

9]b][_Y]h]a '9l hfYa]ga i g!? Ua dZ. A]b]ghYf'gYhnYb '_`UfY'NY]W\Yb°

⊖bYba]b]ghYf_cbZYfYbn']b'6fYa Yf\Uj Yb.'9]b][_Y]h]b'XYf
9l hfYa]ga i gVY_Àa dZi b[ž'GWi hn'j cf'; Yk U'h]a 'X][]hU'Yb
F Ui a ž'bYi Y'GhfUHY[]Yb"



6fYa Yf\Uj Ybž'8Yi hgW\`UbX'!'<Yi hY'k]fX']b'6fYa Yf\Uj Yb
ØVYf'Y]b'H\Ya U'X]g_i h]Yfhž'XUg'i bg'U`Y'VYhf]Zh'XYb
9l hfYa]ga i g']b'gY]bYf'[YZÀ\`f]W\Yb': cfa "'8]Y
⊖bYba]b]ghYf_cbZYfYbnž'X]Y'j ca '%%"V]g%' "'& \$ &) 'ghUhhZUbXž
VfUW\hY'X]Y'⊖bYba]b]ghYf]bbYb'i bX'⊖bYba]b]ghYf'XYf'@ÀbXYf
gck]Y'XYb'6i bXYg]bbYba]b]ghYf'ni gUa a Yb"<]Yf'k i fXY'9]b][_Y]h
i bX'9bhgW\`cggYb\Y]h]a '?Ua dZ[Y[Yb'9l hfYa]ga i g
XYa cbghf]Yfh"9]b'nYbhfU`Yg'5b`Y[Yb.'X]Y'dc`h]gW\Y'BA\Y'ni 'XYb
Gcf[Yb'XYf'6Yj Ò`_Yfi b['ni 'VYhcbYbž'i a 'Yl hfYa]gh]gW\Yb
6YghfYVi b[Yb'Ybh[Y[Ybni k]f_Yb"K]Y'VUXYb!
k i YfhhYa VYf["XY'VYf]W\hYhž'k i fXY'Ui W\X]Y'5Z8ž'X]Y'U'g
Yl hfYa]gh]gW\Y]b[Yghi Zh'k]fXž'Y]b\Y]h]W\VY\UbXY'h'

9]b`VYgcbXYfYg`5i [Yba Yf_`]Y[h`Ui ZXYb`5i gk]f_i b[Yb`X]YgYf
9]bghi Z b[`Ui ZXYb`ÒZZYbh]WXYb`8]Ybghž`XYb`K UZZYbVYg]hni bX`X]Y
G]WXYf\Y]hgØVYfdFØZi b[Yb`"8]Y`J c f g W `À[Y`Ui g`6UXYb!
K ØfhYa VYf[`ni f`6Y_Àa dZi b[`j cb`9I hfYa]ga i g`ZUbXYb
[fØ» hYbhY]`g`Ni gh]a a i b["`8]Y`A]b]ghYf`cbZYfYbn`\Uh
]bgVYgcbXYfY`X]Y`J Yf\Yff`]W i b[`YI hfYa]gh]gWXYf`5bgW`À[Y`i bX
X]Y`; `cf]Z]n]Yfi b[`j cb`5hhYbhÀhYfb`]b`j YfgW]YXYbYb`A`]Yi g
UbU`mg]Yfh"

:][\ h]b [`9I hfYa]ga `Hc [Yh\ Yf

9]b`k]W h[Yg`9f[YVb]g`XYf`?cbZYfYbn`]gh`X]Y`6YgW`i ggZUggi b[
ØVYf`Y]bY`i a ZUggYbXY`5bU`mgY`ni f`9f_Yb bi b[`i bX`6Y_Àa dZi b[
j cb`5hhYbhÀhYf! : UbgnYbYb "`8]YgY`GnYbY`Yf\YVh]`fYb
GW`ØggY`]a dUW`Xi fW`XUg`b hYfbYhi bX`k]fX`ni bY`a YbX`ni f
6YXfc`i b["`5i W` \]Yf`nY][h`g]W`ž`k]Y`fYW`hgYI hfYa]gh]gWXY
5`_hYi fY`XUg`BYh`ni bi hnYbž`i a`]XYc`c[]gWXY`b`U`hY`ni `j YfVfY]hYb
i bX`bYi Y`5b`Àb[Yf`ni `]Yk]bbYbž`k]Y`]b`XYb`5bU`mgYb`XYg`
J YfZUggi b[ggW`i hnYg`6UXYb!K ØfhYa VYf[`bUW`ni `YgYb`]gh"

C V k c` `Yg`nU`fY]WXY`< YfUi gZc fXYfi b[Yb`[]Vhž`\UVYb`X]Y
G]WXYf\Y]hgVY\ØfXYb`VYgW`cggYbž`Y]bY`Vi bXYgk Y]h`UV[Ygh]a a hY
GhfUhY[]Y`ni f`X`Ybh]Z]_Uh]cb`i bX`NYfgW`U[i b[`YI hfYa]gh]gWXYf
BYh`nk Yf`_Y`ni `Yb`hk]W`_Y`b`"9]b`nYb`hfU`Yf`6YghUbXhY]`k]fX`X]Y
5i Z`_Àfi b[`ØVYf`YI hfYa]gh]gWXY`F`Y`_fi h]Yfi b[gghfUhY[]Yb`]b
gcn]U`Yb`A`YX]Yb`i bX`; Ua]b[`!D`UhhZc`fa Yb`gY]b`"6YgcbXYfg
k]W h[`]gh`XYf`j YfVYggYfhYb`GW`i hn`j cb`?]bXYfb`i bX
ž [YbX`]WXYb`[Y[Yb`X]Y`c`Zha U`g`gi Vh]`Y`YI hfYa]gh]gWXY
6YY]bZi ggi b[`]a`X][]hU`Yb`F`Ui a`"

8]Y `F c` `Y `XYg` b hYfbYhg

K]Y`[YZ`À`f`]W`i bX`k Y]hfY]WXYbX`X]Y`J YfbYhni b[`]bbYf\U`V`XYf
fYW`hgYI hfYa]gh]gWXYb`A`]Yi g`]ghž`nY][Yb`Ui W`6Y]gd]Y`Y`Ui g`XYf
J Yf[Ub[Yb`Y]h`A`Ub`Yf]bbYfY`g]W`Ub`XUg`5hhYbhUh]j cb`6fYbhcb
HUffUbh`]b`7`f]ghW`i fW`]a` `]f`&`\$`-%`ž`VY]`XYa` `) %`A`YbgWXYb
[Yh`ØhY`k`i`fXYb`"9f`[]`h`U`g`J`c`fV]`X`ZØ`f`X]Y`5hhYbhÀhYf! : UbgnYbY`ž
X]Y`]a`a`Yf`k]YXYf`bYi Yž`YfgW`fYW`_YbXY`5b[f]ZZY`]bgd]f]Yfh"

HUffUbh\UhhY`b]W`h`bi`f`Y]b`A`Ub]ZYghj`YfÖZZYb`h]W`h`z`gcbXYfb`gY]bY`
 HUh`j]Y`]a`i`b`hYfbYh`ØVYfhfU[`Yb`"8]Yg`U`h`X]Y`8YVUhhY`ØVYf`X]Y`
 Fc`Y`XYg`b`hYfbYhg`]b`XYf`F`UX]_U`g]Yfi`b[`bcW`a`U`g`Ub[`Y`Y]nhž`
 k`]Y`j`YfZUggi`b[`ggW`i`hn"XY`gW`]XYfh"

8]Y`X][`]hU`Y`i`b`ZfUghfi`_hi`f`k`]fX`]a`a`Yf`a`Y`f`ni`a`A`chcf`
 fYW`hgYI`hfYa`]gh]gW`Yf`F`UX]_U`g]Yfi`b[`"D`UhhZcfa`Yb`k`]Y`
 HY`Y[`fUa`ž:UW`Vcc`_i`bX`gdYn]Y`Y`i`a`U[`YVcUfXg`V]YhYb`Y]bY`
 Gd]Y`k`]YgY`ZØf`F`YW`hgYI`hfYa`]ghYb`ž`i`a`i`fY`f`Ugg]gh]gW`Y`i`bX`
 Ubh]gYa`]h]gW`Y`DfcdU[`UbXU`ni`j`YfVfY]hYb`"<]Yf`k`YfXYb`b]W`h`bi`f`
 ðYc`c[`]Yb`dfcdU[`]Yfhž`gcbXYfb`Ui`W`_cb`fYhY`;`Yk`U`hZUbhUg]Yb`
 Yb`hk`]W`_Y`hi`bX`]b`?`Y]b[`fi`ddYb`X]g`_i`h]Yfh"

9]b`bUW`U`h][`Yf`5bgUhm`ni`f`6Y`_A`dZ`b[`j`cb`9I`hfYa`]ga`i`g`
 YfZcfXYfh`XU`Yf`b]W`h`bi`f`gW`bY`Y`g`<`UbXY`b`XYf`
 G]W`Yf`Y]hgVY`ØfXYbž`gcbXYfb`Ui`W`X]Y`A`]hk`]f`_i`b[`XYf`
 N]j`j][`YgY`gW`UZh`i`bX`XYf`6YhfY]VYf`[`fc»`Yf`b`hYfbYhd`UhhZcfa`Yb`
 Bi`f`Xi`fW`[`Ya`Y]bgUa`Y`5bgfhYb[`i`b[`Yb`_ØbbYb`k`]f`Y]bYb`
 fYg`]Yb`hYb`i`a`[`Ub[`a`]h`X]YgYf`H`Y`a`Uh]_Z]bXYb`i`bX`ni`_ØbZh][`Y`
 ;`Yk`U`hhU`hYb`j`Yf`bXYfb"

8]Y`9b`hk`]W`_i`b[`Yb`]b`6fYa`Yf`Uj`Yb`i`bX`X]Y`<`YfUi`gZcfXYfi`b[`Yb`
]a`X][`]hU`Yb`F`Ui`a`nY][`Ybž`k`]Y`k`]W`h][`Yg`]ghž`XUg`H`Y`a`U`
 9I`hfYa`]ga`i`g`a`]h`9b`hgW`c`ggYb`Y]h`i`bX`?`fYUh]j`]h`h`Ubni`[`Y`Yb`
 6`Y]VYb`k`]f`k`UW`gUa`i`bX`Yb[`U[`]Yfhž`i`a`i`bgYfY`XYa`c`fUh]gW`Yb`
 K`YfhY`ni`gW`Ø`hYb`"

8YhU]`g	
C`f`h	6fYa`Yf`Uj`Ybž`8Yi`hgW`U`bX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k k k "VUXYb!k i YfhhYa VYf["XY • k k k "j YfZUggi b[ggW i hn!Vk "XY • k k k "j YfZUggi b[ggW i hn"XY

6Ygi`W`Yb`G]Y`i`bg`Ui`Z`bU[`!Vk`"XY