

5`Ufa ghi ZY. `6fUbXYbVi f[` _Äa dZh[Y[Yb X]Y `K U`XVfUbX[YZU\ f°

5a `DZ]b[ghk cWXYbYbXY`&\$&) `g]bX`]b`6fUbXYbVi f[`_Ø\`Yg K YhhYf`i bX`FY[Yb`ni `Yfk UfhYb`"8]Y`K U`XVfUbX[YZU\ f`V`Y]Vh \cWž]bgVYgcbXYfY`]b`XYb`FY[]cbYb`l W_Yfa Uf`_i bX`HY`hck ! : `Äa]b["9l dYfhYb`k UfbYb`j cf`ghY][YbXYb`F]g]_Yb`i bX VYhcbYb`X]Y`6YXYi hi b[`j cb`GWi`i`b[Yb`]a`i`a [Ub[`a]h Yl hfYa Yb`K YhhYfVYX]b[i b[Yb`"



6fUbXYbVi f[ž`8Yi hgW`UbX`!`5_hi Y``]gh`X]Y`K U`XVfUbX[YZU\ f]b`6fUbXYbVi f[`nk]gWXYb`Ghi ZYb`%i bX`&`Ui ZY]bYf`ZØbZghi Z[Yb G_U`U`Ub[Yg]YXY`h`@Ui h`HU[Yggd]Y[Y`]gh`XUg`F]g]_c`ZØf K U`XVfÄbXY`]b`XYf`FY[]cb`i bhYfgW]YX`]W`Ui g[YdfÄ[h`K Ä\fybX DchgXUa`!A]hhY`a Uf`_i bX`X]Y`Df][b]hn`Y]b[`Yf]b[YfYg`F]g]_c`fGhi ZY %&`Ui Zk Y]gYbž`]gh`X]Y`G]hi Uh]cb`]b`XYf`l W_Yfa Uf`ž`HY`hck !: `Äa]b[ž GdfYY!BY]»Y`i bX`7chhVi g`fGhi ZY`&`VYgcf[b]gYffY[YbXYf`"8]Y K]hhYfi b[gVYX]b[i b[Yb`g]bX`]b`XYb`Y`hmhYb`HU[Yb`_Ø\`Yf Ui g[YZU`Ybžk Ug`dcb]hj Y`5i gk]f`_i b[Yb`Ui ZX]Y`U_hi Y``Y` ; YZU\ f \UVYb`_ÖbbhY`"

8YbbcW\`UhXUg'5[fUf!`i bX` : c fgha]b]ghYf]i a `j cf`Y]bYa `5bgh]Y[
XYf`K U`XVfUbX[YZU\`f`[Yk Ufbh"6fUbXYbVi f[` \Uh`Ui Z[fi bX`gY]bYf
?]YZYfbk `X`Yfz`XYf`Y]W`hYb`GUbXV`OXYb`i bX`XYg`[Yf]b[Yb
B]YXYfgW`U[g`h`Y` \`][\Ygh`f]g_`cZ`ZcfYgh`Z]fYg`]b` ; Yfa Ubm"6YfY]hg
V]g`9bXY`A U]`&\$`&` `k i fXYb`%&`) `K U`XVfAbXY`]b`XYf`F`Y[]cb
fY[]ghf]Yfhz`k Ug`X]Y`8f]b[`]W`_Y]h]j cb`A U» bU\`a Yb`ni f`DfAj Ybh]cb
i bhYfghfY]W`h"

K U`XVfUbX_]`ca YhYf`i bX
< YfUi gZcfXYfi b[Yb

8]Y`K U`XVfUbX[YZU\`f`]b`6fUbXYbVi f[`]gh`gc`U_`i hz`XUgg`k]Y`X]Y`
N8: \`Yi hY`VYf]W`hYh`z`X]Y` : fU[Y`b]W`h`a Y\`f`Ui hYh` cV`Y]b` : Yi Yf
Ui gVf]W`h`z`gcbXYfb` `k Ubb ` " `a ` \U\`f`&\$`&` `VfUbbhYb`VYfY]hg`fi bX
++`\$`<Y`_hUf`K U`X`z`i bX`Ui W` `&\$`&(` `k Uf`a]h`Yhk U`&&\$`<Y`_hUf
VYhfcZYb"8]YgY`U`Ufa]YfYbXYb`NU\`Yb`a UW`Yb`XYi h]W`z`XUgg
6fUbXYbVi f[`U`g` ?`Y]b`?U`]Zcfb]Yb`VYnY]W`bYh`k]fX`z`XU`Yg`Y]bY
\`c\`Y`K U`XVfUbXfUH`Y`Ui Zk`Y]gh"

9]b`[YbYfY`Yg`DfcV`Ya `]b`X]YgYf`F`Y[]cb`g]bX`X]Y`Y`Y]W`h
VfYbbVUfYb`?]YZYfbk `X`Yfz`X]Y`Xi fW`]\`fY`hfcW`YbYb`i bX
gUbX][Yb`6`OXYb`VY[Øbgh][h`k YfXYb" <]bni ` _ca` a`h`Y]bY`\`c\`Y
A`i`b]h]cbgVY`Ughi b[z`X]Y`X]Y`G]hi Uh]cb`ZØf`X]Y` : Yi Yfk Y\`f`Yi hY`i`bX
9]bgUhn_f`Äzh`ni gÄhn`]W` [YZ`Ä\`f`]W` `a UW`h"J`cf`U`Y`a `]a
Ni gUa`a`Yb\`Ub[`a]h`i`bj`cf\`YfgY\`VUfYb`K U`XVfAbXYb`g]bX`X]YgY
: U`hc`fYb`VYgc`f[b]gYffY[YbX"

8]Y`@UbXYgfY[]Yfi b[` \Uh`U`g`5bhk`cfh`Ui Z`X]Y`Yf\`O\`hY` ; YZ`Ä\`fXi b[
XUg`YfghY`K U`XVfUbX_`ca`dYhYbnnYbhfi`a`]b`8Yi hgW`U`bX
[Y[fØbXYh"XYggYb`N]Y`Yg`]ghz`]bbc]Uh]j`Y`?`cbnYdhY`ni`f
JY[YhUh]cbgVfUbXVY_`Äa`dZ`b[`ni`Ybhk`]W`_Y`b" : Yi Yfk Y\`f`Yi hY
k YfXYb`fY[Y`a`Ä»][[YgW`i`h`i`bX`hfU]b]YfYb`z`i`a`VYgha`Ø[`]W`_Ui`Z
X]Y`<YfUi`gZcfXYfi`b[Yb`]a`6fUbXZU`j`cfVYfY]hYh`ni`gY]b"9]b
k]W`h][Yf`5gdY`_h`X]YgYf`GW`i`i`b[Yb`]gh`XUg`J`Yfgh`AbXb]g]j`cb
JY[YhUh]cb`i`bX`K`YhYfVYX]b[i`b[Yb`z`i`a`YZZY`_hj`Y`hU`_h]gW`Y
9bhgW`Y]Xi`b[Yb`hfYZZYb`ni`_`ØbbYb"5i`W`X]Y`9]bVYn]Y\`i`b[
]bhYfbUh]cbU`Yf`?`ccdYfUh]cbYb`gd]Y`h`Y]bY`F`c`Y`z`i`a`j`cb`XYb
9fZU\`fi`b[Yb`UbXYfYf`F`Y[]cbYb`ni`YfbYb"

8 Yf`9]bZi gg`XYg`?`]a Uk UbXY`g

8 Ug`H\Ya U`K U`XVfÅbXY`]b`8Yi hgW\`UbX`]gh`b]W\h`bYi ž`YXcW\`Uh
 XYf`ZcfhgW\fy]hYbXY`?`]a Uk UbXY`X]Y`G]hi Uh]cb`j YfgW\ÅfZh`@Ui h
 XYa`**I a k Y`hVi bXYgUa h**k UfYb`nk]gW\Yb`%-`-%i bX`&\$%+
 VYfY]hg`VYXYi hYbXY`F`ØW_[`Åb[`Y`VY]`XYf`:`ÅW\Y`j`cb`K U`XVfÅbXYb
]b`8Yi hgW\`UbX`ni`j`YfnY]W\`bYb`"8Yb`bcW\`V`]YVYb`X]Y
 k]hhYfi b[`gVYX]b[`hYb`K U`XVfUbX[`YZÅ`fXi b[`Yb[`Y]W\`cXYf
 gh]Y[`Yb`]b`VYgh]a`a`hYb`:`YV]YhYbž`]bgVYgcbXYfY`Xi`fW\`Yi`hfYa`Y
 HfcW_Yb\Y]hi`bX`<]hYž`X]Y`&\$%,`i`bX`&\$%-`ni`Y]bYa`5bgh]Y[`XYf
 K U`XVfÅbXY`]b`6fUbXYbVi`f[`ZØ`fhYb`"

8]Y`:`Yi`Yf[`YZÅ`fXi`b[`\`Åb[`h`a`U»[`YV`]W\`j`cb`XYf`K`]hhYfi`b[`ž`XYa
 hfcW_YbYb`A`UhYf]U`]b`XYb`K`Å`XYfb`i`bX`XYf`9ZZ]n]Ybn]j`cb
 :`Yi`Yfk`Y\`fa`U»`bU\`a`Yb`UV`"X`XYf[`Y`YVhY`HU[`]b`XYf
 VfUbX[`YZÅ`fXYhYb`FY[`]cb`Yf\`Ø`h`XUg`F`]g]_c`Yf\`YV`]W\`"
 5b[`Yg]W\`hg`X]YgYf`<`YfUi`gZcfXYfi`b[`Yb`ZcfXYfb`9I`dYfhYb`Y]bY
 _cbh]bi`]Yf`]W\`Y`J`YfVYggYfi`b[`XYf`GmghYa`Y`i`bX`XYf`5i`gV`]Xi`b[
 XYf`9]bgUhm_`ÅZhY`gck`]Y[`Yn]Y`hY`?`Ua`dZa`]hhY`fÅi`a`i`b[`Yb`ž`i`a`]a
 9fbghZU`g`W\`bY`Y`@Øgi`b[`Yb`V]YhYb`ni`_`ØbbYb`"

=a`?`cbhYi`h`X]YgYf`DfcV`Ya`Uh]_`ghY`h`Y]b`Dfc`Y`_h]b`BYi`nY`Yž`XUg
 XUfUi`Z`UVn]Y`hž`X]Y`K`Å`XYf`ZØf`X]Y`Ni`_i`bZi`ni`fØghYb`i`bX`k`Y]hYfYb
 K U`XVfÅbXYb`j`cfni`VYi`[`Yb`"8Yf`5i`gV`]W\`Ui`Z`XYb`Gca`a`Yf`&\$&)
]gh`b]W\`hi`bVYgW\`k`Yfhž`XU`X]Y`HfcW_Yb\Y]h`VYfY]hg`Y`hnh`VYgcf[`h
 VYcVUW\`hY`h`k`]fX`i`bX`_`Y]bYfY`6fÅbXY`Ui`Z[`YhfYhYb`g]bX`"8]Y
 G]hi`Uh]cb`V`Y]Vh`Ub[`Ygd`Ubbhž`i`bX`X]Y`J`YfUb`hk`cfh]W\`Yb`a`ØggYb
 gW\`bY`"\`UbXY`bž`i`a`[`fØ»`YfY`?`UhUghfc`d\`Yb`ni`j`Yf\`]bXYfb`"

8YhU]`g	
J`c`f`ZU`^`	K`U`XVfUbX
I`f`g`UW\`Y	K`]hhYfi`b[`ž`ZU`f`Ågg][`Yg`<`UbXY`bž` 6fUbXgh]Zhi`b[
C`f`h`	6fUbXYbVi`f[`ž`8Yi`hgW\`UbX
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k k k "hU[`Yggd]Y[`Y`"XY • k k k "nXZ\`Yi`hY"XY • k k k "i`a`k`Y`hVi`bXYgUa`h"XY

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