

: f]YXf]W\ 'A Yfn. '8 Yf' bYi Y '? Ubn`Yf'a]h
_`UfYb `D`ÀbYb `ZØf`8 Yi hgW\ `UbX`°

: f]YXf]W\ 'A Yfn'k]fX`Ua ' * "'A U]' & \$ &) '? Ubn`Yf`XYf
6i bXYgfYdi V`_`8 Yi hgW\ `UbX`"9bhXYW_Yb`G]Y`gY]bY
dc`h]gW\Y`? Uff]YfY`i bX`J]g]cbYb"



6f]`cbž`8 Yi hgW\ `UbX`!': f]YXf]W\ 'A Yfnž [YVcfYb`Ua`'%"
Bcj Ya VYf`%-))]b`6f]`cbž`\Uh]b`XYb`YhnhYb`↵\fYb`Y]bY
VYa Yf_Ybgk YfhY`dc`h]gW\Y`? Uff]YfY`Xi fW\`YVh`'8 Yf` † f]gh`k i W\g
]b`Y]bYf`† f]gh]gW\` [YdfÀ [hYb` : Ua`]Y`Ui Z`gY]b`J Uhf`k Uf`F]W\hYf`
BUW`XYa`'5V]hi f`Ua` ; ma bUg]i a`DYhf]bi a`]b`6f]`cb`UVgc`j]YfhY
Yf`j cb`%- +) `V]g`%- + *`gY]bYb`K Y`fX]Ybgh`VY]`XYf`6i bXYgk Y`f
i bX`ghi X]YfhY`UbgW\`Y» YbX`FYW\hg! i bX`GhUUhgk]ggYbgW\ UZhYb`]b
6cbb`i bX`A UfVi f ["%- , &`gW\`cgg`Yf'a]h`XYa`'9fghYb`† f]gh]gW\Yb
GhUUhgYI Ua`Yb`UV`"A Yfn`\Uh`gY]h`%- +&`A]h [`]YX`XYf`78I ž`k cVY]
gY]bY`dc`h]gW\Y`@Ui ZVU`b`ja`'9i fcdÀ]gW\Yb`DUf`Ua`Ybh`VY [Ubbž
k c`Yf`%- , - [Yk`À`h`k i fXYž`i bX`Yf`hfUh`ZØf`k]fhgW\ UZh]W\Y
H\Ya`Yb`Y]b"

Jcb`%- - (`V]g`&\$-\$`k Uf`A Yfn`6i bXYghU[gUV[YcfXbYhYf`i bX
gYhnhY`g]W\`Z0f`k]fhgW\UZh]W\Y`FYZcfa Yb`Y]b``9f`[]`h`U`g`A]h[`]YX
XYg`k]fhgW\UZh]VYfU`Yb`:`0[Y`g`XYf`78I`i bX`VYZ0fk cfhYhY`i bhYf
UbXYfYa `X]Y`5[YbXU`&\$\$`"BUW\`Y]bYf`dc`]h]gW\Yb`DUi gY
UfVY]hYhY`Yf`]b`XYf`K]fhgW\UZh]i bhYf`UbXYfYa `U`g`@cVVm]gh`Z0f`X]Y
=j Ygha Ybh[YgY`gW\UZh`6`UW`F`cW`z`VYj`cf`Yf`&\$%, `]b`X]Y`Dc`]h]
ni f0W`_`Y`fhY`"=b`XYf`XUfUi Zc`[YbXYb`K U\`i a `XYb`78I`!
DUfhY]j cfg]hn`a i gghY`Yf`g]W\`YXcW`5bbY[fYh`?fUa d!`?UffYbVUi Yf
[YgW\`U[Yb`[YVYb`"

Dc`]h]gW\Y`F`0W`_`Y`f`i`bX`?`Ubn`YfgW\UZh

6Y]`XYf`6i bXYghU[gk U\`&\$&%`_`Y`fhY`A Yfn`U`g`5V[YcfXbYhYf`]b
XYb`6i bXYghU[`ni f0W`_`i bX`k`i fXY`&\$&&`gW\`]Y»`]W\`
6i bXYgj cfg]hnYbXYf`XYf`78I`"9f`Zc`_i gg]YfhY`g]W\`Ui Z
k]fhgW\UZh]W\Y`GhUV`]h`A`hi bX`]bbYfY`G]W\Yf\Y]hi bX`_0bX][`hY
VYfY]hg`Yhnh`FYZcfa Yb`ja `GhYi YffYW\hgck]Y`Y]bY`_`UfY
A][`fUh]cbgdc`]h]_`Ub`"=a`GYdhYa VYf`&\$&(`k`i`fXY`A`Yfn`U`g
?Ubn`Yf`UbX]XUh`XYf`i`b]cb`Z0f`X]Y`VYj`cfghY\YbXY
6i bXYghU[gk U\`bca]b]Yfhi bX`_`cbbhY`Ua`i`&`"i`YVfi Uf`&\$&) `X]Y
K U\`a]h`&,`ž) `i`XYf`Gh]a`a`Yb`Z0f`X]Y`i`b]cb`[`Yk`]bbYb`"=a
JYf`Ui ZXYf`K U\`_`Ua`dU[bY`gYhnhY`A`Yfn`Ui ZY]bY`U`_h]j`Y`Bi`hni`b[
gcn]U`Yf`A`YX]Ybžk`Ug`]\`a`Y]bYb`YbhgW\Y]XYbXYb`J`cfhY`]
j`YfgW\UZhY`"GW\`]Y»`]W\`k`i`fXY`Yf`ja`nk`Y]hYb`8i`fW\`[`Ub[`ni`a
nY\`bhYb`?Ubn`Yf`XYf`6i bXYgfYdi`V`_`8Yi`hgW\`UbX`[`Yk`A`h`"

BUW\`XYf`K U\`fY]ghY`A`Yfn`[`Ya`Y]bgUa`ia`]h`XYb`GhUUhgZ0\`fYfb
9a`a`Ubi`Y`A`UW`cb`i`bX`?Y]f`GhUfa`Yf`bUW\`?`]Yk`ž`i`a`i`Ygdf`AW\Y
0VYf`XYb`i`_`fU]bY!`?`f]Y[`ni`Z0\`fYb`"8]Y`YfghYb`%\$\$`HU[`Y`gY]bYf
?Ubn`YfgW\UZh]ghY\Yb`VYfY]hg]a`i`c`_i`gž`XU`A`Yfn`XfY]`nYbhfU`Y
H\Ya`Yb`XYZ]b]Yfh`\Uhž`X]Y`K]fhgW\UZh]5fVY]hga`Uf`_`hi`bX`A`][`fUh]cb
VYhfY`ZYb`"

5 [YbXU`Z0f`X]Y`YfghYb`%\$\$`HU[Y

A`Yfn`d`Ubž`Ua`YfghYb`HU[`gY]bYf`5a`hgnY]hi`a`ZUggYbXY
A`U»`bU\`a`Yb`i`a`ni`gYhYb`"9]bY`k`]W\h][`Y`A`U»`bU\`a`Y`]gh`X]Y
5bk`Y]gi`b[`Ub`XUg`6i`bXYg]bbYba`]b]ghYf]i`a`ž`X]Y`XYi`hgW\Yb

GhUUhg[fYbnYb`XUi Yf\UZhini`_cbhfc`]YfYb`i bX`]`Y[U`Y`9]bfY]gYb
ni f0W_ni k Y]gYb"9f`_0bX][hY`ni XYa`9f`Y]W hYfi b[Yb`Z0f`X]Y
K]fhgW UZh`i bX`gW A fZYfY`GUb_h]cbYb`VY]a`60f[Yf[Y`X`Ub"8Yf
6Y[f]Z` 60f[Yf[Y`X`gc`]b`XYf`bYi Yb`Gcn]U`dc`]h]_`b]W h`a`Y`f
j`Yfk`YbXYh`k`YfXYb"

GY]b`Ua`V]h]cb]YfhYg`N]Y`]gh`Ygž`Y]b`K]fhgW UZh`gk`UW`ghi`a`j`cb
nk`Y]DfcnYbhd`fc`A`f`ni`YffY]W`Ybž`k`A`fYbX`[`Y]W`nY]h][`XYf
60fc`_fUh]YUVVUi`ZcfW]Yfhi`bX`XUg`@]YZf`_YhYb[YgYhn
ni f0W_[Ybca`a`Yb`k`YfXYb`gc`]5b`Y]bYa`Y]bhA`[]Yb
6i`bXYgdUfhY]hU[`XYf`78I`]b`6Yf`]b`gc`]Y]b`GcZcfhd`fc[fUa`a`Z0f
Y]bY`a`0[`]W`Y`F`Y[]Yfi`b[g0VYfbU`a`Y`ni`f`5Vgh]a`a`i`b[]YVfUW`h
k`YfXYbž`k`Y`W`Yg`Ui`W`X]Y`F`Y`Zcfa`X`Yg`GmghY`a`g`XYg
60f[Yf[Y`X`Yg`VY]b`U`h`h"

: 0f`X]Y`b`A`W`ghYb`A`cbUhY`g]Y`h`A`Yfn`U`gc`Y]bYb`]bhYbg]j`Yb
F`Y`Zcfa`dfcnYgg`j`cf"8UVY]VYhcbh`Yf`X]Y`B`chk`YbX][`_]h]j`cb
GhYi`YfYf`Y]W`hYfi`b[Yb`Z0f`I`bhYfbY`a`Yb`i`bX`Y]bY`_`UfY`@]b]Y`]b
XYf`A`[]fUh]cbgdc`]h]_"`A`h`X]YgYb`A`U`bU`a`Yb`c`Z`h`Yfž`X]Y
k]fhgW UZh]W`Yb`i`bX`gcn]U`Yb`<YfUi`gZcfXYfi`b[Yb`8Yi`hgW`UbXg
bUW`U`h][`ni`VYk`A`h][`Yb"

Zf"XY`VYf]W`hYhž`XUgg`A`Yfn`Y]bY`nYbhfU`Y`F`c`]Y]b`XYf`XYi`hgW`Yb
Dc`]h]_`gd]Y`hž`k`A`fYbX`nXZ"XY`gY]bY`5[YbXU`Z0f`X]Y`YfghYb`%\$\$
HU[Y`U`g`?`Ub`n`Yf`VYgW`fY]Vh`K`Y]hYfY`b`Zcfa`Uh]cbYb`0VYf
: f]YXf]W`A`Yfn`Z]bXYb`G]Y`Ui`Z`XYf`c`Z]n]Y`Yb`K`YVgY]hY`
Vi`bXYg`_`Ub`n`Yf"XY"

8YhU]`g	
C`f`h	6f]`cbž`8Yi`hgW`UbX
E`i`Y`Y`b	<ul style="list-style-type: none">• k`k`k`"Zf"XY• k`k`k`"nXZ\Yi`hY"XY• k`k`k`"Vi`bXYg`_`Ub`n`Yf"XY

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