

GU`n`UbX_fY]g`Uha Yh`Ui Z.`? Y]b K UggYfYbhbU\`a Yj YfVch`]b`G]W\`h°

8Yf`GU`n`UbX_fY]g`a Y`XYh`9bhk Ufbi b[`ni
K UggYfYbhbU\`a Yj YfVchYb`hfchn`<]hnY""5_hi Y``Y
B]YXYfgW\`À[Y`i bhYfghØhnYb`@UbXk]fhY"



GU`n`UbX_fY]gž`8Yi hgW\`UbX`!`8]Y`<]hnYk Y``Yž`X]Y`8Yi hgW\`UbX
XYfnY]h`Z]gh]a` ; f]Z`\Uhž`V`Y]Vh`b]W\`h`c`\bY`: c`[Yb``8]Y
HYa`dYfUhi`fYb`ghY][Yb`]b`j]Y`Yb`F`Y`[]cbYb`ØVYf`X]Y`" \$!; fUX!
A Uf_Y""`a`GU`n`UbX_fY]gž`k`c`Yg`Ua`'8]YbghU[`V]g`ni`"``" ; fUX`i`bX
Ua`'A]hkh`cW\`gc[Uf`V]g`ni`"``" ; fUX`k`YfXYb`gc`ž`nY][Yb`g]W\
@UbXk]fhY`nk Uf`Yf`Y]W\`hYfh`ØVYf`XYb`U_hi Y``Yb`F`Y`[Yb`ž`XcW\
[`Y]W\`nY]h][`f`Ài`a`Yb`g]Y`Y]b`ž`XUgg`Yg`b]Y`[Ybi`[`B]YXYfgW\`U[`[]Vh`
?Uh\Uf]bU`9`k`Yfhž` ; YgW\`ÀZhgzØ\`fYf]b`XYg`6Ui`Yfbj`YfVUbXg
GU`n`UbXž`Vf]b[`h`X]Y`Gcf[Y`Ui`Z`XYb`Di`b`_h`'8]Y`@UbXk]fhY
VfUi`W\`Yb`B]YXYfgW\`À[Yž`i`a`[`i`hY`9fbhYb`g]W\`Yfni`ghY``Yb`ž`
]bgVYgcbXYfY`VY]?f`Ài`hYfbž`Nk]YVY`b`i`bX` ; Ya`ØgY""`A`N`VYf]W\`hYhž`
XUgg`g]W\`XYf` ; fi`bXk`UggYfgd]Y[Y`g]Y]h`XYa`'8ØffY`U\`f`&\$%, `b]W\`h`
k]YXYf`Yf\`c`h`Uhi`bX`X]Y`6cXYbZi`W\`hY`U_hi Y``bi`f`VY]`Yhk`U`%(

Dfcnybh`Y[h`

⊖a]hYb`X]YgYf`G]hi Uh]cb`[]Vh`XYf`GU`n`UbX_fY]g`YXcW
9bhk Ufbi b[.`U_hi`Y`Y`Y[h`_Y]b`k UggYffYW`h]W`Yf
<UbX`i b[gVYXUfZ]`cf`9bhgdYfW`YbX`[UV`Yg`V]g`Yf`_Y]bY
A U» bU`a Yb`\"]bg]W`h]W`Y]bYg`K UggYfYbhbU`a Yj YfVchg`]b`X]YgYf
; Y[YbX`"⊖`UbXYfYb`FY[]cbYb`GUW`gYb!5b`U`hg`g]Y`h`X]Y`@U[Y
YXcW`UbXYfg`Ui`g`⊖`?fY]gYb`k]Y`8YggUi`!Fc»`Ui`ž`5`ha`Uf`_fY]g
GU`nk`YXY`i bX`⊗f]W`ck`Yf`@UbX`[Y`hYb`VYfY]hg
K UggYfYbhbU`a Yj YfVchYž`i a`XYa`ghUf`_`[Ygi`b`_YbYb
K UggYfdY[Y`Ybh[Y[Ybni`k]f`_Yb`"5i`W`]b`BcfXf`Y]b!K`YghZU`Yb
g]bX`a`Y`fYfY`Gh`XhYž`XUfi`bhYf`6cbb`i bX`XYf`F`Y]b!G]Y[!?fY]gž
j`cb`gc`W`Yb`J`YfVchYb`VYhfc`ZZYb`"HU[Yggd]Y[Y`nY][hž`XUgg
X]YgYg`D`À`bca`Yb`]a`a`Yf`\"Ài`Z][Yf`ni`VYcVUW`hYb`]ghž`j`cf`U`Ya
]a`C`ghYb`8Yi`hgW`UbXgž`k`c`XYf`; fi`bXk`UggYfgd]Y[Y`g]b`_hi`bX
]a`a`Yf`a`Y`f`FY[]cbYb`i`bhYf`K`UggYfYbhbU`a`Y!9]bgW`f`À`b`_i`b[Yb
`Y]XYb`"

@UbXk]fhgW UZh`]W`Y`< YfUi`gZcfXYfi`b[Yb

8]Y`B`chk`YbX][`_Y]hž`gdUfgUa`a`]h`K`UggYf`i`a`ni`[Y`Ybž`VYhf]Z]h
b]W`h`bi`f`X]Y`6Øf[Yfž`gcbXYfb`Ui`W`X]Y`@UbXk]fhgW UZh`"8Yf
GU`n`UbX_fY]g`\"Uh`Ub[Y`ØbX][hž`Y]bY`_cbh]bi`]Yf`]W`Y
,`VYfk`UW`i`b[`XYf`; Yk`ÀggYfXUhYb`i`bX`6cXYbZYi`W`h][`_Y]h
Xi`fW`ni`ZØ`fYb`"⊖nk`]gW`Yb`VYcVUW`hYb`X]Y`@UbXk]fhYž`XUgg`g]Y
XUb`_`k`UggYfgdUfYbXYf`6Yk`ÀggYfi`b[ghYW`b]_Yb`V]g`Yf`bcW`[`i`h
Ui`g`_ca`a`Ybž`Ui`W`k`Ybb`⊖j`Ygh]h]cbYb`]b`a`cXYfbY`A`Yh`cXYbž
k`]Y`X]Y`Hf`Òd`ZW`YbVYk`ÀggYfi`b[ž`c`Zh`_cghgd]Y][`g]bX`"⊖`a`⊗f`&&&
k`i`fXYb`]b`8Yi`hgW`UbX`[YfUXY`Y]ba`U`))`("\$\$\$`<Y`_hUf
5W`YfZ`ÀW`Y`VYk`ÀggYf`h`XUg`Yb`hgdf]W`h`bi`f`ž`Dfcnybh`XYf
[YgUa`hYb`5W`YfZ`ÀW`Yb`"A`N`

5b[Yg]W`hg`XYf`?`]a`UYfk`Àfa`i`b[`i`bX`XYf`k`]YXYf`c`hYb
HfcW`Yb`U`fY`g]Y`h`Y]bY`Ghi`X]Y`XYg`9W`c`[]W`⊖gh]hi`hg`9W`c`[]W
a`Ò[`]W`Y`ni`_ØbZh][Y`?`cbZ]_hY`]b`XYf`K`UggYfbi`hni`b[`Ui`Zi`bg
ni`_ca`a`Yb`"8]YgY`9]bgW`Àhni`b[Yb`VUg]YfYb`Ui`Z`XYf`HfcW`Yb`Y]h
]b`XYb`Gca`a`Yfa`cbUhYb`j`cb`&\$%,`i`bX`&\$%-`ž`X]Y`VYfY]hg`Y`hnh
9b[d`ÀggY`VY]`XYf`UbXk]fhgW UZh`]W`Yb`6Yk`ÀggYfi`b[`i`bX

9]bgWfÅb_i b[Yb`VY]K UggYfYbhbU\ a Yb`Ui g
C VYfZÅWYb[Yk ÅggYfb`ni f`i: c`[Y`UhhYb"

5i gV`]W_`i bX`< UbX`i b[ga Ò[`]W_`Y]hYb

8]Y`J Yf_bUddi b[`j cb`K UggYffYggci fW`b`_ÒbbhY`g]W_`j b`XYb
_ca a YbXYb`Å\ fYb`k Y]hYf`j YfgW`ÅfZYbž]bgVYgcbXYfY`Xi fW`XYb
ghY][YbXYb`K UggYfVYXUfZ`]bZc`[Y`j cb`5bg]YX`i b[Yb`]bXi ghf]Y`Yf
6Yhf]YVY`k]Y`FYW`YbnYbhfYb"i a`X]YgYb`< YfUi gZcfXYfi b[Yb
Ybh[Y[Ybni k]f_Ybž`Zc fgW`h`XUg`9W`c`[]W`bgh]hi hi bhYf`UbXYfYa
ni f`K UggYfj YfZØ[VUf_Y]hi bX`a Ò[`]W_`Yb`Bi hni b[g_cbZ`_hYb"
?cb_fYhY`@Øgi b[Yb`_ÒbbhYb`Ui g`Y]bYa`?cbnYdh`ZØf`fY[]cbU`Y
K UggYfVY]fÅhY`Yfk UW`gYbž`X]Y`Y]bYb`5i ghUi gW`nk]gW`Yb
j YfgW`]YXYbYb`GY`hc fYb`ZØfXYfb`gc`Ybž`i a`X]Y`6YXUfZY`i bX
FYggci fW`b`VYggYf`UVni gh]a a Yb`"8]Y`9bhk]W_`i b[`j cb`?UfhYb
ni f`YfbYi YfVUfYb`K UggYfj YfZØ[VUf_Y]hi bX`9a dZY`i b[Yb`ni f
K]YXYfj Yfk YbXi b[`j cb`K UggYf`]a`i fVUbYb`FUi a`g]bX`k Y]hYfY
N]Y`gYhni b[Yb`XYg`Dfc`Y`hg"

æg[YgUa h`V`Y]Vh`XYa`GU`n`UbX`_fY]g`j cfYfgh`X]Y`5i gg]W`h`Ui ZY]b
K UggYfYbhbU\ a Yj YfVch`YfgdUfhž`XcW`X]Y`9i dYfhYbk Ufbi b[Yb
i bX`X]Y`G]hi Uh]cb`]b`UbXYfYb`FY[]cbYb`8Yi hgW`UbXg`a U\ bYb`ni f
5W`hgUa`_Y]h`9g`V`Y]Vh`UVni k UfhYbž`k]Y`g]W`X]Y`K`]hhYfi b[
Yb`hk]W_`Y`b`k]fX`i bX`k Y`W`Y`k Y]hYfYb`A U» bU\ a Yb`YfZcfXYf`]W
gY]b`k YfXYbž`i a`X]Y`k Yfhj`c`Yb`K UggYffYgYfj Yb`bUW`U`h][`ni
VYk]fhgW`UZ`hYb"

8YhU]`g	
C fh	GU`n`UbX`_fY]gž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none">• k k k "a n"XY• k k k "hU[Yggd]Y[Y`"XY• k k k "YW`c`[]WYi

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