

5`Ufa ghi ZY`F ch. `8]Y`<mU`ca a U!NYW_Y VYXfc\h`6UXYb!K ØfhYa VYf[°

8]Y`<mU`ca a U!NYW_Y`VfY]hYh`g]W`&\$&) `]b`6UXYb!
K ØfhYa VYf[`Ui gž`V]f[h; Ygi bX\Y]hg]g]_Yb`i bX`YfZcFXfYh
GW`i hna U»bU`a Yb"



C ghU`V`fY]gž`8Yi hgW`UbX`!`8]Y`<mU`ca a U!NYW_Yž`Y]b`9l ch]b
i bgYfYb`6fY]hYbž`gc f[h`XYfnY]h`ZØf`VYgc f[hY`6`]W_Y]b`6UXYb!
K ØfhYa VYf["`8]YgY`_f`Ä`h][Y`NYW_Y]`gh`XcddY`h`gc`[fc»`k`Y`]fY
\Y]a]gW`Yb`J`Yfk`UbXhYb`i`bX`VfY]hYh`g]W`ni`gY`YbXg]b`XYf
FY[]cb`Ui`g`@`Ui`h`GW`k`Ä`V]gW`Y`Dc`gh`k`i`fXYb`X]Y`YfghYb
BUW`k`Y]gY]b`6UXYb!K ØfhYa VYf[`VYfY]hg`&\$%) `Xc`_i`a`Ybh]Yfhž
a]h`Y]bYa`Ui`ZÄ`][Yb`5bgh]Y[`XYf`G]W`hi`b[Yb`k`Ä`fYbX`XYf
\Y]»Yb`Gca`a`Yf`XYf`X`fY`&\$%,`V]g`&\$&\$`"8]Y`k`Ufa`Ybž`hfc`W_YbYb
6YX]b[i`b[Yb`gW`Y]bYb`[YfUXYni`]XYU`ZØf`X]YgY
BYi`Ub`_Öa`a`]b[Y`ni`gY]b"

8]YgY`NYW_Y`\Uh]`fYb`l`fgdfi`b[`]b`5Zf`_U`i`bX`5g]Yb`i`bX`[Y`Ub[hž
gc`X]Y`J`Yfa`i`hi`b[`j`cb`9l`dYfhYbž`ØVYf`Ni`[j`Ö[Y`bUW`9i`fcdU"

8]Y'<mU`ca a U!NYW_Y']ghVYgcbXYfg[YZØfW hYhžXU'g]Y`b]W h'bi f
gh]W hž'gcbXYfb`U_hj`Ui Z]\fY`K]fhY`U[hž'k Ug'g]Y`j cb`XYb`dUgg]j
`Ui YfbXYb`Y]a]gWYb`NYW_Yb`i bhYfgWY]XYh`BYVYb`]\fYf
VYa Yf_Ybgk YfhYb`; fØ»Y`j cb`V]g`ni`&`Wá`Vf]b[h`X]Y'<mU`ca a U!
NYW_Y`Ui W`g][b]Z_UbhY`[Ygi bX`Y]h]WY`F]g]_Yb`a]h]g]W ž
XUfi bhYf`XUg': `YW_Z]YVYf`i bX`XUg`?f]a`!`?cb[c!:`]YVYf`"

8]Y`F]g]_Yb`]a`8YhU`

8]Y`ØVYfhfU[VUfYb`?fUb`_Y]hYb`g]bX`b]W h`c`bY`8Ug': `YW_Z]YVYfž
j Yfi fgUW h`Xi fW`F]W_Yh]g]Ybž`Ai »Yfh'g]W`Xi fW`c`Yg':]YVYfž
?cdZgW a YfnYb`i bX`<Ui hUi ggW`U["9]bY`žZY_h]cb`_Ubb
i bVY`UbXY`h[YZ`A`f`]W`k YfXYb`"8Ug`?f]a`!`?cb[c!:`]YVYf`
]\b[Y[YbžYVYbZU`g`Y]bY`j]fU`Y`9f`fUb`_i b[ž`_Ubb`ni`]bbYfYb
6`i hi b[Yb`ZØ`fYb`"žhYfYggUbhYfk Y]gY`ZY`h`V]g`Yf`YXYf
BUW`k Y]g]j cb`?f]a`!`?cb[c!:`]YVYf`]b`<mU`ca a U!NYW_Yb`]b
8Yi hgW`UbXž`XcW`X]Y`; YZU`f`Y]bYf`J YfVfY]hi b[`ghY][h`a]h`XYf`
_cb]bi]Yf`]WYb`5i gVfY]hi b[`XYf`NYW_Yb`"

6YgcbXYfg`\`Ai Z][`g]bX`X]Y'<mU`ca a U!NYW_Yb`Ui Z`DZYfXY`ØZYb
Ubni hfYZZYbž`XU`DZYfXY`U`g`VY`]YVhY`K]fhY`[Y`hYb`"8Ug
: cfgW`i b[g]bhYfYggY`Ub`X]YgYb`NYW_Yb`]gh[fc»ž`XU`X]Y
K]ggYbgW`UZh`Yf`i bhYfgi W`Ybž`cV`g]W`X]Y'<mU`ca a U!NYW_Y
XUi Yf`UZh]b`8Yi hgW`UbX`Ub]g]YXY`b`_ØbbhY` `XYf`?`]a`Uk`UbXY`
_ØbbhY`X]YgYb`Dfc`nYgg`i bhYfgh`ØhnYb`"

GW`i hna U» bU`a Yb`g]bX`[YZfU[h

: Y`YbXY`G]WYf`Y]h]gh`VY]`X]YgYb`NYW_Yb`Y`Yf`X]Y`Bcfa`ž
k Ygk Y[Yb`9i dYfh]bbYb`df`Aj Ybh]j Y`A U» bU`a Yb`Ya`dZY`Yb`"
8Uni`n`A`Yb`XUg`HfU[Yb`j cb`Ub[Yf`?`Y]Xi b[`VY]`GdUn]Yf[`Ab[Yb
]b`c`Y`a`]; fUgž`X]Y`J Yfk YbXi b[`j cb`NYW_YbgW`i hna]hY`b`gck]Y
X]Y`fY[Y`a`A»][Y`?cb`hfc`Y`XYg`?ØfdYfg`Ui Z`NYW_YbV]ggY`<`Ai Z][
k YfXYb`ni`f`9bhZYfbi b[`gdYn]Y`Y`NYW_YbnUb[Yb`cXYf`!`_UfhYb
Ya`dZc`Yb`"Jcf`U`Ya`VY]`6YgW`k YfXYb`bUW`Y]bYa`NYW_Ybg]W
]gh]Y]b`5fnhVYgi W`Xf]b[YbX`Ub[YfUhYb`"

8]Y`Ni bU`a Y`XYf`6YcVUW`hi b[Yb`XYf`<mU`ca a U!NYW_Y`]b

8 Yi hgWk`UbX`k]fX`Ui Wk`j cb`XYf`5dch\Y_Yb`! a gWkUi `VYghÅh][hž
 X]Y`Y]bY`j YfghÅf_hY`5i Za Yf_gUa _Y]hXi fWk`6Øf[Yfk]ggYbgWk UZhg!
 Dfc[fUa a Y`j YfnY]Wk bYh`8Yf`NYW_YbYI dYfhY`8f`<Ubg`8Ui hY`
 k Y]gh`Ui Z`X]Y`K]Wk h][_Y]h`\]bž`g]Wk`ØVYf`X]YgY`[Ygi bX`Y]h`]Wk Yb
 F]g]_Yb`ni`]bZcfa]YfYb`i bX`Yb hgdYfWk YbX`j c fni VYi [Yb`

K]Y`g]Wk`X]Y`<mU`ca a U!NYW_Y`k Y]hYf`Yb h k]W_Y`b`k]fXž`V`Y]Vh
 i b[Yk]gg`?`Uf`]gh`YXcWk.`8]Y`k UWk gYbXY`NU`XYf`G]Wk hi b[Yb`]gh
 Y]b`G][bU`ž`XUgg`k]f`k UWk gUa `V`Y]VYb`gc`hYb`"A Ò[Y`XYf`Gca a Yf
 b]Wk h`bi f`GcbbYž`gcbXYfb`Ui Wk`G]Wk Yf`Y]hVf]b[Yb`": Øf
 XYhU]`YfY`]bZcfa Uh]cbYb`ni f`<mU`ca a U!NYW_Y`i bX`]\fYb
 J YfVfY]hi b[g[YV]YhYb`Ya dZY`\`Yb`k]f`Y]bYb`6`]W_]b`X]Y`F`?`≠
 K YVg]hY`

8 YhU]`g	
C fh	C ghU`V`_fY]gž`8 Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gWk k UYV]gWk Y!dcgh"XY • k k k "Udch\Y_Yb!i a gWkUi "XY • k k k "nYdU_!f_]XY

6Ygi Wk Yb`G]Y`i bg`Ui Z.`bU[!Vk "XY