

; Òhh]b [Yb 'ZY]Yfh'F Y_c fXY.
9]bVØf[Yfi b[Yb 'Vcca hYb '&\$&) °

; Òhh]b [Yb 'ZY]Yfh'9]bVØf[Yfi b[gZY]Yfb. '&' * 'A YbgWXYb
Yf'Ub [hYb '&\$&) 'X]Y 'XYi hgWXY 'GhUUhgUb [Y\ Òf][_Y]h']a
F UhggUU 'XYf 'GhUXh"



; Òhh]b [Yb ž'8 Yi hgW\ 'Ub X '! ð ; Òhh]b [Yb ']gh'Ua ' %+" ' ð b]' &\$&)
Y]b ' [Ub n' VYgcbXYfYf'5b 'Ugg [YZY]Yfh'k c fXYb. 'X]Y 'ÒZYb h']WXY
9]bVØf[Yfi b ['bYi Yf 'GhUUhgVØf[Yf]bbYb " '6Y] 'XYf 'ZYgh']WXYb
NYfYa cb]Y 'VYhcbhY 'C VYfVØf[Yfa Y]ghYf]b '6fc]ghYXh'X]Y ']a a YbgY
6YXYi hi b ['XYf '9]bVØf[Yfi b ['U'g'5i gXfi W_] cb 'Ni [Y\ Òf][_Y]h
i bX 'U_h] Yf 'HY] ' \UVY 'Ub 'XYf 'XYi hgWXYb '8Ya c_fUh]Y " ' J]Y 'ZU'h']gh
i bgYf'; Yk]bb ž'ghY 'hY 'g]Y '_Uf'i bX 'f]W hYhY 'XUg'K c fh'Ub 'X]Y
Zf]gW\ [YVUW_YbYb 'GhUUhgVØf[Yfž'X]Y 'ghc'n']\fY 'bYi Yb '5i gk Y]gY
]b '9a dZUb ['bU\ a Yb "

, VYf '&' * 'A YbgWXYb ' \UVYb 'V]g'5bZUb [' ð b]' &\$&) ']b ; Òhh]b [Yb 'X]Y
9]bVØf[Yfi b ['Yf\U'hYb ' 'Y]bY 'NU\ ž'X]Y 'XYa ' [YgUa hYb 'K Yfh'XYg
X\ fYg' &\$&% 'Ybhgd]W h" '8]Yg']gh'VYgcbXYfg'VYa Yf_Ybgk Yfhž'k Ybb

a Ub`X]Y`ghUf_`ghY][YbXYb`5bhfU[gnU\`Yb`VYhfUW\hYh" `a` :U\ f
&\$&(`[UV`Yg`ghc`nY`%"\$+\$`5bhfÅ[Y`Ui`ZXYi`hgW\Y
GhUUhgUb[Y\`Öf][_Y]hž`k Ug`Y]bYb`XYi`h`W\Yb`5bgh]Y[`]a` `J Yf[`Y]W\
ni`XYb`&(`) `5bhfÅ[Yb`]a` :U\ f`&\$&\$`Xc_i`a` Ybh]Yfh"

B Yi`Y`[YgYhn`]W\Y`F`Y[Y`i`b[Yb`ghÅf`_Yb
9]bVØf[Yfi`b[Yb

<]bhYf`XYa`5bgh]Y[`XYf`9]bVØf[Yfi`b[Yb`ghY\`h`XUg`bYi`Y
GhUUhgUb[Y\`Öf][_Y]hgYfW\h`j`cb`&\$&(`"8]YgYg;`YgYhn`\`Uh`X]Y
J`cfUi`ZYbh\`U`hgXUi`Yf`ZØf`X]Y`9]bVØf[Yfi`b[`]`cb`UW\h`Ui`Z`ZØb`Z
:U\`fY`j`Yf`_Øfnhi`bX``Àggh`X]Y`XcddY`hY`GhUUhgVØf[YfgW\UZh`bi`b`ni`"
8]Yg`Yf`Y]W\hYfh`Yg`j`]Y`Yb`Ni`[Yk`UbXYfhYb`ž`g]W\`]b`8Yi`hgW\`UbX
\`Y]a`]gW\`ni`ZØ\`Yb" `6fc]ghYXh`k`]Yg`ni`XYa`XUfUi`Z`\`b`ž`XUgg`XUg
HYUa`ZØf`9]bVØf[Yfi`b[`Ub`X]YgYa`HU[`a`]h`XcddY`hYb
DYfgcb`U`ghi`bXYb`UfVY]hYhi`bX`gca`]h`V]g`ni`j`]Yfa`U`gc`j`]Y`Y
5bhfÅ[Y`VYUfVY]hYb`_Ubb`ž`U`g`bcW\`&\$&\$"

8cW\`X]Y`GhY][Yfi`b[`Uh`Ui`W\`]\`fY`<YfUi`gZcfXYfi`b[Yb.`8Yf
DYfgcb`U`VYXUfZ`ni`f`6YUfVY]hi`b[`XYf`5bhfÅ[Y`a`i`gg]a`a`Yf`bcW\
gW\`f]h`rk`Y]gY`[YXYW`h`k`YfXYb`ž`k`Ug`Xi`fW\`X]Y`Z]b`Ubn]Y`Y`b
GW\`k`]Yf][_Y]hYb`XYf`GhUXh`YfgW\`k`Yfh`k`]fX" `I`a`X]YgYf
DfcV`Ya`Uh]_`Ybh[Y[Ybni`k`]f`_Yb`ž`]gh`Y]bY`d]YW\`a`YU`5bdUggi`b[
XYf`F`Yggci`fW\`b`b`chk`YbX]["

9]bVØf[Yfi`b[gdfcnYgg`i`bX`!VYX]b[i`b[Yb`]b
8Yi`hgW\`UbX

8]Y`J`cfUi`ggYhni`b[Yb`ZØf`Y]bY`9]bVØf[Yfi`b[`]b`8Yi`hgW\`UbX`g]bX
_`Uf`XYZ]b]Yfh" `Gc`]gh`ZØf`X]Y`5bhfU[ghY`i`b[`a`]bXYghYbg`Y]b
ZØbZ`Å\`f][Yf[Yk`Ö\`b`]W\Yf`5i`ZYbh\`U`h`YfZcfXYf`]W\`ž`gck`]Y`Y]b
BUW\`k`Y]g`ØVYf`X]Y`≠XYbh]h`Å`hi`bX`GhUUhgUb[Y\`Öf][_Y]hž`Yhk`U`Xi`fW\
Y]bYb`FY]gYdUgg" `5i`W\`8Yi`hgW\`_Ybbhb]ggY`Ui`Z`B]j`YUi`6`%`g]bX
DZ]W\`hž`YVYb`gc`k`]Y`XYf`BUW\`k`Y]g`XYf`≠hY[fUh]cbg`_Ybbhb]ggY
ØVYf`Y]bYb`9]bVØf[Yfi`b[ghYghž`ZØf`XYb`g]W\`≠hYfYgg]YfhY
[Y[YVYbYbZU`g`j`cfVYfY]hYb`_ØbbYb" `≠Zcfa`Uh]cbYb`XUni`g]bX
i`bhYf`UbXYfYa`VY]a`6i`bXYgUa`h`ZØf`A`][fUh]cb`i`bX

: `ØW h`b[Y`Yf\Ä`h]W"

: Øf`A]bXYf`Ä`f][Y`[Y`hYb`gdYn]Y`Y`FY[Y`i b[Ybž`X]Y`Y]bY
Y]bZUW`YfY`9]bVØf[Yfi b[`Yfa Ò[`]W`Ybž`k Ybb`X]Y`9`hYfb`X]Y
J c fUi ggYhni b[Yb`YfZØ`Yb`"5i W` \]Yf`k]fX`J]Y`ZU`h`U`g
6YfY]W`Yfi b[`XYf`; YgY`g`W`U`Z`h`k U`f[Ybca` a` Ybž`k Ug`Ui Z`X]Y
9bhk]W`_i b[`XYf` ð`hY[fUh]cbg`UbX`_UfhY`]b`8Yi hgW`UbX` \]bk Y]gh"

ð`hY[fUh]cb`X`i` fW` `9]bVØf[Yfi b[

ð`g[YgUa` h`[]Vh`Yg`Y]bYb`Ub`U`h`Yb`XYb`HfYb`X`XYf`Ni bU`a` Y`j`cb
9]bVØf[Yfi b[Yb`]b`8Yi hgW`UbX`ž`k Ug`Ui Z`Y]b`k`UW`g`Yb`XYg
ð`hYfYggY`Ub`XYf`XYi hgW`Yb`GhUUhgUb[Y` \Öf][_Y]h` \]bXYi` h`h`
GhUh]gh]_Yb`nY][Ybž`XUgg`Yhk`U`) &ž(i` `XYf`A` YbgW`Yb`a`]h
A`][fUh]cbg` \]bhYf[fi bX`a`]h`Yfk`Y`Y`X]Y`XYi` hgW`Y
GhUUhgUb[Y` \Öf][_Y]h`VYg]hnYb`"J]Y`Y`j`cb` \]bYbž`cV`[YVcfYb`cXYf
ni [Yk`UbXYfhž`Ya` dZ]bXYb`Y]bY`h]YZ`Y`Ni [Y` \Öf][_Y]h`ni` \]fYa
bYi`Yb`Ni` \Ui`gY`"8]Y`5i`ZUggi`b[ž`XUgg`XUg`GdfYW`Yb`XYf
XYi`hgW`Yb`GdfUW`Y`i`bX`XUg`9]b`U`h`Yb`XYf`XYa`c`_fUh]gW`Yb`K`YfhY
ni`XYb`nYb`hfU`Yb`?f]hYf]Yb`ZØf`Ni [Y` \Öf][_Y]h`n`Ä` \]Ybž`k]fX`]a` a`Yf
U`_nYdh]YfhYf"

5VgW` `]Y» YbX`V`Y]Vh`ni` `gU[Ybž`XUgg`X]Y`9]bVØf[Yfi b[gZY]Yfb
b]W`h`bi`f`VØfc`_fUh]gW`Y`<ØfXYb`ØVYfk`]bXYbž`gcbXYfb`Ui`W` `Y]b
Gma`Vc` `ZØf` ð`hY[fUh]cbž`HY]` \UVY`i`bX`Y]b`A`]hY]bUbXYf`]b`XYf
Vi`bhYb`; YgY`g`W`U`Z`h`]b`; Ò`h]b[Yb`i`bX`XUfØVYf` \]bUi`g`g]bX`" ð`XYf
bYi`Y`GhUUhgVØf[Yf`]gh`Y]b`k`Y]hYfYf`A`cgU]_ghY]b`]b`XYf`YVYbX][Yb
?i`hi`f`UbXgW`U`Z`h`8Yi`hgW`UbXg"

8YhU]`g	
C fh	; Òh]b[Ybž`8Yi hgW`UbX
E i`Y`Yb	<ul style="list-style-type: none"> • k k k "[cYhh]b[Yb`XY • k k k "VUa`Z`XY • k k k "VdV`XY

6Ygi W\ Yb 'G]Y 'i bg 'Ui Z. 'X]Y!bUW\ f]W\ hYb "Wĉ a