

9fk UW\gYbYb\chY`g]a `: c_i g. `HfYbX
cXYf`?]bXYfZY]bX`]W_Y]h3

9fk UW\gYbYb\chY`g]a `HfYbX. `8YVUhY`ØVYf` ðhc`YfUbñ
[Y[YbØVYf`?]bXYfb`i bX`Yf\Ø\hY`B UW\ZFU[Y`bUW\
_]bXYfZY]Yb`I bhYf_ØbZhYb"



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DUf]gž: fUb_fY]W\`!`8]Y`<chY`Yf]Y`\Uh]g]W\`]b`XYb`YhnhYb`J\ fYb
ghUf_`[Yk UbXY`hž`i bX`a]bXYghYbg`Y]b`HfYbX`V`Y]Vh`VYgcbXYfg
VYa Yf_Ybgk Yfh`X]Y`5Xi`hg!Cb`m`<chY`g`8]YgY`_]bXYfZY]Yb
I bhYf_ØbZhY`g]bX`Yhnh`k Y`hk Y]h]a `HfYbX`i bX`YfZYi Yb`g]W\
ni gY\YbXg`[fØ»YfYf`6Y`]YVh\Y]hž`Ui W\`k Ybb`XYf: c_i g`Ui Z
Yfk UW\gYbYb: ÅghYb`ni `_cbhfcj YfgYb`8]g_i gg]cbYb`ZØ\fh` ð
: fUb_fY]W\`VY]gd]Y`gk Y]gY`k]fX`ØVYf`Y]b`a Ø[`]W\Yg`J YfVchj`cb
_]bXYfZY]Yb`<chY`g`i bX`F YghUi fUbhg`XYVUh]Yfh`GUfU\`9`<U]fmž
X]Y`<c\Y`?ca`a]ggUf]b`ZØf`?]bXYfž`ØVh]gW\UfZY`?f]h]_`Ub`X]YgYa
HfYbX`i bX`k Ufbhj`cf`XYb`bY[Uh] Yb`[YgY`gW\UZh]W\Yb: c`[Yb
Y]bYf`gc`W\Yb` ðhc`YfUbñ`[Y[YbØVYf`?]bXYfb`žgck c\`ZØf`X]Y
DÅXU[c[]_`U`g`Ui W\`ZØf: Ua`]Yb`]bg[YgUa`hž`k]Y`XUg`?i f]Yf
VYf]W\hYh"

8cWΛ`k]Y`Āi ZhXUg; YgWΛĀZh'a]hXYb`5Xi`hg!Cb`m!<chY`g`]b
² ghYffY]WΛ3`GY]h'a Y\`f`U`g`&\$`ϰ\`fYb`g]bX`X]YgY`<Āi`gYf
\`Yfni`UbXY`YhUV`]Yfhž`VYk Y[Yb`g]WΛ`YXcWΛ`bUWΛ`k]Y`j`cf`]b`Y]bYf
B]gWΛY`"A Ufh]b`GhUb]hg`j`cb`XYf`² ghYffY]WΛ`]gWΛYb
<chY`j`YfY]b][`i`b[`fP`<J`Ł`Yf`_`Āfhž`XUgg`X]Y`B`UWΛ`ZfU[`Y`b`UWΛ
gc`WΛYb`gdYn]U`]g]YfhYb`5b[`YVchYbž`Ā\`b`]WΛ`k]Y`VY]`<chY`g`ZØf
<Ui`gh]YfY`cXYf`K`Y`bYggZfYi`bXYž`ghYh][`ghY][`h`?`f]h]_Yf`gY\`Yb
Y]bY`]bhc`YfUbhY`<U`hi`b[`[`Y[`YbØVYf`XYb`?`Y]bghYb`]b`X]YgYb
<chY`gž`k`YfXYb`j`cb`GhUb]hg`YXcWΛ`U`g`ØVYfnc[`Yb
k`U\`f[`Ybca`a`Yb"

J]Y`ZU`h`XYf`<chY`Yf]Y

8]Y`J]Y`ZU`h`XYf`ØghYffY]WΛ`]gWΛYb`<chY`Yf]Yž`X]Y`gck`c\`
_]bXYfZfY]Y`<chY`g`U`g`Ui`WΛ`:`Ua`j`]Ybi`bhYf`_ØbZhY`i`a`ZUgghž`VYhcbh
Ui`WΛ`5ghf]X`GhY\`Ufb][`!GhUi`X]b[`Yf`j`cb`XYf`² ghYffY]WΛ`K`YfVi`b[`"
B]Ya`UbX`gc`hY`Ui`g[`YgWΛ`cggYb`k`YfXYb`ž`a`Y]bh;`Ycf[`_a`Ui`Yfž
XYf`C`Va`Ubb`XYf`K`?²`!<chY`Yf]Yž`k`cVY]`Yf`X]Y`6U`UbWΛ`nk`]gWΛYb
:`Ua`j`]YbZfYi`bX`]WΛ`_Y]hi`bX`5Xi`h!DfYa`]i`a`!5b[`YVchYb
\`Yfj`cf\`YVh`5i`WΛ`k`Ybb`X]Y`<cWΛ`gU]gcb`_`Uf`Ui`Z
ZUa`j`]Ybcbf]Ybh]YfhY`NY]hYb`k`]Y`X]Y`GWΛ`i`ZYf]Yb`Ui`g[`Yf]WΛ`hYh]ghž`gc
[`]VhYg`XYbbcbWΛ`Y]bY`k`UWΛ`gYbXY`B`UWΛ`ZfU[`Y`b`UWΛ`fi`\][`Ybž
_]bXYfZfY]Yb`F`Āi`a`Yb`]b`<chY`g`"A`]WΛ`Y`Y`:`Ubhc`bž;`YgWΛ`ĀZhgZØ\`fYf
j`cb`F`i`YZUž`VYf]WΛ`hYhž`XUgg`j`cf`U`Y`a`DUUfY`i`bX`5`Y]bYf]gYbXY
X]Y`J`cfnØ[`Y`X]YgYf`<chY`g`gWΛ`ĀhYb`j`cb`fca`Ubh]gWΛYb
5i`gnY]hYb`V]g`ni`GdU!`i`bX`K`Y`bYggYf`YVb]ggYb"

ϰ`X]YgYa`Ni`gUa`a`Yb\`Ub[`ghY`h`g]WΛ`X]Y`:`fU[`Y.`G]bX`5Xi`hg!Cb`m!
<chY`g`k`]f`_]WΛ`_]bXYfZY]bX`]WΛ`3`K`Ā\`fYbX`?`f]h]_Yf`a`Y]bYbž`XUgg
X]YgY`<Āi`gYf`Y]bY`HfYbbi`b[`j`cfbY\`a`Ybž`i`a`9fk`UWΛ`gYbY`j`cf
?`]bXYf[`YgWΛ`fY]`ni`gWΛ`ØhYbž`k`]fX`cZh`j`Yf[`YggYbž`XUgg`j`]Y`Y
X]YgYf`9]bf]WΛ`hi`b[`Yb`]bgVYgcbXYfY`[`YghU`hYhY`5b[`YVchY`ZØf
F`i`\`Ygi`WΛ`YbXY`9fk`UWΛ`gYbY`gWΛ`UZYb`"9]b`DUfUX]Yg`ZØf`G]b[`Y`g
i`bX`DUUfYž`X]Y`Y]bYb`YbhgdUb`bhYb`l`f`Ui`V`c\`bY`Ui`hY`;`YfĀi`gWΛ`Y
[`Yb]Y»Yb`a`ØWΛ`hYbž`k`]Y`5Xi`hg!Cb`m"XY`Y]bXfi`W_gj`c`nY][`h"

HfYbXg`i`bX`<YfUi`gZcfXYfi`b[`Yb

⌘: fUb_fY]W\ []Vh'Yg'U_hi Y`Y]bYb'_`UfYb'HfYbX`\]b'ni
_]bXYfZfY]Yb'I bhYf_ØbZhYb""8YbbcW\`V`Y]Vh'Y]b'[Yk]ggYg
fYW\h]W\Yg'; fUi žXYbb`X]Y`Ni [Ub[gfY[Y'i b[Yb`ZØf'?]bXYf`]b
df]j UhYb'I bhYf_ØbZhYb`g]bX`cZh'i b_`Uf""8]Yg`k]fX`Xi fW\`X]Y
9fn]Y\i b[ghfUX]h]cbYb`]b': fUb_fY]W\`VYY]bZi gghž`X]Y`ni `Y]bYa
]bg[YgUa hfi \][YfYb'I a [Ub[`a]h'?]bXYfb`ZØ\fybž`k]Y`X]Y
6YghgY`YfUi hcf]b'DUa Y`U`8fi W_Yfa Ub`]b`]fYa `6i W\`K Ufi a
ZfUbnØg]gW\Y'?]bXYf`_Y]bY`BYfj YbgÅ[Yb`g]bX`Yf_`Åfh"<]Yf`ghY`h
g]W\`X]Y': fU[Yž`cV`Y]b`6U`UbW\U_h`nk]gW\Yb`9`hYfbgW\UZh'i bX`XYb
6YXØfZb]ggYb`]cb`9fk UW\gYbYb`]b`XYf`<chY`Yf]Y`hUhgÅW\`W\
a Ø[`]W\`]gh'i bX`cV'?]bXYf`]b`X]YgYa `Ni gUa a Yb\Ub[`k]f_`]W\
X]g_f]a]b]Yfh`k YfXYb"

K Å\fybX`X]Y`8]g_i gg]cb`k Y]hYf[Y\hž`V`Y]Vh`X]Y`B UW\ZfU[Y`bUW\
5Xi `hg!Cb`m<chY`g'i b[YVfcW\Yb` `i bX`\]Yf]b``]Y[hj]Y`Y]W\h`Y]bY
XYf`j]Y`Yb`5b`k cfhYb`Ui Z`XUg`_ca d`YI Y`Ni gUa a Ybgd]Y`j cb
9f\c`i b[`i bX`: Ua `]]Yb`YVYb`]b`XYf`a cXYfbYb`FY]gYk Y`h"

8YhU]`g	
Cfh	DUf]gž: fUb_fY]W\
EiY`Yb	<ul style="list-style-type: none">• _i f]Yf"Uh• k k k "fY]gYfYdcfhYf"XY• k k k "UXi `hg!cb`m"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`i bgYfY!\chY`g"XY