

K Y`ha Uf_hZØ\ fYf`J]Y[U`]bj Ygh]Yfh`%) \$ A]``]cbYb`9i fc`]a`GUUf`UbX`°

J]Y[U`; fci d`]bj Ygh]Yfh`%) \$`A]``]cbYb`9i fc`]b`?]f_Y`ž
GUUf`UbX`ž i bX`gW UZh`%) \$`bYi Y`5fVY]hgd`ÀhnY`Xi fW
, VYfbU`a Y`j cb`@[]gh]_`U`Yb`"



?]f_Y`ž`GUUf`UbX`ž`8Yi hgW`U`bX`!`8]Y`J]Y[U`; fci d`ž]b
]bhYfbUh]cbU`h`Àh][Yg`l bhYfbY`a Yb`a]h`< Ui dhg]hn`]b`5hhYbXcfbž
\Uh`_Øfn`]W`D`ÀbY`ZØf`X]Y`9ff]W`hi b[`Y]bYg`bYi Yb
DfcXi`_]cbggU`bXcfhg`]a`GUUf`UbX`Ub[Y_ØbX][h`8]YgY
9bhgW`Y]Xi b[`a Uf_]Yfh`Y]bYb`VYXYi hYbXYb`GW`f]hh`ZØf`X]Y`F`Y[]cb
i bX`k]fX`a]h`Y]bYf`b`j Ygh]h]cb`j cb`fi bX`%) \$`A]``]cbYb`9i fc
j YfVi bXYb`gY]b`8]Y`5bg]YX`i b[`Z]bXYh]b`?]f_Y`VY]`<ca Vi f[
ghUhž`k`c`X]Y`Y`Y`a`U`][Yb`@[]gh]_`U`Yb`XYf`A]W`Y`]b`F`Y]ZYbk Yf_Y
5; /`7c`"?; U5`ØVYfbca`a Yb`k`i`fXYb`8Yf`?Ui ž`YfhfU[`k`i`fXY
VYfY]hg`Ua`%\$`"A U] &\$&) `i bhYfnY]W`bYhž`k`Ug`Y]bYb`nØ[] [Yb
: cfhgW`f]hh`]b`XYf`l`a`gYhni b[`XYg`J`cf`UVYbg`g][bU`]g]Yfh`8]Yg
VYf]W`hYh`gc`"XY`"

⊖`XYf`YfghYb`5i gVUi ghi ZY`gc`Yb`j b`XYb`bYi Yb`<U`Yb`Yhk U`%) \$
bYi Y`5fVY]hgd`ÀhnY`[YgW\UZZYb`k YfXYb`"8]Y`[Yd`UbhY
⊖VYhf]YVbU\`a Y`XYf`Yfh][i b[j cb`F c\`fj YfV]bXYfb`ZØf`XYb
]bhYfbUh]cbU`Yb`A Uf`_h`]gh`V]g`9bXY`&\$&) j cf[YgY\`Yb`"79C`A Uf`_i g
6fYhgW\`bY]XYf`VYhcb`h`X]Y`B`chk`Yb`X][`_Y]h`ni`g`Àhn`]W\`Yf
DfcXi`_]h]cbg`UdUn]h`ÀhYb`ž`i`a`XYf`\`c\`Yb`B`UW\`ZfU[`Yž`]bgVYgcbXYfY
VY]`a`YhU`Yb`Yb`DfYggj`YfV]bXYfb`ž`b`UW\`ni`_`ca`a`Yb`"Ni`[`Y]W\`YVh
Yf`\`Yfj`cfž`XUgg`8Yi`hgW\`Ub`X`U`g`cdh]a`U`Yf`GhUb`Xcfh`Ui`g[`Yk`À`\`h
k`i`fXYž`XU`\`Yf`Y]b`gW\`bY`Yf`HYW\`bc`c`[`]Yhf`Ub`gZYf`nk`]gW\`Yb`XYb
K`Yf`_`Yb`a`Ò[`]W\`]gh`"8]YgY`⊖Zcfa`Uh]cb`k`]fX`Ui`W\`j`cb`gVn!
cb`]bY`"XY`VYgh`Àh][`h"

C dh]a U`Y`6YX]b[i b[Yb`]a`GUUf`UbX

8]Y`9bhgW\`Y]Xi`b[`]ZØf`XYb`GhUb`Xcfh]a`GUUf`UbX`VYfi`\`h`Ui`Z
j`YfgW\`]YXYb`Yb`:`U`_`hc`fYb`"B`YVYb`XYf`\`c\`Yb`8]W\`hY`Ub
:`UW\`_f`À`ZhYb`]b`XYf`a`YhU`j`YfUfVY]hYb`XYb`⊖Xi`ghf]Y`]gh`Ui`W\`X]Y
j`Yf`_`Y\`fg[`Øbgh][`Y`@U[`Y`a`]h`X]fY`_`hYf`5i`hcVU\`b`UbV]bXi`b[`]cb
J`cfhY]`"8]Y`<U`Yb`Z`À`W\`Y`VYhf`À[`h`]bg[`YgUa`h`%,`"\$\$\$
E`i`UXfUha`YhYfz`k`À`\`fYb`X`XUg`ni`[`Y\`Øf][`Y`:`fi`b`XghØW`_`Y]bY`:`À`W\`Y
j`cb`+`\$`\$`\$`\$`E`i`UXfUha`YhYfb`i`a`ZUggh`"8]YgY`:`Y[`YVYb`\`Y]hYb
V]YhYb`cdh]a`U`Y`J`cfUi`ggYhni`b[`Yb`ZØf`X]Y`bYi`[`Yd`UbhY
DfcXi`_]h]cb`"
5i`W\`5b`XfYUg`6fc`W`_`ck`ž`7`\`]YZ`A`Ubi`ZUW`hi`f]b[`]C`ZZ]W\`f`j`cb`J]Y[`Už
k`Y]gh`Ui`Z`X]Y`?`UdUn]h`À`hg[`fYbn`Yb`i`b`X`XYb`:`UW\`_f`À`ZhY`a`Ub[`Y`Ub
XYb`VYghY\`Yb`XYb`GhUb`XcfhYb`]b`GØXk`YghZU`Yb`i`b`X`H\`Øf]b[`Yb
\`]bž`k`Ug`X]Y`5bg]YX`i`b[`]a`GUUf`UbX`U`g`ghf`UhY[`]gW\`g]bbj`c`
YfgW\`Y]bYb`"Àggh"

8]Y`gUUf`À`bX]gW\`Y`K`]fhgW\`UZhg`a`]b]ghYf`>Øf[`Yb`6Uf`_`Y`VY[`fØ`»`h`X]Y
9bhgW\`Y]Xi`b[`]cb`J]Y[`U`U`g`[`fc`»`Yb`9fZc`[`]ZØf`X]Y`F`Y[`]cb`"9f
VYhcb`h`X]Y`cdh]a`U`Yb`F`U\`a`Yb`VYX]b[`]i`b[`Yb`ZØf`K`UW\`ghi`a`i`b`X
X]Y`i`a`ZUggyb`XY`J`YfZØ[`VUf`_`Y]h`j`cb`:`UW\`_f`À`ZhYb`"8]Yg`nY][`hž`XUgg
X]Y`:`À`W\`Yb`dc`]h]_`XYf`@`Ub`XYgfY[`]Yfi`b[`]YfZc`[`fY]W\`]ghž`i`a`XUg
GUUf`UbX`]a`K`YhVYk`YfV`i`a`l`bhYfb`Y\`a`Yb`ni`gh`À`f`_`Yb`"K`Y]hYfY
:`À`W\`Yb`U`_`ei`]g]h]cb`Yb`g]b`X`[`Yd`Ub`hž`XU`Y]b`?`Ui`ž`Yf`fhU[`]ZØf
Ub[`fYbn`Yb`XY`:`À`W\`Yb`a`]h`XYf`:`YgY`gW\`UZh`ZØf
K`]fhgW\`UZhgZØf`XYfi`b[`]GUUf`ZØf`9b`XY`A`U]j`cf[`YgY\`Yb`]gh`"8]YgYf

GWkf]hh'XØfZhY`X]Y`? UdUn]hÅhYb`j`cb`J]Y[U`k`Y]hYf`Yf\`Ø\`Yb`i`bX`X]Y dcbg]hj`Y`9bhk`j]W`i`b[`XYg`GhUbXcfhg`i`bhYfghØhnYb"

Ni`_i`bZhgdYfgdY`_h]j`Yb`ZØf`X]Y`F`Y[]cb

8]Y`5bg]YX`i`b[`j`cb`J]Y[U`Vf]b[h`b]W`h`bi`f`b`Yi`Y`5fVY]hgd`ÅhnYž gcbXYfb`Ui`W`U`Ub[Zf]gh][Y`DYfgdY`_h]j`Yb`ZØf`X]Y`k`]fhgW`UZh`]W`Y`9bhk`j]W`i`b[`XYf`F`Y[]cb`a`]h`g]W`"`A`Uf`_i`g`K`]bbYgž`8]fY`_hcf`XYg`A`]W`Y`]b`K`Yf`_g`]b`<ca`Vi`f[ž`VY[fØ»`h`Ui`gXfØW`_]W`X]Y`9bhgW`Y]Xi`b[`j`cb`J]Y[U`i`bX`g]Y\`h`X]Y`G`W`UZZ`b[`b`Yi`Yf`5fVY]hgd`ÅhnY`U`g`k`Yfhj`c`Yb`6Y]hfU[`ni`f`c`_`U`Yb`K`]fhgW`UZh`"`A`]W`Y`]b`g`Y`V`gh`k`]fX`k`Y]hYf\`]b`Ua`GhUbXcfh`<ca`Vi`f[`hÅh][`gY]b`i`bX`g]W`U`i`Z`X]Y`F`i`b`X`Y`f`b`Yi`Y`fi`b[`j`cb`@`_`k`!`F`Y]Z`Yb`g`ck`]Y`X]Y`J`YfUfVY]hi`b[`j`cb`F`:`≠!`7`\]dg`_`cbnYbhf]YfYb"

8]Y`9bhgW`Y]Xi`b[`j`cb`J]Y[U`_`ØbbhY`gca`]h`Y]b`Yb`dcbg]hj`Yb`æ`di`g`ZØf`X]Y`[`YgUa`hY`F`Y[]cb`GUUf`UbX`[`YVYb`i`bX`nY][`hž`k`]Y`k`]W`h][`X]Y`5bg]YX`i`b[`ni`_i`bZhgc]Yb]YfhYf`i`bhYfbY`a`Yb`ZØf`X]Y`G`W`UZZ`b[`j`cb`5fVY]hgd`ÅhnYb`i`bX`X]Y`G`h`Å`f`_i`b[`XYf`c`_`U`Yb`K`]fhgW`UZh`]gh"

8YhU]`g	
C`f`h	?]f`_`Y`ž`GUUf`UbX`ž`8Yi`hgW`_`UbX
E`i`Y`Y`b	<ul style="list-style-type: none">• k`k`k`"gc`"XY• k`k`k`"gVn!`cb`]bY"XY

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