

6Øfc_fUh]Y!6cca . 'Gcn]U`j Yfg]WXYfi b[
_cghYhi bg`Ä\ f`]WXY`&) 'A]``]UfXYb`9i fc°

8]Y`J Yfk U`hi b[`XYf`Gcn]U`j Yfg]WXYfi b[`_cghYhi`Ä\ f`]WXY`&)
A]``]UfXYb`9i fc"9ZZ]n]YbnfYzcfa Yb`g]bX`bchk YbX][ži a
6Øfc_fUh]Y`UVni VUi Yb"



8Yi hgW`UbX`!`8]Y`J Yfk U`hi b[`XYf`Gcn]U`j Yfg]WXYfi b[`]b
8Yi hgW`UbX`_cghYhi`Ä\ f`]WXY`VY]bXfi W_YbXY`&) 'A]``]UfXYb`9i fc"
A]h`fi bX` , "\$\$\$`6YgW`ÄZh][hYbž`X]Y`g]WXY`i a `X]Y`5fVY]hg`cgYb!ž
?fUb_Yb!`i bX`FYbhYbj Yfg]WXYfi b[`_Øa`a Yfbž`]gh`XYf
J Yfk U`hi b[gUi Zk UbX`Ybcfa "`5fVY]h[YVYfdfÄg]XYbh`F U]bYf`8i` `[Yf
k Y]gh`XufUi Z`\]bž`XUgg`X]YgYf`5i Zk UbX`ja`J Yf[`Y]WXY`ni`XYb
; YgUa hYhUhg`YXcW`fY`Uh]j`[Yf]b[`]gh`9]bY`j c`gh`ÄbX][Y
5VgW`UZZ] b[`XYf`J Yfk U`hi b[`_ØbbHY`X]Y`6Y]hfU[ggÄhnY`i a`a Y\ f
U`g`Y]bYb`DfcnYbhd] b_h`gYb_Ybž`k Ug`Yg`bchk YbX][`a UW`hž`g]WXY
Y]b[Y\YbXYf`a]h`FYzcfa Yb`ni f`GYb_i b[`XYf`?cghYb`i bX`ni f
J YfVYggYfi b[`XYf`@Y]ghi b[Yb`ja`Gcn]U`j Yfg]WXYfi b[ggY`hcf
Ui gY]bUbXYfni gYhnYb"Dc`h]gWXY`?cU`h]cbYb`d`UbYbž`X]YgYg
H\Ya U`Ui ZX]Y`5[YbXU`ni`gYhnYbž`k cVY]Y]bY`5bU`mgY`XYf

5fVY]h[YVYf`U`g; fi bX`U[Y`Z0f`Y]bY`FYZcfa _ca a]gg]cb`X]Ybh`

8]Y`8YhU]`j c f g W `A[Y`z`X]Y`]b`X]YgYf`5b`U`mgY`Ybh`U`hYb`g]bX`z`n]Y`Yb
]b`YfghYf`@]b]Y`Ui Z`YZZ]n]YbhYfY`5fVY]hgUV`Ai Z`Y`UV"

≠hYfYggUbhYfk Y]gY`k]fX`X]Y`NU`X`Yf`? fUb`_Yb`_UggYb`]b`X]YgYa
?cbhYI h`b]W`h`Ub[Ygdfc`W`Yb`"8]Y`J`YfUbhk cfhi b[`XYg

; YgYhn[YVYfg`]gh`Y`Xc`W`Y`bhg`W`Y]XYbX`z`XU`Yf`X]Y`5i Z[UVYb`XYf
J`Yfk`U`hi b[`XYZ]b]Yfhi bX`gca]h`XYb`J`Yfk`U`hi b[gUi Zk`UbX

a`U» [YV`]W`V`Y`Y]bZi`ggh`9]bY`ni bY`a`Yb`?ca`d`YI]h`A`h`Xi`f`W
]a`a`Yf`i`a`ZUb[fY]W`YfY`FY[Y`k`Yf`_Yb`i`bX

5i`gZ0`fi b[gVYgh]a`a`i`b[Yb`]gh`Y]b`k`Y]hYfYf`Di`b`_h`z`XYf`X]Y
8]g`_i`gg]cb`0VYf`X]Y`b`c`k`YbX][Y`FYZcfa`Ub`Y]nh`i`a`X]Y

60fc`_fUh]Y`ni`fYXi`n]YfYb`z`k`]fX`Y]bY`GhfUZZ`b[`XYg

J`Yfk`U`hi b[gUddUfUhYg[YZcfXYfh`zi`a`d`fU`h]_UV`YfY`FY[Y`b
Y]bni`Z0`fYb`z`k`]Y`j`n`XY`VYf]W`hYh"

A`c`XYfb]g]Yfi`b[`XYf`ghUUh`]W`Yb`J`Yfk`U`hi`b[

9]b`i`a`ZUggYbXYg`N]Y`XYf`U`_hi`Y`Yb`FYZcfa`VYghfYVi`b[Yb`]gh`X]Y
A`c`XYfb]g]Yfi`b[`i`bX`J`YfVYggYfi`b[`XYf`ghUUh`]W`Yb`J`Yfk`U`hi`b["

8Yf`i`c`_i`g`Y[h`XUVY]`Ui`Z`V0f[YfZfYi`bX`]W`Yb`z`Y]ghi`b[gZ`A`][Yb
i`bX`j`YfbYhnhYb`8]Ybgh`Y]ghi`b[Yb`"8Uf0VYf`_]bUi`g`gc`Yb

ghUUh`]W`Y`8]Ybgh`Y`Y]bZUW`Yf`z`g`W`bY`Yf`i`bX`X][]hU`ni [`Ab[`]W
[Ya`U`W`h`k`YfXYb`"8]Y`9fgh`Y`i`b[`j`cb`; YgYhnYb`gc`_`_`UfYf`i`bX

j`Yfgh`A`bX`]W`Yf`YfZc`[Yb`zi`a`X]Y`DfUI`]ghUi [`]W`_Y]h`ni`j`YfVYggYfb`"
9]b`Df]bn]d`z`XUg`XUVY]`j`YfZc`[h`k`]fX`z`]gh`XUg`c`b`W`c`b`m`z`k`Y`W`Yg

X]Y`5b[UVY`j`cb`8UhYb`Ui`Z`Y]b`Y]bn][Yg`A`U`VYg`W`f`A`b`_hi`bX`XYb
]bhYfbYb`8UhYbUi`ghUi`g`W`]bbYf`U`V`XYf`J`Yfk`U`hi`b[`Z0fXYfh"

8Ug`6i`bXYga`]b]ghYf]i`a`Z0f`8][]hU`Yg`i`bX`GhUUhga`cXYfb]g]Yfi`b[
f`b`A`8G`L`hfY]Vh`X]YgY`6Ya`0`li`b[Yb`]cfUb`"N]Y`]gh`Yg`z`X]Y`9ZZ]n]Ybn

XYf`6i`bXYgj`Yfk`U`hi`b[`ni`ghY][Yfb`i`bX`VYghY`YbXY`5i`Z[UVYb
_f]h]g`W`ni`0VYfd`f0Z`Yb`"9]b`k`]W`h][Yf`5gdY`_h]gh`XYf`5VVUi`j`cb

8c`dd`Y`ghfi`_hi`fYb`g`c`k`]Y`X]Y`60bXY`i`b[`nYb`hfU`Yf

E`i`Yfg`W`b]h`hgUi`Z[UVYb`zi`a`G`mbYf[]YYZY`_hY`ni`Y`VYb`"8Ug`6A`8G
`Uh`Ui`W`Y]b`Gc`Zc`fhd`fc[fUa`a`ni`a`60fc`_fUh]Yf0W`VUi`]bg`@YVYb

[Yfi`Z`b`z`a`]h`XYa`N]Y`z`60fc`_fUh]Y`c`ghYb`Z0f`X]Y`K`]fhg`W`U`Zhi`a
&)`i`ni`fYXi`n]YfYb`"8]Yg`i`a`ZUggh`i`bhYf`UbXYfYa`XYb`5VVUi

ØVYfZØgg][Yf'8c_i a YbhUh]cbgdZ]W\hYb'gck]Y'&\$i 'XYf
J Yfk U'hi b[gj cfgW\ f]ZhYb'XYg'6i bXYgžk]Y'Ui Z'Va Xg"Vi bX"XY
XUf[Y'Y[h'k]fX"

8][]hU`Y`HfUbgZcfa Uh]cb`i bX
< YfUi gZcfXYfi b[Yb

CVk c\`'8Yi hgW\`UbX`ja`]bhYfbUh]cbU`Yb`J Yf[`Y]W\`a`À»][Y
: cfhgW\ f]hhY`VY`XYf'8][]hU`]g]Yfi b[`i bX`A cXYfb]g]Yfi b[
ÖZYbh]W\ Yf`J Yfk U'hi b[Yb`Yfn]Y`h`Uhž`ghY`Yb`X]Y
J YfUbhk cfh]W\ Yb`j cf`Yf`YV`W\ Yb`< YfUi gZcfXYfi b[Yb`"9]b
A Ub[Y`Ub`K]ggYb`]b`6Yni [`Ui Z`YZZ]n]YbhY`A Yh`cXYb`i bX
5fVY]hgk Y]gYb`YfgW\ k Yfh`XYb` : cfhgW\ f]h`i a`X]YgYb`6YXUfZ`ni
XYW`Ybž`gc`Yb`9i dYfhYb`Ui g`XYf`Df]j Uhk]fhgW\ UZh`]b`X]Y
J Yfk U'hi b[Yb`]bhY[f]Yfh`k YfXYb`"9]b`6Y]gd]Y`]\]YfZØf`]gh`XUg
: Y`ck g\]d]Dfc[fUa a`K cf`_(` ; Yfa Ubm ž`XUg`gY]h`&\$&\$`Ài Zh"
<]YfVY]UfVY]hYb`9i dYfhYb`Ui g`XYf`Df]j Uhk]fhgW\ UZh`]b`HUbXYa`!
HYUa`g`a`]h`A`]hUfVY]hYb`XYb`XYf`6i bXYgVY`ÖfXYb`i bX`UfVY]hYb
U_h]j`Ua`X][]hU`Yb`K UbXY`i bX`Ub`XYf`BYi [YghU`hi b[`j cb
5V`Ài ZYb"

8]Y`ZY`ck g`Yb`hk]W`Y`b`Dfc`Y`h`X`Y`hU]`gž`X]Y`j`cb`b`bcj`Uh]cb`i`bX
bYi`Yb`5fVY]hga`Yh`c`XYb`[Ydf`À[h`g]bXž`i bX`Y[Yb`VYgcbXYfYb
K`Yfh`Ui`ZY]bY`j`YfVYggYfhY`Bi`hnYfYfZU\fi b[`VY]`C`b`]bYX]YbghYb"
Gc`k`YfXYb`Yhk`U`Dfc`h`c`h`md`Yb`[YhY`ghY`hž`i`a`X]Y
Bi`hnYfZFYi bX`]W\`_Y]h`ni`d`f`ØZYb`"5i`W\`[fc»`Y`8][]hU`]`c`f`UVYbž`k`]Y
XUg`7`ci`Xdfc`Y`h` ; U]U!L`]a`K`]fhgW\ UZhga`]b]ghYf]i`a`ž`ZU`Yb`]b`XYb
F`U`a`Yb`X]YgYf`b]h]Uh]j`Yb`"8`Ug`N]Y`X]YgYf`Dfc[fUa`a`Y`]gh`Ygž
b]W\`h`bi`f`X]Y`b`bcj`Uh]cb`g`f`UZh`]b`bYf`U`V`XYf`J`Yfk`U`hi`b[`ni
ghY][Yfbž`gcbXYfb`Ui`W\`XUg`5fVY]hg`_]a`U`ni`j`YfVYggYfb`i`bX`X]Y
5`h`f`U_h]j`]h`h`U`g`5fVY]h[YVYf`ni`Yf`Ö`Yb`"6]g`&\$`\$`k`]fX`Y]b`8f]hhY`
XYf`5fVY]hbY`a`Yf`]a`ÖZYbh]W\ Yb`8]Ybgh`]b`XYb`Fi`Y`ghUbX
[Y`Ybž`k`Ug`X]Y`B`chk`YbX][_Y]h`Y]bYg`g`W\`bY`Yb`B`UW\`Zc`[Yfg`]b
: Ø`fi`b[gdcg]h]cbYb`Ui`Zk`]f`ž`k`]Y`Ui`Z`U`i`ZY`"XY`Yf`Ài`hYfh`k`]fX"

8YhU]`g	
C fh	8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "`j n"XY • Va Xg"Vi bX"XY • k k k "\Ui ZY"XY

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