

H]fc`dfÀgYbh]Yfh'g]W`]b'6Yf`]b.
Hci f]ga i g'i bX'E i UbhYb'U`g'Hcd!H\Ya Yb°

H]fc`dfca chYh'g]W`]b'6Yf`]b'U`g'Hci f]ga i g'i bX
K]fhgWUZhgghUbXcfh", VYf'&\$&'; ÀghY`X]g_i h]YfYb
Ni _i bZhgdyfgdY_hj] Yb"



< YfYgVÀW_YfY]ž'%'\$- *%'6Yf`]bž'8Yi hgW`UbX'!'8 Ug'9j Ybh
H]fc`[fØ»h'6Yf`]b` \Uh'Ua`j Yf[Ub[YbYb': fY]hU[ž'XYa`'%) "'A U]
&\$&) ž]'b'XYf'< YfYgVÀW_YfY]'ja`'6Yf`]bYf'GhUXhhY]'? fYi nVYf[
ghUhh[YZ bXYb"'C f[Ub]g]Yfh]j cb'XYf'@YVYbgfUi a`'; fi ddY'XYg
@UbXYg'H]fc`ž'f]W`hYh'g]W`X]Y`J YfUbghU`hi b[`Ub`Y]bY`N]Y`[fi ddY
j cb'ØVYf'&\$&'I bhYfbY\ a Yfb'gck]Y`* \$'F Y]gYj YfUbghU`hYfbž
F Y]gYV`c[[Yfbž'æi fbU`]ghYbž'æZi YbWfb'i bX'; fc» \ÀbX`Yfb"'A]h
8Yi hgW`UbX'U`g'dfÀ[YbXYa`'A Uf_h'ZØf'XYb'H]fc`Yf'Hci f]ga i gžXUg
a Y`f'U`g') \$i`XYf'BÀW`h][i b[Yb'Ui ga UW`hž']gh'Yg'Y]b'ghfUhY[]gW`
k]W`h][Yf'GW`f]hhž'X]YgYg'@YVYbg[YZØ\`bUW`'6Yf`]b'ni`hfU[Yb"

A Uf]c'; YfVYfž'K]fhgWUZhg!'i bX'Hci f]ga i g`UbXYgfUh'H]fc`gž
VYhcbhY`X]Y`7\UbW`bž'X]Y`H]fc`ZØf'I bhYfbY\ a Ybž': UW`_fÀZHY`i bX

≠j Yghc fYb`V]YhYh"8]Y`DfÅgYbn`]b`6Yf`b`]gh`Yb hgWXY]XYbX`ZØf
ni _ØbZh][Y`I` f`Ui VgYb hgWXY]Xi b[Yb`i bX`BYhnk Yf_j YfV]bXi b[Yb`
: Øf`X]Y`H]fc`Yf`K]fhgW`UZh`]gh`8Yi hgW`UbX`b]W`h`bi f`Y]b`k]W`h][Yf
Hci f]ga i ga Uf_hž`gcbXYfb`Ui W`XYf`k]W`h][ghY`9I dcfha Uf_hž
]bgVYgcbXYfY`]b`XYf`@UbXk]fhgW`UZh`a]h`Å`f`]W`&\$\$`HcbbYb
? ÅgYž`X]Y`ØVYf`? ccdYfUh]cbYb`a]h`XYi hgW`Yb`6]c!< UbXY`g`YhYb
bUW`8Yi hgW`UbX`[Y`]YZYfh`k YfXYb"

: c_i g`Ui Z`≠bcj Uh]cb`i bX

K]fhgW`UZhgg`hUbXcfh

K Å`fYbX`XYg`9j Ybhg`ZUbXYb`]bhYfU_h]j Y`6fYU`_Ci h`GYgg]cbg
ghUhhž`k Y`W`Y`X]Y`J]Y`gY]h][_Y]h`H]fc`g`U`g`K]fhgW`UZhg!`i bX
K]ggYbgW`UZhgg`hUbXcfh`VY`Yi W`hYhYb`"9fk Å`bh`k i fXYb
6Yhf]YVgUbg]YXY`i b[Yb`k]Y`Cb`]bY`6]fXgž`Y]b`GdYn]U`]gh`ZØf`< chY`!
Cb`]bY!A Uf`_Yh]b[ži bX`X]Y`]j Uhc`; a V<ž`X]Y`]b`XYb`6YfY]W`Yb
I bhYfbY`a YbgVYfUhi b[`i bX`8][]hU`]g]Yfi b[`hÅh][`]gh`", VYf`()
6Yhf]YVgUbg]YX`i b[Yb`i bX`!Yfk Y]hYfi b[Yb`k i fXYb`j cb`XYf
GhUbXcfhU[Ybhi f`H]fc``]a` `Å`f`&\$\$`&(`j YfnY]W`bYhž`k cVY]
≠j Ygh]h]cbYb`j cb`ØVYf`- \$`A`j`]cbYb`9i fc`]b`XYb`bÅW`ghYb`XfY]
Å`fYb`Ub[YghfYVh`k YfXYb"

9]b`VYgcbXYfg`]bhYfYggUbhYg`<][`][`h`k Uf`XUg`HfYZZYb`j cb`a Y`f
U`g`%) \$`i bhYfbY`a Yfb`Ua`%) "A U]`]a` `H]fc``<i V`]b`6Yf`]bž`XUg
g]W`Ui ZX]Y`6YfY]W`Y`≠i bX`E i UbhYbhYW`bc`c[]Y`_cbnYbhf]YfhY"
H]fc``dcg]h]cb]Yfhg]W`ni bY`a YbX`U`g`≠bcj Uh]cbgfUi a`]b`X]YgYb
HYW`bc`c[]Yb`i bX`n]Y`higca]hI bhYfbY`a Yb`i bX`GhUfh`i dg`Ub"

? i `]bUf]_`i bX`hc i f]gh]gW`Y`J]Y`ZU`h

9]b`YVYbgc`k]W`h][Yf`6YghUbXhY`]`XYf`? Ua`dU[bY`]gh`X]Y
_i`]bUf]gW`Y`DfÅgYbhUh]cb`H]fc`g`]b`6Yf`]b`"8]Y`@YVYbgfUi a`H]fc`
; fi ddY`\\Uh`\\Yfni`Y]bY`" *\$.!`? Ua`dU[bY`i bhYf`XYa`A`chc
`a`a`Yf`ZØf`X]W`XU`[YghUfhYhž`i a`H]fc``U`g`I`f`Ui VgXYgh]bUh]cb`ni
ZØfXYfb`"; Yd`Ubh`g]bX`nU`fY]W`Y`J Yf`_cghi b[gU_h]cbYb`]b`6Yf`]bYf
8YbbfYfY!;]]U`Ybž`k c`H]fc`Yf`? ÅgYgcfhYb`dfÅgYbh]Yfh`k YfXYb`"J`cb
9bXY`5df`]`V]g`9bXY`A`U]g]bX`(` \$`5_h]cbYb`]b`&\$`:`]]U`Yb`[Yd`Ubh`

Ni gÀhn`jW`k i fXYb`Xi fW`?ccdYfUh]cbYb`a]h`6Yf`]bYf
 ?`YhhYf\U`Yb`i bX`XYf`Gdcfh!7ca a i b]hm!5dd` I fVUb`Gdcfhg`7`i V
 ð]h]Uh]j Yb`[YghUfhYhž`i a`XYb`Gca a Yf!Hci f]ga i g`ni`ZØfXYfbž`n]Y`h
 a Ub`Ui Z?`YhhYfYfž`A ci bhU]bV]_Yfž`K UbXYfYf`i bX`HfU]`fi bbYf"

9ffY]W VUf_Y]h`i bX`9f`YVb]gei U`]hÀh

I a`X]Y`9ffY]W VUf_Y]h`H]fc`g`k Y]hYf`ni`j YfVYggYfbž`g]bX
 gW`bY`YfY`6U\bj Yfv]bXi b[Yb`j cb`6Yf`]b`bUW`ðbgVfi W`gck]Y
 [Yd`UbhY`8]fY_hj YfV]bXi b[Yb`]b`XYb`:`c_i g[YfØW_h`"?]hnVØ\Y`
 i bX`XYf`5W`YbgYY`Hci f]ga i g`ghÀf_hYb`k À\fybX`XYg`9j Ybhg`X]Y
 6YXYi hi b[]\fyf`FY[]cb`i bX`X]Y`9f`YVb]gei U`]hÀh`XYg`H]fc`Yf
 5b[YVchg"

9`]gUVYh\F]YXYfYfž`ghY`j YfhfYhYbXY`ØghYffY]W]gW`Y
 6chgW`UZhYf]b`]b`6Yf`]bž`i bX`A Ufh]b`FY]hYfž`; YgW`ÀZhgZØ\fyf`XYf
 @VYbYbgfUi a` ; fi ddYž`i bhYfghf]W`Yb`VY]XY`X]Y`k]W`h][Y`F`c`Y`XYf
 6Yf`]b_Ua`dU[bY`i bX`XUg`VYghÀbX][Y`6YghfYVYbž`H]fc`U`g
 \YfUi gfU[YbXYb`GhUbXcfh`ZØf`Hci f]ga i gž`K]fhgW`UZh`i bX
 ?i`]bUf]_`ni`dcg]h]cb]YfYb"

: Øf`k Y]hYfY`ðZcfa Uh]cbYb`ni`X]YgYa`9j Ybhi bX`XYf`?Ua`dU[bY
 VYgi W`Yb`G]Y`HH`i bX`A Y]b`6Yn]f_"

8YhU]`g	
C fh	<YYfYgVÀW_YfY]ž`%\$- *%`6Yf`]bž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hh"WŁa • k k k "a Y]bVYn]f_"Uh

6Ygi W`Yb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY