

6UmYfb`j YfghÄf_h; fYbn_cbhfc`Yb. 8cVf]bXh'gYhnh'_`UfY`NY]WXYb`°

BYi Y'; fYbn_cbhfc`Yb`]b`6UmYfb.`6i bXYg]bbYba]b]ghYf
8cVf]bXh'gYhnh'K U\`j YfgdfYWXYb`i a`i bX`j YfghÄf_h
A U» bU\`a Yb`[Y[Yb`]ffY[i`ÄfY`A][fUh]cb"



9gW`_Ua ž8Yi hgW`UbX`!`8]Y`8]g_i gg]cb`i a`X]Y`ghf]_hYb
; fYbn_cbhfc`Yb`žX]Y`j cb`6i bXYg]bbYba]b]ghYf`5`YI UbXYf
8cVf]bXh`Y]b[YZ\`fh`k i fXYbž`V`Y]Vh]b`8Yi hgW`UbX`Y]b`\Y]» Yg
H\Ya U`"5a`-`"A U] &\$&) `ghY`hY`g]W`6UmYfbg`bYba]b]ghYf
æUW]a`<Yffa Ubb`f7GI Ł`_Uf`\]bhYf`8cVf]bXhg`A U» bU\`a Yb`i bX
k]Yg`Ui ZX]Y`B`chk YbX][`_Y]h`\]bžX]Y`; fYbnYb`k]f_gUa`ni
cbhfc`]YfYb`" 8]Y`Dc`]h]`XYg`Y]bZUWYb`8i fWk]b_Ybg`]gh
j`cfVY] žVYhcbhY`<Yffa Ubbž]b`Y]bYa`_`UfYb`<]bk Y]g`Ui ZX]Y
<YfUi gZcfXYfi b[YbžX]Y`X]Y`]ffY[i`ÄfY`A][fUh]cb`Ub`X]Y
XYi hgWYb`5i » Yb[fYbnYb`a]h'g]W`Vf]b[h`8]YgY`GW`f]hY`gY]Yb
Ui » YfXYa`b`chk YbX][`ž`i a`8cVf]bXhg`K U\`j YfgdfYWXYb`ni f
6Y_Äa dZ] b[]ffY[i`ÄfYf`A][fUh]cb`i a`ni gYhnYbž`k Ug`Ui W`X]Y
l bhYfghØhni b[]j cb`A]b]ghYfdÄg]XYbh`i bX`7GI`!7\YZA Uf_i g

GÖXYf'YfZÄ\fh"

5b[Yg]W\hg'XYf'k]YXYf\c`hYb`_f]h]gW\Yb`Gh]a a Yb`ni f
K]f_gUa _Y]h'XYf'9I !5i »Yb[fYbnYbž`]bgVYgcbXYfY`Ui Z'XYf`ghUf_
ZfYe i Ybh]YfhYb`6U`Ubfc i hYž`\Uh'X]Y`VUmYf]gW\Y` ; fYbndc`]nY]`]\fY
?cbhfc`Yb`Ub`a Y\fyfYb` ; fYbnYb`]bhYbg]j]Yfh"8Yf`VUmYf]gW\Y
FYggcfhW\YZ`_0bX][hY`Ubž`XUgg`gY]h`C`_hcVYf`&\$&'`X]Y
6i bXYgdc`]nY]`Ub`Z0bZ; fYbn0VYf[Äb[Yb`Xi fW`X]Y` ; fYbndc`]nY]
i bhYfgh0nh'k]fX"8]YgY`?cbhfc`Yb`k i fXYb`bi b`Ui Z'g]YVYb
k Y]hYfY` ; fYbn0VYf[Äb[Y`Ui g[Yk Y]hYhž`XUfi bhYf`9gW`_Ua ž
@]bXUi !N]Y[Y`\Ui gž`C VYfUi XcfZi bX`6i f[\Ui gYb"8]Yg`U`Yg
[YgW\]Y\h]b`Y]bYf`NY]hž`b`XYf`j]Y`Y`A]h[`]YXghUUhYbž`k]Y`#U`]Ybž
g]W\`k Y][Yfbž`VYfY]hg`fY[]ghf]YfhY`5gm`VYk YfVYf`ni f0W`ni bY\`a Yb"

6UmYf]gW\Y` ; fYbndc`]nY]`i bX`bUh]cbU`Y G]W\Yf\Y]hgghfUhY []Yb

8]Y`VUmYf]gW\Y` ; fYbndc`]nY]`Z0\fh`bi b`Y][YbghÄbX][`?cbhfc`Yb
Ub`XYb` ; fYbnYb`ni `2 ghYffY]W\`i bX`HgW\YW\]Yb`Xi fW`ž`k Ybb`X]Y
6i bXYgdc`]nY]`X]Yg`UbZcfXYfh`cXYf`ni gh]a a h"8]YgY`A U»bU\`a Yb
g]bX`j YfUb`_Yfh]b`Y]bYf`J Yfk U`hi b[gUVgdfUW\Y`nk]gW\Yb`XYa
6i bXYg]bbYba]b]ghYf]i a`i bX`XYf`6UmYf]gW\Yb`GhUUhgYf[]Yfi b["
8]Y`j c f0VYf[Y\YbXYb` ; fYbn`cbhfc`Yb`Ub`U`Yb`XYi hgW\Yb
@UbX[fYbnYb`k i fXYb`V]g`a]bXYghYbg`ni a`%) "GYdhYa VYf`&\$&(
Ub[YcfXbYhž`k Ug`U`g`FYU`_h]cb`Ui Z'X]Y`]ffY[i`ÄfY`9]bYf]gY`X]Ybh"

6i bXYgdc`]nY]`i bX`VUmYf]gW\Y` ; fYbndc`]nY]`gYhnYb`]bhYbg]j Y
GW\Y]YfZU\`bXi b[Yb`V]g`ni `` \$`?]`ca YhYf`h]YZ`]bg`@UbX`Y]bž`i a`X]Y
G]W\Yf\Y]h`ni `[Yk Ä`f`Y]ghYb`i bX`i a`VY]`]`Y[U`Yb`9]bYf]gYb`gcZcfh
ni`\UbXY`b"6Y]gc`W\Yb`JcfZÄ`Yb`k YfXYb`X]Y`VYhfcZYbYb
DYfgcbYb`]b`XYf`FY[Y`Ub`X]Y`6i bXYgdc`]nY]`0VYf[YVYb"

9]bgW\Ähni b[Yb`Ui g`XYf`9I

8]Y`A U»bU\`a Yb`8Yi hgW\`UbXg`ni f` ; fYbn`cbhfc`Y`gh]Y»Yb`b]W\h
bi f`Ui Z`bUh]cbU`Yž`gcbXYfb`Ui W\`]bhYfbUh]cbU`Y`FYU`_h]cbYb`"BUW
5b[UVYb`XYf`HU[YggW\Ui`k i fXY`X]Y`9I !?ca a]gg]cb`0VYf`X]Y

XYi hgWYb ?cbhfc`Yb`]bZcfa]Yfh`GdfYWX Yf]b`5b]hU`<]ddYf
 VYgh`h][hYž`XUgg`A]h[`]YXghUUhYb` ; fYbn_cbhfc`Yb`UbgYhnYb
 _ÖbbYbž`k Ybb`g]Y`a]h`Y]bYf`Yfbgh`UZhYb`6YXfc`i b[`ZØf`X]Y
 ÖZZYbh`]WXY`CfXbi b[`cXYf`X]Y`]bbYfY`G]WXYf`Y]h`_cbZfcbh]Yfh`g]bX"
 8]Yg`k]fZh`YXcW`6YXYb`_Yb`ØVYf`XYb`ZFY]Yb`DYfgcbYb!`i bX
 K UfYbj`Yf`_Y`f`]a` `GWYb[Yb`fUi`a` `Ui`Z`]bgVYgcbXYfY`gY]h`Y]b][Y
 9!`!Dc`]h`_Yfž`k]Y`X]Y`b]YXYf`ÅbX]gWY`9!`!5V[YcfXbYhY`F`Uei`Y`
 ; UfW`U`<Yfa]XU!J Ub`XYf`K`U`Yž`k UfbYbž`XUgg`gc`WXY`?cbhfc`Yb`
 XYf`K]fhgW`UZh`i bX`XYb` ; fYbn[Ya`Y]bXYb`gW`UXYb`_ÖbbhYb"

² ghYffY]W`g`=bYba]b]ghYf` ; Yf`UfX`?UfbYf`a` UW`hY`XYi`h]W`ž`XUgg
 gY]b`@UbX`_Y]bY`DYfgcbYb`ni`fØW`_b]a`a`hž`X]Y`]b`8Yi`hgW`_UbX
 UV[Yk`]YgYb`k`cfXYb`g]bXž`k`Å`fYbX`XYf`dc`b]gWY`DfYa`]Yf`8cbU`X
 Hi`g`_XUg`J`cf[Y`Yb`8Yi`hgW`_UbX`g`U`g`]bU`_nYdhUVY`_f]h]g]YfhY`i`bX
 VYZØfW`hYhYž`XUgg`XUXi`fW`_XUg`GWYb[Yb!5V`_ca`a`Yb`dfU`_h]gW
 Ui`»Yf`?fUZh[YgYhnh`k]fX`"9g`[]Vh`X]Y`Gcf[Yž`XUgg`UbXYfY`@ÅbXYf
 XYa`_XYi`hgWYb`6Y]gd]Y`Zc`[Yb`_ÖbbhYbž`k`Ug`ni`_Y]bYa
 8ca`]bcYZY`_h]bbYf`U`V`XYf`9!`_ZØ`fYb`_ÖbbhY"

8]Y`Ub`U`hYbXYb`8YVUhYb`j`YfXYi`h]WYb`X]Y`<YfUi`gZcfXYfi`b[Ybž
 XYbYb`g]W`X]Y`9!`_VY]`XYf`F`YZcfa`_XYg`5gm`fYW`hg
 [Y[YbØVYfg]Y`h`"8]Y`[Yd`UbhY`9i`fcXUW8`UhYbVUb`_ni`f`9fZUggi`b[
 j`cb`:`]b[YfUVXfØW`_Yb`j`cb`5gm`UbhfU[ghY`Yfb`Z`b`_h]cb]Yfh`V]g`Yf
 bi`fi`bj`c`gh`ÅbX][`i`bX`gd]Y[Y`h`X]Y`?ca`d`YI`]h`h`XYf`G]hi`Uh]cb
 k]XYf`"&\$&&k`UfYb`j`cb`&%+"`++(`9fghUbhfU[ghY`Yfb`]b
 8Yi`hgW`_UbX`XfY]`J]YfhY`bcW`]b`_Y]bYa`_UbXYfYb`9!`!@UbX
 fY[]ghf]Yfhž`k`Ug`X]Y`Bchk`YbX][`_Y]h`YZZY`_h]j`Yf` ; fYbn_cbhfc`Yb`i`bX
 F`YZcfa`Yb`i`bhYfghfY]W`h"

8YhU]`g	
J`c`f`ZU``	A][fUh]cb
C`f`h	9gW`_Ua`ž`8Yi`hgW`_UbX
E`i`Y``Yb	<ul style="list-style-type: none"> • k k k "dbd"XY • k k k "hU[YggW`Ui`"XY

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