

< cWk gWk i `Y`7\Ya b]hn`ghUfhYh
fYj c`i h]cbÅfYg`Ga Ufh!@YUfb]b[!Dfc ^Y_h°

8]Y`HI `7\Ya b]hn`ghUfhYh`XUg`Dfc ^Y_h` Ga UfhA Ygg `ni f
]bbcj Uh]j Yb`5i g!`i bX`K Y]hYfV]`Xi b[`]b`XYf
: Yfh][i b[ga YgghYWk b]_`V]g`&\$&+"

7\Ya b]hnž`8Yi hgWk`UbX`!`8]Y`HYWk b]gWk Y`i b]j Yfg]hÅh`7\Ya b]hn
\Uh`XUg`Dfc ^Y_h` Ga UfhA Ygg `]bg`@YVYb`[Yfi ZYbž`i a `XYf
ghY][YbXYb`B UWk ZFU[Y`bUWk : UWk!`i bX` : Ø\fi b[g_fÅZhYb`]a
A UgWk]bYbVUi `ni `VY[Y[bYb" `@Ui h`HI `7\Ya b]hn`]gh`XUg
<Ui dhn]Y`XYg`Dfc ^Y_hg`X]Y`9bhk]W`i b[`Y]bYf`Ga Ufh!@YUfb]b[!
I a [YVi b[ž`X]Y`X]Y`5i g!`i bX`K Y]hYfV]`Xi b[`]b`XYf
: Yfh][i b[ga YgghYWk b]_`fYj c`i h]cb]YfYb`gc`""`6]g`9bXY`&\$&+`gc`
Y]bY`i a ZUggYbXY`j]fhi Y`Y`@Yfbi a [YVi b[`[YgWk UZZYb`k YfXYbž`]b
XYf`a cXYfbYg`K]ggYb`i bX`X]XU_h]gWk Y`9I dYfh]gY
ni gUa a Yb[YZØ\fh`k YfXYb"

8Yf`6YXUfZ`Ub`ei U`]Z]n]YfhYb` : UWk _fÅZhYb`]b`XYf`A UgWk]bYb!`i bX
5b`U[YbVUi]bXi ghf]Y`]gh`Ui h`XYb`U_hi Y`Yb`6fUbWk YbUbU`mgYb
j cb`YbhgWk Y]XYbXYf`6YXYi hi b["'5V`&\$&*`ghY\Yb`]b`gÅa h]Wk Yb
A YhU`!5i gV]`Xi b[gVYfi ZYb`[fi bX`Y[YbXY`ŸbXYfi b[Yb`]b`XYb
5VgWk`i ggd fØZ b[Yb`Ubž`]bgVYgcbXYfY`]a `6YfY]Wk`XYg`@YgYbg
i bX`ϕhYfdYh]YfYbg`hYWk b]gWk Yf`NY]Wk bi b[Yb`"8]Yg`nY][hž`k]Y
k]Wk h][`U_hi Y`Y`@Y\ fUb gÅhnY`i bX`]bbcj Uh]j Y`HYWk bc`c[]Yb`]b`XYf
5i gV]`Xi b[`g]bX"

=bbcj Uh]j Y`@Yfba Yh\cXYb`i bX`HYWk bc`c[]Yb

I a `XYb`@Yfbd fcnYgg`YZZY_h]j Yf`ni `[YghU`hYbž`d`Ub`h`XUg`Dfc ^Y_h
XYb`9]bgUhn`a cXYfbYf`X][]hU`Yf`HYWk bc`c[]Ybž`XUfi bhYf`@YUfb]b[!
Bi [[Yhgž`7\UhVchgž` ; Ua]Z]W]h]cb`i bX`]a a Yfg]j Y`@YfbhYWk b]_Yb"

8]YgY`gc`Yb`XYb`5i`gni`V]`XYbXYb`\Y`ZYbž]\fYb`@YfbYfZc`[`ni`
ghY][Yfb`i`bX`[`Y]W\ nY]h][`XYb`@Y`fYbXYb`a`Y`f`:`YI`JV]`]hÀ`h`ni`
V]YhYb"8]Y`9fZU\fi`b[`gk`YfhY`Ui`g`ØVYf`*`\$`X\`fYb`5i`gV]`Xi`b[`]a`
6YfY]W\`XYf`:`Yfh][`i`b[`ga`YggH`W\`b]_`Ub`XYf`HI`7\`Ya`b]h`k`YfXYb`
]b`X]Y`bYi`Yb`?`cbnYdhY`Y]bZ]Y»`Yb`"

8]Y`HI`7\`Ya`b]h`\`Uh]b`K`cf`_g\`cdg`a`]h`i`bhYfbY\`a`Ybgj`YfhfYhYfb`
\`YfUi`g[`YUfVY]hYhž`k`Y`W\`Y`E`i`U`]Z_`Uh]cbYb`XYfnY]h`VYb`Øh][`h`
k`YfXYb`i`bX`k`]Y`X]YgY`Xi`fW\`Yb`hgd`fYW\`YbXY`@Yfbi`a`[`YVi`b[`Yb`
[`YZ`ØfXYfh`k`YfXYb`_`ØbbYb"8`Ug`Dfc`Y`_`h`k`]fX`g`ck`c`\`j`cb`XYf`
9i`fcd`À]gW\`Yb`i`b]cb`U`g`Ui`W\`Xi`fW\`ghYi`Yf`]W\`Y`A`]hY`XYg`
G`ÀW\`g]gW\`Yb`@`Ub`X`hU[`g`i`bhYfgh`Ø`h`hž`i`a`Y]bY`YfZc`[`fY]W\`Y`
I`a`gY`hni`b[`g]W\`Yfni`ghY`Y`b"K`Y]hYfY`8`Y`hU]`g`g]bX`Ui`Z`XYf`K`YVg]hY`
k`k`k`"ZYfh][`i`b[`ga`YggH`W\`b]_`!`W`a`di`g`"XY`ni`Z]bXYb`"

:`UW\`_f`À`ZhYa`Ub[`Y`i`bX`Ni`_`i`bZh`XYf`6`fUb`W\`Y`

8Yf`:`UW\`_f`À`ZhYa`Ub[`Y`]a`A`UgW\]bYbVUi`ghY`h`Y]bY`Yf\`YV`]W\`Y`
<`YfUi`gZc`fXYfi`b[`XUfž`X]Y`gY]h`X\`fYb`VYghY`h"@"Ui`h`8][`]hU`Y`g`
-`bg]hi`h`]ghX]Y`6`fUbW\`Y`Y]bY`XYf`G`W\`ØggY`]bXi`ghf]Yb`]b`
8Yi`hgW\`UbX`i`bX`gd]Y`h`Y]bY`k`YgYb`h]W\`Y`F`c`Y`Z`Øf`X]Y`
k`]fhgW\`UZh]W\`Y`G`hUV]`]hÀ`h`XYg`@`Ub`XYg" `C`\`bY`ei`U`]Z]n]YfhY`
:`UW\`_f`À`ZhY`k`]fX`Y`g`XYf`-`Xi`ghf]Y`Y`XcW\`gW\`k`YfZU`Y`bž]\`fY`
Dcg]h]cb`Ui`Z`XYa`[`c`VU`Yb`A`Uf`_`h`ni`VY`\`Ui`dhYb`"

Ni`XYb`j`cf[`YgW\`U[`YbYb`A`U»`bU\`a`Yb`ni`f`6Y`_`Àa`dZ]`b[`XYg`
:`UW\`_f`À`ZhYa`Ub[`Y`g`[`Y\`ØfYb`X]Y`j`Yfgh`À`f`_`hY`5i`gV]`Xi`b[`bYi`Yf`
:`UW\`_f`À`ZhY`g`ck`]Y`-`bj`Ygh]h]cbYb`]b`X]Y`K`Y]hYfV]`Xi`b[`VYghY`YbXYf`
A`]hUfVY]hYf"K`]W\`h][`Y`5gdY`_`hY`k`]Y`Ub[`Ya`YggYbY`J`Yf[`Øhi`b[`ž`
ZYI`JV`Y`5fVY]hgnY]hYb`i`bX`K`Y]hYfV]`Xi`b[`ga`Ø[`]W\`_Y]hYb`g]bX`
Yb`hgW\`Y]XYbXž`i`a`:`UW\`_f`À`ZhY`_`Ub[`Zf]gh][`ni`V]bXYb`i`bX`X]Y`
5`h`f`U`_`h]j`]hÀ`h`XYf`6`fUbW\`Y`ni`ghY][`Yfb`"

8]Y`8][`]hU`]g]Yfi`b[`i`bX`X]Y`5i`hca`Uh]g]Yfi`b[`j`cb`Dfc`nYggYb`
V]YhYb`XUVY]7\`UbW\`b`Z`Øf`X]Y`J`YfVYggYfi`b[`XYf`
DfcXi`_`h]cbgUV`Ài`ZY`i`bX`Yf`Ø`Z`bYb`bYi`Y`6Yfi`ZgZY`XYfž`X]Y`YVYbZU`g`
ni`f`F`Y`_`fi`h]Yfi`b[`j`cb`HU`Yb`hYb`[`Ybi`h`h`k`YfXYb`gc`h`Yb`
-`bcj`Uh]j`Y`F`Y`_`fi`h]Yfi`b[`ggH`f`UhY`[`]Ybž`k`]Y`VY]gd]Y`gk`Y]gY`X]Y`

Bi hni b['j cb'GcW]U`A YX]U'i bX`X]Y`9]bZØ\fi b[`Xi U`Yf
 5i gV]`Xi b[ga cXY`Yž`_ÒbbhYb`\\Y`ZYbž`XYb`ghY][YbXYb`6YXUfZ`Ub
 ei U`]Z]n]YfhYb` : UW`_fÀZhYb`bUW`\\U`h][`ni `XYW`Yb"

≠g[YgUa h'nY][h'g]W`ž`XUgg`X]Y`?ca V]bUh]cb`j cb`bYi Yb
 HYW`bc`c[]Yb`]b`XYf`5i gV]`Xi b[`i bX`XYf` : c`_i g`Ui Z`X]Y
 J YfVYggYfi b[`XYf`5fVY]hgVYX]b[i b[Yb`Yb`hgW`Y]XYbX`ZØf`X]Y
 Ni _i bZh`XYg`A UgW`]bYbVUi g`g]bX`"Bi f`Xi fW`Y]bYb`ghfi _hi f]YfhYb
 i bX`a cXYfbYb`5bgUhn`_Ubb`X]Y`6fUbW`Y`]fY
 K YhhVYk YfVgZ`\\][_Y]h`Yf`U`hYbž`k`À`fYbX`g]Y`g]W`ni [`Y]W`Ui Z
 X]Y`<YfUi gZcfXYfi b[Yb`XYg` : UW`_fÀZhYa Ub[Y`g`j cfVYfY]hYh"

≠Y]bYa `i a ZUggYbXYb`5bgUhn`ni f`l bhYfghØhni b['j cb
 : UW`_fÀZhYb`a ØggYb`X]Y`@Yfba Yh`cXYb`_cbh]bi]Yf`]W`Ub[YdUggh
 i bX`k Y]hYfYb`k]W`_Y`h`k YfXYbž`i a `XYb`5bZcfXYfi b[Yb`Y]bYf`g]W`
 gW`bY`j YfÀbXYfbXYb`≠Xi ghf]Y`[YfYW`h`ni `k YfXYb`"Gc`k]fX`Y]bY
 bUW`\\U`h][Y`9b`k]W`_i b[`ja `A UgW`]bYbVUi `[Yk`À`f`Y]ghYh"

8 YhU]`g	
C fh	7`Y`a b]hnž`8Yi hgW``UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hi !W`Ya b]hn"XY • k k k "Y`V"ZfUi b`cZYf"XY • X][]hU`Yg!]bgh]hi h"XY

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