

9bhXYW_Yb`G]Y`X]Y`A Y`cX]Yb`GUW gYbg.
6i ghci f`ni `\\]ghcf]gWY Yb`C f[Y`b`°

9f`YVYb`G]Y`X]Y`/ ei ch/: Ugn]bUh]cb`C f[Y`/ ei ch/6i ghci f`]b
@Y]dn][`Ua `&) "'C`_hcVYf`&\$&) "'9bhXYW_Yb`G]Y`\\]ghcf]gWY
C f[Y`b`i bX`VYXYi hYbXY`?]fWY Yb"



@Y]dn][ž`8Yi hgW`UbX`!`#`GUW gYb`XfY`h]g]W`U`Yg`i a`X]Y`[Ub
VYgcbXYfY` : Ugn]bUh]cb`XYf`C f[Y`b`"8]Y`@Y]dn][`Hci f]ga i gi bX
A Uf_Yh]b[`; a V< ``ÅXhini a `&) "'C`_hcVYf`&\$&) `ni `Y]bYf
Y]bn][Ufh][Yb`6i ghci f`i bhYf`XYa `H]hY`` : Ugn]bUh]cb`C f[Y` `Y]b"
8]YgY`J YfUbghU`hi b[`j`Yfgdf]W`h`b]W`h`bi f`Y]b`Y`Y]bXfi W_gj`c`Y
F Y]gY`Xi fW`X]Y`?`Ub[k`Y`h`XYf`F Y[`]cbž`gcbXYfb`Ui W`h]YZYfY
9]bV`]W_Y`]b`X]Y`fY]W`Y`a`i`g_]U`gW`Y` ; YgW]W`hY`GUW gYbgž`X]Y
fi bX`&) \$\$`C f[Y`b`VY`Y]a`UhY`h"

8]Y`6i ghci f`ghUfhY`hi bX`YbXY`h`Ub`XYf`VYf`Ø`a`hYb`H`ca`Ug_]fW`Y
]b`@Y]dn][`i bX`Z`Ø`fh`X]Y`HY`]b`Y`a`Yf`ni`XfY`]VYY]bXfi W_YbXYb
C f[Y`ghUbXcfhYb.`XYf`GhUXh_]fW`Y`Gh`A Uf]Yb`]b`Hcf[Ui ž`XYf
GW`c`gg_]fW`Y`]b`Hcf[Ui`gck`j]Y`XYf`?]fW`Y`]b`Hfcgg]b`"A`h]Y]bYa

; YgUa hnY]hfU\ a Yb`j cb`Yhk U`UW`h`Ghi bXYb`_`ÖbbYb`A i g]_!`i bX
; YgW`]W`hg`]YV\UVYf`]b`X]Y`K`Y`h`XYf`Cf[Y`b`Y]bhUi W`Yb`"

9]b`i`bj`Yf[Ygg`]W`Yf`HU[

8Yf`FY]gYdfY]g`j`cb`,`-`'9i`fc`dfc`DYfgcb`VY]b\U`h`h`Y]bY
i`a`ZUggYbXY`6YhfYi`i`b[ž`XUni`n`Ä\`Yb`XYf`6i`ghfUbgZYfž`XUg
A`]hhU[YggYb`]a`FYghUi`fUbh`GW`a`]XhU`Yb`]b`8ca`a`]hngW`ž
?`]fW`YbZ\`fi`b[Yb`i`bX`Cf[Y`Ubgd]Y`Y`"Ni`XYa`gcf[h`Y]b
bUW`a`]hÄ[`]W`Yf`GbUW`XUZ\`fž`XUgg`X]Y`HY]`bY\`a`Yf[i`h[YghÄ`f`_`h
g]bXž`k`Ä`fYbX`g]Y`X]Y`_`Ub[`]W`Yb`6YgcbXYf\`Y]hYb`\`]ghcf]gW`Yf
`bghfi`a`YbhY`YbhXYW`Yb`"8]YgYf`HU[`j`Yfgdf]W`h`XU\`Yf`b]W`h`bi`f`
j`]Y`K`]ggYbž`gcbXYfb`Ui`W`i`Ybi`gg"

GUW`gYb`\U`h`g]W`U`g`Y]bY`k`U\`fY`GW`Uhn`Ua`a`Yf`XYf`Cf[Y`_`i`bgh
YhUV`]Yfh`6Yf\`a`hY`Cf[Y`VUi`Yfž`k`]Y`i`c`hhžf]YX`G]`VYfa`Ubbž`\UVYb
\Yf`VYXYi`hYbXY`K`Yf`Y`[YgW`UZZYbž`X]Y`V]g`\`Yi`hY`VYk`i`bXYfh
k`YfXYb`"6YgcbXYfg`\Yfj`cfni`\YVYb`g]bX`X]Y`[i`h`Yf\`U`h`YbYb
\]ghcf]gW`Yb`bghfi`a`YbhY`Ui`g`XYa`%+`"V]g`%-`"š\`f\`i`bXYfhž`X]Y
X]Y`6Ygi`W`Yf`XYf`Hci`f`b`Ä\`Yf`_`Yb`bYb`YfbYb`_`ÖbbYb`"8]Y`FY[]cb
\U`h]\`fY`i`fgdf\`b[Y]a`gdÄ`h[ch]gW`Yb`Cf[Y`VUi`i`bX`]gh`\`Yi`hY
ghUf`_`j`cb`XYb`FYghUi`f]Yfi`b[Yb`i`bX`BYi`VUi`hYb`XYg`&\$"
š\`f\`i`bXYfhg`[YdfÄ[h"

9]b`_`i`h`i`fY`Y`g`9fVY

K`]Y`X]Y`K`_]dYX]U`VYf]W`hYhž[`]h`GUW`gYb`U`g`Y]bY`VYXYi`hYbXY
Cf[Y`_`UbXgW`UZh]b`8Yi`hgW`UbXž`X]Y`Xi`fW`XUg`K`]f`_`Yb`[fc»`Yf
Cf[Y`VUi`Yf`k`]Y`G]`VYfa`Ubbž`?`fYi`hnVUW`i`bX`@UXY[Ugh[YdfÄ[h
]gh`8]Y`Ä`hYghYb`bUW`k`Y]gVUfYb`Cf[Y`b`Ui`g`XYf`FY[]cb`ghUa`a`Yb
gc[Uf`Ui`g`XYa`%`"š\`f\`i`bXYfh"; YVUi`h]b`k`]W`h[Yb`?]fW`Ybž
V]YhYb`g]Y`Y]bYb`Y]ba`U][Yb`9]bV`]W`_`]b`X]Y`i`YgW`]W`hY`i`bX
9bhk`]W`_`i`b[XYg`Cf[Y`VUi`g"

8Yf`VUfc`W`_`Y`Cf[Y`VUi`ghY`h`X]Y`6`Ø`h`nY]h`XUfž]b`XYf`j`]Y`Y`XYf
\`Yi`h[Yb`GW`Ä`hnY`YbhghUbXYb`"; chhžf]YX`G]`VYfa`Ubb`VUi`hY`i`a
X]Y`)`\$`Cf[Y`bž`j`cb`XYbYb`" %`bcW`\`Yi`hY`YI`]gh]YfYb`i`bX`Z\`f]\`fY
\`YfUi`gfU[YbXY`\`UbXk`Yf`_]W`Y`E`i`U`]hÄ`h`VY`_`Ubb`h`g]bX`"8Yf`9f\`U`h

X]YgYg`Y]bn][Ufh][Yb`_i `hi fY`Yb`9fVYg`]gh`Ui W\`Yi hY`bcW\`j cb
[fc»Yf`6YXYi hi b[ž`gcXUgg`nU\`fY]W\`Y`F`YghUi f]Yfi b[gdfc`Y`_hY`]bg
@YVYb`[Yfi ZYb`k i fXYb"

; Ya Y]bgUa `Ui Z`9bhXYW`_i b[gfY]gY

: Øf`U`Yž`X]Y`g]W\`ZØf`X]Y`?`Ub[k Y`h`XYf`C f[Y`b`i bX`]`fY
; YgW\]W\`hY`VY[Y]ghYfbž`V]YhYh`X]Y`@Y]dn][`Hci f]ga i g`i bX
A Uf`_Yh]b[; a V<`Y]bY`_cghYb`cgy`6fcgW\`ØfY`a]h`XYa `H]hY`
: Ugn]bUh]cb`C f[Y` `Ub"8]YgY`]bZcfa]Yfh`b]W\`h`bi f`ØVYf`X]Y
C f[Y`b`]b`XYf`F`Y[]cbž`gcbXYfb`ghYh`Ui W\`X]Y`?`cbnYfh!<][\`][\hg
XYg`X\`fYg`Ui Z`8]Y`6fcgW\`ØfY`]gh]b`XYf`Hci f]gh!`bZcfa Uh]cb
@Y]dn][`Yf\`À`h]W\`i bX`_Ubb`Ui W\`cb`]bY`\Yfi bhYf[Y`UXYb`k YfXYb"

9]b`6`W`_Ui Z]bhYfU`_h]j Y`?`UfhYbž`k]Y`g]Y`i bhYf`C f[Ub]bXYI `ni
Z]bXYb`g]bXž`YfØZbYh`ni XYa `j]Y`Z`À`h][Y`A`Ò[`]W\`_Y]hYbž`X]Y
GhUbXcfhY`XYf`C f[Y`b`]b`GUW\`gYb`ni `Yf`_i bXYb"8]YgY`?`UfhYb
i a ZUggYb`U`Y`fY`Yj UbhYb`bZcfa Uh]cbYbž`X]Y`C f[Y`!9bh\i g]UghYb
VYbØh][Ybž`i a `g]W\`Ui Z`XYf`F`Y]gY`Xi fW\`X]YgY`_`Ub[j c`Y
@UbXgW\`UZh`ni fYW\`hni Z]bXYb"

K Yf`U`gc`Ui Z`XYf`Gi W\`Y`bUW\`Y]bYf`VYgcbXYfYb`9fZU\`fi b[]ghž
gc`hY`X]Y`6i ghci f` : Ugn]bUh]cb`C f[Y` `b]W\`h`j YfdUggYb`i bX`g]W\`
ZfØ`nY]h][`Uba Y`XYbž`i a `Y]bYb`D`Uhn`]b`X]YgYa `i bj Yf[Ygg]W\`Yb
?`Ub[!5VYbhYi Yf`ni `g]W\`Yfb"

8YhU]`g	
C fh	@Y]dn][ž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none">• k k k "Y]dn][]bZc"XY• XY"k]_]dYX]U"c f[• c f[Ub]bXYI "XY

6Ygi W\`Yb`G]Y`i bg`Ui Z.`b!U["bYh