

6fUbXYbVi f[Yf`K À\`Yf`g]bX`i bni Zf]YXYb.
5Z8`ØVYf\c`h`GD8`XYi h`]WΛ`°

8Yf`6fUbXYbVi f[HfYbX`nY][h`i bni Zf]YXYb\Y]h`a]h`XYf
GD8`#6GK`!`?cU`h]cb`i bX`ghY][YbXYb`Gh]a a Yb`ZØf`X]Y`5Z8`"



: fUb_Zi fh`fC XYfłž`8Yi hgWΛ`UbX`!`ā` \`Yi h][Yb
6fUbXYbVi f[HfYbX`j cb`]bZfUhYgh`X]a Udž`Ui g[YghfU\`h`Ui Z`fVV&(`ž
nY][h`g]WΛ`Y]b`VYXfc`\`]WΛYf`F`ØW_\`Ub[`XYf`i bhYfghØhni b[`ZØf`X]Y
?cU`h]cb`Ui g`GD8`i bX`6GK`"; UbnY`) (`DfcnYbh`XYf`6YzfU[hYb
g]bX`a]h`XYf`@UbXYgfY[]Yfi b[`i bni Zf]YXYbž`k À\`fYbX`bi f`(\$
DfcnYbh`Ni Zf]YXYb\Y]h`Ai » Yfb`"8]Yg`]gh]bgVYgcbXYfY`ja`<]bV`]W_
Ui ZX]Y`VYj cfghY\YbXYb`K U\`Yb`U`Ufa]YfYbXž`XYbb`X]Y`5Z8`\`Uh
Y]bYb`Ybcfa Yb`5i ZgWΛk i b[`Yf`YVhi bX`_ca a h`Yhnh`Ui ZXYb
<ØW`ghk Yfhj cb`` &`DfcnYbh`"8]Yg`VYXYi hYh`Y]bYb`5bgh]Y[`i a`&
DfcnYbhd i b_hY`ja`J Yf[`Y]WΛ`ni f`YhnhYb`i a ZfU[Y]ja`8YnYa VYf
&\$&(`"8]Y`GD8`\]b[Y[Yb`ZÀ`h`XfUgh]gWΛ`Ui Z`&`DfcnYbhi bX
j Yf`]Yfh`XUa]h`) `Di b_hYž`k À\`fYbX`X]Y`6GK`Ui Z-`DfcnYbh
UVfi hgWΛhž`k Ug`Y]bYa`A]bi gj cb`` `Di b_hYb`Ybhgd]f]WΛ`h"

8]Y'78I`_Ubb`nk Uf`Y]W`h`ni`Y[Yb`i bX`YffY]W`h`%(`DfcnYbhž`XcW`
Ui W`g]Y`V`Y]Vh`j cb`XYf`[YZcfXYfhYb`A Y`f`Y]h`k Y]h`YbhZYfbh`
, VYffUgW`YbX`]gh`XYf`Ni k UW`g`XYf`@]b`_Ybž`X]Y`]\fYb`Gh]a`a UbhY`]
Ui Z`- `DfcnYbh`j YfXcddY`h`U`h`6Y`]XYb` ; fØbYb`V`Y]Vh`XYf`GhUhi`g
ei`c`a`]h`ghUV`]Yb`) `DfcnYbh`K Ug`X]Y`?cU`]h]cbga` Ò[`]W`_Y]hYb
VYhf]Zž`g]Y`h`Yg`XØghYf`Ui`g`9]bY`8fY]Yf!`?cU`]h]cb`[Y[Yb`X]Y`5Z8
gW`Y]bh`i`ba` Ò[`]W`ž`XU`K`À`Y`fgh]a`a`Yb`j`cb`DUfhY]Yb`k`]Y`78I
cXYf`6GK`ZY`Yb`"5_hi`Y`Y` , VYf`Y[i`b[Yb`a` UW`Yb`XYi`h`]W`ž`XUgg
_Y]bY`XYf`[`Àb`[]Yb`?cU`]h]cbYbž`gY`]Yg`Y]b`?Yb]U!6ØbXb]g`cXYf
Y]bY`fchl`fchl`[fØbY`Ni`gUa`a`YbUfVY]hž`Y]bY`A`Y`f`Y]h`YffY]W`Yb
_ØbbhYž`k`Yb`b`X]Y`5Z8`Ui`»`Yb`j`cf`V`Y]Vhž`k`]Y`Ui`W`HU[Yggd]Y[Y`
VYf]W`hYh`"

Dc`h]gW`Y`Gh]a`a`i`b[g`U[Y`

8Yf`i`ba`i`h`ØVYf`X]Y`@UbXYgfY[]Yfi`b[`]gh`gdØfVUf`i`bX`k`]fZh
: fU[Yb`ni`f`dc`h]gW`Yb`GhUV`]h`À`h`Ui`Z`9]b`Yb`hgW`Y]XYbXYg`DfcV`Ya
gW`Y]bh`X]Y`Ni`Zf]YXYb`Y]h`a`]h`A`]b]ghYfd`f`Àg]XYbh`8]Yha`Uf`K`c]X`_Y
fGD8`È`ni`gY]bž`X]Y`Ui`ZXYb`b]YXf[]ghYb`K`Yfh`gY]h`&`\$`%` ` [YZU`Yb
]gh`B`i`f`bcW`)`\$`DfcnYbh`XYf`6fUbXYbVi`f[Yf`g]bX`a`]h`gY]bYf
5fVY]h`ni`Zf]YXYb`"8]Yg`nY][`h`g]W`Ui`W`]b`XYb`i`bhYfgW`]YX`]W`Yb
Gma`dU`h`]Yk`YfhYb`K`À`Y`bX` , ` `DfcnYbh`XYf`GD8!5b`Àb[Yf
ni`Zf]YXYb`g]bXž`Yb`hgd`f]W`h`XUg`Ni`Zf]YXYb`Y]hg`Yj`Y`VY]`6GK`!
5b`Àb[Yfb`bi`f`(+`DfcnYbhi`bX`VY]`5Z8!5b`Àb[Yfb`gc[Uf`bi`f`&
DfcnYbh`"

@Ui`h`XYb`9f[YVb]ggYb`XYf`i`a`ZfU[Yž`X]Y`nk`]gW`Yb`XYa``%`-`"i`bX
&`"i`ž`b]`Xi`fW`[YZØ`f`h`k`i`fXY`i`bX`%`%`)`K`U`V`YfYW`h][`hY
VYZfU[hYž`g]bX`* , `DfcnYbh`XYf`6YZfU[hYb`a`]h`XYb`[Yd`UbhYb
GhY`YbUi`Z/U`i`]a`b`Yi`Yb`@UbXYg`U`i`g`U`h`i`bni`Zf]YXYbž`XU
j`c`ff`Ub[][`]GhY`Yb`VY]`XYf`Dc`]nY][`YgW`UZZYb`k`YfXYbž`k`À`Y`bX`X]Y
NU`Y`XYf`@Y`fYf`ghU[b]YfYb`gc`""8]YgY`dc`]h]gW`Y
: Y`Y`b`hgW`Y]Xi`b[`k`]fX`j`cb`XYf`6Yj` Ò`_Yfi`b[`]f]h]gW`Y`VYhfUW`hYh`"

K`À`Y`b`XXYggYb`k`]fX`XUg`H`Y`a`U`Y]bYg`a` Ò[`]W`Yb
J`YfV`chg]`YfZU`fYbg`[Y[Yb`X]Y`5Z8`Y]»`X]g`_i`h]Yfh`"a`a`Yf`Y]b`) ,
DfcnYbh`XYf`6YZfU[hYb`U`hYb`Y]b`gc`W`Yg`J`YfZU`fYb`ZØf
i`b`Ub[Ya`YggYb`"8Ug`Y]»`h`Y`XcW`b]W`hž`XUgg`_Y]bY
I`bhYfghØ`mi`b[`XUZØf`XU`k`À`fY`6Y]`XYb` ; fØbYb`VYZØf`k`c`fhYb` , (

DfcnYbhž'X]Y`@]b_Yb'+` DfcnYbhi bX'gc [Uf') - DfcnYbh'XYf'GD8!
 5b\Åb[Yf'gY\Yb'Y]b`J YfVch'U'g'fYU`]gh]gW\`Ub"8]Y`A Y\`f\Y]h'XYf
 78I !5b\Åb[Yf'f) , DfcnYbhč'i bX'XYf'K Å\`Yf'XYf'6GK`ff* -
 DfcnYbhč`Y\`bYb'Y]b`J YfZU\`fYb`YXcW\`Y]bXYi h][`UV"6Y]`XYb'5Z8!
 5b\Åb[Yfb'g]bX'gc [Uf' - +`DfcnYbh'[Y[Yb'Y]b`gc`W\`Yg`J YfZU\`fYb`

5i gV`]W_`i bX`a Ò[`]W\`Y`? cU`]h]cbYb

9]b'6`]W_`Ui Za Ò[`]W\`Y`FY[]Yfi b[g_cU`]h]cbYb`nY][hž'XUgg`X]Y
 U_hi Y`Y`GD8#6GK !?cU`]h]cb`VYfY]hg`YmhiUi ZXYf'?]ddY`ghY\`hi bX
 _Y]bY`A Y\`f\Y]h'a Y\`f\`Uh"8]Y`Bchk YbX][_Y]h`ZØf`Y]bY`gc`]XY
 FY[]Yfi b[gUfVY]h'k]fX`]a a Yf`nk]b[YbXYfž`k Å\`fYbX`X]Y`G]hi Uh]cb
 i bVYghÅbX][`V`Y]Vh"8]Y`a Y]ghYb`DUfhY]Yb`a ØggYb`bi b`UVk Å[Ybž
 k]Y`g]Y`\`fY`GhfUhY[]Yb`[YghU`hYbž'i a`a Ò[`]W\`Yfk Y]gY`a]h'XYf
 5Z8`i a [Y\`Yb`ni`_`ÖbbYb"

8]Y`8]g_i gg]cb`i a`[YY][bYhY`6ØbXb]ggY`V`Y]Vh'U`gc`gdUbbYbXž
 VYgcbXYfg`Ub[Yg]W\`hg`XYf`HUhgUW\`Yž`XUgg`gY`Vgh'h\`YcfYh]gW\`Y
 ?cU`]h]cbYb`XYi h]W\`a UW\`Ybž`XUgg`j]Y`Y`DUfhY]Yb`]b`XYf`U_hi Y`Yb
 ?cbghY`Uh]cb`b]W\`h'ni gUa`a Yb`UfVY]hYb`_`ÖbbYb"

5i W\`k Ybb`X]Y`I a ZfU[Yk YfhY`g]W\`bcW\`j YfÅbXYfb`_`ÖbbYbž`nY][h
 XYf`U_hi Y`Y`HfYbXž`XUgg`X]Y`Gh]a a i b[`]a`@UbX`Ub[YgdUbbhi bX
 i b[Yk]gg`]gh"8]Y`@UbXhU[gk U\`k]fX`a]h'G]W\`Yf\`Y]h'Y]bYb
 Ui ZgY\`YbYffY[YbXYb`J Yf`Ui Z`bY\`a Yb`XU`]Y[h'k Ug`Ub`

fVV&(

HU[Yggd]Y[Y`

8Uk i a

8YhU]`g	
C fh	: fUb_ž fh'fC XYfłž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • k k k "HU[Yggd]Y[Y`"XY • XUK i a "XY

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