

6fYa Yb`ja `Nc`!8]`Ya a U. l bhYfbY\ a Yb
VUb[Yb`i a `Ni _i bZh]a `l G!< UbXY`°

6fYa Yb`g]Y\h]g]W\Xi fW`X]Y`l G!Nc`dc`h]_
<YfUi gZcfXYfi b[Yb`[Y[YbØVYf/Ghi X]Yb`nY][Yb`YXcW
a Ø[`]WY`Ub[Zf]gh][Y`5bdUggi b[Yb`



6fYa Ybž`8Yi hgW\`UbX`!`8]Y`K]fhgW\UZhg`UbXgW\UZh`6fYa Ybg
ghY\h]j cf`\YfUi gZcfXYfbXYb`NY]hYbž`k Å\fybX`X]Y`5i gk]f`i b[Yb
XYf`j cb`l G!DfÅg]XYbh`8cbU`X`Hfi a `d`Ub[Y_ØbX][hYb`NØ`Y`Ui Z
5i hcg`i bX`UbXYfY`K UfYb`g]W\`UVnY]W\`bYb``8]Y`U`hi Y`Y
l bg]W\Yf\Y]h`VYhf]Zh]j cf`U`Ya `X]Y`c`_U`Y`ϕXi ghf]Yž`XYfYb`9l dcfhY
]b`X]Y`l G5`]b`XYb`YmhYb`ϕ\fyb`Yf\YV`]W\`[Ygh]Y[Yb`g]bX``@Ui h
Y]bYf`Ghi X]Y`XYg`<Ua Vi f[]gW\Yb`K Y`hk]fhgW\UZhg]bgh]hi hgž`X]Y`Ui Z
5i ZhfU[`XYf`<UbXY`g_Ua a Yf`6fYa Yb`YbhghUbXYb`]ghž`_ØbbhYb`X]Y
: c`[Yb`YXcW`k Yb][Yf`XfUa Uh]gW\`Ui gZU`Yb`U`g`ni bÅW\gh
VYZØfW\hYh``ϕ`X]YgYf`_i bghfY]W\Yb`G]hi Uh]cb`V`Y]Vh`<cZbi b[`ZØf
Y]b][Y`l bhYfbY\ a Ybž`]bgVYgcbXYfY`ZØf`X]Y`:]fa U`5Wā cg]b`XYf
6fYa Yf`BYi ghUXhž`X]Y`HfYbba]hY`ZØf`X]j YfgY`DfcXi _hY`\YfghY`h`

8]Y`Ghi X]Y`nY][hž`XUgg`X]Y`NÖ`Y`Ub[Zf]gh][` [Yf]b[YfY
5i`gk`]f`_i` b[Yb`Ui`Z`XUg`6fi`hnc]b`Ub`XgdfcXi`_h]`cb`6fYa`Yb`\UVYb
_ÖbbhYbž`U`g`Yg`ni`b`ÅW`gh`XYb`5bgW`Y]b`\UhhY`"8`UVY]`k`]fX`Y]b
bYi`hfU`Yf`;`YgUa`hY`ZY`_h`ØVYf`Y]bYb`NY]hfUi`a`j`cb`nk`Y]`š`fYb`]b
5i`gg]W`h[`YghY`"h`9g`]gh`YXcW`b]W`h`ni`Yi`[`bYbž`XUgg`X]Y
I`bg]W`Yf`Y]h]b`XYf`U`_hi`Y`Yb`K`]fhgW`U`Zhg`U[`Y`X]Y`6fYa`Yf
I`bhYfbY`a`Yb`ghUf`_VY`UghYhž`k`]Y`X]Y`Øb[`ghYb`9f`YVi`b[`Yb
nY][`Yb`";`YgW`Å`ZhgZØ`fYf`š`]Ub`@UgW`]bg`mj`cb`5W`cg`VYhcbhž
XUgg`X]Y`NÖ`Y`ni`a`i`b[`Øbgh][`ghYb`NY]hdi`b`_h`_ca`a`Ybž`XU
BcfXUa`Yf]_U`ZØf`XUg`I`bhYfbY`a`Yb`Y]b`k`]W`h][`Yf
K`UW`ghi`a`ga`Uf`_h]`gh`"

K`UW`ghi`a`j`g`"I`bg]W`Yf`Y]h

8]Y`a`dcfh!9I`dcfh!G]hi`Uh]cb`]gh`VYgcbXYfg`_f]h]gW`ž`XU`ØVYf`+&
DfcnYbh`XYf`6fYa`Yf`9I`dcfhY`]b`X]Y`I`G5`Ui`Z`5i`hcg`i`bX`5i`hchY`]Y
YbhZU`Yb`"9I`dYfhYb`XYf`<`UbXY`g`_Ua`a`Yf`\UVYb`Ui`Z[`YnY][`hž`XUgg
Y]b`F`ØW`_`Ub[`j`cb`V]g`ni`%)`DfcnYbh`VY]a`5i`hca`cV]`YI`dcfh]b`X]Y
I`G5`a`Ö[`]W`]ghž`k`Ug`Yf`YV`]W`Y`5i`gk`]f`_i`b[`Yb`Ui`Z`c`_U`Y
6Yhf]YVY`\UVYb`_ÖbbhY`"8]Y`5i`hca`cV]`]bXi`ghf]Y`]b`6fYa`Yb`]gh
Xi`fW`]`\fY`ghUf`_Y`J`YfZYW`hi`b[`a`]h`XYa`I`G!A`Uf`_h`VYgcbXYfg
VYhfcZYb`"Gc`W`Y`9bhk`]W`_i`b[`Yb`_ÖbbhYb`Ub[`Zf]gh][`X]Y
K`YfhgW`ÖdZ`b[`]a`j`YfUfVY]hYbXYb`;`Yk`YfVY`i`a`V]g`ni`&ž+
DfcnYbh`fYXi`n]YfYb`"

8]Y`I`bg]W`Yf`Y]h]a`UW`h]g]W`Ui`W`VY]`UbXYfYb`I`bhYfbY`a`Yb
VfY]h`5W`cg`VYgW`ÅZh][`hifi`bX`%)`\$`A`YbgW`Yb`]b`6fYa`Yb`i`bX`\Uh
B]YXYf`Uggi`b[`Yb`]b`XYb`I`G5`ž`k`Ug`ni`g`Åh`]W`Y`F]g]_Yb`a`]h]g]W
Vf]b[`h`8`Yf`;`YgW`Å`ZhgZØ`fYf`]gh`ni`j`Yfg]W`h]W`ž`XUgg`g]W`gY]bY
:]fa`U`hfc`h`XYf`gW`k`]Yf][`Yb`F`U`a`YbVYX]b[`i`b[`Yb`Ua`I`G!A`Uf`_h
VY`U`i`dhYb`_Ubbž]g]Y`h`UVYf`Ui`W`B`chk`YbX][`_Y]h]b`XYf
8]j`Yfg]Z`_Uh]cb`F]W`hi`b[`]5g]Yb`i`bX`BcfXUa`Yf]_U`"

B`Yi`Y`A`Åf`_hY`]b`G]W`h

8]Y`VfYa`Yf`<`UbXY`g`_Ua`a`Yf`i`bhYfghfY]W`h`X]Y`K`]W`h][`_Y]h`XYf
5bdUggi`b[`g`Z`\][`_Y]h`c`_U`Yf`I`bhYfbY`a`Yb`"J]Y`Y`\UVYb`VYfY]hg
VY[`cbbYbž`bYi`Y`@]YZYfk`Y[`Y`i`bX`<`UbXY`gdUf`hbYf`ni`YfgW`]Y`»`Ybž`

i a `XYb`bY[Uh]j Yb`5i gk]f_i b[Yb`XYf`NÖ`Y`Ybh[Y[Ybni k]f_Yb"
 <UbXY`g_Ua a Yf!DfÀgYg`5bXfÅ ; fcV]Yb`YVh`X]Y`[Ya]gW`hYb
 9f[YVb]ggY`XYf`Øb[ghYb`Ghi X]Y`Yfj cf.`K Å\`fYbX`X]Y
 5i hca cV`]bXi ghf]Y`hUhgÅW`W`]b`Y]bYa`_f]h]gW`Yb`Ni ghUbX`]ghž
 _ÖbbhYb`5bdUggi b[gfYU_h]cbYb`i bX`X]Y`9fgW`Y»i b[`bYi Yf
 A Åf_hY`]b`GØXUa Yf]_Už`X]Yb`i bX`XcbYg]Yb`Ub[Zf]gh][Y
 7\UbW`b`V]YhYb"J Yf\UbX`i b[Yb`ØVYf`fY]\UbXY`gUV_ca a Ybž
 k]Y`XUg`A YfW`gi f!5V_ca a Ybž`nY][Ybž`XUgg`Yg`Ui W`]b
 hi fVi`YbhYb`NY]hYb`bYi Y`K Y[Y`[]Vhž`X]Y`VfYa]gW`Y`K]fhgW`UZh`ni
 ghÅf_Yb"

8]Y`j cf`]Y[YbXYb`8UhYb`UggYb`j Yfa i hYbž`XUgg`X]Y`I G5`g]W`
 a Ö[`]W`Yfk Y]gY`]b`Y]bYf`h]YZ[fY]ZYbXYb`F YnYgg]cb`VYZ]bXYb
 _ÖbbhYb`i bX`Y`hnh]W`X]Y`[fÖ» hY`@Ugh`XYf`Nc`dc`]h]_ni`hfU[Yb
 \UVYb"8Yb`bcW`V`Y]Vh`Yg`gdUbbYbXž`k]Y`X]Y`6fYa Yf`K]fhgW`UZh
 Ui ZX]YgY`<YfUi gZcfXYfi b[Yb`fYU[]Yfh`i bX`k Y`W`Y`bYi Yb
 A Ö[`]W`_Y]hYb`]b`XYf`Ni`_i bZh`Yb`hghY`Yb`k YfXYb"9g`]Y[h`Ub`XYb
 I bhYfbY`a Ybž`Y]b`[i hYg`<ÅbXW`Yb`ni`VYk Y]gYb`i bX`ZYI]VY`Ui Z
 X]Y`[Y[YVYbY`A Uf_hg]hi Uh]cb`ni`fYU[]YfYb"

: Øf`Y]bY`XYhU]`YfhY`5bU`mgY`XYf`U_hi Y`Yb`Nc`dc`]h]_i bX`XYfYb
 5i gk]f_i b[Yb`Ui ZX]Y`6fYa Yf`K]fhgW`UZh`Ya dZY`Yb`k]f`Y]bYb
 6`]W`_Ui ZX]Y`6Yf]W`hYfghUhi b[`j cb`6i hYb`i b`6]bbYb`gck]Y`X]Y
 9]bgW`Åhni b[Yb`XYg`K YgYf`?i f]Yfg"

8YhU]`g	
C fh	6fYa Ybž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "Vi hYbi bV]bbYb"XY • k k k "k YgYf!_i f]Yf"XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`X]Y!bUW`f]W`hYb"W`ca