

I f`Ui V`hfc hn`? f]Y[.`K]Y`F Y]gYbXY`]a
B U\ Yb`C ghYb`VYhfc ZZYb`g]bX`°

5_hi Y`Y`F Y]gY!`i bX`G]WYf\Y]hg\]bk Y]gY`ZØf`XYb`B U\ Yb
C ghYb.`GdUbbi b[Yb`nk]gWYb`≠fUY`i bX`XYa`≠Ub
YfgWk YfYb`I f`Ui Vgd`ÀbY"



≠fUY`ž`B U\ Yf`C ghYb`!`8]Y`G]WYf\Y]hg`U[Y`]a`B U\ Yb`C ghYb`]gh
XYfnY]h`Ub[YgdUbbh`i bX`k]fX`j cb`dc`]h]gWYb`i bX`a`]`h`f]gWYb
?cbZ`_hYb`[YdfÀ[h`≠fUY`VYZ]bXYh]g]WY`]a`?f]Y[`a`]h`XYa`≠Ubž
k`À\fybX`X]Y`<]gVc`U\`Ui g`XYa`@]VUbc b`[Y[Yb`≠fUY`_Àa`dZ`h`
5i`W`]b`UbXYfYb`@ÀbXYfb`XYf`F Y[]cbž`k]Y`]a`→a`Yb`i bX`]b
Gmf]Ybž`g]bX`VYk`UZZbYhY`A`]`nYb`U`_h]`ž`X]Y`ni`f`8YghUV`]`g]Yfi`b[
XYf`@U[Y`VY]hfU[Yb`"8Ug`5i`gk`Àfh[Y`5a`h`\Uh`X]Y`F Y]gY!`i bX
G]WYf\Y]hg\]bk Y]gY`ZØf`X]Y`F Y[]cb`]b`5bVYhfUW`h`X]Y`gYf
9bhk]W`i b[Yb`U`_hi`U`]g]Yfh`i bX`Y]bY`Xf]b[YbXY`F Y]gYk`Ufbi`b[`ZØf
≠fUY`i bX`XYb`≠Ub`Ui g[YgdfcWYb`"8]Y`I`bg]WYf\Y]h`ØVYf`X]Y
G]WYf\Y]hg`U[Y`YfghfYW`_h]g]WY`YXcW`Ui`W`Ui`Z`UbXYfY`B U\ Y!`C gh!
@ÀbXYfž`k`Ug`X]Y`G]h`i`Uh]cb`k`Y]hYf`j`Yf`_ca`d`]n]Yfhž`k`]Y`fd!
cb`]bY`"XY`VYf]W`hYh"

8]Y'Øb[ghYb'HØhi b[Yb'`cWfUb[][Yf': Ø\fyf'XYf'<Ua Ug'i bX'XYf
<]gVc`U\ž'ga U]'<Ub]'U'i bX': i UX'GWi _fž\UVYb'X]Y'GdUbbi b[Yb
k Y]hYf'j YfgWĀfZž'k Ā\fybX'J Yf[Y'hi b[gXfc\i b[Yb'XYf
VYhfcZZYbYb'; fi ddYb'X]Y'A Ò[`]W_X]h'Y]bYg'k Y]hYfYb'?cbZ]_hg]a
BU\Yb'c ghYb'Ui Zk YfZYb'"5bU`mghYb'i bX'9I dYfhYb'Yfk UfhYbž'XUgg
XYf'≠Ub'a Ò[`]W_X]Yfk Y]gY'UV'A cbhU['Y]bYb'5b[f]ZZ'Ui Z'gfUY`
ZØ\fyb'_ØbbhYž'i bhYfghØhnhj cb'gY]bYb'J YfVØbXYhYb"'I G!
BUWf]W_hYbdcfhU'5I]cg'\Uh'VYf]W_hYhž'XUgg'I G!5i »Yba]b]ghYf
5bhcbm'6`]b_Yb'j cb'Y]bYa '_f]h]gW_X]b'NY]hZYbghYf'nk]gW_X]b'&
i bX'(', 'Ghi bXYb'gdf]W_hž]b'XYa 'Y]b'gc`W_X]Yf'GW_X]U['YfZc`[Yb
ØbbhY'"8Yf'8fi W'Ui Z'XYb'j]gfUY`]gW_X]b'FY[]Yfi b[gW_X]Z
6Yb'Ua]b'BYhUbmu\i 'k ĀW_ghž'XU'X]Y'?f]h]_Ub'XYf'ZY\`YbXYb
GhfUhY[]Y`Ui hYf'k]fX"

A]`]hĀf]gW_X]Y'J cfVYfY]hi b[Yb'i bX
]bhYfbUh]cbU`Y'FYU_h]cbYb

≠a]hYb'X]YgYf'VYi bfi \][YbXYb'9bhk]W_'i b[Yb'\Uh'gfUY`gY]bY
5fa YY'j b'\ØW_ghY'5`Ufa VYfY]hgW_X]Zij YfgYhnh'"?Ua dZZi [nYi [Y
dUhfc i]`]YfYb'Ua 'c]a a Y'ž'k Ā\fybX'X]Y'N]j]gW_X]i hnVY\ØfXY
5bk Y]gi b[Yb'Ub'X]Y'6Yj Ò_Yfi b['b]W_X]h] YfĀbXYfh'\Uh'i bX'X]Y
U`[Ya Y]bY'Gh]a a i b['j]b'gfUY`XYb'bcW_X]fi \]['V'Y]Vh'6Yf]W_X]hY
nY][Ybž'XUgg'X]Y'; DG!Bi hni b['j]b'HY]'Yb'XYg'@UbXYg'[YghØfh']ghž
k Ug'Ui Za]`]hĀf]gW_X]Y'J cfVYfY]hi b[Yb'\]bXYi hYb'_ØbbhY'"DUFU`Y`
XUni '\Uh'gfUY`D'ĀbY'ni f'5Vk Y\fa Ò[`]W_X]Yf'5b[f]ZZ'Ui bhYf'Y]bYf
GW_X]i hn_cU'h]cb'i bhYf'I G!: Ø\fi b['Zcfa i 'Yfh'"8]Y'I G5'\UVYb']\fY
A]`]hĀfd'ĀgYbn'ja 'BU\Yb'c ghYb'j YfghĀf_h'i bX'ni gĀhn']W_X]Y
'?f]Y[ggW_X]ZZY'gck]Y'?Ua dZYhg'YbhgUbXhž'k Ā\fybX'I G!
J YfhY]X][i b[ga]b]ghYf'gfUY`'Y]gYfbY'i bhYfghØhni b['UbV]YhYh"
DfĀg]XYbh'xY'6]XYb'd'Ubh'Y]b'HfYZZYb'a]h'gY]bYb
G]W_X]Yf\Y]hgVYfUhYfb'ni f'@U[Y]ja 'BU\Yb'c ghYbž'k]Y'
hU[YggW_X]Ui "XY'VYf]W_X]hYh"

8]Y'X]d`ca Uh]gW_X]Yb'6Ya Ø\i b[Yb'ni f'6Yfi \][i b['XYf'@U[Y
Zc_i gg]YfYb'g]W_X]Ui ZXYb'5i ghUi gW_X]nk]gW_X]b'?UhUfž'Y[mdhYb'i bX
x'fXUb]Ybž'X]Y'J Yfa]h'i b['nk]gW_X]b'gfUY`'i bX'XYf'≠Ub!<Ua Ug!
5`]Ub'n'j Yfgi W_X]b'"9]b'VYa Yf_Yb'gk YfhYf'GW_X]f]h'h'k Uf'XYf'6Ygi W_X]
XYg'c'fXUb]gW_X]Yb'5i »Yba]b]ghYf'g'j]b'HY\YfUbž'X]Y'YfghY'cZZ]n]Y`Y

F Y]gY`X]YgYf`5fh'gY]h'&\$\$("`Y[mdhYb`ZcfXYfh`Fi `Y`i bX
 Ni fØW`U`hi b[`]b`XYb` ; Ygd fÀW`Yb`a`]h`XYa` `≠Ubž`k`À`fYbX`XYf
 ≠Ub`X]fY`hY`J`Yfa`]h`i b[gj`Yfgi`W`Y`UV`Y`b`hž`Y`Xc`W`Y`]bY
 6YghfUŽ` b[`≠gfUY`g`ZcfXYfh`"

5_hi`Y``Y`5[[fYgg]cbYb`i bX`5i`gk`]f_i`b[Yb

8]Y`Øb[ghYb`5[[fYgg]cbYb`nk`]gW`Yb`<]gVc``U`i`bX`≠gfUY``\UVYb
 ni`[Y[YbgY]h][Yb`5b[f]ZZYb`[YZØ`fhž`Y`Xc`W`V`]YVYb`[fØ»YfY
 GW`ÀXYb`V]g`Ub[`Ui`g"≠gfUY`]gW`Y`@`ZhUb[f]ZZY`]a` ; UnUghfY]ZYb
 k`YfXYb`Zcfh[YgYhnhž`k`Ug`VYfY]hg`nU`fY]W`Y`J`Yf`Y`hnhY`i`bX`HchY
 ni`f`:`c`[Y`\Uh`5i`W`X]Y`<i`h\]!A`]]n`]a` `>a`Yb`\Uh`Yfgha`U`g`gY]h
 nk`Y]K`c`W`Yb`k`]YXYf`:`fUW`hYf`Ub[Y[f]ZZYbž`k`Ug`XUg`F]g]_c`Y]bYg
 fY[]cbU`Yb`?cbZ]_hg`Yf\Ø`h`≠b`5bVYhfUW`h`X]YgYf`Ub[YgdUbbhYb
 G]hi`Uh]cb`\UVYb`a`Y`fYfY`GhJUUhYb`]fY`6Øf[Yf`Ui`Z[YZcfXYfhž`XYb
 @]VUbc`b`i`bX`XYb`≠Ub`ni`j`Yf`UggYbž`i`bX`Z]Y[Yb`]b`X]Y`FY[]cb
 j`cfØVYf[Y`YbX`Ui`g[YgYhnh`"

8YhU]`g	
Cfh	≠gfUY`ž`B`U`Yf`C`ghYb
Ei`Y``Yb	<ul style="list-style-type: none"> • fd!cb`]bY"XY • k k k "hU[YggW`Ui`"XY

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`Y]bY!fY]gY"XY