

5bXfYU'?]Yk Y`'gdf]W\ h'ØVYf']\ fY
[Y\Y]a b]gj c``Y'@[YVY']b' =gfUY``

5bXfYU'?]Yk Y`'gdf]W\ h'ØVYf']\ f'@YVYb']b'HY``5j]j ž']\ fY
6Yn]Y\i b['ni 'Y]bYa '9`]hY!Gc`XUhYb'i bX'dYfgÒb`]W\Y
<YfUi gZcfXYfi b[Yb"



HY`5j]j ž`gfUY`!`5bXfYU`?]Yk Y`ghfU`h`U`g`A cXYfUhc f]b`XYg
N8:!: YfbgY\ [UfhYb ž`XYf`Ua `GcbbhU[`VY]` \Yff`]W\Ya `K YhhYf
ghUhhZUbX" `a `F U\ a Yb`X]YgYf`GYbXi b[`VYf]W\hYhY`?]Yk Y`
ØVYffUgW\YbX`ØVYf` \fYb`DUfhbYfž`Y]b`H\Ya Už`XUg`g]Y
bcfa U`Yfk Y]gY`a Y]XYh" `9g`k i fXY`VY`_Ubbhž`XUgg`g]Y`]b`HY`5j]j
a]hY]bYa `]gfUY`]gW\Yb`Gc`XUhYb` `YVhž`XYggYb` ðYbh]hÅh`g]Y`Ui g
G]W\Yf\Y]hg[fØbXYb` [Y\Y]a ` \Å`h" `G]Y`_ØbX][hY`ni XYa `Y]bYb
 : YfbgY\ [UfhYb !: `c\ a Uf`_h`Ua ` , " `ž b]`Ubž`nk Y]`HU[Y`j cf` \fYa
 * \$" ; YVi fhghU[ž`XYb`g]Y`Ua ` %\$" `ž b]`ZY]Yfhž`k Ug`XYb`Ni gW\Ui Yfb
Y]b`ni gÅh"]W\Yg` <][\`][\h] Yfgdf]W\h"

K Å\fybX`XYf`GYbXi b[`VYhcbhY`?]Yk Y`ž`XUgg`g]Y`]b`Y]bYf
 [`ØW`]W\Yb`6Yn]Y\i b[`gY]`i bX`g]W\ `]b` \fYa `df]j UhYb`@YVYb
k c\`ZØ` \Y" ` ðf: fYi bXž`Y]b`9`]hYgc`XUh`Ui g`HY`5j]j ž`k]fX`g]Y`ni
X]YgYa `VYgcbXYfYb`5b`Ugg`VY[`Y]hYbž`XcW`g]Y`a ØW`hY`g]Y]bY
 ðYbh]hÅh`b]W\hidi V`]_`a UW\Yb" `?]Yk Y`ZØ` \hY`g]W\`cZYbVUf`k c\`
XUVY]ž`a Y\f`ØVYf` \f`dYfgØb`]W\Yg; `ØW`_ni `hY]`Yb`U`g`]b`XYf
JYf[Ub[Yb\Y]h"

9]b`bYi Yg`@YVYb`]b`gfUY`

5bXfYU` ?]k] `?]Yk Y` \Uh]a ` ð\ f`&\$%+`]\fYb`@YVYbga]hhY`di b_h
bUW\ `gfUY`]j Yf`Y[hi bX`VYgW\ fY]Vh`X]Yg`U`g`]\fY
 @YVYbgYbhgW\Y]Xi b[` " `GY]hXYa `bYbbh`g]Y`HY`5j]j]\f`Ni \Ui gY
i bX`a ØW`hY`Xcfh`b]W\h`k Y[` " `G]Y` \Uh`nk Y]`GØ\`bY`i bX`k Uf`XfY]a U`
j Yf\Y]fUhYhž`XcW` \fY`J YfV]bXi b[`ni `gfUY`]gh`VYgcbXYfg`ghUf`_`
 ð`XYf`Øb[YfYb`J Yf[Ub[Yb\Y]h`dYbXY`hY`g]Y`nk]gW\Yb` : fUb`_Zi fh
i bX`HY`5j]j ž`VYj cf`g]Y`g]W\`XUi Yf\UZh`ZØf`X]Y`]gfUY`]gW\Y`GhUXh
YbhgW\]YX"

ð`HY`5j]j `ZØ` \h`g]W\`?]Yk Y`Yb[`]j YfVi bXYb`i bX`VYhcbhž`XUgg`g]Y
Zfc\`]ghž`Xcfh`ni `YVYb" `C V k c\` `X]Y`G]W\Yf\Y]hg`U[Y`Ub[YgdUbbh
V`Y]Vh`i bX`g]Y`_Øfn`]W\`Y]bY`hfUi a Uh]gW\Y`B UW\h`ja `GW`i hmfUi a
k Å\fybX`Y]bYg`F U`_YhYbUb[f]Zg`Yf`YVhYž`]gh`g]Y`YbhgW\`cggYbž
k Y]hYf`]b`XYf`GhUXh`ni `V`Y]VYb" ` ða `A U]`&\$&) `[UV`Yg`Y]bYb
F U`_YhYbUb[f]Z]`]b`XYf`B Å\Y`XYg: `i [\UZybg`6Yb` ; i f]cbž`k Ug`]b

HY`5j]j`ni`JYf`Yhni b[Yb`i bX`DUb]_`ZØ\fhY`"Hfc`h`X]YgYf
9f`YVb]ggY`\Uh]g]Y`g]W\`V]g\Yf`b]W\h`ni`XYb`U`_hi`Y`Yb`dc`]h]gW\Yb
G]hi`Uh]cbYb`[YÄi » Yfhž`VYhcb`h`YXcW\ž`XUgg`X]Y`i`a`ghÄbXY`g]Y
XYa`Øh][Yf`i bX`XUb`_VUfYf`[Ya`UW\h`\UVYb`"

Gcf[Y`i`a`XYb`DUf`hbYf`i`bX`9b[U[Ya`Ybh
[Y[Yb`HYffcf

?]Yk`Y`\Uh`Ui`W\`ÖZZYb`h]W\`ØVYf`X]Y`Gcf[Yb`[YgdfcW\Ybž`X]Y`g]Y
i`a`i`\fYb`DUf`hbYf`\Uhž`XYf`U`g`9`]hY!Gc`XUh]a`?f]Y[`X]Yb`h`G]Y`\Uh
<YVfÄ]gW\`[Y`Yfbhž`i`a`i`\b`VYggYf`ni`j`YfghY\Yb`i`bX`X]Y
?ca`a`i`b]_Uh]cb`ni`Yf`Y]W\hYfb`"Äf`9b[U[Ya`Ybh`ZØf`XYb`i`f]YXYb
i`bX`X]Y`G]W\Yf\Y]h`nY][h]g]W\`Ui`W\`]b`i`\fYb`Y`i`» Yfi`b[Ybž`]b`XYbYb
g]Y`X]Y`B`chk`YbX][_Y]h`VYhcbhž`[Y[Yb`HYffcf`ni`g]Y]bž`i`bUV\Äb[]]
j`cb`XYb`dc`]h]gW\Yb`A`Y]bi`b[Yb`"

8]Y`A`cXYfU`hcf]b`YfnÄ`\`h]`cb`i`\fYf`6Yn]Y\`i`b[`i`bX`VYnY]W\`bYh
X]YgY`U`g`Y]bY`5fh`9\Y`]b`[i`hYb`i`bX`gW\`YW\hYb`NY]hYb`"G]Y
gdf]W\h]`cb`XYf`<c`ZZbi`b[ž`XUgg`Yg`_Y]bYb`[fc» Yb`?f]Y[`i`YVYb
k`]fX`i`bX`VYhcb`h`X]Y`K`]W\h][_Y]h]`cb`i`f]YXYb`i`bX`G]W\Yf\Y]h]b
XYf`FY[]cb`"A`]h`X]YgYb`GhUhYa`Ybhg`nY][h`?`]Yk`Y`b]W\h`bi`fž`XUgg
g]Y`VfUj`Yž`gcbXYfb`Ui`W\`VYghÄbX][Y`i`VYfnYi`[i`b[Yb`\Uh`"

æg[YgUa`h`fYZY`_h]Yfh`?`]Yk`Y`g`@YVYbgk`Y[`Y]bY`h]YZY
J`Yfk`i`fnY`i`b[`]b`i`\fYf`K`U\`Y]a`Uh`i`bX`nYi`[h]`cb`XYf`GhÄf`_Y`XYf
dYfgØb`]W\Yb`i`bX`gcn]U`Yb`6]bXi`b[Ybž`X]Y`g]Y`]b`Y]bYa`i`j`cb
?cbZ]_hYb`[YdfÄ[hYb`i`a`ZY`X`dZY[h`"ÄfY`VYa`Yf`_Ybgk`YfhYb
9]bg]W\hYb`a`UW\Yb`g]Y`b]W\h`bi`f`ni`Y]bYf`VY`]YVhYb`HJ`!
DYfgØb`]W\`_Y]hž`gcbXYfb`Ui`W\`ni`Y]bYa`6Y]gd]Y`XUZØfž`k`]Y`a`Ub`]b
NY]hYb`XYf`i`bg]W\Yf\Y]h`GhUbX\UZh][_Y]h`i`bX`<c`ZZbi`b[`VYk`U\`fYb
_Ubb`"

K`]Y`gW\`U[Yf`"XY`VYf]W\hYhž`V`Y]Vh]g]Y`]ba`]hYb`j`cb
<YfUi`gZcfXYfi`b[Yb`cdh]a`]gh]gW\`i`bX`nY][hž`XUgg`g]Y`hfc`h`U`Yf
K`]Xf][_Y]hYb`Y]bY`[`ØW`]W\Y`6Yn]Y\`i`b[`ZØ\fh`"@Ui`h`df]ga`U`"XY
g]Y\`h]g]Y`g]W\`ghUf`_`a`]h`i`\fYf`i`a`[YVi`b[`j`YfVi`bXYb`i`bX`gY\`bh
g]W\`bUW\`Y]bYa`i`f]YXYbž`XYf`gck`c`\`ZØf`g]Y`U`g`Ui`W\`ZØf`i`\fY
:`Ua`]`]Y`i`bX`i`fYi`bXY`]b`HY`5j`]j`k`]W\h][`]gh`"

8YhU]`g	
C fh	HY`5j]j ž`gfUY`
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gW`U[Yf"XY • k k k "df]ga U"XY

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