

DZ]b[gh[chhYgX]Ybgh'Ub`XYf'; "'9"@Ygg]b[
GWXi`Y.; Ya Y]bgWUZh`Yf`YVYb°

GhUUh]WXY`FY[Y`gWi`Y'; "'9"@Ygg]b[`ZY]Yfh
DZ]b[gh[chhYgX]Ybgh'b; fY]n"'9]bV]bXi b['j cb`GWØ`Yfb`i bX
J]Y`ZU`h]b`XYf`@hi f[]Y"



GhUXh_]fWXY`Gh`A Uf]Ybž; fY]nž`8Yi hgWU`UbX`!`5a
8cbbYfghU[žXYa`) "'& b]`&\$&) žZY]YfhY`X]Y`GhUUh]WXY`FY[Y`gWi`Y
; "'9"@Ygg]b[`Y]bYb`Y]bXfi W_gj c`Yb`DZ]b[gh[chhYgX]Ybgh]b`XYf
GhUXh_]fWXY`Gh`A Uf]Yb`I bhYf`XYa`@Y]h[YXUb_Yb` 8Yb`<Y][Yb
; Y]gh`YfZU`fYb žj YfgUa`a`Y`hYb`g]WU`GWØ`Yf]bbYbž`GWØ`Yfž
@Y`f`f`Ä`žY`i bX`[Y`UXYbY; ÄghY`ni`Y]bYa`VYgcbXYfYb`A`ca`Ybž
XYf`h]YZ]b`XYf`Wf]gh]WYb`HfUX]h]cb`j`Yfk`i`fnY`h]gh`DZ]b[ghYbž`XYf
: Y]YfhU[žUb`XYa`X]Y`5i`g[]Y»i b[`XYg`<Y][Yb; Y]ghYg`Ui`ZX]Y
5dcghY`i bX`Øb[Yf`>gi`[YZY]Yfh`k]fXž`a`Uf_]Yfh`ni`XYa`XYb
6Y[]bb`XYf`Wf]gh]WYb`?]fWXY`i bX`]gh]j`cb`[fc»Yf`h`Yc`c[]gWYf
6YXYi hi b[žk]Y`Yj`Ub[Y`]c`cg`W`a` `Yfj`cf`YVh"

8Yf'; chhYgX]Ybgh`VY[Ubb`a`]h`Y]bYa`ZYgh]WYb`9a`dZUb[`Xi`fW

XYb`DcgUi bYbWcfz`XYf`X]Y`5b_ca a YbXYb`a]hgY]bYb`?`Ab[Yb
`Yfn`]W`VY[fØ» hY`"8]Y; YghU`hi b[`k Uf`Y]bY`[Y`i b[YbY`A]gW`i b[
Ui g`hfUX]h]cbY`Yb`"hi f[]gW`Yb`9`Ya YbhYb`i bX`Y]bYf
↑ [YbX[YfYW`hYb`5i gUfVY]hi b[ž`X]Y`XYb`7`UfU_hYf`XYg`5b`UggYg
i bhYfghf]W`"GW`Ø`Yf]bbYb`i bX`GW`Ø`Yf`gcf[hYb`ZØf`Y]bY
a Y`fgdfUW`][Y`@Ygi b[`XYg`9j Ub[Y`]i a g`]b`8Yi hgW`ž`Fi gg]gW`
i bX`9b[`]gW`ž`k Ug`X]Y`J]Y`ZU`h`i bX`XUg`; Ya Y]bgW`UZhg[YZØ`"XYf
GW`i `Y`i bX`XYf`; Ya Y]bXY`XYi h`]W`ni a `5i gXfi W`_VfUW`hY"

9]b`ghUf_Yg`NY]W`Yb`XYf`; Ya Y]bgW`UZh

≠`gY]bYf`DfYX][h`h`Ya Uh]g]YfhY`GW`i `VYUi ZhfU[hYf`F]YXY`"X]Y`?fUZh
XYg`<Y`][Yb`; Y]ghYg`i bX`X]Y`YggYbn]Y`Y`6YXYi hi b[`j cb
J Yfgh`AbX][i b[`i bX`; Ya Y]bgW`UZh`"8]Y; Øfv]hhYbž`X]Y`j cb
GW`Ø`Yf]bbYb`i bX`GW`Ø`Yfb`XYg`F`Y`][]cbgi bhYff]W`hg`j YfZUggh`i bX
j cf[YhfU[Yb`k i fXYbž`hfi [Yb`ni f`≠h]a]h`h`i bX`ni a
[Ya Y]bgW`UZh]W`Yb`9f`YVb]g`XYg`; chhYgX]YbghYg`VY]"`A i g`_U`]gW`
k i fXY`XYf`; chhYgX]Ybgh`j cb`?Ubhc`f`Gh]"`Yf`i bX`XYa`GW`i `W`cf
VY[`Y]hYhž`X]Y`YVYbgc`ZØf`Y]bY`ZY]Yf`]W`Y`i bX`ZfYi X][Y
5ha cgd`ĀfY`gcf[hYb"

8]Y; Y]Yf`]W`_Y]hYb`gd]Y[Y`hYb`XUgž`k Ug`DZ]b[ghYb`Ui ga UW`h`X]Y
J YfV]bXi b[`j cb`; `Ui VYb`i bX`; Ya Y]bgW`UZh`"8]Y`@]hi f[]Y
j YfY]bhY`bYi Y`9fZU`fi b[Yb`a]hj YfhfUi hYb`9`Ya YbhYb`i bX
h`Ya Uh]g]YfhY`nYbhfU`Y`5gdY_hY`k]Y`@]YVYž`9]b`Y]hi bX`X]Y`?fUZh
; chhYg`"≠`j]Y`Yb`; Ya Y]bXYb`k]fX`DZ]b[ghYb`VYgcbXYfg
Y]bXfi W`_gj c`"i bX`gd]f]hi Y`"b]bhYbg]j`[YZY]Yfh`"HfUX]h]cbYb`i bX
9`Ya YbhY`k]Y; Yi Yfž`K]bX`i bX`K UggYf`]bhY[fUh]j`]b`XYb
; chhYgX]Ybgh`Y]bni Vf]b[Ybž`]gh`Y]bY`[Ab[]][Y`DfUi]gž`i a`X]Y
gma Vc`]gW`Y`5i g[]Y»i b[`XYg`<Y`][Yb`; Y]ghYg`XUfni ghY`Ybž`k]Y
]b`j YfgW`]YXYbYb`; chhYgX]Ybgh[YghU`hi b[Yb`k `A`fYbX`XYg
DZ]b[ghZYghYg`XYi h`]W`k]fX"

8]Y`9fk Y]hYfi b[`j cb`HfUX]h]cb`i bX`A cXYfbY

≈a`@Ui ZY`XYf`Ā`J`fY`UVYb`g]W`X]Y; chhYgX]YbghY`ni`DZ]b[ghYb
j YfĀbXYfh`"8]Y`Yi h][Y; YghU`hi b[`]ghic`Zij]Y`Z`h][Yf`i bX`gW`Y]Y»h
a cXYfbY`A i g]_Zcfa Yb`gck]Y`a i`h]a YX]U`Y`9`Ya YbhY`Y]b`"A i g]_

gd]Y`h`Y]bY`YbHgWXY]XYbXY`F c`Yž`i a`X]Y` : fYi XY`i bX`X]Y
 : Y]Yf`]W_X]h`X]YgYg`VYXYi hYbXYb`HU[Yg`Ui gni XfØW_Yb`"8]Y
 hfUX]h]cbY`Yb`?]fWXYb`]YXYf`k YfXYb`cZ]j cb`a cXYfbYb
 @cVdfY]g`]YXYfb`VY[`Y]hYhž`k Ug`ni `Y]bYf`XmbUa]gWXYb`i bX
 `YVYbX][Yb`@]hi f[]Y`VY]hfÅ[h"

≠`XYf`?]fWXYb`]hi f[]Y`k]fX`DZ]b[ghYb`U`g`XUg` : Ygh`XYf` ; UVY`XYg
 <Y`][Yb` ; Y]ghYg`i bX`U`g`J c`YbXi b[`XYg`ØghYf`]WXYb`<Y`]`gk Yf_g
 [YZY]Yfh`8Yf`<Y`][Y` ; Y]gh`]gh`XYf`nYbhfU`Y`6chgW`UZhYf`XYg
 FY]WXYg` ; chYg`i bX`k]fX`]b`XYf`6]VY`U`g`j c`YbXYbXY`? fUZh
 VYgW`f]YVYbž`X]Y`XUg`@YVYb`XYf` ; `Ài V][Yb`dfÅ[h`8]Y`6chgW`UZh
 j cb`9]b`Y]hi bX`@YVY`V`Y]Vh`Ui W`]b`XYf`Yi h][Yb`NY]h
 i bj Yfa]bXYfh`U_hi Y`ž`k]Y`X]Y` : Y]Yf`]W_X]hYb`]b`XYf`GhUXh_]fWXY
 Y]bXfØW_]W`nY][hYb"

Ni gUa a Yb[YZUggh`k Uf`XYf`DZ]b[gh[chYgX]Ybgh`XYf`GhUUh`]WXYb
 FY[Y`gW`i `Y` ; "9"@Ygg]b[`Y]b`YfZc`[fY]WXYg`i bX`VYfØ`fYbXYg
 9j Ybž`XUg`gck c`X]Y`HfUX]h]cb`U`g`Ui W`X]Y`a cXYfbY
 5i gXfi W_gZcfa `XYg` ; `Ui VYbg`YVYbX][`k YfXYb`Y]Y» "9]b`k Y]hYfYg
 NY]WXYbž`XUgg`XYf` ; Y]gh`XYf` ; Ya Y]bgW`UZh`k Y]hYf`]b`ghUf`_i bX
 a chj]YfYbX`k]f_h"

8YhU]`g	
C fh	GhUXh_]fWXY`Gh`A Uf]Ybž` ; fY]nž`8Yi hgW`U`bX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Y]bY!_]fWXYbnY]hi b["XY • Yj Ub[Y`]ccg"Wca • k k k "`]hi f[]Y"W

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