

; Yf]W\ h[_]ddh'9]bfY]gYj YfVch'ZØf
f]a]bY`Yb'Dc`Yb'XUb?'`Y]b_]bX

J Yfk U`hi b[g[Yf]W\ h'@c\ f'\ YVh'9]bfY]gYj YfVch'[Y[Yb
dc`b]gW\ Yb'J UhYf'Ui Z'9bhgW\ Y]X'VYfØW_g]W\ h][h'XUg'K c\`
gY]bYg'Y]b'Ä\ f][Yb'Gc\ bYg"



A U]b!GdYggUfhž'8Yi hgW\ `UbX'!'9]b'U_hi Y`Yf': U`Ui g'@c\ f
nY][hž'k]Y'_ca`d`n]Yfh'X]Y'fYW\ h]W\ Yb'FU\ a YbVYX]b[i b[Yb'ZØf
X]Y'9]bfY]gY' i bX'XYb'5i ZYbh\U'h]j cb'9i !6Øf[Yfb']b'8Yi hgW\ `UbX
g]bX''8 Ug'K ØfnVi f[Yf'J Yfk U`hi b[g[Yf]W\ h'\ Uh'YbhgW\]YXYbž'XUgg
Y]bYa ' ')!Ä\ f][Yb'A Ubb'Ui g'; `Y]k]hnž'Dc`Ybž'hfc'hngY]bYf
_f]a]bY`Yb'J Yf[Ub[Yb\Y]h'XYf'5i ZYbh\U'h]b'8Yi hgW\ `UbX'b]W\ h
j Yfk Y\fh'k YfXYb'XUfZ''8Yf': U`XYg'A UbbYgž'XYf'[Ya Y]bgUa 'a]h
gY]bYf'9\YZfUi 'i bX'gY]bYa '% 'A cbUhY'U'hYb'Gc\ b']b'XYf
J Yf\UbX'i b[`Ubk YgYbX'k Ufž'k]fZh]bhYfYggUbhY': fU[Yb'ni f
: fY]nØ[][_Y]h'Ui Zž'X]Y'ZØf'I b]cbgVØf[Yf'j cb'nYbhfU'Yf'6YXYi hi b[
]gh'K]Y'X]Y' **A U]b'Dc gh**'VYf]W\ hYhž'\Uh'X]Y'5i g'ÄbXYfVY\ØfXY
5gW\ UZZYbVi f[`XYa 'Dc`Yb'XYb'5i ZYbh\U'hgh]hY`gck]Y'XUg'FYW\ h
Ui Z'9]bfY]gY'ZØf'nk Y]'Ä\ fY'Ybhnc[Yb"

7f]h]Wg`Uf[i Y`h\Uhgi W\`ghf]b[Yb`h`a YUgi fYg`g\ci `X`hU_Y
dfYW`XYbW`]b`WUgYg`]bj`c`j]b[`]bX]j]Xi U`g`k]h\`gYf]ci`g`W`ja]bU`
VUW_[fci`bXg`"8cW\`X]Y`< ØfXYb`ZØf`Y]bYb`gc`W\Yb`5i`ggW\`i`gg`g]bX`
\cW`"GW\`]Y» `]W\`gd]Y`h`XUg`F`YW`h`Ui`Z: fY]nØ[][_Y]h`Y]bY`
[Yk`]W`h][Y`F`c`"Y`ž`XUg`gY]h`XYf`9]bZØ\fi`b[`XYf`9!`F]W`h`b]Y`
&\$\$(# , #9; `ZØf`U`"Y`I`b]cbgVØf[Yf`[]`h`" @Ui`h`Yi`f!`Yi`"Yi`fcdU`"Yi`
g]bX`9!`6Øf[Yfž`X]Y`ØVYf`Y]bYb`[Øh][Yb`DYfgcbU`Ui`gk`Y]g`cXYf`
F`Y]gYdUgg`j`YfZØ[Ybž`VYfYW`h][hž`c`b`Y`J]gi`a`]b`UbXYfY`
A]h[`]YXghUUhYb`ni`fY]gYb`i`bX`g]W\`Xcfh`Ui`Zni` \U`hYb`"

8 Ug`?]bX`]a` :` c`_`i` g`XYf`9b`hgW\`Y]Xi`b`[

9]b`[Ub`n`VYgcbXYfYg`8YhU]`]b`X]YgYa` :` U`"]gh`XUg`J`Yf\U`hYb`XYg`
_`Y]bYb`Gc`bYgž`XYf`k`À`fYbX`XYf`J`Yf\UbX`i`b[`]a` a` Yf`k`]YXYf`
`HYhYhY` `f]Y`Z`k` Ug`XYf`J`UhYf`U`g` HUHU` `XYi`hYhY`"C`ZYbVUf`\Uh`X]Y`
5bk`YgYb`Y]h`i`bX`X]Y`_]bX`]W\`Y`I`bgW\`i`X`Y]bYb`9]bZi`gg`Ui`Z`XUg`
I`fhY]`XYg` ;`Yf]W\`hg`[Y`UVh`"8Ug` ;`Yf]W\`h`Yb`hgW\`]YXž`XUgg`X]Y`
6]bXi`b[`XYf` :`Ua`]`Y`i`bX`]bgVYgcbXYfY`X]Y`6YXØfZb]ggY`XYg`
?]bXYg`i`bYf`Àgg`]W\`g]bX`"8]Yg`ghY`h`]a`9]b`_`Ub[`a`]hXYa`
5f[i`a` Yb`hž`XUgg`Ui`W\`b`UW\`n]Y`YbXY` :`Ua`]`YbUb[Y`Øf][Y`[Ya`À`
XYf`65A` :`VYfY]hg`]a`9!`F`YW`h`XYZ]b]Yfh]g]bX`i`bX`gca`]h`F`YW`hY`
Ui`Z: fY]nØ[][_Y]h`[Yb]Y» Yb`"

B`UW\`XYf` ;`YgYh`n[YVi`b[`XYf`9!`]gh`Yg`ZØf`6Øf[Yf`Ui`g`XYb`9!`!
A]h[`]YXghUUhYbž`XYa`9K`F`cXYf`XYf`GW\`k`Y]n`a` Ø[`]W\`ž`c`b`Y`
J]gi`a` `bUW\`8Yi`hgW\`UbX`Y]bni`fY]gYb`i`bX`g]W\`Xcfh`
b]YXYfni` `UggYbž`gc`Ub[Y`g]Y`X]Y`YfZcfXYf`]W\`Yb`6YX]b[i`b[Yb`
YfZØ`Yb`"8]Yg`i`a` ZUggh`VY]gd]Y`gk`Y]gY`XYb`B`UW\`k`Y]g`j`cb`
Ui`gfY]W\`YbXYb`Z]bUb`n]Y`Yb`A]h`hY`b`cXYf`Y]bYf`
?`fUb`_`Yb]`Yfg]W\`Yfi`b[`ZØf`Àb[YfY`5i`ZYb`h`U`hY`"8Yf`F]W\`hYf`k`]Yg`
XUfUi`Z`\]bž`XUgg`X]Y` ðhY[fUh]cb`]b`X]Y`XYi`hgW\`Y` ;`YgY`gW\`UZh`
Ui`W\`j`cb`XYf` :`Ua`]`Y`XYg`A`UbbYg`[Yk`À`f`Y]ghY`h`k`YfXYb`_`Ubb`"

< YfUi`gZc`fXYfi`b[Yb`X`i`fW\`X]Y` :` fY]nØ[][_Y]h`

8]Y`9b`hgW\`Y]Xi`b[`XYg`J`Yfk`U`hi`b[g[Yf]W\`hg`nY][h`Y]bXfØW`_`]W\`ž`
k`Y`W\`Y`<YfUi`gZc`fXYfi`b[Yb`g]W\`Ui`g`XYf` :`fY]nØ[][_Y]h`]bbYf\U`V`
XYf`9!`Yf[YVYb`"9g`]gh`Y]b`6U`UbW\`U`h`nk`]gW\`Yb`XYb`F`YW\`hYb`XYf`

9l !6Øf[Yfž`X]Y`bUW`5fh]_Y`%XYg: fY]nØ[][_Y]hg[YgYmYg`9l`i]b
 8Yi hgW`UbX`YVYb`a` ÒW`hYbž`i` bX`XYb`[YgYm`]W`Yb
 A Ò[`]W`_Y]hYb`ni` f`J`Yfk`Y][Yfi` b[`XYg`5i` ZYbh`U`hg`Ui`g;` fØbXYb
 XYf`ÒZZYbh]W`Yb`G]W`Yf`Y]h`i` bX`C`fXbi` b["

⇒`Y]bYf`NY]hž`]b`XYf`XUg`H`Ya` U`A`][fUh]cb`i` bX`5i` ZYbh`U`h`i]b`XYf
 dc`]h]gW`Yb`8]g`_i` gg]cb`gh`Y`hž`]gh`Yg`k`]W`h][ž`XUgg`X]Y`fYW`h`]W`Yb
 ;` fi` bX`U[Yb`k`]Y`X]Y`F`]W`h`]b]Y`&\$\$(`#` ,` #9;` ž`X]Y`XUg
 5i` ZYbh`U`hg`fYW`h`i` bX`X]Y` :` fY]nØ[][_Y]h`fY[Y`hž`Ui` W`]a
 bUh]cb`U`Yb`?`cbhYl` hj` Yfgh`Ub`XYb`k` YfXYb`"8`Ua`]h`k`]fX`Ui` W`_`Ufž`]b
 k`Y`W`Yb` :` Ä`Yb`XUg`5i` ZYbh`U`hg`fYW`h`i`[YgdYff`h`k` YfXYb`_`Ubbž
 c`bY`X]Y`Df]bn]d]Yb`XYf`9l`ni` j`Yf`YmYb"

8YhU]`g	
C fh	A U]b!GdYggUfhž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a U]bdcgh"XY • k k k "VUa Z"XY • Yi f!`Yl "Yi fcdU"Yi

6Ygi W`Yb`G]Y`i` bg`Ui` Z.`bU[!VUmYfb"XY