

<]hnY!5`Ufa`]b`6fUbXYbVi f[. K U`XVfUbX[YZU\ f`Ui Z`Ghi ZY`(` °

6Yf`]b`Yfk UfhYh`Ua`K cWYbYbXY`gca`a Yf`]WYg`K YhhYf`a`]h
HYa`dYfUhi`fYb`V]g`ni`" %; fUX`"K U`XVfUbX[YZU\ f`ghY][`h`]b
6fUbXYbVi f["



6Yf`]b`ž`8Yi hgW`UbX`!`5a`_ca`a YbXYb`K cWYbYbXY`Yfk UfhYh
XYf`8Yi hgW`Y`K YhhYfX]Ybgh`fBK`8Ł`]b`6Yf`]b`i bX`6fUbXYbVi f[
gca`a Yf`]WYg`K YhhYf`a`]h`c`Yb`HYa`dYfUhi`fYb`"8]Yg`[Y`h`Y]b`Yf
a`]h`Y]bYa`ghY][`YbXYb`K U`XVfUbXf]g]_cž`]bgVYgcbXYfY`]b
6fUbXYbVi f[" ; Øbh`Yf` :]gWYfž`Y]b`GdfYWYf`XYg`8K`8ž`_ØbX][`hY
ZØf` : fY]hU[`HYa`dYfUhi`fYb`V]g`ni`&+; fUX`7Y`g]i`g`]a`GØXYb
6fUbXYbVi f[g`Ubž`k`À`fYbX`]b`XYf`I`W`Yfa`Uf`_V]g`ni`&' ; fUX
7Y`g]i`g`YffY]W`h`k`YfXYb`gc`Yb`"≠`6Yf`]b`g]bX`i`a`X]Y`&) ; fUX`ni
Yfk UfhYb"

8]Y`K YhhYf`U[`Y`k`]fX`U`g` Ca`Y[`U!K`YhhYf`U[`Y`VYgW`f]YVYbž`X]Y
k`Ufa`Y`V]g`Y]»`Y`@`Zh`Ui`g`GØXk`YghYi`fcdU`i`bX`5Zf`_U`YfUbZØ`fh`
6YgcbXYfg`VYhfc`ZYb`g]bX`ZØbZ`@UbX`_fY]gY`]b`6fUbXYbVi f[ž`X]Y

X]Y`nk Y]h\ ÒW ghY` ; YZU\ fYbghi ZY` (`f\c\Y` ; YZU\ f\Ui Zk Y]gYb.
< Uj Y`UbXž`Dc hgXUa !A]hhY`a Uf_ž`A Āf_]gW\!C XYf`UbXž`C XYf!GdfYY
i bX`GdfYY!BY]» Y" `ϕ`UbXYfYb`FY []cbYb`XYf`VfUbXYbVi f[]gW\Yb
@UbXgW\UZh[]h`ØVYfk]Y[YbX`X]Y` ; YZU\ fYbghi ZY` `fa]hhYfY
; YZU\ f\ž`k Ā\fYbX`X]Y`I W_Yfa Uf_`a]h; YZU\ fYbghi ZY` &`f[Yf]b[Y
; YZU\ f\`fY`Uh]j [`]a dZ]W\`XUj cb_ca a h"6]g`9bXY`A U]`&\$&`
k i fXYb`]b`6fUbXYbVi f[`VYfY]hg`%&) `K U`XVfĀbXY`[Ya Y`XYhž`k Ug
X]Y`FY []cb`ni f`k U`XVfUbX[YZĀ\ fXYhYghYb`]b`8Yi hgW\`UbX`a UW\h`

K YhhYfdfc [bcgY`i bX`K U`XVfUbX[YZU\ f

5a`GUa`ghU[`k]fX`g]W\`XUg`\Y]» Y`K YhhYf`Zc fhgYhnYbž`a]h
< ÒW ghk YfhYb`nk]gW\Yb`&*`i bX`" %; fUX" `ϕ`XYf`BUW\h`ni
GcbbhU[`k]fX`Yg`nk Uf`Yhk Ug`_Ø\`Yfž`XcW\`X]Y`HYa`dYfUhi`f`g]b_h
bi`f`Ui ZV]g`ni`nk ÒZ; fUX`7Y`g]i`g`"8 Ug`K YhhYf`k]fX`V]g`GcbbhU[
Wci`X]Yfž`k`cVY]`bUW\`a]hhU[g; Yk]hhYf`i bX`_fĀZh[Y`GW\Ui`Yfž
j`YfY]bnY`h`Ui W\`GhUf`_fY[Ybž`Yfk UfhYh`k YfXYb`"

5_hi`Y`Y`8UhYb`j`YfXYi`h]W\Yb`X]Y`VYgc`f[b]gYffY[YbXY
K U`XVfUbX[YZU\ f`]b`6fUbXYbVi f[ž`X]Y`Xi`fW\`X]Y`5bnU\`XYf
K Ā`XYfž`[Yf]b[Yb`B]YXYfgW\`U[`i bX`ghfi`_hi`fY`Y` ; Y[YVYb`\Y]hYb
VY[Øbgh][h`k]fX`"8]Y`NU\`XYf`K U`XVfĀbXY`]b`XYb`Y`hnhYb`ϕ\`fYbž
]bgVYgc`bXYfY`]b`XYb`ϕ\`fYb`&\$%` `i bX`&\$%-`ž]gh`Ui Z[fi`bX
Yi`hfYa`Yf`K YhhYfVYX]b[i b[Yb`[Ygh]Y[Yb`"6fUbXYbVi f[`U`h`g]W\
Xi`fW\`gY]bY`Ui`g[YXY\`bhYb`?]YZYfbk Ā`XYf`U`g`\`ch`gd`ch`ZØf
K U`XVfĀbXY`YhUV`]Yfh`"

8]Y`I fgUW\Yb`i bX`< YfUi`gZcfXYfi`b[Yb

K U`XVfĀbXY`\UVYb`]b`8Yi`hgW\`UbX`]a`5`[Ya`Y]bYb`Y]bY
i`bhYf[YcfXbYhY`F`c`Yž`YXcW\`g]bX`g]Y`]b`6fUbXYbVi f[`i`bX
UbXYfYb`_cbh]bYb`hU`[YdfĀ[hYb`FY []cbYb`j`cb`[fc» Yf`FY`Yj`Ubn`
J`YfUb`hk`cfh]W\`ZØf`j]Y`Y`6fĀbXY`g]bX`ZU\`f`Āgg][Yg`< UbXY`b`i`bX
6fUbXgh]Zhi`b["8]Y`K U`XVfUbX[YZU\ f`k]fX`Xi`fW\`XYb`ϕ`XYI
Ub[YnY][hž`XYf`Ui`ZY]bYf`) !ghi`Z[Yb`G`_U`U`X]Y` ; YZU\ fYbghi`ZYb
Ui`gk`Y]gh`<]ghc`f]gW\Y`8UhYb`nY][Ybž`XUgg`X]Y`5bnU\`XYf
K U`XVfĀbXY`V]g`&\$%+`g][b]Z]_Ubh`UVbU\`a`ž`k`Ā\`fYbX
K]hhYfi`b[gVYX]b[i b[Yb`bUW\`k]Y`j`cf`U`g`Yb`hgW\Y]XYbX`ZØf`XYfYb

5i ZhfYhYb '[Y`hYb"

I a`X]YgYf`H\Ya Uh]_`k]f_i b[gj c``ni`VY[Y[bYbž'g]bX`nU\`fY]WXY
A U» bU\`a Yb`ni f`DfÅj Ybh]cb`YfZcfXYf`]WXY " `þj Ygh]h]cbYb`]b`X]Y
þZfUghfi`_hi f`ni f`K U`XVfUbxj Yf\Øhi b[ž`k]Y`X]Y`9fbYi Yfi b[`j`cb
: Yi Yfk UW\hØfa Yb`Xi fW`X][]hU`Y`GYbgcfYb`cXYf`X]Y
J YfVYggYfi b[`XYf`i: Yi YfØVYfk UW`i b[ž`g]bX`bchk YbX][ž`i a`X]Y
F YU`_h]cb`Ui Z`a Ø[`]WXY`6fÅbXY`ni`VYgW`Yi b][Yb`" ? `Ugg]gWXY
J c f g c f [Ya U» bU\`a Yb`k YfXYb`YVYbZU``g`Zc fh[YZØ\`fh"

5b[Yg]W\hg`X]YgYf`9bhk]W`_i b[Yb`i bX`XYf`VYj c f g h Y \ Y b X Y b
<]hYk Y``Y`[]`h`Yg`ZØf`X]Y`6Yj Ø`_Yfi b[ž`VYgcbXYfg`UW\hgUa`ni
gY]b`i bX`X]Y`<]bk Y]gY`XYf`ni ghÅbX][Yb`6Y\ØfXYb`ni`VYUW\hYb`"
K]hYfi b[gVYX]b[i b[Yb`i bX`XUg`i: Y\`Yb`j`cb`B]YXYfgW`Å[Yb
Yf\Ø\Yb`XUg`F]g]_cž`k Ug`X]Y`J c f V Y f Y]h i b[Yb`Ui Z`a Ø[`]WXY
9]bgÅhnY`XYf`i: Yi Yfk Y\`fi a`gc`Xf]b[`]WXYf`a UW`h"

8YhU]`g	
C fh	6Yf`]bž`8Yi hgW`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • k k k "hU[&("XY • k k k "i a k Y`hVi bXYgUa h"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`a Y]b!VYf`]b`bYh