

gUUWXY`Hcfc`hf]i a d\]Yfh`VY]a ;]fc
X/ , \$' - /hU`]U`i bX`ZYgh][h
; YgUa hZØ\fi b[°

gUUWXY`Hcfc`g]W`Yfh`g]W`gY]bYb`YfghYb`9hUddYbg]Y[`VY]a
;]fc`X/ , \$' - /hU`]U`&\$&) `i bX`ZYgh][h`gY]bY; YgUa hZØ\fi b["



6cfa]cž`hU`]Yb`!`gUUWXY`Hcfc`Ui`g`A`YI`]_c`\`Uh`VY]a`%\$,`";`]fc
X`hU`]U`Y]bYb`VYY]bXfi`W`YbXYb`G]Y[`Yffi`b[`Yb`" `b`XYf`%+`" `9hUddYž
X]Y`g]W`ØVYf`%)`)`?`]ca`YhYf`j`cb`GUb`A`]W`Y`Y`U`" `5`X][`Y`b`UW
6cfa]c`YfghfYW`hYž`gYmhY`g]W`XY`Hcfc`YfZc`[`fY]W`[`Y[`Yb`gY]bY
A]hVYk`YfVYf`Xi`fW`" `8Yf`†`b[`Y: `U`fYf`g]W`Yfh`g]W`gY]bYb`YfghYb
9hUddYbg]Y[`]a` ;`]fc`i`bX`k`]fX`ni`a`YfghYb`a`YI`]_Ub]gW`Yb
9hUddYbg]Y[`Yf`gY]h`&`' `š\`fYb`" `8Y`Hcfc`ž`XYf`ni`XYa`U`g`Øb[`ghYf
9hUddYbg]Y[`Yf`XYg;`]fc`]b`X]YgYa`š\`f\`i`bXYfh`[`]hž`ZYgh][`hY`a`]h
gY]bYa`G]Y[`X]Y;` YgUa`hZØ\fi`b[`]a`K`YhVYk`YfV`i`bX`Yf`Ub[`hY
ni`gÅh`]W`Y`6cbi`ggY`_i`bXYb"

6YfY]hg]j`cf`XYf`9hUddY`VYhfi`[`XY`Hcfc`g`J`c`fgd`fi`b[`Ui`Z`XYb

Nk Y]hd`Uhn]YfhYb`F]W\UfX`7UfUdUn`' %GY_i bXYb"BUW`XYa
FYbbYb`\Uh]g]W`X]YgYf`5VghUbX`Ui Z(%GY_i bXYb`Yf\`h"
7UfUdUn`Ui g`9W`UXcf`gW`cgg`k`A`fYbX`XYf`<YfUi gZcfXYfi b[`Ui Z
XYa`Acfh]fc`c`ni b`W`gh`ni`XY`Hcfc`Ui Z`_cbbhY`YXcW`b]W`h
j`Yf\]bXYfb`ž`XUgg`X]YgYf`]b`XYb`Z]bU`Yb`?]`ca`YhYfb`XUj`cbnc["
GW`]Y»`]W`ØVYfei`YfhY`XY`Hcfc`X]Y`N]Y`]b]Y`j`]Yf`GY_i bXYb`j`cf
7UfUdUn`ž`XYf`XYb`nk`Y]hYb`D`Uhn`VY`Y[`hY`"F`ca`U]b`6UfXYh`Ui`g
: fUb_fY]W`a`i`gghY`g]W`a`]h`XYa`Xf]hYb`D`Uhn`VY[`bØ`Yb"

8]Y`J`YfZc`[`i`b[`i`bX`HU`h]_

7UfUdUn`j`Yfgi`W`hY`a`Y`fYfY`A`U`Y`ž`XY`Hcfc`ni`X]ghUbn]YfYbž
]bgVYgcbXYfY`Ua`Acfh]fc`c`"Hfchn`Y]bYg`'\$!gY_ØbX][`Yb
J`cfdgdfi`b[`gž`XYb`7UfUdUn`Yf`Ub[`hYž[`Y`Ub[`Yg`XY`Hcfc`ž`\`b`j`cf
XYa`"YhnhYb`5bgh]Y[`Y]bni`c`Yb"?i`fn`j`cf`XYa`N]Y`ghUfhYhY`XY`
Hcfc`gY]bYb`Yb`hgW`Y]XYbXYb`5b[`f]Z`i`bX`ØVYf`c`hY`gck`c`\`
7UfUdUn`U`g`Ui`W`6UfXYhž`XYf`k`A`fYbX`XYf`9hUddY`HY]`XYf
5i`gfY]»`Yf[`fi`ddY`k`Uf`"G]a`cb`M]hYg`Ui`g;`fc»Vf]hUbb]Yb`Zc`[`hY
\]bhYf`XYb`ZØ`fYbXYb`:`U`fYfb`i`bX`VYYbXYhY`XUg`FYbbYb
gW`]Y»`]W`Ui`Z`XYa`j`]YfhYb`D`Uhn`ž%)`GY_i bXYb`\]bhYf`XY`Hcfc"

:`cf]Ub`Ghcf`_`Ui`g`8Yi`hgW`UbX`gW`cgg`XUg`FYbbYb`Ui`Z`XYa`%("
D`Uhn`UVž`bUW`XYa`Yf`"Åb[`YfY`NY]h]b`XYf`5i`gfY]»`Yf[`fi`ddY`k`Uf`
;`Ycf[`GhY]b`U`i`gYf`k`i`fXY`ZØf`7UfUdUn`U`g`<Y`ZYf`ni`fØW`VYcfXYfhž
k`Ug`U`Y`fX]b[`g`b]W`h`Ui`gfY]W`hYž`i`a`XYb`G]Y[`ni`g]W`Yfb"

8Yf`K`Y[`ni`f`b`W`ghYb`9hUddY

8]Y`b`W`ghY`<YfUi`gZcfXYfi`b[`ZØf`X]Y`:`U`fYf`ghY`h`VYfY]hg`Ub`"G]Y
ZØ`fh`Ua`8cbbYfghU[`ØVYf`%((`?]`ca`YhYf`j`cb`AcfVY[`bc`bUW
7YgUbc`A`UXYfbc`i`bX`i`a`ZUggh`XfY]`6Yf[`k`Yfhi`b[`Yb`":`Øf`X]Y
`YhnhYb`*`\$`?]`ca`YhYf`g]bX`YXcW`_Y]bY`gW`k`YfYb`5bgh]Y[`Y
Y]b[`Yd`Ub`hž`k`Ug`Y]b][`Yb`F`UXZU`fYfb`ni`[`i`hY`_ca`a`Yb`_ØbbhY"

8Yf`:`]fc`X`#U]U`\Uh`Y]bY`Ub[`Y`HfUX]h]cbž`X]Y`V]g`]bg`J`f`%-`\$`-
ni`fØW`fY]W`h`"`#g[`YgUa`h`k`i`fXYb`V]g`ni`f`&\$`"9hUddY`XYg;`]fc
&\$&(`&`\$`-)`9hUddYb`[`YZU`fYb`"8Yf`:`Ø`fYbXY`hfÅ[`h`gY]h`%-`'`%`XUg
VY[`Y`fhY`fcgU`Hf]_chž`k`Y`W`Yg`XY`Hcfc`bi`b`ZYgh]a`:`f]Z`\Uh"

8]YgY`K Yfhi b[`]gh`b]W`h`bi f`Y]b`NY]W`Y`b`XYg`9fZc`[gž`gcbXYfb`Y]b
k]W`h][Yg`GhØW`_ ; YgW`]W`hY`]a `F UXgdcfh"

: Øf`k Y]hYfY`8YhU]`g`ni `XYb`GhUh]gh]_Yb`i bX`j Yf[Ub[YbYb
; Yk]bbYfb`XYg` ;]fc`X` ðU`]Už`gY`Yb`G]Y`g]W`X]Y`i a ZUggYbXYb
5i ZnY]W`bi b[Yb`Ui Z`K]_]dYX]U`Ub"

: Øf`X]Y`bYi YghYb`9bhk]W`_i b[Yb`ni `gUUWXY`Hcfc`i bX`gY]bYb
@Y]ghi b[Yb`VYgi W`Yb`G]Y`**MU`cc`BYk`g`i bX`HU[Yggd]Y[Y`"**

8YhU]`g	
J`c`f`ZU``	G`c`b`g`h][Y`g
C`f`h	6`c`f`a`]c`ž` ðU`]Y`b
E`i`Y``Y`b	<ul style="list-style-type: none">• k`k`k` "hU[Yggd]Y[Y``XY• k`k`k` "mU`cc`"W`a• Yb`"k`]_]dYX]U`"cf[

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