

A c hc ffUXZU\ fYf`gh]fVh`]b`gWk YfYa`l bZU`
]b`8 fYgXYb` `7\Ucg`Ua`A cf[Yb`°

5a`%*"\$*"`&\$&) `ghUfV`Y]b`A c hc ffUXZU\ fYf`]b`8 fYgXYb`bUW
hfU[]gWYa`l bZU`nk]gWYb`?`Y]bhfUbgdcfhYf`i bX`A c hc ffUX`
9fghY`<]ZY`[Y`Y]ghYh"



8 fYgXYbž`8 Yi hgW`UbX`!`5a`%*"'đ b]`&\$&) `Ua`Yg`]b`8 fYgXYb
ni`Y]bYa`hfU[]gWYb`A c hc ffUXi bZU`ž`XYf`XUg`@YVYb`Y]bYg
A c hc ffUXZU\ fYfg`Zc fXYfhY`K]Y`6]`X`XY`VYf]W hYhž`YfY][bYhY`g]W
XYf`l bZU`i a`+`%)`l`fž`U`g`Y]b`?`Y]bhfUbgdcfhYf`i bX`Y]b`A c hc ffUX
ni`gUa`a`Ybgh]Y»`Yb`8`Yf`?`Y]bhfUbgdcfhYf`V`]YV`Ui`Z`XYa
;`Y]g`_`ÖfdYf`XYf`GhfU»`YbVU`b`ghY`Ybž`k`Å`fYbX`XUg`A c hc ffUX`Ui`Z
XYf`GhfU»`Y`U[``5i`[YbnYi`[Yb`VYf]W hYhYb`j`cb`Y]bYf
XfUa`Uh]gWYb`GnYbYž`U`g`9fgh`Y`ZYf`i a`[Y`YbX`a`]h`XYf
FYUb]a`Uh]cb`XYg`gWk`Yf`j`Yf`YhnhYb`i`U`fYfg`VY[`UbbYb`"

8]Y`5b`_i`bZhj`cb`FYhhi`b`[`gX]Ybghi`bX`i`Yi`Yfk`Y`f`VfUW`hY`nk`Uf
gW`bY`i`l`bhYfghØhni`b`[`ž`XcW`hfcm`U`Yf`6Ya`Ø`li`b`[`Yb`j`YfghUfV
XYf`A c hc ffUXZU\ fYf`Ua`l`bZU`c`fh`8]Y`i`Yi`Yfk`Y`f`g]W`YfhY`X]Y

I bZU`ghY`Y`i bX`_Øa a YfhY`g]Wk`i a`Ui g`Ui ZYbXY`6Yhf]YVga`]hY`"
=b`5bVYhfUWk`h`XYg`gWk`Yfk`]Y[YbXYb`J`cfZU`g`k`i`fXY`X]Y
GhØVY`U`YY`]b`F]Wk`hi`b[`=b`YbghUXh`k`À`fYbX`XYf`[YgUa`hYb
9]bgUha`U»bU`a`Yb`[YgdYffh`k`Ug`Ui`Wk`XYb`ØZYb`h]Wk`Yb
BU`j`Yf`_Y`f`XYf`8`fYgXbYf`J`Yf`_Y`fgVYhf]YVY`VYY]bZi`gghY`"

9fghY`<`]`ZY`]a`B`chZU`

8Yf`I`bZU`Yf]bbYfh`Ub`X]Y`K`]Wk`h[`_Y]h`j`cb`9fghY`<`]`ZY!
A`U»bU`a`Yb`VY]`A`chc`ffUXi`bZ`À`Yb`"K`Yb`b`Y`a`Ub`X`U`g`9fghYf`j`cf
C`fh]`ghž`_`Ubb`g]Wk`g`Wk`bY`X]Y`:`fU[Y`ghY`Yb.`K`Ug`bi`b3`9g`]gh
Yb`hgWk`Y]XYb`Xž`b]Wk`h`ni`nØ[Yfb`i`bX`gc`Zc`fh`ni`_`Ub`XY`bž`k`]Y`
UXUWXY`Yf`_`À`fh`"Ni`Yfgh`gc`h`Y`a`Ub`ØVY`fd`fØZY`bž`c`V`X`Ug
I`bZU`cdZYf`Ui`Z`5`bgd`fUWk`Y`fYU[]Yfh`"gh`XYf`<Y`a`Ui`Zž`_`Øbb`hY`X`Ug
Ui`ZYfb`gh`U`ZhY`J`Yf`Y`hni`b[Yb`_`]bXYi`hYb`"

8]Y`<Y`a`UVbU`a`Y`gc`h`Y`a`]h[`fØ»`hYf`J`c`fg]Wk`h`Yf`Zc`[Yb`"K`]Y`XYf
5857`VY`hc`bhž`gc`h`Yb`VYk`Y[`]Wk`Y`HY]`Y`XYg`<Y`a`g[Y`Øgh`i`bX`]b
XYf`FY[Y`ni`nk`Y]h`UV[Ybca`a`Yb`k`YfXYbž`i`a`X`Ug`F`]g`_`c`j`cb
k`Y]hYfYb`J`Yf`Y`hni`b[Yb`ni`a`]b]a`]YfYb`"Ni`XYa`_]gh`Yg`k`]Wk`h[`ž`XYb
?`cd`Z`XYg`J`Yf`Y`hni`h`Yb`ni`gh`UV`]`]g]YfYb`i`bX`Ui`Z`5`h`Y`a`n`Y]Wk`Yb`ni
UWk`hYb`"Gc`h`Y`X]Y`5`ha`i`b[`ZY`_`Yb`ž`g]bX`gc`Zc`fh[Y
K`]YXYfVY`YVi`b[ga`U»bU`a`Yb`Y]bni`Y]hYb`"

K`]Wk`h[`_Y]h`j`cb`B`chZU`a`U»bU`a`Yb

9]bY`gWk`bY`Y`F`YU`_h]cb`_`Ubb`@YVYb`fYhYb`"8]Y`Y][YbY`G]Wk`Yf`Y]h
gc`h`Y`Y`Xc`Wk`]a`a`Yf`Ub`YfghYf`GhY`Y`ghY`Yb`"8Yf`A`chc`f`XYg
: U`fnYi`[g`gc`h`Y`UV[YghY`h`i`bX`X]Y`I`bZU`ghY`Y`UV[Yg]Wk`Yfh
k`YfXYbž`i`a`k`Y]hYfY`I`bZ`À`Y`ni`j`Yfa`Y]XYb`"Ni`XYa`_]gh`Yg`f`UhgUa`ž
Y]bY`K`Ufbk`YghY`ni`hfU[Ybž`i`a`X]Y`Y][YbY`G]Wk`hV`Uf`_Y]h`ni
Yf`_`Ø`Yb`"9]b`B`chfi`Zi`bhYf`%%&`gc`h`Y`YVYbZU`g`i`a`[Y`Y`bX
UV[YgY`hnh`k`YfXYbž`i`a`XYb`F`Y`hni`b[gX]Yb`gh`ni`]b`Zc`fa`]YfYb`i`bX
X]Y`[YbUi`Y`I`bZU`ghY`Y`ni`gWk`]XYfb`"=b`Zc`fa`Uh]cbYb`ØVYf`X]Y
5bnU`_`XYf`J`Yf`Y`hni`h`Yb`i`bX`XYb`G`Wk`YfY[fUX`XYf`J`Yf`Y`hni`b[Yb
`Y`ZYb`XYb`F`Y`hni`b[g``À`ZhYb`ž`gWk`bY`ni`fYU[]YfYb`ž`k`]Y`**UXUW**
[Y`V`_`]`Zh`XY`j`YfXYi`h]Wk`h`"

=a : U`Y`Y]bYg`A chcffUXi bZU`g`]gh`Yg`[i hž`Y]bYb`9fghY!<]`ZY!?! fg
 VYgi W`h`ini `UVYb"Gc`_Ubb`]a`9fbghZU``YXYf`<Y`ZYf`g]W`Yf
 U[]YfYb`i bX`XUa`]h`X]Y`[f0» ha 0[`]W`Y`<]`ZY`Y]ghYb"9g`]gh`k]W`h][
 ni`k]ggYbž`XUgg`9fgh`Y`ZYf`fYW`h]W`[YgW`0mh`g]bX`i bX`b]W`h`Z0f
 : Y`Yf`VY][i h`[Ya`Y]bhYb`<]`ZY`Y]ghi b[Yb`UZhYb"

8Yf`hfU[]gW`Y`i bZU``]b`8fYgXYb`gc`hY`i bg`U`Y`XUfUb`Yf]bbYfbž
 k]Y`k]W`h][`Yg`]ghž`]a`B`chZU``gW`bY``i bX`0VYf`Y[h`ini `UbXY`b"
 8]Y`HY]`bU`a`Y`Ub`9fghY!<]`ZY!?! fgYb`_Ubb`b]W`h`bi f`XUg`Y][YbY
 K]ggYb`Yfk`Y]hYfbž`gcbXYfb`]a`YbhgW`Y]XYbXYb`A`ca`Ybh`@YVYb
 fYhhYb"

8YhU]`g	
C fh	8fYgXYbž`8Yi`hgW`UbX
E i`Y``Yb	<ul style="list-style-type: none"> • k k k "V]`X"XY • k k k "UXUWXY • UXUW[Y`V`\\]`Zh"XY

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