

6Ub';]cWK UggYfZU``. 'BYi Yg
Hci f]ga i g_cbnYdh'ZØf'i bj Yf[Ygg`]W\ Y
9f`YVb]ggY°

8]Y``c_U'Y'6Yj Ò`_Yfi b['ZØfXYfh'XYb'Hci f]ga i g'Ua '6Ub';]cW
K UggYfZU``a]hj YfVYggYfhYb'8]Ybgh'Y]ghi b[Yb'i bX
l a k Y`ha U»bU\`a Yb'UV'A U]`&\$&)"



6Ub';]cWK UhYfZU``ž'J]YhbUa '!8]Y``c_U'Y'6Yj Ò`_Yfi b['i bX'X]Y
6Y\ØfXYb'ja 'Hci f]ga i g[YV]Yh'XYg'6Ub';]cWK UggYfZU``g'UfVY]hYb
XYfnY]h[Ya Y]bgUa 'XUfUbž'X]Y<YfUi gZcfXYfi b[Yb'XYg'Hci f]ga i g
ni 'VYk À'h[Yb"N]Y`]gh'Ygž'X]Y'G]W\Yf\Y]h'gck]Y'X]Y'CFXbi b['i bX
X]Y'E i U']hÀh'XYg'Hci f]ga i g'ni 'j YfVYggYfb'i bX'ni [`Y]W\`bYi Y
@VYbg[fi bX`U[Yb'ZØf'X]Y'9]b\Y]a]gW\Yb'ni 'gW\UZZYb" `#`Y]bYa
Y\ f[Y]n[Yb'Dfc `Y_h'ghfYVh'a Ub'Ubž'XUg'9fgW\Y]bi b[gV]'X'XYg
; YV]Yhg'ni 'j YfÀbXYfb.'8Yf'W\Uch]gW\Y'5bV`]W_`i bcfXYbh]W\Yf
JYf_Ui ZgghÀbXY'gc``XYf'JYf[Ub[Yb\Y]h'Ub[Y\ØfYb'i bX'Xi fW\
[YdZY[hY'GhÀbXY'i bX'Y]bY'i bVYfØ\fhY`@UbXgW\UZh'YfgYhnh
k YfXYb"

: fØ\Yf'k Uf'XUg'6]X'XYf'FY[]cb'Xi fW'j]Y'Y'gdcbhUbY
<UbXY'gU_hj]]hÀhYb'i bX'i bcfXYbh]WXY'NY'hY'[YdfÀ[hž'k Ug'X]Y
ÿgh\Yh]_i bX'XUg'6Ygi W'gYf'YVb]g'Yf\YV'W'VYY]bhfÀW'h][hY"
8]YgY'9bhk]W_ i b[]gh'Y]bY': c'[Y'XYf'6Ya Ø\i b[Yb'XYf
6Yj Ò_ Yfi b[žg]W'Ub'XYb'Hci f]ga i g'Ubni dUggYbž'i a]\f
9]b_ca a Yb'ni 'ghY][Yfb""8]Yg'ZØ\fhY'YXcW'ni 'WUch]gWYb
6YX]b[i b[Ybž'X]Y'Ymh'VY\cVYb'k YfXYb'gc''Yb"

I a ZUggYbXY'A U» bU\ a Yb'ni f'J YfVYggYfi b[

I a 'X]Y'G]hi Uh]cb'ni 'j YfVYggYfbž'k i fXYb'j YfgW]YXYbY
A U» bU\ a Yb'Y]b[Y'Y]hYh""9]b'Dfc'Y_h'ni f'GhÀf_i b['XYg
A UbU[Ya Ybhg'k]fX'ja d'Ya Ybh]Yfhž'XUg'X]Y'K]YXYf\YfghY''i b[
j cb'c fXbi b['i bX'X]Y'G]WXYfi b['j cb'@VYbg[fi bX'U[Yb'ni a 'N]Y'
\Uh""9]b'bYi Yf'GYfj]W'VYfY]W'k]fX'Y]b[Yf]W'hYhž'U'hY
J Yf_Ui ZgghÀbXY'k YfXYb'i a j Yf'Y[hž'i bX'Yg'YbhghY\Yb'bYi Y
DUf_a Ò['W'Y]hYb']b_ i gj Y'HfUbgdcfhX]YbghYb'a]h'9'Y_hfcUi hcg"
8]YgY'i a k Y'hžfYi bX']WXY'A U» bU\ a Y'a ÒW'hY'b]W'h'bi f'X]Y
I a k Y'hj YfgW'a i hni b['a]b]a]YfYbž'gcbXYfb'Ui W'X]Y
5hfU_hj]]hÀh'XYg'; YV]Yhg'ghY][Yfb"

Dcg]hj] Y'F ØW_a Y'Xi b[Yb'j cb'W]bYg]gWYb'Hci f]ghYb'i bX
]bhYfbUh]cbU'Yb'F Y]gYVØfcg'ØVYf'X]Y '@UbXgWUZhi bX'X]Y
GYfj]W'ei U']hÀh\UVYb'VYfY]hg'X]Y'F i bXY'[Ya UW'h""8 Ug
A]b]ghYf]i a 'ZØf'?i 'hi fž'Gdcfh'i bX'Hci f]ga i gj cb'7Uc'6Ub[
i bhYfghfY]W'h'X]Y'J YfVYggYfi b['XYf'9]b_Ui ZgVYX]b[i b[Yb'i bX
X]Y'GWUZZ b['bYi Yf'5fVY]hgd'ÀhnY'U'g'k]W'h][Y'5gdY_hY'XYg
9bhk]W_ i b[gd'Ubg'ZØf'X]Y'F Y[]cb""8Yb'bcW'k]fX'Ui Z'X]Y
<YfUi gZcfXYfi b[Yb'k À\YbX'XYf'<cW'gU]gcb'\]b[Yk]YgYbž
XUfi bhYf'J Yf_Y\fgghUi g'i bX'i bcf[Ub]g]YfhY'DUf_d'ÀhnY"

; fYbnØVYfgW fY]hYbXY

Hci f]ga i g_ccdYfUh]cb

⇒a '?cbhYi h'XYf'9bhk]W_ i b['XYg'6Ub';]cWK UggYfZU'g']gh'Ui W
X]Y'[fYbnØVYfgW fY]hYbXY'Hci f]ga i g_ccdYfUh]cbgncbY'nk]gWYb
7\]bU'i bX'J]YhbUa 'Yfk À\bYbgk Yfh""8]YgY'cZZ]n]Y''Y'NcbY'k i fXY

Ua`%)`"C_hcVYf`&\$&(`YfÖZZbYhi`bX`j`YfV]bXYh`X]Y`W`X]bYg]gW`Y`
 GhUXh`7\`cb[`ni`c`]b`XYf`;`i`Ub[`I]!Dfcj`]bn`a`]h`XYa`
 j`]YhbUa`Yg]gW`Yb`HY`]`XYg`K`UggYfZU``g``Hci`f]ghYb`VY]XYf`@`AbXYf`
 dfcZ]h]YfYb`j`cb`Yf`Y]W`hYfhYb`Nc``UVZYfh][`i`b[`gX]YbghYb`]bbYf\`U`V`
 X]YgYf`NcbY"

Ni`XYb`]a`d`Ya`Ybh]YfhYb`A`UbU[`Ya`YbhUffUb[`Ya`Ybhg`nA`\`Yb`
 i`bhYf`UbXYfYa`];`fi`ddYbVi`W`i`b[`Ybž`nY]h`]W`VY[`fYbnhY`
 [`fYbnØVYfgW`fY]hYbXY`F`Y]gYb`i`bX`ZYgh[`Y`Y[`hY`F`Y]gYfci`hYb``8Yf`
 8Yh]Ub!`6Ub`;`]cWK`UggYfZU``[`]h`b]W`h`bi`f`U`g`XYf`[`fÖ»`hY`
 [`fYbnØVYfgW`fY]hYbXY`K`UggYfZU``]b`5g]Ybž`gcbXYfb`Ui`W`U`g`XYf`
 j`]Yfh[`fÖ»`hY`k`Y`hk`Y]h``8]YgY`?`ccdYfUh]cb`ghY``h`X]Y`YfghY`]`fYf`5fh`
]b`7\`]bU`XUf`i`bX`gc``k`Yfhj`c``Y`9f`_Yb`b`hb]ggY`ZØf`X]Y`
 Ni`gUa`a`YbUfVY]h`nk`]gW`Yb`VY]XYb`@`AbXYfb``]YZfb``C`Z]n]Y``Yb`
 8UhYb`ni`Zc`[`Y`\UVYb`j`cb`C_hcVYf`V]g`8YnYa`VYf`&\$&(`VYfY]hg`
 ØVYf`("\$`\$\$`W`X]bYg]gW`Y`Hci`f]ghYb`XYb`j`]YhbUa`Yg]gW`Yb`HY`]`XYf`
 NcbY`VYgi`W`h"

5V`XYa``%*``A`U]`&\$&) `k`]fX`Y]bY`H]W`_Yhj`Yf`_Ui`ZgghY``Y`Ua`bYi`Yb`
 Duf`_d`Uhn`Y]b[`Yf]W`hYhž`i`bX`Yg`YfZc`[`h`Y]bY`Yb[`Y`?`ccfX]bUh]cb`a`]h`
 G]W`Yf\`Y]hg`_f`Ä`ZhYbž`i`a`XYb`J`Yf`_Y`f`ni`fY[`Y`b`i`bX`X]Y`Hci`f]ghYb`
 ni`i`bhYfghØhnYb``6Ygi`W`YffØW`_a`Y`Xi`b[`Yb`k`YfXYb`]YgUa`a`Y`hž`
 i`a`X]Y`GYfj`]W`ei`U`]h`Ä`h`k`Y]hYf`ni`]YfVYggYfb`i`bX`X]Y`9b`hk`]W`i`b[`
 XYg`;`YV]Yhg`bUW`\`U`h][`ni`[`YghU`hYb``8]Y`ni`_ØbZh][`Y`E`i`U`]h`Ä`h`XYg`
 Hci`f]ga`i`g`]a`6Ub`;`]cWK`UggYfZU``gW`Y]bhj`]Y`]YfgdfYW`YbXž`
 k`Ä`fYbX`X]Y`?`ccdYfUh]cb`a`]h`7\`]bU`XYb`]bhYfbUh]cbU`Yb`
 Hci`f]ga`i`g`]Ub`_i`fVY`b`_Øb`bhY"

8YhU]`g	
C`f`h	6Ub`;`]cWK`U`hYfZU``ž`J`]YhbUa`
E`i`Y``Yb`	<ul style="list-style-type: none"> • k`k`k`"j`]YhbUa`"j`b` • Yb[`]g`\`"k`k`k`"[`cj`"Wb`

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`Y]bY!fY]gY"XY`