

GhfY]_]a ' l b]_`]b]_i a '7c hhVi g.' J YfX]
ZcfXYfh`%&i ' a Y\ f'; Y\ U`h°

A]hUfVY]hYf`XYf`l b]_`]b]_7c hhVi g'ghfY]_Yb`ZØf` \ Ò\ YfY`@Ò\ bY"
K UfbghfY]_gY]h' " ' & \$&) ž J YfX]`ZcfXYfh`%&i
; Y\ U`hgYf\ Ò\ i b["



7c hhVi gž'8 Yi hgW\`UbX`!`C j Yf`) \$\$`b]W\hÀfnh]W\Y`A]hUfVY]hYf`XYf`
A YX]n]b]gW\Yb`l b]j Yfg]hÀh`@Ui g]hn' `7Uf`H\]Ya`fA l @7HÉ`]b
7c hhVi g` \UVYb`Ua`8cbbYfghU[a cf[Yb`]b`Yi W\hYbXYb`[Y`VYb
K Ufbk YghYb`ZØf`VYggYfY`5fVY]hgVYX]b[i b[Yb`[YghfY]_h`'8]YgYf
K UfbghfY]_k i fXY`j cb`XYf`; Yk Yf_gW\UZh`J YfX]`Ui g[Yfi ZYbž`X]Y
Xf]b[YbX`Y]bY`VYggYfY`6YnU\`i b[`Y]bZcfXYfh`'8]Y` : U\ fYf`]b`XYb
; Ygi bX\Y]hg!`i bX`DZY[YVYfi ZYb`UggYb`XUa`]h`Ui Z\cfW\Yb"

<]bhYf[fi bX`XYg`GhfY]_g`g]bX`X]Y`V]g\Yf][Yb`HUf]ž Yf\UbX`i b[Ybž
X]Y`g]W\`U`g`Yf[YVb]g`c`g`Yfk]YgYb` \UVYb`" J YfX]`ZcfXYfh`%&`DfcnYbh
a Y\ f'; Y\ U`h`cXYf`a]bXYghYbg`) \$\$`9i fc`ZØf`X]Y`VYhfc`ZYbYb
A]hUfVY]hYf`"; Yk Yf_gW\UZh`ggdfYW\Yf`F U`Z` : fUb`_Y`j YfXYi h]W\hž
XUgg`X]YgY` : cfXYfi b[Yb`]a`'9]b`_Ub[`a]h`XYa`HUf]ž YfhfU[`]a

ÖZZYbh]WYb'8]YbghghY\Yb'Y]b'Di b_hž'XYf]b'UbXYfYb'GhÅXhYb
k]Y'6Yf']b'i bX'8fYgXYb'Àb[gh'VYfØW_g]W h][h'k]fX"5_hi Y''k]fX
XUg''YhnhY'5b[YVch'XYf'l b]_]b]_U'g'i bni fY]WYbX'VYhfUW hYhž'XU
Yg'\]bhYf'XYb': cfXYfi b[Yb'ni fØW_V'Y]Vh"9]bY
J Yf['Y]W g'fYW bi b['\Uh'Yf[YVYbž'XUgg'DZY[Y_fÅZhY'a]h'X]YgYa
5b[YVch']b'XYb'_ca a YbXYb'nk Y] ð\ fYb'fi bX' ("&\$'9i fc
k Yb)[Yf'j YfX]YbYb'k ØfXYb'U'g'bUW'XYa 'HUF]Z] YfhfU["Hfchn
Y]bYf'BchX]Ybghj YfY]bVUfi b['a i gghYb'j]Y'Y' [Yd'UbhY
C dYfUh]cbYb'YXcW'j YfgW'cVYb'k YfXYbž'k Ug'X]Y'5i gk]f_i b[Yb
XYg'GhfY]_g'j YfXYi h]W h"

HUF]Z] Yf\ UbX'i b[Yb']a 'ÖZZYbh]WYb'8]Ybgh

8Yf'GhfY]_]b'7chhVi g]gh'HY]'Y]bYf' [fØ» YfYb'6Yk Y[i b['ja
ÖZZYbh]WYb'8]Ybgh" , VYf'&ž* 'A]''cbYb'6YgW'ÀZh][hY'ZcfXYfb
a Y\ f'; Y'X'i bX'VYggYfY'5fVY]hgVYX]b[i b[Yb" ð'DchgXUa
VY[]bbYb'k Y]hYfY'HUF]Z] Yf\ UbX'i b[Ybž'X]Y'g]W'ØVYf'XfY]'HU[Y
YfghfYW_Yb'i bX'X]Y'Xf]hhY'J Yf\ UbX'i b[gfi bXY']b'X]YgYf'F Y]\Y
XUfghY''Yb"8]Y'; Yk Yf_gW'UZhYb'J YfX]i bX'XVV'gYhYb'g]W'ZØf
Y]bY'HUF]ZYf\ Ò\i b['j cb', 'DfcnYb'h'cXYf'a]bXYghYbg') \$'9i fc
a Y\ f'dfc'A cbUh'Y]bž'gck]Y'ZØf'ni gÅhn]WY'ZfY]Y'HU[Y"8]Y
5fVY]h[YVYf'\]b[Y[Yb'VYhfUW hYb'X]Y': cfXYfi b[Yb'U'g'ni '\cW
i bX'fYW bYb'a]h'Å\ f]WYb'A Y\ f_cghYb'j cb'ZUgh'%) 'A]''UfXYb
9i fc"9]b'cZZ]n]Y''Yg'5b[YVch''Y[h'bcW'b]W h'Ui ZXYa 'H]gW'ž'i bX
Y]bY'9]b][i b['Ua 'K cWYbYbXY'YfgW'Y]bh'a Y\ f'U'g'ZfU['W'"8Yf
8fi W_]gh[fc» ž'XU']b'a Y\ fYfYb'GhÅXhYbž'XUfi bhYf'B]YXYfgUW'gYbž
<Ua Vi f['i bX'GUW'gYbž'\Yi hY'K UfbghfY]_g'ghUhhZ]bXYbž'X]Y
j YfgW]YXYbY'6YfY]WY'XYg'ÖZZYbh]WYb'8]YbghYg'VYhfYZZYb"

8]Y''Ui ZYbXYb'HUF]Z] Yf\ UbX'i b[Ybž'X]Y'gY]h'9bXY'A U]'b'7chhVi g
ghUhhZ]bXYbž'nY][Yb'YI Ya d'Uf]gW'X]Y'<YfUi gZcfXYfi b[Ybž'X]Y
g]W'Ui g'XYf'8]ZZYfYbn'nk]gWYb'XYb': cfXYfi b[Yb'XYf
5fVY]hbY\ a Yf'i bX'XYb'A Ø['W_Y]hYb'XYf'5fVY]h[YVYf'Yf[YVYb"
8]Y'bÅW ghY'J Yf\ UbX'i b[gfi bXY']b'7chhVi g]gh'VYfY]hg'ZØf'XYb'%\$"
ž']'Ub[YgYhnh"<]Yf'V'Y]Vh'X]Y': fU[Y.'K]fX'Yg'XYb
J Yf\ UbX'i b[gdUfhY]Yb' [Y']b[Ybž'Y]bYb'hfU[ZÅ\][Yb'?ca dfca]gg
ni 'Z]bXYbž'cXYf'V'Y]Vh'XYf'8fi W_'XYf'GhfY]_YbXYb'k Y]hYf\]b'\cW'3
I a 'X]YgY'H\Ya Yb'ni 'j YfZc'[Ybž'c\ bh'g]W'Y]b'6']W_]b'X]Y

HUF]Z[YgWk]Wk hY`XYg`ÖZZYbh]Wk Yb`8]YbghYgž`X]Y`j`cb`gh`AbX][Ya
F]b[Yb`i`a`VYggYfY`5fVY]hgVYX]b[i`b[Yb`[Ydf`[h`]gh"

⊕`XYb`j`Yf[Ub[YbYb`HUF]Zfi`bXYb`[UV`Yg`]a`a`Yf`k`]YXYf`
:`cfXYfi`b[Yb`bUWk`9f`Ö\i`b[`XYf`;`Y`Ä`hYfž`k`]Y`ni`Y`hnh`&`\$`%`ž`U`g`
Y]bY`HUF]Z]`Yf`UbX`i`b[`ZØf`XYb`ÖZZYbh]Wk Yb`8]Ybgh`Y]b`D`i`g`j`cb`
&`ž`i`i`UV`\$`%`8`YnYa`VYf`&`\$`&`g]Wk Yfhy`"J`Yf[`Y]Wk`h`a`Ub`bi`b`X]Y`
V]g`Y`f][Yb`9f[YVb]ggYž`k`]fX`g`Wk`bY`"U`fž`XUgg`X]Y`U`_`hi`Y`"Yb`
5`bgdf`Ø`Wk`Y`XYf`A`]hUfVY]hYf`b]Wk`h`bi`f`Ui`Z`X]Y`[i`hY`U`hY`HfUX]h]cb`
XYg`GhfY]_Ybg`ni`f`Ø`W`[Y`Ybž`gc`bXYfb`Y]bY`5`b`hk`c`fh`Ui`Z`X]Y`g]Wk`
ghYh][`j`Yf`Ä`bXYfbXYb`@YVYbg`U`hi`b[g!`i`bX`5fVY]hgVYX]b[i`b[Yb`
g]bX`"8`YfnY]h`ghY`Yb`ni`XYa`HUF]Zfi`bXYb`ZØf`XYb`ÖZZYbh]Wk Yb`
8]Ybgh`f`HJ`Ø8`Ł`i`bX`UbXYfY`6`YfY]Wk Y`Ui`Z`XYf`5[YbXUž`X]Y]b`XYb`
`ca`a`YbXYb`A`cbUhYb`ZØf`5i`ZgY`Yb`gcf[Yb``Ö`bb`hYb"

9g`V`Y]Vh`U`gc`gd`UbbYbX`]b`7`chhVi`g`i`bX`UbXYfYb`f`Y`[]cbYb`
8`Yi`hgWk`UbXgž`k`Ä`fYbX`g]Wk`X]Y`5`b`ZcfXYfi`b[Yb`XYf`
6`YgWk`Ä`Zh][hYb`]a`ÖZZYbh]Wk Yb`8]Ybgh`bi`f`j`YfgUa`a`Y`b`ž`UVYf`Y]bY`
@`Øgi`b[`k`Y]hYf`]b`Ui`Z`g]Wk`k`UfhYb`Ä`ggh`8]Y`:`fU[Yž`X]Y`Y`hnh`U`Y`
VYk`Y[hž`]gh`K`]Y`k`Y]h`g]bX`5fVY]h[YVYf`VYfY]h`ni`[Y`Ybž`i`a`]`fY`
A`]hUfVY]hYf`ni`Zf]YXYb`ni`ghY`Yb`i`bX`XYb`GhfY]_YbXYb`Y]b`9`bXY`ni`
gYhnYb3

K`Y]hYfY`⊕`Zcf`a`Uh]cbYb`ØVYf`X]Y`U`_`hi`Y`"Yb`HUF]Z]`Yf`UbX`i`b[Yb`
i`bX`XYfYb`J`Yf`Ui`Z`Z]bXYb`G]Y`VY]`XYb`F`6`6`ž`N8`:`i`bX`]b`XYf`
,`VYfg]Wk`h`Ui`Z`c`YZZYbh]Wk Yb`!`X]Ybgh`XY"

8YhU]`g	
C`fh	7`chhVi`gž`8`Yi`hgWk`UbX`
E`i`Y`"Yb`	<ul style="list-style-type: none">• k`k`k`"fVV`&(`"XY`• k`k`k`"nXZ`Yi`hY`"XY`• k`k`k`"cYZZYbh]Wk Yb`!`X]Ybgh`XY`

6Ygi`Wk`Yb`G]Y`i`bg`Ui`Z`b`!`U["bYh`