

HØf_Y]!Hci f]ga i g`Vf]W\ h`Y]b.
DfY]gYI d`cg]cb`i bX`J Yfk]ffi b[`VY]
F Y]gYbXYb`°

8]Y`hØf_]gW\Y`Hci f]ga i gVfUbW\Y`g]Y\`h`g]W\`&\$&) `a]h`Y]bYa
F ØW_[Ub[`XYf`6i W\i b[Yb`i bX`ghY][YbXYb`DfY]gYb
_cbZfcbh]Yfh`9I dYfhYb`k UfbYb`j cf`<YfUi gZcfXYfi b[Yb
Xi fW\`[Ycdc`]h]gW\Y`GdUbbi b[Yb`i bX`?cb_i ffYbnž`k Å\fybX
X]Y`6fUbW\Y`hfc`h`X]YgYf`GW\k]Yf][_Y]hYb`cd]a]gh]gW\
V`Y]Vh"



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6cXfi a ž`HØf_Y]!`8]Y`hØf_]gW\Y`Hci f]ga i gVfUbW\Y`ghY\`h`j cf
Y]bYf`[Ya]gW\hYb`GU]gcb.`BUW`XYa`FY`cfX`U\`f`&\$&(`ž`U`g`*`&ž`+
A`j``cbYb`Hci f]ghYb`X]Y`HØf_Y]`VYgi W\hYbž`nY][Yb`X]Y`U`hi Y`Yb
NU\`Yb`ZØf`&\$&) `Y]bYb`F ØW_[Ub[`XYf`6i W\i b[Yb``6YgcbXYfg`]b
6cXfi a`g]bX`X]Y`6Ygi W\YfnU\`Yb`]a`ž`j`i`a`ž`\$`&Dfc`nYbh
[Ygi b_Yb``Gc`VYf]W\hYh`XYf`GcYghYf`5bnY][Yfž`XUgg`X]Y
<chY`j YfY]b][i b[`DC M8`i bX`XYfYb`J YfhfYhYf`M`ù]h;]f[]b`X]Y
I fgUW\Yb`]b[Ycdc`]h]gW\Yb`GdUbbi b[Yb`gck]Y`XYb`j YfghÅf`hYb
A Uf_Yh]b[U_h]cbYb`_cb_i ff]YfYbXYf`8Ygh]bUh]cbYb`k]Y`ÿ[mdhYb

gY \ Yb"

Hfcm`X]YgYf`<YfUi gZcfXYfi b[Yb`j YfnY]W\ bY`X]Y`6fUbW\Y`Y]bY
[YgW\`ÀZh][Y`GU]gcbž`YXcW\`b]W\h`ja` Yf\cZ\hYb`5i ga U»`"·a`YfghYb
<U`V`U\`f`&\$&) ` _Ua`Yb`&*ž(`A`j``cbYb`]bhYfbUh]cbU`Y` ;` ÀghYž`k Ug
Y]bYa`D`i`g`j`cb`%`DfcnYbh`ja`JYf[`Y]W\`ni a`Jcf`U\`f`Yb`hgdf]W\h`
8]Y`Hci`f]ga`i`gY]bbU\`a`Yb`gh]Y[Yb`i a` +ž*`DfcnYbh`Ui`Z`&&
A`j``UfXYb`9i`fc`"8]YgY`dcg]hj`Yb`G][bU``_ca`a`Yb`YXcW\`j`cf`XYa
<]bhYf[fi`bX`Y]bYf`XfUa`Uh]gW\`Ub[Ygh]Y[YbYb`bZUh]cb.`<chY`!
i`bX`FYghUi`fUbhdfY]gY`]b`XYf`H0f`_Y`]g]bX`]a`JYf[`Y]W\`ni a
Jcf`U\`f`i a`" (ž%*`DfcnYbh`[Ygh]Y[Yb`"

HYi Yf`k]fX`ni a `HfYbX

8]Y`ghY][YbXYb`DfY]gY`k`f_Yb`g]W\`gdØfVUf`Ui`Z`X]Y`6i`W\i`b[Yb`
Ui`g`8Yi`hgW\`Ub`X`Ui`g`"a` ` `b]&\$&)`gh]Y[Yb`X]Y`?`cghYb`ZØf`<`chY`gZ`
FYghUi`fUb`hg`i`bX`Ä`b`]W\Y`8]Ybgh`Y]ghi`b[Yb`gc[Uf`i`a` `Yhk`U`" `*`
Dfc`nYb`hž`k`Ug`F`Y]gYVØfc`g`i`bX`C`b`]bY!Dc`f`h`U`Yb`ni`Zc`[Y`ni` `Y]bYa`
FØW_[Ub[`XYf`6i`W\i`b[Yb`i`a` `fi`bX`%\$`Dfc`nYb`h`ZØf`X]Y`hØf_]gW\Y`
F]j`Y]fU`ZØ`fhY`"HU[YggW\Ui` `YVh`Y`fj`cfž`XUgg`X]Y`c`Y` `bZUh]cb`
j`cb`U`hi`Y`" `) `Dfc`nYb`hž`X]Y`j`cb`9l`dYfhYb`gc[Uf`U`g`XcddY`h`gc`
c`W\`[YgW\`Ä`nh`k`]fXž`i`bX`X]Y`g]b_YbXY`?`Ui`Z`fUZh`XYf`hØf_]gW\Yb`
@]fUž`X]Y`]a` `J`Yf[`Y]W\`ni`a` `9i`fc`ghUf`_`Ub`K`Yfh`j`Yf`c`fYb` `Uhž`X]Y`
G]hi`Uh]cb`XYf`F`Y]gYbXYb`k`Y]hYf`Y`fgW\k`Y`fYb`"

Mû]h[;]f[]b`_f]h]g]Yfh`ni XYa`X]Y`i bXi fW\g]W\h][Y`F UVUhd c`h]_]b
XYf`6fUbW\Yž`X]Y`hY]`k Y]gY`XUni`Z0\fhž`XUgg`: f0\Vi W\Yf`a Y\`f
nU\`Yb`U`g`@Ugh!A]bi hY!FY]gYbXY"8]Yg`gW\UZh`J Yfk]ffi b[`i bX
I bni Zf]YXYb\Y]h`VY]`XYb`; ÀghYb"~`b`6cXfi a`ghY][Yb`X]Y`DfY]gY`Z0f
GhfUbXWi Vg`YfgW\fYW_YbX`gW\by""`hY]`k Y]gY`i a`V]g`ni `` \$\$
Dfcnyb h";]f[]b`ZcfXYfh`XU\Yf`Y]bYb`K UbXY""\]b`ni
dYfgcbU`]g]YfhYb`GYfj]W`i bX`Y]bYa`Ui g[Yk c[YbYb`DfY]g!
@Y]ghi b[g!J Yf\À`hb]g"

K UWX ghi a 'hfc hn'K]Xf][_Y]hYb

8]Y`HØf_Y]`V`Y]Vh`YXcW\`Y]b`VY`YVhYg`F`Y]gYn]Y`ž`j`cf`U`Ya`ZØf`
8Yi`hgW`Yž`X]Y`k`Y]hYf\`]b`ni`XYb`<Ui`dhei`Y`Yb`ÀbXYfb`ZØf`

Hci f]ghYb`nÅ\`Yb"@Ui h'5b[UVYb`j cb`"UYbXYfXUhYb"]bZc`g]bX
GhÅXhY`k]Y`ghUbVi`i bX`5bhU`mU`bUW`k]Y`j cf`X]Y`]YVghYb
5b`Ui ZghY`Yb`ZØf`]bhYfbUh]cbU`Y`F`Y]gYbXY""ghUbVi`YffY]W`h
XYfnY]h`XYb`%-`"D`Uhn`XYf`k`Y`hk`Y]h`VY`]YVhYghYb`GhÅXhY`ž`k`Å`fYbX
5bhU`mU`XYb`*`"D`Uhn`VY`Y[`h`

8Yf`Hci f]ga`i`g`\Uh`Yf\YV`]W`Y`5i`gk`]f_i`b[`Yb`Ui`Z`X]Y`[`YgUa`hY
K`]fhgW`UZh`XYf`HØf`_Y]ž`]b`XYf`X]YgYf`GY`_hcf`V]g`ni``%`Dfc`nYb`h`ni`f
K`]fhgW`UZh`g`Y]ghi`b[`VY]hfÅ[`h`J`YfgW`]YXYbY`GY`_hcfYbž`j`cb
;`Ughfcbca`]Y`V]g`HfUb`gd`cfhž`d`fcZ]h]YfYb`j`cb`XYb
Hci f]ghYb`ghf`Øa`Yb`i`bX`gd]Y[`Y`b`g]W`]b`XYb`i`a`gUhn`U`\`Yb`k`]XYf`
Hf`chn`XYf`U`_hi`Y`Yb`GW`k`]Yf][`_Y]hYb`VY`U`hYb`X]Y`6fUbW`Y`i`bX
9l`dYfhYb`XUg`N]Y`j`cb`*)`A`j`]cbYb`Hci f]ghYb`i`bX`Y]bYa`i`a`gUhn
j`cb`*)`A`j`]UfXYb`8c`Uf`ZØf`&\$&)`ja`5i`[`Y`

5VgW`]Y»`YbX`V`Y]Vh`X]Y`G]hi`Uh]cb`i`b[`Yk`]gg`Dc`]h]gW`Y
l`bg]W`Yf\Y]hYb`ja`BU`Yb`C`ghYb`i`bX`X]Y`X]fY`_hY`J`YfV]bXi`b[`ni`f
hØf`]gW`Yb`K`]fhgW`UZh`_Øb`bhYb`XYb`Hci f]ga`i`g`k`Y]hYf\]b
VYY]bZi`ggYb`K`Å`fYbX`Y]b][`Y`<`chY`g`VYfY]hg`Xi`fW`XUg
A`]b]ghYf]i`a`[`YgW`c`ggYb`k`i`fXYbž`\`cZ`h;`]f[`]bž`XUgg`Xi`fW
[`Yn]Y`hY`A`U»`bU`a`Yb`i`bX`Y]bY`GhUV`]g]Yfi`b[`XYf`k`]fhgW`UZh`]W`Yb
@U[`Y`XUg`J`YfhfUi`Yb`XYf;`ÅghY`ni`fØW_[`Yk`cbbYb`k`YfXYb`_Ubb`

8YhU]`g	
Cfh	6cXfi`a`ž`HØf`_Y]
E`i`Y`Yb	<ul style="list-style-type: none">• k k k "gcYghYf!Ub`nY][`Yf`XY• k k k "hU[`YggW`Ui`"XY• k k k "`UYbXYfXUhYb"]bZc

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`i`bgYfY!\`chY`g`XY