

ϕX]Yb`k Y]gh`DU_]ghUb]`Ui g.
6Ygcf[b]gYffY[YbXY`9g_U`Uh]cb`]a
? UgWΛ a]f!/? cbZ]_h°

ϕX]Yb`k Y]gh`V]g`ni a`&- "5df)`&\$&) `dU_]ghUb]gWΛ Y
GhUUhgUb[Y\Öf][Y`Ui gž`bUWΛXYa`Y]b`hÖX`]WΛYf`5b[f]ZZ`]b
? UgWΛ a]f`j YfØVh`k i fXY"



DU\ U`[Ua ž`ϕX]Yb`!`ϕX]Yb`\Uh`X]Y`5i`gk`Y]gi`b[`U`Yf
dU_]ghUb]gWΛYb`GhUUhgUb[Y\Öf][Yb`V]g`ni a`&- "5df)`&\$&)
Ub[YcfXbYh`8]YgYf`XfUgh]gWΛY`GWΛf]hh`YfZc`[h`bUWΛ`Y]bYa
hÖX`]WΛYb`5b[f]ZZ`Ui Z`Hci`f]ghYb`]a`]bX]gWΛ`_cb`hfc`YfhYb`HY`]`j`cb
? UgWΛ a]fž`VY`]XYa`a`]bXYghYbg`&`*`A`YbgWΛYb`]f`@YVYb`j`Yf`cfYb`"
8]YgY`A`U»`bU\`a`Y`nY][`h`X]Y`Ub\`U`hYbXY`GdUbbi`b[Yb`nk`]gWΛYb
XYb`VY]XYb`B`UWΛ`VUF`Ä`bXYfbž`X]Y`gY]h`XYf`HY`]i`b[`6f]h]gWΛ!`ϕX]Ybg
]a`ϕ\`f`%-`(+`]b`Y]bYa`X`Ui`Yf\`U`ZhYb`?`cbZ]_h`ghY\`Yb`"8`Ug`]bX]gWΛY
5i`»`Yba`]b]ghYf]i`a`\`Uh`ni`XYa`]bX]gWΛY`GhUUhgVØf[Yf
Ui`Z[YZcfXYfhž`DU_]ghUb`ni`j`Yf`UggYb`i`bX`j`cf`FY]gYb`Xcfh\`]b
[Yk`Ufbh`"8]Y`HU[YggWΛ`Ui`VYf]WΛ`hYhž`XUgg`ϕX]Ybž`Xi`fWΛ`X]YgYb

JcfZU`U`Ufa]Yfhž`Ui W`VYfY]hg`UbXYfY`GhfUZYb`j Yf\Åb[h`\Uhž
XUfi bhYf`X]Y`GW`Y»i b[`Y]bYg`k]W`h][Yb`[Ya`Y]bgUa`Yb
; fYbnØVYf[Ub[g`i bX`X]Y`5i ggYhni b[`Y]bYg`5V`ca`a`Ybg`ni`f
JYfhY]i b[`j`cb`K`UggYffYggci`fW`b"

DU_]ghUb`fYU[]YfhY`i`a`[Y\YbX`Ui`ZX]Y`]bX]gW`Yb`A`U»bU\`a`Yb`
A`Y\`fYfY`]bX]gW`Y`8]d`ca`UhYb`k`i`fXYb`ni`i`bYfk`ØbgW`hYb
DYfgcbYb`Yf`_`Åfh`i`bX`a`ØggYb`XUg`@UbX`j`Yf`UggYb`"8`UfØVYf
\]bUi`g`\Uh`DU_]ghUb`X]Y`; fYbnY`ni``ϕX]Yb`[YgW`c`ggYb`i`bX`XYb
<UbXY`a`]h`XYa`B`UW`V`Ufb`Ui`g[YgYhnh`"ϕX]gW`Yb
: `i`[[YgY`gW`UZhYb`k`i`fXY`XYf`6Yhf]YV`]b`DU_]ghUb`i`bhYfgU[h`
DU_]ghUb`k`Ufb`h`ni`XYa`ž`XUgg`Y]b`5i`ggYhYb`XYg`ϕXi`g!
K`UggYfUV`ca`a`Ybg`U`g`?`f]Y[gU`h`[Yk`YfhY`h`k`YfXYb`_`Øbb`hY`
ϕX]Ybg`DfYa`]Yfa`]b]ghYf`B`UfYbXfU`A`cX]\`Uh`j`YfgdfcW`Ybž`X]Y
J`YfUb`hk`cfh]W`Yb`XYg`5b[f]Zg`ni`Z]bXYb`i`bX`ni`f`F`YW`YbgW`UZh`ni
n]Y\Yb"

8Yf`?`ca`d`YI`Y`?`cbZ`]_h

8]Y`6Yn]Y\i`b[Yb`nk`]gW`Yb`ϕX]Yb`i`bX`DU_]ghUb`g]bX`gY]h`XYa
9bXY`XYg`Nk`Y]hYb`K`Y`h`_f]Y[g`Xi`fW`?`cbZ`]_hY`[YdfÅ[h`i`bhYf
UbXYfYa` \`Uh`XYf`?`cbZ`]_h`ni`f`Bi`_`YUf]g]Yfi`b[`VY]XYf`@`ÅbXYf`]a
A`U]`%-`-`,`[YZØ\fhž`k`Ug`X]Y`G]W`Yf\Y]hg`U[Y`]b`GØXUg]Yb`Yf\YV`]W`
j`YfgW`ÅfZhY`"8]YgY`FY[]cb`[]`h`U`g`Y]bY`XYf`k`]W`h][ghYb
?`f]gYbFY[]cbYb`XYf`K`Y`h`@`Ui`h`gi`YXUg]Yb"]bZc`[UV`Yg`gY]h`%-`(+
VYfY]hg`XfY]?`f]Y[Y`nk`]gW`Yb`XYb`VY]XYb`B`Uh]cbYbž`j`cf`U`Ya`i`a
X]Y`i`a`ghf]hYbY`FY[]cb`?`UgW`a`]fž`X]Y`ZØf`VY]XY`GY]hYb`Y]bY
nYbhfU`Y`F`c`Y`gd]Y`h"

5_hi`Y``]gh`XYf`]bX]gW`!`dU_]ghUb]gW`Y`?`cbZ`]_h`]b`XfY`]8]a`Ybg]cbYb
i`bhYfhY]`h`a`UW`hdc`h]gW`ž`g]W`Yf\Y]hgd`c`h]gW`i`bX`]XYc`c`[]gW`"
5b`XYf`@]bY`cZ`7`cb`hfc`]b`?`UgW`a`]f`_`ca`a`h`Yg`fY[Y`a`Å»][`ni
5fh]`Yf]YXi`Y`Yb`i`bX`; fYbngW`Ufa`ØhnY`bž`X]Y`ni`Y]bYa`k`Y]hYfYb
5bgh]Y[`XYf`GdUbbi`b[Yb`ZØ\`fYb`"9i`dYfhYb`k`UfbYbž`XUgg`XYf
?`cbZ`]_h`b]W`h`bi`f`k`]fhgW`UZh]W`Y`:`c`[Yb`\`Uhž`gcbXYfb`Ui`W`X`Ug
]bbYbdc`h]gW`Y`?`]a`U`]b`VY]XYb`@`ÅbXYfb`VYY]bZi`ggh`"ϕ`ϕX]Yb
[Yk`]bbYb`\]bXi`bUh]cbU`]gh]gW`Y`; fi`dd]Yfi`b[Yb`Ub`9]bZi`ggž
k`Å\`fYbX`]g`Ua`]gh]gW`Y`DUfhY]Yb`]b`DU_]ghUb`[YghÅf`_`h`k`YfXYb"

8]Y `Ni _i bZh`XYg`? c bZ`]_hg

8]Y`5i gg]W hYb`Ui ZY]bY`@0gi b[`XYg`?cbZ`_hg`g]bX`bUW`k]Y`j cf
 [Yf]b["`@Ui h`XYf`5bU`mgY`Ui Z`gi YXUg]Yb"]bZc`VYghY`Yb`h]YZg
 A]gghfUi Yb`i bX`]XYc`c[]gW`Y`8]ZYfYbnYb`nk]gW`Yb`XYb`VY]XYb
 @AbXYfb`žk Ug`XYb`8]U`c[`YfgW`k Yfh`I a `X]Y`G]W`Yf`Y]hg`U[Y`ni
 ghUV`]g]YfYb`žk ÅfYb`J YfVYggYfi b[Yb`XYf`?f]gYba UbU[Ya Yb!
 ðghfi a YbhY`i bX`V]`UhYfU`Y`J Yf`UbX`i b[Yb`bchk YbX]["

8]Y`U_hi Y``Yb`9fY][b]ggY`g]bX`Y]b`k Y]hYfYf`F ØW_gW`U[`ZØf`X]Y
 c`bY`]b`Ub[YgdUbbhYb`6Yn]Y`i b[Yb`nk]gW`Yb`XYb`VY]XYb
 @AbXYfb`i bX`nY][Yb`žk]Y`ZfU[]`XYf`f]YXY`]b`X]YgYf`[Ycdc`]h]gW`
 hi fVi `YbhYb`FY[]cb`V`Y]Vh`8]Y`]bhYfbUh]cbU`Y`; Ya Y]bgW`UZh
 VYcVUW`hYh`X]Y`G]hi Uh]cb`a]h`Gcf[Y`i bX`ghfYVh`Y]bYb`8]U`c[`Ubž
 i a `X]Y`GdUbbi b[Yb`ni `j Yff]b[Yfb"

8 YhU]`g	
J cfZU``	5b[f]Z
I fgUW`Y	hØX`]W`Yf`5b[f]Z`Ui Z`Hci f]ghYb
C fh	DU`U`[Ua ž`ðX]Yb
J Yf`Y hnhY	&*
E i Y``Yb	<ul style="list-style-type: none"> • k k k "hU[YggW`Ui "XY • k k k "gi YXUg]Yb"]bZc

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