

B Yi Yf`H\Ya YbVYfY]W\ . `F]W\ UfX`K U[bYfg
K c\bcfhY`Ui Z`XYa `K U`_`cZ`K U[bYf

9bhXYW_Yb`G]Y`XYb`bYi Yb`H\Ya YbVYfY]W\`XYg`K U`_`cZ
K U[bYf`j`b`6UmFYi h\ž`XYf`&\$&) `F]W\ UfX`K U[bYfg`K c\bcfhYb
[Yk]Xa`Yh`jgh"



6UmFYi h\ž`8Yi hgW\`UbX`!`†`XYf`VYY]bXfi W_YbXYb`GhUXh
6UmFYi h\`k]fX`XUg`_i`hi`fY`Y`9fVY`F]W\ UfX`K U[bYfg`YVYbX][
[Y\U`hYbž`i bX`XUg`b]W\h`bi`f`Xi`fW\`X]Y`Ä\`f`]W\`ghUhh]bXYbXYb
: Yghgd]Y`Y`"5V`k`Ubb`[`YbUi`3`-a`'†\`f`&\$&) `k]fX`XYf`K U`_`cZ
K U[bYf`i`a`Y]b`gdUbbYbXYg`bYi`Yg`H\Ya`U`Yfk`Y]hYfh`8]Y
K c\bcfhY`j`cb`F]W\ UfX`K U[bYf`"8]YgYf`6YfY]W\Y`VY`Yi`W`hYh`X]Y
j`YfgW\]YXYbYb`K c\bi`b[`Yb`i`bX`<`chY`gž`]b`XYbYb`XYf`?`ca`dcb]gh
k`Ä\`fYbX`gY]bYf`j`]Y`ZÄ`h][`Yb`@YVYbgd\UgYb`fYg]X]YfhY`"J`cb
GUW\gYb`ØVYf`C`VYfVUmYfb`V]g`bUW\`†U`]Yb`i`bX`@Yh`UbX`
K U[bYfg`@YVYbgghUj]cbYb`ØVYfV`]W_Yb`Y]b`VfY]hYg`GdY`_hfi`a`Ub
FY[]cbYb"

8Yf`K U`_`cZ`K U[bYf`gY`Vgh`k`i`fXY`]a`'†\`f`&\$`%`'U`g`<`ca`a`U[`Y

Ub`K U[bYfg'&\$&"; YVi fhghU[]bg'@VYb'[Yfi ZYb'i bX'j YfV]bXYh
gY]b`K c`b`Ui gž`XUg`<Ui g`K U`bZf]YXž'a]h`XYa `a U`Ygh`h]gW`Yb
: Yghgd]Y`\\Ui g" `b`gd]f]Yfh'j ca `VYfØ`a hYb`<c`mk ccX`K U`_`cZ
: Ua Y`V]YhYh`X]YgYf`K Y[`nU`fY]W`Y`GY`Ybgk ØfX][_Y]hYbž`X]Y`Yb[
a]h`XYa `@VYb`XYg`?ca dcb]ghYb`j Yf_bØdZ`h]g]bXž`XUfi bhYf`X]Y
GhUXh_]fW`Y`i bX`X]Y`A YmYfVi [!<Ui g" , VYf`%+`W`UfU`hYf]gh]gW`Y
?i VYb`k YfXYb`X]Y`6Ygi W`Yf`a]h`Å`f`]W`k YW`gY`bXYb`H`Ya Yb
ØVYf`K U[bYfž`gY]b`K Yf`_`i bX`gY]bY`NY]h`ØVYffUgW`h`

8Yf`K U`_`cZ`K U[bYf`&\$&) . `K c`K U[bYf`
k c`b`hY

: Øf`&\$&) `\\UVYb`X]Y`J YfUbhk cfh]W`Yb`Y]b`[Ub`n`VYgcbXYfYg
H`Ya U[Yk Å`h` `K c`K U[bYf`k c`b`hY "8UVY]`k YfXYb`X]Y
@VYb`gcbfY`K U[bYfg`]b`a Y`fYfYb`fY[]cbYb`j cf[YghY`hž`XUfi bhYf`
Ui W`k : fUb`_`Yb`i bX`6UmYfb`gck]Y`]bhYfbUh]cbU`Y`GhUbXcfhY`k]Y`X]Y
GW`k Y]n`i bX`2 ghYffY]W`"8]Y`6Y[`Y]hVfcgW`ØfY`ni a `K U`_
]bZcfa]Yfh`b]W`h`bi f`ØVYf`X]Y`Cf][]bU`gW`Ui d`Å`hY]b`6UmYfYi h`ž
gcbXYfb`V]YhYh`Ui W`Y]bYb`GhUXhd`Ubž`XYf`XYb`6Ygi W`]a `<YfnYb
K U[bYfg`Yf`Y]W`hYfh`8Yf` : U`hd`Ub`]gh`UV`gcZcfh`]b`XYf`Hci f]gh
bZcfa Uh]cb`]b`XYf`C dYfbghfU»Y`&&Yf`Å`h]W`i bX`_`Ubb`YVYbZU`g
cb`]bY`\\Yfi bhYf[Y`UXYb`k YfXYb`"

5b`Ågg`]W`XYg`%\$!`Å`f][Yb`ž`V]`Åi a g`XYg`K U`_`cZ`K U[bYf`]a `ž`f
&\$&`k i fXYb`ni XYa `U`Y`j cf`Yf][Yb`H`Ya Yb`ni gUa`a Yb[YZUggh
Jcb`XYb`YfghYb`GhUh]cbYb`K U[bYfg`&\$%`V]g`\\b`ni `XYb
XYhU]`YfhYb`6`]W`_`Yb`Ui Z`gY]bY`6Yn]Y`i b[Yb`ni `: fUi Yb`cXYf`XYb
<Y`XYbZ][i fYb`Ui g`gY]bYb`VYfØ`a hYghYb`K Yf`_`Yb`]b`XYb`ž`fYb
&\$&%`i bX`&\$&`"8]YgY`J]Y`ZU`h`nY][h`b]W`h`bi f`X]Y`?ca d`Yi]h`h
j cb`K U[bYfg`@VYb`ž`gcbXYfb`Ui W`X]Y`Dfc[fUa`a j]Y`ZU`hž`X]Y
6UmYfYi h`ni `V]YhYb`\\Uh`"

?i `hi f`i bX` ; YgW`]W`hY`]b`6UmYfYi h`

9]bY`k Y]hYfY`VYXYi hYbXY`5b`Ui ZghY`Y`]b`6UmYfYi h`]gh`XUg`
F]W`UfX`K U[bYf`A i gYi a ž`XUg`%-`*`]a `<Ui g`K U`bZf]YX
YfØZbYh`k i fXY`<]Yf`k]fX`XUg`@VYb`ž`K Yf`_`i bX`K]f`_`Yb`f]W`UfX

K U[bYfg`YfZc fgW h i bX`Yf`YVVUf` [Ya UW h" A]h'gY]bYf`[fc» Yb
 _i `hi fY`Yb`6YXYi hi b[`X]YbhXUg`A i gYi a `U`g`BUh]cbU`UfW]j` i bX
 : cfgW i b[ggh`hYž`X]Y`XUg`9fVY`K U[bYfg`VYk U\fyb`i bX`XYf
 ² ZYbh]W`_Y]h`ni [`Ab[`]W`a UW`Yb`a `W`hY": Øf`A i g_]YV\UVYf
 i bX`?i `hi f]bhYfYgg]YfhY`]gh`XUg`A i gYi a `Y]b`UVgc`i hYg`A i gg"

K Ug`V`Y]Vh`ni `gU[Yb3`6UmFYi h\``Xh`XUni `Y]bž`]b`X]Y
 ZUgn]b]YfYbXY`K Y`h`F]W`UfX`K U[bYfg`Y]bni hUi W`Yb`"8]Y
 ?ca V]bUh]cb`Ui g`XYa `K U`_`cZ`K U[bYf`i bX`XYa `F]W`UfX`K U[bYf
 A i gYi a `gW`UZh`Y]bY`Y]bn][Ufh][Y`5ha cgd`hYž`X]Y`gck c`h]YZ]b
 X]Y`; YgW]W`hY`U`g`Ui W`]b`X]Y`?i `hi f`ZØ`fh`"9g`[]Vh]a a Yf`k]YXYf
 bYi Y`DYfgdY`_h]j Yb`ni `YbhXYW`_Ybž`i bX`X]Y`GhUXh]gh`Y]b
 `YVYbX][Yf`C`fh`ZØf`U`Yž`X]Y`g]W`ZØf`X]YgY`[fc» Y`?fYUh]j]h`h
]bhYfYgg]YfYb"

8YhU]`g	
Cfh	6UmFYi h\ž`8Yi hgW`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "k]YgYbhVchY"XY • k k k "VUmFYi h\!hci f]ga i g"XY • k k k "k U[bYfa i gYi a "XY

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