

C VYfbYi _]fWYb`_Åa dZh'g]W`ni a `8YfVm!
G]Y[`] Y[Yb`@]W`hYbVYf[`

@]W`hYbVYf[`i bhYf`Y[h`C VYfbYi _]fWYb`a]h`%.&"HfU]bYf
A Y]bX`V`Y]Vh`cdh]a]gh]gW`hfchn`<YfUi gZcfXYfi b[Yb`]a
H]hY`_Ua dZ`



@]W`hYbVYf[ž`2 ghYffY]W`!`5a `Yi h[Yb`HU[ž`XYa `` \$"\$' "&\$&) ž
[Y`Ub[`XYf`A UbbgW`UZh`j cb`C VYfbYi _]fWYb`Y]b`k]W`h[Yf`8YfVm!
G]Y[`] Y[Yb`XYb`GJ`@]W`hYbVYf[``&`Y]bYa `gdUbbYbXYb`Gd]Y`
g]W`Yfh`g]W`C VYfbYi _]fWYb`a]h`&.%`X]Y`XFY]`Di b`hY``8]YgYf
G]Y[`]gh`VYgcbXYfg`VYXYi hYbXž`XU`Yf`XYb`U`hi Y`Yb`J]Yf!Di b`hY!
GhUfh`bUW`Y]bYa `ni j cf`Yfn]Y`hYb`&.&! bYbhgW`]YXYb`[Y[Yb
K U`X]b[`_cbgc`X]Yfhi bX`X]Y`Dcg]h]cb`]a `H]hY`_Ua dZ`ghÅf`h`
HfU]bYf`; Yf`UfX`A Y]bX``Ai »Yfh`g]W`bUW`XYa `Gd]Y`
cdh]a]gh]gW`. `8]Y`GU]gcb`]gh`bcW`U`b[ži bX`k]f`a ØggYb`i bg`Ui Z
i bgYfY`Y][YbY`@Y]ghi b[`_cbnYbhf]YfYb" `8Ua]h`V`Y]Vh
C VYfbYi _]fWYb`k Y]hYf`]b`]a `Yb[Yb`8fY]_Ua dZi a `X]Y
A Y]ghYfgW`UZh`a]h`K U`X]b[`i bX`; fUa UghYhYb`]b`XYf`%"BcfX"

8]Y`@]W hYbVYf[Yf`\\b[Y[Yb`nY][Yb`g]W ž`hfc`h`XYf`B]YXYf`U[Yž
a]h`XYa `V]g\Yf][Yb`GU]gcbghUfh`ni Zf]YXYb``A Ufh]b`GW`i fa ž`XYf
gdcfh]W Y`@]hYf`XYg`GJ`@]W hYbVYf[ž`VYhc`bh`X]Y`dcg]hj] Yb
5gdY`hYž`g]Y`h`Y`XcW`[`Y]W`nY]h][`DfcV`Ya`Y`ja`Gd]Y``[Y[Yb`X]Y
ghUf`_Yb`J`YfhY]X][i b[Yb`XYf`@[U``8 Ug`Yf`_`Åfh`N]Y``Z0f`X]Y
@]W hYbVYf[Yf`V`Y]Vh`XYf`?`UggYbYf`U`h``ϕ`XYb`_ca`a`YbXYb
K`cW`Yb`ghY`Yb`ni`XYa`nk`Y]`Ub`gd`fi`W`gj`c``Y`5i`gk`Åfhggd]Y`Y
[Y[Yb`ghUf`_Y`;`Y[bYf`VY]`cfž`k`Ug`ni`g`Åh`n]W`Yb`8`fi`W`_`Ui`Z`X]Y
A`Ubb`gW`U`Z`h`Ui`g`0V`h`

5i`gV`]W`_`Ui`Z`X]Y`_`ca`a`YbXYb`Gd]Y`Y`

5a`_`ca`a`YbXYb`GcbbhU[`i`a`%`.*`\$`l`\\f`hf]Zh`C`VYfbYi`_]fW`Yb`Ui`Z
BYi`gh]Z`#`C`VYf`_`UddY`ž`X]Y`a`ca`Yb`h`Ub`a`]h`%`,`Di`b`_`hYb`_`Ui`Z`D`U`h`n`+
]b`XYf`%``B`cf`X`f`Ub[]YfYb``A`Y]bX`Y`fk`UfhY`h`Y]b`Y`f`Ui`g`Z`cf`XYfb`XYg
Gd]Y`ž`Z`cf`XYfh]`cb`gY]bYa`HY`Ua`Y]bY`ghUf`_Y`@]ghi`b[ž`i`a`X]Y
<Y]a`gh`Å`f`_`Y`Ui`ggd]Y`Yb`ni`_`0`bb`Yb``8]Y`G`W`Yb`_`Yb`Z`X`b`Yf`\\`UV`Yb
b`U`W`nk`Y]`B]Y`XYf`U[Yb`]a`:`f`0`U`\\`f`Y`V`Yb`Z`U`g`8`fi`W`ž`Di`b`_`hY`ni
g`Ua`a`Y`b`/`\\`f`Y`b`Å`W`ghY`7`\\`Ub`W`Y`f[]V`h`g]W`_`Ua`G`Ua`ghU[`i`a`%`-
l`\\`f`Ui`gk`Å`fhg`[Y[Yb`5`h`Yb`Z`X`Yb`

ϕ`XYf`;`Y`g`Ua`h`V`Y`h`f`U`W`h`i`b[`nY][`h`g]W`X]Y`G`U]g`cb`]b`XYf`%``B`cf`X
U`g`gd`U`bb`Y`b`X`i`b`X`i`a`_`Å`a`d`Z`h`A`]h`XYa`H]hY`_`Ua`d`Z`XYa
5V`gh]Y[g`_`Ua`d`Z`i`b`X`XYb`V`Y`g`cb`XYf`Yb`8`Y`f`V`m`6Y[Y[bi`b[Yb`ghY`h
XYf`:`i`»`V`U``]a`j`c``Yb`:`c`_`i`g``8]Y`8`U`h`Y`b`V`U`b`_`j`cb`Z`V`f`Y`Z`W`a
V]Y`h`Y`h`ni`XYa`]b`h`Y`f`Y`gg`U`b`h`Y`G`h`U`h]gh]_`Yb`i`b`X`ϕ`Z`c`f`a`U`h]cb`Yb`ni
Y]b`Y`f`J]Y`n`U`\\`j`cb`Gd]Y`Y`fb`i`b`X`@[Yb`k`Y`h`k`Y]hž`X]Y`:`i`»`V`U``Z`U`bg
V`Y[Y]ghY`fb`

K`Y]h`Y`f`Y`8`Y`h`U]`b`Z`c`f`a`U`h]cb`Yb`ni`a`Gd]Y`nk`]g`W`Yb`C`V`Y`fb`Yi`_]f`W`Yb
i`b`X`@[W`h`Y`b`V`Y`f[`_`0`bb`Yb`_`Ui`Z`XYf`K`Y`V`g`Y]h`Y`j`cb`2`:`6`b`U`W`[`Y`Y`g`Y`b
k`Y`f`X`Y`b`

8YhU]`g	
C`f`h	@]W`h`Y`b`V`Y`f[ž`2`ghY`f`f`Y]W`
E`i`Y``Y`b	• k`k`k`"a`Y]b`V`Y`n]f`_`"U`h

8YhU]`g

- j YfY]bY"cYZV"Uh
- ZVfYZ"Wca

6Ygi WXYb`G]Y`i bg`Ui Z.`a Y]b!VYf`]b"bYh