

@Ui fU'D\]`]dd `ghfYVh`K Y`hfY_c fX `VY]a
7\U``Yb[Y`F ch\ `Ub °

@Ui fU'D\]`]dd `ghfYVh`VY]a `7\U``Yb[Y`F ch\ `&\$&) `Y]bY`bYi Y
K Y`hVYghnY]h`Ubž`k Å\fybX`Y[YbXÅfY`5h\`YhYb`5VgW]YX
bY\ a Yb"



F ch\ ž`8Yi hgW\ `UbX`!`GdcfhZUbgi`Ui Z[YdUggh`°8Yf`7\U``Yb[Y`F ch\
ghY\hj cf`XYf`HØf`i bX`XUg`HY]`bY\ a YfZY`X`Äggh`gW`cb`\Yi hY`X]Y
<YfnYb`\Ò\Yf`gW`U[Yb`"5``Yb`j cfUb`X]Y`8Yi hgW\ `UbX!<cZbi b[
@Ui fU'D\]`]dd`Ui g`BYW_Uf[Ya ØbXž`X]Y`]b`XYb`Y`hnhYb`đ\fyb
VYfY]hg`a]h`XYb`D`ÅhYb`nk Y]i bX`XfY]`Ui Z`g]W\ `Ui Za Yf_gUa
a UW`hY`"6Y]`XYf`DfYggY`cbZYfYbn`[UV`g]Y`g]W\ `Äa dZYf]gW`i bX
VYhcbhYž`XUgg`]\f`N]Y`X]Y`G]Y[YggYf]Y`]gh`i bhYf`I a ghÅbXYb
gc[Uf`a]hY]bYf`bYi Yb`K Y`hVYghnY]hi bhYf`UW`h`Ghi bXYb`" 8 Ug
FYbbYb`]b`<Ua Vi f[`Uh`a]f`[YnY][hž`XUgg`XUg`a Ò[`]W`]gh ž
Yf_`ÄfhY`g]Y`i bX`V`]W`hY`j c`Yf`Ni j Yfg]W`h`]b`X]Y`Ni `i bZh"
5i »YfXYa `cV`g]Y`X]Y`gW`bY`Y`GhfYW`Y`XYg`7\U``Yb[Y`F ch\
\Yfj cf`gck]Y`X]Y`Y]ba U`][Y`Gh]a a i b[ž`X]Y`]bgVYgcbXYfY`Ub`XYf
K Y]\YfgW`Y]ZY`]b`6ØW`YbVUW`Y`YffgW`h`K Yf`XcfhgW`cb`Y]ba U`

k Ufž'k Y» ž'XUgg'XUg'Di V`_]i a `b]W'h'bi f'a]h\À'hž'gcbXYfb'Ui W
UbhfY]Vh`

9]b`6`]W`_`Ui ZX]Y`?cb`_`i ffYbn'nY][h`8]Y` : Uj cf]hYb`U[Y`]gh
gdUbbYbX" `BYVYb`@Ui fU`D\`_]dd`nÀ`h'GUa` `@U]X`ck ž'XYf
@Ub[X]ghUbn!K Y`ha Y]ghYf`j cb`&\$&' žni`XYb` \Y]» Yb`5bk ÀfhYfb'Ui Z
XYb`G]Y[" `5i W` `]b`GhfUha` Ubbž'XYf`ni` `Yhnh'bi f`_bUdd`Ua` `DcX]i a
j cfVY][Yfi hgW'h`]ghž`k]fX`U`Yg`[YVYbž'i a`X]YgYg`]f`X]Y`Hcd`
ni`YffY]W`Yb" `9]b`ØVYffUgW`YbXYf`HY]`bY`a` Yf`]gh`æ`bUg
GW`ca` Vi f[ž'XYf`VY]a` `#cba` Ub`]b` : fUb`_Z` fh'a`]h`Y]bYa
[YVfcW`YbYb`@Yb`_Yf`Ui` gghY][Yb`a` i` gghY`i` bX`bi` b`_i` fnZf]gh][`]b
F`ch` \`Ubhf]hh" `8`UfØVYf` \`]bUi` g`ZY]Yfh`5`bXfYUg`8`fY]hnž'XYf` ; Yk`]bbYf
XYg`7` \`U`Y`Yb[Y`F`ch` \`&\$%-` ž`gY]b`7`ca` YVUW`_`bUW`Y`]bYf`Ub[Yb
J`Yf`Yhni` b[gdUi` gY" `8`U`]gh`GdUbbi` b[` [UfUbh]Yfh` ž'a` Y]bh
J`Yf`UbghU`hYf` : Y`]i` `K` U`W`g` \`ØZYf`i` bX`_ØbX][hY`Ui` » YfXYa` `&)
J`Yf`VYggYfi` b[Yb`ZØf`XYb`7` \`U`Y`Yb[Y`Ub`ž`XUfi` bhYf`Y]bY`bYi` Y
7` \`U`Y`b[Y!5dd`i` bX`@UXmWUfY!6cl` Yb`]b`XYb`K` YW`gY`ncbYb"

`5VgW]YX`Y]bYf`@Y[YbXY

æ`X]YgYa` `]f`X`XYf`7` \`U`Y`Yb[Y`F`ch` \`Ui` W`ni` a` `YhnhYb`F`Yb`bYb
j`cb`@Ui` fU`G]XXU`ž`Y]bYf`@Y[YbXY`XYg`F`ch`!Hf]Uh` \`cbg" `BUW`nk`Y]
DcX]i` a` gd`Uhn]Yfi` b[Yb`]b`XYb`]f`Yb`&\$%+`i` bX`&\$&%
j`Yf`UVgW`]YXYh`g]Y`g]W`b`UW`]` \`fYa` `gYW`ghYb`K` Yh`_Ua` dZj`cb`XYf
DfcZ!GnYbY" `9]b`5VgW]YXž'XYf`]b`XYf`Hf]Uh` \`cb!7ca` a` i`b]hm'a`]h
Y]bYa` `UW`YbXYb`i` bX`Y]bYa` `k`Y]bYbXYb`5i` [Y`VYhfUW`hYh`k`]fX"
`9g`]gh`V]hhYfgØ» ž'UVYf`]W`ZFYi` Y`a`]W`Ui` ZX]Y`b`ÀW`ghYb
<YfUi` gZc`fXYfi` b[Yb` ž`gU[hY`G]XXU`i` bX` \`]bhYf`Àggh`XUa`]h[fc» Y
: i` » ghUdZYb`]b`XYf`GnYbY"

`9]b`a` Ugg]j` Yg`<`Y`ZYfhYUa

: Øf`Y]bYb`fY]Vi` b[g`cgYb`5V`Ui` ZX]Yg`9j` Ybhg`k` YfXYb`fi` bX`+`)` \$\$
Y` \`YbUa` h]W`Y`<`Y`ZYf`gcf[Ybž`X]Y`g]W`]b`XYb`_ca` a` YbXYb`HU[Yb
Ui` ZX]Y` [fc» Y`<`YfUi` gZc`fXYfi` b[`j`cfVYfY]hYb" `8]Y`I` bhYfghØhni` b[
j`cb`gc`j`]Y`Yb` : fY]k`]`][Yb`]gh`Y]bZUW`i` bVYnU` \`VUf` ž`gc
K` U`W`g` \`ØZYf`k` Y]hYf" `æ`hYfYgg]YfhY`_ØbbYb`g]W`Ui` ZY]bYf
K` UfhY`]ghY`Y]bhfU[Ybž`ZU`g`bc`W`D`ÀhnY`ZFY]k` YfXYb`gc`hYb"

Ni gÀhn`W\`ni`@Ui fU`D\`]ddg`9\`f[Y]n`i bX`XYf`UbghY`YbXYb
 7\U`Yb[Y`F ch\`_ÒbbhY`g]Y`Ui W\`j cb`]\fYa``Øb[ghYb`9fZc`[`]b
 B]nnU`d fcZ]h]YfYb`"8 cfh`hf]i a d\]YfhY`X]Y`" +!À\`f[Y`XYi h`W\`VY]
 XYf`≠cba Ub!K Y`ha Y]ghYfgW\UZh`XYf`fUi Yb`a]h`Y]bYf`NY]hj cb
 ; .() .%`Ghi bXYb`i bX`Y]bYa``VYY]bXfi W_YbXYb`J c fgd fi b[`j cb
 ; .\$(`A]bi hYb`Ui Z`X]Y`Nk Y]hd`Uhn]YfhY`? Uhf]bU`A Uhh\Yk g`Ui g
 ; fc» Vf]hUbb]Yb`"D\`]ddž`X]Y`&\$&(`bi f`6 fcbnY`[Yk Ubbž`a UW\h
 gca]h`Y]bYb`[Yk U`h[Yb`GW\`f]hh`i bX`]gh`bUW\`5bbY`< Ui [`X]Y
 nk Y]hY`XYi hgW\Y`Hf]Uh\`Yh]bž`X]Y`X]YgYb`H]hY`Yff]b[Yb`_cbbhY`"

8]Y`_ca`a YbXYb`HU[Y`j Yfgd`fYW\Yb`U`gc`YXY`A Yb[Y`GdUbbi b[ž
 9a ch]cbYb`i bX`gdcfh`]W\Y`< ÒW\gh`Y]ghi b[Yb`"J YfZc`[Yb`G]Y`a]h
 i bgž`k]Y`g]W\`X]Y`5h\`YhYb`]a`? Ua dZi`a`XYb`H]hY`gW\`U[Yb`°

8YhU]`g	
C fh	F ch\ž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "Vf"XY • k k k "nXZ"XY

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