

N]hhUi Yf`5 b`U[YbVUi Yf`j YfXcddY`h
; fÒ» Y. `BYi Y`< U`Y`ZØf`X]Y`Ni _i bZh°

BYi VUi `Y]bYf`DfcXi _h]cbg\U`Y`]b`N]hhUi .`95N`; a V<
]bj Ygh]Yfh`]b`YfbYi YfVUfY`9bYf[]Ybž`gW UZh`bYi Y
5fVY]hgd`ÀhnY`i bX`ZØfXYfh`fY[]cbU`Y`:]fa Yb"



< Òfb]hnYf`GhfU» Y`%%ž`\$&+*` `N]hhUi ž`8Yi hgW`UbX`!`#`N]hhUi
hi h`g]W`Y]b][Yg.`8]Y`95N`; a V<`9`Y`_hfc!`i bX
5i hca Uh]g]Yfi b[gUb`U[Yb`Y[h`XYb`; fi bXghY]b`ZØf`Y]bY
Ui ZfY[YbXY`Ni _i bZh`5a`GhUbXcfh`]b`XYf`< Òfb]hnYf`GhfU» Y`%%
k]fX`XYfnY]h`Y]bY`bYi Y`@U[Yf!`i bX`DfcXi _h]cbg\U`Y`Yff]W`hYh"
8]YgY`< U`Yž`a]h[fc» nØ[][Yb`A U» Yb`j cb`i *`a U`%) `A YhYfbž`]gh
HY]`Y]bYg`i a ZUggYbXYb`K UW`ghi a g_i fgYgž`XYb`XUg
I bhYfbY`a Yb`gY]h`gY]bYf`; fØbXi b[`]a` `X\`f`%-`-`+`Y]b[YgW`U[Yb
\Uh`8Yf`; YgW`ÀZhgzØ`fYfž`G]j]c`? U`]W`ž`XYf`gY]h`&\$&(`Ub`XYf
Gd]hnY`ghY`hž`VYf]W`hYh`j cb`Y]bYa`ghUf`_`ghY][YbXYb
5i ZhfU[gj c`i a Ybž`XUg`j cf`U`Ya`Xi fW`XYb`6YfY]W`YfbYi YfVUfY
9bYf[]Yb`YbhZU`hYh`k]fX"

8]Y'6Ui UfVY]hYb' [Y\Yb'nØ[]['j cfUb.'8]Y': i bXUa YbhY'k YfXYb
VYfY]hg'j cfVYfY]hYhž'i bX'VU'X'k]fX'X]Y'GhU\`_cbghfi _h]cb'Zc`[Yb"
8]Y': Yfh][ghY`i b['XYf'; YVÀi XY\Ø`Y']gh'ZØf'GYdhYa VYf'&\$&'
[Yd`Ubhž'XYf' ðbYbUi gVUi 'gc``V]g'9bXY'X]YgYg' ð\ fYg
UV[YgW\`cggYb'k YfXYb"': Øf'Y]bY'ZY]Yf'WXY'9]bk Y]\i b['\UVYb
g]W\`X]Y'J YfUbhk cfh]WXYb'VYfY]hg'ZØf'&\$&*'Y]bYb'HYfa]b
Ui g[Ygi W'h"

F Y[]cbU`Y`Ni gUa a YbUfVY]h'i bX`bUW\`U`h][Y HYW\`bc`c[]Yb

6YgcbXYfg'YfZfYi `]W\`]gh'X]Y`HUhgUW\`Yž'XUgg'VY]a `6Ui 'XYf'bYi Yb
<U`Y'Ui Z'fY[]cbU`Y':]fa Yb'Ui g'N]hUi ž'C`VYfgXcfZž'CYXf'k]h'i bX
<U]bYk U`XY'ni fØW_[Y[f]ZZYb'k]fX"8]Y'; YgUa hVUi _cghYb
VY`Ui ZYb'g]W\`Ui Zfi bX'%ž&'A]`]cbYb'9i fcž'k cj cb'&) i `U`g
: ØfXYfi b['VYUbfU[h'k YfXYb"5i W\`]b'di bW'h'c'bUW\`U`h][Y
HYW\`bc`c[]Yb'gYh'h'X]Y'95N'; a V<'Ui Z'ni _i bZhgc]Ybh]YfhY
@Øgi b[Yb"': Yd`Ubh'g]bX'Y]bY'K Àfa Ydi a dY'ZØf'K UggYf'i bX
<Y]ni b['gck]Y'Y]bY'D\`chc]c`hU]_Ub`U[Y'ZØf'XYb'9][Ybj YfVfUi W\`"
Ni XYa'k]fX'Y]bY'N]ghYfbY'ni f'F Y[Ybk UggYfVYk]fhgW\`UZh' b[
Yff]W\`hYhž'i a `X]Y'I a k Y'hVY`Ughi b[Yb'ni `a]b]a]YfYb"

Hfchn'XYg'K UW\`ghi a g'g]Y\`h'g]W\`XUg'I bhYfbY\`a Yb'YXcW\`bcW\`
a]h<YfUi gZcfXYfi b[Yb'_cbZfcbh]Yfh'8Yf'B UW\`k i W\`gVYXUfZ']gh
U`[Y[Ybk Àfh]["8]Y'F Y_fi h]Yfi b['j cb'Ui g[YV]'XYhYb
9'Y_hfcb]_Yfb' [YghU'hY'h'g]W\`U'g'gW\`k]Yf][ž'hfchn'XYf'HUhgUW\`Yž'
XUgg'XYf'A]hUfVY]hYfghUa a 'gY]h%- , 'j cb'ZØbZ'Ui Z'a]h'Yfk Y]Y
&('5b[YghY`hY [Yk UW\`gYb']gh"i a `XYa `: UW\`_fÀZhYa Ub[Y`
Ybh[Y[Ybni k]f_Ybž'k]fX'VYfY]hg']b'5i gV]'Xi b[gUb[YVchY
]bj Ygh]Yfh"8Yf'bÀW\`ghY'5ni V]k]fX'ja `<YfVgh'&\$&' VY[]bbYb"
5i » YfXYa ` _ccdYf]Yfh'95N'gY]h'&\$&(`a]h'Y]bYf'<cW\`gW\`i `Y'ja
F U\`a Yb'Y]bYg'?]U!Ghi X]i a gž'k cVY]']b'X]YgYa ` ð\ f'VYfY]hg'XYf
YfghY'HY]'bY\`a Yf'VY[fØ» h'k YfXYb'_cbbhY"

6Yfi ZY`a]h'Ni _i bZh'ja `6YfY]W\`YfbYi YfVUfY
9bYf[]Yb

8]Y`6YXYi hi b[`XYf`YfbYi YfvUfYb`9bYf[]Yb`k`ÅW`gh`ghYh][ži bX
a]h]\f`X]Y`5bnU\`XYf`6Yfi ZgW`UbW`b`]b`X]YgYa`GY`hcf"
≠[Yb]Yi fYžX]Y`g]W`Ui ZYfbYi YfvUfY`9bYf[]Yb`gdYn]U`g]Yfh
\UVYbžZ]bXYb`VY]`5b`U[YbVUi Yfb`i bX`Ni`]YZfZ]fa Yb`ZØf
Gc`UfYbYf[]Yž`K UggYf!`i bX`K]bX`fUZ`hgck]Y`6]c[Ug
j]Y`j YfgdFYW`YbXY`DYfgdY`_hj] Yb`"G]Y`g]bX`j YfUbhk`cfh]W`ZØf`X]Y
9bhk]W`_i b[ž`XYb`6Ui ž`XYb`6Yhf]YV`i bX`X]Y`K Ufhi b[`j`cb
5b`U[Yb`"5i W`X]Y`YbhgdFYW`YbXYb`5i gV]`Xi b[gk`Y[`Y`g]bX
j]Y`Z`h][`i bX`[`i`hghfi`_hi`f]Yfh`"5b[YZUb[Yb`j`cb`XYf
≠[Yb]Yi fUi`gV]`Xi b[`V]g`\]b`ni`gdYn]U`g]YfhYb`K`Y]hYfV]`Xi b[Yb
k]Y`: UW`U[fUfk`]fhYb`ZØf`YfbYi YfvUfY`9bYf[]Ybž`X]Y`ZØf`6]ca UggY!
i bX`6]c[Ug!5b`U[Yb`ni`gh`ÅbX][`g]bX``X]Y`A`Ò[`]W`_Y]hYb`g]bX
nU\`fY]W`ž`k]Y`Y]bgh]Y["W`a`nY][`h"

9]b`6`]W`_Ui Z`≠[Yb]Yi fVØfcg`k]Y`]V!`Y`_cd`Ub`nY][hž`XUgg`Ui W`
X]Y`9`Y`_hfchYW`b]_`Y]b`nYbhfU`Yf`6YghUbXhY]`XYf`9bYf[]Yk`YbXY
]gh`8]YgY`6Øfcg`V]YhYb`8]Ybgh`Y]ghi b[Yb`j`cb`XYf`6YfUhi b[`ØVYf
X]Y`D`Ubi b[`V]g`\]b`ni`f`6Ui ØVYfk`UW`i b[`Ub`i bX`g]bX`cZ`h`Ui W`
U`g`Gi`Vi bhYfbY`a`Yf`ZØf`[fc»Y`6Ui dfc`Y`_hY`h`h]["8i fW`X]Y`Yb[Y
J`YfV]bXi b[`ni`]bbcj`Uh]j`Yb`:]fa`Yb`k]Y`XYf`95N`;`a`V`<`k]fX
XYi`h]W`ž`k]Y`k]W`h][`X]Y`fY[]cbU`Y`Ni`gUa`a`YbUfVY]h]b`X]YgYf
gW`bY`YV][Yb`6fUbW`Y`]gh"

≠g[YgUa`h`k]fX`_`Ufž`XUgg`N]hhUi`i`bX`gY]bY`i`bhYfbY`a`Yb
VYghYbg`ZØf`X]Y`_ØbZ][Yb`<`YfUi`gZcfXYfi b[Yb`]a`6YfY]W`
YfbYi YfvUfY`9bYf[]Yb`[YfØghY`h]g]bX`"8Ug`c`_U`Y`9b[U[Ya`Ybž
[YdUUFh`a`]h]bbcj`Uh]j`Yb`HYW`bc`c[]Yb`i`bX`Y]bYf`U`_hj] Yb
5i`gV]`Xi b[gdc`h]_ž`gW`UZZ`h]b]W`h`bi`f`5fVY]hgd`Å`hnyž`gcbXYfb`Ui`W`
DYfgdY`_hj] Yb`ZØf`X]Y`[YgUa`hY`fY[]cb"

8YhU]`g	
C`fh	<`Øfb]hnYf`GhfU»Y`%`%`ž`\$`&`+`*`'`N]hhUi`ž 8Yi`hgW`UbX
E`i`Y`Yb	<ul style="list-style-type: none"> • k`k`k`"gUYW`g]gW`Y`"XY • k`k`k`"]V!`Y`_cd`Ub"XY • k`k`k`"]Y]bgh]Y["W`a

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