

A]Yhd fY]gVfYa gY `V]g`&\$&- . `8 Yf`? Ua dZ
[Y[Yb `ghY][YbXY `A]YhYb `[Y\ h`k Y]hYf°

8]Y`A]Yhd fY]gVfYa gY `]b`8 Yi hgW\ `UbX`k]fX`V]g`9bXY`&\$&-
j Yf`Àb[Yfhž`i a `VYnU\ `VUFYb`K c\bfUi a `]b`GhÅXhYb`k]Y
6Yf`]b`ni `g]W\Yfb"



6Yf`]b`ž`8 Yi hgW\ `UbX`!`8]Y`A]Yhd fY]gVfYa gY `]b`8 Yi hgW\ `UbX`\Uh
Y]bYb`k]W\h[Yb`A Y]`YbghY]b`YffY]W\h`K]Y`F UX]c k YghZU`]WJ
VYf]W\hYhž`k i fXY`g]Y`bi b`V]g`9bXY`&\$&- j Yf`Àb[Yfh`8]Yg`[YgW\U\
Xi fW`Y]bYb` ; YgYhnYbhk i fZXYf`gW\k Ufn!fchYb`?cU`h]cbž`XYf`ja
6i bXYgfUh`X]Y`bchk YbX][Y`A Y\ f\Y]h`ZUbX" `8]Yg`]gh`Y]b
YbhgW\Y]XYbXYf`GW\ f]hž`XYbb`]b`j]Y`Yb`GhÅXhYb`ž`]bgVYgcbXYfY`]b
; fc» ghÅXhYb`k]Y`?Ö`b`ž`g]bX`VYnU\ `VUFY`K c\bi b[Yb`fUf`[YgÅh"

8]Y`A]Yhd fY]gVfYa gY `[]`h`]b` ; YV]YhYb`a]h`Ub[YgdUbbhYa
K c\bi b[ga Uf_hž`k cVY]`X]Y`Yk Y][Yb`6i bXYg`ÀbXYf
YbhgW\Y]XYbž`k Y`W\Y`F Y[]cbYb`XUfi bhYfZU`Yb" `6Y]
BYi j Yfa]Yhi b[Yb`XUFZX]Y`A]YhY`_ØbZh[\`ÖW\ghYbg`%\$i `ØVYf`XYf
cfhgØV`]W\Yb`J Yf[`Y]W\ga]YhY`Y]Y[Yb" `8]YgY`J Yf[`Y]W\ga]YhY`ghY`h

Xyb`8i fW\gW\b]hh`XYf`A]YhYb`Z0f`j Yf[`Y]W\UfY`K c\bi b[Yb`XUfž
X]Y`]b`A]Yhgd]Y[Y`b`j Yf0ZZYbh]W\h`k YfXYb"

F Y[Y`i b[Yb`i bX`5i gbU\ a Yb

9g[]Vh`YXcW`Ui W`Y]b][Y`5i gbU\ a Yb.`BYi `[YVUi hY
K c\bi b[Ybž`X]Y`bUW`XYa`%"`C`_hcVYf`&\$%(`Yfgha`U`g`j Yfa]YhYh
k i fXYbž`gck]Y`i a ZUggYbX`a cXYfb]g]YfhY`K c\bi b[Yb`g]bX`j cb
XYf`A]YhdfY]gVfYa`gY`Ui g[YgW`cggYb" `6i bXYg`f gh]na]b]ghYf]b
GhYZUb]Y`<i V][`fGD8Ł`U`h`g]W`Z0f`X]YgY`J Yf`Àb[Yfi b[
ghUf_ [Ya`UW`hi bX`VYhcbhž`XUgg`k Y]hYfY`F YZcfa Yb`]a`A]YhfYW`h
bch`k YbX][`g]bXž`i a`l`a [Y\i b[Yb`XYf`A]YhdfY]gVfYa`gY`ni
j Yf\]bXYfb"

K]Y`G0XXYi hgW`Y`NY]hi b [`Ui gZ0\`f]W`Yf`Ài hYfhž`d`Ubh`Y]bY
9l dYfhYb`_ca`a]gg]cb`ni f`A]YhdfY]gVfYa`gYž`X]Y`bUW`XYf
Gca`a YfdUi`gY`]\fY`5fVY]h`Ui ZbY\`a Yb`k]fX" `Àf`N]Y`]gh`Ygž
J cfgW`À[Y`Z0f`6i » [Y`XfY[Y`i b[Yb`VY]`J Yfgh0» Yb`ni`YfUfVY]hYb"
; Y[Ybk`Àfh][`0bbYb`A]YhYf`0VYf\0\hY`A]YhYb`ni f0W`ZcfXYfb/
<i V][`g]Y\h`X]Yg`YXcW`U`g`i bni fY]W`YbX`Ubž`]bgVYgcbXYfY`XU
j]Y`Y`A YbgW`Yb`a]h`[Yf]b[Ya`9]b`_ca`a Yb`GW`k]Yf][`_Y]hYb
\UVYbž`g]W`[Y[Yb`0VYf\0\hY`5b[YVchY`ni f`K Y\`f`ni`gYhnYb"

N]Y`[fi ddYb`i bX`[YgY`gW\ UZh`]W\ Y`F Y`Yj Ub n

8 Ug`N]Y`X]YgYf`F Y[Y`i b[Yb`]gh`_Uf.`6YnU\`VUfYf`K c\b`fUi`a`gc`
]bgVYgcbXYfY`Z0f` : Ua`j]Ybž`F YbhbYf`a]h`[Yf]b[Ya`9]b`_ca`a Yb
i bX`f`b[Y`A YbgW`Yb`[Yg]W`Yfh`k YfXYb" `6i bXYg`_Ubn`Yf`A Yfn`\Uh
X]Y`6YXYi hi b[`XYg`H\Ya`Ug`VYnU\`VUfYg`K c\b`Yb`gc[Uf`U`g`Y]bY
XYf`k]W`h][Yb`gcn]U`Yb` : fU[Yb`i bgYfYf`NY]h`\Yfj`cf[Y\cVYb" `8]Y
Dc`]h`_g]Y\h`Xf]b[YbXYb`<UbX`i b[gVYXUfZž`i a`X]Y`G]hi Uh]cb`Ui Z
XYa`K c\bi b[ga`Uf`_h`ni`j YfVYggYfb`i bX`X]Y`@VYbgei`U`]h`Àh`XYf
60f[Yf`ni`g]W`Yfb"

8]Y`6i bXYgfy[]Yfi b[`d`Ubh`ni XYa`ž`X]Y`F Y[Y`i b[Yb`ni f
ni`Àgg][Yb`A]Yh\0\Y`VY]a`A]YhVY[]bb`V]g`&\$`&-`ni`ÀbXYfb" `8]Yg
k]fX`j`cb`j]Y`Yb`U`g`GW`f]h`i]b`X]Y`f]W`h][Y`F]W`hi b[`Ub[YgY\Ybž
i a`X]Y`Z]bUbn]Y`Y`6Y`Ughi b[`Z0f`A]YhYf`ni`fYXi`n]YfYb`i bX

[`Y]W nY]h][`X]Y`BYi VUi hÅh][_Y]h`b]W h`ni `[YZÅ\ fXYbž`i a
 _ØbZh][Yb`K c\b fUi a a Ub[Y`ni `j Yfa Y]XYbž`k]Y`
 6i bXYgfY[]Yfi b["XY`VYf]W hYh"

≠g[YgUa h`V`Y]Vh`ni `cZYbž`XUgg`X]YgY`A U» bU`a Yb`: fØW hY
 hfU[Yb`i bX`g]W `X]Y`K c\b g]hi Uh]cb`VU`X`ZØf`j]Y`Y`A YbgW Yb`]b
 ? Ò`b`i bX`XUfØVYf`]\]bUi g`j YfVYggYfh"8Ybb`k]Y`a Ub`gc`gW Òb
 gU[h`8U`Y[h`k Ug`Ub`°

8YhU]`g	
C fh	6Yf`]bž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fUX]ck YghZU`]WU"XY • k k k "gi YXXYi hgW Y"XY • k k k "Vi bXYgfY[]Yfi b["XY

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