

6UmYfb`A ØbWXYb`gi WXh`A i g]U`U!9fgUhn. GhY`h`L Uj]`G]a cbg`j cf`XYa `K YWX gY`3

6UmYfb`A ØbWXYb`gi WXh`bUWX`Y]bYa `9fgUhn`ZØf`A i g]U`U`i bX
gcbX]Yfh`HfUbgZYfa Ò[`]WX`_Y]hYb`VY]`F 6`@Y]dn][`i bX`UbXYfYb
?`i Vg"



@Y]dn][ž`8Yi hgWX`UbX`!`#`XYf`6i bXYg`][U`[]Vhg`XYfnY]hj]Y`
6Yk Y[i b[`Ui ZXYa `HfUbgZYfa Uf_hž`i bX`XYf`:`7`6UmYfb`A ØbWXYb
]gh`a]hhYbXf]b``5b[Yg]WX hg`Y]bYf`XØbb`VYgYmhYb`C ZYbg]j Y`]gh`XYf
FY_cfXa Y]ghYf`U_h]j `Ui ZXYf`Gi WXY`bUWX`J Yfgh`Àf_i b[Ybž`i bX
GdcfhVcgg`A Ul `9VYf``Uh`VYfY]hg`VY]`F 6`@Y]dn][`Ub[Y`_`cdZhž`i a
L Uj]`G]a cbg`i bhYf`J YfhfU[`ni `bY`a Yb``8Yf`&&!`Å`f][Y`C ZYbg]j !
5``fci bXYfž`XYf`]b`XYf`YmhYb`GU]gcb`]b`&) `6i bXYg`][Ugd]Y`Yb
nY`b`HcfY`Yfn]Y`hYž`_ØbbhY`X]Y`@Øgi b[`]a `5b[f]ZZ`gY]bž`k`Å`fYbX
»Ja U`A i g]U`U`a cbUhY`Ub[`Ui gZ`h``5b[YV`]WX`[]Vh`Yg`Ui WX
#hYfYggY`Ub`B]W`_K`c`hYa UXY`j`cb`K`YfXYf`6fYa Ybž`XYggYb
J YfdZ]WX hi b[`YXcWX`Ài »Yfgh`_ca`d`]n]Yfh`gY]b`_ØbbhYž`XU`X]Y
GWXk UVYb`b]WX h[Ygd`f`AWX`gVYfY]h]g]bX"

8]Y`U_hi Y`Y`G]hi Uh]cb`XYf`6UmYfb`]gh`Ub[YgdUbbh" B UWX`XYb
5VgU[Yb`j cb`:`cf]Ub`K]fhn`i bX`B]Wc`K]`]Ua g`gck]Y`XYb
5V[Åb[Yb`j cb`A Uh\mg`HY`ž`@Yfcm`GUbÅ`i bX`H\ca Ug`A Ø`Yf`]gh`X]Y
C ZYbg]j Y`ghUf`_XYn]a]Yfh`A i g]U`Už`Y]b`nYbhfU`Yf`Gd]Y`Yf`]b`XYf
6UmYfb!C ZYbg]j Yž`k]fX`ZfØ\YghYbg`]b`Y]b][Yb`A cbUhYb`k]YXYf`Z]h
gY]b"8U\Yf`]gh`Y]bY`J YfdZ]W`hi b[`ZØf`9VYf`i bYf`Àgg`]W`ž`i a `Y]bY
_cb_i ffYbnZÅ\][Y`A UbbgW`UZh`ZØf`]bhYfbUh]cbU`Y`K YhhVYk YfvY`ni
ghY`Yb"9]b`a Ø[`]W`Yf`8YU`a]h`G]a cbg`_ØbbhY`Ui W`ZØf`X]Y
6UmYfb`Z]bUbn]Y``\YfUi gZcfXYfbX`k YfXYbž`XU`@]dn][`UV`Y]bYa
a Uf_h[YfYW`hYb`DfY]g`j cb`+\$`A]`]cbYb`9i fc`[YgdFÅW`gVYfY]h`]gh`
6]g\Yf`\UVYb`X]Y`6UmYfb`bi f`ZØf`<Uffm?UbY`i bX`@ WUg
<Yfb`½bXYn`\Ø\YfY`5V`ØgYgi a a Yb`[YnU\`h"

DchYbn]Y`Y`B Yi ni [Åb[Y

5V[YgY\Yb`j cb`G]a cbg`\Uh`6UmYfb`bcW`Y]b][Y`k Y]hYfY`BUa Yb
Ui ZXYf`@]ghY"8Uni`nÅ\`Yb`i bhYf`UbXYfYa`@]g`8]Un`j cb
@]j Yfdcc`ž`XYf`U`YfX]b[g`Ui W`Ui ZXYa`F UXUf`j cb`:`7`6UfW`cbU
ghY`hž`gck]Y`A UfW`g`F Ug\ZcfX`j cb`A UbW`YghYf`i b]hYX"9]b
k Y]hYfYf`Gd]Y`Yfž`6Yb`Ua]b`GYg_cž`_ØbbhY`YVYbZU`g`]bg`J]g]Yf
[YfUhYbž`bUW`XYa`Y]b`a Ø[`]W`Yf`K YW`gY`ni`5fgYbU`d`UhhY"9g
V`Y]Vh`UVni k UfhYbž`cV`XYf`J YfY]b`VYfY]h`]ghž`X]Y`bØh][Yb
Z]bUbn]Y`Yb`A]hhY`Ui Zni Vf]b[Ybž`i a`Ui ZXYa`HfUbgZYfa Uf_h`Y]bY
gW`U[_fÅZh][Y`C ZYbg]j Y`ni`Zcfa Yb"

8]Y`:`cfXYfi b[Yb`j cb`F`6`@]dn][`g]bX`YXcW`b]W`h`c`\bYž`ni a U`
G]a cbg`ZØf`) \$`A]`]cbYb`9i fc`j cb`DUf]g`GU]bh!; Yfa U]b
j YfdZ]W`hYh`k i fXY`i bX`bi b`bUW`Y]bYf`YbhhÅi gW`YbXYb`GU]gcb`]b
@]dn][`VYfY]h`]ghž`XYb`bÅW`ghYb`GW`f]hh`]b`gY]bYf`?Uff]YfY`ni
a UW`Yb"GY]b`Gd]Y`gh`]k ØfXY`[i hini`XYb`6UmYfb`dUggYb.`9f`_Ubb
gck c`\`Ui ZXYb`:`Ø[Y`b`U`g`Ui W`\]bhYf`XYb`Gd]hnYb`Ui ZhfYhYb
i bX`\Uh]b`+*`Gd]Y`Yb`[Ubny`((`GW`cfYfdi b_hY`[YgUa a`Y`h"
5V[YgY\Yb`j cb`G]a cbg`[]Vh`Yg`Ui W`5`hYfbUh]j Ybž`X]Y`g]W`]b`XYf
6i bXYg`][U`VYk Y[h`\UVYbž`k cVY`]X]Y`HfUbgZYfV]`Ubn`XYf`@[U
nY][hž`XUgg`]bg[YgUa h`a Y`f`U`g")) `A]`]cbYb`9i fc`ZØf`Ni [Åb[Y
Ui g[Y[YVYb`k i fXYb"

HfUbgZYfa Uf_h]a` , VYfV`]W_

ð`XYf'; YgUa hV]`Ubñ`XYf'6i bXYg`][U`nY][h'g]Wł ž`XUgg
 _`Ua a `Y]a `]Wł j]Y``; Y`X`]b`6Yk Y[i b[`]gh" `A]h`%- \$`BYi ni [`Àb[Yb
 i bX`9]bbU\`a Yb`ØVYf` (&\$`A `])cbYb`9i fc`Ui g`5V[`Àb[Yb`]gh`XYf
 A Uf`_h'gY\`f`YV\`UZhž`i bX`X]Y`?`i Vg`g]bX`Ui ZXYf`Gi Wł Y`bUWł
 hU`Ybh]YfhYb`Gd]Y`Yfb" `8]Y`6UmYfb`g]bX`\]Yf`[YZcfXYfhž`i a `a]h`XYf
 ?cb`_i ffYbn`GWł f]h`h`ni `U`hYb`i bX`]`fY`Dcg]h]cb`Ub`XYf`Gd]h`Y`ni
 VY`U`i dhYb" `A U`i `9VYf`a i gg`g]Wł YfghY`Yb ž`XUgg`X]Y`6UmYfb`Ui Wł
 _ØbZh][`Y]b`gWł `U[_f`ÀZh][Yg`HYUa `ghY`Yb`_ØbbYb ž`i a `]b
 bUh]cbU`Yb`i bX`]bhYfbUh]cbU`Yb`K Yh`VYk YfVYb`YfZc`[fY]Wł `ni
 gY]b"

9g`V`Y]Vh`gdUbbYbXž`k Y`Wł Yb`GWł f]h`X]Y`6UmYfb`U`g`b`ÀWł ghYg
 i bhYfbY`a Yb`k YfXYb ž`i a `XYb`? UXYf`ni `j Yfgh`Àf`_Yb`i bX`XYb
 <YfUi gZcfXYfi b[Yb`XYf`_ca `a YbXYb`GU]gcb`[Yk UWł gYb`ni `gY]b"

: cW`g`VYf]Wł hYhž`XUgg`9VYf`VYfY]hg`]b`@Y]dn][`bUWł ZfU[hž
 k `À`fYbX`HfUbgZYfa Uf`_h`X]Y`U`_hi Y`Yb`9b`k]W`_i b[Yb`i a
 G]a cbg`i bX`UbXYfY`? UbX]XUhYb`ni gUa `a YbZUggh" `9]bY` , VYfg]Wł h
 ØVYf`X]Y`HfUbgZYfg`]b`XYf`6i bXYg`][U`V]YhYh`HfUbgZYfa Uf`_h`Uh"

8YhU]`g	
Cfh	@Y]dn][ž`8Yi hgWł `UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "ZcW`g"XY • k k k "hfUbgZYfa Uf`_h"XY • k k k "hfUbgZYfa Uf`_h"Uh

6Ygi Wł Yb`G]Y`i bg`Ui Z.`b!U["XY