

A Yfn`ÒZZbYh`GW`Yi gYb. 'I _fU]bY`Yf\`À`h HUi fi g!A UfgW`Z'i [_ÒfdYf°

6i bXYg_Ubn`Yf`A Yfn`\YVh`F Y]W`k Y]hYbVYgW`f`Àb_i b[Yb`ZØf
K UZZYb`YZYfi b[Yb`Ub`X]Y`I _fU]bY`Ui Z/8YVUhY`ØVYf
/ ei ch/HUi fi g/ ei ch!A UfgW`Zi [_ÒfdYf`YbhZUW`h"



6Yf`]bž`8Yi hgW`UbX`!`6i bXYg_Ubn`Yf` f]YXf]W`A Yfn`\Uh`Ua
GUa ghU[`X]Y`5i Z`YVi b[`XYf`F Y]W`k Y]hYbVYgW`f`Àb_i b[Yb`ZØf
K UZZYb`YZYfi b[Yb`Ub`X]Y`I _fU]bY`Xi fW`8Yi hgW`UbX`i bX`UbXYfY
k Ygh]W`Y`@`AbXYf`VY`_Ubbh`[Y[YVYb``8]Yg`[YgW`U`k`À`fYbX
gY]bYf`F YXY`VY]a` K 8F`9i fcdUZcfi a`&\$&) `Ui Z`XYf
8][]hU`_cbZYfYbn`fY.di V`]W`]b`6Yf`]b`A Yfn`VYhcbhY`X]Y
Ub`U`hYbXY`a`]]h`Àf]gW`Y`I bhYfghØhmi b[`ZØf`X]Y`I _fU]bY`i bX
Yf`_`ÀfhYž`XUgg`X]YgY`bi b`]b`XYf`@U[Y`gY]žg]W`Ui W`[Y[Yb
a`]]h`Àf]gW`Y`GhY`i b[Yb`]b`Fi gg`UbX`ni`j`YfhY]X][Yb``8Ua`]h`k`YfXY
XYf`?`cbZ]_`h`Ui Z`Y]bY`bYi Y`Ghi ZY`[Y`cVYbž`X]Y`Ui W`j`cb`Fi gg`UbX
_f]h]gW`VYhfUW`hYh`k`]fXž`XU`Yg`U`g`X]fY`_hY`?`f]Y[gVYhY]`][i b[
[Yk`YfhYh`k`YfXYb`_`ÒbbhY``?`fYa`gdFYW`Yf`8a`]hf`DYg`ck`Ài`»`YfhY
g]W`YbhgdFYW`YbX`i bX`k`UfbhY`j`cf`XYb`:`c`[Yb`X]YgYf

9bhgWXYXi b[žk Å\FYbX'5i » Yba]b]ghYf'æ\Ubb'K UXYd\i`X]Y
fi gg]gWXY'?'f]h]_ni fØW_k]Yg'i bX'X]Y'I bhYfghØhni b['XYf'I _fU]bY
VY_fÅZh][hYžk]Y **gUYW g]gWY"XY'VYf]W hYh"**

9]bY'XYf'nYbhfU'Yb': fU[Yb']b'XYf'dc`h]gWXYb'8]g_i gg]cb'V'Y]Vh'X]Y
@]YZYfi b['j cb'HUi fi g!A UfgWZi [_ØdYfb'Ub'X]Y'I _fU]bY''8]YgY
A UfgWZi [_ØdYf'g]bX'Yhk U'ZØbZ'A YhYf'Ub[žk]Y[Yb'ZUgh%'(\$\$
?)c[fUa a`i bX'j YfZØ[Yb'ØVYf'Y]bY'FY]Wk Y]hY'j cb'V]g'ni`) \$\$
?]ca YhYf''8Yf'HUi fi g_Ubb'Ui hcbca`j]b'H]YZZi ['Xi fW
[Y[bYf]gWYg; YV]Yh'cdYf]YfYb'i bX']gh'gWk Yf'j cb
: `i [UVk Y\FgmghYa Yb'ni 'YfZUggYb"GY]h'&\$) `k]fX'XUg'GmghYa
j cb'XYf'6i bXYgk Y\F[Ybi hmi bX'Yg]gh_ca dUh]VY`a]h'XYb
?Ua dZZi [nYi [Yb'HcfbUXc'i bX'9i fcZ[\hYf''8]Y'I _fU]bY'\Uh
VYfY]hg'i a`X]Y @]YZYfi b['X]YgYf'A UfgWZi [_ØdYf'[YVYhYbž'i a
]\fY'a]]hÅf]gWXYb': Å\][_Y]hYb'[Y[Yb'fi gg]gWXY'5b[f]ZZ'ni
j YfVYggYfb''9]b'; fi bX'ZØf'X]Y'nØ[Yf']WY'<U'hi b['j]b'8Yi hgW'UbX
g]bX'j cf'U`Ya`G]WYf\Y]hgVYXYb_Yb'\]bg]W'h]W'Y]bYf'a Ø[`]WYb
9g_U'Uh]cb'XYg?'cbZ]_hg'a]h'Fi gg`UbXžk]Y **hU[YggWUi "XY
a Y'XYh"**

Dc`h]gWXY'FYU_h]cbYb'i bX'8YVUhhYb

8]Y'8YVUhhY'ØVYf'X]Y @]YZYfi b['j cb'HUi fi g!A UfgWZi [_ØdYfb
k]fX']b'8Yi hgW'UbX'YfbYi h'YbhZUW'h"K Y]hYfY'Dc`h]_Yfž'XUfi bhYf
X]Y'; fØbYb'i bX'XYf': 8D!J YfhY]X][i b[gUi ggW'i ggj cfg]hnYbXY
A UfW g': UVYfž'i bhYfghØhYb'X]Y'gWbY`Y @]YZYfi b['X]YgYf
K UZZYbžk Å\FYbX'UbXYfYžk]Y'7GI !7\YZA Uf_i g'GØXYfž
ni fØW_\U'hYbX'V'Y]VYb'i bX'_Y]bY'8YhU]YbhgWXYXi b[Yb'hfYZZYb
a ØW hYb"A Yfnž'XYf'g]W'j]b'XYf'J Yf[Ub[Yb\Y]h'ZØf'X]Y @]YZYfi b[
Ui g[Ygd'fcWYb'\UhhYž'g]Y\h'X]Y'U_hi Y`Y'G]hi Uh]cb'bi b'U'g'Y]bYb
K YbXYdi b_h'ZØf'X]Y'a]]hÅf]gWXY'I bhYfghØhni b['XYf'I _fU]bY'Ub"
8]Y'; fØbYb'ZcfXYfb'X]Y'HUi fi g!@]YZYfi b[Yb'U_h]j žk Å\FYbX'GD8!
6i bXYghU[gUV[YcfXbYhYf'F U'Z'GhY[bYf'A Yfn'5i ggU[Yb'_f]h]g]Yfh
i bX'j YfghÅ_f'h'X]d`ca Uh]gWXY'6Ya Ø\i b[Yb'Uba U\bh''8]YgY
dc`h]gWXYb'GdUbbi b[Yb'g]bX'VYgcbXYfg'ja`?'cbhYI h'XYg'XYfnY]h
'Ui ZYbXYb'6i bXYghU[gk U\`_Ua dZg'ni 'VYcVUW hYbž'XYf'ni
k Yb][Yf?'cU`h]cbgX]gn]d`j]b'ZØ\fhžk]Y **hU[YggWUi "XY
ni gUa a YbZUggh"**

ða]hYb`X]YgYf`dc`h]gWXYb`5i gY]bUbXYfgYhni b[Yb`YfZU`fYb`X]Y
 i _fU]b]gWXYb`GhfY]h_fÀZhY`Y]bYb`c`Yb`6YXUfZ`Ub`a`]]hÀf]gWXYf
 l bhYfghØhni b[" `@Ui h`A Yfn`i bX`UbXYfYb`Dc`h]_Yfb`k YfXYb
 fi gg]gWXY`5b[f]ZZY`Ui Z`n]j`]Y`N]Y`Y`i bhYfbca`a`Yb`ž`k`À`fYbX`X]Y
 l _fU]bY`g]WXY`ni fØW`U`hYbX`j`Yf`U`hY`i bX`_Y]bY`n]j`]Yb`N]Y`Y
 Ub[fY]ZY`"8]YgYf`Di b_h`k`]fX`j`cb`A`Yfn`Yfj`cf[Y`cVYb`ž`i`a`X]Y
 B`c`h`k`Y`b`X][`_Y]h`XYf`a`]]hÀf]gWXYb`l bhYfghØhni b[`ZØf`X]Y`l _fU]bY`ni
 i bhYfghfY]WXYb`"5i W`X]Y`l G5`UVYb`g]WXY`Yb`hgWXY`YXYb`ž`XYf
 l _fU]bY`XYb`9]bgUhm`k`Y]hfY]WXYb`XYf`FU`Y`hYb`ni`Yf`Ui`VYb`ž`i`a`
 XYfYb`J`YfhY]X][`i`b[`g`UdUn]h`AhYb`ni`gh`Àf`_Yb`"8Yf`fi`gg]gWXY
 5b[f]Zg_f]Y[`]b`XYf`l _fU]bY`XUi`Yfh`Ub`ž`i`bhYfghØhnh`Xi`fW
 gWXY`k`YfY`FU`Y`hYb`Ub[f]ZZY`Ua`j`Yf[Ub[YbYb`K`cWXYbYbXY`"ð
 X]YgYb`gWXY`k`]Yf][`Yb`NY]hYb`ž`]b`XYbYb`X]Y`l _fU]bY`Ui`Z`a`]]hÀf]gWXY
 i bX`Z]b`Ubn]Y`Y`<`]ZY`Ub[Yk`]YgYb`]gh`ž`k`]fX`Y]b`) \$!A`]]UfXYb`!8c`Uf!
 ?fYX]h`Ui`g`XYb` ;` +!`i`bX`9!`!GhUUhYb`j`cfVYfY]hYh`ž`i`a`X]Y`l _fU]bY
 k`Y]hYf`ni`i`bhYfghØhnyb`"8UVY]`V`Y]Vh`XUg`H`Y`a`U`XYf`Z]b`Ubn]Y`Y`Yb
 A`]hY`U`i`W`X]Y]bY`nYb`hfU`Y`8YVUhhY`]a`i`6i`bXYghU[ž`k`c
 ,`VYf`Y[`i`b[`Yb`U`i`ZYb`ž`X]Y`l _fU]bY`!<`]ZYb`ni`Yf`U`Yb`ž`i`a`X]Yb
 U`hi`Y`Y`b`<`YfUi`gZc`fXYfi`b[`Yb`ni`VY[`Y[`bYb`"

8YhU]`g	
J`c`f`ZU`^`	G`c`b`g`h][`Y`g`
C`f`h`	6`Y`f`]b`ž`8`Y`i`h`g`W`X`U`b`X`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k`k`k`"gUYW`g]gWXY`"XY • k`k`k`"hU[`YggWXY`Ui`"XY • k`k`k`"hU[`YggWXY`Ui`"XY

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