

Hf]Ybhii bX`gY]bY`j YfVcf[YbYb`GYYb.`9]b
DUfUX]Yg`ZØf`B Uhi f`]YV\UVYf°

9bhXYW_Yb`G]Y`X]Y`j YfVcf[YbYb`GW\Øb\Y]hYb`XYg`HfYbh]bc.
UhYa VYfUi VYbXY`GYYbž`a YX]hYffUbYg':`U]f`i bX`\]ghcf]gWXY
GhÀXhY"



Hf]Yb hž' =hU`]Yb`!`HfYbh]bcž`Y]bY`a`U`Yf]gWXY`FY`[]cb`]b`BcfX]hU`]Ybž
V]YhYh`i`f`Ui`Vg]bhYfYgg]YfhYb`Y]bY`J]Y`nU`\\`j`cb`A`Ò[`]W`_Y]hYbž
g]W`_]b`XYf`B`Uhi`f`ni`Yf`c`Yb`i`bX`XUg`a`YX]hYffUbY`5a`V]YbhY`XYf
GhAXhY`ni`[`Yb]Y»`Yb`"8]Y`GhUXh`Hf]Yb hž`k`Yb][`Yf`ØVYf`Ui`ZYb`U`g
j`]Y`Y`UbXYfY`]hU`]Yb]gWXY`8Ygh]bUh]cbYbž`VY`[`Y]ghYfh`FY]gYbXY`a`]h
]`fYa`W`Ufa`UbhYb`:`U]f`i`bX`Y]bYf`fY]W`Yb`:`YgW`]W`hY`"
;`Y`[`fØbXYh]j`cb`?`Y`hYb`i`bX`gd`ÅhYf`j`cb`F`Òa`Yfb`Yfc`VYfhž
df`ÅgYbh]Yfh`g]W`_X]Y`GhUXh`U`g`_i`hi`fY`Yf`<`chgd`chž`XYf`a`]h`Y]bYa
Ubh]_Yb`?`UbU`gmghYa`i`bX`XYa`Y]bXfi`W`_gj`c`Yb`7UghY`c`XY`
6i`cb`W`cbg][`]c`Ui`Zk`UfhYh`"

@`W`HcfhUž`XYf`gY]h`(`\$`J`fYb`Y]b`?`UZZY`U`i`g`]b`Hf]Ybh`VYhfY]Vhž
hf`Å[`h`ni`f`UbXYghmd]gW`Yb`@YVYbgei`U`]h`Åh`VY]i`bX`Yi`dYf]a`Ybh]Yfh
a`]hj`YfgW`]YXYbYb`?`UZZY`gc`fhYb`"8]Yg`gd]Y`[`Y`h`X]Y`:`Ugn]bUh]cb
j`]Y`Yf`A`YbgW`Yb`ZØf`X]Y`GhUXh`k`]XYfž`X]Y`b]W`h`bi`f`ZØf`]`fY
GY`Y`b`gk`ØfX][`_Y]hYb`VYfØ`a`h]ghž`gc`bXYfb`Ui`W`_ZØf`]`fY
_i`]bUf]gW`Yb`?`Ògh]W`_Y]hYb`"

8]Y`GYYb`XYg`HfYbh]bc

8Ug`HfYbh]bc`VY`Y]a`UhYh`ØVYf`"\$`\$`GYYb`i`bX`k`]fX`XYg`U`V`c`Zi`U`g
?`Y]b`!:`]bb`UbX`VYnY]W`bYh`"6YgcbXYfg`X]Y`GYYb`@U[`c`HcV`]bc`i`bX
@U[`c`7Uj`YX]bY`]a`J`U`Y`XY]`@U[`\`]`c`W`Yb`6Ygi`W`Yf`Ub`"@U[`c
HcV`]bc`]gh`VY`_Ubbh`ZØf`gY]bY`fca`Ubh]gW`Y`6i`f[`i`bX`X]Y`Ødd][`Y
a`YX]hYffUbY`J`Y[`YhUh]cbž`k`Å`fYbX`@U[`c`7Uj`YX]bY`Y]b`DUfUX]Yg
ZØf`K`UggYfgdc`fhYf`]ghž`VYgcbXYfg`ZØf`Gi`fZYf`"

9]b`k`Y]hYfYf`VYa`Yf`_Ybgk`YfhYf`GYY`]gh`XYf`@U[`c`X]`@Ja`Ufž`XYf
j`cb`K`Å`XYfb`i`a`[`YVYb`]gh`i`bX`U`g`GW`i`hm[`YV]Yh`ZØf`:`YXYfa`Åi`gY
X]Ybh`<`Ø`Yf`[`Y`Y[`Ybž`nY]W`bYh`g]W`_XYf`@U[`c`A`c`j`Ybc`b]W`h`bi`f
Xi`fW`_gY]bY`VYY]bXfi`W`_YbXYb`<`Ø`Yb`U[`Yb`j`cb`ØVYf`,`\$\$`A`YhYfb
Ui`gž`gc`bXYfb`k`i`fXY`Ui`W`_a`Y`f`ZUW`ni`a`gW`ÒbghYb`GYY`≠U`]Ybg
[`Y`Øfh`"@U[`c`@Y]`]W`c`]gh`VYfØ`a`h`ZØf`gY]bY`H`Y`fa`Y`i`bX`XUg
Y]Y`YbXY`K`UggYfž`k`Å`fYbX`@U[`c`7U`XcbUnncž`U`g`[`fÒ`hYf
6UXYgYY]a`HfYbh]bcž`a`]h`Y]bYf`Ub[`YbY`a`Yb`K`UggYfhYa`dYfUhi`f
j`cb`Yhk`U`&&`fUX`7Y`g]i`g`fA`U]`V]g`C`_hc`VYfL`ZØf`j`]Y`Y`Y]bYb
5bn]Y`i`b[`gdi`b`_h`XUfghY`h`8Yf`@U[`c`7U`XcbUnnc`]gh`ni`XYa`XUg
Y]bn][`Y`:`Yk`ÅggYf`]b`XYf`FY`[]cbž`XUg`ZØf`K`UggYfg_]`[`YY][`bYh]gh

i bX`V]YhYh`Y]bY`J]Y`nU\`Ub`5_hj]]h`hYb`k]Y`5b[Y`bž`GY[Y`b`i bX
HUi WXYb"

5_hj]]h`hYb`]a`HfYb`h]bc

: Øf`5VYbhYi Yf`i gh][Y`[]Vh`Yg`Ua`@U[c`7U`XcbUnnc`nU\`fY]WXY
A Ò[`]W_X]hYbž`g]W`gdcfh]W`ni`VYh`h][Yb``8 Ug`hfUX]h]cbY``Y
8fUWXYbVcchfYbbYbž`XUg`DU`c`X]Y`8fU[\]ž`Z]bXYh]a`5i [i gh`ghUhh
i bX`n]Y\`h`nU\`fY]WXY`6Ygi WXYf`Ub``8]Y`I a [YVi b[`XYf`GYbž
[Ydf`Ä[hj`cb`]a`a`Yf[fØbYb`6Yf[_YhYb`i bX`d]hcfYg_Yb`8ØfZYfbž
gWUZZh`Y]bY`Y]ba`U`][Y`?`i`]ggY`ZØf`Y]bY`J]Y`nU\`Ub`5_hj]]h`hYbž
j`ca`K`UbXYfb`V]g`\]b`ni`Yb`hgdUbbYbXYb`HU[Yb`Ua`K`UggYf"

8]Y`F`Y[]cb`]gh`Ui`W`VYghYbg`ni`YffY]WXYb``8]fY`_hmØ[Y`j`cb
A`ØbWXYb`bUW`Hf]Ybh`a`UWXYb`XYb`6Ygi`W`Y]bZUW`ž`i`bX`X]Y
b`ÄW`gh[Y`Y[YbYb`:`i [\`ÄZYb`VYZ]bXYb`g]W`]b`J`YfcbUž`6Yf[Ua`cž
6cnYb`i`bX`J`YbYX][``8]Y`,`VYfbUW`hi`b[gdfY]gY`VY[]bbYb`VY]- \$
9i`fc`]b`8fY]!GhYfbY!<chY`g`i`bX`UV`%,)`9i`fc`]b`J`Yf!GhYfbY!
<chY`g"

8]Y`VYghY`F`Y]gYnY]h`ni`a`6UXYb`]b`XYb`_`UfYb`GYYb`XYg`HfYb`h]bc
YfghfYW`h`g]W`]j`cb`A`U]`V]g`9bXY`GYdhYa`VYfž`k`Ug`X]Y`F`Y[]cb`ni
Y]bYa`]XYU`Yb`N]Y`ZØf`Y]bYb`Yf\`c`gUa`Yb`Gca`a`Yfi`f`Ui`V`a`UW`h`
HfYb`h]bc`ghY`h`gca`]h`b]W`h`bi`f`Y]bY`Yf\`c`gUa`Y`5i`gnY]h]b`XYf
B`Uhi`f`XUfž`gcbXYfb`Ui`W`Y]bYb`C`fh]`c``Yf`; YgW]W`hY`i`bX
`YVYbX][Yf`?`i`hi`f"

6Ygi`WXYb`G]Y`A`Yf`_`i`f`i`bX`:`]gW`i`bXZUb[`ZØf`k`Y]hYfY
`bZcfa`Uh]cbYb`ØVYf`X]YgY`]Xm`]gW`Y`F`Y[]cb`°

8YhU]`g	
C`fh	Hf]Yb`hž`hU`]Yb
E`i`Y``Yb	<ul style="list-style-type: none">• k`k`k`"a`Yf`_`i`f`"XY• Z]gW`i`bXZUb[`XY

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