

J]hUa]b '8 . '8 Yf '[Y\Y]a Y 'GW\`ØggY`'[Y[Yb
XUg'5`hYfb3'9I dYfhYb`k UfbYb`°

BYi Y`Ghi X]Yb`nY][YbžXUgg'J]hUa]b'8`X]Y`NY`U`hYfi b[
j Yf`Ub[gUa Yb`_Ubbž`bXYa`Yg`HY`ca YfY`gW\Øhhi bX`gca]h
XYb`5`hYfi b[gdfcnYgg`VfYa`gh`'9fZU`fYb`G]Y`a Y`f`ØVYf`X]Y
6YXYi hi b[`Y]bYf`Ui g[Yk c[YbYb`9fbÅ\fi b[`i bX`[Ygi bXYf
@YVYbgk Y]gY`ZØf`X]Y`NY`[Ygi bX\Y]h"



A Ugg'; YbYfU`6f][\Ua ž'I G5`!`9]bY`bYi Y`Ghi X]Y`cZYbVUfh
j]Y`j YfgdfYW\YbXY`9f`_Ybbhb]ggY`ØVYf`X]Y`F`c`Y`j`cb`J]hUa]b'8`]a
5`hYfi b[gdfcnYgg`@Ui h`žZcfa`Uh]cbYb`j`cb`**cd!cb`]**bY`_Ubb
X]YgYg'J]hUa]b`a`Ø[`]W\Yfk`Y]gY`XYb`5`hYfi b[gdfcnYgg`Ui`Z
nY`i`ÀfYf`9VYbY`j`Yf`Ub[gUa Yb`"8Yf`5`hYfi b[gdfcnYgg`]gh`Y]b
bUhØf`]W\Yf`J`cf[Ub[ž`XYggYb`; YgW\k`]bX][`_Y]h`ghUf`_j`cb
@YVYbggh`ZU`hc`fYb`k`]Y`6Yk`Y[`i`b[`i`bX`9fbÅ\fi b[`VY]bZi`ggh
k`]fX`"K`]ggYbgW\UZh`Yf`\UVYb`gY]h`š\fn\`bHYb`bUW`K`Y[Yb
[Ygi`W\hž`i`a`XUg'5`hYfb`gck`c`\`Ài`»Yf`]W`U`g`Ui`W`]bbYf`]W`ni
j`Yf`Ub[gUa Yb`"8]Y`XYfnY]h][Yb`':`cfgW\i`b[gYf[YVb]ggY`XYi`hYb
XUfUi`Z`\]bž`XUgg`Y]b`k`Y]h`j`YfVfY]hYhYf`BÅ\fgc`ZZ`Y]bY

YbhgWXY]XYbXY`F c`Y`VY]a`GWXi hn`XYf`NY`Yb`gd]Y`h"

8]Y`6YXYi hi b[`j cb`J]hUa`]b`8`]b`X]YgYa`?cbhYI h`\Uh`X]Y
5i Za Yf_gUa`_Y]hj`cb`:`cfgWXYfb`Ui Zg]WXY`[Ync[Yb``8]Y`9f[YVb]ggY
Y]bYf`fUbXca`]g]YfhYb`_cbhfc``]YfhYb`Ghi X]Y`žj Yf`ZZYbh`]WXYh`]a
Ua Yf]_Ub]gWXYb`æi fbU`cZ7`]b]WU`B`i hf]h]cbž`nY][Ybž`XUgg`J]hUa`]b
8!Gi dd`Ya Ybh]Yfi b[`X]Y`HY`ca YfY`Yf\`À`hž`X]Y`gWXY`ØhnYbXYb
?UddYb`Ub`XYb`9bXYb`XYf`7`fca`cgca`Yb``HY`ca YfY`j Yf_ØfnYb
g]WXY`bUhØf`]WXYfk`Y]gY`]a`@Ui ZY`XYg`5`hYfbg`i bX`g]bX`a`]h
j YfgWXY]XYbYb`U`hYfgVYX]b[hYb`?fUb`_Y]hYb`Uggcn]]Yfh``8]Y
:cfgWXYi b[`ni`J]hUa`]b`8`žk`Y`g]Y`]b`Y]bYf`i bhYfghi X]Y`XYf`J`#H5@
Ghi X]Y`Yfg]WXYh`]WXY]ghž`nY][hž`XUgg`Y]bY`hÀ[`]WXY`9]bbU`a`Y`j`cb
&"\$\$`\$`#`+`J]hUa`]b`8`'`ØVYf`j`]Yf`š`U`fY`g][b]Z]_Ubh`X]Y
HY`ca Yfj Yf_Øfni b[`fYXi`n]YfhY`i bX`gca`]hXUg`Y`ei`j]U`Ybhj`cb`ZUgh
XfY]`š`U`fYb`V]c`c`[]gWXYf`5`hYfi b[`j Yf\]bXYfhY"

8]Y`F c`Y`XYf`HY`ca YfY`]a`5`hYfi b[gdfcnYgg

I a`X]Y`5i gk]f_i b[Yb`j cb`J]hUa`]b`8`VYggYf`ni`j YfghY`Ybž`]gh`Yg
k]WXYh][ž`X]Y`:`i b_h]cb`XYf`HY`ca YfY`ni`VYhfUWXYhYb``8]YgY
VYghY`Yb`Ui`g`g]WXY`k`]YXYf`c`YbXYb`8B5!GYei`YbnYbž`X]Y`X]Y
7`fca`cgca`YbYbXYb`gWXY`ØhnYb`i bX`j Yf\]bXYfbž`XUgg`g]Y`g]WXY
UVVUi Yb`cXYf`Z`g]cb]YfYb``K`]Y`:**UWXYdcfhU`;** **Ygi bX\Y]h`Yf`_`Àfhž`
j Yf_ØfnYb`g]WXY`HY`ca YfY`a`]h`YXYf`NY`hY`]i b[ž`i bX`ghUf`_
j Yf_ØfnhY`HY`ca YfY`_ØbbYb`ni`NY`U`hYfi b[`cXYf`!hcX`ZØ`fYb``8Yf`
Ni ghUbX`XYf`HY`ca YfY`_cffY`Yfh`ghUf`_a`]h`i bgYfYf`V]c`c`[]gWXYb
; Ygi bX\Y]h`i bX`@VYb`ggdUbbY"**

8]Y`9bhXYW_i b[`XYf`HY`ca YfUgYž`X]Y`X]Y`HY`ca YfY`j Yf`Àb[Yfhž
k Uf`Y]b`VYXYi hYbXYf`:`cfhgWXYf]hh]b`XYf`5`hYfgZc`fgWXYi b["
HY`ca YfUgY`_ca`a`h`]b`GhUa`a`nY`Yb`i bX`?Y]a`nY`Yb`j`cf`i bX`]gh
YbhgWXY]XYbX`ZØf`X]Y`5i`ZFYWXYhYf`U`hi b[`XYf`HY`ca Yf`Àb[Y``9]bY
_Øfn`]WXY`fUbXca`]g]YfhY`Ghi X]Y`ž`]b`XYf`X]Y`5i gk]f_i b[Yb`j cb
J]hUa`]b`8`i bhYfgi WXYh`k`i fXYbž`\Uh`bi b[YnY][hž`XUgg`[Yn]Y`hY
Gi dd`Ya Ybh]Yfi b[`X]Y`HY`ca YfUgY`!5_hj]`]h`h`i bhYfghØhnYb`_Ubbž
k Ug`X]Y`6YXYi hi b[`Y]bYf`Ui`gY]WXYbXYb`J]hUa`]b!8!J Yfgcf[i b[
i bhYfghfY]WXYh"

9fbÀ\fi b['U`g': U_hcf`ZØf`[Ygi bXY`HY`ca YfY

8]Y`9fbÀ\fi b[`gd]Y`h`YVYbZU`g`Y]bY`k]W`h][Y`F`c``Y`]b`XYf
5i ZfYW`hYf\U`hi b[`XYf`HY`ca Yf`Àb[Y``J`c``k`Yfh][Y`9fbÀ\fi b[ž
VYghY\YbX`Ui g`5bh]cl]XUbh]Ybž`Ca Y[U!`! : Yhg`Ai fYb`i bX
Dc`md\Ybc`Ybž`_Ubb`XUni `VY]hfU[Ybž`XYb`5VVUi `XYf`HY`ca YfY`ni
j Yf`Ub[gUa Yb``@YVYbga]hhY`k]Y`<Y]XY`VYfYbž`ZYhfY]W`Yf` :]gW`
i bX`[fØbYf`HY` \UVYb`g]W`U`g`VYgcbXYfg`j cfhY` \UZh`Yfk]YgYbž
i a`X]Y`NY``[Ygi bX\Y]h`ni `ZØfXYfb`i bX`XYb`5`hYfi b[gdfcnYgg`ni
j Yf`Ub[gUa Yb``

: UghYb` \Uh`Ui W`d`cg]hj Y`5i gk]f`_i b[Yb`Ui Z`X]Y`NY``fY[YbYfUh]cb
i bX`_Ubb`Ybh[]ZhYbXY`Df`cnYggY`ja `?ØfdYf`U`hj]YfYbž`X]Y
k]YXYfi a`X]Y` ; Ygi bX\Y]h`XYf`HY`ca YfY`i bhYfghØhnYb``
`bhYfa]h]YfYbXYg` : UghYb`_Ubb` \Y`ZYbž`NY``U`hYfi b[`ni
j Yf`Ub[gUa Yb`i bX`X]Y`@YVYbgei U`h`h`ni `Yf\Ø`Yb``

8]Y`[YgUa a`Y`hYb`8UhYb`ØVYf`X]Y`J`cfhY`Y`j`cb`J`hUa]b`8`i`bX`X]Y
5i ZfYW`hYf\U`hi b[`XYf`HY`ca Yf`Àb[Y`YfØZZbYb`bYi Y`K`Y[Y`]b`XYf
: cfgW`i b[`` : cfgW`Yf`i bX` ; Ygi bX\Y]hg]bhYfYgg]YfhY`g]bX
[YgdUbbhž`k`Y`W`Y`k`Y]hYfYb`A`Ø[`]W`_Y]hYb`g]W`Xi`fW`Y]b
VYggYfYg`J`Yfgh`ÀbXb]g`j`cb`J`hUa]b`8`i`bX`HY`ca YfYb`Yf[YVYb
_ØbbYb``8]Y`?ca`V]bUh]cb`Ui`g`[Ygi bXYf`9fbÀ\fi b[ž`6Yk`Y[i b[
i bX`J`hUa]b`8`_ØbbhY`XYf`GW`ØggY`XUni `gY]bž`X]Y`5i gk]f`_i b[Yb
XYg`5`hYfbg`VYggYf`ni `VYk`À`h][Yb``

8YhU]`g	
Cfh	A Ugg` ; YbYfU`6f][\Ua ž! G5
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "cd!cb`]bY"XY • ZUW`dcfhU`![Ygi bX\Y]h"XY • bYk g"\Ufj UfX"YXi

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