

A i g]_`Y[YbXY`6f]Ub`K]`gcb.`9]b`@YVYb
nk]gW\Yb`GcbbYbgW\Y]b`i bX`GW\UhhYb

6f]Ub`K]`gcbžXUg`a i g]_U`]gW\Y; Yb]Y`\]bhYf`XYb`6YUW\
6cmgž`ghUfV`&\$&) "'GY]b`9]bZi gg`i bX`XUg`5`Vi a`' DYh
Gci bXg`'V`Y]VYb`i bj Yf[YggYb"



< Uk h\cfbYž? U`]Zcfb]Ybž`i G5`!`6f]Ub`K]`gcbžXUg`a i g]_U`]gW\Y
; Yb]Y`\]bhYf`XYb`Y[YbXĀfYb`6YUW\`6cmgž]gh]a`5`hYf`j`cb`,`&
ϰ\fYb`j`YfgbcfVYb`"9f`]"h`gY]h`j]Y`Yb`ϰ\fYb`Ub`8Ya`Ybn`i bX`k`Uf
Z0f`gY]bY`Ya`ch]cbU`Yb`?Āa`dZY`i bX`_fYUh]j`Yb`@Y]ghi`b[Yb
VY`_Ubbh`"K]`gcbž[YVcfYb`Ua`'&\$"'ħ b]'%-`(&`i)b`ϰ[`Yk`ccXž
?U`]Zcfb]Ybž`dfĀ[hY`a`]h`gY]bYb`?ca`dcg]h]cbYb`i bX`5ffUb[Ya`Ybhg
X]Y`Dcd!`i bX`F`cW_a`i g]_`Yb`hgW\Y]XYbX`"GY]bY`?Uff]YfY`YfghfYW_hY
g]W\`0VYf`a`Y\`f`U`g`) \$`ϰ\fYž`k`cVY]Yf`U`g`Y]bYf`XYf`J`ĀhYf`XYf
a`cXYfbYb`Dcda`i g]_[]`h`"Hfchn`gY]bYg`Ybcfa`Yb`HU`Yb`hg`_Āa`dZhY
K]`gcb`nY]h`YVYbg`a`]h`gW\k`YfYb`dgmW\]gW\Yb`DfcV`Ya`Ybž`X]Y
gY]bYb`@YVYbgk`Y[`i bX`gY]bY`GW\UZZYbg`fUZh`ghUf`_
VYY]bZi`gghYb`"06BBQ

6YfY]hg]b'gY]bYf'?]bX\Y]h'nY][hY'K]`gcb'[fc»Yg'a i g]_U`]gWYg
HU`Ybhž]bgVYgcbXYfY`Ua`?'`Uj]Yf"GY]bY`@]YVY`ni f'A i g]_`k i fXY
j cb'gY]bYa`J UhYfž'A i ffUm'K]`gcbž'[YZØfXYfh"8]YgYfž'Y]b
[YgWY]hYfhYf'A i g]_Yfž'XfÅb[hY'6f]Ubž'Y]b`⊕ghfi a Ybh'ni`YfbYbž
k Uf`YXcW`[`Y]W\ nY]h][`hmfUbb]gW`i bX`ghY`hY`\c\Y
5bZcfXYfi b[Yb"K]`gcb'[fØbXYhY`ni gUa a Yb'a]h'gY]bYa`7ci g]b
A]_Y`@cj Y`i bX`5`⊘fX]bY`X]Y`6UbXž'X]Y`U`g`X]Y`6YUW`6cmg
VY_Ubbh'k i fXY"i bhYf'gY]bYf'@Y]hi b[`Yfk Y]hYfhYb'g]Y`XYb`XUa`U`g
dcdi`ÀfYb`Gi fZ'Gci bX`i a`_ca d`Yi Y`<Ufa cb]Yb`i bX
i bhYfgWf]YVYb`VY]`7Ud]hc`FYWcfXg"

8 Yf';]dZY`a]h' DYh'Gci bXg

9]b`A Y]YbghY]b`]b`K]`gcbg'?Uff]YfY`k Uf`XUg`5`Vi a` DYh'Gci bXg ž
XUg`%-`*`*`j YfØZYbh]W\h'k i fXY"8]YgYg'K Yf_]`[]`h`U`g`Y]bYg`XYf
Y]bZi ggfY]W\ghYb`5`VYb`XYf'A i g]_YgW]W\hY`i bX`k i fXY`j cb
; Ycf[Y`A Ufh]bž'XYa`DfcXi nYbhYb`XYf`6YUh`Ygž`U`g
⊕gd]fUh]cbgei Y`Y`ZØf`G[h`DYddYf`VYnY]W\bYh` DYh'Gci bXg
ghY`h`ZØf`]bbcj Uh]j Y`a i g]_U`]gWY`9`Ya YbhY`i bX`h\Ya Uh]g]Yfh
@]YVY`i bX`HfUi f][`_Y]hž'X]Y`i bhYb`bVUf`a]hY]bUbXYf`j YfVi bXYb
g]bX" `Gcb[g`k]Y` ; cX`C b`m? bck g žWc![YgWf]YVYb`a]h`Hcbm
5g\Yfž'k i fXYb`ZØf`]fY`Ya`ch]cbU`Y`H]YZY`[YZY]Yfh"Ø G5`HcXUmQ

Hfchn`UbZÅb[`]W\Yf`i bg]W\Yf\Y]hYb`j cb`7Ud]hc`FYWcfXg
\]bg]W\h]W\`XYf`_ca a Yfn]Y`Yb`8i fW\gW`U[g_fUZh`XYg`5`Vi a gž
k i fXY` DYh'Gci bXg`bUW\hfÅ[`]W\`cW`[YgW\Åmh'i bX`VY`Y[hY`]b
I a ZfU[Yb`j cb`Fc`]b[`GhcbY`cZh`X]Y`\ØW\ghYb`FÅb[Y" `A]_Y`@cj Yž
K]`gcbg`6UbX`_c`Y[Yž`VYnY]W\bYhY`\b`k`Å`fYbX`XYf`9bhghY`i b[
XYg`5`Vi a g`U`g`XYb`GhU`]b`XYg`Ghi`X]cg žk Ug`X]Y`]bhYbg]j Yb
5fVY]hga Yh\cXYb`i bX`XYb`_fYUh]j Yb`8fi W`k]XYfgd]Y[Y`hž'XYa`Yf
i bX`X]Y`6UbX`Ui g[YgYmh'k UfYb"@aci XYf`Gci bXQ

8 Ug`5`Vi a`Ybh\Å`h`b]W\h`bi f`<]hg`k]Y`K ci`Xb`h`h`6Y`B]W`i bX
G`ccd`æ`b`6`žgcbXYfb`Ui W\`nk Y]`⊕ghfi a YbhU`ghØW`Yž`X]Y`X]Y
J]Y`ZU`hj cb`K]`gcbg`J]g]cb`i bhYf`6Yk Y]g`ghY`Yb" `6YgcbXYfY
6YUW\hi b[`Z]bXYh` ; cX`C b`m? bck g žXUg`j cb`Dui` `A W`UfhbYm`U`g
Y]bYg`XYf`VYghYb`@]YXYf`VYnY]W\bYh'k]fX" `K]`gcbg
9I dYf]a Ybh]YfZfYi XY`a]h`8fc[Yb`k Uf`i a ghf]hYbž`XcW`Yf`gY`Vgh

gU\` \]Yf]b`Y]bY`E i Y`Y`XYf` ðgd]fUh]cb`ZØf`gY]bY`A i g]_`"8]YgY
_ca d`YI Yb`9fZU\fi b[Yb`dfÀ[hYb`gY]bYb`_fYUh]j Yb
GW\UZYbgdfcnYgg"Ø G5`HcXUmQ

DYfgØb`]W\Y`? Àa dZY`i bX`7ca YVUW_

Hfchn`gY]bYg`_Øbgh`Yf]gW\Yb`9fZc`[g`k Uf`K]`gcbg`@YVYb
[Y_YbbnY]W\Yh]j cb`çc`Uh]cbž`8YdfYgg]cb`i bX`gW\k YfYb
F ØW_gW\`À[Yb`" ð`XYb`%- +\$Yf`÷\`fYb`ØVYfbU\`a`DgmW\c`c[Y`8f`
9i [YbY`@UbXmX]Y`? cbhfc`Y`ØVYf`gY]b`@YVYbž`k Ug`gW\`]Y»`]W\`ni
Y]bYf`[Yf]W\h]W\Yb`9bhn]Y\i b[`gY]bYf`@]nYbn`ZØ\fhY`"K]`gcbg
: Ua]`]Y`]h`YVYbZU`g`i bhYf`hfU[]gW\Yb`JYf`i ghYbž`XUfi bhYf`XYf`
I bZU`hcX`gY]bYg`6fi XYfg`8Ybb]g`ja`÷\`f`%- , `i bX`XYf`?fYVghcX
j cb`7Uf`%- - , "8]YgY`GW\]W_gU`ggW\`À[Y`Yfk]YgYb`g]W\`U`g`YI hfYa
VY`UghYbXž`ØB BQk À\`fYbX`Yf`YbX[Øh][`ni f`Fi \Y`ZUbXž`U`g`gY]bY
nk Y]hY`: fUi`A Y`]bXU`]a` \U`Zž`ni`g]W\`gY`Vgh`ni`Z]bXYb"

9]b`VYa Yf_Ybgk YfhYg`7ca YVUW_`Yf`YVhY`K]`gcb`&\$\$(`a`]h`XYf`
JYfØZYbh]W\i b[`j`cb` Ga]`Y`žY]bYa`gY]h`Ub[Ya`Yfk UfhYhYb
5`Vi a ž`XUg`]a`gY]bYb`YfghYb`; fUa`a`m`Y]bVfUW\hY`"Ni XYa
VYg]Y[hY`Yf`gY]bY`@Ua`dYbZ]YVYfUb[ghi`bX`hfUh`k]YXYf`Ui`Z`X]Y
6Ø\`bY`"GY]b`Y`hmhYg`?cbnYfh`ZUbX`Y]b`÷\`f`j`cf`gY]bYa`HcX`ghUhh`
9fgh`&\$&(`k`i`fXY`VY]`K]`gcb`8Ya Ybn`X]U[bcgh]n]Yfhž`_i`fn`bUW\
XYa`HcX`gY]bYf`: fUi`A Y`]bXU`"ØB BQ

6f]Ub`K]`gcb`\]bhYf`Àggh`Y]b`a`i`g]_U`]gW\Yg`9fVYž`XUg
; YbYfUh]cbYb`j`cb`?Øbgh`Yfb`VYY]bZi`ggh`\Uh`GY]b`5`Vi`a` DYh
Gci`bXg`V`Y]Vh`Y]b`6YbW\`a`Uf`_]b`XYf`A`i`g]_[YgW\]W\hYž`XUg`b]W\h
bi`f`U`g`A`Y]YbghY]b`]b`XYf`Dcda`i`g]_[]hž`gcbXYfb`Ui`W\`X]Y
Ya`ch]cbU`Y`?ca`d`YI`]h`À`h`a`YbgW\`]W\Yf`9fZU\fi`b[Yb
fYZY_h]Yfh`Ø G5`HcXUmQ

8YhU]`g	
J`c`f`ZU``	HcX
I`f`g`UW\`Y	8Ya`Ybn
C`f`h	< Uk`h\`c`f`b`Y`ž`?`U`]Zc`f`b]Ybž`I`G5

8YhU]`g	
E i Y`Yb	<ul style="list-style-type: none">• Vbb"XY• k k k "`ci XYfgci bX"WŁa• Zhk "i gUhcXUm"WŁa

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