

GhfY]h'i a 'DUf_Ui hca UhYb`]b`HYa dY`\cZ.
6Yn]f_gUa h'nÖ[Yfh'k Y]hYf°

8]g_i gg]cb'i a 'DUf_gWXY]bUi hca UhYb`]b`HYa dY`\cZ
GW.ÖbYVYf[.! a gYhni b[ž?f]h]_`i bX'[Yd`UbhY`A U» bU\ a Yb
ZØf`bUW\`U`h][Y`A cV]`hÄh"



≠bgVfi W_Yf`GhfU» Yž'&\$) ' `6Yf`]bž'8Yi hgW\`UbX`!`8]Y
8]g_i gg]cb'i a `X]Y`≠ghU`Uh]cb`j`cb`bYi Yb`DUf_gWXY]bUi hca UhYb
]b`XYf`≠bgVfi W_Yf`GhfU» Y`]b`6Yf`]b`]gh'k Y]hYf\]b`Y]b`\Y]» Yg
H\Ya U"8]YgY`8YVUhY`k i fXY`VYfY]hg`A]hY`&\$&(`Xi fW`Y]bYb
5bhU[`XYf`78I !: fU_h]cb`HYa dY`\cZGW.ÖbYVYf[`]b`XYf
6Yn]f_gj YfcfXbYhYbj YfgUa a `i b[`Ub[Yghc» Yb"≠a `C_hcVYf`&\$&(
k i fXY`gW\`Y]»`]W`VYgW`cggYbž`X]Y`5i hca UhYb`ni`]bghU`]YfYb"
8YbbcW`ž`k]Y`**A 8F**`VYf]W`hYhž`\Uh'g]W`gY]hXYa `k Yb][`[YhUb"
œ\UbbYg`Fi XgW]Ygž`XYf`j Yf_Y\fgdc`h]gWXY`GdfYWYf`XYf`78I ž
Äi »YfhY`ja `A Äfn'&\$&) `gY]bY`6YXYb_Ybž`XUgg`XUg`6Yn]f_gUa h
V]g`Ub[`b]W`h`Ui`Z`k]YXYf\`c`hY`5bžfU[Yb`fYU[]Yfh`\UVY"

8Ug`6Yn]f_gUa h`\Uh`]b`gY]bYf`5bhk cfh`Yf`_`Äfhž`XUgg`XYfnY]h`Y]bY

?cghYb_U`_i`Uh]cb'gck]Y`k Y]hYfY`bchk YbX][Y`DfØZ b[Yb
Xi fW[YZØ\fh'k YfXYb"@Ui h'6Yn]f_gghUXhfÅh]b`GUg_]U`9`YbVYW_
VY`Ui ZYb`g]W[`X]Y`?cghYb`ZØf`X]Y`I a gYhni b[`XYf`5i hca UhYb`Ui Z
&- "\$\$\$`9i fc""8]YgY`j Uf]]YfYb`Y`bUW[`XYb`9bhgW[Y]Xi b[Ybž`X]Y
[YhfcZZYb`k YfXYb/Yb`hk YXYf`gc`Yb`X]Y`5i hca UhYb`i a [YgYhnh
cXYf`ni gÅhn`]W[`: U\ffUXVØ[Y`Ui Z[YghY`h'k YfXYb"

I a gYhni b[`i bX`< YfUi gZcfXYfi b[Yb

≠`XYf`D`Ubi b[`a ØggYb`nU\`fY]W[Y`?f]hYf]Yb`VYfØW_g]W[h][h
k YfXYb""8Uni `nÅ\`Yb`XYf`5VghUbX`ni `6cfXghY]bYbž; Y\VU\`bYb
i bX`i bhYf]fX]gW[Yb`@Y]hi b[Yb""x\UbbYg`Fi XgW[]Yg`\Uh`X]Y
; fØbXY`ZØf`X]Y`5i ZghY`i b[`XYf`5i hca UhYb`Ui Z`XYb`DUf_d`ÅhnYb
Ub[YdfUb[Yfh""8Ug`6Yn]f_gUa h`\]b[Y[Yb`VYfi Zh`g]W[`Ui ZXUg
6Yf`]bYf`A cV`]hÅhg[YgYhnž`XUg`X]Y`: i b_h]cb`XYf`: i »k Y[Y`U`g
[YgW[ØhnhY`F Åi a Y`VYhcbh""≠`XYf`≠bgVfi W_Yf`GhfU»Y`VYZ]bXYb
g]W[`VY`]Y]bYf`6fY]hY`j cb`Yhk U" &`A YhYfb`bi f`&) `DfcnYbh`XYf
: `ÅW[Y`Ui Z; Y\k Y[Ybž`k Ug`X]Y`G]hi Uh]cb`ni gÅhn`]W[`_ca d`]n]Yfh"

8Ug`A cV`]hÅhg[YgYhn`n]Y`h`XUfUi Z`UVž`X]Y`A cV`]hÅh`]b`6Yf`]b`ZØf
U`Y`6Øf[Yf]bbYb`i bX`6Øf[Yf`ni `j YfVYggYfb""K]Y`**VYf`]****"XY**
Yf`Åi hYfhž`gc`Yb`i bhYf`UbXYfYa `X]Y`6YX]b[i b[Yb`ZØf
: U\ffUXZU\`fYf`j YfVYggYfh`k YfXYbž`]bXYa `Y]b`X]W[hYg
FUXk Y[YbYhn`Ub`<Ui dhghfU»Yb`[YgW[UZZYb`k]fX""Gc`k]fX`XUg
: U\ffUXZU\`fYb`b]W[h`bi f`g]W[YfYfž`gc`bXYfb`Ui W[`UhfhU_h]j Yf
[YghU`hYh""9]b`k Y]hYfYg`N]Y`]]gh`X]Y`I a ghY`i b[`XYf`6J; !6i ggY`j cb
8]YgY`Ui Z`YfbYi YfVUfY`9bYf[]Yb`V]g`&\$' \$ž`k Ug`Y]bYb`k]W[h][Yb
GW[f]hh]b`F]W[hi b[`Y]bYg`_]a UZFYi bX`]W[YfYb`J Yf_Y\fg`]b`XYf
GhUXh`XUfghY`h"

DUf_fUi a VYk]fhgW[UZhi b[g`Y]hZUXYb

8Yf`@Y]hZUXYb`ni f`DUf_fUi a VYk]fhgW[UZhi b[`]b`6Yf`]b`i bhYfghØhnh
X]Y`J Yf_Y\fg!`i bX`DUf_fUi a d`Ubi b[`U`g`6YghUbXhY`]`XYg
GhUXhYbhk]W[_i b[gd`Ubg`J Yf_Y\f""8]YgYf`g]Y\`h] cfž`X]Y
DUf_fUi a j YfZØ[VUf_Y]h`ZØf`6Yk c\`bYf`ni `j YfVYggYfb`i bX
[`Y]W[nY]h][`X]Y`Ni [Åb[`]W[_Y]h`ZØf`@YZYfUbhYb`i bX`?i bXYb`ni
Yf`Y]W[hYfb""K]Y`]b`**N@6`**XUf[YghY`hž`gc`Yb`Ya dZc\`YbYb

6Yk]fhgW\UZh i b[gZcfa Yb`k]Y`A]gW\ dUf_Ybž?i fndUf_Yb`i bX
6Yk c\ bYfdUf_Yb`ni f`5bk YbXi b[` _ca a Yb"

DfU_h]gW\Y`5gdY_hY`k]Y`X]Y`, VYfk UW\i b[`XYf
DUF_fUi a VYk]fhgW\UZh i b[`i bX`X]Y`9]bVYn]Y\i b[`XYf`6Øf[Yf`b
X]Y`D`Ubi b[`i bX`I a gYhni b[`g]bX`YVYbZU`g`j cf[YgY\Yb"
9a dZc\`YbY`6Yk]fhgW\UZh i b[gnY]hYb`g]bX`A cbhU[`V]g`i fY]hU[`j cb
- `V]g`&\$`I` \f`i bX`GUa ghU[`j cb`- `V]g`%, `I` \f``<]YfVY]`k]fX`Ui W\
X]Y`Bchk YbX][_Y]h`fY[Y`a Å»][Yf`?cbhfc``Yb`ni f`G]W\YfghY``i b[
XYf`FY[Y`VYZc`[i b[`VYhcbh``8Yf`@Y]hZUXYb`VY\UbXY`hni XYa`X]Y
fYW\h`]W\Yb`FU\ a YbVYX]b[i b[Yb`i bX`X]Y`hYW\ b]gW\Yb
5bZcfXYfi b[Yb`Ub`X]Y`DUf_gW\Y]bUi hca UhYbž`X]Y
i a k Y`hZFYi bX`W\`VYhf]YVYb`k YfXYb`gc``hYbž`VY]gd]Y`gk Y]gY`a]h
Gc`UfYbYf[]Y"

⌘g[YgUa h`nY][h`g]W\ž`XUgg`X]Y`J Yf_Y`fg]bZfUghfi _hi f`]b`6Yf`]b`j cf
[fc»Yb`<YfUi gZcfXYfi b[Yb`ghY`h``8]Y`[YbUb b hY`DfcV`Ya Uh]_
fi bX`i a`X]Y`DUf_gW\Y]bUi hca UhYb`gd]Y[Y`h`XUg`_ca d`YI Y
Ni gUa a Ybgd]Y``j cb``c_U`Yb`6YXØfZb]ggYbž`[YgYh`n`]W\Yb
J cf[UVYb`i bX`ZcfhgW\ f]h`h`]W\Ya`J Yf_Y`fga UbU[Ya Yb`h`k]XYf"

8YhU]`g	
C fh	⌘bgVfi W_Yf`GhfU»Yž`%&\$)` `6Yf`]bž 8Yi hgW\`UbX
E i Y``Yb	<ul style="list-style-type: none">• k k k "a Xf"XY• k k k "VYf`]b"XY• X][]hU``n`V"XY

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