

A U\U`]U`G]b[\. 'J ca 'J Yf`U[']bg 5VYbhYi Yf' 'K Y`hfY]gY`UV`&\$&*`°

A U\U`]U`G]b[\`Ui g`Gi \`ghUfhYh`&\$&*`]\fY`K Y`hfY]gY`bUW
Y]bYf`5i gV]`Xi b[`]a `J Yf`U[`i bX`j Yfhf]hh`X]Y`≠?!?Ua dU[bY
ni f`6Yfi ZgUi gV]`Xi b["



Gi \`ž`8Yi hgW\`UbX`!`8]Y`K Y`h`Y[h`A U\U`]U`G]b[\`ni `: Ø» Yb`°`5V
»Jbi Uf`&\$&*`VY[]bbh`X]Y`5i gni V]`XYbXY`XYf`Gi \`Yf
J Yf`U[g[YgY`gW\UZh`b]W\h`bi f`Y]b`J c`c`bhUf]Uhž`gcbXYfb`Ui W\`Y]bY
Ui ZfY[YbXY`K Y`hfY]gYž`VY]`XYf`g]Y`i bhYf`UbXYfYa `BYi gYY`UbX
Yf`_i bXYb`k]fX`"B UW\`]\fYa `YfZc`[fY]W\Yb`5VgW\`i gg`XYg
: UW\UV]hi fg`Ua `@Ui hYbVYf[`]b`Gi \`\`Uh`A U\U`]U`]\fY`D`ÄbY`ZØf`X]Y
Ni `_i bZh`_`Uf`XYZ]b]Yfh`"i fgdfØb[`]W\`k c`h`Y`g]Y`9j Ybha UbU[Ya Ybh
ghi X]YfYbž`XcW\`XUg`6K @`Ugh[Y`7i ff]W`i a `Uh`g]Y`Ui ZY]bYb
UbXYfYb`K Y[`[YVfUW\h`"8]Y`7CJ`≠!%-!DUbXYa]Y`j YfÄbXYfhY`]fY
@YVYbgn]Y`Y`i bX`YfØZbYhY`bYi Y`DYfgdY`_h]j Yb"

8cW`VYj cf`Yg`Ui Z[fc» Y`FY]gY`[Y\hž`ghY\Yb`A U\U`]U`Ui ZfY[YbXY
A cbUhY`]a `J Yf`U[`Ub`"G]Y`fYdfÄgYbh]Yfh`X]Y`YfghY`Vi bXYgk Y]hY

5i gV]`Xi b[g_Ua dU[bY`XYf`ϕXi ghf]Y!`i bX`<UbXY`g_Ua a Yfb
fκ?gŁ'a]h`XYa `A chhc` 5i gV]`Xi b[`a UW`h'a Y`f`Ui g`i bg "'8]YgY
ϕ]h]Uh]j Y`ghUfhYhY`Ua ` - "'A Åfn`&\$&' `i bX`n]Y`h`XUfUi ZUVž`↑ b[Y
A YbgW`Yb`ZØf`X]Y`Xi U`Y`5i gV]`Xi b[`ni`VY[Y]ghYfb"'ϑ a Yf`\\b`g]bX
X]Y`5i gV]`Xi b[gnU`\\Yb`]b`GØXh`Øf]b[Yb`]a `ϑ\\f`&\$&&`i a`%\$ı` `Ui Z
%"\$&*`bYi`Y]b[YhfU[YbY`5i gV]`Xi b[gj Yf`\\A`hb]ggY`[Ygh]Y[Yb` `Y]b
YfZFYi`]W`Yf`HfYbX`"BYVYb`A U`U`U`[]Vh`Yg`UW`h`k Y]hYfY`5ni V]gž
X]Y`\\fY`9f`YVb]ggY`]b`XYf`5i gV]`Xi b[`Ui Z`XYa`H]_Hc_!`?UbU`
4 X]Y"Uni V]g`hY]`Yb`i bX`H]ddg`ZØf`XYb`6Yfi ZgY]bgh]Y[` [YVYb"

8]Y`J c fhY]`Y`XYf`Xi U`Yb`5i gV]`Xi b[

8]Y`Xi U`Y`5i gV]`Xi b[ž`X]Y`]b`8Yi hgW`UbX`\\cW`]a`?i fg`ghY`hž
V]YhYh`ž [YbX`]W`Yb`j]Y`Y`7`UbW`b`"K]Y`]b`Y]bYa`6Yf]W`h`XYf
6i bXYgnYbhfU`Y`ZØf`dc`]h]gW`Y`6]`Xi b[`\\Yfj`cf[Y`cVYb`k]fXž`nY][h
g]W`ž`XUgg`dfU`_h]gW`Y`6Yfi ZgY`Ya Yb`hY`\\Yfj`cffU[YbXY`9f[YVb]ggY
Ui Z`XYa`5fVY]hga Uf`_h`ZØf`XYfb`"5i Z]b`hYfbUh]cbU`Yf`9VYbY`[]`h
8Yi hgW`UbX`cZ`h`U`g`J`cfV]`X`ZØf`Xi U`Y`5i gV]`Xi b[ggmghYa Yž`k Ug
g]W`dcg]h]j`Ui Z`X]Y`,`VYf[Ub[gW`UbW`b`]b`9fk YfVgh`h]h[_Y]h
Ui gk]f`_h`ϕgVYgcbXYfY`ZØf`DYfgcbYb`a]h`b]YXf][Yb`i bX`a]h`hYfYb
GW`i`UVgW`ØggYb`Yf[YVYb`g]W`Xi fW`X]YgY`6]`Xi b[gZcfa
j]Y`j YfgdfYW`YbXY`DYfgdY`_h]j`Yb"

Hfchn`X]YgYf`dcg]h]j`Yb`9bhk]W`_i b[`V`Y]Vh`XYf` : UW`_f`ÅZhYa Ub[Y`
Y]b`YfbghYg`H`Ya U`"Hc fghYb`<Yffa Ub`ž`Df`Åg]XYb`h`XYf`ϑ?`
GØXh`Øf]b[Yb`ž`Åi » Yfh]g]W`nk Uf`YfZFYi h`ØVYf`XYb`5bgh]Y[`XYf
5i gV]`Xi b[gj Yfh`Å[Y`]b`XYf`ϕXi ghf]Y`i a`%,ı`ž`k Ufb`h`YXcW`j`cf
XYb`<YfUi gZc`fXYfi b[Yb`ž`X]Y`X]Y`5fVY]hgk Y`h`]b`Ni`_i bZ`h`a]h`g]W`
Vf]b[h`8]YgY`Xi U`Y`5i gV]`Xi b[`]gh`b]W`h`bi`f`Y]b`GW`ØggY`ni
Yfk YfV`]W`Yb`7`UbW`b`ž`gcbXYfb`Ui W`k]W`h][ž`i a`XYa
XYa`c[fUd`\\gW`Yb`K UbXY`Yb`h[Y[Ybni`k]f`_Yb`i bX`Y]bY`gc`]XY
6Yfi Zgei U`]Zn]Yfi b[`g]W`Yfni ghY`Yb"

9fZU`fi b[Yb`gUa a Y`b`i bX`DYfgdY`_h]j`Yb Yfk Y]hYfb

: Øf`A U`U`]U`i bX`\\fY`A]hghfY]hYf`]gh`XUg`9b[U[Ya Yb`h`]b`XYf

5i gV]`Xi b[`b]W\h`bi f`Y]bY`VYfi Z]W\Y`J cfVYfY]hi b[ž`gcbXYfb`Ui W\Y]bY`dYfgØb`]W\Y`9bhk]W_`i b[``9W\hY`5ni V]g`VYf]W\hYb`Ui g`]\fYa 5`hU[`i bX`j Yfa]hhY`b`gc`Y]b`YVYbX][Yg`6]`X`j cb`XYf`5i gV]`Xi b[``8]Y`?Ua dU[bY` 5i gV]`Xi b[`a UW\h`a Y`f`Ui g`i bg`f]W\hYh`g]W\ VYgcbXYfg`Ub`GW\ØYf.]bbYb`gck]Y`↑ b[Y`A YbgW\Ybž`X]Y`bUW\Y]bYa`UV[YVfcW\YbYb`Ghi X]i a`bYi`Xi fW\ghUfhYb`a ØW\hYb" BYVYb`XYb`]bX]j]Xi Y`Yb`9fZU\fi b[gVYf]W\hYb`_ca`a`h`Ui W\`XUg H\Ya`U`bUW\`U`h][Yg`@YVYb`b]W\h`ni`_i`fn`i bX`gdf]W\h`X]Y ; YbYfUh]cb`XYf`i`a`k`Y`hVYk`i`gghYb`Ub"

8]Y`Xi U`Y`5i gV]`Xi b[`]b`8Yi hgW\`UbX`nY][h`g]W\`Xi fW\`Y]bY VYa`Yf`_Ybgk`YfhY`J`]Y`ZU`h`A`h`ØVYf`" &) `ghUUh`]W\`UbYf`_UbbhYb 5i gV]`Xi b[gVYfi ZYb`i bX`Y]bYa` `i`h`cf[Ub]g]YfhYb , VYf[Ub[ggmghYa`ZØf`ž` [YbX`]W\Y`c`bY`5i gV]`Xi b[gd`Uhn`k`Y]W\h XUg`XYi hgW\Y`A`cXY``j`cb`XYb`5i gV]`Xi b[ggmghYa`Yb`]b`j`]Y`Yb UbXYfYb`@AbXYfb`UVž`X]Y`a`Y]gh`gW\i`]gW\`cXYf`a`]h`k`Yb][Yf dfU`_h]gW\Yb`?ca`dcbYbhYb`Ui Z[YVUi`h`g]bX``8]Yg`_ØbbhY`A`U`U`]Ug FY]gY`b]W\h`bi`f`ni`Y]bYf`dYfgØb`]W\Yb`9bhXYW_`i b[ž`gcbXYfb`Ui W\ ni`Y]bYa`9]bV`]W_`]b`i`bhYfgW\]YX`]W\Y`5i gV]`Xi b[ga`cXY``Y`i`bX !_i`h`i`fYb`k`Y`hk`Y]h`a`UW\Yb"

≠g[YgUa`h`nY][h`g]W\`ž`XUgg`XYf`K`Y[`ni`f`Xi`U`Yb`5i gV]`Xi b[`Ui`W\]b`XYf`Y`h][Yb`NY]h`fY]W\`Ub`A`Ø[`]W\`_Y]hYb`i`bX`7`U`bW\`b`]gh" A`U`U`]U`G]b[`]gh`Y]b`6Y]gd]Y`ZØf`X]Y`nU`fY]W\Yb`↑ b[Yb A`YbgW\Ybž`X]Y`a`]h`BYi` []Yf`i`bX`A`i`h`]fY`VYfi`Z]W\Y`Ni`_i`bZh [YghU`hYb`i`bX`[`Y]W\`nY]h][`X]Y`K`Y`h`YbhXYW`_Yb`k`c``Yb``K`Yf`k`Y]ž`j`]Y``Y]W\`h`k`]fX`g]Y`VY]`]fYb`F`Y]gYb`]b`BYi`gYY`UbX`i`bX`XUfØVYf \]bUi`g`bcW\`a`Y`f`k`Yfhj`c``Y`9fZU\fi b[Yb`gUa`a`Y`bž`X]Y`g]Y`bUW\]fYf`F`ØW`_Y`f`]b`X]Y`<Y]a`Uh`]b`X]Y`5i gV]`Xi b[`Y]bVf]b[Yb`_Ubb" ⇒f`5VYbhYi`Yf`ghY`h`Yfgh`Ua`5bZUb[`°

8YhU]`g	
C fh	Gi \`ž`8Yi hgW\`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "]bgi YXh\i Yf]b[Yb"XY • h\i Yf]b[Yf!Vc[Yb"XY • k k k "VdV"XY

6Ygi W\Yb 'G]Y 'i bg 'Ui Z. 'b!U["bYh