

GY`Ybg_m^hf]ZZh`Di h]b.` < c ZZbi b[`Ui Z
K UZZYbgh]`ghUbX`]b`=ghUbVi `°

DfÅg]XYbh`GY`Ybg_m^d`Ubh`Y]b`HfYZZYb`a]h`Di h]b`Ua`%) "A U]
]b`XYf`HØf`_Y]ž`i a`ØVYf`Y]bYb`K UZZYbgh]`ghUbX`ni
j`Yf`UbXY`b"



=ghUbVi `ž`HØf`_Y]!`i`_fU]b]gW`Yf`DfÅg]XYbh`K`c`c`Xma`mf`GY`Ybg_m^
ghY`h`_i`fn`j`cf`Y]bYa`VYXYi`hYbXYb`X]d`ca`Uh]gW`Yb`HfYZZYb`a`]h
Fi`gg`UbXg`DfÅg]XYbh`K`UX]a`]f`Di`h]b`5a`%)`"A U]`&\$&)`k`]fX
GY`Ybg_m^]b`=ghUbVi`Yfk`UfhYhž`i`a`dYfgØb`]W`Y`Ygd`f`Å`W`Y
Ui`Zni`bY`a`Yb`8]YgYg`HfYZZYb`_Øb`b`hY`Yb`hgW`Y]XYb`X`ZØf`X]Y
ni`_Øb`Zh][`Yb`6Yn]Y`i`b[`Yb`nk`]gW`Yb`XYf`i`_fU]bY`i`bX`Fi`gg`UbX
gY]bž`]bgVYgcbXYfY`]a`<]bV`]W`_Ui`ZX]Y`Ub`U`hYbXYb`?`cbZ]_hY`i`bX
X]Y`c`fXYfi`b[`bUW`Y]bYa`K`UZZYbgh]`ghUbX"

GY`Ybg_m^`Uh`gY]bY`_`UfY`9fk`Ufhi`b[`[`Y`Åi`»`Yfhž`XUgg`Fi`gg`UbX
Y]bYb`K`UZZYbgh]`ghUbX`Y]b`Y]hYhž`VYj`cf`k`Y]hYfY`J`Yf`UbX`i`b[`Yb
ghUhh]bXYb`_Øb`b`Yb`8Yf`@Y]hYf`XYg`DfÅg]X]U`Ua`hYgž`5bXf]`^`Y`fa`U`ž

VYhc.bhY. ' Ni Yfgh'Y]b`K UZZYbgh]`ghUbX`Xi fW`Fi gg`UbXž`XUbb`U`Yg
UbXYfY " `b c Z]n]Y`Y `b Zcfa Uh]cbYb`UggYb`j Yfa i hYbž`XUgg
GY`Ybg_m^Ui W`XUbb`]b`X]Y`HØf`Y]`fY]gYb`k]fXž`k Ybb`Fi gg`UbX
g]W`k Y][Yfhž`Ua`j cf[YgW`U[YbYb`K UZZYbgh]`ghUbX`Ua`'%"`A U]
hY]`ni bY`a Ybž`k Ug`X]Y`9bhgW`cggYb`Y]h`XYf`I`_fU]bY
j YfXYi h]W`hž`hfchn`a`Ò[`]W`Yf`F`ØW`gW`À[Y`]b`XYb` ; Ygdf`ÅW`Yb
Zcfhni ZU`fYb`"

`b hYfbUh]cbU`Y`F`YU`_h]cbYb`i`bX

I`b hYfghØhni`b[`Yb

8]Y`]bhYfbUh]cbU`Y` ; Ya`Y]bgW`UZh`VYc`VUW`hYh`X]Y`9bhk`]W`i`b[`Yb
a`]h[`fc»`Yf`5i`Za`Yf`_gUa`_Y]h`"i`G!Df`Åg]XYbh`8cbU`X`Hfi`a`d`\\Uh
gY]bY`I`bhYfghØhni`b[`ZØf`X]fY`_hY` ; Ygdf`ÅW`Y`nk`]gW`Yb`I`_fU]bY`i`bX
Fi`gg`UbX`g][`bU`]g]Yfh`"9f`Ài`»`YfhY`Y`XcW`Ui`W`Nk`Y]ZY`XUfUbž
XUgg`Y]bY`9]b][`i`b[`a`]h`Di`h]b`Yfn]Y`h`k`YfXYb`_Ubbž`]bgVYgcbXYfY
Ub[`Yg]W`hg`XYf` : Y]Yf`]W`_Y]hYb`ni`a`G]Y[`]a`Nk`Y]hYb`K`Y`h`_f]Y[`ž
X]Y`XYfnY]h]a` `?fYa` `J`c`ffUb[`\\UVYb`"

Hfi`a`d`_ØbbhY`ni`XYa`Ua`'%"`" `A U]`]b`X]Y`HØf`Y]`fY]gYb`ž`i`a`Ub`XYb
 ; Ygdf`ÅW`Yb`hY]`ni`bY`a`Yb`"GY`Ybg_m^\\Uh`X]YgY`a`Ò[`]W`Y
HY]`bU`a`Y`VY[`fØ»`hi`bX`VYhc`bž`XUgg`U`Y`I`_fU]bYf`Hfi`a`d`Ub
gY]bYf`GY]hY`gY`Yb`a`ØW`hYb`"@Ui`h`Hfi`a`d`_ØbbhY`XUg`HfY`ZYb`Y]b
j`]Y`j`YfgdfYW`YbXYg`9f[`YVb]g`Vf]b[`Ybž`k`Ybb`Yg`gY]b`NY]hd`Ub
ni`Åggh`"

K`UZZYbgh]`ghUbX`i`bX`8f]b[`]W`_Y]h`XYf

J`Yf`\\`UbX`i`b[`Yb

8]Y`I`_fU]bY`i`bX`]`fY`J`YfVØbXYhYb`\\UVYb`Fi`gg`UbX`i`h]a`Uh]j
Ui`Z[`Y`ZcfXYfhž`Y]bYb`" `!`h`Å[`][`Yb`K`UZZYbgh]`ghUbX`ni`U`_nYdh]YfYbž
UbXYfbZU`g`Xfc`Yb`g]Y`a`]h]`YfgW`ÅfZhYb`GUb`_h]cbYb`"9i`fcd`Å]gW`Y
GhUUhgW`Y`Zg`Xf`Åb[`Yb`YVYbZU`g`Ui`Z`Y]bYb`j`c`gh`ÅbX][`Yb
K`UZZYbgh]`ghUbX`V]g`A`]hYfbUW`h`8Yf`?`fYa` `ž`U`YfX]b[`gž`k`]Yg
I`h]a`UhYb`U`g]bU`_nYdhUVY`ni`fØW`" `?`fYa` `!`GdfYW`Yf`8a`]hf]
DYg`_ck`a`UW`hY`XYi`h]W`ž`XUgg`Fi`gg`UbX`_Y]bY`J`c`fVYX]b[`i`b[`Yb
ZØf`J`Yf`\\`UbX`i`b[`Yb`U`_nYdh]YfYb`k`]fX`i`bX`ZcfXYfhž`XUgg` ; Ygdf`ÅW`Y

Ui ZXYb'8c_i a YbhYb'j cb'&\$&&'VUg]YfYb"

GY`Ybg_m^i bX`X]Y`]bhYfbUh]cbU`Y` ; Ya Y]bgW\UZh`ghY\Yb`j cf`XYf
<YfUi gZcfXYfi b[ž`X]Y`Xf]b[YbX`VYb`Oh][hY` : f]YXYbgj Yf\UbX`i b[
j cfUbni hfY]VYb" `K `À\fYbX`X]Y`fi gg]gW\Yb`GhfY]h_f`ÀZhY`k Y]hYf\]b
i _fU]b]gW\Y`Hfi ddYb`Ub[fY]ZYbž`VY_f`ÀZh][hY`XYf`i _fU]b]gW\Y
5i » Yba `]b]ghYf`5bXf]]`GmV]\Už`XUgg`F i gg`UbX`Y]bY` ; Y`Y[Yb\Y]h
ni f`6Y`YbX][i b[`XYg`? f]Y[Yg`j YfghfY]W\Yb`UggY" `8Yf`8fi W_`Ui Z
Di h]bž`XYb` : f]YXYb`Yfbgh`ni `bY\`a Ybž`k `ÀW\gh"

DUdgh`@Yc`L `≡ " `ZUbX`]b`Y]bYa `YfghYb`HY`YZcbUh`a `]h`GY`Ybg_m^
K cfhY`XYf`<cZbi b[`Ui Z`Y]bYb`XUi Yf\UZhYb` : f]YXYb`]b`XYf
I _fU]bY" `8]YgY`9bhk `]W_`i b[Yb`nY][Yb`X]Y`\c\Y`6f]gUbni`XYf
UbghY\YbXYb` ; Ygdf`ÀW\Y`i bX`X]Y`Xf]b[`]W\Y`Bchk YbX][_Y]h`Y]bYg
K UZZYbgh]`ghUbXgž`i a `X]Y`Yg_U`]YfYbXY`? f]gY`ni `YbhgW\`ÀfZYb`i bX
Y]bYb`XUi Yf\UZhYb` : f]YXYb`ni `g]W\Yfb"

≠g[YgUa`highY`h`XUg`[Yd`UbhY`HfYZZYb`nk `]gW\Yb`GY`Ybg_m^i bX
Di h]b`Ua`%) " `A U]`b]W\h`bi f`U`g`Y]b`GW`f]h]b`F `]W\hi b[
J Yf\UbX`i b[Ybž`gcbXYfb`Ui W\`U`g`HYgh`ZØf`XYb`K `]`Yb`U`Yf
6YhY][hYbž` : f]YXYb`ni `Z]bXYb`i bX`X]Y`[Ycdc`h]gW\Yb
GdUbbi b[Yb`UVni VUi Yb" `8]Y`K Y`h`k]fX`[YVUbbh`Ui Z`XUg`9f[YVb]g
XYf` ; Ygdf`ÀW\Y`V`]W_Yb"

: Øf`k Y]hYfY`≠Zcfa`Uh]cbYb`ni `X]YgYa`H\Ya`Už`YgYb`G]Y`X]Y
6Yf]W\hY`j cb`I 6B`BYk`g`i bX`A Yf_i f"

8YhU]`g	
Cfh	≠ghUbVi`ž`HØf_Y]
EiY`Yb	<ul style="list-style-type: none"> • i Vb"bYk`g • k k k "a Yf_i f"XY

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