

; `ØW_ggd]fU`Y. '8 Yi hgWx Y '@c hhY f]Y 'ZØfXY fh
gc n]U`Y 'Dfc ^Y_hY 'gY]h`%- * - °

9fZU\ fYb`G]Y`U`Yg`ni f'; `ØW_ggd]fU`Y. ; YgWx]Wx hYž; Yk]bbYf
i bX`l bhYfghØhni b[`VY]'dfcV`Ya Uh]gWx Ya ; `ØW_ggd]Y``b
8 Yi hgWx `UbX"

6fYa Ybž'8 Yi hgWx `UbX`!`8]Y'; `ØW_ggd]fU`Yž`Y]bY`XYf
VY_UbbhYghYb`@c hhY f]Yb`]b`8 Yi hgWx `UbXž`Yl]gh]Y fh`gY]h`XYa `*"
Bcj Ya VYf`%- * - "8]YgY`@c hhY f]Y`k i fXY`]b]h]]Yfhž`i a`i bhYf
UbXYfYa `X]Y`C`ma d]gWxYb`Gca a Yfgd]Y`Y`%- +&`]b`A ØbWxYb`ni
Z]bUb]YfYb`"GY]h`]\fYf`9]bZØ\fi b[`Uh`X]Y'; `ØW_ggd]fU`Y`ØVYf`&ž%
A]`]UfXYb`9i fc`Ub`; ØfXYf[Y`XYfb`[YgUa a Y`hž`X]Y
[Ya Y]bbØh][Yb`Dfc ^Y_hYb`]b`XYb`6YfY]WxYb`l a k Y`hgWxi hnž
Gi WxhVY_Åa dZi b[ž?]fWxYž`Gdcfhi bX`?i`hi`f`ni [i hY_ca a Yb"
DUfhbYf`k]Y`X]Y'; fY]Y`K c\`ZU\fhgdZY[Yž`XYf`8 Yi hgWx Y
C`ma d]gWx Y`Gdcfhi bX`fBCG6Łi bX`X]Y`8 Yi hgWx Y`Gh]Zhi b[
8 Yb_a U`gWxi hn`dfcZ]h]YfYb`YVYbZU`g`j cb`XYb`Gd]Y`Y]bgÅhnYb`i bX
i bhYfghØhnYb`fY[]cbU`Y`⊕]h]Uh]j Yb"

⊕`XYf`NY]h`gY]h`XYf`9]bZØ\fi b[`XYf'; `ØW_ggd]fU`Y`[UV`Yg
VYa Yf_Ybgk YfhY`9bhk]W`i b[Yb`]b`XYf`HY`]bY`a YfnU`\`i bX`XYb
; Yk]bbYb`"GhUh]gh]_Yb`nY][Ybž`XUgg`gY]h`&\$%&`]bg[YgUa h`%)`
HY`]bY`a Yf`Ui g`6UmYfb`i bX`%&(`Ui g`BcfXf\Y]b!K YghZU`Yb`Y]bYb
<Ui dh[Yk]bb`j cb`%\$`\$`\$`\$`9i fc`Yfn]Y`h`\UVYb"
⊕hYfYggUbhYfk Y]gY`V`Y]VYb`[YV]Yhga Å»][Y`l bhYfgWx]YXY
VYghY\Yb.`⊕`A YW`YbVi f[!J cfdca a Yfb`i bX`H\Øf]b[Yb`[UV`Yg
V]g`Ub[`Y]bYb`<Ui dh[Yk]bbYf`XYf`GcZcfhYbY`"Ni ZÅ`][`Y`_ØbbhY
X]Yg`a]h`XYa`i a ghf]hhYbYb`; `ØW_ggd]Y`j Yf\U`hYb
ni gUa a Yb\Åb[Ybž`XUg`]b`8 Yi hgWx `UbX`]a a Yf`k]YXYf`X]g_i h]Yfh
k]fX"

; `ØW_ggd]Y`j Yf\U`hYb`]b`8Yi hgW\`UbX

5_hi Y`Y`Ghi X]Yb`ni` ; `ØW_ggd]Y`j Yf\U`hYb`]b`8Yi hgW\`UbX`nY][Ybž
XUgg` * ž) i` `XYf`A YbgW\Yb`]b`XYb`Y`hnhYb`%&`A cbUHYb`Ub
; `ØW_ggd]Y`Yb`hY`][Ybca`a Yb`\UVYbžk`jY`Ui`g`XYa` ; `ØW_ggd]Y`!
Gi`fj`Ym`&\$`&'` \Yfj`cf[Y`h`'8 Ug` ðgh]hi`h`ZØf`]bhYfX]gn]d`]b`ÅfY`Gi`W`h
i`bX`8fc[YbZc`fgW\i`b[`f`G8`Łi`bX`X]Y`i`b]j`Yfg]h`h`6fYa`Yb`\UVYb
\Yf`Y]bY`i`a`ZUggYbXY`5b`U`mgY`Xi`fW\`YZØ`fhž`X]Y`%&`" \$,`'6Y`ZFU[hY
Y]bVYnc["'9]b`Ui`Z`Ä`][Yf`:`U`_hc`f`]gh`XUg`g][b]Z]_Ub`hY
I`b[`Y]W\`[Yk`]W\h`]b`XYf` ; YgW\`YW\hYfj`YfhY`i`b[`VY`
; `ØW_ggd]Y`ghØfi`b[Ybž`k`c`A`ÅbbYf`XYi`h]W\`Äi`Z][Yf`VYhfc`ZYZb
g]bX`U`g`:`fUi`Yb`"

⇒a`F`U`a`Yb`X]YgYf`i`a`ZFU[Yb`k`i`fXY`YVYbZU`g`ZYgh[YghY`hž`XUgg
&ž(i` `XYf`6Yj`Ø`_Yfi`b[`Y]bY` ; `ØW_ggd]Y`ghØfi`b[`Ui`Zk`Y]gYb`"
<]YfVY`][gh`Y]b`5bgh]Y[`XYf`gW\k`YfYb` ; `ØW_ggd]Y`ghØfi`b[Yb`VY`
: fUi`Yb`j`cb`\$ž`&`i` `]b`&\$`%`Ui`Z`ž) i` `]b`&\$`&'`ni`j`YfnY]W\`bYb`"6Y`
XYb`%`!`V]g`&`)!`Ä`f][Yb`gh]Y[`XYf`5bhY`]`gW\k`YfYf`GhØfi`b[Yb
gc[Uf`j`cb`\$ž`+`i` `Ui`Z`&ž`%`i` "'8]YgY`GhU]gh]_Yb`i`bhYfghfY]W\Yb`X]Y
B`ch`k`YbX][_Y]h`XYf`5i`Z`_Äfi`b[`i`bX`DfÄj`Ybh]cb`]a`i`a`[Ub[`a`]h
; `ØW_ggd]Y`"

<]`ZY`i`bX`DfÄj`Ybh]cb

9]b` ; fc»hY`]`XYf`6Yj`Ø`_Yfi`b[`]gh]g]W\`XYf`F`]g]_Yb`XYg
; `ØW_ggd]Y`g`VYk`i`ggh`",`VYf`,`\$`i` `XYf`6Y`ZFU[hYb`]a` ; `ØW_ggd]Y`!
Gi`fj`Ym`&\$`&'` [UVYb`Ubž`X]YgY`F`]g]_Yb`ni` _YbbYbž`i`bX`,`-`ž) i`
i`bhYfghØ`hYb`Y]b`HY`]b`U`a`Yj`YfV`ch`ZØf`A`]b`XYf`Ä`f][Y`":`Øf
A`YbgW\Yb`a`]h`d`fc`V`Ya`U]h]gW\Ya` ; `ØW_ggd]Y`j`Yf\U`hYb`]ghY\Yb
<]`ZgUb[YV`chY`ni`f`J`YfZØ[i`b[ž`k`]Y`Yhk`U`X]Y`6i`bXYgnYbhfU`Y`ZØf
[Ygi`bX`Y]h]W\Y`5i`Z`_Äfi`b["'8]YgY`ghY`h`i`bhYf`XYf
HY`YZ`cbbi`a`a`Yf`\$,`\$\$`%'`+`&`+`\$\$`6YfUhi`b[`ZØf`6Yhfc`ZYZbY`VYfY]h`"

Ghi X]Yb`ØVYf` ðhYfbYh]bhYfj`Ybh]cbYb`ni`f`6Y`_Äa`dZi`b[
d`fc`V`Ya`U]h]gW\Yb` ; `ØW_ggd]Y`j`Yf\U`hYbgž`Xi`fW\`YZØ`fhj`cb
6ØW`_Yf`Yh`U`"i`bX`UbXYfYbž`nY][Yb`j`]Y`j`Yfgd`fYW\YbXY`9f[YVb]ggY`"
9g`k`]fX`ni`bY`a`YbX`XYi`h]W\ž`XUgg`]bbc]U]h]Y`5bg`Ä`hY`ni`f`
6Y`U`bX`i`b[`j`cb` ; `ØW_ggd]Y`ghØfi`b[Yb`b`Øh][`g]bXž`i`a``XYf`

k U\gYbXYb`DfcV`Ya Uh]_`YZZY_hj] Yf`VY[Y[bYb`ni`_`ÖbbYb"
 ðnk]g\Yb`]gh`VY_Ubbhž`XUgg`*` ž) `i` `XYf`A Ybg\Yb`]b
 8Yi hg\`UbX`b]\h`Ua` ;` `ØW_ggd]Y`hY]`bY\`a Ybž`k Ug`Y]bY
 Yfa`i`h][YbXY`NU\`XUfghY`h`i` bX`Ui`Z`Y]b`k U\gYbXYg`6Yk`i`gghgY]b
 \]bk`Y]gh"

Ni`gUa`a`YbZUggYbX`Äggh`g]\`ZYgh\`U`hYbž`XUgg`X]Y` ;` `ØW_ggd]fU`Y
 b]\h`bi`f`Y]bY` :` Ugn]bUh]cb`ZØf`A`]`]cbYb`]cb`A`Ybg\Yb`]b
 8Yi hg\`UbX`XUfghY`hž`gcbXYfb`Ui` \`Y]bY`Z]bUbn]Y`Y
 I`bhYfghØhni`b[`ZØf`VYXYi`hYbXY`[YgY`g\UZh`]\`Y`Dfc`Y`_`hY`V]YhYh"
 ;` `Y]\`nY]h][`k`]fX`X]Y`K`]\h][`_Y]h]j`cb`<`]ZgUb[YVchYb`i`bX
 dfÄj`Ybh]j`Yb`A`U»`bU\`a`Yb`]a`a`Yf`_`UfYfž`i`a` `Bi`hnYf`]cf`XYb
 bY[Uh]j`Yb` :`c`[Yb`XYg` ;` `ØW_ggd]Y`g`ni` `g\ØhYb"

8YhU]`g	
J`c`f`ZU``	DfcV`Ya` Uh]g\Yg` ;` `ØW_ggd]Y`
C`f`h	6fYa` Ybž`8Yi` hg\`UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"h!`cb`]`bY`"XY • W]b]WU`!`bYi`fcdgm\c`c`[`m`"XY • [`i` YW_ggd]Y`gi` \h!`b`f`k`"XY

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