

GUUf`UbX`]a`GhUf_fY[Yb!: c_i g.`BYi Y
; YZU\ fYb_UfhYb`ZØf`VYggYfY`G]W\ Yf\ Y]h°

BYi Y; YZU\ fYb_UfhYb`ZØf`GhUf_fY[Yb`]a`GUUf`UbX.
: cfgW\i b[`ni f`J YfVYggYfi b[`XYg`? UhUghfcd\YbgW\i hnYg
i bX`XYf`GhUXhd`Ubi b["



A Yfn][!K UXYfbž`8Yi hgW\`UbX`!`⊕`XYb`YhnhYb`↵\ fYb`\ UVYb
GhUf_fY[YbYfY][b]ggY`]a`GUUf`UbX`Yf\ YV`]W\ Y`GW\ ÅXYb`Ub
; YVÅi XYb`i bX`⊕ZfUghfi`_hi f`j Yfi fgUW\h`I a`VYggYf`Ui Zgc`W\ Y
YI hfYa Yb`K YhhYf`U[Yb`j cfVYfY]hYhni`gY]bž`Uh`X]Y
@UbXYgfY[]Yfi b[`Y]b`i a ZUggYbXYg`: cfgW\i b[gdfc`Y`_hni f
9fghY`i b[`j cb`GhUf_fY[Yb!`i bX`9fcg]cbg[YZU\ fYb_UfhYb`]bg
@VYb`[Yfi ZYb`"8]YgY`bYi Yb`? UfhYb`k i fXYb`j cb
I a k Y`ha]b]ghYf]b`DYhfU`6Yf[`i bX`DfcZYggcf`8f`"5`d Ug`Ub`MØfØ_
j cb`XYf`\hk`gUUF`j cf[YghY`"8]Y`⊕]h]UhcYfYb`j YfhfUi hYb`XUVY`]Ui Z
\cW\ a cXYfbY`A cXY`]Yfi b[Ybž`X]Y`Ui ZY]bYa`nk Y]X]a Ybg]cbU`Yb
C VYfZÅW\YbUVZi gga cXY`gck]Y`Y]bYa`XfY]X]a Ybg]cbU`Yb
; Y`ÅbXYa cXY`VUg]YfYbž`i a`[YbUi Y`J cf\YfgU[Yb`ni`hfYZZYb`"8]Y
G]a i`Uh]cbYb`XYW_Yb`Y]b`li bXYfh`Å\][Yg`FY[YbYfY][b]g`UVž

k Y`W`Yg`V]g`ni` ((`a`a` `FY[Yb`dfc`Ghi`bXY`i`bX`9l`hfYa`k`YfhY`j`cb`
V]g`ni``&\$\$`a`a` `dfc`Ghi`bXY`VYfØW_g]W`h][`h``8`Ug`9f[`YVb]g`g]bX`
?`UfhYbž`X]Y` ,` VYfZi`hi`b[`gZ`ÅW`Ybž`K`UggYfh]YZYbž: `]Y»`f]W`hi`b[`Yb`
i`bX`!`[`YgW`k`]bX][`_Y]hYb`UVV]`XYbž`k`Ug`Ui`h`gc`"XY`U`g`Åi`»`Yfgh`
k`]W`h][`Y`≠Zcfa`Uh]cbYb`ZØf`XYb`?`UhUghfc`d`YbgW`i`hn`i`bX`X]Y`
GhUXhd`Ubi`b[`[`]`h"

8]YgY`≠Zcfa`Uh]cbYb`g]bX`b]W`h`bi`f`ZØf`X]Y`6Y`Å`ØfXYb`j`cb`
6YXYi`hi`b[``5i`W`ZØf`X]Y`6Yj`Ø`_Yfi`b[`ghY`Yb`g]Y`Y]bY`k`Yfhj`c`Y`
FYggci`fW`XUf``8`Ub`_`XYf`?`UfhYb`_ØbbYb`FYhhi`b[`gX]YbghY`
Yf`_YbbYbž`k`Y`W`Y`GhfU»`Yb`ja`B`chZU``i`bdUgg]YfVUf`g]bXž`i`bX`X]Y`
?`UfhYb`i`bhYfghØ`hnYb`X]Y`Ni`gUa`a`YbUfVY]hi`bhYf`XYb`?`ca`a`i`bYb`
k`Å`fYbX`Y]bYf`?`UhUghfc`d`Y``K`]W`h][`]`ghž`XUgg`X]Y`
;`YZU`fYbVYk`Yfhi`b[`g`_UfhYb`X]Y`K`UggYfh]YZYb`i`bX`
:`]Y»`[`YgW`k`]bX][`_Y]hYb`VYfØW_g]W`h][`Yb`i`bX`X]Y`F`g]_Yb`]b`j`]Yf`
?`UggYb`j`cb`[`Yf]b[`V]g`gY`f`c`W`Y]bghi`ZYb``8]YgY`
?`UhY[`cf]g]Yfi`b[`Yfa`Ø[``]W`h`Y]bY`[`Yn]Y`hY`J`cfVYfY]hi`b[`Ui`Z`
a`Ø[``]W`Y` ;`YZU`fYbž`]bgVYgcbXYfY`]b`ghUf`_`VYhfc`ZZYbYb` ;`YV]YhYbž`
X]Y`Xi`fW`di`b`_hi`Y`Y`GhUf`_fY[`YbYfY][`b]ggY`i`bX`[`fc»`Z`ÅW`][`Y`
:`i`gg`c`W`k`UggYfž`k`]Y`Ub`XYb`:`ØggYb`6`]Ygž`Df]a`g`i`bX`GUUfž`
[`YdfÅ[`h`g]bXž`k`]Y`GUUfBYk`g`Yf[`Åbnh"

;`YZU`fYbVYk`Yfhi`b[`i`bX`:`fØ`k`UfbgmghYa`

8]Y`bYi`Yb`?`UfhYb`ghY`Yb`Y]bY`k`Yfhj`c`Y`9f[`Åbni`b[`ni`
VYghY`YbXYb`GhUf`_fY[`Yb[`YZU`fYb`_UfhYb`XUf``G]Y`_`Ugg]Z]n]YfYb`
XUg`F`g]_c`ZØf`A`YbgW`Ybž: `U`fnYi`[`Y`i`bX` ;`YV`Åi`XY`i`bX`nY][`Yb`
Ui`Zž`k`Y`W`Y`C`fhY`VY]`GhUf`_fY[`Yb`UVgW`b]hhYb`k`YfXYb`_ØbbhYb`
i`bX`k`Y`W`Y`:`i`W`hk`Y[`Y`f]g`_Ub`h`g]bX``I`a`X]Y` ;`YZU`fYb`Xi`fW`
9fcg]cb`[`Yn]Y`h`ni`VY[`Y[`bYbž`Yb`hk`]W`_Y`b`X]Y`:`cf`g`W`Yf`Ui`»`YfXYa`
`UbXYgk`Y]hY`9fcg]cbg[`YZU`fYb`_UfhYbž`X]Y`Y]bY`5b`U`mgY`XYg`
6cXYbUVhfU[`g`i`bX`XYf`GYX]a`YbhUV`U[`Yfi`b[`Yfa`Ø[``]W`Yb``8`Ug`
N]Y`X]Y]gYf`i`a`ZUggYbXYb`A`U»`b`U`a`Yb`]gh`Ygž`df`Åj`Yb]h]Y`G`W`f]hY`
ni`f`9fcg]cbgj`Yfa`Y]Xi`b[`i`bX`!VYk`Å`h][`i`b[`ni`YhUV`YfYb"

9]b`k`Y]hYfYg`nYbhfU`Yg`9`Ya`Ybh`XYg`Dfc`Y`_hg`]gh`XUg`
:`fØ`k`UfbgmghYa`?`];`5G`fP`]a`U[`YZU`fYbUVk`Y`f`gmghYa`6`]Ygłž`
k`Y`W`Yg`b]W`h`bi`f`≠Zcfa`Uh]cbYb`ni`F`Åi`a`]W`_Y]hYbž`gcbXYfb`

Ui Wk '5bhc cfhYb 'Ui Z'X]Y': fU[Yb' K Ug'dUgg]Yfh3 'i bX' K Ubb3
 `]YZYfb 'gc`""A]b]ghYf]b 'DYhfU'6Yf['VYhcbhY'X]Y'K]Wkh[_Y]h'XYf
 bYi Yb'?UfhYb'ZØf'X]Y'ZfØ\nY]h][Y'D'Ubi b['j cb'GWXi hna U»bU\ a Yb
 i bX'Y]bY'YZZY_h]j Y'≠Zcfa Uh]cb'XYf'6Yj Ø'_Yfi b["'8]Y'?UfhYb'i bX
 XUg'ni [Y\Øf][Y': fØ\k UfbgmghYa 'g]bX'VYfY]hg'ØVYf'XUg'; Ycdc'fhU'
 XYg'GUUF'UbXYg'ni [Åb['Wkžk Ug'X]Y'6Øf[Yf'Yfa i h][hžU_h]j 'Ub
]\fYf'Y][YbYb'G]WkYf\Y]h'ni 'UfVY]hYb'i bX'g]Wk'Ui Z
 I bk YhhYfYfY][b]ggY'VYggYf'j cfni VYfY]hYb"

8YhU]`g	
C fh	A Yfn][!K UXYfbž'8Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gc`"XY • k k k "gUUfbYk g"WŁa

6Ygi Wk Yb'G]Y'i bg'Ui Z. 'a Y]b!k]Yb"bYh