

GWX`U[`[Y[Yb`7`Ub_f]a]bU`]hÅh.
: YghbU\ a Yb`i bX`8fc [YbfUnn]U`]b`5i f]WX`°

Dc`nY]i bX`GhUUhgUb k U`hgWX`UZh`YffY]WX`Yb`9fZc`[Y`]a`?Ua`dZ
[Y[Yb`7`Ub_f]a]bU`]hÅh]b`CghZf]Yg`UbX": YghbU\ a Yb`i bX
8fc [YbVYgWX`U[bU\ a i b[Yb"



@UbX_fY]g`5i f]WX`ž`8Yi hgWX`UbX`!`9]b`YfZc`[fY]WX`Yf`GWX`U[
[Y[Yb`X]Y`7`Ub_f]a]bU`]hÅh`YffY[hY`]b`XYf`BUWX`h`Ui`Z: fY]hU[`]a
@UbX_fY]g`5i f]WX`]b`CghZf]Yg`UbX`5i`ZgY\`Yb`"Dc`nY]i bX
GhUUhgUb k U`hgWX`UZh`VYghÅh][hYb`ž`XUgg`XFY]`J`YfXÅWX`h][Y`ž`XUfi`bhYf`
nk`Y]`A`ÀbbYf`]a`5`hYf`j`cb`&,`i`bX`" +`š\`fYb`gck`]Y`Y]bY`)`)!`Å\`f][`Y
: fUi`ž`ZYgh[`Ybca`a`Yb`k`i`fXYb`"8]Y: YghbU\ a Yb`YfZc`[hYb`]a`Ni`[`Y
Y]bYf`[`fc»`Ub[`Y`Y[`hYb`F`Unn]Už`VY]`XYf`Ui`WX`a`Y\`fYfY`CV`Y`_hY`]b
BcfXXYi hgWX`UbX`Xi`fWX`gi`WX`h`k`i`fXYb"

8]Y`VY]XYb`A`ÀbbYf`j`Yfgi`WX`hYb`VY]`\`fYf: YghbU\ a Yž`a`]h`Y]bYa
5i`hc`ni`Z]Y\`Ybž`i`bX`fUa`a`hYb`XUVY]`Y]bYb`Dc`nY]k`U[`Yb`"Δ`fY
: `i`WX`h`Yb`XYhY`Y`XcWX`b`UWX`Y]bYa`i`bZU`ž`VY]`XYa`g]Y`a`]h`\`c\`Yf
;`YgWX`k`]bX][`_Y]h`i`bhYfk`Y[`g`k`UfYb`"š`XYf: c`[`Y`c`fX`b`YhY`XUg

5a hg[Yf]W\h'K]hha i bX'i bhYfgi W\i b[g\UZh'ZØf'U`Y`XfY]
6YgW\i`X][hYb'Ub"8YbbcW`k i fXY`XYf<UZhVYZ'\`[Y[Yb`X]Y': fUi
Ui »Yf'fUZh[YgYhnhž'i bX'g]Y`_cbbhY'i bhYf'5i ZU[Yb`ZfY][Y`UggYb
k YfXYb"

8i fW\gi W\i b[Yb`i bX`G]W\YfghY``i b[Yb

8]Y`F Unn]Už`X]Y`j cb`XYf`NYbhfU`ghY``Y`ni f'6Y_Àa dZi b[`_f]a]bY``Yf
7`Ubghfi _hi fYb`XYf`GhUUhgUbk U`hgW\UZh`C gbUVfØW_`[Y`Y]hYh
k i fXYž'i a ZUggHY`X]Y`8i fW\gi W\i b[`j cb`]bg[YgUa h'nY\`b
CV`Y`_hYb"8UVY]`k i fXYb`a Y`fYfY`?)`c[fUa a`?c_U]b`gck]Y
6Uf[Y`X`]b`ZØbZghY``[Yf`<Ø`Y`g]W\Yf[YghY``h`9g`]gh`HY]``Y]bYg
i a ZUggYbXYb`9fa]h`i b[gdfcnYggYgž`XYf`gY]h`a Y`fYfYb`A cbUhYb
`Ài Zh"

8]Y`Ni gUa a YbUfVY]h`a]h`XYb`b]YXYf`ÀbX]gW\Yb
G]W\Yf\Y]hgVY\`ØfXYb`ghY``hY`Y]bYb`k Y]hYfYb`5gdY`_h`XYf
9fa]h`i b[Yb`XUf" Gc`W\Y`[fYbnØVYfgW\fY]hYbXYb`C dYfUh]cbYb
j YfXYi h]W\Yb`X]Y`?ca d`Yi]h`Àh`XYf`7`Ub`_f]a]bU`]h`Àhž`X]Y`]b`XYb
`YhnhYb`š\`fYb`]b`8Yi hgW\`UbX`X]g`_i h]Yfh`k]fX"5i W\`k Ybb`XYf
6Y[f]Z` 7`Ub`_f]a]bU`]h`Àh`Y]bY`XmbUa]gW\Y`8YVUhY`ØVYf
a Ø[`]W\Y`8]g`_f]a]b]Yfi b[`i bX`Gh][a Uh]g]Yfi b[`Ui g`Øghž`V`Y]Vh`XYf
ØZYbh]W\Y': c`_i g`Ui ZXYb`XUa]h] YfVi bXYbYb`; YZU\`fYb
VYghY`Yb"

8]Y`9fa]h`i b[Yb`g]bX`bcW\`ja` ; Ub[Yž'i bX`X]Y`Dc`]nY]`k YfhYh
k Y]hYfY`6Yk Y]ga]hY`Ui gž'i a`XYa`dfcV`Ya Uh]gW\Yb`D\`Àbca Yb
XYf`7`Ub`_f]a]bU`]h`Àh]b`XYf`fY[]cb`<Yff`ni`k YfXYb" Gck c`\`X]Y
GhUUhgUbk U`hgW\UZh`U`g`Ui W\`X]Y`Dc`]nY]`g]bX`g]W\`XYf
<YfUi gZcfXYfi b[Yb`VYk i gghž`X]Y`a]h`XYf`6Y_Àa dZi b[`gc`W\Yf
_f]a]bY``Yb`Ghfi _hi fYb`Y]b`Yf[Y`Yb"

: Øf`k Y]hYfY`≠Zcfa Uh]cbYb`ni f'7`Ub`_f]a]bU`]h`Àh] Yfk Y]gYb`k]f`Ui Z
Y]bYb`i a ZUggYbXYb`6Yf]W\h`XYg`A YX]YbX]Ybgh`≠bHY [fUh]cb"

8Yf`J cfZU``]a`@UbX`_fY]g`5i f]W\`j YfXYi h]W\h`X]Y`Ub`U`hYbXYb
6Ya Ø\i b[Yb`XYf`6Y\`ØfXYbž`[Y[Yb`X]Y`7`Ub`_f]a]bU`]h`Àh
j cfni [Y`Yb"8]Y`8f]b[`]W\`_Y]h`X]YgYf`A U»bU`a Yb`k]fX`Xi fW\`X]Y

J]Y`gWk]Wk h[_Y]h i bX`X]Y`k Y]hfY]Wk YbXYb`5i gk]f_i b[Yb`X]YgYg
 _f]a]bY``Yb`D\`Àbca Ybg`i bhYfghf]Wk Ybž`X]Y`b]Wk h`bi f`X]Y`X]fY`hYb
 6YhfcZZYbYbž`gcbXYfb`X]Y`[YgUa hY` ; YgY``gWk UZh`VYhfYZZYb"

K]Y`XYf`K YgYf!`? i f]Yf`VYf]Wk hYhž`]gh`X]Y`9]bgUhnVYfY]hghY``i b[
 XYf`Dc`]nY`]b`X]YgYa`Ni gUa a Yb\Ub[`Y]b`k]Wk h[_Yg`G][bU`[Y[Yb
 X]Y`YhUV`]YfhY`7`Ub_f]a]bU`]hÀh`i bX`Y]b`GWk f]h`i]b`X]Y`f]Wk h[_Y
 F]Wk hi b["

; `Y]Wk nY]h[_k]fX`XYf`J cfZU``j cb` : i `XU]bZc`U`g`K Ufbg][bU`
 k U\ f[Ybca a Ybž`XUgg`X]Y`6Y`_Àa dZi b[`XYf`7`Ub_f]a]bU`]hÀh`Y]bY
 _cbh]bi]Yf`]Wk Y`5bghfYb[i b[`VYbÒh][hi bX`X]Y`ÒZZYbh]Wk Y
 5i Za Yf_gUa _Y]h`Ui ZfYWk h`Yf\U`h`Yb`k YfXYb`a i gg"

8YhU]`g	
J cfZU``	7`Ub_f]a]bU`]hÀh
C fh	@UbX_fY]g`5i f]Wk ž`8Yi hgWk `UbX
: YghbU\`a Yb	'
E i Y``Yb	<ul style="list-style-type: none"> • k k k "k YgYf!`_i f]Yf"XY • k k k "Zi `XU]bZc"XY • a YX]YbX]Ybgh!]bhY[fUh]cb"XY

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