

J c fVYfY]hi b[`Ui Z`HYffcf. `YfnhY`i bX GUb]h`hYf`]a `5`Ufa a cXi g°

5a `%+"\$*"\$&\$&) `ZubX`]b`C`XYbVi f[`Y]b`Gma dcg]i a `ni f
J c fVYfY]hi b[`Ui Z`HYffcfUbgW`À[`Y`a `]h`6i bXYgk Y`f`hYb
ghUhh"



C`XYbVi f[ž`8Yi hgW`UbX`!`K Ug[]Vh`Yg`BYi Yg`]a `5`hYb
@UbXhU[]b`C`XYbVi f[3`8cfhZubX`_Øfn`]W`XUg`nk Y]hY`HYffcf!
A 5BJ!Gma dcg]i a `ghUhhž`XUg`X]Y`J c fVYfY]hi b[`j`cb
a YX]n]b]gWYa `i bX`FYhhi b[gZUW`dYfgcbU`Ui Z`HYffcfUbgW`À[`Y`]b
XYb` : c`_i g`fØW`_hY`"i bhYf`XYb`FYZYfYbhYb`k UfYb`6i bXYgk Y`f`hYb
k]Y`D8`8f`"8Ub`6]Y`Yf`i bX`8f`"7`f]ghcd` ; Øg[Ybž`X]Y`X]Y
<YfUi gZcfXYfi b[Yb`ZØf`6Yhfc ZYbY`VY`Yi W`hYhYb`"6YgcbXYfg`X]Y
[fc»Y`5bnU`"j`cb`J`Yf`YmhYb`a `]h`i bhYfgW`]YX`]W`Yb
J`Yf`Yhni b[gUfhYb`"j`cb`9i d`cg]cbg!`i bX`GW`i ggj Yf`Yhni b[Yb`V]g
`]b`ni `8fi W`j Yf`Yhni b[Yb`"j`Yf`Ub[h`Y]b`c`Yg`A U» `Ub
: UW`k]ggYb`i bX`9fZU`fi b["8Yf`GW`k Yfdi b`_h`]\fYf`J`cfhf`À[`Y`U[
XUVY]`Ui Z`XYf`ZUW`[YfYW`hYb`5a`di hUh]cbž`Y]bYf` : À`]\[_Y]hž`X]Y`]a
?f]gYbZU`"YbhgW`Y]XYbX`gY]b`_Ubb`"C`f[Ub]g]Yfh`k`i`fXY`X]YgYg

k]W\h[Y`Gma dcg]i a `j cb`XYb`HfUi a UbYhmk Yf_Yb`C`XYbVi f[!
C ghZf]Yg`UbXž`GØXk Ygh!B]YXYfgUW\gYb`i bX`6fYa Yb`gck]Y`XYb
Ub[YgW\`cggYbYb`?fUb_Yb`Åi gYfb``8]Y`8Yi hgW\Y` ; YgY`gW\UZh`ZØf
I bZU`W\]fi f[]Y`\Uh`ni XYa `ni f`9fhØW\h][i b[`XYf
HfUi a UbYhmk Yf_Y`Ui Z[Yfi ZYbž`i a `X]Y`FYU_h]cbgZÅ\[_Y]h`ja
9fbghZU``ni `j YfVYggYfb``8]Yg`nY][hY`g]W\`Ui W\`j b`XYf`HY]`bU\`a Y
Ub`gdYn]Y``Yb` : cfhV]`Xi b[Ybž`X]Y`bchk YbX][`g]bXž`i a `XUg
HfUi a UB`Yhmk Yf`!NYfh]Z]_Uh`ni `YfbYi Yfb"

8cW`k Ug`dUgg]Yfhž`k Ybb`XYf`9fbghZU``Y]bhf]hh3`DfcZYggcf`@Yc
@UhUgW\ž`Åfnh`]W\Yf`@Y]hYf`XYg`FYhhi b[gX]YbghYg`]b` : fUb_Z`fh`Ua
A U]bž`VYf]W\hYhY`ØVYf`X]Y`GW\k]Yf][_Y]hYbž`X]Y`VY]`XYf
?ca a i b[_Uh]cb`nk]gW\Yb`Y`fnhYbž`GUb]hÅhYfb`i bX`XYf`Dc`nY]
Ui ZhfYhYb`_ØbbYb``8]YgY`DfcV`Ya Uh]_`nY][h`g]W\`b]W\h`bi f`]b
fYU`Yb`9]bgÅhnYbž`gcbXYfb`Ui W\`VY]` , Vi b[Yb``A]h`gY]bYb
GcbXYfd`ÅbYb`ZØf`HYffc`fUbgW\`À[Yž`X]Y`gdYn]Y``Y`5V`Åi ZY`ZØf`XYb
I a [Ub[`a]h`HYffc`fj YfXUW\h`i bX`VYghÅh][hYb` : Å``Yb`XYZ]b]YfYbž`
j Yfgi W\h`Yf`X]Y`E`i U`]hÅh`XYf`9]bgÅhnY`ni `ghY][Yfb`` ; YfUXY`X]Y
@c[]gh]_`gd]Y`h`Y]bY`Yb`hgW\Y]XYbXY`F`c``Yž`i a `VY]`hYffc`f]gh]gW\Yb
J`cfZÅ``Yb`YZZY_h]j`i bX`gW\`bY``\Y`ZYb`ni ` _ØbbYb``8U\Yf`k`i`fXYb`]b
: fUb_Z`fh`ZØbZ`bYi Y`FYhhi b[gk U[Yb`Ub[YgW\UZZhž`X]Y`ZØf`) \$
JYf`YhnhY`Ui g[Y`Y[h`g]bXž`gck]Y`ni`gÅhn`]W\Yg`A`UhYf]U``]a `K`Yfh
j`cb`,`) "\$\$\$`9i`fc`VYgW\UZZhž`i a `X]Y`9fghj`Yfgcf[i b[
g]W\Yfni`ghY``Yb"

8]Y`<YfUi`gZcfXYfi`b[Yb`VY]`XYf`J`Yfgcf[i b[

8]Y`6Y\UbX`i b[`j cb`J`Yf`Yhni b[Yb`bUW\`HYffc`fUbgW\`À[Yb
[YghU`hY`h`g]W\`c`Zh`U`g`Åi »Yfgh`gW\k]Yf][ž`XU`X]Y`A`YX]n]bYf`a`]h
i b[Yk`Ø\`b`]W\Yb`J`Yf`Yhni b[gV]`XYfb`_`cbZfc`bh]Yfh`g]bX``DfcZYggcf
F`cVYfh`GW\k UVž`8]fY`_hcf`XYf`?`]b]_`ZØf`5``[Ya`Y]b!ž`J]gnYfU`!`i bX
H\cfUI`W\]fi f[]Yž`a`UW\hY`XYi`h]W\ž`XUgg`X]Y`J`Yfgcf[i b[`j cb
GW\i`ggj`Yf`Yhni b[Yb`]b`8Yi`hgW\`UbX`_Y]b`9]bnY`ZU``ž`Y`XcW\`Ui`W\
_Y]bYgk`Y[g`Y]bY`U`hÅ[`]W\Y`F`ci`h]bY`]gh`` : Øf`X]Y`6Y\UbX`i b[
GW\k`Yfghj`Yf`YhnhYf`g]bX`gdYn]Y``Y`HfU]b]b[g`YfZcfXYf`]W\ž`XU`X]Y
F`Yggci`fW\`b`\`Åi`Z][`VY[fYbnh`g]bX``6YgcbXYfg`k`]W\h][`]gh`X]Y
6`i`hgh]``i b[ž`XU`J`YfV`i`hYb`X]Y`\`Åi`Z][ghY`HcXYgi`fgUW\Y`VY]
HYffc`fUbgW\`À[Yb`XUfghY``h``5i`W\`X]Y`HfU]b]b[ga`Yh\cXYb`a`ØggYb

Ub[YdUgghk YfXYb. ĚfnhY`gc`hYb`6f]X[]b[!J YfZU\fyb`Y]bØVYbž`i a
k Yfhj c`Y`NY]h`ZØf`X]Y`J Yfgcf[i b[`XYf`J Yf`YhnhYb`ni` [Yk]bbYb"

: Øf`Y]bY`nY]h[YfYWX`hY`i bX`Y`ZZY`_h]j Y`9YfghY]bgW`Åhni b[`XYf
J Yf`YhnhYb`bi hnhYb`j]Y`Y`F`Yhhi b[ghYUa`g`ni bY`a`YbX`j]fhi Y`Y
F`YU`]h`ÅhYb`"8 Yf`Åfnh]W`Y`@]hYf`XYg`F`Yhhi b[gX]YbghYg`]b
<Ubbcj Yfž`8f`"5bXfYUg`:`Ya`a`]b[ž`g]Y`h`]b`X]YgYb`bYi`Yb
HfU]b]b[gUbg`ÅhnhYb`[fc» Yg`DchYbn]U`"I`a``YXcW`X]Y
: Y`d`f`Å[i b[Yb`ni`j`Yfa`Y]XYbž`gc`hYb`X]Y`j]fhi Y`Yb`GW`i`i`b[Yb
j`cb`YfZU\fybYb`A`cXYfUhc`fYb`VY[`Y]hYhhi bX`Xi`fW`Yb`hgdfYWX`YbXY
6YfZU[i b[Yb`Yf[`Åbnh`k`YfXYb"

9]b`6`]W`_]b`X]Y`Ni`_i`bZh

8]Y`6YXYi`hi b[`X]YgYf`:`UW`j`YfUbg`hU`hi b[Yb`k`]fX`Xi`fW`X]Y
`Øb[ghYb`HYffcfUbgW`Å[Y`]b`5bgVUW`ž`K`ØfnVi`f[ž`A`ØbW`Yb`i`bX
6Yf`]b`bcW`a`U`g`j`Yfgh`Åf`_h`"G]Y`j`YfXYi`h`]W`Ybž`k`]Y`Xf]b[YbX
?cbnYdhY`ni`f`6Yk`Å`h][i b[`gc`W`Yf`@U[Yb`VYb`Øh][`h`k`YfXYb`"
`Å`f`]W`fY]» Yb`HYffcfU`_hY`k`Y`hk`Y]h`ØVYf`" \$\$\$\$`A`YbgW`Yb`XUg
@VYb`"8Yi`hgW``UbX`ghY`h`]a``HYffcf]ga``bXYI``Ui`Z`D`Uhn`(`%`j`cb
%*`ž`k`Ug`X]Y`B`chk`YbX][`_Y]h`i`hYf`J`cfVYfY]hi`b[Yb`i`a`gc
Y]bXf]b[`]W`Yf`a`UW`h`8Yf`i`a`[Ub[`a`]h`a`UggYb`U`Z`hYb`J`Yf`YhnhYb
YfZcfXYfh`gdYn]Y`Y`5bg`ÅhnhYž`X]Y`g]W`X`Yi`h`]W`j`cb
n]j`]a`YX]n]b]gW`Yb`?cbnYdhYb`Yb`hZYfbYb`a`ØggYb`"<]Yfni`[Y`ØfYb
Ui`W`Y]b`df]cf]h`ÅhYb`cf]Yb`h]YfhYg`J`cf[Y`Ybž`k`]Y`XUg`56789!
GW`Ya`Už`i`bX`X]Y`HU`_h]_ž`ni`f`?cbhfc`Y`X`Yg`H`ÅhYfg`Ui`Z`X]Y
G]W`Yf`Y]h]j`cb`DUh]Yb`hYb`i`bX`9]bgUhn`_f`Å`Z`hYb`ni`UW`hYb`"

8Yf`5i`ghUi`gW`i`bX`X]Y`J`YfbYhni`b[`U`Yf`VYhY]][`hYb`5`_hYi`fY
a`ØggYb`j`Yfgh`Åf`_h`k`YfXYbž`i`a`]a`:`U`Y`Y]bYg`:`U`Yg`[i`h
j`cfVYfY]hYh`ni`gY]b`"Bi`f`gc`_Ubb`XUg`k`Yfhj`c`Y`@VYb`j`cb
A`YbgW`Yb`]b`6YXfc`i`b[gg]hi`Uh]cbYb`fUgW`i`bX`Y`ZZY`_h]j`[YfY`hYh
k`YfXYb`"9]b`h]YZ[Y`YbXYg`J`Yfgh`Åb`Xb]g`i`bX`gh`Åb`X][`Yg`HfU]b]b[
g]bX`XU`Yf`i`bYf`Ågg`]W`ž`i`a`Y]bYb`GW`f]hh]j`cfUi`g`ni`gY]b`"

8]Y`<YfUi`gZcfXYfi`b[Yb`]a`6YfY]W`X`Yf`B`chZU`a`YX]n]b`g]bX`U`gc
b]W`h`bi`f`H`Y`cf]Yž`gcbXYfb`Y]b`h`Å[`]W`Yf`5i`ZhfU[ž`XYb`Yg`ni
a`Y]ghYfb`[`]h`b`Zcfa`Uh]cbYb`i`bX`@Øgi`b[gUbg`ÅhnhY`g]bX`[YZfU[hž

i a `Ui W`]b `Ni _i bZh`X]Y `f]W`h][Yb `9bhgW`Y]Xi b[Yb `ni f`J YfZØ[i b[
ni ` \UVYb `i bX `@YVYb `ni `fYhhYb"

8YhJ]`g	
Cfh	C`XYbVi f[ž8Yi hgW`UbX
EiY`Yb	<ul style="list-style-type: none">• k k k "g_j Yf`U["XY• k k k "UYfnhYnY]hi b["XY• k k k "h\]Ya Y"XY

6Ygi W`Yb `G]Y `i bg `Ui Z. `X]Y!b UW` f]W`hYb "Wca