

? Uf`gfi \ Y. `F YXhYbVUW Yf`i bX`XYf
5i Zgh]Y[`XYg`A UgW]bYbVUi g`]b
8 Yi hgW `Ub X

8 Yf`5fh]_Y`VY`Yi W hYh`X]Y ; f0bXi b[`XYg
k]ggYbgW UZh`]W Yb `A UgW]bYbVUi g`]b ? Uf`gfi \ Y `Xi fW
: YfX]bUbX`F YXhYbVUW Yf`]a `>J\ f`% , (%i bX`XYggYb`9]bZi gg
Ui Z`X]Y`XYi hgW Y`>Xi ghf]U`]g]Yfi b["

? Uf`gfi \ Yž8 Yi hgW `Ub X ! : YfX]bUbX`F YXhYbVUW Yfž [YVcfYb
Ua `&) "'>]`% , \$- ž []`h`U`g`6Y[f0bXYf`XYg`k]ggYbgW UZh`]W Yb
A UgW]bYbVUi g`]b`8 Yi hgW `Ub X"'GY]bY`6Yfi Z] b[`Ub`X]Y
Dc`mhW b]gW Y`GW i `Y`]b ? Uf`gfi \ Y`]a `>J\ f`% , (%a Uf_]YfhY`Y]bYb
YbhgW Y]XYbXYb`K YbXYdi b_h`Z0f`X]Y`hYW b]gW Y`5i gV]`Xi b[`i bX
X]Y`>Xi ghf]U`]g]Yfi b[`]b`6UXYb`i bX`8 Yi hgW `Ub X"'F YXhYbVUW Yf
Z0\ fhY`a Uh\Ya Uh]gW Y`i bX`a YW Ub]gW Y`Df]bn]d]Yb`]b`XUg
>[Yb]Yi fk YgYb`Y]b`i bX`gU\`XYb`A UgW]bYbVUi `U`g`Y]bY
K]ggYbgW UZhž`X]Y`0VYf`V`c» Y`< UbXk Yf_g_0bghY`\]bUi g[Y`h"
8]YgY`B Yi Yfi b[`k Uf`VYgcbXYfg`fY`Yj Ubhž`XU`j cf`gY]bYf`NY]h`XYf
A UgW]bYbVUi `ghUf`_`Ui Z`9fZU\ fi b[`VUg]YfhY"

GY]b`N]Y`k Uf`_`Uf.`F YXhYbVUW Yf`k c`hY`9b[`UbX`]b`XYf
hYW b]gW Yb`9bhk]W`_i b[`0VYf\c`Yb"'5b[Yg]W hg`XYf`HUhgUW Yž
XUgg`% , ') `U`Y`?ca`dcbYbhYb`XYf`YfghYb`XYi hgW Yb
9]gYbVU\`b`]b]Y`nk]gW Yb`B0fbVYf[`i bX`: 0fh\`Ui`g`; fc» Vf]hUbb]Yb
]a`dcfh]Yfh`k YfXYb`a`i`gghYbž`k Uf`X]YgYf`5bhf]YV`Z0f`X]Y
>Xi ghf]U`]g]Yfi b[`j`cb`\c\Ya` [YgY`gW UZh`]W Yb`i bX
k]fhgW UZh`]W Yb`K Yfh`i`bhYf`gY]bYf`5b`Y]hi b[`k`i`fXYb`XYi hgW Y
@c`_ca`ch]j`Ybž`k]Y`VY]gd]Y`gk`Y]gY`X]Y`6UXYb]U`ž`X]Y`nk]gW Yb
% , (+`i`bX`% ,) \$`Yf[YghY`h`k`i`fXYž`hYW b]gW Yb`GhUbXUfXg
0VYf`Y[Yb`i`bX`YVbYhYb`XYb`K Y[`ni`Y]bYa`Y][Ybgh`AbX][Yb
A UgW]bYbVUi `]b`8 Yi hgW `Ub X"

9]b`D]c b]Yf`XYg`A UgWk]bYbVUi g

F YXhYbVUWkYf`g`9]bZi`gg`Ui`ZX]Y`5i`gV]`Xi`b[`ni`_ØbZh][`Yf`
`b[`Yb]Yi`fY`k`Uf`Ybcfa`"Ni`gY]bYb`GWkØ`Yfb`[`Y\`ØfhYb`gd`ÄhYf`
Y]bZi`ggfY]WkY`DYfgØb`]Wk_Y]hYb`k`jY`7Uf`6Ybnž`<Y]bf]Wk`j`cb`6i`n`
i`bX`9i`[`Yb`@Ub[`Ybž`X]Y`a`h]`\fYb`Y][`YbYb`9ffi`b[`YbgWkUZhYb`X]Y`
XYi`hgWkY`bXi`ghf]Y`k`Y]hYf`j`cfUbhf]YVYb`"b`gVYgcbXYfY`
Yb`hk`]W_Y`hY`9i`[`Yb`@Ub[`Yb`ni`gUa`a`Yb`a`h]B`_c`Ui`g`5i`[`i`gh`C`hnc`
XYb`C`hnc`a`chcfž`XYf`%,`*`+`Ui`Z`XYf`DUf]gYf`K`Y`hUi`gghY`i`b[`a`h`
Y]bYf`;`c`Xa`YXU]`Y`Ui`g[`YnY]Wk`bYh`k`i`fXY`"8]YgYf`A`chcf`[`]`h`U`g`
;`fi`bX`U[`Y`ZØf`a`cXYfbY`J`YfVfYbbi`b[`ga`chcfYb`i`bX`nY][`hž`k`]Y`
YZZ`_hj`F`YXhYbVUWkYfg`@Y\`fa`Yh`cXYb`i`bX`gY]b`5bgdfi`Wk`Ub`
h\YcfYh]gWkY`;`fi`bX`U[`Yb`]a`A`UgWk]bYbVUi`k`UfYb`"

8Yf`8i`fWkVfi`Wk`XYf`XYi`hgWkYb`GWk`k`Yf]bXi`ghf]Y`]b`XYb`%,`)`\$Yf!`
`š\`fYb`_Ubb`YVYbZU`g`Ui`Z`gY]bY`@Y\`fh`Äh][`_Y]h`ni`fØW_[`Y`ZØ\`fh`
k`YfXYb`"F`YXhYbVUWkYfž`XYf`V]g`ni`gY]bYf`9f`_fUb`_i`b[`]a`i`š\`f`
%,`*`&`i`bYfa`ØX`]Wk`J`cf`Ygi`b[`Yb`]\`Y`hi`bX`U`g`8]fY`_hcf`XYf`
Dc`mhYWk]gWkYb`GWk`i`Y`h`Äh][`k`Ufž`VYfØW_g]Wk]h][`hY`ghY`hg`X]Y`
bYi`ghYb`k`]ggYbgWkUZh]WkYb`9f`_Yb`b`hb]ggY`]b`gY]bYb`@Y\`fYb`"GY]bY`
8Yj`]gYž`X]Y`VYgU[`h`8]Y`A`Uh\`Ya`Uh]_]gh`_Y]b`@`l`i`g`ž`
i`bhYfghfY]Wk`h`X]Y`Zi`bXUa`Yb`hU`Y`F`c`Y`XYf`A`Uh\`Ya`Uh]_]a`
`b[`Yb]Yi`fk`YgYbž`X]Y`Yf`U`g`i`bj`Yfn]Wk`hVUf`YfUWk`hY`hY`"

8]Y`F`c`Y`XYf`b[`Yb]Yi`fY`]b`XYf` `bXi`ghf]U`]g]Yfi`b[

8]Y`bXi`ghf]U`]g]Yfi`b[`]b`8Yi`hgWk`UbXž`X]Y`j`Yfgd`ÄhYh]a`J`Yf[`]Y]Wk`
ni`9b[`]UbX`VY[`Ubbž`Yfk`]Yg`g]Wk`XYb`bcWk`U`g`9fZc`[`g[`YgWk]Wk`hY`
`b[`Yb]Yi`fY`k`]Y`F`YXhYbVUWkYf`gd]Y`hYb`Y]bY`GWk`ØggY`fc`Y`]b`
X]YgYf`HfUbgZcfa`Uh]cb`"8]Y`9fØZZbi`b[`]XYf`YfghYb`
9]gYbVU\`bghfYW_Y`nk`]gWkYb`BØfbVYf[`]i`bX`i`Øfh`i`]a`i`š\`f`%,`)`
ghY`hY`XYb`5bZUb[`]Y]bYg`i`a`ZUb[`fY]WkYb`9]gYbVU\`bVUi`g`XUfž`XYf`
b]Wk`h`bi`f`X]Y`A`cV]h`Äh`XYf`6Yj`Ø`_Yfi`b[`ž`gcbXYfb`Ui`Wk`XUg`
K`]fhgWkUZh`gk`UWk`ghi`a`a`U»[`YV]Wk`ZØfXYfhY`"

8Yf`8Yi`hgWkY`Nc`j`YfY]bž`[`Y[`fØbXYh`%,`)`(ž`VYgY]h][`hY`]b`hYfbY`

; fYbnYb`i bX`N0`Yž`k Ug`XYb`< UbXY`Yf`Y]W hYfhY`i bX`X]Y
 =bXi ghf]U`g]Yfi b[`k Y]hYf`VYgW`Yi b][hY`HYW`bc`c[]gW Y
 =bcj Uh]cbYbž`]bgVYgcbXYfY`]a `6YfY]W`XYf`GhU`dfcXi _h]cb
 Xi fW`XUg`6YggYa Yfj YfZU`fYb`UV`%,)) ž`hfi [Yb`XUni`VY]ž
 8Yi hgW`UbX`ni`Y]bYa`XYf`[f0» hYb`GhU`dfcXi nYb`hYb`ni
 a UW`Yb`"5`X]YgY`: cfhgW`f]hhY`g]bX`Yb`[`a`]h`XYf`hYW`b]gW`Yb
 6]`Xi b[`j`Yf`_b0dZž`X]Y`Xi fW`X]Y`; f0bXi b[`j`cb`: UW`!`i bX
 ; Yk YfVYgW`i`Yb`gck`]Y`dc`mhYW`b]gW`Yb`GW`i`Yb`j`cfUb`[Yhf]YVYb
 k`i`fXY`"

8]Y`9ffi b[YbgW`UZhYb`j`cb`: YfX]bUbX`FYXhYbVUW`Yf`i bX`gY]bYb
 GW`0`Yfb`k`UfYb`b]W`h`bi`f`; fi bX`U[Yb`Z0f`XYb`A`UgW`]bYbVUi`ž
 gcbXYfb`Y`[hYb`Ui`W`X]Y`6Ug]g`Z0f`8Yi hgW`UbXg`F`c`Y`U`g
 Z0`fYbXY`=bXi ghf]YbUh]cb`]b`9i`fcdU`"8Ug`6fcbnYXYb`_a`U`Z0f
 FYXhYbVUW`Yf`]a`9`fYb`cZXYf`?`Uf`gfi`Yf`i`b]`Yfg]h`hž`[Y`[`cggYb
 nk`]gW`Yb`%, *)`i`bX`%, **`ž`Yf]bbYfh`Ub`gY]b`9fVY`i`bX`gY]bY
 \YfUi`gfU[YbXY`F`c`Y`]b`XYf`XYi`hgW`Yb`=b`[Yb]Yi`fg`_i`bgh`"

K`Y]hYfY`=bZcfa`Uh]cbYb`0VYf`FYXhYbVUW`Yf`i bX`X]Y`; fi bX`U[Yb
 gY]bYg`GW`UZZYbg`g]bX`]b`XYb`5fh]_Y`b`j`cb`?`Hž`K`_]`dYX]U`i`bX`
 =b`[Yb]Yi`f`"XY`bUW`ni`YgYb`"

8YhU]`g	
C`fh	?`Uf`gfi`Yž`8Yi`hgW`UbX
E`i`Y`Yb	<ul style="list-style-type: none"> • k`k`k`"_"h`YXi • XY`"a`"k`_]`dYX]U`"cf[• k`k`k`"]b`[Yb]Yi`f`"XY

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