

A YggYfUhhUW_Y`ja`K UbXgVY_`E i UffYY.
A i h][Yf`A Ubb`k Y\fh`g]W\`[Y[Yb`F`Ài VYf`°

5a`\$, "\$+`&\$&)`k i fXY`Y]b`A Ubb`ja`K UbXgVY_`E i UffYY
k`À\fybX`Y]bYg`j Yfgi W\hYb`F`Ui VØVYfZU``g`a`]h`Y]bYa`A YggYf`
VYXfc`h`"



9]b_Ui ZgnYbhfi a`K UbXgVY_`E i UffYYž`< Ua Vi f[ž
8Yi hgW\`UbX`!`5a`A cbhU[UVYbXž`XYa` , " ' & \$ &) ž_Ua`Yg`ni
Y]bYa`VYgcf[b]gYffY[YbXYb`J cfZU``]a`9]b_Ui ZgnYbhfi a
K UbXgVY_`E i UffYY`]b`< Ua Vi f[" `9]b`A Ubb`k i fXY`[Y[Yb`%, .&\$
l`f`j cb`Y]bYa`VYk UZZbYhYb`HÀhYf`a`]h`Y]bYa`A YggYf`VYXfc`h`
8]YgYf`j Yfgi W\hYž`XUg`< UbXm`gY]bYg`C dZYfg`ni`fUi VYbž`XcW\`XYf
A Ubb`k Y\fh`Y`g]W\`hUdZYf`[Y[Yb`XYb`5b[fY]ZYf`" `b`XYf`_i fnYb
F Ub[Y`Y]`Yf`]h`Yf`Y]bY`Y]W\hY`GW\`b]hj Yf`Yhni b[`Ua`C`f`AddW\Ybž
X]Y`YXcW\`cVYfZ`ÀW\`]W\`k Uf`i bX`_Y]bY`?`fUb`_Yb`U`i gUi ZbU`a`Y
YfZcfXYfhY`" `A YX]n]b]gW\`Y`J Yfgcf[i b[`ZUbX`j cf`C fhighUhhž`gcXUgg
XYf`6YhfcZZYbY`gW\`bY``k`]YXYf`Ui ZXYb`6Y]bYb`gY]b`_ccb`hY`" `8Yf
HÀhYf`ZØW\hYhY`c`bY`6Yi hY`Ui g`XYa`9]b_Ui ZgnYbhfi a`ž i bX`X]Y
Dc`nY]`< Ua Vi f[`fØW`hY`a`]h`a`Y\fyfYb`GhfY]ZYbk U[Yb`i bX`Y]bYf

GdYn]U`Y]b\Y]h`Ubž`i a `XYb`J cfZU``ni `i bhYfgi W\Yb`i bX`X]Y
: U\`bXi b[`Y]bni `Y]hYb" `Hfchn`]bhYbg]j Yf`A U» bU\`a Yb`V`]YVYb
V]g`Ub[`U`Y`Gdi fYb`XYg`HÅhYfg]j YfVcf[Ybž`k Yg\U`V`X]Y`Dc`]nY]`X]Y
6Yj Ò`_Yfi b[`i a `<]bk Y]gY`j cb`NYi [Yb`V]h`hYh"

æbUg`A Ø`Yfž`XYf`J cfZU``cfh`VYgi W\hYž`gW\`XYfh`X]Y`5ha`cgd\`ÅfY.
A Ub`]gh`gW`cW_]Yfhž`k Ybb`a Ub`\`Öfhž`k Ug`\]Yf`dUgg]Yfh`]gh" `A Ub
XYb`_h`ja a Yfž`gc`Yhk Ug`dUgg]Yfh`bi f`]b`:]`a Yb`°`8 Ug`9W`c`]b`XYb
gcn]U`Yb`A YX]Yb`]gh`Ui hž`i bX`j]Y`Y`5bk`c\`bYf`nY][Yb`g]W\`VYgcf[h
ØVYf`X]Y`G]W\Yf\Y]h`ja `9]b`_Ui ZgnYbhfi a "`8]Yg`]gh`VYgcbXYfg
fY`Yj Ubhž`k Ybb`a Ub`X]Y`U`_hi Y`Yb`GhUh]gh]_Yb`ni f`? f]a]bU`]hÅh`ja
< UbXY`VYhfUW\hYhž`X]Y`ZØf`8Yi hgW\`UbX`ja `>\`f`&\$&&`Y]bYb
5bgh]Y[`XYf`fY[]ghf]YfhYb`GhfUZhUhYb`i a `%%ž) i `j Yf[`]W\Yb`a]h
XYa `J cf`U\`f`Ui ZnY][Yb`"K Å\`fYbX`_`Y]bYfY`8Y`]_hY`k]Y
@UXYbX]YVghÅ\`Y`k Y]hYf\]b`\`cW`ja `?i fg`ghY\`Ybž`]gh`X]Y`HYbXYbn
YVYbgc`VYgcf[b]gYffY[YbXž`k Ug`F`Ui VØVYfZÅ`Y`Ub[Y\`h"

G]W\Yf\Y]hg`U[Y`]a `: c`_i`g

; YfUXY`X]Y`Ni bU\`a Y`j cb`F`Ui VØVYfZÅ`Yb`Ui ZJ Yf`_Ui ZgghY`Yb`
Y]b`5bgh]Y[`j cb`&) i ` [Y[YbØVYf`&\$&%` `a UW\h`XYi h`]W\ž`XUgg
? f]a]bU`]hÅh`ja `< UbXY`Y]b`XfÅb[YbXYg`H\Ya`U`]gh`8]Y
2 ZYbh`]W\`_Y]h`Åi » Yfhj`Yfa`Y\`fh`6YXYb`_Yb`ØVYf`X]Y`G]W\Yf\Y]h`]b
9]b`_Ui ZgnYbhYb`i bX`k Y]hYfYb`< UbXY`gVYfY]W\Yb`"8 Ug
6i bXYg`_f]a]bU`Ua`hij`YfnY]W\`bYhY`&\$&&`]bg[YgUa`h`%"+- +
F`Ui VØVYfZÅ`Y`ja `9]bnY`\`UbXY`ž`Y]bY`U`Ufa`]YfYbXY`NU\`ž`X]Y`Ui W
`c`_U`Y`; YgW\`ÅZhY`VYhfYZZYb`_Ubb`"9g`XfÅb[h]g]W\`X]Y`: fU[Y`Ui Z
K Ug`k]fX`i bhYfbca`a Ybž`i a `gc`W\Y`J cfZÅ`Y`ni `j Yf\]bXYfb3

8]Y`Dc`]nY]`\`Uh`VYfY]hg`9fa`]h`i b[Yb`Ui Z[Ybca`a Ybž`i bX`X]Y
Gi W\Y`bUW`a Ò[`]W\Yb`NYi [Yb`_`ÖbbhY`XYf`GW`ØggY`gY]bž`i a
@]W\h`]bg`8i b`_Y`ni `Vf]b[Yb`" K]f`\`cZZYbž`XUgg`Ya UbX`Yhk Ug
[YgY\`Yb`\`Uhž`XUg`i bg`k Y]hYf\Y`ZYb`_Ubb`ž`gU[hY`Y]b
Dc`]nY]gdfYW\Yf`"5bk`c\`bYf`i bX`fY[Y`a Å»][Y`6Ygi W\Yf`XYg
K UbXgVY`_`E`i UffYY`k YfhYb`X]Y`G]W\Yf\Y]h`\`cW\ž`i bX`gc`W\Y
J cfZÅ`Y`gW`ØfYb`Y`b[ghY"

6YXUfZ`Ub`5i Za Yf`_gUa`_Y]h`i bX`DfÅj Ybh]cb

9]b][Y`5i [YbnYi [Yb`VYf]W`hYhYbž`XUgg`X]Y`Dc`]nY]`nØ[][`fYU[]Yfh
 \UVYž`k Ug]b`gc`W`Yb`G]hi Uh]cbYb`i bYf`Àgg`]W`]gh"8cW`X]Y
 FØW__Y`f`ni f`Bcfa U`]h`h`k]fX`bcW`Y]b][Y`NY]h]b`5bgdfi W`
 bY`a Yb"5b[Yg]W`hg`XYf`ghUh]gW`Yb`8UhYbž`X]Y`g]W`ØVYf`X]Y
 `YhnhYb`š\`fY`YfghfYW`Ybž`ghY`h`g]W`X]Y : fU[Y`bUW`X]Yf`Fc`Y`j cb
 DfÅj Ybh]cbga U» bU`a Yb"i bXYb`i bX`G]W`Yf`Y]hg`f`ÅZhY`a ØggYb
 ni gUa a YbUfVY]hYbž`i a`X]Y ; YgW`ÅZhY`g]W`Yf`ni `U`hYb`i bX`XUg
 ; YZØ`X]Yf`G]W`Yf`Y]h`k]YXYf`Yfni ghY`Yb"

8]Y`<Ua Vi f[Yf`Dc`]nY]`UddY`Yfh`Ub`X]Y`6Yj Ø`_Yfi b[ž`k UW`gUa
 ni`gY]b`i bX`j YfX`ÅW`h][Y`5_hj]]h`hYb`gcZcfh`ni`a Y`XYb"8]Y
 <YfUi gZcfXYfi b[`VYghY`h`b]W`h`bi f`XUf]bž`X]Y`GhfUZh`hYf`ni
 ZUggYbž`gc`bXYfb`Ui W`XUf]bž`[Ya Y]bgUa`Y]b`g]W`YfYg`l a ZY`X`ni
 gW`UZZYbž`]b`XYa`g]W`U`Y`]b` : f]YXYb`VYk Y[Yb`_ØbbYb" K]f
 a ØggYb`U`Y`ni gUa a YbUfVY]hYbž`i a`Y]b`g]W`YfYfYg`K UbXgVY`_ni
 gW`UZZYb`ž`gc`XYf`Dc`]nY]gdFYW`Yf`UVgW`Y]Y» YbX"

: Øf`k Y]hYfZØ`fYbXY`bZcfa Uh]cbYb`ni`G]W`Yf`Y]hga U» bU`a Yb`ja
 <UbXY`_Ubb`Xi fW`Ui g`Y]b`6`]W`_]b`X]Y`U`hi Y`Yb`Ghi X]Yb`i bX
 GhUh]gh]_Yb`XYg`<UbXY`g`[Yk cfZYb`k YfXYbž`k]Y`g]Y`VY]gd]Y`gk Y]gY
 Ui Z < UbXY`gXUhYb`ni`Z]bXYb`g]bX"

8YhU]`g	
C fh	9]b`_Ui ZgnYbhfi a`K UbXgVY`_E i UffYYž <Ua Vi f[ž`8Yi hgW`U`bX
E i Y`Yb	<ul style="list-style-type: none"> • \Ua Vi f["h!cb`]bY"XY • k k k "hU[&("XY • k k k "\UbXY`gXUhYb"XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`bU[!\Ua Vi f["XY