

6i bh[YgW a ØW_h. : fcb`Y]W bUa !: Y]Yf`]b
F cgYb\Y]a `VY[Y]ghYfh`U`Y`

5a : fcb`Y]W bUa `&\$&) `ZY]YfhY`F cgYb\Y]a `VY]`ghfU\`YbXYa
K YhhYf`Y]bY`ZYgh`WY`DfcnYgg]cb`Xi fW`X]Y`ϕbYbghUXhini f
9\fi b[`XYf`9i W Uf]gh]Y"



F cgYb\Y]a ž8Yi hgW`UbX`!`5a `&\$" ' † b] '\$&)' `k i fXY`]b
F cgYb\Y]a `XUg: fcb`Y]W bUa gZYgh`VY]`ghfU\`YbXYa
Gca a Yfk YhhYf`[YZY]Yfh"8Yf`<Ø\Ydi b_h`XYg`HU[Yg`k Uf`X]Y
ZY]Yf`]WY`DfcnYgg]cb`Xi fW`X]Y`a U`Yf]gWY`ϕbYbghUXh"8]YgY
DfcnYgg]cb`]gh`XUg`nYbhfU`Y`9`Ya Ybh`XYg: YghYgž`VY]`XYa `X]Y
[Yk Y]\hY`<cgh]Y`]b`Y]bYf`A cbghfUbn`Xi fW`X]Y`GhfU»Yb`[YhfU[Yb
k]fXž`Y]b`Gma Vc``ZØf`X]Y`fYU`Y` ; Y[Ybk Ufh`>gi `7`f]gh]`]b`XYf
9i W Uf]gh]Y"8Yf: fcb`Y]W bUa g[chYgX]Ybgh`ZUbX`X]Yga U`]b`XYf
?]fWY`ghUhz`Y]bY`J Yf`ÅbXYfi b[`]a `J Yf[`Y]W`ni `XYb`J cf`U\`fYbž
U`g`X]Y`NYfYa cb]Y`[Yk Ø\b`]W`Ui Z`XYa `?]fWYbj cfd`Uhn
ghUhz`ZUbX" F cgYb\Y]a g`GhUXhc`VYf\Ui dh`5bXfYUg`A`Åfn`k Uf`i bhYf
XYb`nU\`fY]WYb`HY]`bY\`a YbXYb"

6YgcbXYfg'ZYgh]Wk i fXY'XYf'5`hUf[YgWka ØW_h'9]b`_i bghj c`Yf
6`i a YbhYdd]Wž'XYf'X]Y' <]a a Y`gk Y]gY 'fYdfÅgYbh]Yfhž'n]YfhY
XYb'6YfY]W"8]Y'HfUX]h]cbž'X]Y' <Åi gYf'Ybh'Ub['XYf
DfcnYgg]cbggfhfYW_Y'dfi b_j c`ni 'XY_cf]YfYbž'nY][hY'g]W'YXcW
bi f'bcW'j YfY]bnY'h" FchY'HØWYfž'X]Y'gma Vc`]gW'ZØf'XUg'6`i h
7\fg]gh]gh\Ybž'k UfYb'Y\Yf'X]Y'5i gbU\ a Y'U'g'X]Y'FY[Y' "

8]Y'K i fnY`b`j cb': fcb`Y]WbUa

8cW'k Ug'ZY]Yfh'a Ub`Y][Ybh]W'Ub': fcb`Y]WbUa 3'8Yf'B Ua Y
: fcb`Y]WbUa `ghUa a h'Ui g'XYa 'A]hhY`\cW'XYi hgW'Yb`i bX
VYXYi hYh' 8Yf'@Y]V'XYg'<Yffb "9g'gh'Y]b'<cW'ZYgh'XYf
_Uh\c`]gW'Yb'?]fW'Yž'XUg'X]Y'9i W'Uf]gh]Y'Y\fh'i bX'XYggYb
l fgdfi b['ja '% ' `X\ f\i bXYfh`Y][h"8]Y'<Y][Y'ž`]UbU'j cb
@Øh]W'ž'Y]bY'5i [i gh]bYf!7\cfZfUi ž'gd]Y'hY'Y]bY'nYbhfU'Y'Fc`Y'Y]b
XYf'9bhghY\i b['X]YgYg': YghYg"G]Y'\UhhY'j]g]cbÅfY'9f'YVb]ggYž'X]Y
]\f'nY][hYbž'XUgg'X]Y'?]fW'Y'Y]b': Ygh'ni f'J YfY\fi b['XYg'@Y]VYg
i bX'6`i hYg'7\fg]VYbØh][hY"l bhYfghØhnhj cb']\fYa '6Y]W'hj UhYf
æ\UbbYg'j cb'@Ui gUbbY'k i fXY'gW'Y]Y»`]W'XUg'YfghY': Ygh
YhUV`Y]fhž'XUg'%&(*'j cb'6]gW'cZ'FcVYfh'j cb'Hi fchY'Y]b'gY]bYf
8]ØnYgY'Y]b[YZØ\fh'k i fXY"

9]b'k Y]hYfYf'VYXYi hYbXYf'A ca Ybh]b'XYf'; YgW]W'hY'XYg
: fcb`Y]WbUa gZYghYg'YfY][bYhY'g]W'%'&*' ž'U'g'XUg'6fchk i bXYf
j cb'6c`gYbU'X]Y'Bchk YbX][_Y]h'XYg': YghYg'VY[fØbXYhY'<]YfVY]
hfcdZhY'6`i h'Ui g'Y]bYf'[YhY]hYb'<cgh]Y'Ui ZY]b'5`hUfhi W"8]YgYg
K i bXYf'ZØ\fhY'XUni ž'XUgg'DUdgh'l fVUb'⇒"XUg': fcb`Y]WbUa gZYgh
%'&*('cZ]n]Y`ZØf'X]Y' [YgUa hY`UhY]b]gW'Y'?]fW'Y'Y]bZØ\fhY'i bX
nU\`fY]W'Y'<ma bYb'ZØf'X]YgYb'5b`Ugg]b'5i ZhfU['[UVž'i bhYf
UbXYfYa 'X]Y'VY_UbbhY'GYei Ybn' @Ui XU'G]cb`j cb'H\ca Ug'j cb
5ei]b"

A cXYfbY': Y]Yf`]W_Y]hYb

<Yi hni hU[Y'k]fX': fcb`Y]WbUa `]b`j]Y'Yb'_Uh\c`]gW' [YdfÅ[hYb
FY[]cbYb'U'g[YgYhn`]W'Yf': Y]YfhU['[YZY]Yfhž'i bX'X]Y
DfcnYgg]cbYb'Z]bXYb'cZh]b'ZYgh]WYa 'F U\ a Yb'ghUhhž'i a 'X]Y
_fYUh]j Y'5i gXfi W_gZcfa 'XYf'; `Åi V][Yb'ni`k ØfX][Yb"8]Y

HfUX]h]cb`XYf`6`i a YbhYdd]WXY`i bX`XYf`ZYgh]WXYb`5`hÅfY`V`Y]Vh`Y]b
 gW`ÖbYf`6fUi W`ž`Ui W`k`Ybb`X]Y` : UfVYbdfUW`h`b]W`h`a`Y`f`X]Y
 ZfØ`YfYb`8]a`Ybg]cbYb`YffY]W`h`8]Y`9i`W`Uf]gh]YZ]Yf`]ghi`bX
 V`Y]Vh`Y]b`ZYghYf`6YghUbXhY]`XYg`_Uh`c`]gWXYb` ; `Ui`VYbgž`i`bX`X]Y
 ZY]Yf`]WXYb`l`a`nØ[`Y`g]bX`Y]b`YVYbX][`Yg`NYi`[`b]g`XYg` ; `Ui`VYbg`"

K`J]`F`cgYb`Y]a`nY][`hž]gh`gY`Vgh`]b`XYf`Yi`h][`Yb`NY]h`D`Uhn`ZØf
 XYfUfh][`Y` :`Y]Yf`]W`_Y]hYbž`X]Y`b]W`h`bi`f`XUg`gd]f]hi`Y`Y`@YVYb
 VYfY]WXYfbž`gc`bXYfb`Ui`W`X]Y` ;`Ya`Y]bgW`UZh`ni`gUa`a`YbVf]b[`Yb`"
 8]Y`GhUXh`YVh`a`]h`X]YgYb`6fÅi`WXYb`i`bX`ZY]Yfh`X]Y`K`YfhY`XYg
 ;`Ui`VYbg`i`bX`XYf`HfUX]h]cbž`i`bX`gcf[`h`gc`ZØf`Y]bY`Vi`bhY`i`bX
 ZfØ`Y]WXY`5ha`cgd`ÅfY`]a`<`YfnYb`XYf`GhUXh`"

: Øf`k`Y]hYfY`≠Zcfa`Uh]cbYb`ØVYf`X]Y`l`fgdfØb[`Y`i`bX`6YXYi`hi`b[`Yb
 j`cb` :`fcb`Y]W`bUa`_`ÖbbYb`G]Y`X]Y`6Yf]W`hYfghUhi`b[`j`cb`
**]bbdi`g"a`Yž`_Uh`c`]gW`"XY`i`bX`WUh`c`]WbYk`gU[`YbWm"Wta`
 bUW`YgYb`"**

8YhU]`g	
Cfh	FcgYb`Y]a`ž`8Yi`hgW`U`bX
Ei`Y`Yb	<ul style="list-style-type: none"> •]bbdi`g"a`Y • k`k`k`"_Uh`c`]gW`"XY • XY"WUh`c`]WbYk`gU[`YbWm"Wta

6Ygi`WXYb`G]Y`i`bg`Ui`Z`b!U[`"XY