

@i]g'9bf]ei Y. '9a ch]cbU`Y'; YXYb_ZY]Yf`]b
A ØbWXYb `ZØf`j YfghcfVYbY `HcW hYf

@]g'9bf]ei Y`k i fXY`j cb` : Ubg`bUW`XYa `7\Ua d]cbg!@YU[i Y!
:]bU`Y`]b`A ØbWXYb `ZØf`gY]bY`j YfghcfVYbY `HcW hYf`L UbU
[YY\fh"



A ØbWXYbž`8Yi hgW`UbX`!`5a` ``%"`A U]`&\$&) `k i fXY`XYf`DG; !
HfU]bYf`@]g'9bf]ei Y`]b`XYf`5`])Un`5fYbU`bUW`XYa `7\Ua d]cbg!
@YU[i Y! :]bU`Y`Ui ZVYk Y[YbXY`K Y]gY`j cb`XYb` : Ubg`[YY\fh" `8]Y
9\fi b[`gYhnhY`XYb`Ya ch]cbU`Yb`GWa Yfn`Y]bYg`J UhYfg`]b`XYb
A]hY`di b_hž`UbghUh`g]W`bi f`Ui Z`XYb`gdcfh]WXYb`9fZc`[`ni
_cbnYbhf]YfYb" `9bf]ei Y`[YXUW`hY`gY]bYf`HcW hYf`L UbUž`X]Y`&\$%-
]a `5`hYf`j cb`bi f`-`↳\fYb`Ub`Y]bYf`gY`hYbYb` : cfa`j cb
?bcWXYb_fYVg`ghUfV" `8]Y ; YXYb_U_h]cb`\UhY`gck c`\`ZØf`\b`U`g
Ui W`ZØf`j]Y`Y`Ni gW`Ui Yf`Y]bY`h]YZY`6YXYi hi b[`i bX`Ya ch]cbU`Yb
K Yfh"

8]Y : Ubg`Ybhfc`hYb`Y]b`[fc» Yg`6UbbYfž`XUg`L UbU`]b`Y]bYa `DG; !
Hf]_ch`nY][hYž`i bX`9bf]ei Y`Yf]bbYfhY`g]W`Ub`Y]bYb

VYXYi hi b[gj c`Yb`A ca Ybh'a]hgY]bYf`HcW`hYf`k Å\fybX`XYg
7\Ua`d]cbg!@YU[i Y!:]bU`Yg`&\$%) "'8Ua`U`g`\UhhYb`g]Y`[Ya`Y]bgUa
Y]bY':`U[[Y`XYg': 7`6UfW`cbU`]b`XYb`F UgYb`[YghYW`h`B UWX`XYa
Gd]Y`hfi [`9bf]ei Y`Y]b`H!G\]fh'a]h`Y]bYf`≡i ghfUh]cb`j`cb`L UbUž`U`g
5i gXfi W`_gY]bYf`HfUi Yf`i bX`J YfVi bXYb\Y]h"

9]bY`VYk Y[YbXY`< ca a U[Y

≠b`XYf`Ya`ch]cbU`Yb`5bgdfUWX`Y`VYhcbhY`9bf]ei Y`X]Y`[fc»Y
l bhYfghØhni b[žX]Y`Yf`j`cb`XYb`:]Ubg`i`bX`gY]bYa`HYUa`]b`X]YgYf
gW`k`jYf][Yb`NY]h`Yf\]Y`h`8]Y`:]XYb`_j`YfUbg`hU`hi`b[`k`Uf`b]W`h`bi`f
Y]bY`<ca`a`U[Y`Ub`gY]bY`HcW`hYf`ž`gcbXYfb`Ui`W`Y]bY`E`i`Y`Y`XYg
HfcghYg`ZØf`]\b`"5i`W`F`UZY`Dc`ž`XYf`7c!HfU]bYf`j`cb`DG;`ž`VYfØ`fhY
X]YgY`9\fi`b[ž`XU`Yf`j`cf`gYW`g`A`cbUhhYb`gY]bY`:]fUi`F`Uei`Y`b`UWX
Y]bYf`Ub[Yb`?`fUb`_Y]h`j`Yf`cfYb`\`UhhY`"9bf]ei`Y`k`]Xa`YhY`XYb`G]Y[
Ub`X]YgYa`HU[`XYa`5bXYb`_Yb`Ub`F`Uei`Y`ž`k`Ug`X]Y`J`YfV]bXi`b[
nk`]gW`Yb`XYb`VY]XYb`HfUi`YfbXYb`k`Y]hYf`j`YfghÅf`_hY"

9bf]ei Y`\UhhY`gY]bYf`HcW`hYf`]b`]\fyb`Y`hnhYb`HU[Yb
VY][YghUbXYb`i`bX`&\$%-`gY]bY`?`Uff]YfY`U`g`B`Uh]cbU`hfU]bYf
GdUb]Ybgi`bhYfVfcW`Yb`ž`i`a`ZØf`L`UbU`XU`ni`gY]b`"8Yf`F`ØW`_hf]h
k`i`fXY`j`cb`]\a`XUa`U`g`a`]h`Xf]b[YbXYb`df]j`UhYb`:]fØbXYb
VY[fØbXYhž`c`bY`X]Y`[YbUi`Yb`l`a`ghÅbXY`ni`Yf`Åi`hYfb`"8Yf`HcX
j`cb`L`UbU`k`i`fXY`]b`Y]bYa`Ya`ch]cbU`Yb`Hk`]hYf!6Y]hfU[`Ua`i`&-`
5i`[i`gh`&\$%-`VY`_Ubbh`[Y[YVYb`"9bf]ei`Y`XfØW`_hY`XUf]b`gY]bY
HfUi`Yf`Ui`g`i`bX`gU[hYž`XUgg`X]Y`:]Ua`]Y`L`UbU`gY`\f`j`Yfa`]ggYb
k`YfXY"

8]Y`< YfUi gZcfXYfi b[`XYf`a YbhU`Yb ; Ygi bX\Y]h

8]Y`<YfUi gZcfXYfi b[ž`a`]h`HfUi Yf`i bX`J`Yf`i`gh`i`a`ni`[Y\Ybž
VYhf]Zh`j`Y`Y`5h\`YhYb`]a`@Y]ghi`b[ggdcfh`"8Yf`l`a`[Ub[`a`]h`XYf
a`YbhU`Yb`:]Ygi`bX\Y]h`\Uh]b`XYb`Y`hnhYb`]Å\fyb`ni`bY`a`YbX`Ub
6YXYi hi b[`]`[Yk`cbbYb`"5h\`YhYb`ghY\Yb`c`Zhi`bhYf`]a`a`YbgYa
8fi`W`_ž`k`Ug`g]W`bY[Uh]j`Ui`Z`\fY`dgmW`]gW`Y`:]Ygi`bX\Y]h
Ui`gk`]f`_Yb`_Ubb`"Ghi`X]Yb`nY][Ybž`XUgg`%`!&\$i`XYf`

@Y]ghi b[ggdcfh`Yf`]a `@Ui ZY`]\fYg`@VYVbg`Ub`8YdfYgg]cbYb`Y]XYbž
 i bX`V]g`ni `` (i `Ub`5b[ghghØfi b[Yb`i bX`8YdfYgg]cbYb`ni
 _Åa dZYb`UVYb`"8]Yg`nY][hž`k]Y`k]W`h][`Yg`]ghž`Ui W`gc`W`Y
 9fZU\fi b[Yb`]a `?cbhYI h`XYg`Gdcfhg`ni `VYhfUW`hYb`"

8]Y`Gh][a Uh]g]Yfi b[`dgmW`]gW`Yf`9f`fUb`_i b[Yb`]a
 @Y]ghi b[ggdcfh`V`Y]Vh`Y]b`[fc»Yg`DfcV`Ya ``8Yf`5i ZYb`h`U`h`]b`XYf
 2 ZYb`h`]W`_Y]hž`_ca V]b]Yfh`a]h`dYfgØb`]W`Yb`HfU[ØX]Yb`k]Y`g]Y
 @]g`9bf]ei Y`Yf`YVh`U`hž`_Ubb`XUni `ZØ`fYbž`XUgg`5h`Y`hYb
 GW`k]Yf][_Y]hYb`UVYbž`I bhYfghØhni b[`ni `gi W`Yb`"9]bY
 j YfVYggYfhY`5i Z`_Åfi b[`ØVYf`a YbhU`Y` ; Ygi bX`Y]h`i bX
 DfcZYgg]cbU`]g]Yfi b[`]b`XYf`gdcfh`dgmW`c`c`[]gW`Yb`6YhfYi i b[`g]bX
 Xf]b[YbX`YfZc`fXYf`]W`"8]Y`HfU[ØX]Y`j`cb`9bf]ei Y`i bX`UbXYfYb
 5h`Y`hYb`j`YfXYi h]W`h`X]Y`B`chk`YbX][_Y]hž`Ui W`X]YgYb`5gdY`h`XYf
 gdcfh]W`Yb`@Ui ZVU`b`Yfbgh`ni `bY`a`Yb`"

⇒5bVYhfUW`h`U`Yf`<YfUi gZc`fXYfi b[Yb`i bX`XYf`Åi Z][Yb
 Ya`ch]cbU`Yb`6Y`Ughi b[Yb`]gh`X]Y`I bhYfghØhni b[`Xi`fW`XUg
 I`a`ZY`X`gck`c`ZØf`5h`Y`hYb`U`g`Ui W`ZØf`HfU]bYf`j`cb`YggYbh]Y`Y
 6YXYi hi b[``8]Y`6Ø`bYž`X]Y`@]g`9bf]ei Y`XYb` : Ubg`[UVž`k`Uf`gca`]h
 b]W`h`bi`f`Y]bY`gdcfh]W`Yž`gcbXYfb`Ui W`Y]bY`dYfgØb`]W`
 h]YZ[fY]ZYbXY` ; YXYb`_U`_h]cb`"

8YhU]`g	
J`c`f`ZU``	HcX
I`f`g`UW`Y	?fYVg
C`f`h	A`ØbW`Ybž`8Yi`hgW`U`bX
E`i`Y`Y`Yb	<ul style="list-style-type: none"> • k k k "[U`U`XY • k k k "Vi`bhY"XY • gdcfhUYfnhYnY]hi b["W`c`a

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