

F]WUfXU`@Ub[`d`Ui XYfh`Ui g.`Gc`[Yb]Y» h
g]Y`]\f`9\Y[`ØW`a]h`K]`gW`°

F]WUfXU`@Ub[`gdf]W`h`ØVYf`]\f`YfghYg`9\Y`U`f`a]h: `cf]Ub
K]`gW`VY]a `6i bXYgdfYggYVU`""9]bV`]W`Y`]b`]\f`@VYb`i bX
dc`]h]gW`Y`H\Ya`Yb"

:]`XYfghUXhž`8Yi hgW`U`bX`!`F]WUfXU`@Ub[`i bX`]\f`9\Ya`Ubb
: `cf]Ub`K]`gW`UVYb`Ua`(`"5df]"&\$&)`VY]a`6i bXYgdfYggYVU`"]b
6Yf`]b`ZØf`5i ZgY\Yb`[Ygcf[h"@Ub[`df`ÅgYbh]YfhY`g]W`]b`Y]bYa
Y`Y[UbhYb`fchYb`6U`_Y]X`a]h`Gd]hYbXYhU]`g`i bX`bi hnhY`X]Y
; Y`Y[Yb\Y]hž`i a`ØVYf`]\f`YfghYg`9\Y`U`f`ni`gdfYW`Yb""8]Y
6i bXYghU[gUV[YcfXbYhY`VYhcbhYž`XUgg`g]Y`Xi fW`]\fY`<Y]fUh
a`Y`f`NY]h`ZØf`]\f`Df]j`Uh`YVYb`[Yk`]bbYb`_cbbhY""8Ug`[Yb]Y»Y`]W
[YfUXY`ž`gU[hY`g]Y`i bX`VYf]W`hYhY`j`cb`Y]bYa`YbhgdUbbhYb`:]`a`!
A`UfUh`cbž`XYb`X]Y`VY]XYb`_Øfn`]W`j`YfUbghU`hYh`UhhYbž`VY]`XYa
K]`gW`ZØf`g]Y`_cW`hY":`chcg`j`cb`X]YgYa`9j`Ybh`hY]`hY`g]Y`Ui`Z
=bghU[fUa`i bX`cVhY`]\fYb`9\Ya`Ubb`ZØf`g]Y]bY`A`Ø\Yž`k`Ug`X]Y
: Ubg`VY[Y]ghYfh`Ui`ZbU`a`Yb"Ø`U`UO

@Ub[ž`X]Y`g]W`]a`GYdhYa`VYf`&\$&(`[Ya`Y]bgUa`a`]h`Ca`]X
Bci`f]dci`f`Ui`g`XYf: `Ø\fi`b[`XYf: `fØbYb`ni`fØW`nc[ž`Åi`»`YfhY`g]W
Ui`W`ØVYf`X]Y`d`Øm`]W`Y`ni`g`Åm`]W`Y`NY]hž`X]Y`]\f`ni`f`J`YfZØ[`i`b[
ghY`h`8]YgY`bi`hnh]g]Y`ni`a`BUW`XYb`_Yb`i`bX`FYZY`_h]YfYb`ØVYf
[YgY`gW`UZh`]W`Y`H\Ya`Yb""8]Y`5V[YcfXbYhYž`X]Y`&\$&)`YfbYi`h`ZØf
]\fYb`K`U`_fY]g`6UW`_bUb[#G`W`k`ÅV]gW`;`a`ØbX`_UbX]X]Yfhž`Uh
Y`XcW`Ui`W`a`]h`<YfUi`gZcfXYfi`b[Yb`ni`_`Åa`dZYb`G]Y`bU`a`]b
XYb`Y`hnhYb`A`cbUhYb`UVž`k`Ug`]b`XYb`A`YX]Yb`H\Ya`Uh]g]Yfi`b[
ZUbX"@Ub[`Yf`_`ÅfhY`XUni`ž`XUgg`g]Y`[Y[Yb`X]Y`j`Yf`YhmYbXYb
?ca`a`Ybh]Yfi`b[Yb`Ui`Z`Gc`W`U`A`YX]Už`X]Y`c`Zi`Ui`Z`]\f: `Yk`]W`h
UVn]Y`Ybž`Ub`_`Åa`dZYb`a`ØggYž`i`bX`XUgg`]\f`5VbY`a`YfZc`[`b]W`h
XYf`?`Yfb`]\fYf`dc`]h]gW`Yb`→Ybh]h`h`gY]"ØK`Uhgc`bQ

9]b`ϰ\ f`j c`Yf`J YfÀbXYfi b[Yb

F]WfXU`@Ub[g`K Y[`ni f`Dc`h]_Yf]b`]gh`b]W\h`c`bY`<ØfXYb
 [Yk YgYb" `G]Y`VYgW\ fY]Vh`XUg`ϰ\ f`&\$&(`U`g`XUg` VYgW\ ggYbghY
 ϰ\ f`]\ fYf`? Uff]YfY" `8 Yb bcW` ZUbX`g]Y`a`]h`XYf`<Y]fUh`j cb`:`cf]Ub
 K`]gW`ž`Y]bYa` `A Uh\Ya` Uh]_Yfž`ja` `5i [i gh`&\$&(`Y]bY`bYi`Y
 GhUV]`]h`À`hi bX`:`fYi`XY`]b`]\ fYa` `@VYb" `8]Y`VY]XYb`g]bX`gY]h`&\$%+
 ni`gUa`a`Yb`i`bX`[Yb]Y»Yb`X]Y`J`cfhY]`Y`]\ fYf`9\YgW\`]Y»i`b[ž
]bgVYgcbXYfY`X]Y`[Ya`Y]bgUa`Y`NY]hž`X]Y`g]Y`bi`b`VYggYf`bi`hnYb
 _ÒbbYb"O`U`UO

@Ub[g`dc`h]gW\Y`@Ui`Z/U`b`ghUfhYh]a` `ϰ\ f`&\$%&ž`U`g`g]Y`XYb
 ;`fØbYb`VY]hfUh" `Ni`j`cf`\UhY`g]Y`]b`:`]`XYfghUXhž`6UXYb!
 K`ØfhYa`VYf[ž]\ f`5V]hi`f`a`]h`XYf`B`chY`%ž%UV[YgW\`cggYb`i`bX
 FYW\hgk`]ggYbgW`UZhYb`]b`<Y]XY`VYf[`i`bX`6Yf`]b`ghi`X]Yfž`UVYf
 &\$%-`UV[YVfcW\Yb" `G]Y`k`Uf`]b`j`YfgW\]YXYbYb`Dcg]h]cbYb`U`_h]j`ž
 XUfi`bhYf`U`g`GdfYW\Yf]b`XYf`;`fØbYb`š`[YbX`i`bX`A`]h[`]YX`XYg
 8Yi`hgW\Yb`6i`bXYghU[Yg`gY]h`&\$%&ž`k`c`g]Y`g]W\`Ui`ZH\Ya`Yb`k`]Y
 ?`]a`UgW\i`hnž`:`Ua`]`Ybdc`h]_`i`bX`ZYa`]b]gh]gW\Y`5b`]Y[Yb
 _cbnYbhf]Yfh"CK`UhgcbQ

DYfgÒb`]W\Y`F`YZ`YI]cb`i`bX`Ni`_i`bZhgd`ÀbY

Ni`g`À`hn`]W\`ni`]\ fYb`dc`h]gW\Yb`5a`V]h]cbYb`]gh`@Ub[`U`_h]j` `Ui`Z
 GcW]U`A`YX]Už`k`c`g]Y`]\ fY`5bg]W\hYb`hY]`h" `À`f`a`cbUh`]W\Yg`;`Y`U`h
 U`g`6i`bXYghU[gUV[YcfXbYhY`VYhfÀ[h`%"`&&+ž&\$`9i`fc" `G]Y`]gh`XUg
 YfghY`c`ZYb`V]gYI`i`Y`Y`A`]h[`]YX`]a` `8Yi`hgW\Yb`6i`bXYghU[`i`bX
 [Y\`Ò`fh`ni`a` `]b`_`Yb`:`Ø[Y`XYf`;`fØbYb" `@Ub[`i`bhYfghfY]W\hž`XUgg
]\ fY`9fZc`[Y`i`bX`<YfUi`gZcfXYfi`b[Yb`gck`c`\`]b`]\ fYa
 dYfgÒb`]W\Yb`U`g`Ui`W\`]b`]\ fYa`dc`h]gW\Yb`@VYb`a`]hY]bUbXYf
 j`YfVi`bXYb`g]bX`i`bX`g]Y`X]Y`[Yk`cbbYbY`NY]h`bi`hnhž`i`a` `g]W\
 k`Y]hYfni`Yb`hk`]W`Y`b"O`U`UO

8YhU]`g	
J`c`f`ZU``	Gcbgh][`Yg
C`f`h	:`]`XYfghUXhž`8Yi`hgW\`UbX

8YhU]`g	
E i Y`Yb	<ul style="list-style-type: none">• k k k "[U`U"XY• dc`]h]_"k Uhgcb"XY

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