

5_nYdhUbn'ZØf'HfUbg[YbXYf']b'XYb'I G5.
9]bY'U`Ufa]YfYbXY'I a ZfU[Y°

5` 5nYYfU`VYf]W hYhØVYf'Y]bY'DYk`I a ZfU[Yž'X]Y'nY][hž'k]Y
@ 6HE!5a Yf]_UbYf'X]Y'[YgY`gW UZh]WY'5_nYdhUbn'j cb
HfUbg[YbXYf!DYfgcbYb'Y]bgW`ÀhnYb"



I G5`!'9]bY'U_hi Y`Y'I a ZfU[Y'XYg'DYk`F YgYUfW`7YbhfY`U`h
Ui ZgW`i ggfY]WY'9]bV`]W_Y]b'X]Y'9fZU\fi b[Yb'j cb'@ 6HE!
9fk UWgYbYb']b'XYb'I G5`[Y[YVYb"8]Y'I a ZfU[Y'nY][h'Yf\YV`]WY
I bhYfgW]YXY']b'XYf'[YgY`gW UZh]WYb'5_nYdhUbn'nk]gWYb
j YfgW]YXYbYb'; fi ddYb']bbYf\U`V`XYf'@ 6HE!7ca a i b]hm"
K`À\fybX`Yhk U`*\$i`XYf'@ 6HE!9fk UWgYbYb'XYf'A Y]bi b['g]bXž
XUgg'gWk i`Y'i bX`YgV]gWY`bXj]Xi Yb']b'XYb'I G5`U_nYdh]Yfh
k YfXYbžYa dZ]bXYb'bi f'fi bX`%\$i`Y]bY`À\b`]WY'5_nYdhUbn'ZØf
b]W h!V]b`ÀfY'i bX`hfUbg[YbXYf'A YbgWYb"

8]YgY'I a ZfU[Yž'Xi fW[YZØ\fh]a` 5bi Uf'&\$&) ž'k i fXY'bUW`XYf
K U`j cb'I G!DfÅg]XYbh'8cbU`X`Hfi a d'i bX'j cf'gY]bYa
5a hgUbhf]hhi a [YgYhnh" `Hfi a d`\UhhY'j cb'5bZUb['Ub`A U» bU`a Yb

Yf[f]ZZYbž'X]Y`X]Y`F`Y\hY`j`cb`hfUbg[YbXYf`DYfgcbYb`]b` : fU[Y
ghY`hYbž'XUfi`bhYf`X]Y` : YghY[i`b[ž'XUgg`X]Y`5bYf`_Ybbi`b[`XYg
; YgW\`Y\hY`hg`Ui`Z`XYf` V]c`c[]gW\Yb`K`U\`f\Y]h`VY]`XYf`9a`dZ`Ab[b]g
VUg]YfYb`gc`hY`Ni`XYa`k`i`fXYb`hfUbg[YbXYf` : fUi`Yb`j`cb`XYf`
HY]`bU\`a`Y`Ub`k`Y]V`]W\Yb`Gdcfhk`YhVYk`YfVYb`Ui`g[YgW\`cggYb`"

; YgY`gW\`UZh`]W\`Y`5`_nYdhUbn`i`bX
< YfUi`gZcfXYfi`b[Yb

Fi`bX`X]Y`<`À`ZhY`XYf`@`6HE`!9fk`UW\`gYbYb`]b`XYb`I`G5`[]Vh`Ubž`
XUgg`Yg`ZØf`hfUbg[YbXYf`DYfgcbYb` `b]W\`hj`]Y` `cXYf`[Uf`_Y]bY`
5_nYdhUbn`[]Vh`8]Yg`k`]fX`ni`g`Àhn`]W\`]b`XYf`I`a`ZfU[Y`XYg`
5ggcW]UhY`X`DfYgg!`B`C`F`7`7`Yb`hYfg`ZØf`Di`V`]W5`ZU]fg`F`YgY`UfW\`
VYgh`Àh][hž`k`c`Yhk`U`X]Y`<`À`ZhY`XYf`I`G!9fk`UW\`gYbYb`a`]h`Hfi`a`dg`
I`a`[Ub[`a`]h`hfUbg[YbXYf`H\`Ya`Yb`Y]bj`YfghUbXYb`]gh`I`b[YUW\`hYh`
X]YgYf`<`YfUi`gZcfXYfi`b[Yb`VYf]W\`hYb`j`]Y`Y`@`6HE`!DYfgcbYb`j`cb`
Yf\`Ò\`hYf`5_nYdhUbn`]a` : fYi`bXYg!`i`bX` : Ua`]Yb`_fY]g"

8]Y`A`Y\`f\Y]h`XYf`@`6HE`!DYfgcbYb`[]Vh`Ubž`j`cb` : fYi`bXYb`
U_nYdh]Yfh`ni`k`YfXYbž`i`bX`Yhk`U`)`\$i` `XYf`gW\`k`i`Yb`i`bX`
`YgV]gW\`Yb`DYfgcbYb`ZØ\`Yb`g]W\`j`cb`]fYb`9`hYfb`U_nYdh]Yfhž`]a`
; Y[YbgUhn`ni`V`c`»`Y]bYa`8f]hhY`XYf`hfUbg[YbXYf`DYfgcbYb`"
8]YgY`I`bhYfgW\`]XY`g]bX`VYXYi`hYbXž`XU`bi`f`%\$i` `XYf`hfUbg[YbXYf`
DYfgcbYb`VYf]W\`hYbž`j`cb`]fYf`Yfk`Y]hYfhYb` : Ua`]Y`U_nYdh]Yfh`ni`
k`YfXYb`"

9]b`6`]W`_`Ui`Z`X]Y`k`Y`hk`Y]h`i`bhYfgW\`]YX`]W\`Y`
5_nYdhUbn`

⇒]bhYfbUh]cbU`Yb`?`cbhYI`h]g]Y\`h`X]Y`5_nYdhUbn`ZØf`
@`6HE`⇒Ž`!F`Y\hY`[Ubni`UbXYfg`Ui`g`⇒8`Yi`hgW\`UbX`VYZØfk`cfhYb`
+`i` `XYf`6Yj`Ò`_Yfi`b[`XYb`GW\`i`hn`j`cf`8]g`_f]a`]b]Yfi`b[`ZØf`
`YgV]gW\`Yž`gW\`k`i`Y`i`bX`V]gYI`i`Y`Y`A`YbgW\`Yb`"6Y] : fU[Yb`ni`f`
fYW\`h]W\`Yb`5bYf`_Ybbi`b[[`Y]W\`[YgW\`Y\hY`h]W\`Yf`9\`Yb`g]bX`Yg`
+%i` ž'X]Y`X]YgY`i`bhYfghØhnYbž`i`bX`+`i` `VYZØfk`cfhYb`X]Y`[`Y]W\`Yb`
5Xcdh]cbgfYW\`hY`ZØf`\ca`cgYI`i`Y`Y`DUUfY`"

8YbbcW`nY][h`Y]bY`l a ZfU[Y`j cb`dgcgž`XUgg`Yg`k Y`hk Y]h
g]b_YbXY`l bhYfghØhni b[`ZØf`cZZYbY`@YVYbgk Y]gYb`[]Vhž`k Ug`X]Y
G]hi Uh]cb`ZØf`@ 6HE 5Ž !DYfgcbYb`j YfgW`ÅfZh`" ð`8Yi hgW`UbX
`UVYb`g]W`X]Y`5_nYdhUbnk YfhY`ZØf`@ 6HE 5Ž !ZfYi bX`]W`Y
A Uf_Yb`i bX`Gdcfh`Yf`Y]W`h] YfVYggYfhž`a]h`(' i` i` bX`(- i
Ni gh]a a i b[ž`k `Å`fYbX`k Y`hk Y]hX]Y`NU`Yb`g]b_Yb"

8]Y`DYk`F`YgYUfW`l a ZfU[Y`U`h`Ui » YfXYa` `YfUi g[YŽ bXYbž`XUgg
+` i` `XYf`[UmicXYf`YgV]gW`Yb`9fk UW`gYbYb`gck]Y`*, i` `XYf
hfUbg[YbXYf`9fk UW`gYbYb`]b`XYf`J Yf[Ub[Yb`Y]h`VY`Y]X][YbXY
Y`i » Yfi b[Yb`cXYf`K]hY`Ui Z[fi bX`]YfY`X`Yb]h`Å`h`YfZU`fYb`UVYb`
9]b`YfgW`fYW`YbXYg`+\$i` `XYf`hfUbg[YbXYf`9fk UW`gYbYb`[UVYb
Ubž`]b`Y]bYa`VYgh]a a hYb`NY]hfUi a`5b[gh`i a`]Yf`dYfgØb`]W`Y
G]W`Yf`Y]h`[Y`UVhni` `UVYb"

8]Y`l a ZfU[Y`Yfa`Ò[`]W`h`Y]bYb`i a ZUggYbXYb`, VYfV`]W`ØVYf`X]Y
<YfUi gZcfXYfi b[Yb`i bX`XYb`j Uf]]YfYbXYb`; fUX`Ub`5_nYdhUbnž
XYa`@ 6HE !DYfgcbYb`]b`XYb`l G5`[Y[YbØVYfghY`Yb`"K `Å`fYbX
: cfhgW`f]hhY`Yfn]Y`h`k i` fXYbž`VYghY`h`k Y]hYf`]b`Yf`YV`]W`Yf
<UbX`i b[gVYXUfZž`i a`; `Y]W`Y]h`i bX`5_nYdhUbn`ZØf`U`Y
A]h[`]YXYf`X]YgYf`; Ya`Y]bgW`UZh`ni`[Yk `Å`f`Y]ghYb"

ð`XYf`Ni gUa a YbZUggi b[`nY][h`X]Y`5bU`mgY`Y]b`_ca`d`Yl Yg`6`]X.
Hfchn`d`cg]hj Yf`9bhk]W`_i b[Yb`]b`Y]b][Yb`6YfY]W`Yb`g]bX
J`cfi fhY`]Y`i bX`8]g_f]a]b]Yfi b[`bUW`k]Y`j`cf`U`[Y[Ybk`Åfh][ž
b]W`h`bi`f`]b`XYb`l G5ž`gcbXYfb`k Y`hk Y]h`8]Y`G]hi Uh]cb`ZcfXYfh
U`Yž`X]Y`g]W`ZØf`; `Y]W`Y]h`Y]bgYhnYbž`ni a`<UbXY`b`Ui`Z"

: Øf`Y]bY`XYhU]]YfhY`5bU`mgY`ni`XYb`U`_hi`Y`Yb`9fZU`fi b[Yb`]cb
@ 6HE !5a Yf]_UbYfb`VYgi`W`Yb`G]Y`V]hhY`DYk`F`YgYUfW`"
K Y]hYfZØ`fYbXY`ðZcfa`Uh]cbYb`ØVYf`@ 6HE 5!FYW`hY`]b
8Yi hgW`UbX`Z]bXYb`G]Y`Ui W`VY]`A`Uf`_hZc`fgW`i`b["XY`gck]Y`VY]`
5`>UnY`Y`fU"

8YhU]`g	
J`c`f`ZU``	Gcbgh][`Yg

8YhU]`g	
C fh	I G5
E i Y`Yb	<ul style="list-style-type: none"> • k k k "U`^UnYYfU"Wca • k k k "dYk fYgYUfW "cf[• k k k "a Uf_hZcfgW i b["XY

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