

K UggYfgghc ZZ! A UghYf`Ub`XYf`HI`7\Ya`b]hn.
Ni`_i`bZh`XYf`9bYf[]Y`[YghU`hYb`°

5V`K`]bhYfgYa`YghYf`&\$&) #&\$&`*`V]YhYh`X]Y`HI`7\Ya`b]hn
Y]bYb`bYi`Yb`A`UghYf`]b`K`UggYfgghc`ZhYWX`bc`c`[]Yb`ni`f`
8YW`_i`b[`XYg`:`UWX`_f`Å`ZhYVYXUfZg`Ub`"

7\Ya`b]hnž`8Yi`hgWX`Ub`X`!`5V`XYa`K`]bhYfgYa`YghYf`&\$&) #&\$&`*`
k`]fX`Ub`XYf`HI`7\Ya`b]hn`Y]b`bYi`Yf`U`_f`YX]h]YfhYf`
A`UghYfghi`X]Yb[`Ub[`_]b`K`UggYfgghc`ZhYWX`bc`c`[]Yb`Ub[`YV`chYb`"N]Y`
X]YgYg`Ghi`X]Yb[`Ub[`g`]gh`Ygž`XYb`ghY][`Yb`XYb`:`UWX`_f`Å`ZhYVYXUfZ`XYf`
K`UggYfgghc`Zzk`]fhgWX`UZh`ni`XYW`Yb`"8]Y`HI`7\Ya`b]hnž`X]Y`gY]h`
a`Y`fYfYb`>U`fYb`]bhYbg]j`ni`6fYbbgghc`ZhY`Yb`i`bX`
K`UggYfgghc`ZhYWX`bc`c`[]Yb`Zc`fgWX`hž`k`]fX`\\]YfVY]`Ui`Z`]fY`
i`a`ZUb[`fY]WX`Y`:`c`fgWX`i`b[`gV`Ug]g`ni`fØW`[`fY]ZYb`"8Yf`:`c`_i`g`XYg`
Ghi`X]Yb[`Ub[`g`]Y[`h`Ui`Z`XYf`9fnYi`[`i`b[`ž`GdY]WX`Yfi`b[`ž`XYa`
HfUbgdcfhi`bX`XYf`Bi`hni`b[`j`cb`K`UggYfgghc`ZZ`"

≠[`Yb]Yi`fk`]ggYbgWX`UZh]WX`Y`6YhfUWX`hi`b[`Yb`j`cb`6fYbbgghc`ZhY`Yb`!
i`bX`9`Y`_hfc`mgYi`f`_ca`dcbYbhYb`g]bX`nYbhfU`Y`H\Ya`Yb`XYg`
7i`ff]W`i`a`g`"<`]YfVY]`k`YfXYb`X]Y`Ghi`X]YfYbXYb`b]WX`hibi`f`
?Yb`hb]ggY`]b`XYf`?`cb`ghfi`_h]cb`i`bX`5i`g`Y[`i`b[`j`cb`6Ui`hY]`Yb`
Yfk`YfVYb`ž`gcbXYfb`Ui`WX`dfU`_h]gWX`Y`9]bV`]W`Y`Xi`fWX`
Yi`dYf]a`YbhY`Y`i`bhYfgi`WX`i`b[`Yb`Ub`a`cXYfbYb`DfØZgh`Å`bXYb`
Yf\U`hYb`"8]Y`J`YfZØ[`VUf`_Y]hj`cb`C`dYb`Gci`fWX`
:`c`fgWX`i`b[`gd`UhhZc`fa`Yb`ZØf`6fYbbgghc`ZhY`Yb`!`i`bX`
9`Y`_hfc`mgYi`fgmghYa`Y`hfÅ[`h`ni`g`Å`h`]WX`ni`f`dfUI`]gbU`Yb`
5i`gV]`Xi`b[`VY]"`H\Ya`Yb`k`]Y`bUWX`U`h][`Y`
9`Y`_hfcYbYf[]YfYfnYi`[`i`b[`i`bX`9bYf[]YgdY]WX`YfhYWX`bc`c`[]Yb`
k`YfXYb`YVYbZU`g`6YghUbXhY]`XYg`Ghi`X]Yb`d`Ubg`gY]b`"

6YXUfZ`Ub`:`UWX`_f`Å`ZhYb`

8]Y`B UWX ZfU[Y`bUWX`K UggYfghc ZZ`k]fX`V]g`&\$) \$`gd fi b[\UZh
UbghY][Ybž] cf`U`Ya`U`g`9fgUhn`ZØf`9fX[Ug`i bX`ni f
8Y_UfVcb]g]Yfi b[`XYf`bXi ghf]Y"@Ui h`Y]bYf`A YhU!Ghi X]Y`XYg
: fUi b`cZYf`⊘9`_ØbbhY`XYf`[`cVU`Y`K UggYfghc ZZVYXUfZV]g`XU\]b
nk]gW`Yb`(`i bX`%%Dfc nYbh`XYg`9bXYbYf[]YVYXUfZg`Ui ga UWX`Yb`
8]Y`6i bXYgfY[]Yfi b[`Yfk UfhY`h`ni XYa ž`XUgg`) \$`V]g`+\$`Dfc nYbh
XYg`< &!6YXUfZg`V]g`&\$' \$`Xi fW``a dcfhY`[YXYW`h`k YfXYb`a ØggYb`
8Yf`; YgW`ÅZhgZØ`fYf`XYg`< Nk c`Y`"J`"VYgh`h][h`XYb`VYfY]hg`c`Yb
6YXUfZ`Ub`ei U`Z]n]YfhYb`b[Yb]Yi fYb`]b`X]YgYa`6YfY]W`"

8Yf`bYi Y`A UghYfghi X]Yb[Ub[`Ub`XYf`HI`7`Ya b]hn`k]fX`%(
DZ]W`ha cXi`Y`i a ZUggYbž] cb`XYbYb`UWX`h]g]W`YI d`]n]h`a]h
K UggYfghc Zh`Ya Yb`VYgW`ÅZh][Yb`"K Y]hYfY`A cXi`Y`i a ZUggYb
Dfc`Y`_ha UbU[Ya Ybhž`9b[`]gW`_i fgY`gck]Y`k]ggYbgW`UZh]W`Yg
5fVY]hYb`"Ghi X]YfYbXY`UVYb`X]Y`A Ò[`]W`_Y]hž`Ui g`%-
K U`a cXi`Yb`j]Yf`Ui gni k`Å`Yb`"6YgcbXYfg`Yfj cfn`i`YVYb`]gh
XUg`A cXi`i` DfUI]gdfcV`Ya Y`XYf`K UggYfghc ZhYW`b]_ ž`XUg`XYb
5i ghUi gW`a]h`i bhYfbY`a Yb`i bX`: cfgW`i b[gY]bf]W`hi b[Yb
ZØfXYfh`"

: c fhgW`f]hhY`]b`XYf`K UggYfghc ZZd fc Xi`_h]c b

Ni g`h`n`]W`ni f`5i gV`]Xi b[`Ub`XYf`HI`7`Ya b]hn`[]Vh`Yg
VYXYi hYbXY`9bhk]W`_i b[Yb`]b`XYf`K UggYfghc ZZd fc Xi`_h]c b`
: cfgW`Yf`XYf`: fUi b`cZYf`⊘ I`i bX`: fUi b`cZYf`⊘H`\UVYb`&\$&`X]Y
FYZYfYbnZUVf]_`"< &[Y[fØbXYhž`i a`X]Y`DfcXi`_h]c b`j cb`[fØbYa
K UggYfghc ZZ]a`]bXi ghf]Y`Yb`A U» ghUV`ni`gh`Åf`Yb`"5`_hi Y`Y
< &!HYW`bc`c[]Yb`g]bX`V]g`Yf`bcW`b]W`h`ZØf`X]Y
A UggYbdfcXi`_h]c b`Ui g[Y`Y[hi bX`ni`_cghYb]bhYbg]j`"8 Ug`N]Y`XYf
FYZYfYbnZUVf]_`]gh`Ygž`X]Y`DfcXi`_h]c bg`cghYb`ZØf
K UggYfghc ZgmghYa Y`V]g`&\$&+`Ui Z`&\$`Dfc nYbh`XYf`XYfnY]h][Yb
5i g[UVYb`ni`gYb`_Yb`"

8Yf`6YXUfZ`Ub`]bbcj Uh]j Yb`HYW`bc`c[]Yb`ni f`< YfghY`i b[`j cb
K UggYfghc ZZ`k`ÅW`ghž] cf`U`Ya`Xi fW`X]Y`ni bY`a YbXY`B UWX`ZfU[Y
]a`GW`k Yf`Ugh] Yf`_Y`f`UV`&\$' \$`i bX`]b`XYf`@ ZhZU`fh`UV`&\$(\$`"8]Y
: fUi b`cZYf`!K UggYfghc ZZ]BYhmk Yf`_d`fc[bcgh]n]YfhY]bY`Å`f`]W`Y
K YfhgW`ØdZ b[`j cb`%\$`A`]UfXYb`9i fc`V]g`&\$' \$`i bX`' &

A]`]UfXYb`9i fc`V]g`&\$) \$"`l a`X]YgY`N]Y`Y`ni`YffY]WXYbžk]fX`Y]bY
Yb[Y`Ni gUa a YbUfVY]h`nk]gWXYb` : cfgWxi b[`i bX`ϕXi ghf]Y
bchk YbX][`gY]b"

5_hi Y``k YfXYb`X]Y`a Y]ghYb`K UggYfghcZZa Yb[Yb`k Y]hYf\]b`Xi fW
8Ua dZfYZcfa]Yfi b[`j cb`9fX[Ug`dfcXi n]Yfhž`k Ug`ni` \c\Yb
7C`&!9a]gg]cbYb`ZØ\fh``5`hYfbUh]j Yb`k]Y`V`Ui Yf`K UggYfghcZZ`XYf
VY]`XYf`5VhfYb`bi b[`j cb`7C`&`Yb`hghY`hž`i bX`[fØbYf`K UggYfghcZZ
XYf`Ya]gg]cbgZfY]`Ui g`K UggYf`Xi fW`9`Y`hfc`mgY`a]h
YfbYi YfVUfYa`Ghfca` \Yf[YghY``h`k YfXYb`_Ubbž`k YfXYb`U`g
ni`_i bZhgk Y]gYbX`Ub[YgY\Yb``8Ug` : fUi b`cZYf`⇒HG`UfVY]hYh`Ub
]bbcj Uh]j Yb`9`Y`hfc`mgYj YfZU\Ybž`i a`X]YgY`HYW`bc`c[]Yb`k Y]hYf
ni`cdh]a]YfYb`i bX`X]Y`9ZZ]n]Ybn`ni`ghY][Yfb"

Ni gUa a Yb[YZUgghj YfXYi h]W`h`X]Y`ϕ]h]Uh]j Y`Ub`XYf`HI`7\Ya b]hn
b]W`h`bi f`X]Y`K]W`h][_Y]h`Y]bYf`Zi bX]YfhYb`5i gV]`Xi b[`]b
K UggYfghcZZhYW`bc`c[]Ybž`gcbXYfb`Ui W`X]Y`8f]b[`]W`_Y]h
]bbcj Uh]j Yf`@Øgi b[Yb`ZØf`Y]bY`bUW`U`h][Y
K UggYfghcZZdfcXi _h]cb``8]Y`Yb[Y`J`YfnU\bi b[`j cb` : cfgWxi b[`i bX
DfUI]g`k]fX`Yb`hgW`Y]XYbX`gY]bž`i a`X]Y`<YfUi gZcfXYfi b[Yb`]a
6YfY]W`XYf`K UggYfghcZZk]fhgW`UZh`ni`a Y]ghYfb"

: Øf`k Y]hYfY`ϕZcfa Uh]cbYb`ni`XYb`ϕ]h]Uh]j Yb`i bX`Ghi X]Yb[Åb[Yb
_Ubb`Ui ZX]Y`Zc`[YbXYb`@]b_g]j Yfk]YgYb`k YfXYb.`HI`7\Ya b]hnž`
: fUi b`cZYfž` : fUi b`cZYf`⇒HG"

8YhU]`g	
Cfh	7\Ya b]hnž`8Yi hgW`UbX
Ei Y``Yb	<ul style="list-style-type: none">• k k k "hi !WYa b]hn"XY• k k k "ZfUi b`cZYf"XY• k k k "]"_hg"ZfUi b`cZYf"XY

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