

G]a cbY`H\ca U``U`ØVYf`GWa Yfn`i bX
6Yhfi [. `9]b`VYk Y[YbXYg
@]YVYg[YghÀbXb]g°

G]a cbY`H\ca U``U`fYZY_h]Yfh]b`Y]bYa `DcXWUgh`ØVYf`J Yf`i ghž
@]YVY`i bX`6Yhfi [`]b`]\fYb`6Yn]Y\i b[Ybž`Y]bgW`]Y» `]W`]\fYf
9fZU\fi b[Yb`a]h`]\fYa `j YfghcfVYbYb`9I !DUfhbYf"



; U`Už`8Yi hgW`UbX`!`G]a cbY`H\ca U``U`\Uh]b`Y]bYa ` _Øfn`]WYb
≠hYfj]Yk `gW`a Yfn\UZhY`9]bV`]W_Y`]b`]\f`@YVYb`[Y[YVYbž
]bgVYgcbXYfY`]b`6Yni [`Ui Z`]\fYb`j YfghcfVYbYb`9I !DUfhbYf
7\]ghcd\`K "žXYf`ja `8YnYa VYf`&\$&(`ja `5`hYf`j cb`)' `>\fYb
j YfghcfVYb`]gh"K À\fYbX`XYg`DcXWUghg` A`k]Y`A Uf`YbY žXYf`Ua
&"`ħ b]'&\$&) `Ui g[YghfU\`h`k i fXYž`gdFUW`g]Y`cZZb`ØVYf`]\fY
9fZU\fi b[Yb`a]h`6Yhfi [`i bX`Ya ch]cbU`Ya `GWa Yfn`]b`]\fYf
6Yn]Y\i b["G]Y []Vh`ni ž`VY`c[Yb`i bX`VYhfc[Yb`k cfXYb`ni `gY]bž
i bX`fYZY_h]Yfh]bhYbg]j `ØVYf`X]Y`8mbUa]_`]fYf`DUfhbYfgW`UZh"

H\ca U``U`i bX`7\]ghcd\`k UfYb`bi f`ZØbZ`A cbUhY`Ub[`Y]b`DUUfž

VYj cf'g]Y'g]W\ _i fn'j cf'gY]bYa 'HcX'hfYbbhYb" 'b'XYf'NY]hj cf
gY]bYa '5V'YVYb'k Uf'7\ f]ghcd\ 'j]b'GW\U[nY]'Yb'k Y[Yb
; Y'XdVcV'Ya Yb'i bX'6Yhf[[gZ\''Yb'j Yfk]W_Y'hž'k Ug'X]Y'6Yn]Y\i b[
ni gÅm'j]W\ VY'UghYhY" 'H\ca U''U'cZZYbVUfhYž'XUgg']\fY'HcW\hYf
Gcd\]U'a Y\fa U'g'K Ufbg][bU'Y'VYnØ['j]W\7\ f]ghcd\g'J Yf\U'hYb
Åi » YfhYž'X]Y'g]Y'YXcW\ '[bcf]YfhY" ' »W\ZØ\ 'hY'a]W\ 'V'j]bX'ZØf'X]Y
K Ufbg][bU'Y ž'gU[hY'g]Y'i bX'Yf'YVhYž'k]Y'g]W\ '\fY '@cmU']hÅh
bY[Uh]j 'Ui Z'g]Y'Ui gk]f_hY"

9]b'bYi Yf'K Y['XYf'6Yk Å'h][i b[

I a 'g]W\ j cb'XYb'Ya ch]cbU'Yb'Hi fVi 'YbnYb'UVni 'Yb_Ybž
VYgW\`cgg'H\ca U''Už'Ub'XYf''YmhYb'GhUZZY''j cb' @Yhg'8UbW
hY]'ni bY\ a Yb" '8]YgY'9bhgW\Y]Xi b['k Uf'ZØf'g]Y'Y]b'J Yfgi W\ž'X]Y
Xi b_'Yb'; YXUb_Yb'ØVYf'']\fY' [YgW\Y]hYfhY'6Yn]Y\i b['ni
j YfXfÅb[Yb" 'b'XYf'Nk]gW\YbnY]h\ Uh'g]Y'g]W\ 'j]b'Y]bY'bYi Y
6Yn]Y\i b['a]h'FYbÅ'VY[YVYb" 'G]Y'YfbhY'F YbÅ'ni f' ['Y]W\Yb'NY]h
k]Y'7\ f]ghcd\ _YbbYbž'_cbnYbhf]YfhY'g]W\ 'YXcW\ 'ni '6Y[]bb'Ui Z
XYb'j Yfghc'fVYbYb'DUf'bhYf" 'B UW\ '7\ f]ghcd\g'HcX'ZUbX'g]Y'Hfcgh
VY]'F YbÅ'i bX'VYgW\fy]Vh'X]YgY'bYi Y'J YfV]bXi b['U'g''YVYj c''i bX
i bhYfghØhnYbX"

H\ca U''U'\Uh'X]Y'9fY][b]ggY'fi bX'i a '7\ f]ghcd\g'HcXž'gck]Y'XYb
Ya ch]cbU'Yb'J YffUhž'XYb'g]Y'Yf']hYb '\Uhž'bcW\ 'b]W\hj c''ghÅbX][
j YfUfVY]hYh" 'b']\fYa 'DcXWUgh'gdf]W\h'g]Y'Ui W\ 'ØVYf'']\fY'ZfØ\ YfYb
6Yn]Y\i b[Ybž'XUfi bhYf'X]Y'ni 'Fi X]5ggUi Yf'i bX'G]j]c
<Y]bYj YhYf" 'A]h'5ggUi Yfž'j cb'&\$\$'V]g'&\$\$- 'ni gUa a Ybž'ZØ\ 'hY
g]Y'g]W\ 'g]W\Yf'i bX' [YVcf[Yb" '8]Y'6Yn]Y\i b['ni '<Y]bYj YhYf
\b[Y[Ybž'X]Y'j cb'&\$\$- 'V]g'&\$\$%'UbXUi YfhYž'VYgW\fy]V'g]Y'U'g
ghUV]ž'cVkc\`g]Y'cZ'h'k Yb]['NY]h'a]hY]bUbXYf'j YfVfUW\hYb"

; YgY``gW UZh`]W Yf'? cbhYI h'XYf'HfUi Yf

8]Y'HfUi Yf'i a 'DYfgØb`]W\ _Y]hYbž'X]Y'XUg'ÖZZYbh]W\Y '@YVYb
dfÅ[Ybž']gh'Y]b'j]bhYfYggUbhYg' [YgY``gW UZh`]W\Yg'D\ Åbca Ybž'XUg
U'g'dUfUgc]U'Y'HfUi Yf'VYnY]W\ bYh'k]fX" '@Ui h: cfgW\Yfb'XYf
I b]j Yfgh'mic'Z'A]Ua]'Ya dZ]bXYb'j]Y'Y'A YbgW\Yb'ghUf_Y
Ya ch]cbU'Y'F YU_h]cbYb'VY]a 'J Yf'i gh'VY_UbbhYf'DYfgØb`]W\ _Y]hYbž

X]Y'cZhik]Y'Yb[Y': fYi bXY'k]f_Ybž'cVk c\`g]Y' _Y]bY'dYfgÖb`]WXY
 J YfV]bXi b['ni ']\bYb'\UhhYb"'8]YgY'Y]bgY]h][Yb'6Yn]Y\i b[Yb
 YbghY\Yb'Xi fW'A YX]Yb'i bX'_ÖbbYb'gW'a Yfn\UZhY'9a ch]cbYb
 \Yfj cffi ZYbž'X]Y'Y]bYb'h]YZYfYb'6`]W_`Ui Z'XUg'Y][YbY'@YVYb
 Yfa Ö[`]WXYb"

K YbXm'@]W hYb h\ U`ž'X]Y'ni 'X]YgYa 'H\Ya U'Zc fgW hž'VYhc b hž'XUgg
 XYf'J Yf'i gh'VYXYi hYbXYf'DYfgcbYb'Y]bY'XcddY'hY'HfUi Yf
 Ui g`ÖgYb' _Ubb.'b]W h'bi f'j cb'XYf'DYfgcb'gY'Vghž'gcbXYfb'Ui W
 j cb'XYb'9f]bbYfi b[Yb'i bX'@YVYbgd\UgYbž'X]Y'g]Y'j Yf_ÖfdYfb"
 8]YgYg'D\Äbca Yb'nY][hž'k]Y'h]YZ; YgW]W hYb'i bX'ÖZYbh']WXY
 :][i fYb']b'XUg'Ya ch]cbU`Y'@YVYb'XYf'A YbgWYb'Y]bXf]b[Yb
 _ÖbbYbž'i bUV\Äb[]['j cb'X]fY_hYb'dYfgÖb`]WXYb'?cbhU_hYb"

H\ca U`U`Äi »Yfh']b']\fYa ' ðhYfj]Yk ž'XUgg'g]Y']b']\fYb
 6Yn]Y\i b[Yb'ghYhg'a Y\ f'U'g'bi f'@Ub[Yk Y]`Y'Yf'YVYb'k c`hY"'8]Yg
 gd]Y[Y'h]g]W]b']\fYa 'K YfXY[Ub['k]XYfž'XYf'Xi fW' < Ö\Yb'i bX
 H]YZYb' [Y_YbbnY]W bYh]gh'i bX'nY][hž'k]Y'k]W h]['Yg]ghž'X]Y
 Y][YbYb'Ya ch]cbU`Yb'9fZU\ fi b[Yb'ni 'j YfghY\Yb'i bX'ni
 j YfUfVY]hYb"

8YhU]`g	
J c fZU``	HcX
C fh	; U`Už'8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "[U`U"XY • k k k "c_!a U[Un]b"XY • ga Ufhi d!bYk g"XY

6Ygi WXYb'G]Y'i bg'Ui Z.'b!U["bYh