

8 Yi hgWx `UbXg`@i ZhZfUWx h`j Yf`]Yfh`Ub 6cXYb. : fUdcfh`i bhYf`8fi W_°

8 Yf`5fh]_Y`VY`Yi WxhYh`X]Y`<YfUi gZcfXYfi b[Yb`XYf
XYi hgWxYb`@i ZhZfUWx hz`XUfi bhYf`ghU[b]YfYbXYg`K UWxghi a ž
`c\Y`?cghYb`i bX`6Øfc_fUh]Y"

: fUb_Zi fhz`8Yi hgWx `UbX`!`8]Y`@i ZhZfUWx hVfUbWxY`]b
8Yi hgWx `UbX`ghY`h`j cf`Yf`YV`]WxYb`<YfUi gZcfXYfi b[Yb`
BUWxXYa`XYf`:`i [\UZyb`: fUb_Zi fh]a`>\f`&\$&(`XYb`H]hY`U`g
[fØ»hYf`Yi fcdÄ]gWxYf`: fUWxhzi [\UZyb`Ub`ghUbVi`UV[YVYb
a i gghYžk]fX`X]Y`@U[Y`ni bY`a YbX`_f]h]gWx`"D]YffY`8ca]b]ei Y
DfØa a žJcfghUbX`j cb`: fUdcfhz`Äi »YfhY`g]Wx`ni`XYb
9bhk]W_`i b[Yb`i bX`k UfbhY`j cf`Y]bYa` GwXk UfnU`Ufa` žXYf`]b`XYf
6fUbWxY`Ui Zhf]hžk Ybb`VY]`XYf`JYf`UXi b[]cb`: ÄggYfb`bi f`bcWx
gWxk UfnY`:`ÄWxYb`g]Wx hVUf`g]bX`"8Ybb`X]Yg`VYXYi hYhž`XUgg`: ÄggYf
j cb`b]Wx`h`nYfh]Z]n]YfhYb`J YfgYbXYfb`b]Wx`h`VYZØfXYfh`k YfXYb
XØfZYb`"Ni XYa`g]bX`hYWx`b]gWxY`5`hYfbUh]j Yb`ni f`DfØZi b[]b
8Yi hgWx `UbX`V]g`Ub[`b]Wx`h`ni [Y`UggYbžk Ug`X]Y`DfcnYggY
ni gÄh`n]Wx`YfgWx`k Yfh`

8Yf`: fUb_Zi fhYf`:`i [\UZyb`j YfnY]Wx`bYhY`&\$&(`Y]bYb`I a gWx`U[
j cb`_bUdd`nk Y]A`j`]cbYb`HcbbYb`"Hfcm`Y]bYg`5bgh]Y[g`j cb`%ž
DfcnYbh]a`JYf[`Y]Wx`ni`&\$&`"]Y[h`XUg`XYi hgWxY`K UWxghi a`k Y]h
`]bhYf`XYa`[`cVU`Yb`Ni k UWx`g`j cb`%ž`DfcnYbh`"æUWx]a`@Ub[ž
<Ui dh[YgWx`ÄZhgzØ`fYf`XYg`6i bXYgj YfVUbXg`XYf`8Yi hgWxYb
@i Zhj Yf`_Y`fgk]fhgWx`UZhifb8@ž`a UWx`hY`_`Ufž`XUgg`X]Y`5hhfU`_h]j]hÄh
8Yi hgWx `UbXg`U`g`: fUWx`ghUbXcfh`UV[Ybca`a Yb`Uhi bX`X]Y
`c\Yb`?cghYb`gck]Y`X]Y`6Øfc_fUh]Y`Y]Yfni`UbXY`X]Y
K YhhVYk YfVgZÄ`][_Y]h[YZÄ`fXYb`"a`>\f`&\$&(`k i fXYb`Ub
XYi hgWxYb`:`i [\ÄZYb`]bg[YgUa`h(`ž`A`j`]cbYb`HcbbYb`@i ZhZfUWx`h
Y]b!`i bX`Ui g[Y`UXYbžk Ug`Y]bYa`B]j YUi`Ybhgd]Wx`hž`XUg`VYfY]hg

&\$%-`YffY]W\h'k i fXY"8YbbcW`nY][h'g]W\`Y]b`U`Ufa]YfYbXYf
HfYbXžXU`]a a Yf`a Y\`f`XYi hgW\Y`@ ZhZfUW\hgdYX]hYi fY`]\fY
@UbXi b[Yb`b]W\h`a Y\`f`ØVYf`\Y]a]gW\Y`:`i [\`ÄZYb`UVk]W_Y`b"

K YhhVYk YfVgXfi W_`i bX`5i gk Y]W\ ghfi _hi fYb

8Yf`8fi W_`Ui Z`XYi hgW\Y`:`i [\`ÄZYb`k ÄW\ghž`VYgcbXYfg`]a
5b[Yg]W\h'ghY][YbXYf`K YhhVYk YfVYf`k]Y`XYa `:`i [\`ÜZYb
@Y]dn][#<U`Yž`XYf`YVYbZU`g`i bhYf`8fi W_`ghY`hž`gck]Y`XYa
:`i [\`ÜZYb`@Øh]W\ž`XYf`]a `]Y\`f`&\$&(`%ž&`A `])`cbYb`HcbbYb
]Y\`fYgi a gW\`U[`YffY]W\hY"8]Y`; YVØ\`fYb`ZØf`@UbXi b[Yb`]b
:`fUb_Z`fh`VYhfU[Yb`Yhk U`%) \$\$`9i fcž`k Ä\`fYbX`]b`DUf]g`YX][`]W\
, \$\$`9i fc`ZÄ`][`k YfXYb`i bX`@Øh]W`gc[Uf`_Y]bY`; YVØ\`fYb`Yf\`YVh"
@Ub[`i bX`DfØa a `d`UbYbž`a]h`_cb`_fYhYb`J`cfgW\`Ä[Yb`Ub`X]Y
ni ghÄbX][Yb`6i bXYga]b]ghYf]Yb`\`YfUbni hfYhYbž`i a `X]Y`G]hi Uh]cb
ni `j YfVYggYfb"8Uni ` [Y\`Øfh`Ui W\`X]Y`:`cfXYfi b[`bUW\`Y]bYf
GYb_i b[`XYf`GhUbXcfh_cghYbž`]bgVYgcbXYfY`VY]
:`i [g]W\Yfi b[g[YVØ\`fYbž`X]Y`g]W\`gY]h`&\$%- `j YfXcddY`h`\`UVYb"

9]b[Yg`\`Äb[h`ni XYa `j cb`XYf`gW\`YddYbXYb`8][]hU`]g]Yfi b[`UVž
X]Y`X]Y`K YhhVYk YfVgZÄ`][_Y]h`XYi hgW\Yf`:`i [\`ÄZYb`k Y]hYf
[YZÄ\`fXYh"8]Y`Nc``VY\`ØfXYb`g]bX`XYb`k UW\gYbXYb
5bZcfXYfi b[Ybž`]bgVYgcbXYfY`]a `9!7ca a YfWž`b]W\h[Yk UW\gYb"
=a a Yf`a Y\`f`_Y]bYfY`GYbXi b[Ybž`j cf`U`Ya `Ui g`XYa `Ug]Uh]gW\Yb
FUi a ž`j Yf`Ub[Yb`bYi Y`@c[]gh]_ghfUhY[]Ybž`X]Y`g]W\`hfUX]h]cbY`Y
l bhYfbY\`a Yb`bi f`gW\k Yf]W\`Y]ghYb`_ØbbYb"@Ub[`k UfbhY`j cf
XYf`,`VYfbU\`a Y`gc`W\Yf`GhfUhY[]Yb`Xi fW\`[fØ»YfY`<ÄbX`Yf`k]Y
HYa i `i bX`G\Y]b"

@i ZhZfUW\ ha Uf_h`]a `[`cVU`Yb`?`cbhYI h

8Yf`@ ZhZfUW\ ha Uf_h`\`Uh]a `]Y\`f`&\$&` `k Yb][Yf`:`fUW\h`VYZØfXYfh
U`g]b`XYb`J`cf`U\`fYbž`k Ug`Ui Z`Y]bY`B`cfa U`]g]Yfi b[`XYf
K UfYbghfØa Y`bUW\`XYf`DUbXYa]Y`ni fØW`ni ZØ\`fYb`]gh"5i W\`X]Y
]bhYfbUh]cbU`Yb`GhfØa Y`g]bX`b]W\h`a Y\`f`gc`XmbUa]gW\`k]Y
k Ä\`fYbX`XYg`FY`_cfX`U\`fYg`&\$&%"6YgcbXYfg`]b`8Yi hgW\`UbX`]gh
bi f`Y]b`_Y]bYf`HY]`XYf`VYZØfXYfhYb`; ØhYf`]a `@ ZhhfUbgdcfh`ni
Z]bXYbž`XcW\`XYf`k Yfha Ä»][Y`5bhY]`]gh`\`cW\`"@Ui h`GhUh]ghU`]gh`XYf

: 'i [\ UZYb': fUb_Z fh'XYf' [fÖ» hY': fUW hZi [\ UZYb'8Yi hgW\`UbXgž
 UVYf'Y]b'FØW_[Ub['XYg'@ ZhZfUW hUi Z_ca a Ybg'bUW '&\$&%]'gh
 XYi h'W'ni 'gdØfYb"8 Ug'a UW h'X]Y' < YfUi gZcfXYfi b[Ybž'j cf
 XYbYb'X]Y'XYi hgW\`Yb': 'i [\ ÅZYb'ghY\`Ybž'i a gc'_f]h]gW\`Yf"

I a 'ja 'b]hYfbUh]cbU'Yb'J Yf['Y]W'k YhhVYk YfVgZÅ\]['ni 'V'Y]VYbž
 k]fX'Y]bY' [fi bX'Y[YbXY'FYZcfa 'j]b'XYf'6Y\`UbX'i b['j cb'Nc''i bX
 G]W\`Yf\`Y]hgghUbXUfXg' [YZcfXYfh"8]Y'5i hca Uh]g]Yfi b['j cb
 DfcnYggYb'i bX'X]Y'9]bZØ\fi b['Y]bYg'X][]hU'Yb'GmghYa g'ni f
 6YUfVY]hi b['j cb'Nc''i bhYf'U[Yb'g]bX'bi f'Y]b][Y'XYf'J cfgW\`Å[Yž
 X]Y'ni f'GhY][Yfi b['XYf'9ZZ]n]Ybn'VY]hfU[Yb'_ØbbhYb"8]Y
 _cbh]bi]Yf'W\`Yb'BUW hZi [j YfVchY']b': fUb_Z fh'_ØbbhYb'ni XYa
 XYb': fUW hj Yf_Y\`f'k Y]hYf'\`Ya a Yb'i bX'X]Y
 K YhhVYk YfVgZÅ\][_Y]h'Y]bgW\`fÅb_Yb"

Ni gUa a YbZUggYbX''Åggh'g]W'gU[Ybž'XUgg'X]Y'ni _ØbZh][Y
 9bhk]W_i b['XYg'@ ZhZfUW ha Uf_hYg']b'8Yi hgW\`UbX'ghUf'_j cb
 gW\`bY''Yb'5bdUggi b[Yb'Ub'U_hi Y''Y' < YfUi gZcfXYfi b[Yb'UV\`Åb[h'
 8]Y'6fUbW\`Y'ghY\`hi bhYf'8fi W_i bX'VYbØh][h'Xf]b[YbX']bbcj Uh]j Y
 @Øgi b[gUb gÅhnYž'i a 'k]YXYf'Ub'6YXYi hi b['ni '[Yk]bbYb"

A Y\`f' ðZcfa Uh]cbYb'ni 'XYb'U_hi Y''Yb'HfYbXg']a
 @ ZhZfUW hj Yf_Y\`f'Z]bXYb'G]Y'Ui Z: 5NžJ Yf_Y\`fgfi bXgW\`Ui 'i bX'
 GhUh]ghU"

8YhU]`g	
I fgUW\`Y	\c\Y'GhUbXcfh_cghYbž'a Ub[Y'bXY : 'YI]V]]hÅhžZY\`YbXY'8][]hU']g]Yfi b[
C fh	: fUb_Z fhž'8Yi hgW\`UbX
E i Y''Yb	<ul style="list-style-type: none"> • k k k "ZUn"bYh • k k k "j Yf_Y\`fgfi bXgW\`Ui "XY • XY"ghUh]ghU"Wča

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