

? fmdhc k Å\fi b[Yb`i bX`8Ya c_fUh]Y. `K]Y
X]Y`HYW!9`hYb`9i fcdU`VYY]bZi ggYb`°

9fZU\ fYb`G]Yžk]Y`6`cW_WXU]b`i bX`? fmdhc k Å\fi b[Yb`X]Y
8Ya c_fUh]Y`]b`9i fcdU`VYY]bZi ggYb`i bX`k Y`WXY`bYi Yb
FY[i`]Yfi b[Yb`VY] cfghY\Yb"



9i ž`9i fcdU`!`b`XYb`YhnhYb`Y\ fYb`U`h`g]W`X]Y`K`Y`h`XYf
? fmdhc k Å\fi b[Yb`fUgUbh`Yb`h`]W_Y`h`A`Y`X`i` b[Yb`ØVYf`6`h`W`c`]b`U`g
`Y[]h`a`Y`5`h`YfbUh]`Y`ni`a`_`Ugg]gW`Yb`:]b`UbngmghYa`g`]b`X`b`U`Y`ni
hÅ[`]W`X`Y`6`Y[`Y`h`Yf`[`Yk`cf`X`Yb`"8`c`W`a`]h`X`Yf`ghY][`Yb`X`Yb
Dcdi`Uf]h`Å`h`i`b`X`B`i`h`ni`b[`X`Y`g`Yf`X][`]h`U`Yb`K`Å\fi`b[`Yb`h`Ui`W`Yb
ni`b`Y`a`Yb`X`_`f`h]g`W`Y`:]fU[`Yb`Ui`Z`]bg`V`Y`g`c`b`X`Y`f`Y`_\`]bg]W`h`]W`X`Yf
FY[i`]Yfi`b[`i`b`X`X`Yf`X`Ua`]h`j`Yf`Vi`b`X`Yb`Yb`:]Y`Z`U`f`Yb`Z`Øf
X`Y`a`c`_`f`Uh]g`W`X`Y`K`Y`f`h`Y`"9]b`6`]W`_`Ui`Z`X]Y`U`_`hi`Y`Y`b`9`b`h`k`]W`_`i`b[`Yb
a`U`W`h`_`Uf`."9g`"Y[`h`Y]b][`Yg`]a`5f[`Yb`"

Gc`V`Yf]W`h`Y`h`HYW`Dc`]Wm`DfY`ggž`X`Ugg`X`Ug`5i`Z]b`Ub`X`Y`fd`f`U`Y`b
j`cb`?`fmdhc`k`Å\fi`b[`i`b`X`dc`]h]g`W`Yf`A`U`W`h`]b`X`Yb`I`G5`i`b`h`Yf`X`Yf
b`Yi`Yb`5`Xa`]b]gh`f`Uh]cb`Y]b`Yb`b`Yi`Yb`<Ø`Y`di`b`_`h`Y`ff`Y]W`h`_\`Uh`"

K À\fybX'8cbU'X'Hfi a dg'DfÀg]XYbhgWUZh[YfUXY'a]h'Y]bYa
6]hWc]b!<cW' i bX'Y][YbYb'?fmdhc!5b[YVchYb'k]Y'~ HFI A D'i bX
I G8%Y]b\Yf[]b[ž'gY\Yb'j]Y'Y']b'XYf'Yb[YfYb'J YfZYW'hi b['j cb
'?fmdhcK À\fi b[Yb' i bX'I G!Dc'h]_Y]bY'6YXfc\i b['ZØf'X]Y
XYa c_fUh]gWYb'Ghfi _hi fYb"

F Y[i `Uhc f]gWY Y' < YfUi gZc fXYfi b [Yb ']b
9i fcdU

⇒'9i fcdU'gcf[h'Y]bY' bYi Y'5bh]!; Y'Xk ÀgWY!J YfcfXbi b['f5A @F Ł
ZØf'5i ZFY[i b["'8Ug': cfVYg!A U[Un]b'VYf]W'hYhž'XUgg'XUg
9i fcdÀ]gWY'DUf'Ua Ybh'hfch'Yf\YV`]W'Yf'K]XYfghÀbXY' 'gck c\`
Ui g'XYf'² ZZYbh]W'Y]h'U'g'Ui W'j cb'\i a Ub]hÀfYb' Cf[Ub]gUh]cbYb
'X]YgY'J YfcfXbi b['Ub[Ybca a Yb'\Uh''?f]h]_Yf'VYZØfW'hYbž'XUgg
Xi fW'X]YgY'F Y[i `]Yfi b['8UhYbgW'i hn'i bX'Z]bUbn]Y''Y': fY]\Y]hYb
XYf'6Øf[Yf'ghUf_`Y]b[YgW'fÀb_h'k YfXYb''8]Y'6i]'X]b['Hfi Y
7\Ub[Y'7cU'h]cb'\Uh'Y]bXf]b[`]W'XUj cf'[Yk Ufbhž'XUgg'X]Y'5A @F
b]W'h'bi f'X]Y'Z]bUbn]Y''Y'Df]j Uhg d\ÀfY'VYXfc\hž'gcbXYfb'Ui W'X]Y
Fc''Y'XYg'9i fcdÀ]gWYb'DUf'Ua Ybhg'i bhYfa]b]Yfh"

8Ybb'X]Y'5A @F '_Ugg]Z]n]Yfhj YfgW]YXYbY'NU\`i b[g]bghfi a YbhY
U'g'\cW'f]g_Ubhi bX'YfgW'k Yfh'XUa]h'XYb'Ni [Ub['ni 'Z]bUbn]Y''Yb
FYggci fW'b'ZØf'j]Y'Y'A YbgW'Yb''6YgcbXYfg'VYhfc ZYb'g]bX
j i `bYfUV'Y'; fi ddYbž'k]Y'æ a][fUbhYbž'X]Y'Ui Z]bUbn]Y''Y
I bhYfghØhni b['Ub[Yk]YgYb'g]bX''': Øf'\i a Ub]hÀfY'Nk YW_Y
k]W'h][Y'X][]hU'Y'; Y'XVØfgYb'_ØbbhYb'Xi fW'X]YgY'F Y[Y'i b[Yb
VY\]bXYfh'k YfXYb''5i W'X]Y']bhYfbUh]cbU'Yb'æ d`_Uh]cbYb'XYf
5A @F 'g]bX']W'h'ni 'j YfbUW'Àgg][Yb.'G]Y'_ØbbhYb'8f]hghUUhYb
VYhfY ZYb' i bX'XUa]h'k Y'hk Y]hY'Z]bUbn]Y''Y': fY]\Y]hYb
Y]bgW'fÀb_Yb"

8]Y 'hY W' b]gWY Y 'GY]hY 'XYf' ? fmdhc k À\ fi b [Yb

8]Y'X][]hU'Y'F Yj c'i h]cbž'gc'k]fX'g]Y'cZh'VYgW'f]YVYbž'\Uh'i bg'a]h
6`cW_WU]b!HYW'bc`c[]Y'i bX'?fmdhcK À\fi b[Yb'Y]bY' bYi Y'ŸFU
Y]b[Y'Ài hYh''K]Y'J YfVfUi W'YfUb'k U'h'Ui ZnY][hž'\UVYb'6]hWc]b
i bX'9h\YfYi a 'b]W'h'bi f'A]''UfXYb'Ub'⇒j Ygh]h]cbYb'Ub[Ync[Ybž

gcbXYfb`Ui W`nU`fY]W`Y`fYW`h]W`Y`i bX`fY[i`U`hcf]gW`Y`i: fU[Yb
 Ui Z[Yk cfZYb"K A`fYbX`X]Y`9i`g]W`i`a`Y]bY`fY[i`U`h]j`Y`i; fi bX`U[Y
 VYa Ø`hž`ZY`Yb`c`Zi`_`UfY`F`]W`h]b]Yb`ZØf`X]Y`Bi`hni`b[`X]YgYf
 HYW`bc`c[]Yb"

GdUbbYbX`V`Y]Vh`Ui W`X]Y`9bhk`jW`_`i`b[`j`cb`Ga`Ufh`7`cbhfUW`hgž`X]Y
 U`g`gY`VghUi`gZØ`fYbXY`J`Yfhf`A[Y`]a`a`Yf`a`Y`f`Ub`6`YXYi`hi`b[
 [Yk`]bbYb"8`Yb`bcW`[]Vh`Yg`bcW`j`]Y`ni`_`_`A`fYbž`]bgVYgcbXYfY`]a
 <]bV`]W`_`Ui`Z`8`UhYbgW`i`hnZfU[Yb" <]Yf`ghY`h`g]W`X]Y`i: fU[Yž`k`Y
 8`UhYbgW`i`hnUgdY`_`hY`XYf`6`c`W`W`U]b`a`Ø[`]W`Yfk`Y]gY`]a
 K`]XYfgdfi`W`ni`f`8`UhYbgW`i`hn!; fi bX`j`YfcfXbi`b[`fBG;`J`C`Ł
 ghY`Yb"

@Yhnh]W`]gh`X]Y`J`Yf`_`bØdZi`b[`j`cb`?`fmdhck`A`fi`b[Yb`a`]h
 dc`]h]gW`Yf`A`UW`h`b]W`h`ni`i`bhYfgW`A`hnYb"8`]Y`k`UW`gYbXY
 9]bZi`ggU`a`Y`XYf`HYW`!9`]hYž`XUfi`bhYf`DYfgØb`]W`_`Y]hYb`k`]Y`9`cb
 A`i`g`_`i`bX`DYhYf`H`Y`ž`_`ØbbhY`X]Y`A`A`f`_`hY`a`Y`f`a`Ub]di`]YfYbž`U`g
 i`bg`]YV`]gh"J`cf`U`Y`a`X]Y`6`Ygcf[`b]g`ØVYf`)`%`!5b[`f]ZY`Ui`Z
 ?`fmdhck`A`fi`b[Yb`Vf]b[`h`X]Y`F]g]_`Yb`ZØf`XYa`c`_`fUh]gW`Y`Df]bn]d]Yb
 k`]Y`J`YfUbhk`cfhi`b[`i`bX`HfUbgdUfYbn`Ubg`@]W`h"

Ni`gUa`a`YbZUggYbX`]gh`_`Uf.`K`A`fYbX`X]Y`9i`k`Y]hYf`]b`i`a
 gW`bY`Y`5`XUdh]cb`f]b[`hi`bX`g]W`X`Yb`<`YfUi`gZcfXYfi`b[Yb`XYf
 X][`hU`Yb`K`A`fi`b[Yb`ghY`hž`a`ØggYb`k`]f`U`g;`YgY`gW`UZh
 k`UW`gUa`V`Y]VYb"8`Yb`b`X]Y`9bhk`jW`_`i`b[Yb`]b`XYf`?`fmdhck`Y`h
 `ØbbhYb`Ub[`Zf]gh][`a`Y`f`U`g`bi`f`Z]bUbni]Y`Y`5`gdY``hY`VYhfYZZYb/
 g]Y`_`ØbbhYb`i`bgYf`[`fi`bX`Y[`YbXghYg`F`YW`h`Ui`Z`Df]j`Uhgd`A`fY`i`bX
 XYa`c`_`fUh]gW`Y`HY`]`UVY`[`YZ`A`fXYb"

8YhU]`g	
C`fh	9i`ž`9i`fcdU
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"hYW`dc`]Wm`dfYgg • k`k`k`"ZcfVYg"W`a • k`k`k`"j`YfVfUi`W`YfUb`k`U`h! cb`]bY"XY

6Ygi W\Yb`GjY`i bg`Ui Z.`k ca , +"XY