

6fUbXYbVi f[` \]`Zh`H]Yf\ U`hYfb. `+ž- A]``]cbYb`9i fc`ZØf`A ? G!C dZYf°

GWk Y]bY!`i bX`A]`WVYhf]YVY`]b`6fUbXYbVi f[` _ØbbYb`V]g
ni a `'%&"\$+`&\$&) `9bhgWÅX][i b[Yb`k Y[Yb`A Ui `!`i bX
?`Ui YbgYi WY`VYUbfU[Yb``9I `i bX`@UbX`6fUbXYbVi f[
ghY``Yb`+ž-`A]``]cbYb`9i fc`VYfY]h"



A Äf_]gW!C XYf`UbXž`6fUbXYbVi f[ž`8Yi hgW`UbX`!`a a Yf
k]YXYf`ØVYffUgW`hi bg`X]Y`BUhi fž`XcW`a UbW`a U`Vf]b[h]g]Y`i bg
Ui W`[fc»Y`<YfUi gZcfXYfi b[Yb``Ni `Ymh`ghUbXYb`nU`\`fY]WY
@UbXk]fhY`]b`6fUbXYbVi f[`]a `FUa dYb`]W`hž`U`g`g]Y`g]W`a]h`XYb
: c`[Yb`Y]bYg`5i gVfi W`g`XYf`A Ui `!`i bX`?`Ui YbgYi WY`fA`?GŁ
_cbZfcbh]Yfh`gU`Yb``8Yf`6Y[]bb`X]YgYg`5i gVfi W`g`k i fXY`Ua `%"
»bi Uf`&\$&) `VY]`Y]bYf`K UggYfVØZY`\`YfXY`]a `@UbX`_fY]g`A Äf_]gW!
C XYf`UbX`ZYgh[YghY``h`NU`\`fY]WY`H]YfY`a i gghYb`XUfUi Z]b
[YhØhY`h`k YfXYbž`k Ug`k Y]hfY]WYbXY`k]fhgW`UZh]WY`: c`[Yb`ZØf`X]Y
VYhfcZYbYb`6Yhf]YVY`\`UhhY"

8cW`Yg[]Vh@]W`hUa `9bXY`XYg`Hi bbY`g``@Ui h`6Yf`]b`@]j`Y`

_ÖbbYb`X]Y`VYhfcZZYbYb`GWk Y]bY\U`hYf`i bX`A]`WVYhf]YVY`bi b
9bhgW`AX][i b[Yb`VYUbfU[Yb`"8]Y`Z]bUbn]Y`Y`l bhYfghØhni b[
gYhnh`g]W`Ui g`A]hhY`b`XYf`9i`]b`<Ö\Y`j`cb`(`ž+`A`])`cbYb`9i`fc`i`bX
`ž&`A`])`cbYb`9i`fc`XYg`@UbXYg`6fUbXYbVi`f[`ni`gUa`a`Yb`"8`UfØVYf
\]bUi`g`ghY`hY`@UbXk`]fhgW`UZhga`]b]ghYf]b`<Ub`_U`A`]hhY`gh`AXh`_`UfY
Ni`gU[Yb`VYfY]h`8]Y`l`bhYfghØhni`b[`gc`"gW`bY`"i`bX
i`bVØfc`_fUh]gW`Z]Y»Yb`"

8]Y` : c`[Yb`XYg`5i`gVfi`W`g

8]Y`k`]fhgW`UZh]W`Yb`GW`AXYbž`X]Y`Xi`fW`X]Y`A`?G`Yb`hghUbXYb
g]bXž`gW`Åhnh`XUg`6fUbXYbVi`f[Yf`@UbXk`]fhgW`UZhga`]b]ghYf]i`a`Ui`Z
Yhk`U`UW`h`V]g`bYi`b`A`])`cbYb`9i`fc`"8]Yg`]gh`_Y]bY`_`Y]bY`Gi`a`a`Y
i`bX`VYhf]Zh]c`f`U`Ya`X]Y`6Yhf]YVYž`XYfYb`A`]W`a`Yb[Yb`Ui`Z[fi`bX
XYf`J`YfVf]b[i`b[gj`YfVchY`gY]h`5bZUb[`]bi`Uf`ghUf`_`ni`fØW`_`]b[Yb`"

9g`]gh`Yb`hgW`Y]XYbXž`XUgg`k`]f`XYb`@UbXk`]fhYb`Y`ZYbž`X]Y`Xi`fW`
X]YgY`?`f]gY`ghUf`_`VYhfc`ZZYb`g]bX`ž`_ca`a`Ybh]YfhY`X]Y`A`]b]ghYf]bž
`Ui`h`bZcfa`Uh]cbYb`XYf`GØXXYi`hgW`Yb`NY]hi`b[`8]Y`5bhfÅ[Y`ZØf
X]Y`9bhgW`AX][i b[Yb`a`ØggYb`VY]`XYf`b]`Ygh]h]cbgVUb`_`XYg
@UbXYg`6fUbXYbVi`f[`Y]b[YfY]W`h`k`YfXYb`"

; YghYfb`i`bX`<`Yi`hY

8Yf`5i`gVfi`W`XYf`GYi`W`Y`k`Uf`XYf`YfghY`]b`8Yi`hgW`UbX`gY]h`%`-` ,` ,
i`bX`VfUW`hY`b]W`h`bi`f`c`_U`Y`9]bVi`»Yb`a`]h]g]W`ž`gcbXYfb`ZØ`fhY
Ui`W`ni`9i`dcfhj`YfVchYb`i`bX`a`dcfhVYgW`fÅb`_i`b[Yb`ZØf`Y]b][Y
@ÅbXYf`";`ØW`_]W`Yfk`Y]gY`_cbbhY`8Yi`hgW`UbX`V]g`A`]hhY`5df]`
&\$\$)`k`]YXYf`XYb`GhUhi`g`A`?G]ZfY]`c`bY`a`dZ`b[`Yf`Ub[Ybž
Y\Ya`U`][`j`Yf`Åb[hY`GdYffncbYb`k`i`fXYb`Ui`Z[Y`c`VYbž`i`bX`X]Y
A`Åf`hY`_cbbhYb`bUW`i`bX`bUW`k`]YXYf`[Y`ÖZbYh`k`YfXYbž`k`]Y`X]Y
6i`bXYga`]b]ghYf]b`ZØf`9fb`Å`fi`b[`i`bX`@UbXk`]fhgW`UZh`Yf`Åi`hYfhY`"

8Yf` : U`"j`cb`A`?G`]b`l`b[Ufbž`XYf`Ua`%"`A`Åfn`&\$\$)`fY[]ghf]Yfh
k`i`fXYž`ghY`h`_Y]bY`J`YfV]bXi`b[`ni`a`6fUbXYbVi`f[Yf`5i`gVfi`W`
XUfž`cV`k`c`\`X]Y`6YZØfW`hi`b[Yb`[fc`»`k`UfYb`"9g`nY][h]g]W`ž`XUgg
X]Y`UbXk`]fhgW`UZh]W`Yb`6Yhf]YVY`\]Yfni`UbXY`k`Y]hYf`]b`\`c`Yb
8fi`W`_`Ui`g[YgYhnh]g]bX`i`bX`YZZ`_h]Y`6]cg]W`Yf`Y]hga`U`»`bU`a`Yb

i bUVX]b[VUf'g]bX""9]b' GhUbX'Gh]"` 'ZØf'?`Ui Ybh]YfY'k i fXY
 Ub[YcfXbYhž'i bX'bi f'Xi fW'ghUf_Y'Ni gUa a YbUfVY]hink]gWYb
 XYb`6i bXYg`ÀbXYfb`i bX`XYa` : f]YXf]W!@cYZZYf! ÷gh]hi h`_Ubb`Y]bY
 5i gVfY]hi b[]j Yfa]YXYb`k YfXYb"

÷`XYf`U_hi Y`Yb`G]hi Uh]cb`V]YhYh'g]W`Y]b`K]XYfgdfi W.`5i ZXYf
 Y]bYb`GY]hY`X]Y`<YfUi gZc fXYfi b[Yb`XYf`H]Yf\U`hi b[ž`Ui ZXYf
 UbXYfYb`GY]hY`X]Y`gW`bY`Y`F ØW__Y`f`ni f`B cfa U`]h`h"8]Y
 <cZbi b[`V`Y]Vhž`XUgg`g]W`X]Y`VYhfcZYbYb`@UbXk]fhY
 gW`i ggYbX`]W`k]YXYf`Yf\c`Yb`i bX`]`fY`6Yhf]YVY`gh`f`_Yb`_ØbbYb"
 8Ybb`Y]bYg`]gh`g]WYf.`9]bY`ghUf_Y`@UbXk]fhgW UZh`]gh`XUg
 F ØW_[fUhi bgYfYf`FY[]cb"

8YhU]`g	
C fh	A `f_]gW!C XYf`UbXž`6fUbXYbVi f[ž 8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "VYf`]b!`]j Y"XY • k k k "gi YXXYi hgW Y"XY • k k k "Va Y`"XY

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