

? Uf]b 'Df]Yb. 'J Yfk UbXhY 'j YfgWk k i bXYb ' 9]b 'Xi b_`Yg'GWk]W_gU`°

9fZU\fyb 'G]Yž'k]Y 'XYf'i _fU]bY!?'cbZ]_h'i bX'A][fUh]cb 'X]Y dc`]h]gWk Y '@UbXgW.UZi'b '8Yi hgWk `UbX`V]g' † b] ' & \$ &) 'dfÄ[Yb"



?]Y`ž'8Yi hgWk `UbX`!` † `XYf`U`_h`i Y`Yb`8YVUhY`ØVYf`A][fUh]cb i bX`[Ycdc`]h]gWk Y` < YfUi gZcfXYfi b[Yb`gdf]Wk h? Uf]b 'Df]Ybž`X]Y 6]Xi b[ga]b]ghYf]b`GWk `Ygk][!<c`ghY]bgž`Y]bXf]b[`]Wk `ØVYf`]\f Y][YbYg`9f`YVYb`" † `Y]bYa ` † hYfj]Yk `Yf`_`Äfh]g]Yž`XUgg`g]Y`bi f bcWk `Y]bYb`J Yfk UbXhYb`]b`]\fyf`<Y]a Uh`\Uhž`k Ä\fybX`] \fy UbXYfyb`J Yfk UbXhYb`Yb`k YXYf` i a [YVfUWk`h`k cfXYb`cXYf Ui g[Yk UbXYfh `g]bX`"8]YgYf`dYfg`Öb`]Wk Y`6Yni [`j YfXYi h`]Wk`h`X]Y 5i gk]f`_i b[Yb`j cb`A][fUh]cb`i bX`?cbZ]_hYb`Ui ZXUg`@YVYb`j]Y`Yf A YbgWk Ybž`k]Y`Yg`Ui Wk `X]Y`8]g`_i gg]cb`ØVYf`X]Y`A][fUh]cbgdc`]h]_]b`8Yi hgWk `UbX`nY][h`"8]Y`HfU[]_gc`Wk Yf`GWk]W_gU`Y`Yf`Ä`h`]b`XYf ÖZZYb`h]Wk Yb`K U\fbY`a i b[`Xi fWk `Df]Yb`Y]bY`a YbgWk `]Wk Y 8]a Ybg]cbž`X]Y`cZi]b`dc`]h]gWk Yb`8]g`_i gg]cbYb`j Yf`cfYb`[Y`h` † Zcfa Uh]cbYb`XUni `Z]bXYb`g]Wk `]b`Y]bYa `5fh]_Y`j cb`Gd]Y[Y`"

8 Yf?cbhYI hij cb`Df]Ybg`5i ggU[Yb`]gh`VYgcbXYfg`fY`Yj Ubhž`XU
8 Yi hgW`UbX`]b`XYb`YhYb`Yh`fYb`a`]h`Y]bYf`J]Y`nU`j`cb
a`][fUh]cbgdc`]h]gW`Yb`<YfUi`gZcfXYfi`b[Yb`_cbZfcbh]Yfh`]gh`9]b
6Yf]W`hij`cb`XYf`?`ÖfVYf!Gh]Zhi`b[`cZZYbVUfhž`XUgg`]b`XYf
U`[Ya`Y]bYb`6Yj`Ö`_Yfi`b[`XYf`I`_fU]bY`_f]Y[`U`g`[fÖ»`hY
Ui`»Ybdc`]h]gW`Y`<YfUi`gZcfXYfi`b[`Ub[YgY`Yb`k`]fX`" `a
GYdhYa`VYf`&\$&` ` [UVYb`(`) `DfcnYbh`XYf`6YfU[hYb`Ubž`XYf`?`f]Y[
]b`XYf`I`_fU]bY`gY]`XUg`<Ui`dhdfcV`Ya`žk`À`fYbX`A`][fUh]cb`bi`f`j`cb
` `DfcnYbh`U`g`XfÅb[YbXYg`H`Ya`U`[YbUbb`h`k`i`fXY`"8]YgY`NU`Yb
nY][Yb`Y]bY`ni`bY`a`YbXY`6Ygcf[b]g`ØVYf`X]Y`[Ycdc`]h]gW`Y`@U[Yž
YXcW`V`Y]Vh`XUg`H`Ya`U`A`][fUh]cb`bUW`k`]Y`j`cf`nYbh`fU`ZØf`j`]Y`Y
A`YbgW`Yb`]b`8Yi`hgW`UbX`"

A`][fUh]cb`U`g`[YgY`gW`UZh`]W`Yg`H`Ya`U`

8]Y`A`][fUh]cb`ghY`h`gY]h`Yh`fYb`]a` `:`c`_i`g`XYf`ÖZYbh`]W`Yb`8YVUhhY
i`bX`U`h`Xi`fW`j`YfgW`]YXYbY`?`f]gYbžk`]Y`XYb`6Øf[Yf`_f]Y[`]b
Gmf]Ybž`bYi`Y`8]a`Ybg]cbYb`YffY]W`h`"GY]h`&\$%)` `Uh`8Yi`hgW`UbX
a`Y`f`U`g`Y]bY`A`]`]cb`;`YZØW`hY`hY`Ui`Z[Ybca`a`Ybžk`À`fYbX`X]Y
NU`XYf`5gm`UbhfÅ[Y`]a` `Y`f`&\$&(`ž`c`b`Y`X]Y`Ui`g`XYf`I`_fU]bYž`VY]
fi`bX`&)`%`\$`\$`\$`U["9]b`g][b]Z`_UbhYf`F`ØW`[Ub[`j`cb`Yhk`U`&-
DfcnYbh]a` `J`Yf[`Y]W`ni`a` `J`cf`U`f`j`YfXYi`h`]W`h`X]Y`XmbUa`]gW`Y
B`Uhi`f`X]YgYf`H`Ya`Uh`_"8]Y`:`c`[Y`]gh`Y]bY`h`hYbg]j`]Yfi`b[`XYf
8YVUhhY`i`a`5gm`!`i`bX`A`][fUh]cbgdc`]h]_ž`VYgcbXYfg`bUW`XYb
5hhYbhUhYb`]b`A`Ubb`Y]a` `i`bX`Gc`]b[Ybž`X]Y`b]W`h`bi`f`X]Y`Dc`]h]_
VYY]bZi`ggYbž`gcbXYfb`Ui`W`XUg`K`À`Yfj`Yf`U`hYb`XYf`A`YbgW`Yb
]b`8Yi`hgW`UbX`a`U»[YV`]W`d`fÅ[Yb`"

8]Y`dc`]h]gW`Y`@UbXgW`UZh`k`UbXY`h`g]W`.`8]Y`5`hYfbUh]j`Y`ZØf
8Yi`hgW`UbX`f5Z8`L`U`h`VY]`@UbXhU[gk`U`Yb`]b`H`Øf]b[Yb`i`bX
GUW`gYb`ØVYf` ` \$`DfcnYbh`Yfn]Y`hi`bX`_ØbbhY`VY]`XYf`bÅW`ghYb
6i`bXYghU[gk`U`V]g`ni`&\$ž` `DfcnYbh`YffY]W`Yb`"9]bY`I`a`ZfU[Y
nY][hž`XUgg`++`DfcnYbh`XYf`6YfU[hYb`Y]bY`K`YbXY`]b`XYf
A`][fUh]cbgdc`]h]_Zc`fXYfbž`i`bX`ØVYf`-`\$`DfcnYbh`XYf`5Z8`!`i`bX`6GK`!
5b`Åb[Yf`g]bX`ZØf`Y]bY`bYi`Y`5gm`dc`]h]_ž`k`À`fYbX`*)` `DfcnYbh`XYf
GD8!5b`Åb[Yf`Å`b`]W`Y`5bg]W`hYb`j`YfhfYhYb`"8]YgY
9b`hk`]W`_i`b[Yb`U`VYb`X]Y`6i`bXYgfY[]Yfi`b[`XUni`j`YfUb`Ugghž`a`]h
j`Yfgh`f`_hYb`5VgW]YVi`b[Yb`i`bX`j`YfgW`ÅfZ`hYb`;`fYbn`cb`hfc`Yb`ni

fYU[]YfYb"

2 ZZYbh`]WXY`A Y]bi b[`i bX`ni _ØbZh][Y
< YfUi gZcfXYfi b[Yb

8]Y`6Yj Ò`_Yfi b[`g]Y\`h'g]W`]b`6Yni [`Ui ZX]Y`5i ZbU\`a Y`j cb
; YZØW`hYhYb`]a a Yf`ÒZhYf`Ub`XYf`? UdUn]h`hg[fYbnY``5b[Yg]W`hg
X]YgYf`G]hi Uh]cb`gd`fYW`Yb`GhUh]gh]_Yb`Y]bY`_`UfY`GdfUW`Y.`Fi bX
' &`DfcnYbh`XYf`6YfU[hYb`[`Ui VYbž`a Y\`f`UV[Y`Y\`bhY
5gm`VYk YfVYf`_ØbbhYb`UV[YgW`cVYb`k YfXYb``; `Y]W`nY]h][
ZcfXYfb`X]Y`?ca a i bYb`l bhYfghØhni b[ž`XU`j]Y`Y
5i ZbU\`a Y]b]f]W`hi b[Yb`ØVYf`UghYh'g]bX``8Yf`8fi W`k ÅW`ghž`i bX
X]Y`F Y[]Yfi b[`a i gg`Ui ZX]Y`Gcf[Yb`XYf`A YbgW`Yb`fYU[]YfYb`i bX
[`Y]W`nY]h][`Y]bY`\`i a UbY`@Øgi b[`ZØf`A][fUbhYb`Z]bXYb"

8]Y`9I `Uh`ni XYa`]a `š\`f`&\$&' `bYi Y`5gm`fY[Y`b`VYgW`cggYbž
X]Y`j cfgY\`Ybž`XUgg`DYfgcbYb`a]h[Yf]b[Yf`6`Y]VYdYfgdY`_h] Y`Ub
XYb`5i »Yb[fYbnYb`ni fØW`[Yk]YgYb`k YfXYb``8]Yg`gc``XYb
@ÅbXYfb`a]h`\`c\`Ya` ; YZØW`hYhYbUi Z`_ca a Ybž`k]Y`≠U`]Yb`i bX
; f]YW`Yb`UbXž`\`Y`ZYbž`j cb`ØVYfa` Å»][Yb`6Y`Ughi b[Yb`Yb`h`UghYh
ni `k YfXYb``8UVY]`V`Y]Vh`Yg`YggYbn]Y``ž`Yi fcdÅ]gW`Y`@Øgi b[Yb`]a
l a [Ub[`a]h; YZØW`hYhYb`ni `Z]bXYbž`i a `X]Y`ÒZZYbh`]WXY`A Y]bi b[
ni `VYfi \][Yb`i bX`Y]b`[Ya`Y]bgUa`Yg`J YfghÅbXb]g`ZØf`X]Y
< YfUi gZcfXYfi b[Yb`ni `Ybhk]W`_Y`b"

Ni gUa`a YbZUggYbX`]gh`X]Y`9fnÅ`\`i b[`j cb`?Uf]b`Df]Yb`b]W`h`bi f
Y]b`dYfgØb`]W`Yg`GW`]W`_gU`ž`gcbXYfb`gd]Y[Y`h`X]Y
[YgUa`h[YgY`gW`UZh`]W`Yb`Ghf`Òa`i b[Yb`k]XYf``A][fUh]cb`i bX
≠hY[fUh]cb`V`Y]VYb`k]W`h][Y`H\`Ya`Yb`]b`8Yi hgW`\`UbXž`i bX`Yg
`]Y[h`Ub`XYf`Dc`]h]_ž`Y]b`; `Y]W`[Yk]W`h`ni `Z]bXYbž`XUg`gck`c`\`X]Y
\`i a Ub]h`ÅfYb`5gdY`_hY`U`g`Ui W`X]Y`Gcf[Yb`XYf`6Yj Ò`_Yfi b[`Yfbgh
b]a`a`h``8]Y`8YVUhY`i a`A][fUh]cb`k]fX`]b`Ni`_i bZh`k Y]hYf
Vf]gUbhYf`k YfXYbž`gW`]Y»`]W`g]bX`k]f[YZcfXYfhž`gck`c`\`
A YbgW`]W`_Y]h`U`g`Ui W`bUh]cb`U`Y`≠hYfYggYb`ni `k U\`fYb``l a
X]YgYb`gYbg]V`Yb`6YfY]W`Ui ZY]b`[YfYW`hYg`i bXUa`Ybh`ni
ghY``Ybž`gc``hY`Dc`]h]_`a Y\`f`Ui ZX]Yb`8]U`c[`a]h`XYb`6Øf[Yf]bbYb
i bX`6Øf[Yfb`gYhnYb"

8YhU]`g	
C fh	?jY`ž8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gd]Y[Y`"XY • _cYfVYf!gh]Zhi b["XY • XY"ghUh]ghU"WŁa

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