

; fØbY`K Y``Y`]b`8Yi hgW`UbX.
J YfVfUi W`Yf`hfY]VYb`l bhYfbY`a Yb`ni f
=bbcj Uh]cb`°

J YfVfUi W`Yf`]bbYb`ZØfXYfb`i a k Y`hZFYi bX`]W`Y
=bbcj Uh]cbYb`"9]bY`8`!Ghi X]Y`nY][hž`k]Y`?cbgi a j Yf`U`hYb
l bhYfbY`a Yb`VYY]bZi ggh"



6Yf`]bž`8Yi hgW`UbX`! J YfVfUi W`Yf`]bbYb`]b`8Yi hgW`UbX
Ybhk]W`Y`b`ni bY`a YbX` [fØbYFY``9]bghY``i b[Yb`i bX`nY][Yb`Y]bY
`Ø`YfY`6YfY]hgW`UZhž`i a k Y`hZFYi bX`]W`Y`DfcXi`_hY`ni`_Ui`ZYb`
@Ui`h`Y]bYf`Ghi`X]Y`XYg`8Yi hgW`Yb`=bgh]hi`hg`ZØf
K]fhgW`UZhgzcfW`i b[`fB`≠``6Yf`]bŁ`UVYb`X]YgY`J Yf`ÀbXYfi`b[Yb
a`YggVUfY`5i`gk`]f`_i`b[Yb`Ui`Z`X]Y`=bbcj`Uh]cbgYb`hgW`Y]Xi`b[Yb`j`cb
l`bhYfbY`a`Yb`"=bgVYgcbXYfY`VY]`5i`hca`cV]`YfghY``Yfb`ghY][Yb
X]Y`:`cfgW`i`b[g]bj`Ygh]h]cbYb`]b`gUi`VYfY`HYW`bc`c`[]Yb`k`]Y
9`Y`_hfc!ž`<mVf]X!`cXYf`K`UggYfghc`ZUbfh]YVYž`k`Ybb
J YfVfUi W`Yf`]bbYb`i a k Y`hZFYi bX`]W`Y`DfcXi`_hY`ZUj`cf]g]YfYb`
8]YgYf`9ZY`_h`XYf` [fØbYb``?cbgi`a`df`ÀZYfYbnYb`]gh`gc[`Uf`gh`Àf`_Yf

Ui g[YdfÄ[h'U`g`XYf`9]bZi gg`ghY][YbXYf`6Ybn]bdfY]gY""8 UfØVYf
\
]bUi g`ZcfXYfh`X]Y`Dc`]h]_`a`Y`f`HfUbgdUfYbn`]b`6Yni [`Ui ZX]Y
l a k`Y`hV]`Ubn`j`cb`DfcXi`_hYbž`i`a``VYk`i`gghY`?Ui`ZYbhgWXY]Xi`b[`Yb
ni`Yf`Y]W`hYfb`8`≠`6Yf`]b"

8 Ug[Ygh]Y[YbY`l`a`k`Y`hVYk`i`gghgY]b`]b`8Yi`hgW`UbX`]gh`Ui`W`]b
XYf`VfY]hYb`²`ZYbh]W`_Y]h`dfÄgYbh`l`a`k`Y`h`Ya`Yb`k`]Y`XYf
?`]a`Uk`UbXY`ž`XYf`?`c`\
Y`Ui`ggh]Y[`i`bX`6Yk`Y[`i`b[`Yb`k`]Y`:`f]XUmg
Zcf`:`i`hi`fY`fØW`_Yb`ni`bY`\
a`YbX`]b`XYb`:`c`_i`g`"Ghi`X]Yb`XYg
6i`bXYgi`a`k`Y`ha`]b]ghYf]i`a`g`f`b`A`l`Ł`nY][`Ybž`XUgg`l`a`k`Y`h`i`bX
?`]a`UgW`i`hn`ni`XYb`nYbhfU`Yb`<`YfUi`gZcfXYfi`b[`Yb`XYf
;`YgY`gW`UZh`n`Ä`\
Ybž`[`Y]W`f`Ub[`][`i`a`]h`H`Ya`Yb`k`]Y`6`]Xi`b[`i`bX
gcn]U`Yf`:`YfY`W`h][`_Y]h`"8]Y`B`UW`ZfU[`Y`b`UW`6]cdfcXi`_hYbž
²`_cghfca`i`bX`7Ufg`\
Uf]b[`\
U`h]b`XYb`j`Yf[`Ub[`YbYb`≠`\
fYb
ni`[`Ybca`a`Yb"

J YfVfUi WXYfVYk i gghgY]b`i`bX`hUhgÄW`]WXYg ?`cbgi`a`j`Yf`\ U`hYb

Hfchn`XYg`Ui`g[`YdfÄ[`hYb`l`a`k`Y`hVYk`i`gghgY]bg`VYghY`\
Yb`b`UW`k`]Y
j`cf`[`fc`»`Y`<`UbX`i`b[`gVYXUfZY`]a`d`f]j`UhYb`?`cbgi`a`"8]YgYf`\
U`h
Yf`\
YV`]WXY`5i`gk`]f`_i`b[`Yb`Ui`ZX]Y`l`a`k`Y`hž`VYgcbXYfg`Xi`fW`XYb
\
c`\
Yb`æ`d`c`f`h`j`cb`DfcXi`_hYb`"≠`\
f`]W`YfnYi`[`h`YXYf`A`YbgW`]b
8Yi`hgW`UbX`%`%`ž`%`H`c`b`b`Yb`7`C`&!`9a`]gg]cbYbž`k`Ug`b`U`Y`ni`X`c`d`d`Y`h
gc`\
c`W`]gh`k`]Y`XYf`k`Y`hk`Y]hY`8i`fW`gW`b]hh`<]YfVY]`hfÄ[`h`X]Y
9fb`Ä`\
fi`b[`i`a`]h`%)`i`ni`XYb`9a`]gg]cbYb`VY]ž`k`Ä`\
fYbX`gcbgh][`Yf
?`cbgi`a`i`k`]Y`?`Y]Xi`b[`ž`<`Ui`g`U`hg[`YfÄhY`i`bX`:`fY]nY]h`i`ZUgh`(\$
i`i`Ui`ga`UW`h`l`a`k`Y`hVi`bXYgUa`h"

8]Y`?`cbgi`a`Ui`g[`UVYb`XYf`<`Ui`g`U`hY`]b`8Yi`hgW`UbX`]g]bX`j`cb
&\$%(`V]g`&\$%-`i`a`i`%(`i`i`[`Ygh]Y[`Yb`" <`Ø`\
YfY`9]b`_`ca`a`Yb`ZØ`\
fYb
\
]YfVY]`c`Zh`Ui`W`ni`i`Ø`\
YfYb`?`cbgi`a`Ui`g[`UVYb`i`bX`Y]bYa
ghY][`YbXYb`9bYf[`]Yj`YfVfUi`W`"Hfchn`XYf`d`c`g]h]j`Yb`5gdY`_hY`k`]Y
g]b`_YbXY`HfY]V`\
Ui`g[`UgYa`]gg]cbYb`Ui`g`XYa`i`?`cbgi`a`d`f]j`UhYf
<`Ui`g`U`hY`gY]h`&\$`\$`\$`nY][`Yb`g]W`Ui`W`j`]Y`Y`bY[`Uh]j`Y
5i`gk`]f`_i`b[`Yb`XYf`A`Uf`_h`UbhY]`i`a`k`Y`hZfYi`bX`]W`Yf`DfcXi`_hY
k`i`W`g`nk`Uf`j`cb`i`ž`i`i`]a`≠`\
f`&\$`%`&`Ui`Z`,`ž`i`i`]a`≠`\
f`&\$`%`+`ž`XYf
U`[`Ya`Y]bY`?`cbgi`a`VY[`Øbgh][`h`Y`X`c`W`X]Y`a`]h`i`a`j`YfVi`bXYbYb

I a k Y`hgW`AXYb"

< YfUi gZcfXYfi b[Yb`ZØf`bUW` \ U`h][Yb
? cbgi a

8]Y`8]g_fYdUbn`nk]gW`Yb`XYa` \c`Yb`I a k Y`hVYk i gghgY]b`i bX
XYa` hUhg`AW`]W`Yb`?cbgi a j Yf`U`hYb`]gh`g][b]Z`_Ubh`<Ya` a b]ggY
ZØf`bUW` \ U`h][Yg`J Yf`U`hYb`]g]bX` \`Äi Z[`6Yei Ya` `W`_Y]hž
VYghY`YbXY` ; Yk`c` \b` \Y]hYb`gck]Y`XUg` ; YZØ` \`XYf`C` \ba` UW`h
[Y[YbØVYf`XYb` [fc» Yb`< YfUi gZcfXYfi b[Yb`XYf`I a k Y`h_f]gY`"8]Y
@ck !7cgh!< mdch`YgY` `Y[h`bU`Yž`XUgg`i a k Y`hVYk i gghYg
< UbXY`b`c`Zh`bi`f`VY]` [Yf]b[Ya` `J Yfn]W`h`fYU`]g]Yfh`k]fX`"I a`X]YgY
8]g_fYdUbn`ni`j`Yff]b[Yfb`ž`]gh` [Yn]Y`hY
BUW` \ U`h][_Y]hg`_ca` a`i`b]_Uh]cb`b`Øh][ž`X]Y`K`]ggYb`i bX`J Yf`U`hYb
ZØfXYfh`i bX`J`cfi`fhY]`Y`UVVUi`h"

J]Y`Z`h][Y`6Ya` Ø`i b[Yb`ni`f` : ØfXYfi b[`Y]bYg`bUW` \ U`h][Yb
?cbgi a g`k YfXYb`gck`c` \`j`cb`I a k Y`hgW`i`hncf[Ub]gUh]cbYb`U`g
Ui`W`j`cb`XYf`6i`bXYgfY[]Yfi b[`j`Yfgh`Ä`f`_h`"8 Ug`&`\$`%`*` `]bg`@YVYb
[Yfi ZYbY`bUh]cbU`Y`Dfc[fUa` a`ZØf`bUW` \ U`h][Yb`?cbgi a`n]Y`h
XUfUi`Z`UVž`i`a`k`Y`h`ž`fYi`bX`]W`Y`DfU`_h]_Yb`]b`XYf` ; YgY`g`W`UZh`ni
YhUV`YfYb`"Ni`g`Ä`h`]W`g`c` `XUg` [Yd`Ub`hY`@]YZf`_Y`hYb[YgY`hn
I`bhYfbY`a`Yb`ni`f`9]b` \ U`hi`b[`j`cb`I a k Y`h`i`bX`A`YbgW`Yb`fYW`hYb
Ub`fY[Yb`ž`k`c`ZØf`VYfY]hg`VfY]hYfY`I`bhYfgh`Ø`hni`b[`]b`XYf
6Yj`Ø`_Yfi b[`VYghY`h`i`a`k`Y`h!]a`!i`bhYff]W`h`XY"

þg[YgUa`h`nY][h]g]W`ž`XUgg`XYf`?cbgi a j Yf`U`hYb`Yf`YV`]W`Yb
9]bZi`gg`Ui`Z`X]Y`I a k Y`h` \ U`hi`bX`XUgg`Y]b`I a XYb`_Yb`b`chk`YbX][
]ghž`i`a`Y]bY`bUW` \ U`h][Y`Ni`_i`bZh`ni`g]W`Yfb"

8YhU]`g	
J`c`f`ZU` ``	I a k Y`h
C`f`h	6Yf`]bž`8Yi`hgW` \ UbX
E`i`Y`Y`Yb	<ul style="list-style-type: none"> • k k k "X]k "XY • k k k "i a k Y`hVi`bXYgUa`h"XY • k k k "i a k Y`h!]a`!i`bhYff]W`h`XY

6Ygi W\Yb 'G]Y 'i bg 'Ui Z. 'b!U["bYh