

K]fhgWk UZh'&\$&) . 'J]YhbUa ' _Àa dZh'[Y[Yb
[`cVU`Y`< UbXY`g_f]gYb`°

9fZU\ fYb`G]Yž`k]Y`[Ycdc`h]gWkY`i bX`k]fhgWk UZh`]WkY
<YfUi gZcfXYfi b[Yb`J]YhbUa g`Hci f]ga i g`V]g`&\$&)
VYY]bZi ggYb`i bX`k Y`WkY`GhfUHY[]Yb`bÒh][`g]bX"



< c!7\]!A]b\!GhUXhž`J]YhbUa `!`5a `&("A U] &\$&) `nY]Wk bYh`g]Wk
Y]b`j Yf\U`hYbYg`6]`X`Zøf`XUg`k Y`hk Y]hY`K]fhgWk UZh`gk UWk ghi a `UV"
Dfc[bcgYb`XYi hYb`Ui ZY]b`K UWk ghi a `j cb`YX][`]Wk`&ž`i `Zøf
&\$&) `i bX`" `i `Zøf`&\$&`*` \]bž`k Ug`XYi h]Wk `i bhYf\U`V`XYf" ž) `i `XYf
U\ fY`&\$`%`V]g`&\$`%- ``]Y[h`"8]YgY`9b`hk]W_`i b[`k]fX`Xi fWk
j YfgWk]YXYbY` : U_hc fYb`VYY]bZi ggž]bgVYgcbXYfY`XUg`Ub[gUa Y
K UWk ghi a `XYg`K Y`h\UbXY`g`gck]Y`XYb`ni bY`a YbXYb`9]bZi gg
j cb`Nc`"! `i bX`< UbXY`ggWk i hndc`h]_Yb" `@Ui hj]YhbUa "j b`g]bX
Ui Wk`[Ycdc`h]gWkY`? cbZ]_hY`i bX`hYWk bc`c[]gWkY`< UbXY`g_f]Y[Y
F]g]_Ybž`X]Y`j]Y`Y`gWk Y`Yb`ÀbXYfž`XUfi bhYf`J]YhbUa ž`VYhfYZZYb"

Ni gÀhn`]Wk`ni `XYb`[`cVU`Yb`< YfUi gZcfXYfi b[Yb`\Uh`J]YhbUa `a]h
\c\Yb`bZUh]cbg! `i bX`N]bggÀhnYb`gck]Y`Y]bYa `5bgh]Y[`XYf

ÖZYb`h]WXYb`i bX`df]j UhYb`GWXi`XYb`ni`_Äa`dZYb`"8]YgY`i: U_hcfYb
Yf\Ö\Yb`X]Y`K U\fgWXY]b`]WXY]h`Y]bYg`[Yf]b[Yb`K UWXghi`a`g`]b
[fc»Yb`J`c`_gk`]fhgWXYUZhYb`k`]Y`XYb`i`G5ž`7\]bUž`XYf`9I`i`bX`dUb`
9I`hYfbY`F`]g`_Yb`_ÖbbhYb`X]Y`j`]YhbUa`Yg]gWXYb`9I`dcfhYž
=bj`Ygh]h]cbYbž`?`cbgi`a`i`bX`XYb`Hci`f]ga`i`ggY`_hcf`Yf\YV`]W
VYY]bhfÄW]h[Ybž`k`Ug`i`bhYfbY\`a`Yb`]b`J`]YhbUa`i`j`cf`ni`gÄh`]WXY
<YfUi`gZcfXYfi`b[Yb`ghY`h`

GhfUHY []gWXY`F`YU`_h]cbYb`i`bX`

=bbcj`Uh]cbgXfi`W`_

8]Y`i`bhYfbY\`a`Yb`]b`J`]YhbUa`i`VYZ]bXYb`g]WXY`]b`Y]bYf`gW`k`]Yf][Yb
@U[Yž`XU`g]Y`a`]h`ghY][YbXYb`?`cghYb`gck`]Y`XYb`5`bZcfXYfi`b[Yb`Ub
8][]hU`]g]Yfi`b[i`bX`^`_c`c`[]g]Yfi`b[i`_Äa`dZYb`a`ØggYb`"Hfcm
X]YgYf`<YfUi`gZcfXYfi`b[Yb`V]YhYh`X]Y`ghfUHY []gWXY`[Ycdc`]h]gWXY
@U[Y`XYg`@UbXYg`bYi`Y`A`Ö[`]WXY]hYb`ZØf`]bXi`ghf]Y`Y`
9b`hk`]W`_i`b[Yb`"8]Y`Ug]Uh]gWXY`B`UW`ZfU[Y`k`]fX`j`cfUi`gg]WXY`h`]WXY`V]g
&\$&`i`X]Y`XYf`i`G5`ØVYfhfYZZYbž`k`Ug`J`]YhbUa`i`]b`Y]bY`[Øbgh][Y
Dcg]h]cb`Vf]b[hž`j`cfUi`g[YgYhnhž`X]Y`i`bhYfbY\`a`Yb`_ÖbbYb`X]Y
f]WXY]h[Yb`A`U»`bU\`a`Yb`Yf[fY]ZYb`"

9]b`Yb`hgWXY]XYbXYf`5gdY`_h]gh`X]Y`B`chk`YbX][_Y]hž`X]Y
K`YhhVYk`YfVgZÄ\][_Y]h`Xi`fWXY`=bbcj`Uh]cb`ni`ghY][Yfb`
J]YhbUa`Yg]gWXY`i`bhYfbY\`a`Yb`gc`hYb`g]WXY`b]WXY`h`bi`f`ØVYf`DfY]gž
gcbXYfb`Ui`WXY`ØVYf`E`i`U`]hÄhž`A`Uf`_Y`i`bX`GYfj`]WXY`X]ZZYfYbn]YfYb`
I`a`i`Ub[Zf]gh][`YfZc`[fY]WXY`ni`gY]bž`]gh`Yg`i`bYf`Ägg`]WXY`ž`g]WXY`Ui`Z
[fØbY`i`bX`X][]hU`Y`HfUbgZcfa`Uh]cb`ni`_cbnYbhf]YfYb`i`bX`X]Y
=bhY[fUh]cb`j`cb`9G;`!`U_hcfYb`]b`X]Y`i`bhYfbY\`a`Yb`ggghfUHY []Yb`ni
ZØfXYfb`"8]Yg`k`]fX`U`g`Yb`hgWXY]XYbX`ZØf`X]Y`Ni`_i`bZi`XYf
K`YhhVYk`YfVgZÄ\][_Y]h`Ub[YgY\Yb`"

7\UbWXYb`i`bX`<YfUi`gZcfXYfi`b[Yb`]b`Y]bYa
[`cVU`Yb`?`cbhYI`h`

8]Y`k`]fhgWXYUZh`]WXYb`F`U\`a`Yb`VYX]b[i`b[Yb`]b`J`]YhbUa`i`ghY\Yb`]a
NY]WXYb`[`cVU`Yf`<UbXY`g`_cbZ`_hYž`X]Y`b]WXY`h`bi`f`XYb`<UbXY`ž
gcbXYfb`Ui`WXY`X]Y`?`Ud]hU`a`Äf`_hY`VYY]bZi`ggYb`"9]b`6Yf]WXY`h]cb`i`

nUghYf!a U[Un]b"XY`UbU`mg]Yfh`X]Y`dchYbn]Y`Yb`5i`gk`]f`_i`b`[`Yb`
 XYf`nk`Y]hYb`5a`hgnY]h`j`cb`8`cbU`X`Hfi`a`d`Ui`Z`X]Y`K`Y`hk`]fhgW`UZh`
 i`bX`X]Y`F`YU`_h]cbYb`9i`fcdUg`Ui`Z`dfchY`_h]cb]gh]gW`Y`<`UbXY`gn`Ò`Y`
 8]YgY`[`c`VU`Yb`HfYbXg`ghY`Yb`]bgVYgcbXYfY`GW`k`Y`Yb`ÀbXYf`k`]Y`
 J]YhbUa`j`cf`<`YfUi`gZcfXYfi`b`[`Yb`ž`V]YhYb`UVYf`Ui`W`b`Yi`Y`
 7\UbW`b"

8]Y`j`]YhbUa`Yg]gW`Y`F`Y`[`]Yfi`b`[`U`h`a`]h`XYf`F`Ygc`i`h]cb`B`f`
 *,`!`B`E`#`K`Y]b`_`Uf`XYZ]b]YfhYg`N]Y`ž`V]g`&`\$`\$`nk`Y]A`j`]cbYb`b`Yi`Y`
 l`bhYfbY`a`Yb`ni`[`f`Ø`b`XYb`"8]YgY`b`h]Uh]j`Y`gc`X]Y`]bbYfY`Gh`À`f`_`Y`
]b`A`Uf`_`hž`GhUUh`i`b`X`;`YgY`g`W`UZh`Z`Ø`f`XYfb`"@`c`_`U`Y`F`Y`[`]Yfi`b`[`Yb`
 g]b`X`Ui`Z`[`Y`Z`c`f`X`Y`f`hž`g]W`Ui`Z`X]Y`GW`UZZi`b`[`j`cb`5`f`V`Y]hgd`À`hnYb`i`b`X`
 X]Y`l`bhYfgh`Ø`hni`b`[`j`cb`l`bhYfbY`a`Ybg`f`Ø`b`Xi`b`[`Yb`ni`
 _`c`bn`Y`b`hf]Y`f`Y`b`";`Y]W`n`Y]h][`k`]f`X`Y]b`Y`B`Yi`d`cg]h]cb]Yfi`b`[`XYf`
 9l`d`c`f`h`a`À`f`_`h`Y`b`c`h`k`Y`b`X][`g`Y]b`ž`i`a`X`U`g`K`U`W`g`h`i`a`ni`g]W`Y`fb"

g[`YgUa`h`V`Y`Z]b`XYb`g]W`X]Y`l`bhYfbY`a`Yb`]b`<`c`!`7`\]!`A`]b`!`G`h`U`X`h`
]b`Y]b`Yf`D`\`U`g`Y`X`Y`f`d`c`g]h]j`Yb`9`b`h`k`]W`_`i`b`[`X`U`b`_`X`Y`f`l`bhYfgh`Ø`hni`b`[`
 Xi`f`W`X]Y`F`Y`[`]Yfi`b`[`"G]Y`V`Y`f]W`h`Y`b`j`cb`[`Y`g`h`Y][`Y`f`h`Y`b`
 b`j`Y`g`h]h]cb`Y`b`i`b`X`Y]b`Y`f`j`Y`f`V`Y`g`g`Y`f`h`Y`b`D`f`c`Xi`_`h]c`b`g`U`b`X`g`W`U`Z`h`l`a`
 k`Y]h`Y`f`a`]b`k`Y`h`V`Y`k`Y`f`V`g`Z`A`\][`ni`V`Y]V`Y`b`ž`a`Ø`g`g`Y`b`X]Y`
 j]YhbUa`Yg]gW`Y`b`l`bhYfbY`a`Yb`Y`X`c`W`U[`]Y`G`h`f`U`h`Y`[`]Yb`ni`f`
 8]j`Y`f`g]Z]n]Yfi`b`[`X`Y`f`A`À`f`_`h`Y`b`h`k`]W`Y`b`i`b`X`Y`Z`Z`Y`_`h]j`Y`B`Y`h`k`Y`f`_`Y`
]b`X`Y`f`@]Y`Z`Y`f`_`Y`h`Y`Ui`Z`V`Ui`Y`b"

8YhU]`g	
C`f`h	<c!7`\]!A`]b`!`G`h`U`X`hž`J`]YhbUa
E`i`Y`Y`b	<ul style="list-style-type: none"> • k k k "j]YhbUa "j b • k k k "nUghYf!a U[Un]b"XY

6Ygi W`Y`b`G]Y`i`bg`Ui`Z`Y]b`Y`!`f`Y]g`Y`"XY