

B Yi Yg ' < UZYbGdcfh!5fYU`]b ' F cghcW_ . Gdcfh'i bX 'GdU» 'ZØf'5`Y°

F cghcW_ YfØZZbYh'Ua ' &, " ' ð b] ' & \$ &) ' XUg' _cghYb`cgY
GdcfhUfYU` ' < UZYbGdcfh 'ZØf'U`Yž[YZØfXYfh'Xi fW X]Y
6i bXYgfY[]Yfi b["



< UYX[Y\U`V]bgY`ž'F cghcW_ž'8Yi hgW`UbX'!'5a ' &, " ' ð b] ' & \$ &)
k]fX']b' F cghcW_ Y]b' bYi Yf'HFYZZdi b_h'ZØf'gdcfhVY[Y]ghYfhY
6Øf[Yfi]bbYb'YfØZZbYh'8 Ug'GdcfhUfYU` ' < UZYbGdcfh'F cghcW_ 'Ui Z
XYf' < UYX[Y\U`V]bgY`"8]YgY'hcda cXYfbY'5b`U[Yž'X]Y`_cghYb`cg
bi hnVUf']ghž'gc`b]W'h'bi f'X]Y:]hbYgg'XYf'GhUXhVYj Ø`_Yfi b[
ZØfXYfbž'gc bXYfb'Ui W`U'g'GhUbXc'fh'ZØf'; Ya Y]bgW`UZh'i bX
Ni gUa a Yb\U`h'Zi b[]YfYb"

8 Ug'bYi Y'GdcfhUfYU`ž'XUg'i a '('l \f'ZY]Yf`]W`YfØZZbYh'k]fXž
VYY]bXfi W_h'Xi fW`Y]bY'i a ZUggYbXY'5i gghUhi b["8Uni`nÄ`Yb
Y]b'GhfYYhVU`ZY'Xž'Y]b':]hbYggVYfY]W`ž[fc» nØ[] [Y
G]m[Y`Y[Yb\Y]hYb'i bX'Y]bY'X][]hU'Y'GdcfhVcl'a]h]bbcj Uh] Yb
:]hbYgg[YfÄhYbž'X]Y'i b_ca`d`n]Yfh'ØVYf'E F!7cXYg'cXYf'Y]bY'5dd

Ui g[Y`Y\Yb`k YfXYb`_ÖbbYb"Ni`XYb`Ub[YVchYbYb` ; YfÄhYb
[Y\ÖfYb`6Ä`Y`i bX`Gdf]b[gY]Yž`X]Y`YXYfnY]h`ZØf`Y]bY`gdcfh]WXY
6YhÄh][i b[`ni f`J YfZØ[i b[`ghY\Yb"

9]b`D`Uhn`ZØf`U`Y

8]Y`÷]h]Uh]j Y`ni f`GW UZi b[`XYg`< UZYbGdcfh`F cghcW`_ca`a`h`j`cb
XYf`Dfc`Y`hgW`a`]YXY`Ga`Ufh`7]hm`F`c`ghcW`ž`X]Y`g]W`VYfY]hg`gY]h
&\$\$`XYf`9bhk`]W`i`b[`bUW`U`h][Yf`@Ögi`b[Yb`ZØf`i`fVUbY
<YfUi`gZc`fXYfi`b[Yb`k`]Xa`Yhž`i`bhYfghØ`hnhj`cb`XYf
6i`bXYgfY[]Yfi`b["`A`]h`Y]bYf`÷j`Ygh]h]cbggi`a`a`Y`j`cb`&\$\$`\$\$\$
9i`fcž`hY]`g`Z]bUbn]Yfh`Xi`fW`XUg`6i`bXYga`]b]ghYf]i`a`ZØf`K`c`bYbž
GhUXhYbhk`]W`i`b[`i`bX`6Ui`k`YgYbž`k`]fX`XYf`6YfY]W`ni`XYa`ZØf
UbXYfY`Gdcfhj`YfY]bY`i`bX`J`YfUbghU`hi`b[Yb`[Ybi`hnh`k`YfXYb
_ÖbbYb"

8]Y`5b`U[Y`_Ubb`k`Ä`fYbX`[fc»Yf`9j`Ybhgž`k`]Y`XYf`< Ub`gY`GU]`ž
ZYI`]VY`i`a`[YghU`hYh`k`YfXYbž`k`Ug`nY][hž`XUgg`Y`Yf`Y]b`[i`hYg
<ÄbXW`Yb`ZØf`d`fU`_h]gW`Y`@Ögi`b[Yb`Ub`XYb`HU[`]Y`Y[h`k`i`fXY`"i`a
X]Y`gc`n]U`Y`HY]`U`VY`ni`ghÄ`f`_Ybž`Z]bXYb`fY[Y`a`Ä»][Y`Gdcfh`i`fgY
ghU`hž`X]Y`X]YbghU[g`i`bX`X`c`b`b`YfghU[g`j`cb`%+`V]g`%`,`"`,`\$`i`f`i`bhYf
5b`Y]hi`b[`ei`U`]Z]n]YfhYf`HfU]bYf`Ub[YVchYb`k`YfXYb"

Ga`Ufh`7]hm`F`c`ghcW`_`9]b ;`Ya`Y]bgW`UZhgd`fc`Y`_`h

8]Y`< UZYbGdcfh!5b`U[Y`]gh`HY]`Y]bYg`i`a`ZUggYbXYb`?`cbnYd`hgž`XUg
F`c`ghcW`_ni`Y]bYf`Ga`Ufh`7]hm`a`UW`Yb`gc`""`8]Y`GhUXh`j`YfZc`[h
XUg`N]Y`ž`X]Y`@VYbgei`U`]hÄ`h`]\fYf`6Øf[Yf]b]bYb`a`]h`]\`ZY
a`cXYfbghYf`HYW`bc`c[]Yb`i`bX`ga`UfhYf`@Ögi`b[Yb`ni`ghY][Yfb`
,`VYf`"`,`\$`Dfc`Y`_h]`c`fgW`Ä[Y`k`i`fXYb`VYfY]hg`Yb`hk`]W`Y`hž`X]Y`g]W`
a`]h`XYb`<YfUi`gZc`fXYfi`b[Yb`XYg`?`]a`Uk`UbXY`g`i`bX`XYg
XYa`c[fUZ]gW`Yb`K`UbXY`g`VYgW`Ä`Zh][Yb`"8`UVY]`k`]fX`Ui`Z`X][]hU`Y
@Ögi`b[Yb`[YgY`hnhž`i`a`XYb`5`hU[`XYf`6Øf[Yf]b]bYb`ni
Yf`Y]W`hYfb`i`bX`[Ygi`bX`Y]hgZØfXYfbXY`6YX]b[i`b[Yb`ni`gW`UZYb"

÷`F`c`ghcW`_k`]fX`Ui`Z`U`_h]j`Y`6Øf[YfVYhY]][i`b[`]YgY`hnhž`k`c`VY]`X]Y

6Øf[Yfi]bbYb`Ui W`U`g` Ga UfhY`?ØdZY`ni f`A]h[YghU`hi b[
 Y]b[Y`UXYb`g]bX"8 Ug`N]Y`]ghYgž`gcn]U`Y`ϕhYfU`h]cb`i bX
 [Ya Y]bgW`UZh]W`Y`K`YfhY`ni`ZØfXYfbž`k Ug`Ui W`Xi fW`X]Y`j]Y`Yb
 BYhnc Yf`_Y`i bX`5i ghUi gW`Zcfa UhY`i bhYfghØhnh`k]fX"

ϕ`5bVYhfUW`h`XYf`k UW`gYbXYb`i fVUb]g]Yfi b[ž]b`XYf`VYfY]hg`ØVYf
) \$i`XYf`K`Y`hVYj`Ø`_Yfi b[`]b`Gh`XhYb`YVhž`g]bX`?cbnYdhY`k]Y`X]Y
 Ga Ufh`7]hmYb`hgW`Y]XYbXž`i a`X]Y`<YfUi gZcfXYfi b[Yb`XYf
 Ni`_i bZhi`Ubni [Y`Yb`"Ga Ufh`7]h]Yg`bi hmYb`a cXYfbYg
 8UhYba`UbU[Ya Ybhi`bX`bUW`U`h][Y`Ghfi`_hi fYbž`i a`XYb
 @VYbgfUi a`]\fYf`9]bk c`bYf`ni`j YfVYggYfb`i bX`[`Y]W`nY]h][`X]Y
 l a`k`Y`h`ni`gW`cbYb`"8]Yg`i bhYfghfY]W`h`X]Y`6YXYi hi b[`j`cb
 ϕ]h]Uh]j`Yb`k]Y`XYf`<UZybGdcfh!5b`U[Yž`X]Y`U`g`A cXY`"ZØf`UbXYfY
 Gh`XhY`YfUb[Ync[Yb`k`YfXYb`_ØbbhY"

F`c`ghc`W`_`a` UW`h`U`gc`Y]bYb`[fc» Yb`GW`f]h]b`X]Y`Ni`_i bZhi`bX`ghY`h
 Y]ba`U`a`Y`f`i`bhYf`6Yk`Y]gž`XUgg`Gdcfhi`bX`i; Ya`Y]bgW`UZh`<UbX
]b`<UbX`[Y`Yb`_ØbbYb`"ϕhYfYgg]YfhY`gc`hYb`g]W`X`Yb`&,"`ž`b]
 &\$&)`VYfY]hg`Y`hnh]a`?U`YbXYf`a`Uf`_YfYbž`i a`HY]`X]YgYf
 VYk`Y[YbXYb`9fØZbi`b[`ni`gY]b"

K`Y]hYfY`ϕZcfa`Uh]cbYb`ni`f`<UZybGdcfh!5b`U[Y`i`bX`]\fY`5b[YVchY
 Z]bXYb`g]W`Ui`ZXYb`GY]hYb`j`cb`**B 8 F**`i`bX`**Ga UfhYg`F cghc`W`_`**
 <]bhYf[fØbXY`ni`f`GhfUhY[]YZ]bXi`b[`i`bX`XYb`Ga Ufh`7]hm`Dfc`Y`_hYb
 Yf`Ai`hYfh`**B UW`U`h][`k]fhgW`UZhYb`"**

8 YhU]`g	
C fh	< UYX[Y`U`V]bgY`ž`F`c`ghc`W`_`ž`8`Yi`hgW`U`b`X
E i Y`Yb	<ul style="list-style-type: none"> • k k k "bXf"XY • k k k "ga UfhYgfc`ghc`W`_`"XY • b UW`U`h][`k]fhgW`UZhYb`"Uh

6Ygi`W`Yb`G]Y`i`bg`Ui`Z`X]Y!bUW`f]W`hYb`"W`a