

K]YbYf`GWØ`Yf`Yb hk]W_Y`b`]bbc j Uh]j Y Ghi bXYbd`Ub!5dd`k \UhgbYI h`98I` °

GWØ`Yf`XYf`A]hhY`gWxi`Y`GWcdYb\Ui YfghfU»Y`dfÄgYbh]YfYb
X]Y`5dd`/ ei ch/k \UhgbYI h`98I` / ei ch/'a`5a hg\Ui g`K Ä\fb[
ni f`6Yfi Zgcf]Ybh]Yfi b["



A Ufh]bghfU»Y`%\$ \$ž`%\$, \$`K]Ybž`² ghYffY]Wx`!`†`Y]bYa
gdUbbYbXYb`Dfc`Y`_h`\UVYb`GWØ`Yf]bbYb`i`bX`GWØ`Yf`XYf`
A]hhY`gWxi`Y`GWcdYb\Ui YfghfU»Y`j`\fY`Y][YbY`Ghi bXYbd`Ub!5dd
bUa`Ybg`k \UhgbYI h`98I` `Yb hk]W_Y`h`8]Y`DfÄgYbhUh]cb`XYf`
]bbc j Uh]j Yb`5dd`ZUbX`ja` : YghgUU`XYg`5a hg\Ui gYg`]b`XYf`
A Ufh]bghfU»Y`%\$ \$`ghUhi`bX`k YW_hY`XUg`†`hYfYggY`j]Y`Yf`
5bk YgYbXYb`" `†gd]f]Yfh]j`cb`UbXYfYb`GWxi`Y`bž`X]Y`YfZc`[fY]Wx`
I`bhYfbY\`a`Yb`[Y[fØbXYh`\UhhYbž`k Uf`Yg`A Ufh]b`F]bb\cZYfž`XYf`
?`UggYbj`c fghUbX`XYf`" `6ž`XYf`X]YgY`_fYUh]j`Y`≠YY`]bg`@YVYb`f]YZ`
i`bX`X]Y`GWØ`Yf`ni`X]YgYa`Dfc`Y`_h`a`ch]j]YfhY`"I`bhYfghØhni`b[
Yf\]Y`hYb`g]Y`j`cb`GhYj`Ub`6cfcnUbž`Y]bYa`6YfUHyf`VY]`8Y`c]hhY`
5i`ghf]Už`XYf`g]Y`k`Ä`fYbX`XYg`[YgUa`hYb`9b hk]W_`i`b[`gd fcnYggYg`
VY[`Y]hYhY`"

8 Ug'Dfc^Y_hi š a d žXUg]b'Ni gUa a YbUfVY]h'a]h'HYUW : cf
5i ghf]U'i bX'8Y'c]hhY']b]h]Yfh'k i fXYž'n]Y'h'XUfUi ZUVž'XYb
š [YbX']WYb'Y]bYb'9]bgh]Y [']bg'6Yfi Zg'YVYb'ni 'Yfa Ò [']WYb"
6cfcnUb'UfVY]hYhY'U''Y'nk Y]'K cWYb'ZØf'nk Y]'GW i `ghi bXYb'a]h
XYb'GWØ'Yfbž'X]Y']b'; fi ddYb'j YfgW]YXYbY'5i Z[UVYb
ØVYfbU\ a YbžXUfi bhYf'@ [c!8Yg][b'i bX'Dfc[fUa a]Yfi b["
6YgcbXYfg'VYa Yf_Yb'gk Yfh']ghž'XUgg'X]Y' %(!^A\ f][Y'FYYa 'X]Y
Fc''Y'XYf'79C'XYg'Dfc^Y_hg'ØVYfbU\ a ž'k Ug']\f'b]W'h'bi f
J YfUbhk cfhi b[ž'gcbXYfb'Ui W'Y]b'GhØW_ : Ø\fi b[g_ca dYhYbn
UVj Yf'Ub[hY"

⇒b bcj Uh]j Y '@Øgi b [Yb'ZØf'GW Ø`Yf

8]Y'GWØ'Yf'nY][hYb'g]W' _fYUh]j 'i bX'Yb'hk]W_Y'hYb'bYVYb'XYf'5dd
Ui W'K YfVYj]XYcg'ni f'Dfca ch]cb']\fYf'?fYUh]cb''8]YgY'5ddž'X]Y
k]Ybk Y]h'VY_Ubbh'[Ya UW'h'k YfXYb'gc''ž'\YVh'g]W' j cb'UbXYfYb
Ghi bXYbd'Ub!5ddg'UVž'XU'g]Y'gdYn]Y''Ui Z'X]Y'6YXØfZb]ggY']\fYf
5'hYfg[YbcggYb'ni [YgW'b]hhYb']gh'' : i b_h]cbYb'k]Y'XYf'K YW'gY'']b
XYb'8Uf_a cXY'i bX'Y]b']bX]j]Xi Y''Yg'@ [c!8Yg][b'k UfYb'XYb
↑ b[Yb'9b'hk]W_Yfb'VYgcbXYfg'k]W'h][ž'i a 'XUg'Bi hnYfYf'YVb]g'ni
cdh]a]YfYb''8YfnY]h']gh' k \UhgbYi h'98I 'bi f'ZØf'5dd`Y!Bi hnYf
j YfZØ[VUfž'UVYf'Y]bY'5bXfc]X!J Yfg]cb']gh'VYfY]hg']b'D'Ubi b["

9]b'VYgcbXYfg'gW'ØbYg'9f[YVb]g'X]YgYf'⇒b]h]Uh]j Y']gh'X]Y
J YfV]bXi b['j cb'GW i 'Y'i bX'K]fhgW'UZh''8 Ug'J c'i bhYf]b[!
Dfc[fUa a 'j cb'HYUW : cf'5i ghf]U'Vf]b[h'A]hUfVY]hYbXY'j cb
DUfhbYfi bhYfbY\ a Yb'k]Y'8Y'c]hhY'i bX'6Ub_'5i ghf]U']b]7fYX]h']b
X]Y'GW i 'Ybž'i a 'Xcfh'gcn]c!Ø_c'bc a]gW'VY'UghYhY'GWØ'Yf'ni
i bhYfghØhnYb''8]Y'J c'i bhYfYfg'UfVY]hYb'Ub'6]Xi b[gZcfa UhYbž'X]Y
Ui Z'X]Y'gdYn]Z]gW'Yb'6YXØfZb]ggY'XYf'GWØ'Yf'UV[Ygh]a a h'g]bX
i bX'ZØfXYfb'7\UbW'b['Y]W'\Y]h''Gc'_ØbbYb'X]Y' š [YbX']WYb'j cb
Y]bYf'k Yfh] c''Yb'6Y['Y]hi b['dfcZ]h]YfYbž'X]Y']\bYb'9]bV']W_Y']b'X]Y
5fVY]hgk Y'h' []Vh'i bX'g]Y'VY]XYf'ni _ØbZh][Yb'6Yfi Zgc f]Ybh]Yfi b[
i bhYfghØhnh"

6Yfi Z']WY' C f]Ybh]Yfi b [']b'XYf'GW i 'Y

8 Ug'H\Ya U'VYfi Z]WY' C f]Ybh]Yfi b [']gh'ZØf'j]Y'Y'↑ b[Y'A YbgW'Yb

j cb[fc»Yf'6YXYi hi b["6YfY]hg]b'XYf'GWXi`Y'ghY`Yb'g]Y'g]W`j]Y`Y
: fU[Yb'ni f'6Yfi Zgk U\`<]Yf'V]YhYh'XUg
6Yfi Zgc]Ybh]Yfi b[gdfc[fUa a`f6C DŁž'XUg'gY]h'&\$\$,`j ca
6i bXYga]b]ghYf]i a`Z0f'6]Xi b[`i bX': cfgWxi b[`]bg`@VYb'[Yfi ZYb
k i fXž'nU\`fY]WXY`A U» bU\`a Yb'ni f'i bhYfgh0hni b[`Ub"
?YfbVYghUbXhY]`Y'g]bX`X]Y`DchYbn]U`UbU`mgY`i bX`d fU]gc]Ybh]YfhY
HU[Yž`Ub`XYbYb`GW0Yf`j YfgW]YXYbY`6Yfi ZgZY`XYf
_YbbYb`YfbYb"Gc`WY`Dfc[fUa a`Y'g]bX`]b`U`Yb`6i bXYg`AbXYfb
j YfZ0[VUf'i bX`\Y`ZYb`XYb`ž [YbX`]WXYbž`Z bX]YfhY
9bhgWY]Xi b[Yb`0VYf`\fY`VYfi Z]WXY`Ni`_i bZ`ni`hfYZZYb"

» Ni gUa a Ybgd]Y`Ui g`XYf`9bhk]W`i b[`XYf`5dd`k`UhgbyI h
98I`i bX`XYb`i bhYfgh0hnybXYb`Dfc[fUa a`Yb`j cb`HYUW`:`cf
5i ghf]U`gck]Y`XYb`6CD!A U» bU\`a Yb`k]fX`XYi h]W`žk]Y`k]W`h][`Yg
]ghž`↑ b[Yb`A YbgWYb`Y]bY`d fU]gbU\`Y`i bX`W UbW`bfY]WY
5i gV]Xi b[`ni`V]YhYb"8 Ug`9b[U[Ya Ybh`XYf`GW0Yf]bbYb`i bX
GW0Yf`XYf`A]hY`gWxi`Y`GW`cdYb`\Ui YfghfU» Yž`i bhYfgh0hnh`Xi fW
YfZU\`fYbY`DUf`bYfž`]gh`Y]b`\Yfj`c ffU[YbXYg`6Y]gd]Y`XUZ0fž`k]Y
_fYUh]j Y`»Yb`i bX`d fU_h]gWY`5bk YbXi b[Yb`ni gUa a`Yb`ca a`Yb
_0bbYbž`i a`X]Y`HU`Yb`hY`XYf`ž [YbX`]WXYb`ni`Z0fXYfb"

: 0f`XYb`k Y]hYfYb`J Yf`Ui ZXYg`Dfc`Y_hg`i bX`X]Y`9bhk]W`i b[`XYf
5dd`V`Y]Vh`gdUbbYbX`ni`VYcVUW`hYbž`k]Y`X]Y`GW0Yf`k Y]hYf\]b
]bbc] Uh]j Y`»Yb`i a`gYhYb`i bX`g]W`Ui ZXYb`6Yfi ZgY]bgh]Y [
j cfVYfY]hYb`k YfXYb"8]Y`Ni`_i bZ`hg]Y`h]j]Y`j YfgdfYWXYbX`Ui`g`

A Y\`f`»Zcfa Uh]cbYb`ni f`9bhk]W`i b[`XYf`5dd`Z]bXYb`G]Y`]b`XYa
5fh]_Y`j cb`a Y]bVYn]f_"Uh"8YhU]`g`ni a`J`c`i bhYYf]b[!Dfc[fUa a
_0bbYb`G]Y`Ui ZXYf`K YVgY]hY`j cb`HYUW`:`cf`5i ghf]U`bUW`YgYb"
K Y]hYfY`»Zcfa Uh]cbYb`ni f`VYfi Z]WXYb`Cf]Ybh]Yfi b[`V]YhYh`
V]`Xi b[g_YhhYb"XY"

8YhU]`g	
C fh	A Ufh]bghfU» Y`%\$ž`%\$, \$`K]Ybž`2 ghYffY]W
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Y]bVYn]f_"Uh • k k k "hYUW Zc fUi ghf]U"Uh • k k k "V]`Xi b[g_YhhYb"XY

6Ygi W\ Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb"bYh