

9b [U[Ya Ybh!K Yf_ghUhh]b 'GWX ÒbYk Y]XY.
; Ya Y]bgUa 'Ni _i bZh'[YghU`hYb °

GWX ÒbYk Y]XY 'k]fX`Ua ' % \$ " ' ð ']'ni f`9b [U[Ya Ybh!K Yf_ghUhh/
6Øf [Yf`X]g_i h]YfYb`l a ZfU [YYf [YVb]ggY`ni a
GhUXhhY]Yb [U[Ya Ybh" `5ba Y`Xi b [`V]g`* " ' ð `]"



< UggY`k YfXYfghfU» Y`&&ž`%& (' - `6Yf`]bž`8Yi hgWk`UbX`!
GWX ÒbYk Y]XY` \ Uh]g]Wk`gY]h]gY]bYf`5i gnY]Wk`bi b [`ni a `YfghYb
9b [U []YfhYb`GhUXhhY] `]b`6Yf`]b`a ` ð \ f`&\$& (`U`g`YVYbX][Y`i bX
XmbUa]gWY`B UWVUfgWUZh`YhUV`]Yfh` ð`XYb`YhnhYb`A cbUhYb` \ Uh
X]Y` Òfh`]WY` ; Ya Y]bgWUZh`Xi fWk`j YfgWk]YXYbY` ð]h]Uhj Yb`i bX
l a ZfU [Yb` \ fYb`9]bgUhn`ZØf`XUg ; Ya Y]bk c` \ `i bhYf`6Yk Y]g
[YghY`h" `8]Y`C b`]bY`! a ZfU [Yž`X]Y`j cb`8YnYa VYf`&\$& (`V]g
: YVfi Uf`&\$&) `ghUhhZUbXž`j YfnY]Wk`bYhY`ØVYf`&%\$`HY]`bY\`a Yfž`X]Y
 \ fY`9fZU\`fi b [Yb`i bX`9]bgWk`Ähni b [Yb`ni `] \ fYa `9b [U [Ya Ybh]a
GhUXhhY]`hY]`hYb" `8]YgY`l a ZfU [Y`k Uf`HY]`Y]bYf
6YghUbXgUi ZbU\`a Yž`X]Y`XUni`X]Ybž`XUg`ZfY]k`]`][Y`9b [U [Ya Ybh
gmghYa Uh]gWk`ni `YfZUggYb`i bX`X]Y`G]Wk`hVUf`_Y]h`XYf`Yb [U []YfhYb
6Øf [Yf`ni `Yf\`Ø\`Yb" `N]Y`]`gh`Ygž`6Uff]YfYb`ni `]XYbh]Z]n]YfYb`i bX`X]Y

bchk YbX)[Yb`l bhYfghØhni b[gUb[YVchY`ni`gWΛ UZZYbž`k]Y`
Yb[U[]YfhYghUXh"XY`VYf]WΛ hYh"

9]b`k]WΛ h)[Yg`9fY][b]g`ni f`J Yfh]YZi b[`X]YgYf`H\Ya Yb`]gh`X]Y
9]b`UXi b[`ni f`9b[U[Ya Ybh`K Yf_ghUhh`GWΛ ÒbYk Y]XYž`X]Y`Ua``%\$`
` `]&\$&) `]a` `?i` `hi fnYbhfi a` `Bcj]`U`ghUhhZ]bXYh" <]Yf`k YfXYb`X]Y
9f[YVb]ggY`XYf`l a` ZfU[Y`j cf[YghY`h`i bX`X]g_i h]Yfh" `8]Y
J YfUbghU`hi b[ž`X]Y`j cb`@Ui fU`K Yf`]b[`i bX`9j Y`mb`G]YVYfh
YfÒZZbYh`k]fXž`V]YhYh`Y]bY`D`UhhZcfa ži a` `ØVYf`X]Y`9fZU\fi b[Yb
XYg`Y\fYbUa`h]WΛ Yb`9b[U[Ya Ybhg`ni`gdFYWΛ Yb`i bX`[Ya Y]bgUa
@Øgi b[Yb`ni`YfUfVY]hYb" `9g`k]fX`i a` `5ba Y`Xi b[`V]g`ni a` `*` `ž` `]
&\$&) `[YVYhYbž`XU`X]Y`HY]`bY\`a YbXYbnU\`Ui Z(\$`DYfgcbYb
VY[fYbnh]gh" `Dc`h]gWΛ Y`8]g_i gg]cbYb`g]bX`]b`X]YgYf`F i bXY`b]WΛ h
j cf[YgY\Ybž`i a` `Y]bYb`cZZYbYb`5i ghUi gWΛ`ni` [Yk`À`f`Y]ghYbž`k]Y`
VYf`]b"XY`VYhcbh"

9b[U[Ya Ybh`U`g`GWΛ`ØggY`h\Ya U

8 Ug`9b[U[Ya Ybh`]b`GWΛ ÒbYk Y]XY`i a` ZUggh`Y]b`VfY]hYg`GdY`_hfi a`
J cb`Y]ba`U`][Yb`5_h]cbYbž`k]Y`XYf`DZUbN`U_h]cbž`V]g` \]b`ni
`Ub[Zf]gh][Yb`9\fYb`Åa` hYfb" `6YgcbXYfg]a` `?cbhYl`h`XYg
`hYfbUh]cbU`Yb`HU[g`XYg`9\fYbUa` hg`Ua` `)` `8YnYa`VYf`k]fX`XYf
K Yfh`XYg`VØf[YfgWΛ UZh]WΛ Yb`9b[U[Ya Ybhg`\Yfj cf[Y\cVYb" `8Yf
6Yn]f`_HfYdhck`!`?`ÒdYb]W_`\UhYg`g]WΛ`ni`f`5i`Z[UVY`[Ya`UWΛ`hž`X]Y
6YXYi`hi`b[`gc`WΛ`Yf``h]Uh]j`Yb`ni`ZØfXYfb`i`bX`g]WΛ`hVUf`ni
a`UWΛ`Yb"

8 Yf`GhUXhhY]`GWΛ ÒbYk Y]XYž`XYf`Yhk`U`(` \$"\$\$\$`9]bk`c`bYf`n`Å`\`hž`]gh
HY]`XYg`Vi`bXYgk`Y]hYb`BYh`nk`Yf`_dfc[fUa`a`g`9b[U[]YfhY`GhUXh`"
8]YgY``h]Uh]j`Y`\Uh`XUg`N]Y`ž`X]Y`n]j`][YgY`gWΛ UZh]WΛ Y`A`]hk`]f`_i`b[
]b`?ca`a`i`bYb`ni`gh`Åf`_Yb`i`bX`X]Y`J`]Y`ZU`h`XYf`9b[U[Ya YbhZcfa`Yb
ni`bi`hYbž`i`a`XUg`;`Ya`Y]bgWΛ UZhg`YVYb`ni`VYfY]WΛ Yfb"

9ZZ]n]YbhY`J`Yfk`U`hi`b[`ZØf`6Øf[YfUb`]Y[Yb

: Øf`5b`]Y[Yb`Y[`]WΛ Yf`5fh`_ÒbbYb`6Øf[Yf`X]Y`Y`Y`_hfc`b]gWΛ Y
HYfa`]bVi`WΛ i`b[`bi`hYbž`X]Y`ghYhg`Y]bY`_cghYb[Øbgh][Y`i`bX
YZZ]n]YbhY`@Øgi`b[`XUfghY`h" `8]Y`6i`WΛ i`b[`Y]bYg`HYfa`]bg`]b`Y]bYa

6Yf`]bYf'6Øf[YfUa h]gh`_cghYbZfY]i bX`_Ubb`cb`)bY`j cf[Ybca a Yb
k YfXYb": Øf`Xf]b[YbXY`5b`)Y[Yb`ghY`hYg`ni XYa``YXYa``cZZYbž
g]W`X]fY`_hU`b`XYb``bZcfa Uh]cbghfYgYb`]a``6Øf[YfUa h`ni`k YbXYbž
c`bY`j cf`Yf`Y]bYb`HYfa]b`ni`j YfY]bVUfYbž`k]Y`
gYfj]W`"VYf`]b"XY`]bZcfa]Yfh"

FY[Y`a`À»][Y` , VYfdfØZ b[Yb`XYf`j YfZØ[VUfYb`HYfa]bY`k YfXYb
Ya`dZc`YbžXU`X]YgY`_`cbh]bi]Yf`]W`_U`_hi`U`]g]Yfh`k YfXYb"5b`)Y[Yb
_ØbbYb`]b`YXYa``6Øf[YfUa h]b`6Yf`]b`VYUfVY]hYh`k YfXYbž`k Ug
Y]bY`c`Y`:`YI]V`]h`h`ZØf`X]Y`6Yj`Ø`_Yfi`b[`gW`UZh"

g[YgUa h`nY][h]g]W`ž`XUgg`XUg`9b[U[Ya`Yb`h`i`bX`X]Y`J`Yfk`U`hi`b[
]b`G`W`Øb`Yk`Y]XY`Yb[`a`]hY]bUbXYf`j Yf`_bØdZ`h]g]bXž`i`a``XYb
6Øf[Yf]bbYb`i`bX`6Øf[Yfb`Y]b`U`_h]j Yg`A`]h[YghU`hYb`]`fYf
BUW`VUfgW`UZh`ni`Yfa`Ø[`]W`Yb"8]Y`VYj`cfghY`YbXYb
J`YfUbghU`hi`b[Yb`i`bX`X]Y`Yf[f]ZYbYb`A`U»`bU`a`Yb`i`bhYfghfY]W`Yb
XYb`U`_h]j Yb`5i`ghUi`gW`i`bX`X]Y`Ni`gUa`a`YbUfVY]h`nk`]gW`Yb`XYf
N]j`][YgY`gW`UZh`i`bX`XYf`J`Yfk`U`hi`b[ž`X]Y`ZØf`X]Y`Ni`_i`bZ`h`XYg
GhUXhY]`g`j`cb`[fc»Yf`6YXYi`hi`b[`g]bX"

8YhU]`g	
Cfh	< UggY`k YfXYfghfU» Y`&&ž`%&(` - `6Yf`]bž 8Yi hgW`_UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "VYf`]b"XY • k k k "Yb[U[]YfhYghUXh"XY • gYfj]W`"VYf`]b"XY

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