

6UXYb!K ØfhhYa VYf['gYhnh'Ui Z'9`Y_hfc!
@? K .': c fhgWk f]hh']b`XYf'@c []gh]_°

9bhXYW_Yb'G]Yž'k]Y'A cgc`Z]b'≡]b[Yb'a]hj c`Y`Y_hf]gWkYb
5i hchfUbgdcfhYfb`XYb'7C&!5i gghc» ']b`XYf'@c []gh]_
fYXi n]Yfh"



≡`]b[Ybž'8Yi hgWk`UbX`!`8Yf'9]bgUhn'j cb'9`Y_hfc!@_k`]b
8Yi hgWk`UbX`ghY`hj c f'j]Y`Yb`<YfUi gZc fXYfi b[Yb`"Hfchn`XYf
GWk]Yf[[_Y]hYbž'X]Y`9`Y_hfca cV`]hÅh'a`Bi mZU`fnYi [VYfY]Wk
a]h]g]Wk`Vf]b[hž'nY][h'X]Y`GdYX]h]cb`A cgc`ZUi g'6UXYb!
K ØfhhYa VYf[': c fhgWk f]hhY`"J]hU`]^8]YgYf`ZÅ`fh'Y]bYb
j c`VY`UXYbYbž'Xcd dY`ghÖW_] [Yb'5i hchfUbgdcfhYfb`XYf`A cgc`Z
: `chhYž'XYf'a]h'Y]bYa`"Y]ghi b[gghUf_Yb`A chcf`Ui g[YghUhh'Y]gh`"A]h
) \$\$`?']ck Uhh'f*, \$`DGŁ'a Y]ghYfh'XYf`Hfi W`dfcV`Ya`cg`X]Y
GhY][i b[Yb`Ui ZXYf`6`%\$`VY]`J U]\]b[Yb`f9bnŁ`'8Yf': U\ fYf
VYf]Wk hYhj cb`Y]bYa`Ub[Yb`Y\ a Yb': U\ f[YZØ\`ž`XUg`XYa`Y]bYg
\Yf_Öa a`]WkYb'5i hcg`Å`bY`h`'8Yf`A chcf`XYg`9`Y_hfc!Hfi W_g
YfnYi [h'bi f'Y]b`XYnYbhYg`Gi a a Yb`i bX`k Y]gh`XUa]h'Y]bY
XYi h]WkY`5V[fYbni b[`ni f`hmd]gWkYb'8]YgY`!HfÅ[\Y]h'Ui Z'

6YgcbXYfg`Yfj cfni \YVYb`]gh`X]Y`ϕVYhf]YVbU\ a Y`XYf`YfghYb
j c`Y`Y`_hf]gWXYb`5i hchfUbgdcfhYfz`X]Y`Ui ZY]bYf`U\fnY\bhY`Ub[Yb
?ccdYfUh]cb`a`jh`XYf`A YfW`XYg!6Ybn`J Ubg`K Yf`_`8ØggY`XcfZ
VUg]YfYb`"À\`f`]W`k YfXYb`Yhk U` "\$\$\$`Gdf]bhYf`j ca`K Yf`_ni a
F\Y]b\UZy b`8ØggY`XcfZ`hfUbgdcfh]Yfh`8 Ug`Xcfh`Ybhk]W_Y`hY
a i`h]a cXU`Y`HfUbgdcfh`cbnYdhYf`Ui Vh`Ygž`X]Y` : U\fnYi [Y`Ui Z
6]bbYbgW]ZZY`ni`j Yf`UXYb`i bX`g]Y`ØVYf`XYb`F\Y]b`ni
9l dcfh`ÀZYb`]b`F`chYfXUa`i bX`5bhk YfdYb`ni`VYZØfXYfb"

I a k Y`hZfYi bX`]WXY`HfUbgdcfh`Øgi b[Yb

8]Y`J Yf`U[Yfi b[`j cb`HfUbgdcfhYb`j cb`XYf`GhfU»Y`Ui Zg`K UggYf
ZØ\fh`ni`Y]bYf`Yf\YV`]WXYb`F YXi n]Yfi b[`XYf`7C&!9a`]gg]cbYb`" `a
F U\ a Yb`X]YgYg`Dfc`Y`_hg`_ca`a Yb`X]Y`F`cF`c!6]bbYbgW]ZZY
H9FF5`i bX` H9FF5`&`fba`jh`<mVf]Xa`chcfE`ni`a`9]bgUhn`8]YgY
YZZ]n]YbhYb`HfUbgdcfh`Øgi b[Yb`V]YhYb`ni XYa`XYb`J`cfhY`]ž`XUgg
X]Y`K UfYb`Ui W`Ub`Gcbb!`i bX` : Y]YfhU[Yb`j YfgW]Zh`k YfXYb
_ØbbYb"

8i fW`XYb`9]bgUhn`j c`Y`Y`_hf]gWXYf`5i hchfUbgdcfhYf`_cbbhYb`bi f
]b`XYf`5bZUb[gd\UgY`XYg`Dfc`Y`_hg`V]g`ni`*`\$`HcbbYb
7C&!9a`]gg]cbYb`dfc`À\`f`Y]b[YgdUfh`k YfXYb`"8]Y`bYi Yb`@_k
j YfZØ[Yb`ØVYf`Y]bY`6UhhYf]Y]!? UdUn]h`h]j cb`" (\$`?)`ck Uhhghi bXYb
i bX`YffY]WXYb`Y]bY`F`Y]W`k`Y]hY`j cb`V]g`ni`&,\$`?`]ca`YhYfb`dfc
@UXi b["8UVY]`k]fX`X]Y`@UXi b[`Ui ggW`Y]Y»`]W`a`]h`%\$\$`i
²`_cghfca`YfZc`[Ybž`k Ug`XUg`9b[U[Ya`Ybh`ZØf`Y]bY`[fØbY
@c[]gh]__YhhY`i bhYfghfY]W`h"

8]Y`9bhk]W`i b[`XYf`j c`Y`Y`_hf]gWXYb`5i hchfUbgdcfhYf`k i fXY`j cb
XYf`8Yg][bk Yf`_HYW`bc`c[]Yg`5;`i bX`?`ÀggVc`fYf`HfUbgdcfh
HYW`b]_];`a V<`fYU`]g]Yfh` : Øf`X]Y`9ff]W`hi b[`XYf`bchk YbX][Yb
@UXY]bZfUghfi`_hi`f`nY]W`bYh`X]Y`GA`5HF`⇒G;`a V<`/`7c`?;
j YfUbhk`cfh]W`"I`a`X]Y`A`cgc`Zl;`chhY`Xi fW`9!5i hchfUbgdcfhYf
i bX`X]Y`XUni [Y\Øf][Y`@UXY]bZfUghfi`_hi`f`ni`ZØfXYfb`ž`ghY`hY`XUg
6i bXYga`]b]ghYf]i a`ZØf`8][]hU`Yg`i bX`J`Yf`_Y\`f`Y]bY`Gi`a`a`Y`j`cb
%`%*(`"+`(`ž&)`9i`fc`ni`f`J`YfZØ[i b["

ϕ`XYf`U`_hi`Y`Yb`8]g`_i`gg]cb`i`a`X]Y`Ni`_i`bZi`XYf`9`Y`_hfca`cV]`]h`h`h

]b`8Yi hgW`UbX`g]bX`X]Y: cfhgW`f]hhY`j cb`A cgc`ZY]b
 j]Y`j YfgdFYW`YbXYg`6Y]gd]Y`XUZØfž`k]Y`XYf`HfUbgdcfhgY`hcf
 [fØbYf`i bX`bUW`U`h][Yf`[YghU`hYh`k YfXYb`_Ubb``8]Y
 ðbcj Uh]cbg_fUZh`i bX`X]Y`Ni gUa`a YbUfVY]h`j YfgW`]YXYbYf
 5_hYi fY`g]bX`YbhgW`Y]XYbXž`i a`X]Y`N]Y`Y`XYf`6fUbW`Y`ni
 j Yfk]f`_]W`Yb``9]b`l a`XYb_Ybž`XUg`g]W`b]W`h`bi f`Ui ZX]Y
 HYW`bc`c []Yž`gcbXYfb`Ui W`Ui ZX]Y`@[]gh]_dfcnYggY`_cbnYbhf]Yfž
 _ØbbhY`XYf`GW`ØggY`ni`Y]bYf`i a`k Y`hž`Yi bX`]W`YfYb`Ni`_i bZh
 gY]bž`k]Y`X]Y`Ghi hh[UfhYf`B UW`f]W`hYb`VYf]W`hYb`

8YhU]`g	
C fh	≡]b [Ybž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "ghi hh[UfhYf!b UW`f]W`hYb`XY • k k k "a cgc`Z![fci d"W`a

6Ygi W`Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb`bYh