

≠fUb`_ØbX][h'[Y\Y]a Y`Bi`_`YUfUb`U[Y`Ub`
≠gh`XYf`? f]Y[`a]h`≠gfUY`bU\Y3

≠fUb`_ØbX][h`XYb`6Ui`Y]bYf`Xf]hhYb`Bi`_`YUfUb`U[Y`Ub`ž`k Ug
]bhYfbUH]cbU`Y`GdUbbi b[Yb`a]h`≠gfUY`i bX`XYb`i G5
j YfgWÅfZYb`_ØbbhY"



≠gZU\ Ub`ž`≠fUb`!`≠fUb`\Uh`XYb`6Ui`Y]bYf`Xf]hhYb`Bi`_`YUfUb`U[Y
Ub[Y_ØbX][hž`U`g`X]fY`hY`FYU`h]cb`Ui`Z`XYb`k`Ygh]W`Yb`8`fi`W`ni`f
C`ZYb`Y[i b[`gY]bYg`i a`ghf]hhYbYb`5`hca`dfc[fUa`a`g`8]Yg
[YgW`Y\h]b`Y]bYf`NY]hž`]b`XYf`X]Y`GdUbbi b[Yb`a]`BU\Yb`C`ghYb
ni bY\`a`Yb`ž`i bX`6`YXYb`_Yb`ØVYf`a`Ò[`]W`Y`a`]`hÅf]gW`Y`5b[f]ZZY
≠gfUY`g`Ui`Z`≠fUb`i bX`XYggYb`5`hca`Ub`U[Yb`[fc»`g]bX`"i`@Ui`h`K`Y`h
]gh`X]Y`Øfh`]W`Y`G]W`Yf`Y]h`VYgc`f[b]gYffY[YbX`ž`XU`X]Y`i`G5`Ui`g
G]W`Yf`Y]hg[fØbXYb`VYfY]hg`]\f`6`chgW`U`Z`hdYfgcbU`]a`≠fU`
fYXi`n]YfYb`a`i`gghYb"

8Yf`≠95!;`ci`j`YfbYi`fgfUh]b`K`]Yb`\Uh`Y]bY`FYgc`i`h]cb
j`YfUVgW`]YXYhž`X]Y`≠fUb`j`cfk`]fZž`gY]bY`fYW`h]W`Yb
J`YfdZ]W`hi`b[Yb`ni`f`Ni`gUa`a`YbUfVY]h`b]W`h`ni`YfZØ`Yb`"8]YgY

F Ygc`i h]cb`k i fXY`j cb`8Yi hgW`UbXž; fc» Vf]hUbb]Ybž: fUb_fY]W
i bX`XYb`l G5`]b]h]Yfh`i bX`_ÒbbhY`ja`9l hfYa ZU``ni f`9]bgW`U`hi b[
XYg`l B!G]W`Yf\Y]hgfUhYg`ZØ`fYb`"8]Y`595! ðgdY`_hcfYb` \UVYb
Gdi fYb`j cb`l fUb`i bX`<]bk Y]gY`Ui Z[Y\Y]a Y`5_hj] h`hYb`]b`b]W`h
fY[]ghf]YfhYb`5b`U[Yb`[YZ bXYbž`k Ug`X]Y`]bhYfbUh]cbU`Y
; Ya Y]bgW`UZh`ni g`h`n]W`U`Ufa`]Yfh`" ðUb` \Uh`U\fnY\bhY`Ub[
i b[`Ui Vk ØfX][Y`9f`_`Àfi b[Yb`ni `X]YgYb`5_hj] h`hYb`UV[Y[YVYb`"

J c f k i f Z`i b X`K]X Y f g h U b X

ðUb]gW`Y`6Y\ØfXYb` \UVYb`X]Y`595! F Ygc`i h]cb`U`g`dc`h]gW`
a`chj]]Yfh] Yfi fhY`]hi bX`j Yf`_ØbXYhž`XUgg`X]Y`bYi Y
5bfY]W`Yfi b[gUb`U[Y`]b` ðZ\Ub`i bhYf]fX]gW`Yff]W`hYh`k]fX`"8]Y
ðgdY`_hcfYb`XYf`595`gc``Yb`X]YgYb`Cfh`VU`X`VYg]W`h][Ybž`i a`X]Y
G]hi Uh]cb`j cf`Cfh`ni`ØVYfd`fØZb`" ð`5bVYhfUW`h`XYggYbž`XUgg` ðUb
XYfnY]h`l fUb`a`]h`bU`Y`ni`k`UZZYbhUi [`]W`Ya`F`Y]b`Y]hg[fUX
dfcXi`n]Yfh`i bX`ØVYf`nk`Y]`l fUb!5bfY]W`Yfi b[gUb`U[Yb`j YfZØ[hž
k`ÀW`gh`X]Y`Gcf[Y`ØVYf`Y]bY`dchYbn]Y``Y`a`]]h`Àf]gW`Y
?cbZfcbhUh]cb`"8Yf`]fUb]gW`Y`5hca` W`YZ`A`c`Ua` a`YX`9g`Ua`]` \Uh
X]Y`bYi Y`5b`U[Y`U`g` g]W`Yf`i bX`i bj Yfk`i bXVUf` `VYnY]W`bYh`"

6YcVUW`hYf`k`UfbYb`YXcW`ž`XUgg`XYf`6Ui`X]YgYf`5b`U[Y`X]Y
]bhYfbUh]cbU`Y`Ni`gUa` a`YbUfVY]h`Yf\YV`]W`VY`UghYb`i bX`ni`Y]bYf
k`Y]hYfYb` ðgc`Uh]cb` ðUbg`ZØ`fYb`_ÒbbhY`"Ni`XYa`VYf]W`hYhYb`l`G!
A`YX]Yb`j`cb`a` Ò[`]W`Yb`J`cfVYfY]hi`b[Yb` ðgfUY`g`ZØf`Y]bYb`5b[f]ZZ
Ui`Z`X]Y`]fUb]gW`Yb`5hca` Ub`U[Yb`"5i`W`l`G!Df`Àg]XYbh`8`cbU`X
Hfi`a`d`Ài`»`YfhY`g]W`VYgc`f[h`ØVYf`X]Y`G]W`Yf\Y]hg`U[Y`]a` ðU`_`i`b`X
VY`_f`ÀZh][hYž`XUgg` ðUb`_Y]bY`5hca` k`UZZYb`VYg]h`nYb`XØfZ`Y`
; `Y]W`nY]h][]`j`Yfk`]Yg`Yf`Ui`Z`X]Y`Ui`ZYbXYb`J`Yf\UbX`i`b[Yb`ni`f
6YgW`f`Àb`_i`b[`XYg`]fUb]gW`Yb`5hca`dfc[fUa` a`g`"

Ni`_i`b`Zh`X`Y`f`J`Y`f`\`U`b`X`i`b`[`Y`b`

5a`G`cbbhU[`gc``Yb`V`]UhYfU`Y`; Ygdf`ÀW`Y`nk`]gW`Yb`XYb`l`G5`i`b`X
ðUb`ni`a`5hca`dfc[fUa` a`]ja`Ca`Ub`Zcfh[YgYmh`k`YfXYb`"8Yf
GhfY]hi`a`XUg`]fUb]gW`Y`5hca`dfc[fUa` a`Yg`_U`]Yfhž`b]W`h`ni`Y`mh
Xi`fW`HY`YfUbg`5b`_ØbX][i`b[ž`X]Y`DfcXi`_h]cb`j`cb
Ub[YfY]W`YfhYa`l`fUb`XYi`h`]W`ni`ghY][Yfb`i`bX`NYbhf]Z[]`Yb`]b`XYf`"

5hca Ub`U[Y: cfXck`ni`a`cXYfb]g]YfYb"8Yf`]fUb]gWXY`6chgWUZhYf
 VY]`XYf`595žFYnU`B`U`U`Z]žZcfXYfh`X]Y`9]b\U`hi`b[`XYf
 j`YfY]bVUfhYb`DUfUa`YhYf`Xi`fW`XYb`K`YghYb"8]Y`595`\Uh`YXcW
 [fc»Y`6Ygcf[`b]g`ØVYf`X]Y`G]hi`Uh]cb[`YÄi`»Yfh`i`bX`ZYgh[`YghY`hž
 XUgg`HY`YfUb`[`Y[`Yb`gY]bY`J`YfdZ]W`hi`b[`Yb`j`Yfghc»Yb`\Uh"

8]Y`595!FYgc`i`h]cb`k`i`fXY`a`]h`%-`Gh]a`a`Yb`Ub[`Ybca`a`Ybž`k`cVY]
 Fi`gg`UbX`i`bX`7\]bU`XU[`Y[`Yb`gh]a`a`hYbž`k`Ä`fYbX`a`Y`fYfY
 @AbXYf`g]W`XYf`Gh]a`a`Y`Yb`h\]Y`hYb"6YfY]hg`ni`j`cf`\Uhh`Y`X]Y`9I
 ≠Ub`ni`f`Ni`fØW`U`hi`b[`Ui`Z[`Yfi`ZYb`i`bX`j`c`Y`Ni`gUa`a`YbUfVY]h
 a`]h`XYf`595[`YZcfXYfh"≠Ub`k`UfbhY`8Yi`hgW`UbXž: fUb_fY]W`i`bX
 ;`fc»Vf]hUbb]Yb`j`cf`Y]bYa`ghfUhY[`]gW`Yb`:`Y`\`Yfž`g]W`XYf
 FYgc`i`h]cb`Ubni`gW`Y]Y»Ybž`k`Ä`fYbX`X]Y`]bhYfbUh]cbU`Y
 ;`Ya`Y]bgW`UZh`Ub[`Yg]W`hg`XYf`Ub[`YgdUbbhYb`@U[`Y`Ui`ZY]bY
 Zf]YX`]W`Y`@Øgi`b[`\`c`Zh`K`Y]hYfY;`Ygd`f`Ä`W`Y`nk`]gW`Yb`XYb`VY]XYb
 @ÄbXYfb`g]bX`ZØf`XYb`%)`"C`_hcVYf]b`A`Ug`Uh`Ub[`YgYhnhž`XcW`X]Y
 J`Yf`UbX`i`b[`Yb`ØVYf`a`Ø[`]W`Y`6YgW`fÄb`_i`b[`Yb`XYg`]fUb]gW`Yb
 5hca`dfc[`fUa`a`g`Ui`ZYb`gY]h`5df]`c`\bY`bYbbYb`gk`YfhY
 :`cfhgW`f]hhY"

8YhU]`g	
J`c`f`ZU``	G`_`Ub`XU`
C`f`h	=gZU`Ubž`≠Ub
E`i`Y``Yb	<ul style="list-style-type: none"> • k k k "k`Y`h"XY • k k k "gd]Y[`Y`"XY • k k k "_fcbY"Uh

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