

gcbXYfb`Ui W`]b`Y]bn][Ufh][Yb`5i gXfi W_gZcfa Yb`k]XYf" H\YUHyfz
CdYfz? UVUfYhž @]hYfUhi fžDcYg]Y`i bX`X]Y`VY]`j]Y`Yb`VY`]YVhYb
?`Yna Yf!A i g]_`a UWXYb`Y]bYb`VYXYi hYbXYb`HY]`XUj cb`Ui g`"8]Y
?`Yna Yf!A i g]_`žWUfU`_hYf]g]Yfh`Xi fW`]\fY`Ya ch]cbU`Yb`A Y`cX]Yb
i bX`hmd]gWXYb`_`bghfi a Yb`hY`k]Y`?`Uf]bYhY`i bX`5__cfXYcbž`YfZFYi h
g]W`k UWgYbXYf`6Y`]YVh\Y]h`"9]b`VYgcbXYfYg`6Y]gd]Y`]gh`X]Y
6UbX`A Yg]b`_Y`Ui g`6UmYfbž`X]Y`gY]h`%- - %?`Yna Yf`gd]Y`hi bX
VYfY]hg`ØVYf`" \$ \$`?`cbnYfhY` [Y[YVYb` \Uh" `Δf`B Ua Y`VYXYi hYh`]a
_]XX]gWXYb` X]Y`Øb[ghY`HcW`hYf` i bX`i bhYfghfY]W`h`X]Y
j YfgW]YXYbYb`a i g]_U`]gWXYb`<]bhYf[fØbXY`XYf`6UbXa]h[`]YXYf"
A Yg]b`_Y`j Yfhcbh`Ui W`]hYfUf]gWXY`K Yf`_Yž`XUfi bhYf`X]Y`XYf
?fi a VUWYf`GWf]ZhghY`Yf]b`<YXk][`@UW`a Ubbž`k]Y`Ui Z`6F`ni
`YgYb`]gh"

M]XX]g\`Gi a a Yf`K Y]a Uf.`9]b`NYbhfi a `XYf
]XX]gWXYb`? i `hi f

9]b`nYbhfU`Yf`C fh`ni f`J YfVfY]hi b[`i bX`9f\U`hi b[`XYf`]XX]gWXYb
?i `hi f`]gh`XYf`M]XX]g\`Gi a a Yf`K Y]a Uf`fMGK Łž`XYf`%- - `]bg
@VYb` [Yfi ZYb`k i fXY`i bX`\Yi hY`ni `XYb`k]W`h][ghYb`Dfc[fUa` a Yb
ZØf`]XX]gWXY`?i `hi f`nÅ`\h" `K Ug`i fgdfØb[`]W`U`g`Y]b
K cWXYbYbXk cf_g\cd`VY[Ubbž`\Uh]g]W`a]h`Yfk Y]Y`ni `Y]bYa
Y]ba cbUh][Yb` : Ygh]j U`Ybhk]W`Y`hž`XUg`fY[Y`a Å»][`hUi gYbXY
; ÅghY`Ui g`U`Yf`K Y`h`Ub]Y\h"8]Y`J YfUbghU`hi b[Yb`i a ZUggYb
b]W`h`bi f`K cf_g\cdg`j cb`]bhYfbUh]cbU`Yb`?Øbgh`Yf]]bbYb`i bX
K]ggYbgW`UZh`Yf]]bbYbž`gcbXYfb`Ui W`nU`\fY]W`Y`?`cbnYfhY`i bX
A]ha UW`dfc[fUa` a Y`"8]Y`_Øbgh`Yf]gWXY`@Y]hi b[``]Y[h]b`XYb
<ÅbXYb`j cb`5`Ub`6Yfbž`XYf`&\$&&`gc[Uf`a]h`XYa
6i bXYgj YfX]YbghcfXYb`Ui g[YnY]W`bYh`k i fXYž`k]Y`Ui g`M]XX]g\
Gi a a Yf`\Yfj cf[Y\h"

8]Y`HY]`bY\`a Yf]]bbYb`\UVYb`X]Y`A Ò[`]W`_Y]hž`Ub`h`Ya Uh]gWXYb
K cf_g\cdg`hY]`ni bY\`a Ybž`X]Y`U`hi Y`Y`H\Ya Yb`Ui Z[fY]ZYb`i bX
X]Y`_`bX]j]Xi U`]h`Åh`gck]Y`XUg` [Ya Y]bgUa Y`9f`VYb`ZØf`XYfb`"8]Y
D\`cgcd\]Y`XYg`MGK `VUg]Yfh`Ui Z[Ubn\Y]h]W`Ya `@YfbYb.`<]Yf
k]fX`b]W`h`bUW`BchYb` [Y`YgYbž`gcbXYfb`X]Y`_`a`dfcj]gUh]cb`gd]Y`h
Y]bY`nYbhfU`Y`F`c`Y`"8]YgYg`Y]bn][Ufh][Y`?`cbnYdh`n]Y\`h`b]W`h`bi f
A i g]_`]YV\UVYf`Ubž`gcbXYfb`VchgW`UZh`Yf`ZØf`X]Y`J]Y`ZU`h`ØX]gWXYf

?i`hi fYb"

?i`hi fYfVY`i bX`gY]bY`< YfUi gZcfXYfi b[Yb

Hfchn`XYf`fY]WXYb`HfUX]h]cb`i bX`XYg`ϕhYfYggYg`Ub`^]XX]gWXYf
?i`hi f`g]Y\h`g]W`X]Y`^]XX]gWXY`GdfUWXY`]b`8Yi hgW`UbX
< YfUi gZcfXYfi b[Yb`[Y[YbØVYf"8]Y`fYW`h]WXY`5bYf_Ybbi b[ž`k]Y
g]Y`j cb`J`c`_Yf`6YW`_&\$&%`Ub[YgdfcWXYb`k`i fXYž`V`Y]Vh]b`XYf
dc`]h]gWXYb`@UbXgW`UZh`gW`k]Yf][" `ϕ`UbXYfYb`Yi fcd`À]gWXYb
@`AbXYfb`k]fX`>]XX]gW`_\]b[Y[Yb`U`g`A]bXYf\Y]hYbgdfUWXY
UbYf_Ubbh`i bX`[YZØfXYfhž`k Ug`Y]bYb`k]W`h][Yb`; Y[YbgUhn`ni f
G]hi Uh]cb`]b`8Yi hgW`UbX`XUfghY`h"

8]Y`9f\U`hi b[`i bX`K`Y]hYfYb`hk]W`_i b[`^]XX]gWXYf`?i`hi fž
]bgVYgcbXYfY`Xi fW`:`Ygh]j U`g`k]Y`XYb`M]XX]g\`Gi a a Yf`K`Y]a Ufž
]gh`Yb`hgWXY]XYbXž`i a`X]YgY`k Yfh]c`Y`HfUX]h]cb`ZØf`ni _ØbZh][Y
; YbYfUh]cbYb`YVYbX][`ni`U`hYb"J`cb`XYf`6Ø`bY`V]g`]bg
Di V`_]i a`k]fX`\]Yf`Y]b`_cghVUfYg`9fVY`k Y]hYf[Y[YVYbž`XUg`b]W`h
bi f`ØX]gWXY`; YgW]W`hY`Yfn`À`\hž`gcbXYfb`Ui W`i b]j YfgY`Y
H\Ya`Yb`j cb`A`YbgW`_W`_Y]hi bX`?i`hi f`j Yf`_ØfdYfh"

8YhU]`g	
C fh	K Y]a Ufž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Xf"XY • m]XX]g\gi a a Yf"Yi • k k k "Vf"XY

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