

9]b Vfi W gYf]Y`YfgW ØhhYfh`F Y[YbgVi f[.
Dc`nY]`V]hhYh`i a `<]bk Y]gY`

Dc`nY]`F Y[YbgVi f[`Yfa]hhY`h`bUW `9]bVfØW Yb`ja
GhUXh[YV]Yh`NYi [Yba Y`Xi b[Yb`YfVYhYb`"G]W Yf\Y]h`b`XYf
F Y[]cb`ja `: c_i g"



F Y[YbgVi f[ž`8Yi hgW `UbX`!`†`XYf`j Yf[Ub[YbYb`K cW Y`[UV
Yg]b`F Y[YbgVi f[`a Y`fYfY`J cfZ`Y`ž`X]Y`5`Ufa `gW`U[Yb`"8]Y
Dc`nY]`]gh`[YZcfXYfh`bUW`XYa`]bg[YgUa`h`nk Y]`9]bVfØW Y`i bX`Y]b
j Yfgi W`hYf`9]bVfi W`]b`XYf`F Y[]cb`[Ya Y`XYh`k`i fXYb`"8]YgY
J cfZ`Y`ZUbXYb`nk]gW Yb`XYa``%\$`"i bX`%"`†`b]`ghU`h`ž`i bX`X]Y
9fa]h`i b[Yb`Ui ZYb`Ui Z`<cW`h`ci fYb`"

6YgcbXYfg`VYhfcZZYb`k Uf`Y]b` ; Ughfcbca]YVYhf]YV`ja`GhUXhhY`
GhY]bk Y["`<]Yf`j YfgW`UZZhY`g]W`Y]b`i bVY`_UbbhYf`j ca`8]YbghU[ž
%*`i` \f`ž`V]g`A]h`k cW`ž`%\$`%)`i` \f`ž`[Yk U`hgUa`Ni`hf]hh`ØVYf`Y]b
VYgW`ÅX][hYg`: YbghYf`"8 UVY]`Yb`hk YbXYhY`Yf`Y]bY` ; Y`XV`ÖfgY`a]h
K YW`gY`[Y`X`ž`i bX`XYf`Ub[Yf]W`hYhY`GUW`gW`UXYb`VY`Ài`Zh`g]W`Ui`Z
Y]bYb`b]YXf][Yb`XfY]ghY`][Yb`9i`fcVYhfU["`8Yf`H`ÀhYf`j Yf`]Y`»`XUg

@c_U`Xi fW`XUg: YbghYfz`XUg`Yf`ni j cf`VYgW`AX][h`UhhY`"8]Y
?f]a]bU`dc`nY]]bgdY_h]cb`F Y[YbgVi f[`Uh`VYfY]hg`Y]bY
Gdi fYbg]W`Yfi b[`Xi fW [YZ\fhz`i a`<]bk Y]gY`Ui Z`XYb`H`hYf`ni
Z]bXYbzi bX`V]hhYh`X]Y`6Yj O`_Yfi b[`i a`A]h`Z`Y"

9]bVfØW`Y`]a`K`c`b`VYfY]W`

9]b`k`Y]hYfYf`9]bVfi W`YfY][bYhY`g]W`]b`Y]bYa`9]bZUa`]]Yb`Ui`g`]b
XYf`F]YgYb[YV]f[gghfU»Y`K`]Y`X]Y`]Xck`U`VYf]W`hYh`z`XfUb[`XYf
H`hYf`nk`]gW`Yb`GUa`ghU[UVYbXz`%+`i`f`i`bX`%-`" `\$`i`f`z`Y]b`"9f
gW`i`[`Y]bY`GW`Y]VY`XYf`HYffUggYbhØf`]a`C`VYf[YgW`cgg`Y]b`i`bX
Xi fW`gi W`hY`a`Y`fYfY`F`Ai`a`Y`z`k`c`VY]`Y]b`GW`fUb`_`Ui`Z[YVfcW`Yb
k`i`fXY`"9bhk`YbXYh`k`i`fXYb`GW`a`i`W`ghØW`Y`]a`K`Yfh]`cb
a`Y`fYfYb`HUi`gYbX`9i`fc`zk`À`fYbX`XYf`GUW`gW`UXYb`Yhk`U`("\$\$\$
9i`fc`VYhf`À[h`"5i`W``]\Yf`gi`W`h`X]Y`?f]a`]bU`dc`nY]]bUW`NYi`[Yb
i`bX`V]hhYh`i`a`Y`XYb`<]bk Y]gž`XYf`ni`f`5i`Z`_`Àfi`b[`XYf`HUh
VY]hfU[Yb`_`ØbbhY"

Ni`g`Àh`]W`[UV`Yg`Y]bYb`j`Yfgi`W`hYb`9]bVfi`W`]b`Y]b
: U`ffUXZUW`[YgW`À`Zh`Ub`XYf`GW`k`UbXcfZYf`GhfU»Y`"8Yf`H`hYf
j`Yfgi`W`hYh`z`nk`]gW`Yb`8]YbghU[ž`%,`" `\$`i`f`i`bX`A`]h`k`c`W`ž`%%"`(`
i`f`z`a`]h`Y]bYa`gd]h`Yb`;`Y[YbghUbX`Y]b`: YbghYf`ni`VYgW`AX][Yb`
;`ØW`_]W`Yfk`Y]gY`[Y`Ub[`Yg`]\`a`b]W`h`z`]b`X]Y`b`bYb`f`Ài`a`Y
Y]bni`Xf]b[Ybž`UVYf`Ui`W``]\Yf`V`]YV`Y]b`GUW`gW`UXYb`j`cb
a`Y`fYfYb`i`bXYfh`9i`fc`ni`fØW`"8]Y`Dc`nY]]dfØZh`a`O[`]W`Y
HUhni`gUa`a`Yb`Àb[Y`gck`c`VY]`XYb`9]bVfØW`Yb`U`g`Ui`W`VY]a
j`Yfgi`W`hYb`9]bVfi`W`"

9]bVfi`W`ghUh]gh]_`i`b`X` Df`Àj`Yb]c`b`ga`U»`b`U`a`Y`b`

@Ui`h`U`_hi`Y`Yb`6Yf]W`hYb`]gh`X]Y`NU`X`XYf`K`c`b`i`b[gY]bVfØW`Y`]b
8Yi`hgW`UbX`[Ygh]Y[Yb`"8]Y`B`c`h`f`i`Z`Y`l`d`Y`f`h`Y`b`j`Yfk`Y]gYb`Ui`Z`X]Y
Dc`nY]]W`Y`?f]a`]bU`ghUh]gh]_`&\$&`ž`X]Y`fi`bX`'+`+',`\$\$
9]bVfi`W`X]YVgh`À`Y`]a`j`Yf[Ub[YbYb`d`l`f`j`YfnY]W`bYh`"8]Yg
Ybhgd]f]W`h`Y]bYa`5bgh]Y[`j`cb`%,`%`Dfc`nYbh]a`J`Yf[`Y]W`ni`a
J`cf`U`f`"5i`Z`À`][`]ghz`XUgg`X]Y`a`Y]ghYb`9]bVfØW`Y`hU[gØVYf

nk]gW\Yb`%\$`i bX`&\$`i \f`[YgW\Y\Ybž`k Ug`]b`gh\Xh]gW\Yb` ; YV]YhYb
k]Y`FY[YbgVi f[`VYgcbXYfg`fY`Yj Ubh`]gh`Df\Aj Ybh]cbga U» bU\ a Yb
_ÖbbYb`\]YfVY]`Y]bY`k]W\h][Y`Fc`Y`gd]Y`Yb`"A YW\Ub]gW\Y
G]W\Yfi b[Yb`gck]Y`a cXYfbY`HYW\b]_`k]Y`5`Ufa Ub`U[Yb`i bX
J]XYcØVYfk UW\i b[`Yf\Ö\Yb`X]Y`G]W\Yf\Y]h`i bX`_ÖbbYb
9]bVfYW\Yf`cZh`YfZc`[fY]W\`UVgW\fyW_Yb"

8]Y`Dc`nY]`ZcfXYfh`U`Y`6Øf[Yf`Ui Z`k UW\gUa `ni`gY]b`i bX
j YfX\W\h][Y`K U\fbY\ a i b[Yb`i a [Y\YbX`ni`a Y`XYb`"8 Ug
f]W\h][Y` ; YgdØf`_Ubb`\Y`ZYbž`gc`W\Y`HUhYb`ni`j Yf\]bXYfb`"K Yf
≠Zcfa Uh]cbYb`ni`XYb`U_hi Y`Yb` ; Ä`Yb`]b`FY[YbgVi f[`Uhz`_Ubb
g]W\`Ub`X]Y`?f]a]bU`dc`nY]]bgdY_h]cb`FY[YbgVi f[`i bhYf`XYf
HY`YZcbbi a a Yf`\$- (%#) \$*!&, , , `k YbXYb"

8YhU]`g	
C fh	F Y[YbgVi f[ž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a]hhY`VUmYf]gW\Y`"XY • k k k "]Xck U"XY • bchfi ZYI dYfhYb"XY

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