

GYbgUh]cbY`Y`B ca]b]Yfi b[Yb`ZØf`XYb`
: Ui gh`!H\YUhYfdFY]g`&\$&) `VY_Ubbh`

8]Y`Bca]b]Yfi b[Yb`ZØf`XYb`H\YUhYfdFY]g`/ ei ch/8Yf
: Ui gh` ei ch`&\$&) `k i fXYb`j YfØZZYbh]W\hž`XUfi bhYf`Ui W`XUg
H\YUhYf`7\Ya b]hn"



7\Ya b]hnž`8Yi hgW\`UbX`!`8]Y`GdUbbi b[`ghY][`h]b`XYf`K`Y`h`XYg
H\YUhYfg`5a`&(" ħ b] &\$&) `k i fXY`X]Y`@ghY`XYf`Bca]b]YfhYb`ZØf
XYb`fYbca a]YfhYb`H\YUhYfdFY]g` 8Yf` : Ui gh` j YfØZZYbh]W\h`
`g[YgUa`h]g]bX` *`Bca]b]Yfi b[Yb`VY_Ubbh][`Y[YVYb`k`cfXYbž
k`cVY]`g]W\`ZØb`Z\YfUi`gfU[YbXY`H\YUhYfU_hYi`fY`Ui`g
A]hhY`XYi`hgW\`UbX`]bg`F`YbbYb`i`a`X]Y`dfYgh][`Yhf`ÅW\h][`Yb
5i`gnY]W\bi`b[Yb`VY[YVYb`"8]YgY`J`YfUbghU`hi`b[ž`X]Y`j`cb`j`]Y`Yb`]b
XYf`H\YUhYf`UbXgW\UZh`a`]h[fc»Ya` `hYfYggY`j`YfZc`[`h`k`]fXž
j`Yfgdf]W\h`b]W\h`bi`f`Y]bYb`6`]W`_`Ui`ZX]Y`VYghYb`HU`YbhY`XYf
GnYbYž`gcbXYfb`Ui`W\`Ui`Z`VYXYi`hYbXY`_ØbghYf]gW\Y`@Y]ghi`b[Yb`"

6YgcbXYfg`\Yfj`cfni`\YVYb`]gh`GcZ]]U`GhUg]]`j`ca`H\YUhYf`XYf
ħ`b[Yb`K`Y`h]b`@Y]dn][`ž`X]Y`ZØf`\fY`VYa`Yf`_Ybgk`YfhY`8UfV]Yhi`b[

]a`HUbngc`c` A cVV`bca`]b]Yfh`k i fXY`"8]YgY`Y]bXfi W_gj c`Y
`bgnYb]Yfi b[žX]Y`Ui ZFYWYfWYb`Ub`@Y]dn][Yf`GWXi`Yb`VUg]Yfhž
h\Ya Uh]g]Yfh`XUg`Yfbgh\UZhY`DfcV`Ya`XYg`A cVV]b[g`"ÀfY`@Y]ghi b[
k]fX`j cb`XYf`ž fm`U`g` gYbgUh]cbY`" VYgWf]YVYb`" GhUg]j [Y`]b[h
Ygž`a]h]\fYb`6`]W_Yb`i bX` ; YghYb`Y]bY`ZYggY`bXY`?ca`a i b]_Uh]cb
Ui Zni VUi Yb`"

< YfUi gfU[YbXY` `bgnYb]Yfi b[Yb`i bX`HU`Yb hY

8 Ug`GHUUhggW`Ui gd]Y`8fYgXYb`i bX`XUg`H\YUhYf`7\Ya`b]hn
a UWYb`]b`XYf`?UhY[cf]Y`FY[]Y`Ui Z`g]W`Ui Za`Yf_gUa`"8Ybb]g
?fUi » j cb`H\YUhYf`7\Ya`b]hn`]gh`ZØf`X]Y` `bgnYb]Yfi b[`XYf
CdYfbVU`UXY` G`YYdbYgg`bca`]b]Yfh`"8]Y`ž fm`\Uh`?fUi » `FY[]Y
i bX`6Ø\bYbV]`X`U`g`Ui hcbca`i bX`i bUV`Àb[] [j cb
bUW`j c`n]Y\VUfYb`K]f`_]W`_Y]hYb`[Y`cVh`"9]b`k Y]hYfYg`<] [\`][\h
]gh`XYf`6U`Y`hhUVYbX` BYI h` ; YbYfUh]cb`Ua`@UbXYgh\YUhYf
9]gYbUW`ž`XYf`YVYbZU`g`bca`]b]Yfh`k i fXY`"9f`V]YhYhj]Yf`HY]`Yž`X]Y
j cb`j YfgW]YXYbYb`7\cfYc[fUZybž`XUfi bhYf`@ W]U` ;]UffUhUbU`i bX
5bXf]g`D`i W]gž[YghU`hYh`k i fXYb`"8]Y`ž fm`\YVh`VYgcbXYfg`XUg
Ui » Yf[Yk`Ò\b`]WY`B]j YUi`XYf`† b[Yb`7\cfYc[fUZyb`\Yfj`cf`gck]Y
D`i W]g`VYa`Yf_Ybgk`YfhY`5i ZVUi`ghi`X]Yb`"

5i W`XUg`9bgYa`V`Y`HUbni`<Ufnž`XUg`Ua`i`<Ufnh\YUhYf`]b
<U`VYfghUXh`a`]h`8U`J]bW]g`A`U[]Y`VYY]bXfi W_hž`n`À`h`ni`XYb
Bca`]b]YfhYb`]b`XYf`?UhY[cf]Y`XYf`8UfghY`YbXYb`]a`HUbni`"8]Y`ž fm
`cVh`X]Y` h`ÀbnYf]gWY`E`i`U`]h`Àh`i`bX`<]b[UVY`XYg`9bgYa`V`Ygž`k`Ug
X]Y`\c\Y`_Øbgh`Yf]gWY`5bgdfØWY`k]XYfgd]Y[Y`hž`X]Y`k`À`fYbX
XYf`Yb`hgWY]XYbXYb`5i`gk`U`\`VYfØW_g]W`h][`h`k`i`fXYb`"

8]Y` ; U`U`i`bX`X]Y`6YXYi`hi`b[`XYg`DfY]gYg

8Yf`8Yi`hgWY`6Ø\bYbj`YfY]b`j`Yf[]Vh`XYb` : Ui`gh`gY]h`&\$\$*`]b
Ni`gUa`a`YbUfVY]h`a`]h`XYf`8Yi`hgWYb`5_UXYa`]Y`XYf
8UfghY`YbXYb`?ØbghY`i`bX`XYf`?i`h`i`fgh]Zi`b[`XYf`@ÀbXYf`"5b
X]YgYa`5VYbX`k]fX`XYf`DfY]g`]b`]bg[YgUa`h`nk`Ò`Z`?UhY[cf]Yb
j`Yf`]Y\Yb`" `b`X]YgYa` `J\`f`Z]bXYh`X]Y` ; U`U`Ua`i`%)`" `B`cj`Ya`VYf`&\$&)
]a`H\YUhYf`U`i`g`Ghi`hh[Ufh`ghUhh`" <]Yf`_ØbbYb`X]Y` ; Yk`]bbYf`]b
Y]bYf`ZYgh]WYb`5ha`cgd`ÀfY`[YZY]Yfh`k`YfXYb`"

8 Yf`H\YUhYfdFY]g` 8 Yf` : Ui gh` k ØfX][h`b]W\h`bi f`X]Y`VYghYb
 8 UfV]Yhi b[Ybž`gcbXYfb`Ui W\`X]Y`J]Y`ZU`hi bX` ðbcj Uh]cbg_fUZh
]bbYf\`U`V`XYf`XYi hgW\Yb`H\YUhYf`UbXgW\UZh`B YVYb`XYb
 fY[i`ÀfYb`? UhY[cf]Yb`VYghY`h`X]Y`A Ò[`]W\`_Y]hž`GcbXYfdFY]gY`ni
 j Yf`Y]\`Ybž`k]Y`XYb` DfY]g`ZØf`XUg`@YVYbgk Yf`_ `cXYf`XYb
 DYfgdY`_h] dFY]g`XYf`@AbXYf` ZØf`]bbcj Uh]j Y`Dfc`Y`_hYž`X]Y`X]Y
 Ni`_i bZh`XYg`H\YUhYfg`VYfY]W\Yfb`_`ÒbbhYb``8]YgY` ð]h]Uh]j Yb
 nY][Ybž`XUgg`X]Y`H\YUhYf[Ya`Y]bgW\UZh`ghYhg`Ui Z`XYf`Gi W\Y`bUW
 bYi Yb`K Y[Yb`]ghž`i a`?i bgh`i bX`?i`hi f`]b`X]Y` ; YgY`gW\UZh`ni
 hfU[Yb`i bX`ni` ZØfXYfb`"

: Øf`U`Y` ðhYfYgg]YfhY`V`Y]Vh`X]Y`J YfUbghU`hi b[`Y]b`k]W\h][Yf
 HYfa`]b`]a` `?U`YbXYf``8 Yf`8 Yi hgW\Y`H\YUhYfdFY]g`k`]fX`gcXUbb`]b
 Y]bYa` [Ubn`VYgcbXYfYb`@]W\h`YfghfU`\`Ybž`k Y`W\Yg`X]Y
 @Y]XYbgW\UZh`i bX`XYb`i bYfa`ØX`]W\Yb`9]bgUhn`XYf`?ØbghYf]bbYb
 i bX`?ØbghYf`j YfXYi h`]W\h``8]Y`Bca`]b]YfhYb`ZfYi Yb`g]W\`f]Yg][`i bX
 g]bX`VYfY]hž`]fY`HU`YbH`Ua` `5VYbX`XYf`; U`U`ni f`GW\Ui`ni`ghY`Yb
 i bX`j]Y`Y]W\h`Y]bYb`XYf`VY[Y`fhYb`DfY]gY`bUW`<Ui`gY`ni
 Vf]b[Yb``A Y`f` ðZcfa` Uh]cbYb`ni`XYb`Bca`]b]YfhYb`i bX`ni`f
 J YfUbghU`hi b[`[]Vh`Yg`Ui Z`XYb`GY]hYb`j`cb`A 8 F ž`
 XUfghY`YbXY`_i YbghY`XY`i bX`XYfZUi`gh!h`YUhYfdFY]g`XY`"

8 YhU]`g	
C fh	7\Ya`b]hnž`8 Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Xf"XY • XUfghY`YbXY`_i YbghY`XY • XYfZUi`gh!h`YUhYfdFY]g`XY

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