

GhUUhgZc bXg`gYhnYb`Ui Z`7\]b Ug HYW\bc`c[]YVcca .) - i `d`UbYb =bj Ygh]h]cbYb`

9]bY`U_hi Y``Y`I a ZFU[Y`nY][hž`XUgg`) - i `XYf`GhUUhgZc bXg
d`UbYbž`]b`7\]b Ug`HYW\bc`c[]YgY`_hcf`ni`]bj Ygh]YfYbž`i a` j`cb
XYggYb`K UW\ghi a`ni`dfcZ]h]YfYb`"



7\]bU`!` =b`XYf`K Y`h`XYf` =bj Ygh]h]cbYb`fi a`cfh`Yg.`9]bY`I a` ZFU[Y
j`cb` =bj YgW\`5ggYh`A UbU[Ya`Ybh`nY][hž`XUgg`gU[Y`i`bX
gW\fy]VY`) - i `XYf`GhUUhgZc bXg`]\fy`GhfUhY[]Yb`]b`XYb`b`ÅW\ghYb
ZØbZ`J\fyb`Ui Z`7\]b Ug`HYW\bc`c[]Yb`gYhnYb`k YfXYb`"8]YgY
9bhk]W`i`b[`Vf]b[h`XYi`h`W\`ni`a`5i`gXfi`W`ž`XUgg`XYf
HYW\bc`c[]YgY`_hcf`]b`XYf`J`c`_gfYdi`V`_`\`cW`i`ja` `?i`fg`ghY`h`
=gh]hi`h]cbY``Y` =bj YghcfYb`g]b`X`g]W\`Y]b][.`<]Yf``Åggh`g]W\`XYf
b`ÅW\ghY`[fc»Y`K UW\ghi a`ggW\f]h`a` UW\Yb`"

K`Ug`XYb` =bj YghcfYb`[YZ`Å`hž`]gh`b]W\`h`bi`f`X]Y`5i`gg]W\`h`Ui`Z`\`c`Y
F`Yb`X]hYb`ž`gcbXYfb`Ui`W\`X]Y`HUhgUW\Yž`XUgg`7\]Ub[gYb`i`b`X

≠bcj Uh]cbYb`k]Y`XYf? ≠6cca`i bX` : cfhgWf]hhY`]b`XYf
<U`V`Y]hYfdfcXi`_h]cb`]b`7\]bU`X]Y`6fUbWY`]a`A`ca`Ybh`k]Y`Y]b
A U[bYh`Ubn]Y\Yb`"8Yf`HfYbX`XYi`hYb`Ui`Z`Y]bY`ghfUhY []gWY`K`YhhY
Ui`Z`7\]bUg`F`c`Y`]a` [`cVU`Yb`HYW`bc`c []Yk`UW`ghi`a` \]b`"K`ØfXY
a`Ub`Xcfh`b]W`h`a`]hgd]Y`Ybž`_Øbb`hY`a`Ub`Y]b`YW`hYg` ; YgW`ÅZh
j`YfdUggYb`"

7\]bUg`5i`Zgh]Y [`]a` [`cVU`Yb HYW`bc`c []YgY`_hcf`

8]Y`K`]W`h [_Y]hž`]b`XYb`W`]bYg]gW`Yb`HYW`bc`c []Ya`Uf`_h
Y]bni`ghY []Ybž`k`]fX`Xi`fW`X`Yb`cdh]a`]gh]gW`Yb`5i`gV`]W`
i`bhYfa`Ui`Yfh`"@Ui`h`XYf`I`a`ZfU [Y`Yfk`UfhYb`+,`i` `XYf`GhUUhgZcbXgž
XUgg`7\]bUg`HYW`bc`c []Y!`i`bX`≠bcj`Uh]cbggY`_hcfYb`_ØbZh []
]bhYfbUh]cbU`k`YhhVYk`YfVgZÅ\ []gY]b`k`YfXYb`"7\]bU`8U]"m
VYf]W`hYhž`XUgg` , ,`i` `XYf`GhUUhgZcbXg`]b`XYf`5g]Yb!DU]Z`_!FY []cb
d`UbYbž`\fY`9!`dcg]h]cb []Y [YbØVYf`W`]bYg]gW`Yb
JYfa`Ø [Yb`gk`YfhYb`ni`Yf\Ø`Yb`"Gca`]hin]Y\h`XUg`@UbX`XUg
≠hYfYggY`U`Yf [fc»Yb`D`UmYf`Ub` `Ui`W`Ui`g`BcfXUa`Yf]_Už`k`c`+`
i` `XYf` : cbXg`Y]b`Å\b`]W`Yg`J`cf\UVYb`\UVYb`"

8Ug`J`YfhfUi`Yb`]b`X]Y`k`]fhgW`UZh`]W`Yb`DYfgdY`_h]j`Yb`7\]bUg`]gh
_`Uf []Yk`UW`gYb`";`fØbXY []Vh`Yg`j`]Y`Y.`8]Y`c`_U`Yb`F`YbX]hYb`g]bX
j`YfZØ`fYf]gW`ž`i`bX`X]Y`8]j`Yfg]Z`_Uh]cbgj`cfhY]Y`gW`a`Y]W`Y`b`XYa
DcfhZc`]ca`UbU [Ya`Ybh`7\]bUg`YI`dUbg]j`Y`a`U`fc`Ø`cbca`]gW`Y
Dc`]h`_`Åggh`Ui`g`ÅbX]gW`Y` :]bUbn]bgh]hi`hY`b]W`h`bi`f`cdh]a`]gh]gW`]b
X]Y`Ni`_i`bZi`V`]W`Ybž`gcbXYfb`Yg`k`]fX`Ui`W`]b`GW`ØggY`VYfY]W`Yb
k`]Y`ZcfhgW`f]hh`]W`Yf` : Yfh []i`b []i`bX`X []hU`Yf`≠bcj`Uh]cb`j`YfghÅf`_h
]bj`Ygh]Yfh`"

GhfUhY []gW`Y`≠bj`Ygh]h]cbYb`]b`X]Y`Ni`_i`bZh

?Y]b`K`i`bXYfž`XUgg`ZØ`fYbXY`≠j`Ygha`Ybh [YgY`gW`UZhYb`k`]Y
BYi`VYf [Yf`6Yfa`Ubž` :]XY`]hm`≠hYfbUh]cbU`i`bX`D`A`cf [Ub`5ggYh
A`UbU [Ya`Ybh`Yfa`i`h []hig]bXž`]b`7\]bU`bYi`Y`DfcXi`_hY`Y]bni`ZØ`fYb`
8]Y`j`cb`X]YgYb`I`bhYfbY`a`Yb []YgW`UZZYbY`DfcXi`_hdU`YhhY`]gh`i`a
VYY]bXfi`W`YbXY`%` ,`i` `]a`J`Yf []Y]W`ni`a`J`cf`U`f []Yk`UW`gYb`

Y]b`_`UfYg`G][bU`ž`XUgg`Yg`\]Yf`Y]bYb`6cca` []Vh`5i`W`X]Y
 A Uf`hZc`fgW`i b[`nY][hž`XUgg`]a`5!5_h]Yba`Uf`h`]b`7\]bU`dchYbn]Y`
 j`Y`ni` [Yk`]bbYb`]ghž`XU`X]YgYf`XYfnY]h`a`]h`Y]bYa`F`UVUhh`j`cb
 %&!%`i`]a`J`Yf[`Y]W`ni`UbXYfYb`GW`k`Y`Yba`Äf`hYb`VYk`YfhYh
]gh"

8 UfØVYf`\]bUi`g`nY]W`bYb`g]W`X]Y`6YfY]W`Y`XYf`X][]hU`Yb
 HYW`bc`c` []Yž`Gc`Zh`UfYž`Zc`fhgW`f]hh]W`Y`Y`Yfh][i`b`ž
 9`Y`hfca`cV`]hÄ`hi`bX`[fØbY`HYW`bc`c` []Yb`U`g`VYgcbXYfg`UhhfU`_h]j
 UV``@Ui`h`Y]bYf`I`a`ZfU[Y`j`cb`6ÖfgYb!NY]hi`b` []UV`Y]b
 g][b]Z]UbhYf`5bgh]Y[`XYg`ϕhYfYggYg`Ub`ϕj`Ygh]h]cbYb
 Ui`g`ÄbX]gW`Yf`GhUUhgZc`bXg`5b`Ugg`ni`f`fYi`XY``ϕgVYgcbXYfY`XUg
 ?`ϕGhUfhi`d`8YYdGY`_`\Uh`Xi`fW`gY]bY`VYa`Yf`Yb`gk`YfhYb
 :`c`fhgW`f]hhY`bYi`Yb`C`dh]a`]ga`i`g`i`bhYf`XYb`ϕj`Yghc`fYb`[Yk`YW`_h"

Ni`gUa`a`Yb[YZUggh`nY][Yb`X]Y`9f[YVb]ggY`XYf`I`a`ZfU[Ybž`XUgg
 Y]bY`_`UfY`d`cg]h]j`Y`Gh]a`a`i`b[`VY]`XYb`5b`Y[Yfb`\`YffgW`h`9]b
 ;`fc»hY]`XYf`GhUUhgZc`bXg`]gh`Ui`Z`Y]bYa` [fØbYb`Nk`Y][`i`bX`d`Ubž
]b`XYb`_`ca`a`YbXYb`ϕ\`fYb`a`Ugg]j`]b`XYb`W`]bYg]gW`Yb
 HYW`bc`c` []YgY`_`hc`f`ni`]bj`Ygh]YfYb``8`Ug`HYW`bc`c` []YnY]hU`hYf`]gh]b
 j`c`Ya` ;`Ub[Yž`i`bX`X]Y`K`Y`h`gW`Ui`h`\]b`a`]h`XYa` :`c`_`i`g`Ui`Z
 7\]bUž`k`c`X]Y`b`ÄW`ghY`ϕbcj`Uh]cbgk`Y`Y`fc`h"

8YhU]`g	
C`f`h	7\]bU
E`i`Y`Y`b	<ul style="list-style-type: none"> • k k k "U]bj`Ygh"W`a • k k k "W`]bUXU]`m"W`a`"W`b • k k k "VcYfgYb!nY]hi`b`["XY

6Ygi`W`Yb`G]Y`i`bg`Ui`Z`k`ca`,`+"XY