

DfchYghY`]b`6Yf`]b.`; YXYb_cfh`ZØf`C dZYf
i bX`? Ua dU[bY`[Y[Yb`5bh]gYa]h]ga i g

DfchYghY`]b`6Yf`]b.`DU`Àgh]bYbgYf!5_hj]ghYb`fY`Uh]]YfYb
BUn]j YfVfYWX`Ybž`k`À`fYbX`bYi`Y`; YXYb_gh`ÀhhYb`Y]b[Yk`Y]\`h
k`YfXYb"



< Y]bf]W\!j`cb!; U[Yfb!GhfU» Yž`%\$%`+`6Yf`]bž`8Yi`hgW\`UbX`!
5a`Y`hnhYb`K`cW`YbYbXY`_Ua`Yg`]b`6Yf`]b`ni`Y]bYf`?`cbhfcj`YfgYb
]a`?`cbhYI`h`XYg`Ub`U`hYbXYb`?`cbZ`_hg`]a`B`U`Yb`C`ghYbž`XYf
ni`bY`a`YbX`Ui`W`Ui`ZXYi`hgW`Yb`GhfU» Yb`Ui`g[YhfU[Yb`k`]fX"5b
XYf`<Y]bf]W\!j`cb!; U[Yfb!GhfU» Y`k`i`fXY`Y]b`; YXYb_cfh`ZØf`X]Y
dc`b]gW`Yb`C`dZYf`XYf`XYi`hgW`Yb`6YgU`hni`b[`]a`Nk`Y]hYb`K`Y`h`_f]Y[
Y]b[Yk`Y]\`h" `†`i`ba`]hY`V`UfYf`B`À`Y`Yff]W`hYhYb`DU`Àgh]bU!
5_hj]ghYb`Y]b`DfchYghW`Ua`dž`XUg[`[`Y]W`nY]h][`U`g`D`UhhZc`fa`ZØf`]\`fY
:`cfXYfi`b[Yb`bUW`Y]bYf`K`UZZYbfi`Y`]a`; UnUghfY]ZYb`X]Ybh"
8]YgY`8Ya`cbghfUh]cbYb`gd]Y[Y`b`X]Y`h]YZYf`Y[YbXY`GdUbbi`b[
k`X]Yfž`X]Y`X]Y`XYi`hgW`Y`; YgY`gW`UZh]a`Ni`gUa`a`Yb`Ub[`a`]h`XYf
]gfUY`]gW`Yb`Dc`]h`_`[`Y[Yb`X]Y`DU`Àgh]bYbgYf`gdU`hYh"

DU`Àgh]bYbgYf!5_h]j]ghYb`fY`Uh]j]YfYb`XUVY]`X]Y`J YfVfYWX`Yb`XYf
BUh]cbU`gcn]U`]ghYbž]bXYa`g]Y`X]YgY`a]h`XYb`A]`hÀfY]bgÀhnYb
=gfUY`g]b` ; UnU`[`Y]WX`gYhnYb`"8]YgY` ; `Y]WX`gYhni`b[`gcf[h`ZØf
gWX`UfZY`?f]h]_`i`bX`ghY`h`Y]bYb`VYgcf[b]gYffY[YbXYb`HfYbX`XUfž
XYf`U`g`J Yfgi`WX`]bhYfdfYh]Yfh`k]fXž`XUg`ØX]gWX`Y`@Y]X`XYf`G`c`U`
ni`fY`Uh]j]YfYb`i`bX`X]Y`@Y[]h]a]hÀh`XYg`5bh]gYa]h]ga`i`g`ni
Yf\`Ò`Yb`gck]Y`X]Y`J YfV]bX`]WX`_Y]h`XYf`<c`c`WUi`gh`9f]bbYfi`b[`]b
: fU[Y`ni`ghY`Y`b`"6Yf`]bYf`NY]hi`b[`VYf]WX`hYhž`XUgg`X]Yg`Ui`WX`]b
XYb`gcn]U`Yb`A`YX]Yb`J YfVfY]hi`b[`Z]bXYhž`k`c`Ubh]gYa]h]gWX`Y
FYggYbh]a`Ybhg`Ui`ZY]bY`K`Y]gY`ni`bY`a`Ybž`X]Y`c`Zi`b]WX`h`U`g`gc`WX`Y
k`U`f[Ybca`a`Yb`k]fX"

DfchYghWUa`d`i`bX`Dc`]nY]Y]bgUhn

8 Ug`DfchYghWUa`dž`XUg`V]g`A`cbhU[`VY]`XYf`Dc`]nY]`Ub[Ya`Y`XYh]ghž
ghY`h`b]WX`h]gc`]Yfh`XU`"9fgh`_Øfn`]WX`k`i`fXY`Y]b`dfc!
dU`Àgh]bYbg]gWX`Yg`7Ua`d`Ub`XYf`: fY]Yb`l`b]j`Yfg]hÀh`[YfÀi`a`hž`k`c
Yhk`U`%)`\$`5_h]j]ghYb`j`Yfgi`WX`h`\UhhYbž`Y]bYb`<c`Zni`VYgYhnYb`"
8 UVY]`k`i`fXYb`Y]b][Y`HY]`bY`a`Yf`k`Y[Yb`J`c`_gj`Yf\`Yhni`b[`i`bX
<Ui`gZf]YXYbgVfi`WX`ZYgh[Ybca`a`Yb`"8Yf`DfÀg]XYbh`XYf`: l`ž` ; ØbhYf
N]Y[`Yfž`VYhc`bhYž`XUgg`l`b]j`Yfg]hÀhYb`b]WX`h`U`g`C`fhY`XYg`DfchYghg
X]YbYb`gc`hYb`"F`66&(`VYf]WX`hYhž`XUgg`k`À`fYbX`X]YgYf`9fY][b]ggYf
Ui`WX`dfc!]gfUY`]gWX`Y`8Ya`cbghfUh]cbYb`ghUhhZUbXYbž`k`Ug`X]Y
GdUbbi`b[Yb`k`Y]hYf`Ub`\Y]nhY`i`bX`ni`GUWX`VYgWX`ÀX][i`b[Yb`]b`XYb
l`b]j`Yfg]hÀhg`fÀi`a`Yb`ZØ`fhYb`"

8]Y`DfchYghY`]b`XYb`l`G5ž`X]Y`XYb`]gfUY`]gWX`Yb`A]`hÀfY]bgUhn`]a
; UnUghfY]ZYb`h`Ya`Uh]g]YfYb`i`bX`ØVYf`nk`Y]`K`c`WX`Yb`UbXUi`Yfbž
\UVYb`VYbZU`g`9]bZi`gg`Ui`Z`X]Y`XYi`hgWX`Y`8YVUhhY`"<c`\Y
HY]`bY`a`YfnU`\Yb`i`bX`j]Y`Y`: YghbU`a`Yb`i`bhYfghfY]WX`Yb`X]Y
k`Y`hk`Y]hY`8]a`Ybg]cb`XYf`?f]h]_`Ub`=gfUY`"8Yf`<]bhYf[fi`bX`X]YgYf
DfchYghY`]gh`XUg`A`UggU`Yf`Ua`i`+"`C`_hc`VYfž`VY]`XYa`j]Y`Y
A`YbgWX`Yb`XUg`@YVYb`j`Yf`c`fYbž`k`Ug`ni`ghUf`_Ya`i]bhYfbUh]cbU`Ya
l`ba`i`h`ZØ`fh`"

8Yf`l`a`[`Ub[`a`]h`5bh]gYa]h]ga`i`g

≠`8Yi`hgWX`UbX`V`Y]Vh`XUg`H`Ya`U`5bh]gYa]h]ga`i`g`VYgcbXYfg

gYbg]VY""8]Y'6i bXYgnYbhfU`Y`ZØf`dc`]h]gWXY'6]`Xi b[`Yf_`Äfhž
 XUgg'5bh]gYa]h]ga i gž`XYf'g]W`cZi`\]bhYf'?'f]h]_`Ub`ǵfUY`j`YfV]f[hž
 b]W`h`Ui`ZVYgh]a`a`hY`dc`]h]gWXY`GhfÖa`i`b[`Yb`VYgW`fÄb`_h]`gh`'8]YgY
 :`cfa`XYg'5bh]gYa]h]ga i`g`nY][`h]g]W`_j`YfgW`]YXYbYb`gcn]U`Yb
 GW`]W`hYb`i`bX`k`]fX`Xi`fW`'6Yk`Y[`i`b[`Yb`k`]Y`'68`G`g]W`hVUf`"Gc`W`Y
 GhfÖa`i`b[`Yb`hfU[`Yb`ni`f`5`_nYd`h`Ub`n`Ub]gYa]h]gW`Yf`'Yi`»`Yfi`b[`Yb
]b`XYf`A`]hY`XYf`;`YgY`gW`U`Zi`VY]ž`k`Ä`fYbX`X]YgY`c`Zi`b]W`h`ZØf`XUg
 Yf`_Ub`bh`k`]fX`ž`k`Ug`g]Y`g]bX"

⇒`?`cbhYI`h`XYf`XYfnY]h][`Yb`DfchYghY`i`bX`5i`gY]bUbXYfgYhni`b[`Yb
 k`]fX`XYi`h]W`ž`XUgg`X]Y`K`U`fbY`a`i`b[`j`cb`ǵfUY`i`bX`XYf
 `ØX]gW`Yb`;`Ya`Y]bgW`U`Zi`b`8Yi`hgW`UbX`]a`K`UbXY`]gh`<]ghcf]gW
 VYX]b[`hY`J`cfi`fhY]Y`a`]gW`Yb`g]W`a`]h`U`_hi`Y`Yb`dc`]h]gW`Yb
 8]g`_i`fgYbž`k`cXi`fW`X]Y`5i`gY]bUbXYfgYhni`b[`a`]h`5bh]gYa]h]ga`i`g
 i`bX`]gfUY`VYnc[`YbYf`:`Y]bXgW`U`Zi`fY`Yj`UbhYf`XYbb`Y`YfgW`Y]bh"
 8Yf`U`_hi`Y`Y`[`YgY`gW`U`Zi`]W`Y`i`a`[`Ub[`a`]h`X]YgYb`H`Ya`Yb`]gh`Y]b
 ;`fUXa`YggYf`ZØf`XYb`Ni`ghUbX`XYf`8Ya`c`_fUh]Y`]b`8Yi`hgW`UbX`i`bX
 XUg`J`YfghÄbXb]g]j`cb`_i`hi`fY`Yb`i`bX`\]ghcf]gW`Yb`?`cbhYI`hY"

8YhU]`g	
Cfh	<Y]bf]W`!j`cb!;`U[`Yfb!GhfU»`Yž`%\$%%+`'6Yf`]bž 8Yi`hgW`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "VYf`]bYf!nY]hi`b["XY • k k k "fVV&("XY • k k k "VdV"XY

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