

Gcn]U`Y`≠bbcj Uh]cb`]b`6Yf`]b.`BYi Y`J]`U
J]j U`ZØf`bUW\ \U`h][Yb`Hci f]ga i g°

6]g`&\$&+`YbhghY\h`]b`6Yf`]b! : f]YXf]W\g\U]b`X]Y`J]`U`J]j U
<c`na Uf_hž`Y]b`bUW\ \U`h][Yg`<chY`dfc`Y_hj cb`J]j U`Wcb
5[i U"



<c`na Uf_h`&) ž`%\$&() `6Yf`]bž`8Yi hgW\`UbX`!`≠`6Yf`]b
Zcfa]Yfhg]W\`Y]b`bYi Yg`<][\`][\hZØf`FY]gYbXY`i bX
GhUXhVYk c`bYf`[`Y]W\Yfa U»Yb.`8]Y`J]`U`J]j U`<c`na Uf_h`6]g
&\$&+`YbhghY\h`Ub`XYf`<c`na Uf_hghfU»Y`&) `ja`GhUXhhY`
: f]YXf]W\g\U]b`Y]b`; ÅghY\Ui gž`XUg`k Y]hØVYf`X]Y`ØV`]W\Yb
<chY`ghUbXUfXg`\]bUi g[Y\h`≠`Y]bYf`NY]hž`]b`XYf`bUW\ \U`h][Y
GhUXhYbhk]W`i b[`a Y\f`XYbb`Y`[YZfU[h]ghž`gYhnh`X]YgYg`Dfc`Y_h
A U»ghÅVY``8]Y`≠]h]Uh]j Y`ghUa a`hj cb`XYf`[Ya Y]bbØh][Yb
Cf[Ub]gUh]cb`J]j U`Wcb`5[i Už`X]Y`g]W\`gY]h`\fYf`; fØbXi b[`&\$ \$*
Xi fW\`6Yb`Ua]b`5Xf]cb`ZØf`XYb`Ni [Ub[`ni`gUi VYfYa`Hf]b_k UgYf
Y]bgYhnh``8cfhk]fX`VY]`k Y]hYa`b]W\h`bi f`ØVYfbUW\hYh` ; ÅghY
g]bX`Y]b[Y`UXYbž`Ub`dcg]hj Yb`≠XYb`hY]`ni \UVYb`i bX`bYi Y
6Y[Y[bi b[Yb`ni`Yf`YVYb``8]Y`J]`U`J]j U`]b`6Yf`]b`k]fX`XYf`nk Y]hY

GhUbXcfh'X]YgYf'5fh]b'8Yi hgW\`UbXž'bUW\`XYa`'&\$&'`YfÒZZbYhYb
<Ui g`]b`<Ua Vi f["

A]h'††%) \$`N]a a Yfb††žj cb`XYbYb`Y]b][Y`]a`'7Ua d]b[`; fci bX
gc[Uf`i bhYf`&\$`9i fc`dfc`B UW\h`Ub[YVchYb`k YfXYb`gc``Ybž`V]YhYh
X]Y`J]``U`J]j U`<c`na Uf_h`Y]bY`gY\`f`UhfU_h]j Y`C dh]cb`ZØf
i bhYfgW\]YX`]W\ghY`F Y]gYbXY``8]YgY`Xi fW\XUW\hY`DfY]gghfUhY[]Y
_ÒbbhY`[YfUXY`† b[Y`i bX`gc n]U``VYk i gghY`I f`Ui VYf`Ubgd fYW\Yb"
7\`f]ghcd\`?`YbnYbXcfZž; YgW\ÀZhgzØ\`fYf`XYg`<c`na Uf_hgž`VYhcbh
X]Y`gc n]U`Y`J YfUbhk cfhi b[`XYg`Dfc`Y_hgž`XUg`U`g`?bchYbdi b_h`XYg
; Ya Y]bk c\`g`i bX`XYf`; Ya Y]bgW\UZhgv]`Xi b[`j YfghUbXYb`k YfXYb
gc````<]Yf`]gh`Y]bY`_`UfY`J YfV]bXi b[`ni`XYb`≠XYb`Y]bYf
bUW\`U`h][Yb`GhUXhYb`hk]W_`i b[`ni`gY\`Yb.`; Ya`À»`XYb`U`hi Y``Yb
<YfUi gZcfXYfi b[Yb`]b`XYb`i fVUbYb`F`Ài a Yb`gYhnh`X]YgYg`<chY`
Ui Zgc n]U`Yž`Ò_c`c[]gW\Y`i bX`Ò_c bca]gW\Y`B UW\`U`h][_Y]h"

I a k Y`hgW\i hn`i bX`gc n]U`Y`J YfUbhk cfhi b[

8]Y`J]``U`J]j U`<c`na Uf_h`k]fX`i bhYf`XYa
?ZK !)) !9ZZ]n]YbngHubXUfX`Yff]W\hYhž`k Ug`VYXYi hYhž`XUgg`XUg
; YV`Ài XY`YbYf[Yh]gW\`VYgcbXYfg`YZZ]n]Ybh`gY]b`k]fX``9]b
\YfUi gfU[YbXYg`A Yf_a U`]gh`XYf`: c_i g`Ui Zi a k Y`hZfYi bX`]W\Y
A UhYf]U`]Yb` `<c`n`k]fX`U`g`<Ui dhVUi ghcZZ`ZØf`: UggUXY`i bX
: YbghYf`Y]b[YgYhnhž`k Ug`XYa`Dfc`Y_h`b]W\h`bi f`Y`gh\`Yh]_ž`gcbXYfb
Ui W\`Y]bYb`[fØbYb`: i »UVXfi W_`j Yf`Y`\h``8]Y`[**YgY``gW\UZh`]W\Y
F Y`Yj Ub n`gc`W\Yf`≠]h]Uh]j Yb`_Ubb`b]W\h`\cW\`[Ybi [**
Y]b[YgW\Àhnh`k YfXYb.`≠`Y]bYf`NY]hž`]b`XYf`ØVYf`) \$i`XYf
K Y`hVYj Ò`_Yfi b[`]b`GhAXhYb`YVhž`g]bX`bUW\`U`h][Y`@Øgi b[Yb
[YZfU[hž`X]Y`gck c\`U`hi Y``Yb`U`g`Ui W\`ni _ØbZh[Yb`; YbYfUh]cbYb
ni [i hY_ca a Yb"

8]Y`; Yk]bbY`Ui g`XYa`6Yhf]YV`XYg; Ugh\Ui gYg`Z]Y»Yb`bU\Yni
j c``gh`ÀbX][`]b`X]Y`A]gg]cb`j cb`J]j U`W`b`5[i Už`]bgVYgcbXYfY`]b
Dfc`Y_hYž`X]Y`XYb`Ni [Ub[`ni`Hf]b_k UggYf`g]W\Yfb``8]Yg`]gh`b]W\h
bi f`Y]b`dcg]h]j Yf`6Y]hfU[`ni`f`gc n]U`Yb`; YfYW\h][_Y]hž`gcbXYfb
Ui W\`Y]b`6Y]gd]Y``XUZØfž`k]Y`; Yk]bbY`b]W\h`bi f`ni a`Y][YbYb
Bi hnYbž`gcbXYfb`ZØf`XUg; Ya Y]bk c\`Y]b[YgYhnh`k YfXYb`_ÒbbYb"
8]Y`G\UfY\c`XYf`; Ub[ž`Y]b`Ni gUa a YbgW\`i gg`j cb

Df]j Uh]bj YghcfYbž`Ā`h`%\$ \$i` `XYf`5bhY]`Y`Ub`XYf`J`J``U`<c`na Uf_h
<Ui`g` ; a`V<ž`k`cVY]`X]Y`C`f[Ub]gUh]cb`X]Y`a`Y]ghYb`5bhY]`Y`]b
Y]bYa`ZU]fYb`A`cXY``c`f[Ub]g]Yfh`Ā`Uh"

8Yf`<c`na Uf_h`U`g``YVYbX][Yf`C`fh

8Yf`<c`na Uf_h`gY`Vgh`Yb`hk`jW_Y`hY`g]W_X`gY]h`&\$%*`U`g`Y]b`F`Ui`a`ZØf
gcn]U`j`YfhfĀ[`]W_X`Y`i`bX`[Ya`Y]bk`c`Ā`c`f]YbhY`GhUXhYb`hk`jW_`i`b["
5i`Z`X]YgYa`E`i`Ufh]Yf`g]bX`VYfY]hg`?`i`hi`fgW_X`UZZYb`XYž`Y]b
?`j`bXYf[UfhYb`i`bX`j`YfgW_X]YXYbY`[Ughfcbca`]gW_X`6Yhf]YVY
UbgĀgg][ž`XUfi`bhYf`XYf`VY`Ub`bhY`HYW_X`bcWi`V`?`UhYf`6`Ui`"8]YgY
Vi`bhYb`Ghfi`_hi`fYb`gc`f[Yb`XUZZØfž`XUgg`XYf`<c`na Uf_h`U`g
`YVYbX][Yf`C`fh`k`U`f[Ybca`a`Yb`k`]fXž`Ub`XYa`A`YbgW_X`Yb`a`]h
i`bhYfgW_X]YX`]W_X`ghYb`<`]bhYf[fØbXYb`ni`gUa`a`Yb`ca`a`Yb`_ØbbYb"

8]Y`J`J``U`J`j`U`<c`na Uf_h`k`]fX`gca`]h`U`g`9l`dYf]a`Ybh`XYf
GhUXhYb`hk`jW_`i`b[`j`YfghUbXYb`Y`Y]b`Dfc`Y`h`c`Ā`bY`Dfc`Z]h]bhYfYggYž
XUg`j`cb`Y]bYa` ; Y]gh`XYf`Ni`gUa`a`YbUfVY]h`i`bX`XYg`9b[U[Ya`Ybhg
[YhfU[Yb`k`]fX`"5i`Z`Y]bYf`_Øfn`]W_X`UV[Y`Ā`U`hYbYb`DfYggY`cbZYfYbn
Ua``%+"`ž``]&\$&)`i`bhYfghf]W_X`Yb`X]Y`⊕]h]UhcfYbž`XUgg`Yg`VY]`X]YgYa
<chY`b]W_X`h`Ui`ggW_X`Y»`]W_X`i`a`X]Y` , VYfbUW_X`hi`b[Yb`[Y`Ā`h`9g[Y`Ā`h
j`Y`a`Y`Ā`f`XUfi`a`ž`Y]bYb`F`Ui`a`ni`gW_X`UZZYbž`XYf`XUg`A`]hY]bUbXYf
ZØfXYfh`i`bX`_fYUh]j`Y`9bYf[]Yb`YbhZU`hYh"

⊕`Y]bYf`NY]hž`]b`XYf`XYf`A`Ub[Y`Ub`K`c`Ā`b`f`Ui`a`j`]Y`Yb`GhĀXhYb`ni
gW_X`UZZYb`a`UW_X`hž`nY][h`XUg`<c`na Uf_h`!Dfc`Y`h`Xi`fW_X`Ui`gž`k`]Y
]bbcj`Uh]j`Yg`8Yb`_Yb`i`bX`gc`n]U`Y`HY]`Ā`UVY`<UbX`]b`<UbX`[Y`Ā`Yb
_ØbbYb`"8Ug`N]Y`ž`gc`n]U`Y`B`UW_X`Ā`U`h][_Y]h`]a`i`fVUbYb`F`Ui`a`ni
ZØfXYfbž`_ØbbhY`a`cXY``Ā`UZh`ZØf`j`]Y`Y`UbXYfY
GhUXhYb`hk`jW_`i`b[gdfc`Y`hY`]b`8Yi`hgW_X`UbX`gY]b`Gc`Yb`ghY`Ā`h`Ā`Yf
b]W_X`h`bi`f`Y]b`<chY`ž`gcbXYfb`Y]b`YW_X`hYf`gc`n]U`Yf`i`bX`_i`hi`fY`Yf
?bchYbdi`b_h`]b`6Yf`]b"

8YhU]`g	
C`fh	<c`na Uf_h`i`&) ž`%\$&() `6Yf`]bž`8Yi`hgW_X`UbX`
E`i`Y``Yb	<ul style="list-style-type: none">k`k`k`"hc`d`Ā`chY``"XY

8YhU]`g	
	<ul style="list-style-type: none">• [fccjY"XY• kkk"VdV"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`i bgYfY!\chY`g"XY