

%+ 'A] ``]cbYb '9i fc 'ZØf 'B]YXYfgUWÅ gYb.
< cZZbi b['ZØf ``c _U`Y`Dfc ^Y_hY °

9bhXYW_Yb`G]Y`X]Y`5i`gk`]f_i`b[`Yb`XYg`9i`fc`UW_dch!;`Yk`]bbg`
]b`B`cfXgUWÅ`gYb.`7\`UbWÅ`b`ZØf``c`_U`Y`Dfc`^Y`_hY`i`bX`gcn]U`Y`
ϕ]h]Uh]j`Yb"



C gbUVfØW_ž`8`Yi`hgWÅ`Ub`X`!`9]b`bYi`Yf`@`c`hrc!;`Yk`]bb`gcf[`h`i]b`
C gbUVfØW_`ZØf`5i`ZFY[`i`b[`i`bX`V]YhYh`gdUbbYbXY`DYfgdY`_h]j`Yb`ZØf`
X]Y`FY[`]cb``8`Yf`;`Yk`]bb`j`cb`%+`ž`'A`]``]cbYb`9i`fc`k`]fX`
j`cfUi`gg]WÅ`h]WÅ`b]WÅ`h`bi`f`XUg`@`YVYb`XYg`;`Yk`]bb`Yfg`j`Yf`À`bXYfb`ž`
gcbXYfb`Ui`WÅ`dcg]h]j`Y`æ`di`gY`ZØf``c`_U`Y`Dfc`^Y`_hY`gY`hYb``9g`]gh`
Y]b`;`Yk`]bb`ž`XYf`b`B`]YXYfgUWÅ`gYb`V`Y]Vhž`i`bX`XYggYb`
J`Yfk`Yb`Xi`b[`i`[`Ubn`ja`i`G]bbY`XYf`;`Ya`Y]bgWÅ`UZh`i]Y[`Yb`_`ÖbbhY`"
NU\`fY]WÅ`Y`æ`YYb`k`UfhYb`bi`f`XUfUi`Zž`i`bhYfgh`Ø`hnh`ini`k`YfXYb`ž`UVYf`
c`Zi`ZY\`Yb`X]Y`b`Øh][`Yb`Z]b`Ubn]Y``Yb`A`]hY`"

8`i`fWÅ`XYb`;`Yk`]bb`_`ÖbbhYb`k`]WÅ`h][`Y`ϕ]h]Uh]j`Yb`ž`k`]Y`
F`Ybc`j`]Yfi`b[`Yb`j`cb`ž`[`YbXY]bf]WÅ`hi`b[`Yb`ž`X]Y`8`cfZUXYb!`ϕ]h]Uh]j`Y`
cXYf`bUWÅ`U`h][`Y`K`c`l`bdfc`^Y`_hY`ž`Y]bYb`GWÅ`i`V`Yf`U`hYb``8`]Y`

A Ò[`]W_X]hYb`g]bX`j]Y`ZÀ`h][`i bX`_ÒbbhYb`Y`ZYbž`X]Y
@VYVbgei U`hÀh`]b`XYf`F Y []cb`ni`ghY][Yfbž`k À`fYbX`[`Y]W_nY]h][
bYi Y`5fVY]hgd`À`hY`[YgW`UZZYb`k YfXYb`"K]Y`B c f X g U W g Y b & (
VYf]W`hYhž`_ÒbbhY`Y]b`gc`W`Z]bUbn]Y`Yf`Ni Zi gg`<c`Zbi b[`Ui Z
J YfÀbXYfi b[Yb`i bX`i bhYfghØ`hni b[`]b`XYf`; Ya Y]bgW`UZh
Ui g`ÒgYb"

8]Y`gc n]U`Y`J YfU`b`hk c f hi b [`j c b
@c`hhc [Yk]b`b`Y`b

@c`hhc`]gh`ZØf`j]Y`Y`A YbgW`Yb`b]W`h`bi`f`Y]b`Y]b`ZUW`Yg`; `ØW`ggd]Y`ž
gcbXYfb`Ui`W`Y]bY`_`Y]bY`5i`gnY]h`j`ca`5`hU[ž] YfVi`bXYb`a`]h`XYf
<c`Zbi b[`Ui`Z`Y]bYb`[fc» Yb`; Yk]bb`"8]Y`; `ØW`gGd]fU`Y`ž`X]Y`gY]h
%- * - `VYghY`hž`VY]gd]Y`gk`Y]gY`ž`n]Y`h`Gd]Y`Yf`Ub`a`]h`XYf
J Yf\Y]»i b[`j`cb`@VYVbg`Ub[`[UfUb]Yfh`%\$"\$\$\$`9i`fc`a`cbU`h]W`
cXYf`Y]bYa`Y]ba`U][Yb`6YhfU[`j`cb`&ž`A]`]cbYb`9i`fc`", VYf`
k`c`W`Y`b`V`U`hh`"W`W`YfZU`fYb`k]fž`XUgg`Y]b`HY]`XYf`9]bb`U`a`Yb
X]YgYf`@c`hYf]Y]b[`Ya`Y]bb`Ø`hni][Y`Dfc`Y`_`hY`Z]Y»hi`bX`gca`]h`Ui`W`
X]Y`; YgY`g`W`UZh`d`fc`Z]h]Yfh"

≈a`'š\`f`&\$`&'`ZcggYb`ØVYf`) \$`A]`]cbYb`9i`fc`Ui`g`XYf
; `ØW`gGd]fU`Y]b`nU`fY]W`Y;`ØfXYfa`U»b`U`a`Yb`i`bX`hfi [Yb`ni`f
l`bhYfghØ`hni b[`j`cb`Gdcf`hž`8Yb`_a`U`g`W`i`h`ni`bX
K`c`\`ZU`f`hgj`YfV`À`bXYb`]b`8Yi`hgW`U`bX`VY]"8]YgY`J`YfV]bXi`b[`j`cb
; Yk]bb`W`Ub`W`i`bX`[YgY`g`W`UZh]W`Ya`Bi`h`nYb`nY][hž`k]Y`k]W`h][
j`YfU`b`hk`c`f`hi`b[`gj`c`Y`g`; `ØW`ggd]Y`]gh"

8 Yf`6`]W`_`Ui`Z`X]Y`; YgUa`hY]b`b`U`a`Yb

9]b`6`]W`_`Ui`Z`X]Y`NU`Yb`nY][hž`XUgg`@c`hhc`]b`8Yi`hgW`U`bX`Y]b
VYXYi`hYbXYg`; YgW`À`Zi]gh"≈a`'š\`f`&\$`&'`VYhfi [Yb`X]Y`9]bb`U`a`Yb
XYf`%*`@c`hYf]Y[YgY`g`W`UZhYb`, ž`A]`]UfXYb`9i`fc`ž`k`c`VY]`Yhk`U`(\$
Dfc`nYb`h`X]YgYf`9]bb`U`a`Yb`]b[`Ya`Y]bb`Ø`hni][Y`Dfc`Y`_`hY`ZcggYb`"
A`8`F`ZUggh`ni`gUa`a`Ybž`XUgg`fi`bX`(`A]`]UfXYb`9i`fc`U`g`; Yk]bbY
Ui`g[YgW`Ø`hY`h`k`i`fXYb`i`bX`XUa`]h`A]`]cbYb`j`cb`A`YbgW`Yb`]b
8Yi`hgW`U`bX`Z]bUbn]Y`d`fc`Z]h]YfYb`_`c`b`b`h`Yb`"8`Uni`_`ca`a`Yb
hÀ[`]W`Y;`ØfXYfi`b[Yb`]b`6YfY]W`Yb`k]Y`?i`hi`fž`Gdcf`hi`bX`i`a`k`Y`h

a]h'Yhk U' - 'A]''cbYb'9i fc"

B UhØf`]Wk`Vf]b[h'Y]b ; Yk]bb`Ui Wk`]a a YbgY`J YfUbhk cfhi b[`a]h
g]Wk`"8]Y`9fk Ufhi b[Ybž`X]Y`Ub`XYb ; Yk]bbYf`[YghY`h`k YfXYbž
_ÖbbYb`ØVYfk`À`h][YbX`gY]b`"DgmWk`c`c[Yb`gdfYWkYb`\\Yf]j`ca
`@chc[Yk]bbYf!DUfUXcl` ž`XUg`VYgWk`fY]Vhž`k]Y`j]Y`8fi`W`i`bX`c`Zh
Ui Wk`J Yf`ÀbXYfi b[Yb`]a`gcn]U`Yb`i`a`ZY`X`Ui`Z`XYb ; Yk]bbYf
ni`_ca`a`Yb`_ÖbbYb`"8]g`fYh]cb`i`bX`Y]bY`[i`hY`D`Ubi`b[`g]bX`XU`Yf
i`bYf`Àgg`]Wk`ž`i`a`X`Yb`Ub[Zf]gh][Yb`9fZc`[`XYg ; Yk]bbg`ni`g]WkYfb"

9]b ; Yk]bb`k]Y`XYf`]b`C`gbUVfØW`_`_Ubb`Ui`Z`j`YfgWk`]YXYbY`5fhYb
j`Yfk`YbXYh`k`YfXYbž`gY]`Yg`ZØf`d`Yfg`Øb`]WkY`D`ÀbY`c`XYf`i`a`X`Yf
; Ya`Y]bgWk`UZh`ni`Y`Z`Yb`"@Ymh]Wk`V`Y]Vh`Yg`XYa` ; Yk]bbYf
ØVYf`UggYbž`k]Y`Yf`a`]h`X]YgYf`[fc»Yb`Gi`a`a`Y`i`a`[Y`h`5VYf`X]Y
<c`Zbi`b[ž`XUgg`Ua`9bXY`j]Y`Y`A`YbgWkYb`j`cb`X]YgYa` ; Yk]bb
dfc`Z]h]YfYb`_ÖbbYbž`VYghY`h`U`Y`a`U`"

8YhU]`g	
C fh	C gbUVfØW`ž`8Yi`hgWk`UbX
E i`Y`Yb	<ul style="list-style-type: none">• k k k "bcfXgUWk`gYb&("XY• k c Wk`YbV`Uhh"WW• k k k "a`Xf"XY

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