

B]YXYfgUW\ gYb`i bhYf`8 fi W_.`78I`ZcfXYfh
gcZcfh][Y`A U» bU\ a Yb`[Y[Yb` : Ya]n]XY`

A UfY]_Y`K i`Z`f78I`Ł`ZcfXYfh`gcZcfh][Y`A U» bU\ a Yb`[Y[Yb`
: Ya]n]X`]b`B]YXYfgUW\ gYb`i bX`_f]h]g]Yfh`X]Y`nÒ[Yf`]W\Y
< U`hi b[`XYf`FY[]Yfi b["



B]YXYfgUW\ gYb`ž`8 Yi hgW\`Ub X`!`#`B]YXYfgUW\ gYb`k`]fX
Y]bXf]b[`]W\`Y]b`YbhgW\`cggYbYg`< UbXY`b`[Y[Yb` : Ya]n]X
[YZcfXYfh`8]Y`DUf`Ua YbhUf]gW\Y`GhUUhgY`_fYh`Åf]b`VY]a
6i bXYgZUa]]Yba]b]ghYf]i a žA UfY]_Y`K i`Z`f78I`Ł`Z`_f]h]g]Yfh`X]Y
nÒ[Yf`]W\Y`< U`hi b[`XYf`fch! [f0bYb`@JbXYgfY[]Yfi b[`i bX
]bgVYgcbXYfY`XYf`ž`gh]na]b]ghYf]b`? Uh\]b`K U\`a Ubb`gck]Y`XYf
#bYba]b]ghYf]b`8 Ub]Y`U`6Y\FYbgž`VY]XY`j cb`XYf`GD8``8]Y
: cfXYfi b[Yb`bUW\`Y]bYf`gW\ bY`YfYb`ŸbXYfi b[`XYg
b]YXYfg`ÅW\g]gW\Yb`Dc`nY][YgYhnYg`g]bX`Ui h`K i`Z`b`Òh][ži a
: fUi Yb`VYggYf`j cf`; Yk U`hini`gW\`0hnYb``? Y]b`HU[`XUfZ] Yf`cfYb
[Y\Yb`ž`VYhcb`hg]Y"

8]Y`8YVUhY`Ybhk]W_Y`h]g]W\`j cf`XYa`<]bhYf[fi bX`U`Ufa]YfYbXYf

NU\`Yb" `a `j\`f`&\$&' `k i fXYb`]b`8Yi hgW\`UbX`Ui h
6i bXYg_f]a]bU`Ua h`f6?5Ł`- ' , : fUi Yb`i bX`A`AXWYb`C`dZYf
ZfUi YbZY]bX`]WXYf; Yk U`hž" *`\$`j`c b`]\`bYb`k i fXYb`[Yh`OhYh"8]YgY
NU\`Yb`gd]Y[Y`b`Y]bY`VYgcf[b]gYffY[YbXY`F`YU`]h`h`k]XYf.`8]Y
: Ya]n]XYž`U`gc`H`Oh`i b[Yb`j`c b`: fUi Yb`Ui Z[fi bX`]\`fYg; YgW\`YW`hgž
ghY][Yb`gY]h`j\`fYb`Ub" `b`B]YXYfgUW`gYb`k i fXYb`&\$&(`VYfY]hg
bYi b`j`c`YbXYhY`i bX`%(`j`Yfji W`hY`A`c`fXY`fY[]ghf]Yfh"

Dc`h]gW`Y`A`U» bU`a`Yb`i`bX`: c`fXYfi`b[`Yb

K`i`Z`j`Yfk`Y]gh`Ui`Z`XYb`]a`?`c`U`h]cbgj`YfhfU[`j`YfY]bVUfhYb
; YgYhnYgYb`hk`i`fZ`ni`f`B`cj`Y`]]Yfi`b[`XYg; Yk U`hgW`i`hn[YgYhnYg
i`bX`Xf`Ab[h`Ui`Z`Y]bY`n`Ø[][Y`I`a`gYmi`b["K`U`a`Ubb`gY`Vgh`\`Uh
g]W\`Z`Øf`\`Å`fhYfY`GhfUZ`Yb`VY]: Ya]n]X!:`Å`Yb`Ui`g[Ygd`fc`W`Yb`i`bX
_ØbX][hY`Y]bY`6i`bXYg`fUhg]b]h]Uh]j`Y`ni`f`Y`bXYfi`b[`XYg`GhfUZ`fYW`hg
Ub" `G]Y`VYnY]W`bYh`XUg[Yn]Y`hY`H`OhYb`j`c b`: fUi Yb`i`bX`A`AXWYb
Ui`Z[fi`bX`]\`fYg; YgW\`YW`hg`_`Uf`U`g`A`c`fX`i`bX`Zc`fXYfh`U`_i`hYb
<`UbX`i`b[gVYXUfZ"

8Yf`6Y[f]ZZ: Ya]n]X`VYnY]W`bYh`X]Y`H`Oh`i b[`Y]bYf: fUi `Ui`Z[fi`bX
\`fYg; YgW\`YW`hg`i`bX`\`YVh`X]Y`ghfi`_`hi`fY`Yb`DfcV`Ya`Y`XYf
; Yk U`h[Y[Yb`: fUi Yb`\`Yfj`c`f" `@Ui`h`Y]bYf`5b`U`mgY`XYf
6i`bXYgnYb`hfU`Y`Z`Øf`dc`h]gW`Y`6]`Xi`b[`g]bX: Ya]n]XY`\`Åi`Z[`Xi`fW
\`YfUfW`]gW`Y; YgW\`YW`hYfj`Yf`\`Å`hb]ggY`a`chj]Yfh`i`bX`_Øb`Yb
gck`c`\`]b`f`Ø!`ŁDUf`hbYfgW`UZ`hYb`U`g`Ui`W`Ui`»`Yf`\`U`V`X]YgYf
6Yn]Y\`i`b[Yb`[YgW`Y`Yb"; Yk U`h[Y[Yb`: fUi Yb`Åi`»`Yfh`g]W`b]W`h
bi`f`_ØfdYf`]W`ž`gcbXYfb`Ui`W`d`gmW`]gW`ž`k`]fhgW`UZ`h]W`i`bX
gYi`i`U`]g]Yfh"8]YgY`a`i`h`d`Y`8]a`Ybg]cb`XYf; Yk U`h`Z`Ø`f`h`ni`ghYh][
ghY][YbXYb`NU\`Yb`i`bX`ghY`h`Y]b`[YgUa`h[YgY`gW`UZ`h]W`Yg
DfcV`Ya`XUf"

; YgUa`h[YgY`gW`UZ`h]W`Y
<`YfUi`gZc`fXYfi`b[`Yb

9]bY`Y]b\`Y]h]W`Y`8YZ]b]h]cb`j`c b`: Ya]n]X`ZY`\`h`V]g`Ub[`]b
8Yi`hgW\`UbX`ž[YbUi`gc`k`]Y`d`f`Ån]gY`9fZUggi`b[Yb`XYf`HUha`chj`Y`]b
XYb`GhU]gh]_Yb" `HfUbgł: fUi Yb`g]bX`YVYbZU`g`VYhfc`ZYb`ž`UVYf`c`Zh

b]W h]b`XYb`? f]a]bU`ghUh]gh]_Yb`j YfhfYhYb`"5`X]YgY': U_hcfYb
 ZØ\ fYb`ni`Y]bYf`_ca`d`n]YfhYb`G]hi Uh]cbž`X]Y`k Y]hfY]W YbXY
 : fU[Yb`ni`f`A`YX]YbVYf]W hYfghUhi b[ž`fYW h]W Yb`J YfZc`[i b[`i bX
 DfÄj Ybh]cb`j cb`; Yk U`h[Y[Yb`: fUi Yb`Ui Zk]fZn`8]Y
 5bh]X]g_f]a]b]Yfi b[gghY`Y`XYg`6i bXYg`U`h]j YfgW]YXYbY
 @Y]hZÄXYb`j YfÖZYbh]W hž`X]Y`5i Z`Äfi b[`i bX`GW i h`ni`a`N]Y`
 \UVYbž`k Ä\ fYbX`X]Y`i a`gYhni b[`XYf`ghUbVi`!`?cbj Ybh]cb`ja`a`Yf
 k]YXYf`i]b`XYb`: c_i`g`fØW`h"

8 Ug`6Yk`i`gghgY]b`ZØf`X]Y`DfcV`Ya`Uh]_`XYf`[YgW`YW`hgVUg]YfhYb
 ; Yk U`h`k`ÄW`ghž`YXcW`V`Y]Vh`X]Y`Bchk`YbX][`_Y]h`ZØf`k`]f_gUa`Y
 A U» bU\`a`Yb`i`bX`fYW`h]W`Y`; fi bX`U[Yb`ni`f`DfÄj Ybh]cb`j cb
 : Ya]n]XYb`i`bX`ni`a`GW`i`h`j`cb`: fUi Yb`j]b`8Yi`hgW`UbX`Y]bY`XYf
 nYbhfU`Yb`<YfUi`gZcfXYfi`b[Yb`"8]Y': cfXYfi`b[Yb`bUW`gcZcfh][`Ya
 <UbXY`b`g]bX`XU\Yf`b]W`h`bi`f`Y]bY`dc`]h]gW`Y`Bchk`YbX][`_Y]hž
 gcbXYfb`Ui`W`Y]bY`a`cfU`]gW`Y`J`YfUbhk`cfhi`b[`i`bgYfYf
 ; YgY`gW`UZh"

8 YhU]`g	
J`c`f`ZU``	: Ya]n]X
I`f`g`U`W`Y	\]YfUfW]gW`Y'; YgW`YW`hYfj`Yf`Ä`hb]ggY
C`f`h	B]YXYfgUW`gYbž`8Yi`hgW`UbX
J`Y`f`Y`h`h`Y	'`*`\$
E`i`Y`Y`b	<ul style="list-style-type: none"> • k k k "gUYW`g]gW`Y`"XY • k k k "VdV"XY • k k k "Vi`bXYggh]Zhi`b[`! [`Y]W`ghY`i`b[`"XY

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