

GUWk gYb `]a `J]g]Yf. `9I hfYa]ga i g
[YZÀ\ fXYh` † [YbX`]Wk Y`]a a Yf`a Y`f°

J YfZUggi b[ggWk i hn`GUWk gYb`k Ufbh`j cf`UbghY][YbXYa
F YWk hgYI hfYa]ga i g" `6Yf]Wk hY`ØVYf`ghY][YbXY
ZfYa XYbZY]bX`]Wk Y`GhfUZhUhYb`i bX`9I hfYa]ga i g`VY]
‡ [YbX`]Wk Yb"

@Y]dn][ž`8Yi hgWk`UbX`!`8Yf`J YfZUggi b[ggWk i hn`]b`GUWk gYb
k Ufbh`j cf`Y]bYa `VYgcf[b]gYffY[YbXYb`5bgh]Y[
ZfYa XYbZY]bX`]Wk Yf`GhfUZhUhYb" `8Yf`U_hi Y`Y`6Yf]Wk hinY][hž`XUgg
X]Y`NU\`gc`Wk Yf`8Y`_hY`]a `‡\f`&\$&(`a]h- , `Y]bYb`bYi Yb
< ÒWk ghk Yfh`YffY]Wk h`\ Uhž`k À\ fYbX`g]Y`&\$&' `bcWk`VY]`+&`U["
8]YgY`ghY][YbXYb`NU\`Yb`gd]Y[Y`b`Y]bY`U`Ufa]YfYbXY`HYbXYbn
k]XYfž`X]Y]b`XYb`Y`hnhYb`‡\fYb`ni [Ybca`a`Yb`\Uh" DfÀg]XYbhi8]f_!
A Ufh]b`7\ f]gh]Ub`\YVh`\Yfj`cfž`XUgg`]bgVYgcbXYfY`X]Y
5bn]Y\i b[g_fUZh`XYg`9I hfYa]ga i g`Ui Z?]bXYf`i bX`‡ [YbX`]Wk Y
j cb[fc» Yf`6YXYi hi b[`gY]" `8]YgY`G]hi Uh]cb`_Òb`bhY`g]Wk`Xi`fWk`X]Y
J Yf`Øb[i b[`XYg`fYWk hgYI hfYa]gh]gWk Yb`DYfgcbU`gž`XUg`]b`GUWk gYb
a]hh`Yfk`Y]Y`Ui Z`*`\$\$`\$`DYfgcbYb`Ub[Yk`UWk gYb`]ghž`k`Y]hYf
j`YfgWk`ÀfZYb" `8]Yg`ghY`h`Y]bY`J YfX`cdd`i b[`XYg
fYWk hgYI hfYa]gh]gWk Yb`DchYbn]U`g`]a `J Yf[`Y]Wk`ni`XYb`Y`hnhYb
nY\`b`‡\fYb`XUfž`gc`XYf`J YfZUggi b[ggWk i hn`VYf]Wk h`i`&\$&("

8]Y`dc`h]gWk Y`@UbXgWk UZh`]b`GUWk gYb`nY][h`g]Wk`YVYbZU`g
Ub[YgdUbbh" `7\ f]gh]Ub`VYgWk fY]Vh`XYb`Gh]a`a`Ybni`k`UWk`g`XYf`5Z8
i bX`XYf`fY]Yb`GUWk gYb`U`g`Y]bY` Bcfa`U`]hÀhgj`YfgWk]YVi b["
I`bhYf`XYb`%`!`V]g`&%`‡\f][Yb`k`]fX`Y]bY`ni`bY\`a`YbXY
Bcfa`U`]g]Yfi b[`XYg`fYWk hgYI hfYa]ga i g`ZYgh[YghY`h" ; `Y]Wk`nY]h][
k`]fX`Ui`Wk`Ui`ZY]bYb`5bgh]Y[`j`cb`GhfUZhUhYb`[Y[Yb`dc`h]gWk Y
; Y[bYf`\]b[Yk`]YgYbž`XYf`]a `J Yf[`Y]Wk`ni`a`J`cf`U\`f`a`Y`f`U`g`XUg
8`cdd`Y`hY`VYhfÀ[h" `6YgcbXYfg`]b`XYf`GhUXh`@Y]dn][ž`k`c`X]Y
a`Y]ghYb`DfcdU[UbXUXY`]_hY`j`YfnY]Wk`bYh`k`i`fXYbž`\Uh]g]Wk`X]Y

; Yk U`h[YnY][hz`X]Y`Xi fW`gc`W`Y`YI hfYa]gh]gW`Yb`HYbXYbnYb
[YZ`fXYfh`k]fX"

@]b_gYI hfYa]ga i g`i bX`J YfVfYW`Yb`]b`XYf
F Y []cb

I a [Y_Y`fh`\Uh`X]Y`Ui hcbca Y`GnYbY`]b`@Y]dn][žY]b`VY`UbbhYf
GW`k Yfdi b_h`XYg`@]b_gYI hfYa]ga i gž`a`j Yf[Ub[YbYb`š\`f`Y]bY
5VbU`a Y`XYf`; Yk U`h`j YfnY]W`bYh`@Ui h`a Xf`XY`g]bX
`]b_gYI hfYa]gh]gW`Y`GhfUZhUhYb`]b`XYf`GhUXh`i a`(``DfcnYbh`i bX
X]Y`NU`a`XYf`; Yk U`hhUhYb`gc[Uf`i a`*, `DfcnYbh`[Ygi b_Yb`"8]Yg
k]fX`XYb`j Yfgh`f`hYb`9fa]h`i b[gj YfZU`fYb`i bX`A U`bU`a Yb`XYf
G]W`Yf`Y]hgVY`f`fXYb`ni [YgW`f]YVYb`"b`8fYgXYb`]\b[Y[Yb`[UV
Yg`Y]bY`Ni bU`a Y`]b_gYI hfYa]gh]gW`Yf`GhfUZ`i bX`; Yk U`hhUhYb`ž
Y]bgW`Y]»`]W`6fUbXUbgW`À[Yb`Ui Z: U`fnYi [Y"

8Yf`g`W`g]gW`Y`b`Yba]b]ghYf`5fa]b`GW`i ghYf`f78I Ł`d`Ubh`X]Y
5`hYfg[fYbnY`Z`f`X]Y`GdY]W`Yfi b[`j cb`8UhYb`VY]`XYb
BUW`f]W`hYbX]YbghYb`ni `ØVYfdfØZYbž`X]Y`XYfnY]h`VY]`%(`š\`fYb
`]Y[h`Ni XYa `ØbX][hY`Yf`Ubž`X]Y`Gd]cbU[YUVk Y`f`ja
@UbXYg`f]a]bU`Ua h`i bX`VY]a`J YfZUggi b[ggW`i hn`ni`gh`f`Ybž
VYgcbXYfg[Y[Yb`Ui g`ÀbX]gW`Y`BUW`f]W`hYbX]YbghY`"5_hi Y`Y
GdUbbi b[Yb`ja`?cbhYI h`XYg`i`_fU]bYI?`f]Y[g`YfZcfXYfb`VYgcbXYfY
K UW`gUa`_Y]h`[Y[YbØVYf`fi gg]gW`Yb`i bX`W`]bYg]gW`Yb
BUW`f]W`hYbU`_h]j]h`hYbž`X]Y`U`g`6YXfc`i b[`Z`f`X]Y`ØZYbh`]W`Y
CfXbi b[`Ub[YgY`Yb`k YfXYb`"<]YfVY]`VYhcbh`XYf
J YfZUggi b[ggW`i hn`Ui W`X]Y`F`c`Y`j cb
8Yg]bZcfa Uh]cbg_Ua`dU[bYb`U`g`HY]`XYf`mVf]XYb`?`f]Y[gZ`f`i b["

9I hfYa]ga i g`i bhYf`š [YbX`]W`Yb

8]Y`8]g_i gg]cb`i a`9I hfYa]ga i g`i bX`gY]bY`9]bZi ggZU`hcfYb`k]fX
Xi fW`k]ggYbgW`UZh`]W`Y`6YhfUW`hi b[Ybž`k]Y`g]Y`]b`XYf
Di V`_Uh]cb`9]bZi ggZU`hcfYb`XYg`dc`]h]gW`Yb`9I hfYa]ga i g`ja
š [YbXU`hYf`j cb`6U]Yfž`A Ubncb`]i bX`6Yf[a`Ubb`XUf[Y`Y[h
k YfXYbž`Yf[`Àbnh`"b`XYf`J YfØZYbh`]W`i b[`k]fX`XYf`i bhYfgW`]YX
nk]gW`Yb`j YfgW`]YXYbYb`9I hfYa]ga i gZcfa Ybž`Y]bgW`Y]»`]W`

F YW hgYI hfYa]ga i g'i bX'@]b_gYI hfYa]ga i gž'h\Ya Uh]g]Yfh"8]YgY
: cfgW i b['j YfXYi h]W hž XUgg'XYf'9I hfYa]ga i g'b]W h'bi f'Y]b
G]W Yf\Y]hgd fcv`Ya `XUfghY`hž`gcbXYfb`Ui W`h]YZ[fY]ZYbXY
[YgY`gW UZh]W Y`< YfUi gZcfXYfi b[Yb'a]h]g]W `Vf]b[hž
]bgVYgcbXYfY`]b`XYf`đ [YbX"

đ`X]YgYa `?cbhYI h`V`Y]Vh`X]Y`H\Ya Uh]_`XYf`Ui g`UbXgVYnc[YbYb
9I hfYa]ga i gU_h]j]h`hYb`]b`GUW gYb`YVYbZU`g`fY`Yj Ubh" `a
Ni gUa a Yb\Ub[`a]h`XYa `BU`cgh!`cbZ]_h`\UVYb`g]W`]b`@Y]dn][
; fi ddYb`[YV]`XYhž`X]Y`]gfUY`ZY]bX`]W Y`i bX`Ubh]gYa]h]gW Y
DfcdU[UbXU]j YfVfY]hYb"8]Y` 8Y`Y[]h]a]Yfi b[`XYg`GhUUH Yg `k]fX
j cb`fi bX`&\$`DYfgcbYb`]b`GUW gYb`dfcdU[]Yfh" Gc`W Y
9bhk]W`i b[Yb`j YfXYi h]W Yb`X]Y`_ca d`YI Yb`< YfUi gZcfXYfi b[Ybž
j cf`XYbYb`X]Y`g`W g]gW Y`; YgY`gW UZh]ghY`hž`i bX`X]Y
Bch k YbX][_Y]h]j cb`A U`bU`a Yb`ni f`Df`Aj Ybh]cb`i bX`5i Z``Afi b["

8YhU]`g	
J cfZU`	F YW hgYI hfYa]ga i gž: fYa XYbZY]bX`]W _Y]hž Gd]cbU[Y
C fh	@Y]dn][ž8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "j n"XY • k k k "a Xf"XY • k k k "XY[fi mhYfVf]`"Wca

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