

K]YXYfYfÖZZbi b[.`< UfnYf`6Yf[h\YUhYf VY[Y]ghYfh'a]h`K U`di f[U`!A i g]WU`°

8 Ug`< UfnYf`6Yf[h\YUhYf`]b`H\U`Y`ZY]Yfh`&\$&) `bUW
i a ZUb[fY]WXYf`FYbcj]Yfi b[`X]Y`DfYa]YfY`XYg`A i g]WU`g
/ ei ch`K U`di f[U/ ei ch`a]h`dfca]bYbhYb`GhUfg"



H\U`Y`ž`8Yi hgW\`UbX`!`8 Ug`< UfnYf`6Yf[h\YUhYf`]b`H\U`Y`]gh`UV
gcZcfh`VYfY]hž`X]Y`6Ygi WXYf.]bbYb`a]h`Y]bYa `Zf]gWYbž`a cXYfbYb
; Yk UbX`i bX`Ui ZFY[YbXYb`8UfV]Yhi b[Yb`ni `Ya dZUb[Yb`"B UW
ZØbZ`>U\ fYb`]bhYbg]j Yf`FYbcj]Yfi b[gUfVY]hYbž`X]Y`a]h
; YgUa h_cghYb`j cb`fi bX`&+ž) `A]`]cbYb`9i fc`ni `6i WXY`gW`U[Ybž
ghY\h`X]Y`BUhi fVØ\ bY`bi b`]b`bYi Ya `; `Ubn`XU`"8Y`? UdUn]h`Åh
k i fXY`Ui ZVYY]bXfi W_YbXY`%-`\$` `D`ÅhnY`Yf\Ø\hž`i bX`Y]b
VUff]YfYZFY]Yf`Ni [Ub[`gcf[h`XUZØfž`XUgg`g]W`k]f`_]W`YXYf`]a
H\YUhYf`k c\`ZØ\`Yb`_Ubb`"8 Ug`]gh`Y]bY`[i hY`B UW f]W h`ZØf`U`Y
H\YUhYf`]YV\UVYfi bX`gc`WXYž`X]Y`Yg`k YfXYb`k c`Yb`°

8 Ug`hfUX]h]cbgfY]WY`< Ui gž`XUg`gY]h`gY]bYf`; fØbXi b[`%-`\$` `Y]bY
XYf`Å`hYghYb`BUhi fVØ\ bYb`8Yi hgW\`UbXg`]ghž`\Uh`b]W h`bi f`Y]bY

`Ub[Y ; YgWk]Wk hYž'gcbXYfb`Ui Wk`Y]bY`DfY]g\Ui ggY`Ub`9a`ch]cbYb
\]bhYf'g]Wk`"B UWk`_UhUghfcd\U`Yb`NYfghØfi b[Yb`]a
B UWk`_f]Y[gXYi hgWk`UbX`k i fXY`XUg`6Yf[h\YUhYf`]b`XYb`%- * \$Yf
i bX`%- - \$Yf`>\fYb`VYfY]hg`a Y\ fZUWk`gUb]Yfhž`XcWk`X]Y`Øb[ghYb
l a VUi a U>bU\ a Yb`ZØ\ fYb`bi b`ni`Y]bYa`Ui ZfY[YbXYb`Gdfi b[`]b
X]Y`Ni`_i bZh`5 F 8`A YX]Uh\ Y`_ VYf]Wk hYhž`XUgg`X]Y`ZY]Yf`]Wk Y
K]YXYfYfØZbi b[`ZØf`A U]`&\$&) `[Yd`Ubh`]gh"

9]b`A i g]WU``ZØf`bYi Y`NY]hYb

6YgcbXYfY`6YUWk`hi b[`Yf\À`h`XUg`bYi Y`A i g]WU`` K U`di f[U ž
k Y`Wk`Yg`X]Y`YfghY`[fc» Y`5i ZØ\ fi b[`bUWk`XYf`F Ybcj]Yfi b[`gY]b
k]fX`"8]Y ; YgWk]Wk hY`h\Ya`Uh]g]Yfh`fY[]cbU`Y`A`mh\Yb`i bX`Yfn\À`h
j`cb`XYf`:`i`Wk`h`XYf`K`U`di`f[`U`j`cf`<`Yi`Yb`À[`Yfb`" `&hYbXUbh`F`cbbm
;`fc»`Y`VYgWk`fY]Vh`X]Y`A`cXYfb]g]Yfi b[`XYf`J`YfUbghU`hi b[ghYWk`b]_
U`g`GWk`f]hh]b`Y]bY`bYi Y`Y`fU`"8]Y`bYi Y`6Ø\ bYž`Ui`g[YghUhhY`h`a`]h
a`cXYfbghYf`@98!HYWk`b]_ž`Yfa`Ø[`]Wk`h[Ubn`UbXYfY`8]a`Ybg]cbYb
]b`XYf`Df`AgYbhUh]cb`"A`]h`X]YgYf`B`Yi`Ui`gf]Wk`hi b[` \UVYb`X]Y
J`YfUbhk`cfh]Wk`Yb`Y]b[`i`hYg`<`AbXWk`Yb`VYk`]YgYb` `XUg`<`UfnYf
6Yf[h\YUhYf`a`ØWk`hY`b]Wk`h`bi`f`gY]b`hfUX]h]cbY`Y`Yg`Di`V`_]i`a
UbgdfYWk`Ybž`gcbXYfb`Ui`Wk`bYi Y`Ni`gWk`Ui`YfgWk]Wk`hYb`[`Yk`]bbYb`"

8]Y`F`c`Y`XYf`K`U`di`f[`U`k`]fX`j`cb`XYf`hU`Ybh]YfhYb`GYbhU!GcZ]U
8Y`]dcbh]`ØVYfbca`a`Ybž`X]Y`gWk`cb`a`Y\`fZUWk`ZØf`]\`fY
XUfghY`Yf]gWk`Yb`@Y]ghi b[Yb`Ui`g[YnY]Wk`bYh`k`i`fXY`"l`bhYfghØhni b[
Yf\À`h`g]Y`Xi`fWk`X]Y`VY`_Ub`bhY`A`i`g]WU`!@Y[YbXY`5b[Y`_U`A`]`ghYfž
X]Y`YVYbZU`g`HY]`XYg`9bgYa`V`Yg`]gh`"Ni`gUa`a`Yb`a`]h`8`UfghY`Yfb
Ui`g`8Yi`hgWk`UbXž`2`ghYffY]Wk`i`bX`XYf`GWk`k`Y]n`k`]fX`Y]b
\`cWk`_Uf`Àh][`Yg`9bgYa`V`Y`[`YV`chYbž`XUg`X]Y`Ni`gWk`Ui`Yf.]bbYb`a`]h
Ui`ZY]bY`F`Y]gY`Xi`fWk``&hf][`Ybž`A`UWk`h`_`Àa`dZY`i`bX`@YVY`bY\`a`Yb
k`]fX`"

J]Y`gY]h][Yg`Dfc[fUa`a`i`bX`hfUi`a` \UZHY ? i` `]ggY

8cWk`XUg`<`UfnYf`6Yf[h\YUhYf`\Uh`bcWk`a`Y\`f`ni`V]YhYb.`BYVYb
XYa`Ui`ZfY[YbXYb`A`i`g]WU`g]bX`Ui`Wk`_`Ugg]gWk`Y`:`Ua`]`YbghØW`_Y

k]Y` 8]Y`GW`ÖbY`i bX`XUg`6]Ygh`i bX` D]dd]`@Ub[ghfi a dZ
 j cf[YgY\Yb`"Ni XYa` _`ÖbbYb`6Ygi WXYf.]bbYb`g]W`Ui ZY]b
 UVk YW`g`i b[gfY]W`Yg`A i g]_dfc[fUa a`ZFYi Yb`i` j cb`Dcd`ØVYf
 FcW`_V]g`_\]b`ni`j`c`_ghØa`_]W`Yf`A i g]_`8]YgY`J]Y`ZU`h`]gh`b]W`h`bi`f
 Y]bY`6YfY]W`Yfi b[`XYg`5b[YVc`hgž`gcbXYfb`gcf[h`Ui W`XU`ZØfž`XUgg
 Yg`ZØf`^XYb` ; YgW`a UW`_Yhk Ug`[]Vh`

9]b`6Ygi W`]a` <UfnYf`6Yf[h\YUhYf`k]fX`Xi fW`XYb`[fUbX]cgYb
 DUbcfUa UV`]W`_Ui ZXUg`<Ufnj cf`UbX`k`À\fybX`XYf`5i ZØ\fi b[Yb
 ni`Y]bYa`YW`hYb`9f`YVb]g`"8]Y`J`YfV]bXi b[`j`cb`<]ghcf]Y`i bX
 a cXYfbYb`5_nYbhYb`gW`UZh`Y]bY`Y]bn][Ufh][Y`5ha`cgd`ÀfYž`X]Y
 gck`c`\`ZØf`9]b`Y]a`]gW`Y`U`g`Ui W`ZØf`Hci`f]ghYb`Y]b`UXYbX`]gh`
**A 8 F` \YVh`Yfj`cfž`XUgg`X]Y`F`Ybcj`]Yfi b[`XUg`H\YUhYf`b]W`h`bi`f
 bYi`[YghU`hYh`U`hž`gcbXYfb`Ui W`gY]bY`F`c`Y`U`g`_i`hi`fY`Yg
 NYbhfi a`XYf`FY`[]cb`gh`Àf`_h`**

≠g[YgUa`hidf`ÄgYbh]Yfh`g]W`XUg`<UfnYf`6Yf[h\YUhYf`U`g`Y]b`C`fh
 XYf`6Y[Y[bi b[ž`XYf`HfUX]h]cb`i bX`A`cXYfbY`\Ufa`cb]gW`
 a`]hY]bUbXYf`j`YfY]bh`"8Yf`GhUfhgW`i`gg`ni`f`Gd]Y`nY]h`Z`h`VU`Xž`i`bX
 X]Y`J`cfZFYi`XY`Ui`ZXUg`Dfc[fUa a`_`ÖbbhY`_Ui a`[fØ»Yf`gY]b`XU
 `]Y[h`hUhg`ÀW`]W`k`Ug`Ub`"CV`ZØf`?`i`hi`fVY[Y]ghYfhY`cXYf` : Ua`]Y]bž
 \]Yf`k`]fX`YXYf`ZØbX][`i bX`Yf`YVhi`bj`Yf[Ygg`]W`Y`5VYbXY`]a
 a`U`Yf]gW`Yb`H`U`Y`"

: Øf`XYhU]`YfhY`≠Zcfa`Uh]cbYb`ni`XYb`VYj`cfghY`YbXYb
 J`YfUbghU`hi`b[Yb`i`bX`H]W`Yhg`c`b`h`g]W`Y]b`6`]W`_Ui`ZX]Y
 cZZ]n]Y`Yb`GY]hYb`XYg`H\YUhYfg.`<Ufn]bZc`"

8YhU]`g	
C`fh	H`U`Y`ž`8Yi`hgW`_UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k k k "UfXa`YX]Uh`Y`_`XY • k k k "a`Xf`XY • k k k "\Ufn]bZc`XY

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