

K U[Yb_bYW\h'i bX`K Y]XY`. `A UW\h_Ua dZ
i a `X]Y `? Ubn`YfgW\ UZh`&\$&- `YbhZUW\h`

GU\FU`K U[Yb_bYW\h_f]h]g]Yfh`i b]cb`i bX`GD8 žk Ā\fYbX`g]Y
a]h`]\fYa `6ØbXb]g`5Z8!K Ā\`Yf`UbgdFYW\Yb`k]``Dc`h]gW\Yf
K UbXY`ghY\h`VYj`cf"

H\Øf]b[Ybž`8Yi hgW\`UbX`!`ā `dc`h]gW\Yb`8]g_i fg`ØVYf`X]Y
Ni _i bZh`8Yi hgW\`UbXg`fØW`h`GU\FU`K U[Yb_bYW\hž`X]Y`Y\Ya U][Y
@]b_Yb!Dc`h]_Yf]bž`ni bY\`a YbX`]b`XYb`A]hY`di b`h`>XYf`6`]W`Ui Z
X]Y`U_hi Y`Yb`dc`h]gW\Yb`9bhk]W`i b[Yb`nY][hž`XUgg`X]Y
?ca V]bUh]cb`Ui g`XYf`i bni Zf]YXYb\Y]h`a]h`XYb`hfUX]h]cbY`Yb
DUfhY]Yb`i bX`XYb`Ui Z_ca a YbXYb`bYi Yb`: cfa Uh]cbYb
g][b]Z]_UbhY`5i gk]f_i b[Yb`Ui Z`X]Y`K Ā\`Yf`UbXgW\UZh`\Uh"
K U[Yb_bYW\h`d`Ubh`a]h`]\fYf`bYi Yb`DUfhY]ž`XYa ` 6ØbXb]g`GU\FU
K U[Yb_bYW\h`f6GK Łž`XYf`5Z8`Gh]a a Yb`UVni `U[Yb`"8]Yg`k]fZh
: fU[Yb`Ui Zž`cV`5`]W`K Y]XY`ž`X]Y`7\YZ]b`XYf`5Z8`ž`&\$&- `U`g
6i bXYg_Ubn`Yf]b`_UbX]X]YfYb`_ØbbhY`"8]Yg`k]fX`j cb`XYb
5b\Āb[Yfb`XYf`5Z8`i bX`K U[Yb_bYW\higY`Vgh`U`g`a Ò[`]W\
YfUW\hYh"

K U[Yb_bYW\h`UbU`mg]YfhY`XUg`GcbX]Yfi b[gdUd]Yf`j cb`i b]cb`i bX
GD8`i bX`g]Y\h`XUf]b`Y]bYb` fchYb`HYdd]W\`ZØf`X]Y`5Z8`]bg
?Ubn`YfUa h`&\$&- ``G]Y`_f]h]g]Yfh`X]Y`VY]XYb`DUfhY]Yb`gW\UfZ`i bX
]gh`XYf`A Y]bi b[ž`XUgg`g]Y` b]W\hg`j YfghUbXYb` \`ĀhhYb`i bX`Ui Z
`bU]j Y`≡`i g]cbYb` `gYhmYb`"8]YgYg`6`]X`k]fX`Xi fW\`X]Y`Ÿi »Yfi b[Yb
j cb`<cfgh`GY\cZYfž`XYf`YVYbZU`g`Ui Z`X]Y`GW\k ĀW\Yb`XYf
GcbX]Yfi b[gVYgW\`ØggY`\]bk Y]ghž`Yf[Ābnh`GY\cZYf`VYa Āb[Y`h
]bgVYgcbXYfY`X]Y [Yd`UbhYb`GcbXYfj Yfa Ò[Yb`i bX`X]Y`FY`cfX!
BYi j YfgW\i`Xi b[ž`X]Y`gY]bYf`A Y]bi b[`bUW\`b]W\h`a]h`Y]bYa
[`Ui V`k ØfX][Yb`Dc`h]_k YW\gY`j YfY]bVUf`g]bX"

K U\`Yb`i bX`l a ZfU[Yb

5_hi Y`Y`l a ZfU[Yb`nY][Ybž`XUgg`X]Y`5Z8`]b`GUW`gYb`ghUV]`VY]
fi bX` (`DfcnYbh`V`Y]Vhž`k`À`fYbX`X]Y`Ni`gh]a`a`i`b[`]b`H\Øf]b[Yb
Ui Zi bhYf` \$`DfcnYbh[YZU`Yb`]gh`8]Yg`]gh`XYf`YfghY`F`ØW_[Ub[
i bhYf` \$`DfcnYbh`gY]h`Y]bYa` `X`f`" `a` `J`Yf[`Y]W`ni`f`Y`hnhYb
H\Øf]b[Yb!HfYbX!6YZfU[i b[`]a` `ž` `]&\$&` ` \Uh`X]Y`5Z8`Xcfh`ZØbZ
DfcnYbhd i b_hY`j`Yf`cfYb`" `b`H\Øf]b[Yb`YffY]W`h`XUg`6ØbXb]g`j`cb
K U[Yb_bYW`h`VYfY]hg`%) `DfcnYbh`Ui`g`XYa` `GhUbXž`k`Ug`XUfUi`Z
 \]bXYi`hYhž`XUgg`g]Y`g]W`U`g`Yfbghni`bY\`a`YbXY`?cb_i`ffYbn`ni`f
5Z8`df`ÀgYbh]Yfh"

6Y]`XYb`@UbXhU[gk U\`Yb`Ua` `%"`GYdhYa` VYf`&\$&` `Yfn]Y`h`X]Y`5Z8
]b`H\Øf]b[Yb` `&ž` `DfcnYbh`i`bX`]b`GUW`gYb` ` \$ž*`DfcnYbh`XYf
Gh]a`a`Yb`" `À`fY`<Ui`dh\Ya`Yb`i`a`ZUggYb`X]Y`5V`Y\bi`b[`Y]bYf
cZYbYb`5gm`!`i`bX`A`][fUh]cbgdc`h]_`gck`]Y`Y]bY`5V`Y\`f`j`cb`XYf
l`bhYfghØ`ni`b[`XYf`i`_fU]bY]a` `?cbZ]_`h`a`]h`Fi`gg`UbX`"
Dc`]h]_k`]ggYbgW`UZh`Yf`9bXfY`6cfV`½`h`j`ca` `K`]ggYbgW`UZhgnYbhfi`a
6Yf`]b`VYhfUW`hYh`X]YgY`K`U\`Yf[YVb]ggY`U`g`HY]`Y]bYf
gmghYa`Uh]gW`Yb`HfUbgZcfa`Uh]cb`XYg`XYi`hgW`Yb`DUfhY]Yb[YZØ[Ygž
XU`X]Y`hfUX]h]cbY`Yb`J`c`_gdUfhY]Ybž`k`]Y`78l`i`bX`GD8ž
ni`bY\`a`YbX`Ub`9]bZi`gg`j`Yf`]YfYb`"

8Yf`? Ua dZ`i a `K`À\`Yf[i bgh

8]Y`?cb_i`ffYbn`nk`]gW`Yb`XYa` `6GK` `i`bX`XYf`5Z8` `ØbbhY`XUg
dc`]h]gW`Y`?`]a`U`k`Y]hYf`Ui`Z`Y]nYb`"5`]W`K`Y]XY``Ài`»YfhY`F`YgdY`_h
j`cf`K`U[Yb_bYW`h`i`bX`Yf`_Yb`bh`Ubž`XUgg`g]Y`HY]`Y`XYf
K`À\`Yf`_]Yb`hY`XYf`5Z8`Ub`gdf]W`h`K`Y]XY`]gh`g]W`XYf
<YfUi`gZcfXYfi`b[Yb`VYk`i`gghž`X]Y`K`U[Yb_bYW`h`ZØf`X]Y`5Z8
XUfghY`Yb`_ØbbhYž`i`bX`ØVYf`Y[h`Y]bY`GhfUhY[]Yž`X]Y`gck`c`\`
≠bcf]YfYb`U`g`Ui`W`X]fY`_hY`5b[f]ZY`Ui`Z`K`U[Yb_bYW`h`i`a`ZUggh`
9]b`HJ!8i`Y`nk`]gW`Yb`XYb`VY]XYb`Dc`]h]_Yf]bbYb`k`]fX`U`g
dc`hYbn]Y`ØZYbh]W`_Y]hgk`]f`_gUa` `Ub[YgY\Yb`"

K U[Yb_bYW`hg`6Øfc`Yf`_`ÀfhYž`XUgg`g]Y`VYfY]h`gY]ž`Ub`Y]bYf
8]g_i`gg]cb`hY]`ni`bY\`a`Ybž`k`Yb`b`Y]b` : YfbgY\`gYbXYf`Y]b`gc`W`Yg
8i`Y`c`f[Ub]g]Yfh`8]YgYf`J`cfghc`»`_ØbbhY`X]Y`dc`]h]gW`Y

@UbXgWUZhini gÀhn`jW`VYY]bZi ggYb`i bX`bYi Y`8mbUa]_Yb
nk]gWYb`XYb`K À\`Yf[fi ddYb`gWUZZYb"

8Yf`?ca d`Yi`XYf`[Y[Ybk Àfh][Yb`XYi hgWYb`Dc`]h]_`k]fX
]bgVYgcbXYfY`Xi fW`X]Y`a Ub[Y`UZhY`I bhYfghØhni b[`XYf
_`Ugg]gWYb`DUfhY]Yb`[YdfÀ[h`8]Y`GD8ž`X]Y`VY]`XYf`YhnhYb
6i bXYghU[gk U`&\$&%`bi f`&) ž+ı `XYf`Gh]a a Yb`Yf\]Y`hž`\Uh`gY]h
XYa`<ØWghk Yfh]j cb`() ž i`]a`j\`f`%- +&Yf\YV`]W`Ub`9]bZi gg
Y]b[YVØ»h`#`X]YgYa`?cbhYI h`V`Y]Vh`UVni k UfhYbž`cV`XYf`5i Zgh]Y[
j cb`K U[Yb_bYWghg`6GK`i bX`XYf`5Z8`Ub[Zf]gh][Y`YbXYfi b[Yb`]a
XYi hgWYb`DUfhY]YbgmghYa`bUW`g]W`n]Y`Yb`k]fX"

8]Y`ni bY`a YbXY`I bni Zf]YXYb`Y]h`a]h`XYf`dc`]h]gWYb`9`]hYž
_ca V]b]Yfh`a]h`XYf`5i ZgdU`hi b[`XYf`K À\`YfgY[a YbhYž`XYi hYh
XUfUi Z`\]bž`XUgg`X]Y`bÀWghYb`K U`Yb`Y]bY`YbhgWY]XYbXY`F`c``Y
ZØf`X]Y`ni _ØbZh][Y`GhUV]`]h`h`XYg`XYi hgWYb`dc`]h]gWYb`GmghYa`g
gd]Y`Yb`_ØbbhYb"

8YhU]`g	
J`c`f`ZU``	Gcbgh][Yg
C`f`h	H\Øf]b[Ybž`8Yi hgW`UbX
E`i`Y``Yb	<ul style="list-style-type: none">• k k k "Wċa dUWh!cb`]bY"XY• k k k "h!cb`]bY"XY• k k k "Xk "Wċa

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