b`Ui`ZX]YgYf`9]bghi`Zi`b[
VUg]YfYb`_`Ub`bž`Ui`W`k`Yb`b`g]Y`U`g`b`c`h`k`Yb`X][`Y`;`fi`bX`U[`Y`[`]`h`"
A`Yf`_i`f`]b`Zc`fa`]Yfh"

I`a`ZUggYbXY`fYW`hgYI`hfYa`]gh]gW`Y`5`_hj`]h`hYb`nY][`Yb`g]W`]b
Y]bYa`5bgh]Y[`Ub`fYW`hgYI`hfYa`]gh]gW`Yb`GhfUZhUhYb`"è`a`U`f`&\$&
k`i`fXYb`]bg[`YgUa`h`i`&)"**`\$`fYW`hgYI`hfYa`]gh]gW`Y`8`Y`_`hY
j`YfnY]W`b`Y`hž`k`Ug`Y]bYa`5bgh]Y[`i`a`&&ž`i`]a`J`Yf[`Y]W`ni`a
J`c`f`U`f`Y`b`h`g`d`f]W`h`6Y`gcb`XYfg`gW`k`Yfk`]Y[`Yb`XY`GhfUZhUhYbž`k`]Y
X]Y`?`ØfdYfj`Yf`Y`hni`b[`a`]h`ZfYa`XYbZY]bX`]W`Ya`<]bhYf[`fi`bXž
gh]Y[`Yb`YVYbZU`g`g][`b]Z`_`Ub`h`Ub`"8]Y`9f`Y`Vi`b[`j`cb`GhUh]gh]_`Yb
Xi`fW`XYb`J`YfZUggi`b[`ggW`i`hn`nY][`h`XYi`h]W`ž`XUgg`XUg

DYfgcbYbdchYbn]U`[Yk U`hcf]Ybh]YfhYf`F YW hgYI hfYa]ghYb
a]hhYfk Y]Y`VY]fi bX`%(") \$\$`]Y[h`8]YgY`9bhk]W`i b[Yb`XYi hYb
XUfUi Z`\]bž`XUgg`X]Y`6YXfc\i b[`Xi fW`fYW hgYI hfYa]gh]gWY
GhfÒa i b[Yb`]b`8Yi hgW`UbX`Yfbgh[Ybca`a Yb`k YfXYb`a i gg`8]Y
J YfZUggi b[ggW`i hnVY`ÖfXY`]YZYfh`X]Y`NU`Yb`"

Dc`]h]gW`Y`F YU`_h]cbYb`i bX`5i gV`]W`_

5i Z`dc`]h]gW`Yf`9VYbY`k Ufbh`6i bXYg`Ubn`Yf`C`UZ`GW`c`n`j`cf
Y]bYa`GW`bY`gW`i gg`9f`j`Yfk`Y]gh`Ui`Z[YgW`Y]hYfhY
DUfhY]j`YfV`chgj`YfZU`fYb`]b`XYf`J`Yf[Ub[Yb`Y]hž`VY]gd]Y`gk`Y]gY`VY]
XYf`B`D8`ž`i bX`ZcfXYfh`Y]bY`gcf[Z`Ä`h][Y`5V`k`Ä[i b[``8]Y
9bhgW`Y]Xi b[`ØVYf`Y]b`a`Ö[`]W`Yg`J`YfV`ch`XYf`5Z8`]Y[h`Y`mh`]W`]b
XYf`J`YfUbhk`cfhi b[`XYf`Dc`]h]_ž`X]Y`g]W`Ui`Z`X]Y`U`_hi`Y`Yb
9bhk]W`i b[Yb`ghØ`hnYb`a`i`gg`8]Y`9]bgW`Ä`hni b[`XYg
J`YfZUggi b[ggW`i`hnYg`_Ö`b`hY`Y`X`c`W`U`g`?`UhU`mgU`hcf`Z`Øf`Y]bY
]bhYbg]j`YfY`8`YV`UhY`i`a`X]Y`fYW`h`]W`Y`;`fi`bX`U[Y`i`bX`X]Y
;`YZ`Ä`f`]W`_Y]h`XYf`5Z8`Z`b[]YfYb`"

8YhU]`g	
J`c`f`ZU``	fYW`hgYI`hfYa`]ga`i`g
C`fh	H`\Øf]b[Ybž`8Yi`hgW`UbX
E`i`Y`Yb	<ul style="list-style-type: none"> • k k k "a Xf"XY • k k k "a Yf_i f"XY • k k k "j YfZUggi b[ggW`i hn"XY

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