

DUXa U`K Ub[mU`. `H]VYh]gWXYf
l a k Y`hU_hj]]gh`_ca a h`bUWX `6Ua VYf[°

DUXa U`K Ub[mU`ž`h]VYh]gWXYf`l a k Y`hU_hj]]ghž`gdf]WX h`Ua `&"
† `]`]b`6Ua VYf[`ØVYf`l a k Y`hgWX i hn`i bX`h]VYh]gWXY`?i `hi f"
9]bhf]hh`žFY]"



6Ua VYf[ž`8Yi hgWX `UbX `!`9]b`[Ub`n`VYgcbXYfYf`; Ugh`ghY`h`Ua
A]h`k cWX`ž`XYb`&"`† `]ž`UV`%-`l` \f`a ` `@]g`C`bY `]b`6Ua VYf[`Ui Z
XYf`6Ø`bY. `DUXa U`K Ub[mU`ž`Y]b`Yb[U[]YfhYf`h]VYh]gWXYf
l a k Y`hU_hj]]ghž`XYf`gY]h`%-`+-`]b`6Yf`]b`YVh`K Ub[mU`]gh`b]WX h
bi f`U`g`6ÄW`Yf`VY`Ub`bhž`gcbXYfb`Ui WX`U`g`9fZ]bXYf`XYg` H]VYh!
6fchg ``9f`a UWX`h`g]WX`gY]h]j]Y`Yb`š`fYb`ghUf`_ZØf`XYb`9f`U`h`XYf
h]VYh]gWXYb`l a k Y`hi bX`?i `hi f`i bX`k]fž`i]b`gY]bYa `J`c`fhfU[`Y]bYb
_f]h]gWXYb`6`]W`Ui ZX]Y`l a k Y`hnYfgh`Øfi b[Ybž`X]Y`H]VYh`VYhfY`ZYb`
8Yf`9]bhf]hh`ni f`J`YfUbghU`hi b[`]gh`_c`ghYb`žFY]ž`k Ug`g]Y`VYgcbXYfg
UhhfU_hj] `ZØf`U`Y`š`hYfYgg]YfhYb`]a `6YfY]WX`H]VYhž`l a k Y`hž`?i `hi f`
i bX`9b[U[Ya Yb`h`a UWX`hž`k]Y`š`b: fUb`_Yb`VYf]WX`hYh"

K Ub[mU`b]a a h`X]Y`Ni `ØfYf`a]h`Ui ZY]bY`gdUbbYbXY`FY]gY`Xi fWX

gY]bY`9f`YVb]ggY""Nk]gWXYb`%- , + i bX`&\$\$, `i bhYfbU\`a `Yf`a Y\`f
U`g`nY\`b`F`Y]gYb`bUW\`H]VYh`i`bX`]b]h]YfhY`XUg` H]VYh!6Ui`a`!
Dfc`Y`_h`ž`Y]b`[`fc»Yg`5i`Zzc`fghi`b[`gdfc`Y`_h`a`]h`XYa` `N]Y`ž`X]Y
gW\`k`Yf`Ub[`YgW\`U[`Yb`Y`I`a`k`Y`h`XYg`<]a`U`UmU`ni`fY[`Yb`Yf]YfYb`"
5VYf`b]W\`h`b`i`f`]b`H]VYh`gYhnh`Yf`g]W\`Z0f`J`Yf`Å`b`XYfi`b[`Yb`Y]b.`5`g`
?UhUghfcd\`Yb\`Y`ZYf`\`Uh`Yf`Ui`W\`b`UW\`9f`XVYVYb`]b`B`YdU`<]ZY
[`Y`Y]ghYh`i`bX`]gh`U`_h]j`]b`XYf`J`c`fhfU[`gfY]\`Y` `6`i`Y`H]VYh`d`f`Å`g`Y`b`h`ž`
X]Y`]b`Ni`gUa`a`Yb`UfVY]h`a`]h`XYf`H]VYh!`b]h]Uh]j`Y`8`Yi`hgW\`Ub`X`i`bX`
XYa`H]VYh!A`i`gYi`a`]b`8`\`Uf`Ua`gU`U`Xi`fW\`[`YZ0\`fh`k`]fX`"

5`_`hi`Y``Y`<`YfUi`gZc`fXYfi`b[`Yb`]b`H]VYh

8]Y`G]hi`Uh]cb`]b`H]VYh`V`Y]Vh`XfUa`Uh]gW\`"8]Y`A`Yb`gW\`Yb`fYW\`hg`U[`Y`
]gh`Ub[`Ygd`Ubb`h`ž`i`bX`]a`a`Yf`k`]YXYf`g`c`f[`Yb`6`Yf]W\`hY`0`VYf`
F`Yd`f`Y`gg]cb`Yb`i`bX`A`Yb`gW\`Yb`fYW\`hgj`Yf`Y`hni`b[`Yb`Z0f`5i`ZYf[`i`b[`"
@Ui`h`XYa`**Cj`Yf`h`c`b`A`U[`Un]b`Yf`Y`VYb`H]VYh`Yf`gY]h`XYf`**
9]b[`]YXYfi`b[`]b`X]Y`J`c`_`gfYdi`V`_]`7`\]bU`]b`XYb`%-`)\$Yf`>\`fYb`
Y]b`Y`Yf`\`YV`]W\`Y`9]bgW\`f`Å`b`_i`b[`]fYf`f`Y]\`Y]hYb`"8]g`_f]a`]b]Yfi`b[`
i`bX`a`Ugg]j`Y`9]bgW\`f`Å`b`_i`b[`Yb`XYf`F`YW\`hY`ž`]b`_i`g]j`Y`XYf`
A`Y]bi`b[`gZYf]\`Y]hi`bX`F`Y`][`]cb`g`ZYf]\`Y]h`ž`g]bX`Ub`XYf`
HU[`Y`g`c`f`X`bi`b[`"

6Y`g`cb`XYf`g`h`fU[`]gW\`g]bX`X]Y`A`Y`Xi`b[`Yb`0`VYf`
GY`V`ghj`Yf`V`Y`b`bi`b[`Yb`U`g`D`f`c`h`Y`gh`Z`c`f`a` `i`bX`X]Y`f`Yd`f`Y`gg]j`Yb`
A`U»`bU\`a`Yb`XYf`W\`]b`Yg]gW\`Yb`F`Y[`]Yfi`b[`"6]g`ni`)`\$"\$"\$"\$`H]VYh`Yf`
gc``Yb`[`YgW\`i`h`k`c`f`XYb`gY]b`ž`k`Å`\`f`Y`b`X`j`]Y`Y`Ub`XYf`Y`]b`a`]]h`Å`f]gW\`
U`b`a`i`hYb`XY`H`fU]b]b[`gnYb`h`f`Y`b`[`Y`V`f`U`W\`h`k`i`f`XYb`"8]Y`<`Ua`Vi`f[`Yf`
F`Y[`]cb`U`[`fi`d`d`Y`XYf`H]VYh`b]h]Uh]j`Y`8`Yi`hgW\`Ub`X`Y`"J`"Zc`f`XYf`h`
XU\`Yf`Y]b`Xf]b[`]W\`a`Y`\`f`]bhYfb`Uh]cb`U`Y`5i`Za`Yf`_`g`Ua`_`Y]hi`bX`
Gc`]X`Uf]h`Å`h`Z0f`X]Y`H]VYh`Yf`"

9]b`_i`hi`fY``Yg`9fVY`]b`;`YZU\`f

8]Y`VYj`c`f`ghY\`Yb`XYb`i`Y]Yf`]W\`_Y]hYb`ni`a`i`-\$";`YVi`fhghU[`]XYg`
8`U`U`]@Ua`U`Ua`i`*`"i`ž`]k`YfZYb`YVYb`ZU``g`i`fU[`Yb`ni`f`_0`b`Zh[`]Yb`
h]VYh]gW\`Yb`?`i`hi`f`Ui`Z`B`UW\`gY]b`Ya`Hc`X`_0`b`bhY`X]Y`h]VYh]gW\`Y`
≠Yb]h]h`Å`h`]b`bc`W\`[`f0»`YfYa`A`U»`Y`[`YZÅ`\`f`XYh`gY]b`ž`k`]Y`
j`Yf`gW\`]YXYb`Y`9i`d`Yf`h`Y`b`ž`X`Ufi`bhYf`XYf`H]VYh`c`c[`Y`C`]j`Yf`G`W\`i`n`]b`

gY]bYa '6i W' H]VYhg'Ni _i bZh''8 Ug'gWk]Yf][Y'9fVY'XYg'8 U'U]
 @Ja U ž'h\Ya Uh]g]YfYb''8]Y'V'UhYFU'Yb'6Yn]Y\i b[Yb'nk]gWYb
 H]VYhi bX'XYf'J c`_gfYdi V`_7\]bU'g]bX'_ca d`n]Yfhž'i bX'X]Y
 J YfXfÅb[i b['_i`hi fY`Yf'X Ybh]hÅh']gh'Y]bY'YfbghY'6YXfc\i b["

K Ub[mU`g'J cfhfU['gc``Ui W'6Yk i gghgY]b'Z0f'X]Y'0_c`c[]gWY'i bX
 _i`hi fY`Y'6YXYi hi b['XYf'h]VYh]gWYb':`0ggY'gW UZZYb''a
 F U\ a Yb'gY]bYf'F Y]gY'd`Ubh'Yf'5i Z_`Àfi b[gUfVY]h'0VYf'X]Y
 j Yf\YYfYbXYb': c`[Yb'XYf'i a k Y`hnYfgh0fi b[ž'X]Y'i bhYf'XYf
 <YffgW UZh'XYf'? D7\`ni b]a a h''5b'J YfUbghU'hi b[Yb'k]Y'XYf'j cb
 K Ub[mU`Ub[YVchYbYb'gc``Yg'XU\Yf'b]W h'bi f'i a 'X]Y'F]g]_Ybž
 gcbXYfb'Ui W' i a '@W hV`]W_Y'i bX'A 0[`]W_Y]hYb'XYg'K]XYfghUbXg
 [Y\Yb"

: 0f'U`Yž'X]Y'g]W'Z0f'H]VYh']bhYfYgg]YfYb'i bX'a Y\ f'0VYf'X]Y
 U_hi Y`Y'G]hi Uh]cb'YfZU\ fYb'a 0W hYbž'ghY`h'K Ub[mU`g'J cfhfU[
 Y]bY'k Yfhj c``Y'; Y`Y[Yb\Y]h'XUfž'i a 'a Y\ f'0VYf'X]Y
 <YfUi gZcfXYfi b[Ybž'UVYf'Ui W'0VYf'X]Y'F Yg`]Ybn'XYg'h]VYh]gWYb
 J c`_Yg'ni 'YfZU\ fYb''8 Ug'9b[U[Ya Ybh[Y\h'k Y]hYfž'i bX'YXYf
 _Ubb'gY]bYb'HY]'XUni 'VY]hfU[Yb"

8YhU]`g	
C fh	6Ua VYf[ž'8Yi hgW'UbX
E i Y`Yb	<ul style="list-style-type: none"> • Ua d"]bZfUb_Yb"XY • k k k "h]VYh!\Ua Vi f["XY • c j Yfhcb!a U[Un]b"XY

6Ygi WYb'G]Y'i bg'Ui Z.'b!U["XY