

GW`UZdfcV`Ya Y`]a `K c\ba cV]`.7Ua dYf
ZcfXYfb`Xf]b[YbX`J YfVYggYfi b[Yb`°

9fZU\fyb`G]Y`a Y\`f`ØVYf`X]Y`<YfUi gZcfXYfi b[Yb`i bX
@Øgi b[Yb`VY]`K c\ba cV]`Yb`]b`BcfXXYi hgW`UbXžj cb
JYfXi b_Y`i b[gdfcV`Ya Yb`V]g`ni a `A Uf_hhfYbX`&\$&)"



BcfXXYi hgW`UbXž`8Yi hgW`UbX`!7Ua d]b[`]gh]a `A ca Ybh`XYf
[fc»Y`F YbbYfž`i bX`VYgcbXYfg`K c\ba cV]`Y`]Y[Yb`\cW`]a `?i fg"
8]Y`J cfhY]`Y`]Y[Yb`Ui ZXYf`<UbX.`a Ub`[Yb]Y»h`i bUV\`Äb[][_Y]h
i bX`?ca Zcfh`8cW`U`ni `cZinY][Yb`g]W`?cbghfi _h]cbgZY\`Yfž`X]Y
VYgcbXYfg`]a `GW`UZVYfY]W`ni `DfcV`Ya Yb`ZØ\fyb`"8]Yg`nY][h]g]W
U_hi Y`]b`Y]bYf`YV\UZhYb`8]g_i gg]cb`]bbYf\U`V`XYf`7Ua d]b[!
7ca a i b]hmž`]b`XYf`Bi hnYf`ØVYf`J YfXi b_Y`i b[g`Øgi b[Yb`]b`]\fyb
DØgg`!K c\ba cV]`Yb`VYf]W`hYb`"J]Y`Y`7Ua dYf`hY]`Yb`]\fyb`i ba i h
ØVYf`X]YdUd]YfbY`: U`hj YfXi b_Y`i b[ž`X]Y`b]W`h`bi f`UbZ`Ä`][`ZØf
6YgW`ÄX][i b[Yb`]ghž`gcbXYfb`Ui W`cZha U`g`X]Y`i b_h]cbU`]hÄh
VYY]bhf`ÄW`h][hž`k]Y`a c]b`"XY`VYf]W`hYh"

9]b][Y`Bi hnYf`ZcfXYfb`J YfVYggYfi b[Yb`/_fYUh]j Y`?ØdZY`\UVYb

VYfY]hg'9][Yb`0gi b[Yb`[YZi bXYbž'i a`XUg`Y]X][Y`DfcV`Ya`XYf
J YfXi b_`i b[`Ui gni a`YfnYb" `Gc`VYf]W`hYb`Y]b][Yž`g]Y`j Yfk YbXYb
D`YI][`Ug`cXYf`GdYff`c`nd`UhhYb`U`g`GW`i hn" `9]bY`7Ua`dYf]b
`b[Y[Yb`UhgY]h`Y]bYa` `U`f`_Y]bY`GW`k]Yf][_Y]hYb`a`]h`fYb
J YfXi b_`i b[g!@Ja`Y`Yb`i bX`Z]bXYhig]W`a`]h`XYf`G]hi`Uh]cb
ni`Zf]YXYbYf" `?`cbghfi`_h]cbgZY`Yf`g]bX`UVYf`b]W`h`U`Y]b`VY]`D0gg`
ni`Z]bXYb` `Ui`W`VY]`K`c`ba`cV]`a`Uf`_Yb`k`]Y`60fghbYf`]gh`X]Y
DfcV`Ya`Uh]`_VY`Ubbh"

HYW` b]gW`Y`<`YfUi`gZc`fXYfi`b[`Yb`VY] K`c`ba`cV]`Yb

9]b`6Y]gd]Y`Z0f`hYW`b]gW`Y`<`YfUi`gZc`fXYfi`b[`Yb`nY][`h`XYf`:`U`
Y]bYg`K`YghZU]U`7c`i`a`Vi`g`)(`\$`58`Ui`g`XYa` `U`f`&\$%`,"`BUW`Z0bZ
`U`f`Yb`hfUh`Y]Yf`XYf`YfghY`8`YZY`_h`Ub`XYb`J`YfXi`b_`i`b[`fc`cg`Ui`Z`
9]dYfhYb`j`Yfa`i`hYbž`XUgg`Yg`g]W`i`a`Y]bYb`?`cbghfi`_h]cbgZY`Yf`
gY]hYbg`8`ca`Yh]W`UbXY`h" `b`XYf`7Ua`d]b[`!`7ca`a`i`b]hm`k`YfXYb
c`Zha`U`g`F`YdUfUhi`fh]ddg`Z0f`gc`W`hYW`b]gW`Y`GW`k`]Yf][`_Y]hYb
Ui`g[`YhUi`gW`h" `B`chk`YbX][`Y`K`Yf`_nYi`[`Y`g]bX`]b`X]YgYa`:`U`:`Y]b
?`fYi`ngW`fUi`VYbXfY`Yfž`Y]b`Hcfl`G`W`fUi`VYbXfY`Yf`fHL`&\$`i`bX
HL`%\$`E`gck`]Y`Y]b`gW`UfZY`g`A`YggYf" `K`Yf`VYfY]h]ghž`<`UbX
Ubni`Y[`Ybž`XYf`_Ubb`Xi`fW`XYb`5i`ghUi`gW`VYgW`AX][`hYf`HY]Yž
k`]Y`Yhk`U`XYf`?`i`bghghc`ZZ`UddYbž`YfbYi`h:`fYi`XY`Ub`gY]bYa
?`ca`Zcfh[`Yk`]bb`Ui`g`XYa` `K`c`ba`cV]` `UVYbž`k`]Y`k`YghZU`]U!
ZUb`"XY`Ui`ZnY][`h"

8Ug`;`Ubni`Y`À`gghig]W`Y`XcW`b]W`h`c`g[`Y`0gh]j`cb`XYf`U`_hi`Y`Yb
G]hi`Uh]cb`Ui`Z`XYa` `7UfUj`Ub]b[`!`A`Uf`_h`VYhfUW`hYb" `8]Y`B`UW`ZfU[`Y
bUW`K`c`ba`cV]`Yb`V`Y]Vh`nk`Uf`ghUV]ž`XYb`bc`W`gd0fYb`<`YfghY`Yf
i`bX`<`À`bX`Yf`XYb`8fi`W`_XYf`A`Uf`_hYb`hk`]W`_i`b[`"@`Ui`h`
**dfca`cV]`"XY`U`h`XYf`6YghUbX`ni`[`Y`UggYbYf`FY]gYa`cV]`Y`
_0fn`]W`X]Y`A`]`cbYb[`fYbnY`0VYfgW`f]hhYb" `Hf`chnXYa` `nY][`Yb`X]Y`
Ni`Uggi`b[`Yb`]a` `YfghYb`E`i`UfhU`&\$&)`Y]bYb`F`0W`_`Ub[`j`cb`%(`ž+
i`VY]`FY]gYa`cV]`Yb`i`bX`i`ž+`i`VY]`7UfUj`Ubg"**

9]b`;`fi`bX`XUZ0f`g]bX`X]Y`XYi`h]W`k`Yb][`Yf`[`Yk`Yfv`]W`Yb
Ni`Uggi`b[`Ybž`gdYn]Y`VY]`A`]YhZU`fnYi`[`Yb" `K`À`fYbX`U`gc`XUg
`b`hYfYggY`Ub`7Ua`d]b[`fY]gYb`i`b[`YVfc`W`Yb`V`Y]Vhž`_`Àa`dZYb

<ÅbX`Yf`a]h`c`Yb`6YghÅbXYb`Ub`i bj Yf_Ui ZhYb` : U\fnYi [Yb`i bX
a ØggYb`g]W`cZh`a]h`DfY]gbUW`ÅggYb`Yfi a gW`U[Ybž`i a `X]Y
B UW`ZfU[Y`ni `ghUV]`g]YfYb`"Hfchn`X]YgYf`<YfUi gZcfXYfi b[Yb
gW`Y]bYb`g]W`j]Y`Y`df]j UhY`?Åi ZYf`ØVYf`U_hi Y`Y`5b[YVchY`]b`XYf
6fUbW`Y`ni `ZfYi Ybž`k Ug`ZØf`a UbW`Y`<ÅbX`Yf`<cZbi b[`Ui ZY]bY
K YbXY`]b`XYf`A Uf_hYbhk]W`i b[[]Vh"

Gc`V`Y]Vh`X]Y`7UfUj Ub]b[!ϕXi ghf]Y`U`gc`]b`Y]bYa `GdUbbi b[gZY`X
nk]gW`Yb`6cca`i bX`?f]gY`"ϕ`XYf`7Ua`d]b[!7ca`a`i`b]hm`YXcW`
k]fX`XUg`H`Ya`U`J`YfXi b`_Y`i b[`b]W`h`bi`f`Y]XYbgW`UZ]W`
X]g_i h]Yfhž`gcbXYfb`Ui W`a`]h`9fZ]bXi b[gfY]W`hi a`VYUfVY]hYh`C`V
Xi fW`_fYUh]j Y`@Øgi b[Yb`cXYf`5`hYfbUh]j Y`ni a`Ni VY`Øf`Y]b
[i hYg`<ÅbXW`Yb`ZØf`dfU_h]gW`Y`@Øgi b[Yb`]gh`[YZfU[h"

8YhU]`g	
C fh	B cfXXYi hgW`UbXž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a c]b"XY • k k k "k YghZU`]U!ZUb"XY • k k k "dfca cV]`"XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`X]Y!bUW`f]W`hYb`W`a