

6UmYfb`i bX`6UXYb!K ØfhYa VYf[`ZcfXYfb a Y`f` ; Y`X`ZØf`X]Y`F Ui a ZU`fh°

6UmYfb`i bX`UbXYfY`6i bXYg`ÀbXYf`ZcfXYfb`Ø`YfY
≠j Ygh]h]cbYb`]b`X]Y`9G5`i bX`XYi hgWY`F Ui a ZU`fhž`i a
K YhhVYk YfvGZÀ`][`_Y]h`ni`g]WYfb"



8Ufa ghUXhž`8Yi hgW`UbX`!`5a`) " ' † b] ' & \$ &) `ZcfXYfb`6UmYfbž
6UXYb!K ØfhYa VYf[`i bX`6fYa Yb`Y]bY`9f\Ø\i b[`XYf`XYi hgWYb
≠j Ygh]h]cbYb`]b`X]Y`9i fcdÀ]gWY`K Y`hfUi a cf[Ub]gUh]cb`f9G5Ł
i bX`X]Y`bUh]cbU`Y`F Ui a ZU`fh" ≠`XYb`YhhYb`X`fYb`k i fXY`X]Y
<Ø`Y`XYf`6i X[Yhg`]a`6i bXYg`Ui g`U`h`ZØf`F Ui a ZU`fhdfc`Y`_hY`U`g
i bni`fY]WYbX`k U`f[Ybca`a`Yb`"8]Y`À`f`]WY` , VYfk`Y]gi`b[`XYg
6i bXYg`Ub`X]Y`9G5`VYhfi` [`]b`XYf`J`Yf[Ub[Yb`Y]h`Yhk`U`-`\$\$
A`]]`cbYb`9i`fc`"Ni`XYa`Yf`Y`h`X]Y`bUh]cbU`Y`F Ui a ZU`fh`À`f`]WY
Y]b`ni`g`À`h`]WYg`8f]hY`X]YgYg`6YhfU[`g"

?f]h`_Yf`g]bX`g]WY`Y]b][`ž`XUgg`X]YgY`A`]hY`b]WY`h`Ui`gfY]WYbž`i`a
Y]bY`k`YhhVYk`YfvGZÀ`][`Y`XYi`hgWY`F Ui a ZU`fh`ni` [`Yk`À`f`Y]ghYb"
K`À`fYbX`XYf`F`chl;`fØb!`?`cU`h]cb`gh]Y[`XYf`6Y]hfU[`8Yi`hgW`UbXg

Ub`X]Y`9G5`Ui Z`ØVYf`Y]bY`A]`UfXY`9i fcž`k Ug`8Yi hgW`UbX`ni a
[fØ» hYb`6Y]hfU[gnU`Yf`i bhYf`XYb`9G5!@AbXYfb`a UW`hY`"8YbbcW`
VYghY`h`X]Y` ; YZU`f`Y]bYf`YfbYi hYb`GYb`_i b[`XYg`9gU!6Y]hfU[gž
k Ug`X]Y`6YXYb`_Yb`k Y]hYf`j Yfgh`f`_h"

8]Y`F`c`Y`XYf`9G5

8]Y`9i fcd`Ä]gW`Y`K`Y`hfUi a cf[Ub]gUh]cb`f`9G5`k`i`fXY`j`cf`) \$
»\fYb`[Y[fØbXYhž]b`Y]bYf`NY]hž`U`g`X]Y`I`G5`i`bX`X]Y`Gck`Y`hi`b]cb
X]Y`ZØ`fYbXYb`B`Uh]cbYb`]b`XYf`F`Ui`a`ZU`fh`k`UfYb`"N]Y`XYf
; fØbXi`b[`k`Uf`Ygž`Yi`fcd`Ä]gW`Y`?`f`Ä`Zh`ni`VØbXY`b`i`bX`9i`fcd`U
Y]bYb`D`Uhn`]a`5`ni`g]W`Yfb`"8]Y`A`]h[`]Y`XgghUUhYb`Y`[`Yb`X]Y
<c`Zbi`b[ž`Xi`fW`F`Ui`a`ZU`fh`k`]fhgW`UZh`]W`Y`a`di`g`Y`i`bX`Y]bYb
k`UW`gYbXYb`K`c`gh`UbX`ni`YfnYi`[`Yb`<`Yi`hY`U`h`X]Y`9G5`&`
A`]h[`]Y`XgghUUhYb`ž`XUfi`bhYf`8Yi`hgW`UbX`ž: fUb`_fY]W`i`bX`#U`Yb`"
?`Ub`UX`U`]gh`Xi`fW`Y]b`?`ccdYfUh]cbgØVYfY]b`_ca`a`Yb`VY`hY]`][`hž
k`Ä`fYbX`k`Y]hYfY`@AbXYf`k`]Y`6i`[`Uf]Yb`i`bX`?`fc`Uh]Yb
?`ccdYfUh]cbgUV`_ca`a`Yb`a`]h`XYf`9G5`UVYb`"

8Yf`<`Ui`dhg]hn`XYf`9G5`VY`Z]bXYh`g]W`]b`DUf]gž`k`cVY]`Yg`k`Y]hYfY
k`]W`h][`Y`NYb`hfYb`]b`8`Ufa`gh`UX`hž`?`Ø`b`i`bX`UbXYfYb`Gh`Ä`X`hYb`[`]V`h`
5`_hi`Y`VY`gW`Ä`Zh][`h`X]Y`C`f[`Ub]gUh]cb`Y`hk`U`&`(`+`A`]hUfVY]hYf`Ui`g
XYb`A`]h[`]Y`XgghUUhYb`"8`Ug`[`YgW`Ä`mhY`6i`X[`Yh`XYf`9G5`ZØf`&\$&)
VY`Äi`Zh`g]W`Ui`Z`+`ž*,`A`]`UfXYb`9i`fc`i`bX`k`]fX`Xi`fW`Y]b
DZ]W`hd`fc[`fUa`a`gck`]Y`cdh]cbU`Y`Dfc[`fUa`a`Yž`Ub`XYbYb`X]Y
A`]h[`]Y`XgghUUhYb`hY]`bY`a`Yb`_Ø`bYb`ž`Z]b`Ubn]Y`fh`"

<`YfUi`gZc`fXYfi`b[`Yb`i`bX`9fZc`[`Y`

8]Y`9G5`U`h]b`]`fYf` ; YgW`]W`hY`nU`fY]W`Y`9fZc`[`Y`Yfn]Y`hž
XUfi`bhYf`X]Y`9b`hk`]W`_i`b[`XYf`HfÄ[`YffU`_YhY`5f]UbYž`X]Y`ØVYf` , \$\$
GUhY`hYb`]bg`5`VY`ZØf`XYfh`U`h`Ni`XYa`VY`hfY]Vh`X]Y`9G5`XUg
7cdYfb]W`g!Dfc[`fUa`a`ž`XUg`8`UhYb`ni`?`]a`Už`I`a`k`Y`hi`bX
?`Uh`Ughfcd`Yb`ØVYfk`UW`hi`bX`XYf`²`ZZYb`h]W`_Y]h`_cg`hYb`cg`ni`f
J`YfZØ[`i`b[`ghY`h`A`]h`XYa`GhUfh`Y]bYg`bYi`Yb`GUhY`hYb`]a`5df`
&\$&)`ž`XYf`X]Y`6]ca`UggY`XYf`K`Ä`XYf`ØVYf`ZØb`Z`»\fY`j`Yfa`YggYb
gc`ž`k`]fX`X]Y`6YXYi`hi`b[`XYf`9G5`ZØf`b`UW`U`h][`Y`9b`hk`]W`_i`b[
XYi`h]W`"

5b[Yg]W\hg[Ycdc`h]gWYf`l a VfØWY`U`h`9G5!A]gg]cbgWYZ`F c`Z
 8Ybg]b[`Øfn`W`Y]bYb` FYU`hm7\YW_` [YZcfXYfhi bX`XUVY]`XY
 BchK YbX][_Y]h`VYhcbhž`X]Y`l bUV\Åb[][_Y]h`9i fcdUg`]a `K`Y`hfUi a
 ni `ghÅf`_Yb``8]Y`9G5`ghY`h]j cf`XYf`<YfUi gZcfXYfi b[ž
 VØfc`fUh]gWY`Ghfi _hi fYb`i bX`5Vgh]a a i b[gdfcnYggY`ni
 a Y]ghYfb``5ghfcbUi hiA Uhh`]Ug`A Ui fYf`a Yf`_hiUbž`XUgg`Y]b`:`i [
 ni a `A cbX`U`g`Gdfi b[VfYhh`ZØf`A Ufg!A]gg]cbYb`X]YbYb`_ØbbhY"

Ni bY`a YbX`fØW`_h`Ui W`X]Y`7mVYfg]WYf`Y]h`]b`XYb`:`c`_i`g`XYf
 9G5ž`XU`X]Y`C f[Ub]gUh]cb`&, `GUhY``]hYb`a]hY]bYa` `; YgUa hk Yfh
 j cb`ØVYf`%\$`A]``]UfXYb`9i fc`j Yfk U`hYh``9]b`bYi `YfØZbYhYg
 7mVYfg]WYf`Y]hgnYbhfi a `]b`8Ufa ghUXh`gc```Y`ZYbž`; YZU`fYb
 ZfØ`nY]h][`ni `Yf`_YbbYb``8Yf`XYfnY]h][Y`; YbYfU`X]fY`_hcf`8f``ægYZ
 5gW`VUW`Yf`UddY``]Yfh`ZØf`a Y`f`l bUV\Åb[][_Y]h`i bX`8mbUa]_`]a
 Yi fcdÅ]gWYb`K`Y`hfUi a ``8]Y`F c``Y`XYf`9G5`]b`XYb`_ca a YbXYb
) \$`_J`fYb`V`Y]Vh`YXcW`i b[Yk]ggž`k Å`fYbX`X]Y`Zf]YX`]WY
 Bi hni b[`XYg`K`Y`hfUi a g`k Y]hYf`]b`]a `J cfXYf[fi bX`ghY`Yb`gc``hY"

8]Y`8]g`_i`gg]cb`i a `X]Y`:`]bUbn]Yfi b[`i bX`X]Y`ghfUhY[]gWY
 5i gf]W`hi b[`XYf`9G5`]gh`]b`j c``Ya` `; Ub[Y`/Yg`V`Y]Vh`UVni k UfhYbž
 k]Y`X]Y`A]h[`]YXgghUUhYb`Ui Z`X]Y`<YfUi gZcfXYfi b[Yb`fYU[]YfYb
 k YfXYb"

: Øf`XYhU]``]YfhY``bZcfa Uh]cbYb`ni f`9G5`i bX`]`fYf`F c``Y`]b`XYf
 Yi fcdÅ]gWYb`FUi a ZU`fh`VYgi WYb`G]Y`gi YXXYi hgWY`XYž
 YgU"]bh`cXYf`nXZ\Yi hY`XY"

8YhU]`g	
C fh	8Ufa ghUXhž`8Yi hgW`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "gi YXXYi hgWY`XY • k k k "YgU"]bh • k k k "nXZ\Yi hY`XY

6Ygi WYb`G]Y`i bg`Ui Z.`b!U["bYh