

B]bU`7\i VU`Ui Z`XYf`?]ddY. `? cbnYfh`]b
6Yf`]b`hfc hn`[Ygi bX\Y]h`]WXYf`Gcf[Yb3

B]bU`7\i VU`hf]hh`Ua`%, "'&`]'b`6Yf`]b`Ui Z`bUWXYa`g]Y
Y]bYb`5i Zhf]hh`]b`6Yfb`Ui Z[fi bX`[Ygi bX\Y]h`]WXYf`DfcV`Ya`Y
UVgU[Yb`a`i`gghY"



6Yf`]b`8Yi hgW`UbX`!`8]Y`↑ b[Y`?`ØbghYf]b`B]bU`7\i VU`ghY`h
]a`F`Ua`dYb`]W`h`XcW`h`]bhYf`XYa` ;` `Ubni`XYf`6Ø`bY`[]Vh`Yg`Ui`W`
GW`UhhYb`"5a`%) "'&`]'a`i`gghY`g]Y`_i`fnZf]gh[]\fYb`5i`Zhf]hh`VY]a
;`i`fhYbZYgh]j`U`]b`6Yfb`UVgU[Yb`ž`k`Ug`j`]Y`Y`]\fYf` :`Ubg`VYgcf[h
ni`fØW`_`Y`»`" `b`Y]bYf`bghU[fUa`!`Ghcfm`Yf`_`À`fhY`g]Y`ž`XUgg
[Ygi bX\Y]h`]WXY`DfcV`Ya`Y`XYf` ;` fi`bX`ZØf`X]Y`5VgU[Y`gY]Yb`ž`c`bY
Y`XcW`]bg`8YhU]`ni`[Y`Yb`"9g`V`Y]Vhibi`b`UVni`k`UfhYb`ž`c`V`X]YgY
DfcV`Ya`Y`Ui`W`]\fYb`VYj`cfgh`Y`YbXYb`5i`Zhf]hh`]b`6Yf`]b`Ua`%, "'
&`]'VYY]bh`À`W`h[Yb`_`Ø`b`hYb`"5`_`hi`Y`" []Vh`Yg`Y`XcW`_`Y]bYb
`cb``fYhYb`<`]bk`Y]g`XUfUi`Z`XUgg`g]Y`b`]W`h`]b`XYf`<`Ui`d`hghUXh
Ui`ZhfYhYb`k`]fX`ž`i`bX`]\fYf` :`Ubg`c`ZYb`Ui`Z`Y]bY`YfZc`[fY]WXY
;`YbYgi`b[`ž`i`a`k`Y]hYfY`5VgU[Yb`ni`j`Yfa`Y]XYb`"6Yf`]b`@]j`Y
VYf]W`hY`h`XUgg`B]bU`g]W`_`cbnYbhf]Yfh`ž`i`a`g]W`gW`bY`"ni

Yf\c`Yb"

8cW\X]Y<YfUi gZcfXYfi b[Yb`g]bX`b]W\h`bi f`_OfdYf`]W\Yf`B Uhi f"
7\i VU`\Uh]b`YhnhYf`NY]h`c ZYb`ØVYf`]\fY`Y`b[ghY`[YgdfcW\Ybž`X]Y
a]h]\fYa`d`Øhn`]W\Yb`9fZc`[`Y]b\Yf[]b[Yb"Y`b[ghY`j cf`XYa` :`i [ž
j cf`bÅW\h]W\Yb`i VYf! : U\fhYb`i bX`A YbgW\Yba Yb[Yb`a UW\Yb`]f
ni`gW\UZZYb" `G]Y`VYgW\fy]Vhž`k]Y`XYf`8 fi W_ž`XYb`9fk Ufhi b[Yb
[YfYW\h`ni`k YfXYbž`cZh`6`cW_UXYb`i bX`GhfYgg`Ui g`Øgh`B]bU`\Uh
a]h`Yfk Y]Y`YXcW\ [Y`Yfbhž`a]h`X]YgYa`8 fi W_`i a ni [Y\Yb`i bX
VYhcbh`X]Y`K]W\h][_Y]h`j cb`J YfhfUi Yb`]b`X]Y`Y][YbYb` : Å\][_Y]hYb"
9]b`i bhYfghØhnYbXYg`HYUa`ghY\h`]\f`ni f`GY]hY`i bX`\]Zh`\fž`K Y[Y
ni`Z]bXYbž`fi \][Yf`ni`V`Y]VYb`i bX`g]W\`Ui Z]\fY`?i bgh`ni
_cbnYbhf]YfYb" `FY[Y`a Å»][Y`i f`Ui VY`g]bX`ZØf`X]Y`A i g]_Yf]b`Y]b
A i ggž`i a`g]W\`j cb`XYb`gcn]U`Yb`A YX]Yb`ni fØW`ni n]Y\Yb`i bX
bYi Y`9bYf[]Y`ni`hUb`_Yb" `8]YgY`H\Ya Yb`\Uh`A i g]WA UXY`]b
; Yfa Ubm`VY`Yi W\hYh"

8 Yf`8 fi W_`]b`XYf`A i g]_VfUbW\Y

8 Yf`8 fi W_ž`XYf`Ui Z`?ØbghYf]bbYb`UghYhž`k]fX`]a a Yf`\Åi Z][Yf
h\Ya Uh]g]Yfh`i bX`YffY]W\h`a]h`XYa`hfU[]gW\Yb`HcX`j cb`@]Ua
DUmbYž`XYa`Y\Ya U][Yb`A]h[`]YX`j cb`CbY`8]fYW]cbž`Y]bY
hfUi f][Y`8]a Ybg]cb" `DUmbY`ghUfV`]a`C`_hcVYf`&\$&(ž`i bX
hcl]_c`c`[]gW\Y`i bhYfgi W\i b[Yb`Yf[UVYbž`XUgg`Yf`i bhYf`XYa
9]bZi gg`[YZÅ\f`]W\Yf`Gi VghUbnYb`ghUbX" `GY]bY`?Åa dZY`a]h
5`_c\c`!`i bX`8fc[Ybgi W\h`a UW\Yb`XYi h]W\ž`k]Y`gY\f`9fZc`[`i bX
XYf`ghÅbX][Y`8 fi W_`Ui ZX]Y`DgmW\Y`j cb`?ØbghYfb`k]f`_Yb`_ØbbYb"
9f`k Uf`b]W\h`XYf`9]bn][Y`/Ui W\`UbXYfY`A i g]_Yf]]bbYb`k]Y`@Yk]g
7UdU`X]i bX`G\Uk b`A YbXYg`UVYb`g]W\`5i gnY]hYb`[Ybca`a Ybž
i a`]\fY`a YbhU`Y` ; Ygi bX\Y]h`ni`df]cf]g]YfYb" `6UW_ghU[Y`Dfc
nY][h`Ui Zž`XUgg`j]Y`Y`?ØbghYf]bbYb`i bhYf`XYb
<YfUi gZcfXYfi b[Yb`XYg` ; YgW\ÅZhg`Y]XYb"

B]bU`7\i VU`]ghY]b`k Y]hYfYg`6Y]gd]Y`ZØf`X]Y`9fZU\fi b[Ybž`X]Y
j]Y`Y`]b`XYf`6fUbW\Y`hY]`Yb" `8]Y`?ØbghYf]bbYb`gY\Yb`g]W\
ghÅbX][`YfUi gZcfXYfbXYb`9fk Ufhi b[Yb`Ui g[YgYhnhž`i bX`X]Y
G]W\hVUf`_Y]hž`X]Y`gcn]U`Y`A YX]Yb`gW\UZZYbž`j YfghÅf`_h`X]YgYb`8 fi W_
bcW" `8 Yf`9fZc`[`i bX`X]Y`Bchk YbX][_Y]hž`_cbghUbhY`@Y]ghi b[Yb`ni

Vf]b[Ybž[Y\Yb'cZi'a]h'Y]bYf'c\Yb'9fk Ufhi b[g\U'hi b['Y]b\Yfž
X]Y'ni 'ghfYggVYX]b[hYb'DfcV`Ya Yb'ZØ\Yb'_Ubb"

8]Y'8]g_i gg]cb'i a 'X]Y'a YbhU`Y'; Ygi bX\Y]h'i]b'XYf'A i g]_VfUbWXY
]gh'k]W\h][Yf'XYbb'Y"'9g'[]Vh': cfXYfi b[Yb'bUW\ghÅf_YfYb
A U» bU\ a Yb'ni a 'GW\i h'n] cb'?ØbghYf]]bbYbžXUfi bhYf'Y]bY
DYh]h]cbž'X]Y'fY[Y'a Å»][Y'dgmW\]gWXY
; Ygi bX\Y]hgi bhYfgi W\i b[Yb'i bX'i bhYfghØhni b['ZØf
A i g]_Yf]]bbYb'ZcfXYfh"9]b'l a XYb_Yb']b'XYf'6fUbWXY']gh
Xf]b[YbX'bchk YbX][ži a 'Y]b[YgØbXYfYg'5fVY]hgi a ZY'X'ni
gW\UZZYb"8]Y'<YfUi gZcfXYfi b[Ybžj cf'XYbYb'B]bU'7\i VU'i bX
j]Y'Y'UbXYfY'ghY\Ybž'a ØggYb'Yfbgh[Ybca a Yb'k YfXYbž'i a 'Y]bY
bUW\U'h][Y'?Uff]YfY']a 'A i g]_[YgW\ÅZi'ni 'Yfa Ø['WXYb"

8YhU]g	
Cfh	6Yf']bž8Yi hgW\`UbX
EiY`Yb	<ul style="list-style-type: none">• k k k "VYf`]b!`j Y"XY• a i g]W\ UXY]b[Yfa Ubm"XY• k k k "VUW_ghU[Ydfc"XY

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