

@]W\ hY b ZY`gY f`A Uf_hd`Uhn`Y fV`Ø\ h.
Gca a Yfk]YgY`V]YhYh`bYi Y`C UgY`°

9fZU\ fYb`G]Yž`k]Y`@]W\ hY b ZY`g`gY]bYb`A Uf_hd`Uhn`ni f
Gca a Yfk]YgY` i a [YghU`hYh`i bX`Ui ZXYb`?cfVa Uf_h
j cfVYfY]hYh"



@]W\ hY b ZY`gž`8 Yi hgW\`UbX`!`J cf`k Yb][Yb`HU[Yb`k i fXY`]a
< YfnYb`j cb`@]W\ hY b ZY`g`Y]b`fY[Yg`HfY]VYb`g]W\ hVUfž`k Y`W\ Yg`X]Y
GhUXh`]b`Y]b`bYi Yg`@]W\ h`hUi W\ h`'8]Y`@]W\ hY b ZY`gYf`GhUXh[ĀfhbYfž
i bhYf`XYf`@Y]hi b[`j cb`A UbZfYX`Dcdd`j ca` : fYa XYbj Yf`Y\fgUa hž
\UVYb`g]W\`Y]b`Y\ f[Y]n][Yg`N]Y`` [YgYhnh`'8Yf`A Uf_hd`Uhn`k]fX`ni f
Gca a Yfk]YgY` i a [YghU`hYh`'8]Yg[YgW\]Y\`h`]b`5bgW\`i gg`Ub
XYb`[fc»Yb`9fZc`[`XYf` CghYfk]YgY`]a`'5df]ž`X]Y`VY]
9]b\Y]a]gW\Yb`i bX`6Ygi W\ Yfb`[`Y]W\ Yfa U»Yb`\cW`]a`?i fg`k Uf"
<]Yfž`]b`XYf`K Ygh\Ā`ZhY`XYg`A Uf_hd`UhnYgž`gc`Yb`DZUbn_ØVY`ž
[fØbY`≠bgY`b`a]h`?`YhhYfdZUbnYb`Ub`gW\ ØbYb`F Ub`_[YfØghYbž`Y]bY
GUbXgd]Y`ZĀW\Yž`Fi \YVĀb`_Y`i bX`gc[Uf`HY]W\Y`a]h
Gdf]b[Vfi bbYb`[YgW\ UZZYb`k YfXYb"

8]Y`I a [YghU`hi b[`Vf]b[h`Y]bY`ϕj Ygh]h]cb`j cb`* \$\$\$`A Uf_`a]h`g]W
i bX`k]fX`VYfY]hg`V]g`ni a `5i ZVUi `XYg`hfUX]h]cbgfY]WYb
?cfVa Uf_hg`5bZUb[`GYdhYa VYf`YfV`Ø\Yb``8]Y`VY]XYb
6Øf[Yfa Y]ghYfž`K]bZfYX`6c[XU\b`i bX`K]bZf]YX`K Y]bVYfž`\UVYb
g]W`j cf[Ybca a Ybž`hÅ[`]W`j cf`Cfhni `gY]bž`i a `a]h`XYb
@]W`hYbZY`gYfb`]bg`; Ygdf`ÅW`ni `_ca a Yb``8]Yg`nY][`h`Y]ba U`a Y`fž
k]Y`gY`f`X]Y`GhUXh`X]Y`J YfV]bXi b[`ni `]\fYb`6Øf[Yfb`dZY[`h`

9]b`6`]W_`Ui Z`XYb`? cfVa Uf_h

8Yf`@]W`hYbZY`gYf`?cfVa Uf_h]gh`Y]b`Å`f`]W`Yg`<][`\\][`hž`XUg`j]Y`Y
6Ygi W`Yf`Ubn]Y`h``9f`Z]bXYh]a a Yf`Ua `Xf]hYb`K cW`YbYbXY`ja
GYdhYa VYf`ghUhhž`i bX`]a `_ca a YbXYb`ϕ\`f`k]fX`Yg`j ca `%'`"V]g
)``GYdhYa VYf`gc`k Y]h`gY]b``5a `: fY]hU[UVYbX`VY[]bbh`XUg`: Ygh
a]h`XYa `ZY]Yf`]W`Yb`9]bni [`XYf`A Uf_hhY]`bY`a Yf`i bX`Y]bYa
Vi bhYb`l bhYf`U`hi b[gdfc[fUa a ž`XUg`b]Ya UbXYb`i bVYf`Ø`fh
`Åggh``5a `GUa ghU[`i bX`GcbbhU[ž`XYa `%(``i bX`%) ``GYdhYa VYf
&\$\$(& ž`Z]bXYh`XUg`VY`YVhY`: `YW`h_i `hi fZYgh]j U`ghUhh`
: `YW`h`UbXk Yf`_Yf`Ui g`[Ubn`9i fcdU`k YfXYb`]fY
?i bghZYfh][`_Y]hYb`]b`XYf`ϕbYbghUXh`df`ÅgYb]h]YfYb`

, VYf`, \$`: `YW`hk Yf_[YghU`hYfž`5i gghY``Yf`i bX`?Øbgh`Yf`Ui g`%,
@`bXYfb`k YfXYb`XUg`9j Ybh`VYfY]W`Yfb``A Uf_hnY]hYb`g]bX`Ub`XYb
VY]XYb`: YghhU[Yb`j cb`%\$`V]g`%-`l `f``<]Yf`XØfZYb`g]W
ϕhYfYgg]YfhY`Ui Z`ZUgn]b]YfYbXY`: `YW`h_i fgY` : Ugn]bUh]cb
: `YW`hYb `a]h]bhYfbUh]cbU`Yb`?i fg`Y]hYfb`ZfYi Ybž`YXcW` \Y]» h`Yg.
gW`bY``gY]bž`XYbb`Y]bY`j cf`Yf][`Y`5ba Y`Xi b[`]gh`YfZc`fXYf`]W``8]Y
8YhU]`g`XUni `Z]bXYh`a Ub`Ui Z`XYf`K YVgY]hY`i bhYf`? cfVa Uf_h&(`

B UW \ U`h][`_Y]h`]a

GhUXhYb`hk]W_`i b[g_cbnYdh

8cW`b]W`h`bi f`: Ygh`]W`_Y]hYb`df`Å[Yb`@]W`hYbZY`g``8]Y
GhUXhYb`hk]W_`i b[`i bX`XYf`Hci f]ga i g`g]bX`Yb[`a]hY]bUbXYf
j Yfk cVYb`i bX`\UVYb`g]W`]b`XYb`Y`h`hYb`ϕ\`fYb`U`g`VYXYi hYbXY
: U_hc`fYb`\YfUi g_f]ghU``g]Yfh``9]bY`Ui g[Yk c[YbY
GhUXhYb`hk]W_`i b[`hf`Å[h`XUni `VY]ž`XUgg`gck c`\`X]Y`6Yk c`bYf`U`g

Ui W\`X]Y`Hci f]ghYb`X]Y`J cfnØ[Y`XYf`GhUXh[Yb]Y»Yb`_ÖbbYb"
 A ca YbhUb`nY][Yb`X]Y`Gh`XhY`k]Y`@]W\hYbZY`gž`XUgg`g]Y`VYa Ø\h
 g]bXž`\]ghcf]gW\Y`GY\Ybgbk ØfX][_Y]hYb`i bX`_i`hi fY`Y
 J YfUbghU`hi b[Yb`ni`ZÖfXYfb"

9]bY`bUW\`U`h][Y`GhUXhYb`hk]W`_i b[`U`h`X]Y`<YfUi gZcfXYfi b[ž`XYb
 6YXØfZb]ggYb`XYf`5bk c`bYfž`; YgW\`Zhg`Yi hY`i bX`Hci f]ghYb
 [YfYW\h`ni`k YfXYb"8 UVY]`g]bX`X]Y`6U`UbW`i bX`X]Y`gcf[Z`h][Y
 D`Ubi b[`j cb`F`Äi`a`Ybž`b`XYbYb`g]W\`XUg`@YVYb`di`g]Yfhž`j cb
]a`a`YbgYf`6YXYi hi b["`<]Yf[Y\`h`Yg`b]W\h`bi`fi`a`X]Y`; YghU`hi b[
 j cb`; YV`Äi`XYb`i bX`GhfU»Ybž`gcbXYfb`Ui W`i`a`X]Y`GW\UZZi b[
 Y]bYf`YVYbgbk YfhYb`i`a [YVi b[ž`X]Y`]b`XYf`\Yi h][Yb`NY]h]a`a`Yf
 a`Y\`f`Ub`6YXYi hi b[`[Yk]bbh"9g]gh`Y]bY`gdUbbYbXY`NY]h`ZÖf
 @]W\hYbZY`gž`XYbb`X]Y`GhUXh`U`h]j]Y`ni`V]YhYb`i bX`bcW\`a`Y\`f`ni
 YffY]W\Yb"**Bi hn`XY]bYb`Cfh`XUbb`V`Y]VYb`k]f`Xcfh`VYf]W\hYhž**
 XUgg`X]Y`Hci f]ga`i`gUb[YVchY`Y]b`VYXYi hYbXYf`K]fhgW\UZhgzU`hcf
 g]bXž`XYf`gh`AbX][`k`Y]hYf`Ui`g[YVUi`h`k`]fX"

8 YhU]`g	
C fh	@]W\hYbZY`gž`8 Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a U]bdcgh"XY • k k k "_cfVa Uf_h"XY • bi hnXY]bYbcbfhXUbbV`Y]VYbk]fXcfh"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`bU[!VUmYfb"XY