

9!GWŁchYf!I bZÄ`Y. 'GWŁk Yfj Yf`YhnhYf
š [YbX`]WŁ Yf'gWŁ cW_]Yfh`X]Y`GhUXh°

GWŁk YfYf`J Yf_Y\fgi bZU``a]h'9!GWŁchYf`]b`7cVi f[.
%)!Ä\ f][Yf`j Yf`Yhnhž`NYi [YbUi Zfi Zni `8]YVghU``]b
@cggUi ghfU» Y"



7cVi f[ž`8Yi hgWŁ`UbX`!`9]b`gWŁk YfYf`I bZU``YfY][bYhY`g]WŁ`Ua
: fY]hU[ž`XYa`'%%"š`]'&\$&) ž`b`XYf`<cWŁZfUb_Yb`FY[]cb``9]b
%)!Ä\ f][Yf`š [YbX`]WŁ Yf`VYZ` \f`a]hgY]bYa`'9!GWŁchYf`XYb
8Ua`a`k`Y[]b`F`]WŁhi`b[]J`cfXYfYf`:`c» Ub[Yfž`U`g`Yf`Ub`Y]bYf
?fYi`ni`b[]b`UWŁ``]b_g`UVV]Y[Yb`k`c``hY``I`b[]ØW_]WŁ Yfk`Y]gY
ØVYfgU\`Yf`XUVY]`Y]bYb`j`cfZU\fhVYfYWŁh][hYb`D_k`"6Y]`XYa
Ni`gUa`a`Ybghc»`k`i`fXY`XYf`š [YbX`]WŁ Y`a]hj`c``Yf`K`i`WŁh]b`X]Y
K`]bXgWŁi`hngWŁY]VY`XYg`:`U\fnYi [g[YgWŁ`Yi`XYfhi`bX`nc[]g]WŁ
XUVY]`Yf\YV`]WŁY`J`Yf`Yhni`b[Yb`ni`"I`a [Y\YbX`k`i`fXY`Yf`ni`f
6Y\UbX`i`b[]bg`?`]b_]a`7cVi f[] [YVfUWŁhž`k`c`Yf`bi`bi`bhYfgi`WŁh
k`]fX``8]YgY`B`UWŁf]WŁh[Y\hi`a`X]Y`Fi`bXY`i`bX`Äggh`X]Y
6Yj`Ö`_Yfi`b[]Ui`Z`cfWŁYb`'`VYgcbXYfg`X]Y`9`hYfb`j`cb
š [YbX`]WŁ Ybž`X]Y`9!GWŁchYf`ZU\`fYb`"K]YgYb`hV`chY`VYf]WŁ hYh

XUfØVYfž'XUgg'gc`WXY`i bZÄ`Y`b]Wxh'bi f`]b`XYf`<cWZfUb_Yb
FY[]cbž'gcbXYfb`Ui W`UbXYfbcfhg`VYgcf[b]gYffY[YbX`ni bY\`a Yb"

9fgh`_Øfn`]W`nY][hYb`Ghi X]Ybž'XUgg'?]bXYf`i bX`ž [YbX`]WXYž'X]Y
Ui Z'9!GWčchYfb`i bhYfk Y[g`g]bXž'Y]b`VYa Yf_Ybgk Yfh`\c\Yg`F]g]_c
ZØf`gWk YfY`J Yf`Yhni b[Yb`\UVYb""9]bY`i bhYfgi W`i b[`XYf`A YXI b]
K]Yb`i bX`XYg`5?<`VYZUgghY`g]W`a]h`XYb`i bZU`VYX]b[hYb
J Yf`Yhni b[Yb`j cb`*`'`'`?]bXYfb`i bX`ž [YbX`]WXYb`ØVYf`Y]bYb
NY]hfUi a`j cb`XfY]`ž\`fYb""8 UVY]`k i fXY`ZYgh[YghY`hž'XUgg`9!
GWčchYf!: U\`fYf`g][b]Z`Ubh`\Äi Z][Yf`]b`J Yf`_Y\`fgi bZÄ`Y`j Yfk]W`Y`h
g]bX""K Ä\`fYbX`j cb`%&*`'9!GWčchYf!: U\`fYfb`&%`j Yf`Yhnh`k i fXYbž
k UfYb`Yg`VY]`XYb`) \$+`:`U\`fYfb`\`Yf`_Øa a`_]WXYf`Fc`Yf`bi f`%*`ž`k]Y
]b`Y]bYa`'6Yf]W`hj cb`8]Y`DfYggY`ni gUa a Yb[YZUggh`]gh""8]YgY
NU\`Yb`g]bX`U`Ufa]YfYbX`i bX`a U\`bYb`ni f`J cfg]W`h"

; Ygi bX\`Y]h`]WXY`F]g]_Yb`i bX`9a dZY`\`i b[Yb

9]b`k Y]hYfYg`9f[YVb]g`X]YgYf`Ghi X]Y`k Y]gh`XUfUi Z`\]bž'XUgg`9!
GWčchYf!: U\`fYf`\`Äi Z][`gWk YfY`?cdZ] Yf`Yhni b[Yb`Yf`Y]XYb""Gc
gc`Yb`i bhYf`XYb`J Yf`YhnhYb`'+`j cb`'`'+`9!GWčchYf!: U\`fYfb`i bX`;
j cb`%` (`b]W`h`Y`Y`_hf]gWXYb`F c`YfZU\`fYfb`?cdZgW`ÄXYb`Yf`]hhYb
\UVYb""8]YgY`VYgcf[b]gYffY[YbXYb`GhUh]gh]_Yb`fi ZYb`bUW
dfÄj Ybh]j Yb`A U»bU\`a Yb"": cfXYfi b[Yb`bUW
5i Z`_Äfi b[gdfc[fUa a Yb`ZØf`9`hYfb`i bX`ž [YbX`]WXY`ØVYf`X]Y
F]g]_Yb`XYg`9!GWčchYf!: U\`fYbg`i bX`X]Y`B`chk YbX][_Y]hž
GW`i hn`_Y]Xi b[`ni`hfU[Ybž`k YfXYb`]a a Yf`Ui hYf""5i »YfXYa`k]fX
]bhYbg]j Yf`ØVYf`a Ò[`]WXY`[YgYhn[YVYf]gWXY`A U»bU\`a Yb
bUW [YXUW`hž`i a`i bZÄ`Y`ni`j Yfa Y]XYbž'gc`J]Yb`bU`"Uh"

8UfØVYf`\]bUi g`\Uh`Y]bY`gYdUfUhY`Ghi X]Y`XYf`HYW`b]gWXYb
I b]j Yfg]hÄh`A ØbWXYb`VY`Y[hž'XUgg`j cb`) ' , `gWk Yf`j Yf`YhnhYb
DYfgcbYb`VY]`9!GWčchYf!I bZÄ`Ybž'X]Y`V]g`&\$&'`YfZUggh`k i fXYbž
+, ž (DfcnYbh`a Äbb`)W`i bX`]a`'8i fW`gW`b]h`((ž`ž\`fY`U`h`g]bX"
6YgcbXYfg`U`Ufa]YfYbX`]gh`X]Y`HUhgUWXYž'XUgg`) (DfcnYbh`XYf`
I bZÄ`Y`]b`XYf`B`UW`hidUgg]YfhYb`i bX`;'`DfcnYbh`XYf`CdZYf
gWk YfY`?cdZ]`cXYf`; Yg]W`hj Yf`Yhni b[Yb`Yf`]hhYb""Ni`XYb
\Äi Z][ghYb`J Yf`Yhni b[Yb`nÄ`\`Yb`VY]gd]Y`gk Y]gY`6`i hi b[Yb`Ua
; Y\]fb`i bX`GW`ÄXY`VUg]gVfØWXY"

5`_c\c`i bX`9!GWĉchYf. `9]b`f]g_UbhYg`8i c

9]b`k Y]hYfYg`6Y]gd]Y`Z0f`X]Y` ; YZÀ\fxi b[žX]Y`a]h`XYa `9!GWĉchYf
 : U\fyb`j YfVi bXYb`]ghž`]YZYfh`Y]b`J cfZU``]b`9VYfgXcfZ`<]Yf`gh0fnhY
 Y]b`Yhk U`(\$!`Ā\f][Yf`A Ubb`[Y[Yb`&&"%) `i \f`a]h`gY]bYa `9!
 GWĉchYfž`bUWX`Ya `5`_c\c`[Yfi W`ZYgh[YghY`h`k i fXY``9]b
 5hYa U`_c\c`hYgh`Yf[UV`Y]bYb`K Yfhj cb`%ž (`Dfca]`Y``5i W`]b
 X]YgYa `: U``k]fX`ni f`?`Ui gY``[YfUhYbž`XUgg`5`_c\c`i bX`9!GWĉchYf
 b]W`h`ni gUa`a YbdUggYb` `Y]bY`9f`_Ybbhb]gž`X]Y`g]W`k]Y`Y]b`fchYf
 : UXYb`Xi fW`U`Y`6Yf]W`hY`n]Y`h`"8]Yg`i bhYfghfY]W`h`X]Y
 Bch`k YbX][_Y]hž`j YfUbhk cfhi b[gVYk i ggh`a]h`XYb`Y`Y_hf]gW`Yb
 ; YZÀ\fhYb`i a ni [Y\Yb`i bX`Ui ZX]Y`Y][YbY`G]W`Yf\Y]hi bX`X]Y`XYf
 UbXYfYb`ni `UW`hYb`"

Ni gUa`a YbZUggYbX`Āggh`g]W`gU[Ybž`XUgg`9!GWĉchYf`nk Uf`Y]b
 VY`]YVhYg`: cfhVYk Y[i b[ga]hhY`XUfghY`Ybž`YXcW`Ui W`
 Yfbgh\UZhY`F]g]_Yb`a]h`g]W`Vf]b[Yb`"CV`VY]a `: U\fyb`cXYf`VY]
 Y]bYa `i bUW`hgUa`Yb`A`ca`Ybž`X]Y`NU\`Yb`gdfYW`Yb`Y]bY`_`UfY
 GdfUW`Y``9g]gh`XU\Yf`i a gc`k]W`h][Yfž`a]h`Y]bYa `[i hYb
 <ĀbXW`Yb`Z0f`DfĀ] Ybh]cb`i bX`G]W`Yf\Y]hž`i bZÀ`Y`ni `j Yfa`Y]XYb
 i bX`X]Y`Y][YbY` ; Ygi bX\Y]h`gck]Y`X]Y`XYf`UbXYfYb`b]W`h`Ui Zg
 Gd]Y`ni `gYhmYb`"5i Z_`Āfi b[`i bX`J YfUbhk cfhi b[`g]bX`XYf
 GW`0ggY`ž`i a`X]Y`: fYi XY`Ua` : U\fyb`XYf`Y`Y_hf]gW`Yb`Fc`Yf`ni
 g]W`Yfbž`c`bY`XUg`F]g]_c`gW`k YfYf`J Yf`Yhni b[Yb`]b`?Ui ZbY`a`Yb
 ni `a`0ggYb`"

8YhU]`g	
Cfh	7cVi f[ž8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "k]YgYbhVchY"XY • k k k "X]YdfYggY"Wĉa • k k k "j]YbbU"Uh

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