

9fbYi hY`DUfhbYfgWk UZh. : Y`XVYf[VU\bYb
i bX`< cWk gWk Ufnk U`X`Hci f]ga i g
j YfY]bh°

5a `&- "\$) "&\$&) `i bhYfnY]Wk bYhYb`X]Y`< cWk gWk Ufnk U`X
Hci f]ga i g; a V< `i bX`X]Y : Y`XVYf[VU\bYb`Y]bYb
?ccdYfUh]cbgj YfhfU[`ni f: ÒfXYfi b[`XYg`Hci f]ghYb[YV]Yhg"



: Y`XVYf[ž`8Yi hgWk `UbX`!`8]Y : Y`XVYf[VU\bYb; a V< `i bX`X]Y
<cWk gWk Ufnk U`X`Hci f]ga i g; a V< `UVYb`Yi hY`Y]bY
`Ub[Zf]gh][Y`?ccdYfUh]cb`i bhYfnY]Wk bYhYb`X]Y`XUfUi Z`UVn]Y`hž`X]Y
: Yf]YbYfY[]cb`GWk Ufnk U`X`i a ZUggYbX`ni `ZÒfXYfb" `8]Y`bYi Y
DUfhbYfgWk UZhž`X]Y`]b`XYb`YhnhYb`U\`fYb`_Y]bYb`Zcfa U`Yb`F U\`a Yb
\UhhYž`gc`b]Wk h`bi f`XYb; ÀghYgYfj]Wk`j YfVYggYfbž`gcbXYfb`Ui Wk
X]Y`J Yfa Uf`hi b[ga Ò[`]Wk`_Y]hYb`ZÒf`VY]XY`i bhYfbY\`a Yb
YZZ]n]YbYhYf[YghU`hYb" **⇒bg]XY6K** `VYf]Wk hYhž`XUgg`X]Y
<cWk gWk Ufnk U`X`Hci f]ga i g; a V< `X]Y : Y`XVYf[VU\bYb`]b
6YfY]Wk Yb`k]Y`A Uf`_Yh]b[`i bX; ÀghYgYfj]Wk`i bhYfghØhnYb`k]fX"

9]b`nYbhfU`Yg`9`Ya Ybh`XYf`?ccdYfUh]cb`]gh`X]Y`9]b]Wk hi b[`Y]bYg
bYi Yb`GYfj]Wk`7YbhYfgž`XUg`_ØbZh][`g]YVYb`HU[Y`X]Y`K cWk Y`ZÒf

X]Y'; ÅghY`YffY]WVUf`gY]b`k`]fX""8]Yg`j`YfVYggYfh`b]W`h`bi`f`XYb
GYfj`]W`ž`gcbXYfb`i`bhYfghØhnh`Ui`W`X]Y`?`ccfX]bUh]cb`nk`]gW`Yb`XYb
j`YfgW]YXYbYb`5b[`YVchYb`]b`XYf`FY[`]cb""8Yf`V]g`Yf][`Y
@]Zhj`YfVi`bX':`Y`XVYf[`k`]fX`]b`6Yf[`VU\bYb`<`cW`gW`k`Ufnk`U`X
i`a`VYbUbbhž`i`a`Y]bY`ghÅf`_YfY`K`U\fbY\`a`i`b[`i`bX
Ni`gUa`a`Yb[`Y\Öf][`_Y]h`ni`g][`bU`]g]YfYb""8]YgY`bYi`Y`6YbYbbi`b[
k`]fX`UV`XYf`K`]bhYfgU]gcb`&\$&)`#&*"`]b`?`fUZh`hfYhYb"

8YhU]`g`ni`f`?`cc`dYfUH]cb

8i`fW`X]Y`Yb[`Y`Ni`gUa`a`YbUfVY]h`nk`]gW`Yb`XYf
<`cW`gW`k`Ufnk`U`X`Hci`f]ga`i`g';`a`V<`i`bX`XYb':`Y`XVYf[`VU\bYb
k`]fX`Y]bY`dfcZYgg]cbY`Y`DfÅgYbn`[`Y[`YbØVYf';`ÅghYbž`Dc`]h]_`i`bX
6Y\ÖfXYb`Ub[`YghfYVh""8]Y`6Yf[`VU\bYb`<`cW`gW`k`Ufnk`U`X
gc``Yb`U`g`inYbhfU`Y`D`UhhZcfa`Zi`b[`]YfYbž`X]Y`ϕhYfYggYb`VØbXY`b
i`bX`X]Y`9bhk`]W`_`i`b[`Y]bYg`bUW`\U`h][`Ybž`[`Ubn`Å\`f][`Yb`Hci`f]ga`i`g
]a`G`W`k`Ufnk`U`X`j`cfUbhY]VYb""Ni`XYa`k`]fX`X]Yg`Ui`W`X]Y
hci`f]gh]gW`Y`ϕZfUghfi`_hi`f`]b`XYf`FY[`]cb`ghÅf`_Yb"

8]Y`<`cW`gW`k`Ufnk`U`X`Hci`f]ga`i`g';`a`V<`ž`X]Y`&\$\$,`i`[`Y[`fØbXYh
k`i`fXY`i`bX`&%`C`fhY`a`]h`Yhk`U`-`%`\$`\$`\$`9]bk`c`bYfb`i`a`ZUgghž
j`YfnY]W`bYh`Å\`f]W`fi`bX`j`]Yf`A`j`]cbYb`,`VYfbUW`hi`b[`Yb""8]Y
:`Y`XVYf[`VU\bYb';`a`V<`]gh`ZØf`XYb`6Yhf]YV`XYg`G_]`[`YV]Yhg
:`Y`XVYf[`ni`ghÅbX][`ž`XUg`a`Y`fYfY`?`ca`a`i`bYb`k`]Y':`Y`XVYf[`ž`Gh"
6`Ug]Yb`i`bX`HcXhbUi`VYX]Ybh""5_hi`Y``[`Y\ÖfYb`&*
DUfhbYfg_]`[`YV]YhY`ni`a`@]Zhj`YfVi`bX':`Y`XVYf[`ž`XYf`Ui`Z]bg[`YgUa`h
'`(`?`]ca`YhYf`D]ghYb`Åb[`Y`ni`fØW`_`fY]ZYb`_Ubbž`Ui`g[`YghUhhY`h`a`]h
ZØbZGYggY`VU\bYbž`bYi`b`G`W`Y`dd`]ZhYb`i`bX`XfY]:`ÖfXYfVÅbXYfb"
:`Y`XVYf[`9f`YVb]g`Yf[`Åbnhž`XUgg`a`]h`X]YgYa`bYi`Yb
?`ccdYfUH]cbgj`YfhfU[`ni`gÅhn`]W`Y`J`cfhY]`Y`ZØf`X]Y';`ÅghY
[`YgW`UZZYb`k`YfXYb`gc``Yb"

B`Yi`Yf`G_]`d`Ugg`i`bX';`ÅghY`Ub[`YV`chY

9]b`k`Y]hYfYg`<][`\\][`h`Xf`Ni`gUa`a`YbUfVY]h]gh`X]Y
K`]YXYf]bhY[`fUH]cb`XYf`@]ZhVYhf]YVY`XYf':`Y`XVYf[`VU\bYb`]b`X]Y
<`cW`gW`k`Ufnk`U`X`7UfXž`k`Ug';`ÅghYb`j`YfVYggYfhY`5b[`YVchY
gck`c`\`]a`Gca`a`Yf`U`g`Ui`W`]a`k`]bhYf`V]YhYb`k`]fX""Ni`XYa`k`]fX

ni a 'GhUfhXYf'K]bhYfgU]gcb'&\$&' #&\$&('Y]b'bYi Yf': Y`XVYf[!
 9f`YVb]g!G_]dUgg`Y]b[YZØ\ fhž`XYf`ZØf`7 UfX!; ÀghY`Y]b
 8 fY]hU[Ygh]W_Yh`ni a `DfY]g`j cb`- - `9i fc`i a ZUggh" `#bbYf\U`V`j cb
 ZØbZ`Ui ZY]bUbXYfZc`[YbXYb`HU[Yb`_ØbbYb`X]Y`G_]hU[Y`ZfY]
 [Yk À\`h`k YfXYbž`YXcW`g]bX`Y]b][Y`NY]hYbž`k]Y`X]Y`<cW`gU]gcb
 nk]gW`Yb`XYa`'&*"8YnYa`VYf`&\$&' `i bX`XYa`'+""`Jbi Uf`&\$&(
 gck]Y`j ca` ; ""V]g`%, "": YVfi Uf`&\$&(ž`Ui g[Ybca`a`Yb"

8]YgY`?ccdYfUh]cb`nk]gW`Yb`XYb': Y`XVYf[VU\bYb`i bX`XYf
 <cW`gW`k Ufnk U`X`Hci`f]ga`i`g`; a`V<`a`Uf_]Yfh`Y]bYb`VYXYi`hYbXYb
 GW`f]h`h`ni`f': ØfXYfi`b[`XYg`Hci`f]ga`i`g`]b`XYf`VY`]YVhYb
 GW`k Ufnk U`XfY[]cb`i bX`ghY`h`[`Y]W`nY]h][`g]W`Yfž`XUgg`X]Y
 5i`ZYbh`U`hgei`U`]h`h`ZØf`X]Y'; ÀghY`_cb]bi]Yf`]W`j`YfVYggYfh`k`]fX"

8YhU]`g	
C`fh	: Y`XVYf[ž`8Yi`hgW`_UbX
E`i`Y`Yb	<ul style="list-style-type: none"> • k k k "]bg]XYV`k`"XY • k k k "ZY`XVYf[!Yf`YVb]g"XY

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`Y]bY!fY]gY"XY