

6Yf`]bYf'7G8`j cf`XYa`5i g3`GdcbgcFYb n]Y\Yb`g]W\`ni fØW_°

B UW\`XYa`FØW_ni [`nU\`fY]W\Yf`GdcbgcFYb`_Åa dZh`XYf
6Yf`]bYf'7G8`&\$&) `i a`Z]bUbn]Y`Y`GhUV]`]hÅhi bX`dc`]h]gWXY
G]W\hVuf_Y]h"



GW\ ÒbYVYW_ž`8Yi hgW\`UbX`!`8Yf`6Yf`]bYf'7`f]ghcd\Yf`GhfYYh
8Umif7G8`ē`]gh`]b`Yfbgh\UZhYf` ; YZU\`fž`bUW\XYa` `a`Y\`fYfY`ZfØ\YfY
GdcbgcFYbž`]bgVYgcbXYfY`!`G!`:]fa`Ybž`\fY`!`bhYfghØhni b[`UVfi dh
Y]b[YghY`h`\UVYb``8Yf`j`YfUbgHU`hYbXY`J`YfY]b`6Yf`]bYf'7G8`Y``J`"
a`Y`XYh`Yf\YV`]WXY`Z]bUbn]Y`Y`9]bVi »Ybž`X]Y`Xi`fW\`Y]bYb
FØW_[`Ub[`XYf`GdcbgcFYb[`Y`XYf`i`bX`Y]bYb` ; Y\`VYhfU[`j`cb`fi`bX
&\$`\$`\$`\$`\$`9i`fc`j`Yfi`fgUW\`h`k`YfXYb``8]YgY`9b`hk`]W_`i`b[`ZÅ`h`i`b`X]Y
NY]h`XYf`Df]XY!GU]gcb`&\$&) ž`X]Y`VYfY]hg`Xi`fW\`nk`Y]`G_UbXU`Y`i`bX
XYb`5VVfi`W\`XYg`YfghYb`XYi`hgW\Yb`7G8`]b`GW\ÒbYVYW_`VY]
A`U[`XYVi`f[`ØVYfgW\UhhY`h`k`i`fXY``8`cf`h`k`i`fXY`X]Y`J`YfUbgHU`hi`b[
j`cf`nY]h[`j`cb`Dc`]nY]`i`bX`C`fX`bi`b[`gUa`h`UV[`YVfc`W\Ybž`XU`X]YgY
X]Y`J`YfgUa`a`i`b[`U`g`b]W\`h`d`c`]h]gW\`[`Ybi`[`Y]bghi`ZhY`i`bX`XUg
GhUXhj`Yfk`U`hi`b[`b]W\`h`ZØf`Ui`gfY]W\YbX`G]W\Yf\Y]h`gcf[`hY`ž`k`]Y`bX!

U_hi Y`VYf]W\hYh"

8]Y'ni bY\ a YbXYb'GWk]Yf][_Y]hYb'VY]'XYf':]bUbn]Yfi b['XYg'7G8
]b'6Yf']b'g]bX'b]W\h'bi f'Ui Z'XUg'Gdcbgcf]b['ni fØW_ni ZØ\ fYb"
8Yi hgW\Y'I bhYfbY\ a Yb'nY][Yb'YVYbZU`g'Ni fØW_\U'hi b["'A UfW\`
Jc[Ygž'XYf'J c fghUbX'XYg'J YfY]bgž'ZØ\ fh'X]YgY'9bhk]W_i b['Ui Z
k]fhgW\UZh]W\Y'I bg]W\Yf\Y]hYb'i bX'Y]bY'j YfÅbXYfhY
[YgY`gW\UZh]W\Y'Gh]a a i b['Y[YbØVYf'ei YYfYb'H\Ya Yb'ni fØW_"
GhY][YbXY'?cghYb'ZØf' ð ZfUghfi _hi fž'GUb]hÅf'i bX'DYfgcbU`k]f_Yb
g]W\YVYbZU`g'bUW\hY]['Ui Z'X]Y'J YfUbgH'hi b['Ui gžk Yg\U`V
9]bgW\ fÅb_i b[Yb'VY]'XYb'5b[YVchYb'ni 'Yfk UfhYb'g]bX"8Yf
J YfY]b'\Uh'VYfY]hg'%"\$"\$"\$"\$'9i fc'Xi fW\X]Y'F'YXi n]Yfi b['j cb
DfcXi _h]cbg_cghYb'i bX'DYfgcbU`Y]b[YgdUfhž'XcW\9]bgdUfi b[Yb
VY]'XYf'6Uff]YfYfY]\Y]hž'k]Y'DcXYghYb'ZØf'Fc`ghi '\ZU\ fYf'i bX
8c`a YhgW\X]YbghYb']b'; YVÅfXYbgdfUW\Yž'g]bX'Y]bY'YfbghY'Gcf[Y"

:]bUbn]Y`Y'i bX'[YgY`gW\UZh]W\Y
< YfUi gZcfXYfi b[Yb

ð'5bVYhfUW\h'XYf'Ub[YgdUbbhYb'Z]bUbn]Y`Yb'@U[Y'\Uh'XYf
6Yf']bYf'7G8 'Y"'J"Y]bYb'GdYbXYbUi Zfi Z'[YghUfhYhž'Ui g'XYa
V]g\Yf'Yhk U`%"\$"\$"\$'9i fc'[YgUa a Y'hik i fXYb"'Dcg]hj Yg': YYXVUW_
ni f'GdYbXYb_Ua dU[bY`Åggh'XUfUi Z'gW\`Y» Ybž'XUgg'k Y]hYfY
5_h]cbYb'[Yd`Ub'hk YfXYb"'8Yb'bcW\`V'Y]Vh'X]Y': fU[Yž'k]Y'g]W\X]Y
6U`UbW`nk]gW\Yb'dc`h]gW\Yb': cfXYfi b[Ybž': Y]YfW\UfU_hYf'i bX
_ca a Yfn]Y`Yf'DfÅgYbn'Ua '7G8 '[YghU'hYb'`Ågghž'k Å\ fYbX'j]Y'Y
I bhYfbY\ a Yb'\ fY'Z]bUbn]Y`Yb'Ni gU[Yb'ni fØW_n]Y\Ybž'k]Y'Ui W\
ZfY]'W\!a U[Un]b'j YffÅh"

8 Ug'ZY]bX']W\Y'?`ja U'[Y[YbØVYf'ei YYfYb'A YbgW\Yb'k]fX'Ui W\
Xi fW\X]Y'U_hi Y`Y'[YgY`gW\UZh]W\Y'8]g_i gg]cb'j YfghÅf_h' ð
GW\ØbYVYW_\VY]gd]Y`gk Y]gYž'k c'XYf'YfghY'7G8'XYg'X\ fYg
ghUhhZUbXž'VY_\U[Yb'c f[Ub]gUhc fYb'VØfc_fUh]gW\Y'< ØfXYb'i bX
i bni fY]W\YbXYa 'GW'i hn" F YW\hY', VYf[f]ZY'Ui Z'7G8 g'g]bX']b
GUW\gYb!5b\U'h_Y]b'9]bnY`ZU`/5_h]cbYb'j cb'BYcbUn]!; fi ddYb
i bX'fYW\hgYI hfYa Yb'DUfhY]Yb'n]Y`Yb'XUfUi Z'UVž'ei YYfYg'@VYb'ni
i bhYfXfØW_Yb"'8]YgY'9bhk]W_i b[Yb'k i fXYb'j cb'Gj Yb'@Y\ a Ubbž
XYa 'E i YYf!6YUi ZhfU[hYb'XYf'6i bXYgYf[]Yfi b[ž'h\Ya Uh]g]Yfhž'XYf

j cf`XYf`6YXfc\i b[`Xi fW`Ui hcf]hÅfY`i bX`fYW`hgYI hfYa`Y`? fÅZnY
k UfbhY" `9f`VYgW`fY]Vh`@G6H-E ħ `U`g`Y]b`Gma`Vc`ZØf`fY`\Y]hž`XUg
j YfhY]X][h`k YfXYb`a`i ggž`gc`X]Y`6Yf]W`hYfghUhi b[`j`cb`
hU[YggW`Ui "XY"

9]b`YVYbX][Yg`NY]W`Yb`XYf`<cZZbi b[

Hfchn`XYf`_f]h]gW`Yb`@U[Y`[]Vh`Yg`Gh]a`a`Yb`XYf`<cZZbi b[`i`bhYf
XYb`J`YfUbgU`hYfb" `ægÅ` : ØfghYf`j`ca` `7G8`6i`f[Yb`UbX`_fY]g
Ài »YfhY`C`dh]a`]ga`i`g`k`Y]» ž`XUgg`Ui`W`a`]h`5bZY]bXi`b[Yb`ni
fYW`bYb`]gh" `8`Ug`6YXØfZb]g`bUW`G]W`hVUf`_Y]hi`bX`i`bhYfghØhni`b[
]gh`VYgcbXYfg`]b`ÅbX`]W`Yb` ; YV]YhYb`ghUf`_`C`W`Ub`<U`Y`A`Y]» bYf
j`ca` `7G8`8`ØVY`b`VYn]Y`h`g]W`Ui`ZY]b`ZY]bX`]W`Yg`?`]a`Už`XUg
Xi`fW`j`Yf[Ub[YbY` , VYf[f]ZY`[YdfÅ[h`]gh" `8`YbbcW`a`ØggYb`X]Y
7G8`g`U`g`k`]W`h][Yf`HY]`XYf`Df]XY!GU]gcb`k`Y]hYf\]b`j`YfhY]X][h
k`YfXYbž`Ui`W`k`Ybb`g]Y`j`Yfa`Y`fh`i`bhYf`Dc`nY]gW`i`hn`ghUhhZ]bXYbž
k`]Y]a` : U`j`cb`8`ØVY`b`ž`k`c`bUW`Y]bYa` `8`Ua`a`Vfi`W`a`
j`Yf[Ub[YbYb`>]\f`ni`Y]bYa` `6i`hhYfgÅi`fYUbgW`U[`Y]bY
j`YfgW`ÅfZhY`G]W`Yf\Y]hg`U[Y`Y`ffgW`h"

8]Y`<YfUi`gZcfXYfi`b[Yb`g]bX`j`]Y`ZÅ`h][.`j`cb`Z]bUbn]Y`Yb
9b[dÅggYb`V]g`\]b`ni`Y]bYa` `VYXfc`\]W`Yb`dc`]h]gW`Yb`?`]a`U" `8Yf
6Yf`]bYf`7G8`Y" `J" `d`UbhY]bY`BYi`Ui`gf]W`hi`b[ži`a`k`Yb][Yf`j`cb
;`fc»`gdc`bgcfYb`UV\Åb[][`ni`gY]b`i`bX`X]Y`?`ccdYfUh]cb`a`]h
`c`_U`Yb`i`bhYfbY`a`Yb`i`bX`XYf`GhUXh[YgY`gW`UZh`Ui`gni`VUi`Yb"
8Yf`J`YfY]bgj`cfghUbX`]gh`ØVYfnYi`[hž`XUgg`Yg`k`Y]hYf\]b`Y]bYb
6Yf`]bYf`7G8`[YVYb`k`]fXž`Ui`W`k`Ybb`X]Y` ; fØ»`Y`XYf
J`YfUbgU`hi`b[`i`b[Yk`]gg`V`Y]Vh" `8Yf`?`Ua`dZi`a`G]W`hVUf`_Y]hi`bX
F`YW`hY`ZØf`ei`YYfY`A`YbgW`Yb`k`]fX`U`g`YggYbn]Y`VYhfUW`hY`hi`bX
a`i`gg`Ui`ZfYW`h`Yf\U`hYb`k`YfXYb"

8YhU]`g	
J`c`f`ZU` ``	G`_`U`b`X`U` ``
I`f`g`U`W`X`Y`	F`Ø`W`_`[`Ub[`XYf`Gdc`bgcfYb[Y`XYfž i`bni`fY]W`YbXYg`G]W`Yf\Y]hgdYfgcbU`
C`f`h`	G`W`Ø`b`Y`V`Y`W`_`ž`8`Yi`hgW`U`b`X`
G`W`U`X`Y`b`]`b` `	&`\$`\$`\$`\$`\$`

8YhU]`g	
E i Y`Yb	<ul style="list-style-type: none">• k k k "ZfY]`]W!a U[Un]b"Wca• k k k "bX!U_hi Y``"XY• k k k "hU[YggWUi "XY

6Ygi WYb`G]Y`i bg`Ui Z.`b!U["XY