

B Yi Yf`K]bX`Ua `H\YUhYf`J cfdca a Yfb.
F c`Z`7"´<Ya _Y`k]fX`≠hYbXUbh°

F c`Z`7"´<Ya _Y`ØVYf[]Vh`X]Y`@Y]hi b[`XYg`?i bghZYghg`K Y]a Uf
Ub`Y]b`bYi Yg`8i c"´J YfÀbXYfi b[Yb`]b`XYf`H\YUhYf`UbXgW UZh
H\Øf]b[Ybg`ghY\Yb`VYj cf"



K Y]a Ufž`8Yi hgW\`UbX`!`8]Y`K Y`h`XYf`?i`hi`f`i`bX`?i`bgh`]b
8Yi hgW\`UbX`YfZÀ\fh`XYfnY]h`Y]bYb`gdUbbYbXYb`K UbXY`"´F c`Z`7"
<Ya _Yž`Y]b`Ui`g`?`Ò`b`[`YVØfh][`Yf`Y]XYbgW UZh]W\Yf`?i`hi`fdfc]ž
\Uh`_Øfn`]W`X]Y`_ØbghYf]gW Y`@Y]hi b[`XYg`H\YUhYfg`J cfdca a Yfb
ØVYfbca a Yb"´8]Yg`[`UV`XUg`H\YUhYf`VY`_Ubbhž`i`bX`<Ya _Y`k]fX
gY]b`bYi Yg`5a h`Ua`"´%´Bcj Ya VYf`&\$&)´UbhfYhYb"´6]g`XU\]b`k]fX
Yf`bcW`a`]hj`c`Yf`<]b[UVY`XUg`?i`bghZYgh`K Y]a Uf`Y]hYbž`XUg`j`ca
&\$"´5i [i ghV]g`ni`a`"´+´GYdhYa VYf`&\$&)´ghUhhZ]bXYb`k]fX`´X]Y
`YhnhY`:`Ygh]j`U`Ui`g[UVY`i`bhYf`gY]bYf`Y`[]XY"

<Ya _Yž`XYf`%-`+&]b`?`Ò`b`XUg`@]W`h`XYf`K Y`h`YfV`]W`hYž`k Uf`gY]h
XYf`Gd]Y`nY]h`&\$%,`#%-`XYf`_ØbghYf]gW Y`@Y]hYf`XYg`?i`bghZYghg
K Y]a Ufž`XYa`k]W\h][`ghYb`:`Ygh]j`U`ZØf`nY]h[Yb`Øgg]gW Y`?`ØbghY`]b

C ghXYi hgW\`UbX"NY]W\ bYhY`Yf`g]W\`Xcfh`Xi fW\`]b bcj Uh]j Y
Dfc [fUa a Y`Ui gž`gc`g]Y\`h`Yf`bi b`gY]bY`bYi Y`F c`Y`]b`A YW\`YbVi f[!
J cfdca a Yfb`U`g`Y]bYb`5i ZhfU[ž`Zf]gW\Y`æ di`gY`ni`gYhnYb"8 Ug
H\YUhYfž`XUg`]b`XYb`Gh\XhYb`GhfU`gi bXž; fY]Zgk U`X`i bX`Di hVi g
h\h][`]ghž`\Uh`g]W\`a`]h`XYf`J`YfdZ]W\hi b[`<Ya`_Yg`cZZYbVUf`Ui Z`Y]bY
_fYUh]j Y`F`Y]gY`VY[YVYb"GY]b`J`YfhfU[`Ai`Zhni b\W\gh`V]g`ž`]
&\$&, "

9]b`bYi Yf`K`]bX`k`Y\`h`]b`XYf`_Øbgh`Yf]gW\Yb
@Y]hi b[

9]bY`k`Y]hYfY`gdUbbYbXY`B UW\ f]W\`h`]ghž`XUgg`5i fY`U`9[[Yfg`UV
6Y[]bb`XYf`Gd]Y`nY]h`&\$&) #&*`bYi Y`C dYfbX]fY`_hcf]b`Ua`H\YUhYf
J cfdca a Yfb`k`]fX"9[[Yfg`hf]hh`X]Y`B UW\ Zc`[Y`j`cb`K`c`Z[Ub[
6Yfh\c`X`Ub`i bX`Vf]b[h`Zf]gW\Y`æY`Yb`]b`X]Y`a`i`g]_U`]gW\Y
; YghU`hi b[`XYg`H\YUhYfg`a`]h" <Ya`_Yg`9b[U[Ya`Ybh`gck`]Y
9[[Yfg`bYi Y`Dcg]h]cb`UggYb`XUfUi Z`\cZZYbž`XUgg`XUg`H\YUhYf
J cfdca a Yfb`bYi Y`<Ø\Yb`YffY]W\Yb`_Ubb"

DUFU`Y`XUni`k`]fX`XUg`?i bghZYgh`K`Y]a`Uf`UV`XYf`Ygh]j`U`Ui`g[UVY
&\$&*`i bYf`bYi Yf`@Y]hi b[`ghY\`Yb"8]Y`VY]XYb`↑ b[Yb
?i`hi`fUFVY]hYf]bbYb`?Uh\Uf]bU; Yfa`c`i bX`ž`]UbY`<U\`b`\UVYb
X]Y`@Y]hi b[`XYg`Ygh]j`U`g`ØVYfbca`a`Yb"8]Yg`]gh`Y]b
VYa`Yf`_Ybgk`YfhYf`GW\ f]hhž`k`]fX`XcW\` \]Yfa`]h`Yfg`ha`U`g`Y]b`8`i`c
Ui`g`C`ghXYi`hgW\`UbX`X]Y`NØ[Y`]b`X]Y`<UbX`bY\`a`Yb" H\Øf]b[Ybg
?i`hi`fa`]b]ghYf`6Yb`Ua`]b!æ`a`Ubi`Y`<cZZ`Ai`»YfhY`g]W\`dcg]h]j`ØVYf
X]Y`bYi`Yž`↑ b[Y`i`Ø\fi`b[ž`X]Y`Zf]gW\Yb`K`]bX`]bg`Ygh]j`U`Vf]b[Yb
gc`""

9]b`6`]W_`]b`X]Y`Ni`_i`bZh`XYf
H\YUhYf`UbXgW\UZh

8]Y`i`f]YXf]W\!9VYfh`Gh]Zhi`b[`\Uh`]bXYggYb`Y]b`8`cgg]Yf
j`YfØZYb`h]W\hž`XUg`X]Y`F`Ydf`AgYb`hUh]cb`j`cb`C`ghXYi`hgW\Yb`]b`XYf
_Øbgh`Yf]gW\Yb`@Y]hi`b[`j`cb`H\YUhYf\`Ai`gYfb`VY`Yi`W\`h`h"8]Y
9f[YVb]ggY`nY][Ybž`XUgg`j`cb`%`%`_Øbgh`Yf]gW\Yb`@Y]hYfb`]b`%(+
YfZUgghYb`H\YUhYfb`YX][`]W\`&) `Ui`g`C`ghXYi`hgW\`UbX`ghUa`a`Yb"

8]Yg]gh'Y]bY`U`Ufa]YfYbXY`i bhYffYdfÀgYbhUh]cbž'X]Y`VYgcbXYfg']b
 [fc»Yb`H\YUhYfb`Ui g[YdfÀ[h]gh"8]Y`Ghi X]Yž'X]Y`Ui W`X]Y
 < YfUi gZcfXYfi b[Yb`i bX`7\UbW`b`ZØf`C ghXYi hgW`Y`]b
 : Ø\fi b[gdcg]h]cbYb`h\Ya Uh]g]Yfhž'a UW`h`XYi h]W`ž'XUgg`Yg`bcW`
 j]Y`ni`hi b`[]Vh"

8]Y`_i`hi fY`Y`@UbXgW`UZh]b`8Yi hgW`UbX`ghY`h`U`gc`Ub`Y]bYa
 K YbXYdi b_hž[YdfÀ[hj cb`Zf]gW`Ya`8Yb_Yb`i bX`Y]bYf`bYi Yb
 ; YbYfUh]cb`Ub` : Ø\fi b[gdYfgØb`]W`_Y]hYb" `Fc`Z`7" <Ya`_Y`i bX
 gY]b`HYUa`ØVYfbY`a Yb`J YfUbhk cfhi b[`i bX`gYhnYb`g]W`a`]h
 Ui g[YnY]W`bYhYb`≠YYb`ZØf`X]Y`?i bgh`i bX`?i`hi`f`]a`C ghYb
 8Yi hgW`UbXg`Y]b"

: Øf`?i bgh`i bX`H\YUhYf`]YV\UVYf`V`Y]Vh`Yg`gdUbbYbXž`k]Y`g]W`X]Y
 9bhk]W`_i b[Yb`VY]`H\YUhYf`]J cfdca`a Yfb`i bX`?i bghZYgh`K`Y]a`Uf
 YbhZU`hYb`k YfXYb"8Yf`?i`hi`f`YfVgh`&\$&) `j Yfgdf]W`h`Ui Z`YXYb
 : U`ž`Ui ZfY[YbX`ni`k YfXYb"

8YhU]`g	
C fh	K Y]a`Ufž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "bUW`h_f]h]_ "XY • k k k "a Xf"XY • k k k "X]Y!XYi hgW`Y!Vi Y`bY"XY

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