

: fYWX YbYf'6UWX . F YbUhi f]Yfi b['ghcW_h'
K c 'V`Y]Vh`XUg`K UggYf3

F YbUhi f]Yfi b[gdfc`Y_h`XYg': fYWX YbYf'6UWX g']b`?`Ò`b.
A U» bU\ a Ybž<YfUi gZcfXYfi b[Yb`i bX`Ò_c`c[]gWX Y`J c fhY]`Y
]a `: c_i g"



: fYWX Ybž'8Yi hgWX `UbX`!`a`?`Ò`bYf`GhUXhhY]`đ`b`_YfgXcfZ`k`i`fXY
XYf': fYWX YbYf'6UWX`]a`F`U\`a`Yb`Y]bYg`i`a`ZUggYbXYb
F YbUhi f]Yfi b[gdfc`Y_hg`bYi`[`YghU`hYh`@Ui`h`XYa`?`Ò`bYf`GhUXh!
**5bnY][`Yf`[`YgWX`U\`X]Yg`j`cf`U`Ya`ž`i`a`XYb`Ò_c`c[]gWX`Yb`Ni`ghUbX
XYg';`Yk`ÀggYfg`ni`j`YfVYggYfb`i`bX`Y]b`bUhi`fb`À`YfYg';`Yk`ÀggYf`ni
gWX`UZZYb``8]Y`F`YbUhi`f]Yfi`b[`i`a`ZUggh`X]Y';`YghU`hi`b[`Y]bYg
bYi`Ybž`VfY]hYfYb`6UWX`VY`hgž`YXcWX`V`Y]Vh`XUg`9b`XghØW`Ògh`]WX
XYf':`i`»`[`Àb[`YfVfØW`_Y`i`b[`Ybi`hnhž`k`Ug`VY]`XYb`5bk`c`b`Yfb`ZØf
J`Yfk`]ffi`b[`gcf[`h"**

8Yf': fYWX YbYf'6UWX`U`h`Y]bY`U`b[`Y';`YgWX`]WX`hY`ž`X]Y`V]g`]bg
A`]hY`U`hYf`ni`fØW`_FY]WX`hž`U`g`Yf`X]Y`GhUXh': fYWX`Yb`a`]h`Hf]b`_k`UggYf
j`Yfgcf[`hY``»`XcWX`ZØ`fhY`XYf`?`c`\`YUVVUi`X`Uni`ž`XUgg`XYf`6UWX

j Yfg]Y[hY`i bX`YhYbX`jW`]b`Y]bY`?`cU_Y`j Yfk UbXY`h`k i fXYž`]b
X]Y`bXi ghf]YUVk ÅggYf`Y]b[Y`Y]hYh`k i fXYb``A]h`XYa` `6Ui`Y]bYf
?`ÅfUb`U[Y`j]b`XYb`) \$Yf!`j\`fYb`gc``hY`XYf`Ni ghUbX`j YfVYggYfh
k YfXYbž`]bXYa`XUg`K UggYf`k]YXYf`]b`XYb`6UW` [Y`Y]hYh`k i fXY`

< YfUi gZc fXYfi b[Yb`XYf`F YbUhi f]Yfi b[

9]b`YbhgW`Y]XYbXYg`9`Ya Ybh`XYf`F YbUhi f]Yfi b[]gh`X]Y`GhYi Yfi b[
XYg`K UggYfZi ggYg``a` I a k Y`hVi bXYgUa h`k]fX`VYhc`b`hž`XUgg
bUhi fbU`Y`:`Y]» [Yk ÅggYf`nU`fY]W`Y`Ö`c`c[]gW`Y`J`c`f`hY]Y`V]YhYbž
k]Y`X]Y`GhY][Yfi b[`XYf`@VYbgei U`]h`h`i bX`XYb`GW`i`h`j`c`f
<cW`k UggYf``I a`X]YgY`N]Y`Y`ni`Y`ffY]W`Ybž`a` ØggYb`Y`XcW`VY]
F YbUhi f]Yfi b[gdfc`Y`_`hYb`ni`b`ÅW`gh`VYghY`YbXY`VUi`]W`Y
9]bgW`f`Åb`_i`b[Yb`YbhZYfb`h`k YfXYb`

8]Y`GhUXhYb`hk ÅggYfi b[gVYhf]YVY`fGhYV`E`\UVYb`XU`Yf`[Yd`Ub`hž`]b
XYf`j`Y[YhU]c`bgZfY]Yb`NY]h`XYb`:`Y]» ei YfgW`b]h`XYg`6UW`Yg`]b
XYb`c`VYfYb`:`Yk ÅggYfUVgW`b]hYb`Ubni`Y[Yb``9]b`fY[Y`a`Å`][Yf
GW`b]h`XYg`E`i`YfgW`b]h`g`gc``g]W`YfghY``Ybž`XUgg`XUg`K UggYf
Ui`W`i`bhYf`i`bhYfgW`]YX`]W`Yb`6YX]b[i`b[Yb`YZZY`_h]j`Z]Y]» Yb`_`Ubb`
8Yg`K`Y]hYfYb`]gh`X]Y`K`U`\`XYf`DZUb`nYb`Ui`ggW`U[[YVYbXž`XU
k`]Xk`UW`gYbXY`9f`Yb`]a`:`Yk ÅggYf`Ui`Zgi`_nYgg]j`Y`YbhZYfb`h`i`bX
Ub`UbXYfYb`:`Yk ÅggYfb`Y]b[YdZUb`nh`k YfXYb`gc``Yb`

DYfgdY`_h]j`Yb`ZØf`X]Y`Ni`_i`bZh

9]b`k`Y]hYfYg`Dfc`V`Ya`V`Y]Vh`X]Y`J`YfXi`bghi`b[`XYg`K UggYfgž`XUg
VYgcbXYfg`]b`\Y]» Yb`NY]hYb`Y]bY`< YfUi gZc fXYfi b[`XUfghY``h``8 U
XUg`K UggYf`Ui`g`Y]bYf`?`ÅfUb`U[Y`ghUa`a`hž`]gh`Yg`j`cb`6YXYi`hi`b[ž
XUgg`Yg`b]W`h`]bg`:`fi`bXk`UggYf`[Y`Ub[h``5`_hi`Y``[YbY`a`][hY`X]Y
GhUXh`Y]bY`<`ÖW`gha`Yb[Y`j`cb`gYW`g`@]hYfb`dfc`GY`_i`bXYž`X]Y`]b
XUg`bYi`Y`6UW`VYh`]a`Y`i`» YfYb`:`fØb[ØfhY``[Y`Ub[Yb`XUfZ``8]YgY
F Y[Y`i`b[`gc`f[h`nk`Uf`ZØf`Y]bY`[Yk`]ggY`?`cb`hfc``Yž`ZfU[h`g]W`
Y`XcW`ž`k`Y]`XYf`K UggYfZi`gg``Ub[Zf]gh][`g]W`Yf[YghY``h`k YfXYb
`Ubbž`i`a`Y]bY``cbh]bi`]Yf`]W`Y`6YZØ``i`b[`ni`i`[Yk`Å`f`Y]ghYb`

: Øf`Y]bY`bUW`\U`h][`k`]f`_gUa`Y`F`YbUhi`f]Yfi`b[`g]bX`[`fØ]YfY
5i`ZZUb[VYW`_Yb`b`ch`k`YbX][ž`X]Y`]b`XYf`@U[Y`g]bXž`K UggYf`]b`XUg

GmghYa`ni`Y]hYb"8]Yg:k ØfXY`b]W`h`bi`f`X]Y`<mXfc`c[]Y`XYg
 6UW`Yg`ghUV`]g]YfYbž`gcbXYfb`Ui`W`X`Uni`VY]hfU[Ybž`XUg
 V]c`c[]gW`Y` ;`Y]W`[Yk`]W`h`]a`i`bX`i`a`XYb`6UW`ni`ZØfXYfb" `a
 G]bbY`Y]bYf`[Ubñ\Y]h]W`Yb`9bhk`]W`i`b`[]gh`Yg`Yb`hgW`Y]XYbXž`U`Y
 VYhfcZYbYb`5_hYi`fYž`k`]Y`Gh`X`hYž` ;`Ya`Y]bXYb`i`bX
 6Øf[Yf]b]h]Uh]j`Ybž`]b`XYb`DfcñYgg`Y]bni`V]bXYbž`i`a`[Ya`Y]bgUa
 Y]bY`bUhi`fbU`Y` ;`YghU`hi`b`[`XYf` :`ØggY`i`bX`6`W`Y`ni`YffY]W`Yb"

≠g[YgUa`h`nY][h`XUg`F`YbUhi`f]Yfi`b`[gdfc`Y`_`h`Ua` :`fYW`YbYf`6UW`ž
 k`]Y`k`]W`h][`Yg`]ghž` ;`Yk`ÀggYf`]b`Y]bYa`a`Ø[`]W`gh`bUhi`fbU`Yb
 Ni`ghUbX`ni` \`U`hYbž`i`a`XYb`Ø`c`c[]gW`Yb`i`bX`gcn]U`Yb`Bi`hnYb`ZØf
 X]Y` ;`YgY`gW`UZh`ni`a`Ui`]a`]YfYb"9g`V`Y]Vh`UVni`k`UfhYbž`]bk`]Yk`Y]h
 X]Y`A`U»`bU`a`Yb`Ub[Zf]gh][`YfZc`[fY]W`gY]b`k`YfXYb`i`bX`c`V`X]Y
 5bk`c`bYf`X]Y`6Ya`Ø`i`b`[Yb`i`a`XYb` :`fYW`YbYf`6UW`
 i`bhYfghØ`hnYb`_`ØbbYb"

8YhU]`g	
J`c`f`ZU`^`	I`a`k`Y`h`
C`f`h`	:`fYW`Ybž`8`Yi`hgW`U`b`X`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k`k`k` "_ghU"XY • k`k`k` "i`a`k`Y`h`Vi`bXYgUa`h"XY

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