

F Y hhi b [gX]Ybgh! B c fXgUW\ gYb.
? cghYbYI d`cg]cb `VYXfc \h`X]Y
J Yfgcf[i b[°

8]Y`?cghYb`ZØf`XYb`F Y hhi b [gX]Ybgh`a `@UbX_fY]g
B c fXgUW\ gYb`ghY][Yb`UV`&\$&*`i a `++`i "F YZcfa VYXUfZi bX
\Ø\Yfy`5i g[UVYb`k YfXYb`X]g_i h]Yfh"



B c fXgUW\ gYbž`8Yi hgW\ `UbX`!`8]Y`F Y hhi b [gX]YbghY`]a
@UbX_fY]g`B c fXgUW\ gYb`ghY\Yb`j c f`Y]bYf`Z]bUbn]Y`Yb`K YbXY.`5V
XYa`>\f`&\$&*`a ØggYb`VYY]bXfi W_YbXY`&&%ž) `A]``cbYb`9i fc`ZØf
X]YgYb`k]W\h][Yb`GY_hcf`Ui Z[YVfUW\h`k YfXYb``8]Yg`Ybhgd]W\h
Y]bYa`5bgh]Y[`j cb`ZUgh`++`DfcnYbh]a`J Yf[`Y]W\`ni a`j cf\Yf][Yb
?U`_i`Uh]cbgnY]hfUi a ž`k c`X]Y`5i g[UVYb`bcW\`VY]`Yhk U`%&)
A]``cbYb`9i fc`U[Yb``@UbXfUh`?U]`9a Ubi Y`VYnY]W\ bYh`X]YgY
Gi a a Y`U`g`Ui »Yf[Yk Ø\b`]W\`i bX`i bhYfghfY]W\h`X]Y`8f]b[`]W\`_Y]h
XYf`G]hi Uh]cb``6YgcbXYfg`VYa Yf_Yb`gk Yfh]ghž`XUgg`VYfY]hg`ZØf`XYb
NY]hfUi a`j cb`&\$&)`Ui Z`&\$&*`Y]bY`?cghYbghY][Yfi b[`j cb`&-
DfcnYbh`Yfk UfhYh`k]fX``: Øf`>b`g`?UV]gW\ž`XYb`Nk Y]hYb

6Y][YcfXbYhYbžghY\Yb`X]Y ; f0bXY`Z0f`X]YgY`9f\0\i b[`ZYgh`8]Y
`A\`f`]WXY`?cghYbXmbUa]_`]b`j YfgW]YXYbYb`6YfY]WXYb`a UW`h
Y]bYb`Yf\YV`]WXYb`HY]`Ui gž`k]Y`Hcf[Ui Yf`NY]hi b[`VYf]W`hYh`

8]Y`Ni gh]a a i b[`XYf`@UbXYgj YfV`AbXY`XYf`[YgYhn`]WXYb
?fUb_Yb_UggYb`gck]Y`XYf`8Yi hgWXYb` ; YgYhn`]WXYb
I bZU`j Yfg]WXYfi b[`ni`XYb`J Yf[UVYj cfgW`A[Yb`XYi hYh`XUfUi Z
\]bž`XUgg`X]Y`J YfUbhk c fhi b[`Z0f`X]Y`F Yhi b[gX]YbghY`]b
j YfhfUi hYb`<`AbXYb`V`Y]Vh`8]Y`5bV]YhYf`g]bX`YXcW`b]W`h`bYi . :`b
XYb`j YfgW]YXYbYb`F Y[]cbYb`g]bX`A U`hYgYf`<`]ZgX]Ybgh[; a V<ž
8F`?!?fY]gj YfVUbX`8Y`]hngW`ž`8F`?!?fY]gj YfVUbX`9]`YbVi f[`i bX
X]Y`æ\Ubb]hYf! I bZU`!<`]ZY`U_hj] "5i W`X]Y : U`W`B chZU`fYhi b[
 ; a V<`k]fX`k Y]hYf\]b`]b`C gW`Uhn`h`h[]`gY]b" :`b hYfYggUbh]ghž`XUgg
XYf`8F`?!?fY]gj YfVUbX`Hcf[Ui !C gW`Uhn`g]W`Ui Z[fi bX`ZY`YbXYf
F YZYfYbnYb`b]W`h`Ub`XYf`5i ggW`fY]Vi b[`VYhY`] [Yb`_cbbhY` `g]Y
g]bX`gY]h`&\$%-`b]W`h]a `F Yhi b[gX]Ybgh`U_hj] "

GW`i `i b[Yb`i bX`E i U`]h`h]a `: c_i g

I a `XYf`_0bZh][Yb`<YfUi gZcfXYfi b[`[YfYW`h`ni`k YfXYbž`gc`Yb`UV
&\$&*`Y]b\Y]h]WXY`E i U`]Zn]Yfi b[gghUbXUfXg`Z0f`X]Y`A]hUfVY]hYf`]a
F Yhi b[gX]YbghY]b[YZ0\fh`k YfXYb"; Yd`Ubh]ghY]bY`nYbhfU`Y
5b`Ui ZghY`Y`Z0f` : cfhV]`Xi b[`i bX`F YnYfh]Zn]Yfi b[`]b`8Y`]hngW`ž`X]Y
Xi fW`X]Y`æ\Ubb]hYf`i bhYfgh0hnh`k]fX"8]Yg`_0bbhY`Y`ZYbž`X]Y
E i U`]h`h]XYf`F Yhi b[gX]YbghY]b`XYf`F Y[]cb`ni`ghY][Yfb"8cW
k Yf`X]Y`U_hi Y`Yb`NU\`Yb`]a `6`]W`_`Uhž`Yf_Yb`bh`gW`bY`ž`XUgg`X]Yg
bi f`Y]b`HY]`XYf`@0gi b[`gY]b`_Ubb"@Ui h`XYa`J YfVUbX`XYf
9fgUhn_UggYb`Y"J`f] XY`_L`U`h`g]W`]b`XYb`Y`hnhYb`U\`fYb`[YnY][hž
XUgg`X]Y`5i g[UVYb`Z0f`X]Y`B chZU`j Yfgcf[i b[`i bX`XYb
F Yhi b[gX]Ybgh[YfUXYni`Yi d`cX]Yfh`g]bX"æ`U\`f`&\$&'`U[Yb`X]Y
5i g[UVYb`VY] , ž+`A]`UfXYb`9i fc`Y]bY`J YfXcdd`i b[`]a
J Yf[`Y]W`ni`j cf`nY\`b`U\`fYbž`k]Y`XYf`j XY`_`ZYghghY`h`

Hfchn`\c\Yf`5i g[UVYb`V`Y]VYb`E i U`]h`h]hgXYZn]hY`Y]bY
<YfUi gZcfXYfi b["I`f`_Y`9`gbYfž`J c fghUbXgj c fg]hnYbXY`XYg`j XY`ž
k Y]gh`XUfUi Z`\]bž`k]Y`k]W`h][`Y]bY`cW`k Yfh][Y`J Yfgcf[i b[`]a
B chZU`gh"; `Y]W`nY]h[]`gh`Yg`U`Ufa]YfYbXž`XUgg`Y]b`8f]hY`XYf
F Yhi b[gY]bg`h`hY`[Uf`_Y]b`F Yhi b[ga]hY`YfZcfXYfhž`k Y]`Yg

_Y]bY`YW hYb`B chZ`Y`g]bX"8]Yg`nY][hz`XUgg`Y]bY`X][]hU`Y
 J YfbYhni b[`i bX`Y]bY`VYggYfY`Ni gUa a YbUfVY]h`nk]gW`Yb`XYb
 @Y]hghY`Yb`XYg`F Yhhi b[gX]YbghYg`i bX`XYg`Afnh`]W`Yb
 6YfY]hgW`UZh`X]YbghYg`Xf]b[YbX`b`Oh][`g]bX"

9]bY`_`UfY`J]g]c b`ZØf`X]Y`Ni _i bZh

I a`X]Y`E i U`]h`h`X`Yf`B chZ`U`j Yfgcf[i b[`ni`j YfVYggYfbž`]gh`Yg
 Yb`hgW`Y]XYbXž`XUg`[YgUa hY`GmghYa`ni`fY`Zcfa]YfYb`i bX`ni
 a cXYfb]g]YfYb"9]bY`Ghi X]Yž`X]Y`j`cb`XYf`6`Øfb`GhY][Yf`Gh]Zhi b[
 i bX`XYf`6YfhY`ga Ubb`Gh]Zhi b[`]b`5i ZhfU[`]Y[YVYb`k i fXYž
 VY`Yi W`hYh`X]j YfgY`A`Ab[Y`i bX`8Y`Zn]hY`]a`XYi hgW`Yb
 F Yhhi b[gX]YbghgmghYa`"8 UVY]`k YfXYb`b]W`h`bi f`X]Y`5V`Ai ZY`i bX
 Cf[Ub]gUh]cbž`gcbXYfb`Ui W`X]Y`Ni gUa a YbUfVY]h`XYf
 j YfgW`]YXYbYb`5_hYi fY`UbU`mg]Yfhi bX`a`Ø[`]W`Y`@Øgi b[gUbg`AhY
 j cf[YghY`hž`k]Y`X]Y`GhY][Yf`Gh]Zhi b[`VYhcbh"

5`Yg]b`U`Ya`g]bX`X]Y`UbghY`YbXYb`J Yf`AbXYfi b[Yb`]a
 F Yhhi b[gX]YbghY]b`H`Ya Už`XUg`i bg`U`Y`VYhf]Zh"8]Y`ghY][YbXYb
 ?cghYb`i bX`XYf`6YXUfZ`Ub`Y`Zn]Yb`hYf`B chZ`U`j Yfgcf[i b[`a UW`Yb
 XYi h`]W`ž`XUgg`Y]Yf`Xf]b[YbXYf`<UbX`i b[gVYXUfZ`VYghY`h`i`Y]b
 [i hYg`<`AbXW`Yb`]gh`[YZfU[hž`i a`X]Y`Ni _i bZh`XYf`a`YX]n]b]gW`Yb
 B chZ`U`j Yfgcf[i b[`]b`BcfXgUW`gYb`ni`g]W`Yfb"8]Y`_ca a YbXYb
 4\`fY`k YfXYb`nY][Ybž`cV`X]Y`f]W`h][Yb`GW`f]hY`Y]b[Y`Y]hYh`k YfXYb
 _ØbbYb"

8 YhU]`g	
C fh	B cfXgUW`gYbž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hcf[Ui YfnY]hi b["XY • k k k "j XY_"Wca • fYhhi b[g`UbXgW`UZh"ghY][Yf! gh]Zhi b["XY

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