

6cdZ]b[Yb`ZY]Yfh') \$\$`>U\ fY
6Ui YfbUi ZghUbX. : fY]\Y]h'cXYf
I bhYfXfØW_i b[3

6cdZ]b[Yb`ZY]Yfh') \$\$`>U\ fY`6Ui YfbUi ZghUbX'a]h'J cfhfÀ[Yb
i bX'9j Ybhg'UV'A U]'&\$&) "'9fZU\ fYb'G]Y'a Y\ f'ØVYf
; YgW\jW\hY'i bX'A YbgW\YbfYW\hY"



6cdZ]b[Ybž'8Yi hgW\`UbX`!`⊕`6cdZ]b[Yb`k]fX`Ub`Àgg`]W\`XYg
) \$\$!`À\ f][Yb`ž`V]`Ài a g`XYg`6Ui YfbUi ZghUbXg`j cb`%) &) `Y]bY
J YfUbghU`hi b[gfY]\Y`]bg`@YVYb`[Yfi ZYb``8]Y`YfghYb`5_h]j]h`hYb
VY[]bbYb`]a `A U]'&\$&) `i bX`k YfXYb`V]g`Bcj Ya VYf`XYg`[`Y]W\Yb
>U\ fYg`UbXUi Yfb``8]Yg`VYf]W\hYh'X]Y`**GW k ÀV]gW\ Y`Dcgh**``a
: fØ\`U\ f`%) &) `ZUbXYb`UbXYgk Y]hY`5i Zgh`AbXY`]b`GØXXYi hgW\`UbX
ghUhhž`U`g`X]Y`GdUbbi b[Yb`nk]gW\Yb`XYf``ÀbX`]W\Yb`6Yj Ø`_Yfi b[
i bX`XYb`C Vf][_Y]hYb`]\fYb`<Ø\Ydi b`_h`YffY]W\hYb``8]Y`6Ui Yfb
`]hYb`i bhYf`Y]bYf`XfØW`YbXYb`5V[UVYb`Ughi bX`k i W\gYb`X]Y
I bni Zf]YXYb\Y]h'ØVYf`]\fY`Y]b[YgW\ f`Àb`_hYb`F YW\hY`i bX`X]Y
k]`_Øf`]W\Y`<YffgW\ UZh`XYf`; fi bX\YffYb"

8]Y`@Y\fyb`XYf`FYZcfa`Uh]cbž`]bgVYgcbXYfY`X]Y`GWf]ZhYb`j`cb
A`Ufh]b`@`h\Yfž`gd]Y`hYb`Y]bY`GW`ØggY`fc`Y`b`XYf`A`cV`]g]Yfi`b[
XYf`6Ui`Yfb`"G]Y`ZcfXYfhYb`A`hVYgh]a`a`i`b[`i`bX`X]YgYb`_c`Y`_hj`Yb
K`]XYfghUbX`j`Yf`ÖfdYfhYb`X]Y`6Ui`Yfb`U`i`Zybž`XUfi`bhYf`XYf
=dZ]gWY`<`Ui`Zybž`XYf`Ui`g`XYf`FY[`]cb`6cdZ]b[`Yb`ghUa`a`Yb`gc`hY`"
8]YgY`5i`Zgh`AbXY`k`i`fXYb`gW`Y`Y`»`W`V`i`h][`b]YXYf[`YgW`U[`Ybž
k`Ug`ni`nY`b`hUi`gYbXYb`j`cb`HcXYgcdZYfb`ZØ`fhY`"

J`YfUbghU`hi`b[`Yb`]b`6cdZ]b[`Yb`

8]Y`J`YfUbghU`hi`b[`gfY]\Y`]b`6cdZ]b[`Yb`i`a`ZUggh`J`cfhf`Ä[`Y`i`bX
9i`_i`fg]cbYbž`X]Y`g]W`a`]hj`YfgW`]YXYbYb`5gdY`_hYb`XYg
6Ui`Yfb`_f]Y[`g`VYgW`ÄZh][`Yb`"8Yf`YfghY`J`cfhfU[`]Z]bXYh`Ua`i`&`"A`U]
&\$&)`ghUhi`i`bX`k`]fX`j`cb`8f`"æ\UbbYg`A`ccgX]Y`Y!<`]hn`Yf
[`Y\U`hYb`"K`Y]hYfY`J`YfUbghU`hi`b[`Yb`g]bX`i`bhYf`UbXYfYa`i`Y]bY`6i`g!
9i`_i`fg]cb`ni`f`@UbXYgUi`gghY`i`b[`]b`6UX`GW`i`ggYb]f]YX`Ua`i`%-`"
ž`X]Y`Y]bY`HY]`bU`a`Y[`YVØ`f`j`cb`(`\$`V]g`*\$`\$`9i`fc`YfZcfXYfh`"
8]YgYf`5i`gZi[`]VY\UbXY`h`XUg`H`Y`a`U`I`I`::`FI`F`"i`I`hcd]Y`i`bX
K`]XYfghUbX`i]a`6Ui`Yfb`_f]Y[`]%)`&(`#&)`"

9VYbZU`g[`]Yd`Ubh]gh`Y]bY`i`Yghj`YfUbghU`hi`b[`]a`i`GhUXh[`]UfhYb
6cdZ]b[`Yb`Ua`i`&`"ž`k`c`8f`"A`UfWc`J`YfcbYg]`gdYfW`Yb`k`]fX`i`bX
X]Y`J`YfUbghU`hi`b[`]j`cb`Y]bYf`A`i`g]_`fi`ddY`i`a`fU`a`h`k`]fX`"5i`W
J`cfhf`Ä[`]Y`ØVYf`XYb`6Ui`Yfb`_f]Y[`]a`i`F]Yg`i`bX`ØVYf`XYb`=dZ]gW`Yb
<`Ui`Zyb`ghY`Yb`Ui`Z`XYa`i`Dfc[`]fUa`a`"5`Y`J`YfUbghU`hi`b[`]b`g]bX
_cg]hYbZfY]i`bX`c`ZYb`ZØ`f`X]Y`VfY]hY`²`ZYb`h]W`_Y]h`"

9f]bbYfi`b[`Yb`Ub`XUg`9fVY`XYg`6Ui`Yfb`_f]Y[`g`

5VYf`b]W`h`bi`f`j]b`6cdZ]b[`]Yb`k`]fX`XYa`i`6Ui`Yfb`Ui`ZghUbX`[`]YXUW`h`"
=b`A`Ya`a`]b[`]Yb`k`]fX`a`]h`XYf`9fØZ]bi`b[`]XYf`5i`gghY`i`b[`]Dfc`Y`_h
:`fY]\Y]h`i`A`Ya`a`]b[`]Yb`%)`&)`i`bhYf`6YhY]`][`i`b[`]j`cb
A`]b]ghYfd`f`Äg]XYbh`A`Uf`_i`g`GØXYf`i`bX`6i`bXYgd`f`Äg]XYbh`i`fUb`_!
K`U`hYf`GhY]ba`Y]Yf`Ub`X]Y`9fY][`b]ggY`j`cb`%)`&)`Yf]bbYfh`"8]YgY
5i`gghY`i`b[`]ž`X]Y`V]g`ni`a`i`%-`"C`_hcVYf`ni`gY`Yb`gY]b`k`]fX`ž
h`Y`a`U]g]Yfh`X]Y`8Y`a`c`_fU]YXYVUhhY`XYf`XUa`U`][`Yb`NY]hž`U`g`g]W
6Ui`Yfb`]b`XYf`?`fUa`Yfni`b`Zhghi`VY`j`YfgUa`a`Y`hYbž`i`a`X]Y`Nk`ÖZ
5fh]_Y`i`ni`j`YfZUggYb`"8]YgY`ZcfXYfhYb`XUg`9bXY`XYf`"

I bhYfXfØW_i b['i bX`VYf]YZYb`g]W`Ui ZX]Y`6]VY`ž[Y`hYb`ni XYa`U`g
Y]bY`XYf`ZfØ\YghYb` : cfXYfi b[Yb`bUW` : fY]\Y]hgfYW`hYb`]b`9i fcdU"

8]Y`5i gghY``i b[`]b`A Ya a]b[Yb`k`]fX`Xi fW`X]j YfgY
J YfUbgH`hi b[Yb`k`]Y`J cfhfÅ[Yž?cbnYfhY`i bX
H\YUhYfUi ZØ\fi b[Yb`Yf[`Àbnh`8Yf`5VgW`i gg`XYf` : Ygh]W`_Y]hYb
]gh`ZØf`XYb` " `C`_hcVYf`&\$&) `[Yd`Ubhž`Ub`XYa`XYf`A Ya a]b[Yf
: fY]\Y]hgdY]g]b`<Ø\Y`j cb`&) "\$\$\$`9i fc`j Yf`]Y\Yb`k`]fX"

8Yf`\]ghcf]gW`Y`?cbhYi h`XYg`6Ui Yfb`_f]Y[g`nY][hž`XUgg`X]Y
gcn]U`Yb`i b[`Y]W`\Y]hYb`i bX`X]Y`f][]Yb`6YX]b[i b[Ybž`i bhYf
XYbYb`X]Y`6Ui Yfb`YVhYbž`ZØf`X]Y`5i Zgh`AbXY`j YfUbhk`cfh]W`
k UfYb`"J]Y`Y`6Ui Yfb`YVhYb`]b`@]VY][YbgW`UZhž`k UfYb
[Ynk`i b[Ybž`Y]bYb` ; fc»hY`] \fYf`9fbhY`UVni [YVYb`i bX`\UhYb
_Ui a`Y][YbY`FYW`hY`"8]Y`j cb`] \bYb`[YZcfXYfhYb`5fh]_Y`k`i fXYb
j cb`XYb`<YffYb`YXcW`cZh`a`]h`i bj Yfgh`AbXb]g`i bX`≠cb]Y
UV[Y`Y`b`h`"

8]Yg`j YfXYi h]W`hž`XUgg`XYf`6Ui Yfb`_f]Y[`b]W`h`bi f`Y]b`5i ZghU`b`X
[Y[Yb`X]Y`C`Vf][_Y]h`k`Ufž`gcbXYfb`Ui W`Y]bYb`h]YZj Yfk`i fnY`hYb
?Ua`dZi a`A YbgW`Yb`fYW`hY`i bX`gcn]U`Y` ; YfYW`h][_Y]h`XUfghY`h`"

: Øf`k`Y]hYfY`≠Zcfa`Uh]cbYb`ni`XYb`J YfUbgH`hi b[Yb`i bX`XYa
XYhU]`Y]YfhYb`Dfc[fUa`a`_ØbbYb`≠hYfYgg]YfhY`X]Y`K`YVg]hY`XYf
GhUXh`6cdZ]b[Yb`VYgi`W`Yb`"

8YhU]`g	
J`c`f`ZU``	Gcbgh][`Yg
C`f`h`	6cdZ]b[`Ybž`8Yi`hgW`UbX
E`i`Y``Yb`	<ul style="list-style-type: none">• k k k "gW`k`UYV]gW`Y`!d`c`gh`XY• k k k "gi`YXXYi`hgW`Y`"XY• k k k "d`UbYh!k`]ggYb`"XY

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