

J]YhbUa 'Ui Z'9L DC ' &\$&) . '? i `hi fY`Yf
; `Ubn'i bX`X][]hU`Y` =bbcj Uh]cb`]a `: c_i g°

J]YhbUa 'ZÖfXYfh'?i `hi f'i bX`Hci f]ga i g`Ui Z'9L DC ' &\$&) `]b
CgU_U`Xi fW`?ccdYfUh]cb`a]h`H]_Hc_ž`Y]bgW`]Y» `]W
]bhYfU_hj] Yf`J YfUbgH`hi b[Yb`i bX`5i gghY`i b[Yb`



< Ubc]ž`J]YhbUa `!'5a`%-`"A U]`&\$&) `k i fXY`]b`<Ubc`]Y]bY
k]W`h][Y`5Vg]W`hgYf`_Äfi b[`nk]gW`Yb`XYf`5VhY`]i b[`ZÖf
]bhYfbUh]cbU`Y`Ni gUa a YbUfVY]h`XYg`A]b]ghYf]i a g`ZÖf`?i `hi fž
Gdcfhi bX`Hci f]ga i g`i bX`XYf`H]_Hc`!D`UhhZcfa`i bhYfnY]W`bYh`
8]YgY`Ni gUa a YbUfVY]h`n]Y`h`XUfUi Z`UVž`X]Y`j]YhbUa Yg]gW`Y
?i `hi fž`XYb`Gdcfhi bX`XYb`Hci f]ga i g`Ui Z`H]_Hc`_Y`ZZY`_hj`ni
_ca a i b]n]YfYb`i bX`ni `ZÖfXYfb`"8]Y`DUfhbYfgW`UZh`]gh`VYgcbXYfg
VYXYi hYbX`]a`<]bV`]W`_Ui ZX]Y`HY`]bU`a Y`J]YhbUa g`Ub`XYf
K Y`hUi gghY`i b[`9L DC `&\$&) `]b`CgU_Už`dUbž`X]Y`j ca`%'`"5df]`
V]g`ni a`%'`"C`_hcVYf`ghUhhZ]bXYh`

8]Y`J]YhbUa Yg]gW`Y`6chgW`UZh`k]fX`Xi fW`X]Y`i bhYfghØhni b[`j cb
H]_Hc_ž`X]Y`Dfc[fUa a Y`k]Y`XYb`<Ug`hU[`j bk cf`XYI dc`i a ZUgghž

]b`]\fYf?ca a i b]_Uh]cb`[YghÅf_h"8Yf<Ug\hU[`gc``7cbhYbh!
9fghY``Yf`XUni `Y]b`UXYbž`XUg`J]YhbUa `9I \]V]h]cb`<ci gY`ni
VYgi WXYb`i bX`_fYUh]j Y`ϕ\U`hY`ni `YfghY``Yb"GY]h'gY]bYf`9fÖZbi b[
[]`h`XUg`J]YhbUa `9I \]V]h]cb`<ci gY`U`g`Y]bY`XYf`VY`]YVhYghYb
5i gghY``i b[g\U``Yb`VY]`UdUb]gWXYb`6Ygi WXYfb`XYf`9LDC`&\$&)"

J YfUbghU`hi b[gdfc[fUa a `i bX`<Ö\Ydi b_hY

8 Ug`[Yd`UbhY`J YfUbghU`hi b[gdfc[fUa a `]a `FU\ a Yb`XYf`9LDC
&\$&) `i a ZUggh`a Y\ fYfY`VYa Yf_Ybgk YfhY`9j Ybhg"8Uni `nÅ\`Yb.

- 8]Y`5i gghY``i b[`DfÅg]XYbh`<c`7\]`A]b\` `Gma Vc`XYg
: f]YXYbg`i bX`XYf: fYi bXgWUZh `j ca `&`"V]g`&)"`A U]"
- J]YhbUa `B Uh]cbU`6fUbX`K YY_`j ca `&*"A U]`V]g`%"`ž b]"
- E i Ub[!B]b\!K cWXY`Ui ZXYf`9LDC`&\$&) `j ca ` "V]g`*"`ž b]"
- 9]b`Dfc[fUa a `ni f: ÖfXYfi b[`XYg`Hci f]ga i g]b`E i Ub[
BUa `i bX`8U`BUb[`j ca ` -"V]g`%"`ž b]"
- 6]b\!D\i cWK cWY`j ca `%"`"V]g`%"`ž b]"

B [i mYb`D\i cb[`<cUž`8]fY`_hcf]b`XYf`5VhY]`i b[`ZØf`]bhYfbUh]cbU`Y
Ni gUa a YbUfVY]hž`Åi »YfhY`X]Y`<cZbi b[ž`XUgg`6Ygi WXYf`Xi fW
XUg`J]YhbUa `9I \]V]h]cb`<ci gY`b]W`h`bi f`a Y\ f`ØVYf`J]YhbUa
YfZU\ fYbž`gcbXYfb`Ui W`dchYbn]Y``Y`ϕj Ygh]h]cbg!`i bX
?ccdYfUh]cbga Ö[`]W`_Y]hYb`YbhXYW`Yb"8Ug`A Ya cfUbXi a `cZ
I bXYfghUbX]b[`gc``X]Y`Ni gUa a YbUfVY]h`nk]gWXYb`XYf
j]YhbUa Yg]gWXYb`F Y[]Yfi b[`i bX`H]_Hc`_ghÅf`Yb`i bX`XUg
DchYbn]U`X][]hU`Yf`D`UhhZcfa Yb`ni f: ÖfXYfi b[`j]YhbUa Yg]gWXYf
_i `hi fY``Yf`K YfhY`a UI]a]YfYb"

8 Ug`J]YhbUa `9I \]V]h]cb`<ci gY

8 Yf`J]YhbUa `DUj]`]cb`Ui ZXYf`9LDC`&\$&) `]b`CgU`U`k i fXY`cZZ]n]Y``
Ua `&("5df]`&\$&) `YfÖZbYh`A]h`XYa `H\Ya U`9]bY`]b`_i g]j Y
; YgY``gWUZh`]b`XYf`X]Y`A YbgWXYb`]a `A]hY`di b`highY\Yb
YfghfYW`h]g]W`XYf`DUj]`cb`ØVYf" \$ \$ E i UXfUha YhYf`i bX`Å\ bY`h]b
gY]bYf; YghU`hi b[`Y]bYa `hfUX]h]cbY``Yb`Wcb]WU``\Uh"9f`_ca V]b]Yfh
Ögh]WXY`Y`gh\Yh]_`a]h`a cXYfbYf`HYW`bc`c[]Y`i bX`V]YhYhY]bY
J]Y`nU\`j cb`@j Y!5i ZØ\fi b[Ybž`XUfi bhYf`@chi g!HÅbnY`i bX

K UggYfdi ddYbgd]Y`Y"

9]b`<][\`][\h`]gh`X]Y`G\ck` 8]Y`GW\Ob\Y]h`J]YhbUa`g`ž`X]Y
hfUX]h]cbY`Y`A`i`g`_`a`]h`nY]h[Yb`Ogg]gW\Ya` `@]W\hXYg][b`j`YfV]bXYh"
Ni`a` `YfghYb`A`U`k`]fX`d`UfU`Y`Y]b`j`]fhi`Y`Yf`DUj`]`cb`ØVYf`X]Y
D`UHhZcfa` `J]fhi`U`9LDC` `M`a`Yg\]a`U`]b`h\Y`G`_`m` `Ub[YVchYbžVY]
XYa` `6Ybi`hnyf`a`]h`5j`UhUfYb`]b`½`c`X¼`i` bX`b`i` b`½`bUj`][]YfYb`i` bX
a`Y`f`gd`f`UW\][Y`ϕ` \U`hY`]b`9b[`]gW\`i` bX`J`]YhbUa`Yg]gW\`UVfi`ZYb
_`Ob`b`Yb`"8Yf`d`\mg]gW\Y`DUj`]`cb`V]YhYh`ni`XYa` `ZØ\`fYbXY
HYW\bc`c`[]Yb`k`]Y`Hci`W\gWfYYbgž`5i` [a`Yb`hYX`F`YU`]hmž`J`]fhi`U`
F`YU`]hmž`<`c`c`[fUa`a`Y`i`bX`X][]hU`Y`?`UfhYbž`X]Y`Y]bY`]b`hYfU`_h]j`Y
9fZU\`fi`b[`a`]h`J`]YhbUa`g`9fVYž`@]bXgW\UZhYb`i`bX
<`UbXk`Yf`_g`_i`bgh`Yfa`Ø[`]W\Yb"

8]Y`HY]`bU\`a`Y`Ub`XYf`9LDC``&\$\$&)`i`a`ZUggh`ØVYf`%)`\$`@]bXYf`i`bX
]b`hYfbUh]cbU`Y`C`f[Ub]gUh]cbYb`i`bX`k`]fX`j`c`fUi`gg]W\h`]W\`V]g`ni`a`
%`" `C`_`hc`VYf`UbXUi`Yfb`"BYVYb`XYb`VYfY]hg[]YbUbb`hYb
J`YfUbghU`hi`b[Yb`k`]fX`Ui`W\`XUg`B`Uh]cbU`Y`Hci`f]ga`i`g`U\`f`&\$\$&)
a`]h`XYa` `H\Ya`U` `<`i`Y` `8]Y`5`hY`<`Ui`dhghUXhž`B`Yi`Y`A`Ø[`]W\`_Y]h
Ub[Y`_`Ø`b`X][h`8]YgY`ϕ]h]Uh]j`Y`n]Y`h`X`UfUi`Z`UVž`?`i` `hi`fž`Hci`f]ga`i`g`
i`bX`HYW\bc`c`[]Y`a`]hY]bUbXYf`ni`j`Yf`_b`Ø`d`ZYbž`i`a` `Ui`g`À`b`X]gW\Yg
ϕ`hYfYggY`ni`ZØfXYfb`i`bX`Y]bY`h]YZYfY`Ni`gUa`a`YbUfVY]h`nk`]gW\Yb
j`]YhbUa`Yg]gW\Yb`i`b`hYfbY\`a`Yb`i`bX`U`d`Ub]gW\Yb`DUf`hbYfb`ni
Yfa`Ø[`]W\Yb"

6Y]`_`Ø`b`Zh][Yb`J`YfUbghU`hi`b[Yb`k`]Y`XYf`J`]YhbUa` `J`U`i`Y`K`YY`_
f]ca` `&`*`"A`U]`V]g`%"`ž`b]E`i`bX`XYa` `J`]YhbUa` `B`Uh]cbU`8`Um`f`Ua` `:-`"
GYdhYa`VYfE`k`]fX`Ui`W\`k`Y]hYf\]b`K`Yf`h`Ui`Z`_i` `hi`fY`Y`8]d`ca`Uh]Y
i`bX`]b`hYfbUh]cbU`Y`?`ccdYfUh]cbYb`[Y`Y[h`

K Y]hYfY`ϕZcfa`Uh]cbYb`ni`X]YgYa`H\Ya`U`Z]bXYb`G]Y`VY]`
J]YhbUa` "j`b`i`bX`6Uc`E`i`Ub[`B`Ua` "

8YhU]`g`	
C`f`h`	<`Ubc]ž`J`]YhbUa`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k`k`k` "j`]YhbUa` "j`b` • Yb`"VUc`e`i`Ub[`b`Ua` "j`b`

6Ygi W\Yb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY