

F Y[]Yfi b[Yb`U`g`≠bcj Uh]cbghfY]VYf.
 7\ UbWb`i bX`F]g]_Yb`XYf`B ⇒8 N!Dc`]h]_

8Yf`5fh]_Y`VY`Yi W`hYh`X]Y`Fc`Y`j cb`≠bcj Uh]cb`i bX
 ghUUh]W`Yf`I bhYfghØhni b[`]b`XYf`a cXYfbYb`9bhk]W`i b[ž
]bgVYgcbXYfY`Xi fW`B ⇒8 N!Dc`]h]_Yb`]b`7\]bU"



? i ba]b[ž7\]bU`!`≠`XYf`\Yi h][Yb`_ca d`YI Yb`K Y`hž]b`XYf`g]W
 U`Yg`ghÅbX][`j YfÅbXYfhž`g]bX`K]ggYbgW`UZhž`HYW`bc`c []Y`i bX
 ≠bcj Uh]cb`fGH≠YggYbn]Y`ž`i a`9bhk]W`i b[gYb[dÅggY`ni
 ØVYfk]bXYb`"8]Y`9bhk]W`i b[Yb`]b`X]YgYa`6YfY]W`fØW`Yb`]a a Yf
 a Y`f`]b`XYb`:`c`_i`g`XYf`8]g`_i`gg]cbYbž`VYgcbXYfg`k Ybb`Yg`i a`X]Y
 Fc`Y`XYf`FY[]Yfi b[`VY]`GH≠5_h]j]hÅhYb`[Y`h`"9]b`5fh]_Y`Ui Z`
**B Uhi fY`j`YfXYi`h]W`hž`XUgg`Y]bY`Ub[Ya`YggYbY`
 FY[]Yfi b[gVYhY]]][i b[`]b`X]YgYb`5_h]j]hÅhYb`b]W`h`bi`f`
 A Uf`hgW`k`ÅW`Yb`Ui`g[`Y]W`Ybž`gcbXYfb`Ui`W`Y]bY`YZY`_h]j`YfY`
 FYggci`fW`bni`hY]`i b[`ZØfXYfb`_Ub`b"**

8cW`k`jY`ghY`hYg`i a`X]Y`9ZY`_h]j]hÅh`XYf`≠bcj Uh]cbgdc`]h]_Yb3
 K`Å`fYbX`Y]b][Y`Ghi`X]Yb`bU`Y`Y[Ybž`XUgg`ghUUh]W`Y`:`]bUbn`\`ZYb

I bhYfbY\ a Yb'i bhYfghØhYb'i bX'gc]\fY' ðbcj Uh]cbgZÀ\[_Y]h
ghY][Yfbž[]Vh'Yg'Ui W\ ; Y[Ybgh]a a YbžX]Y'XUfUi Z\]bk Y]gYbž
XUgg'X]Y'ghUUh]W\Y' ðhYfj Ybh]cb']b'a UbW\Yb': À`Yb'bY[Uh]j Y
9ZY_hY'\UVYb'_Ubb" ð a Yf\]b[]Vh'Yg'i bhYfgW]YX`]W\Y
5bg]W\hYb'ØVYf'X]Y'Bchk YbX][_Y]h'X]YgYf' ðbcj Uh]cbgdc`h]_Yb"

8]Y'F c`Y'XYf'B ⇒8 N!Dc`h]_

9]b'VYgcbXYfg'gdUbbYbXYg'?cbnYdh]b'X]YgYa '?cbhYI h']gh'X]Y
bUh]cbU'Y' ðbcj Uh]cbgXYa cbghfUh]cbgncbY'fB ⇒8 N!`8]YgY
dc`h]gW [YZØfXYfhYb'NcbYb'\UVYb'XUg' ðhYfYggY'j]Y'Yf': cfgW\Yf
[Yk YW_h"@Ui h'XYb'I bhYfgi W\i b[Yb'\Uh'g]W\ [YnY][hž'XUgg'X]Y
B ⇒8 N!Dc`h]_X]Y' ðbcj Uh]cbg_UdUn]hÀh']bgVYgcbXYfY']b
k]fhgW\UZh]W\ 'gW\k ÀW\YfYb'GhÀXhYb'Yf\Ø\h"8Yf
K]ggYbgUi ghUi gW\ 'i bX'X]Y'JYfVfY]hi b[]]bcbj Uh]j Yf'⇒XYb'g]bX
\]YfVY]VYgcbXYfg'Ui g[YdfÀ[h']b'gc`W\Yb'GhÀXhYb'a]h'Y]bYf
\Ø\YfYb'8][]hU'g]Yfi b['i bX'VYggYfYb'ØZYbh]W\Yb
8]YbghY]ghi b[Yb"

ðhYfYggUbhYfk Y]gY'VY'Y[Yb'8UhYb'Ui g'Y]bYf'[YbUi YfYb'5bU'mgY
j cb' - %%'I bhYfbY\ a Yb'ja 'G\Ub[\U]N\Ub[^]Ub['B ⇒8 Nž'XUgg
X]YgY'I bhYfbY\ a Yb'g][b]Z_Ubh'\Ø\YfY' ðbcj Uh]cbg'Y]ghi b[Yb
j cfk Y]gYb'_ØbbYb'U'g']\fY'DYbXUbhg'Ui » Yf\U'V'XYf'NcbY'"8]Y
: cfgW\i b['ni 'XYb'5i gk]f_i b[Yb'X]YgYf'B ⇒8 N!Dc`h]_Yb']gh'bcW\
VY[fYbnhž'YXcW\ []Vh'Yg'VYfY]hg' < mdch\YgYb'ØVYf']\fY'9ZY_hY.
Ni a '6Y]gd]Y`k]fX'Ub[Ybca a Ybž'XUgg'B ⇒8 Ng'b]W\h'bi f`c_U`
k]f_Ybž'gcbXYfb'Ui W\Gd]`cj Yf!9ZY_hY'Ui Zi a `]Y[YbXY'FY[]cbYb
\UVYb"

; fØbY' ðbcj Uh]cbYb'i bhYf'XYa 'A]_fcg_cd

9]b'k Y]hYfYf'5fh]_Y`j YfØZYbh]W\h]b'Di VA YX'[]Vh'k Yfhj c`Y
9]bV`]W_Y]b'X]Y'9ZZ]n]Ybn'XYf'B ⇒8 N!Dc`h]_]a '<]bV`]W_'Ui Z[fØbY
HYW\bc`c[]Y]bcbj Uh]cbYb'nk]gW\Yb'&\$) 'i bX'&\$&\$"8]Y
I bhYfgi W\i b['j cb'&, \$'GhÀXhYb'nY][h'B ⇒8 N'hfÀ[h'YZZY_h]j 'ni f
A Yb[Y'i bX'E i U']hÀh'XYf'[fØbYb'HYW\bc`c[]Y]bcbj Uh]cb'fl H=i bX
; HE Ł'VY]"6YgcbXYfg'X]Y': ØfXYfi b['j cb'HU'YbhUbgUa a 'i b[Yb
i bX'X]Y'I bhYfghØhni b[]b': cfa 'j cb'ðXi ghf]YWi ghYfb'Yfk]YgYb

g]W\`U`g`YbhgW\Y]XYbX"

5VYf`k]Y`g]Y\h`Yg`a]h`XYf`fY[]cbU`Yb`i a gYhni b[`Ui g3`8]Y`Ghi X]Y
VYgU[hz`XUgg`X]Y`9ZY`_hj]h`h`]b`bcj Uh]cbgdc`]h]gW\Yf`A U» bU\`a Yb
j cb`Cghi`bUW\`K YghW\]bU`UVb]a a h`Gh`AXhYz`X]Y`ØVYf`Y]b` \Ø`YfYg
:]bUbn]Yfi b[gb]j YUi `j YfZØ[Ybž`dfcZ]h]YfYb` \]Yf`XYi h]W\`a Y\`f
j cb`XYb`B =8 N!Dc`]h]_Yb``8]YgY`9f`_Yb`hb]ggY`V]YhYb`k]W\h][Y
=a di`gY`ZØf`X]Y`W\]bYg]gW\Y`F`Y[]Yfi b[ži a`XYb`DZUX`ZØf
ei U`]hUhj]` \cW\k Yfh][Y`[fØbY`9bhk]W\`i b[`ni`VYgW\`Yi b][Yb`

=b`bcj Uh]cbYb`]b`6Yf`]b`i bX`6fUbXYbVi f[

GW\k Yb`_Yb`k]f`ni a` `b`bcj Uh]cbg[YgW\Y\`Yb`]b`XYf
<Ui dhghUXhfY[]cb``8]Y` ; Ya Y]bgUa Y`b`bcj Uh]cbggfhUhY[]Y`XYf
@`b`XYf`6Yf`]b`i bX`6fUbXYbVi f[`f]b`bc66`&\$&) Ě`gYhnh`Ui Z`Y]bY
ZcfhgW\`f]hh]W\Y`k]fhgW\`UZhgd`c`]h]gW\Y`Ni gUa a YbUfVY]h``8]YgY
GhfUhY[]Yž`X]Y`ja `]bi Uf`&\$%-`VYgW\`cggYb`k i fXYž`j YfZc`[h`XUg
N]Y`ž`X]Y`<Ui dhghUXhfY[]cb`ni`Y]bYa`ZØ`fYbXYb`b`bcj Uh]cbgfUi a
]b`9i fcdU`ni`Ybhk]W\Y`b`i bX`F`U\`a YbVYX]b[i b[Yb`ZØf`]b`bcj Uh]j Y
@`Øgi b[Yb`]b`7`i ghYfb`ni`gW\`UZYb``5i Z`VYf`]b`"XY`k]fX`X]Yg`U`g
Y]b`dUfh]n]dUhj] Yf`Dfc`nYgg`VYgW\`f]YVYbž`]b`XYa`bUh]cbU`Y`i bX
]bhYfbUh]cbU`Y`9i dYfhYb`Ybhgd`fYW\YbXY`@Y]h]b]Yb`Ybhk]W\Y`b`

K]W\h][Y`H\`Ya Yb`XUVY]`g]bX`8][]hU`]g]Yfi b[ž`5fVY]h` ("š`ž`gck]Y`X]Y
: ØfXYfi b[]cb`GhUfhi dg`i bX`; fØbXi b[Yb``A]h`XYa`A`chhc
9i W``YbW`]b`b`bcj Uh]cb`k]fX`b]W\`h`bi`f`Y]b`5bgdfi W\`
Zcfa`i`]Yf`hž`gcbXYfb`Ui W\`Y]b`6Y`_Yb`hb]g`ni`f`B`UW\`U`h][]Y]h`i bX
b`hYfbUh]cbU`]g]Yfi b[]b`XYf`b`bcj Uh]cbg`UbXgW\`UZh``8]Y
I bhYfghØhni b[`Ui g`XYb`9i fcd`Å]gW\Yb`Ghfi`_hi`fZcbXg`k]fX`XUVY]
U`g`k YgYbh]W\Yf`6Ui ghY]b`ZØf`X]Y`k Y]hYfY`5fVY]h`\`Yfj`cf[Y\`cVYb`

Ni gUa a YbZUggYbX`k]fX`XYi h]W\`ž`XUgg`gck`c`\`X]Y`bUh]cbU`Yb`U`g
Ui W\`fY[]cbU`Yb`b`bcj Uh]cbggfhUhY[]Yb`XUg`DchYbn]U``\`UVYbž
Xi fW\`[Yn]Y`hY`F`Y[]Yfi b[gVYhY]]][i b[`i bX`Xi fW\`XYb`: c`_i`g`Ui Z
[fØbY`HYW\bc`c`[]Yb`i bX`bUW\`U`h][Y`9bhk]W\`i b[`Y]bY`d`cg]h]j Y
K YbXY`\`YfVY]ni ZØ`fYb``C`V`]b`7`\]bU`cXYf`]b`8Yi hgW\`UbX``X]Y
NY]hYbž`]b`XYbYb`b`bcj Uh]cb`U``Y]b`XYa`A`Uf`_h`ØVYf`UggYb`k]fX`ž
gW\Y]bYb`YbX[Ø`h][]j`cfVY]ni`gY]b`

8YhU]`g	
Cfh	?i ba]b[ž7\]bU
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "bUhi fY"WŁa • di Va YX"bW]"b`a "b]\ "[cj • k k k "VYf`]b"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`k ca , +"XY