

H\ YUhYf'i bhYf'XYf'@i dY. 'BYi Y'K Yf_Y'i bX Vf]gUbhY 'H\Ya Yb 'j]b 'K]Yb °

œgYZghUXh'idfÅgYbh]Yfh'bYi Y' ðgnYb]Yfi b[Ybž'h\Ya Uh]g]Yfh
F Ugg]ga i g'i bX'; YgW\ 'YW'hYffc`Yb'a]h'K Yf_Yb'j cb'6fYh\
i bX'<Ufha Ubb"



œgYZghUXhž'² ghYffY]W\ 'i'K]Yb'nY][h'g]W\ '_i 'hi fY`YVYbX]['k]Y
Y\ 'i bX'Y"8]Y 'H\YUhYfgU]gcb'&\$&)' \Uh'VYfY]hg'j]Y'ni 'V]YhYbž'a]h
Zf]gW\Yb' ðgnYb]Yfi b[Yb'i bX'VYa Yf_Yb'gk YfhYb'GhØW_Yb" '<Yi hY
[Y\h'Yg'j cf'U`Ya 'i a 'X]Y'6U'UbW'ink]gW\Yb'9fZc`['i bX'A]ggYfZc`[
Ui ZXYb'6Ø\bYb'XYf'GhUXh" ð'XYb'`YhnhYb'A cbUhYb'_cbbhYb'k]f
i bg'Ub'bYi Yb'K Yf_Yb'j cb'5i hc fYb'k]Y'Hi ff]b]ž'A]hYfYf'i bX
?Y\ 'a Ubb'YfZfYi Ybž'X]Y'XUg'Di V`_]i a 'a]h'\fYb'_fYUh]j Yb
5bgÅhYb' [YZYggY'h\UVYb"

6YgcbXYfg'gdUbbYbX']gh'X]Y'5b_ØbX][i b['j cb'B]_c`Ui g'<UV'Ubž
XYf'X]Y' [fchYg_Y'ca ØX]Y' GW\]W_[fi VYf' 'Ui g'6Yf']b'a]h'bUW
K]Yb'Vf]b[h'5i W\ '5bXfYU'6fYh\ž'VY_Ubbh'ZØf']\fY
Y]bXfi W_gj c`Yb' ðgnYb]Yfi b[Yb'Ub'fYbca a]YfhYb'6Ø\bYbž

k]Xa Yh'g]W\XYa 'GhØW_ ' 9]b'XYi hgW\Yg'@VYb 'j cb'7\]ghcd\Yf
<Ua dhcb''8]YgYg'GhØW_ \VUg]Yfh'Ui Z'XYb'VYk Y[YbXYb
5i ZnY]W\bi b[Yb'j cb'6fi b\]'XY'Dca gY'ž'XYf'dYfgØb`]W\Yb
GY_fYhÅf]b'j cb'æ'gYd\ ; cYVVY`g''@cfY'GhYZUbY_ '\Uh'X]YgY
Ni gUa a YbUfVY]h'a]h'6fYh\]b]h]]Yfh'ž'i bX': Øh]b[Yf'VYgW\fy]Vh
VYfY]hg'X]Y'YfghY'6Ui d'fcVY'U'g'Y]b'Ui ZfY[YbXYg'9fY][b]gž'XYggYb
9f[YVb]g'Y]bY'j]Y'gh]a a][Y'æ'gnYb]Yfi b['j Yfgdf]W\h"

9]b'VYk Y[YbXYg'@VYb'gV]'X

6fi b\]'XY'Dca gY'ž'[YVcfYb'Ua '%%''\Jbi Uf'%- %%ž'k Uf'b]W\h'bi f
Y]bY'nYbhfU'Y':][i f']b'; cYVVY`g '6Øfcž'gcbXYfb'Ui W\Y]bY': fUi
a]h'Y]bYf'_ca d'Yi Yb'; YgW\]W\hY''æ' \f'&\$%(ž]a '\c\Yb'5'hYf
j cb'%'\$' '\fYbž'hY]'hY'g]Y '\fY'9f]bbYfi b[Yb']b'XYf
8c_i a YbhUh]cb' 5'; Yfa Ub'@ZY ž'X]Y'Ui ZY]bYa '' \$!ghØbX][Yb
æ'hYfj]Yk '\VUg]Yfh''æ'f'@VYb'VY[Ubb']a 'ØX]gW\Yb'A]]Yi '6Yf'bgž
g]Y'hfUh'%- ' ']b'X]Y'BG85D'Y]b'i bX'k i fXY'%- (&'Ui Z'9a dZY'\i b[
Y]bYg'BUn]!: fYi bXYg']bg'FY]W\ga]b]ghYf]i a 'ZØf'Jc`_gUi Z_`Àfi b[
i bX'DfcdU[UbXU'j YfgYhnh''8cfh'k Uf'g]Y'V]g'ni a '9bXY'XYg'?f]Y[Yg
U'g'GhYbc[fUZ]b'hÅh]['i bX'VYZUgghY'g]W\ 'a]h'XYf'A Ub]di 'Uh]cb'j cb
GhUh]gh]_Yb'i bX'XYf'JYfVfY]hi b['j cb'DfcdU[UbXU"

B UW\XYa ' ?f]Y['Yf'YVhY'Dca gY''Y]bY'XfUa Uh]gW\Y'K YbXY' 'g]Y
k i fXY']b'XfY]'?cbnYbhfUh]cbg'U[Yfb']b\UZh]Yfh'ž'VYj cf'g]Y']b'X]Y
6i bXYgfydi V']_ '8Yi hgW\`UbX'Zc\ 'i bX'Xcfh'V]g'ni ']\fYf
DYbg]cb]Yfi b['U'g'GY_fYhÅf]b'UfVY]hYhY''æ'fY'NY]h]a 'BUn]!F Y[]a Y
\]bhYf'Y» 'Y]bYb'XYi h]W\Yb'GhYa dY''Ui Z]\f'@VYbž'k cVY]g]Y'V]g
ni ']\fYa 'HcX'VYhcbhYž'b]W\hg'j cb'XYf' 9bX'Øgi b[' [Yk i ggh'ni
\UVYb"

H\YUhYf']a 'GW\UhhYb'XYf'æXYc`c []Y

8]Y'5i gY]bUbXYfgYhni b['a]h'XYb'Xi b_'Yb'?Ud]hY'b'XYf
' ; YgW\]W\hY'V'Y]Vh'Ui W\ 'ja 'H\YUhYf'b]W\h'c\ bY'9W\c''æ
bUh]cbU'gc'n]U']gh]gW\Yb'8Yi hgW\`UbX'j Yfgi W\hYb'X]Y'A UW\h\UVYfž
XUg'H\YUhYf'ZØf'\fY'Nk YW_Y'ni 'bi hnYb'i bX'\]Y'hYb'ghfYb[Yb
9]bZi gg'Ui Z'X]Y'8fUa Uh]_Yf'i bX'H\YUhYfa UW\Yf''?ØbghYf
a i gghYb'g]W\ 'Yb'k YXYf'UbdUggYbž'ni fØW_n]Y\Yb'cXYf

Ya][f]YfYbž'k cVY]j]Y`Y`Vf]`UbhY`? ÒdZY`XUg`@UbX`j Yf`Y» Yb"8]Y
 ÆYU`Y`XYf`K Y]a UfYf`F Ydi V`_ž'k]Y`[Y]gh[Y` : fY]\Y]h'i bX
 9l dYf]a Ybh]Yf'i ghž'k i fXYb`Xi fW`8i a dZ\Y]h'i bX`7\Ui j]b]ga i g
 YfgYhnh"

8 Ug`N]Y`k Uf`Ygž`Y]b`j Ò`_]gW`Yg`6Yk i gghgY]b`ni `gW`UZYb`i bX
 VYgcbXYfg`VY]`XYf`ž [YbX` \Y`X]gW`Y`< YfnYb`ni `k YW`Yb"8 cW`
 X]Y`F YU`]hÅh`k Uf`cZi`[YdfÅ[hij cb`NYbgi f`i bX`Y]bYa`F ØW`[Ub[`Ub
 ?fYUh]j]hÅh`i`j]Y`Y`VYXYi hYbXY`K Yf`_Y`k i fXYb`i]b`XYf
 6ØW`Yfj YfvfYbbi b[`j Yf`cfYb"8]Y`? cbhfc`Y`ØVYf`XUg`H\YUhYf`U[
]b`XYb`< ÅbXYb`XYf`F Y]W`gh\YUhYf`_Ua`a Yf`ž`X]Y`YbhgW`Y]XYbXY
 9bhgW`Y]Xi b[Yb`[YbY`a] [Yb`a i gghYž`i a`Y]b`bUh]cbU`]gh]gW`Yg
 ; YXUb`_Yb[YVÅi XY`ni`Yff]W`hYb"

8 cW`hfc`hn`X]YgYf` ; YgW`]W`hY`V`Y]Vh`X]Y`? fUZi`XYg`H\YUhYfg
 i b[YVfcW`Yb"A Uhh\]Ug`< Ufha`Ubbž`XYf`Y`Ya`U`][Y`8]fY`_hcf`XYg
 6i f[h\YUhYfgž`]bgnYb]Yfh`XYfnY]h`6Yfb`\UfXg`H\YUhYfa`UW`Yf`i bX
 fYZY`_h]Yfh`XUVY]`ØVYf`GhYfYchmdY`k]Y`F Ugg]ga i g`i bX
 5`hYfgX]g`_f]a]b]Yfi b[" : Òh]b[Yf`b]a`a`h]b`XYf`H]hY`fc`Y`XYg
 6Ø\`bYbXYgdchYb`YVYbZU`g`GhY`i b[`i bX`VY`Yi W`hYh`X]Y
 K YW`gY`k]f`_i b[Yb`j cb`?i bgh`i bX` ; YgY`gW`UZh"

K]Y`Yg`Ui gg]Y`hž`ghY`h`K]Yb`j cf`Y]bYf`H\YUhYfgU]gcbž`X]Y`b]W`h
 bi f`i bhYf`U`hYbž`gcbXYfb`Ui W`ni a`BUW`XYb`_Yb`UbYf[Yb
 a`ØW`hY" `b`X]YgYf`Vi bhYb`A]gW`i b[`Ui`g` ; YgW`]W`hY`i bX
 ; Y[Ybk Ufh`XUfZ`a`Ub`[YgdUbb`hgY]bž`k Y`W`Y` ; YgW`]W`hYb`X]Y
 6Ø\`bYb`i bgYfYf`GhUXh]b`XYb`_ca`a`YbXYb`A`cbUhYb`YfnÅ`Yb
 k YfXYb"

: Øf`k Y]hYfY` ÆZcfa`Uh]cbYb`ØVYf`X]Y`U`hi`Y`Y`H\YUhYfgU]gcb`]b
 K]Ybž`_ØbbYb`G]Y`X]Y`[YgUa`hYb`8YhU]`g`]b`XYb`6Yf]W`hYb`j cb`
bYk`g`Uhž`K`_]dYX]U`i bX`h\YUhYf!]bZc`XY`bUW`YgYb"

8YhU]`g	
C fh	æ.gY ZghUXhž`2 ghY ffY]W`
E i Y`Yb	<ul style="list-style-type: none"> • k k k "bYk`g`Uh • Yb`k`_]dYX]U`cf[

8YhU]`g

- h\ YUhYf!]bZc"XY

6Ygi W\ Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb"bYh