

@YVYbg[YZÄ\ f`]WXY`@UbXa]bYb. `Gmf]Yb
_Äa dZh'i a `G]WXYf\Y]h`bUWX`XYa `? f]Y[

5`UnYYfU`VYf]WXYh`ØVYf`X]Y`Ub\U`hYbXY` ; YZU\ f`j`cb
@UbXa]bYb`]b`Gmf]Yb`bUWX`XYa `5ggUX!FY[]a Y/a Y\ f`U`g
* \$\$`C dZYf`gY]h`8YnYa VYf`&\$&(`



⇒X`]Vž`Gmf]Yb`!`b`Gmf]Yb`]gh`X]Y` ; YZU\ f`Xi`fWX`@UbXa]bYb`i`bX
YI`d`cg]j`Y` , VYffYghY`XYg`? f]Y[Yg`k`Y]hYf\]b`U`_i`h`'9]b
YfgWX`ØhYfbXYf`J`cfZU`YfY[]bYhY`g]WXY`j`cf`j`]Yf`A`cbUHYbž`U`g
Gi`Y]a`Ub`?\U`]'a`]h`nk`Y]:`fYi`bXYb`C`]j`Yb`YfbhYhY`i`bX`Ui`ZY]bY
A`]bY`hfUh`"8]Y`9I`d`cg]cb`j`Yf`YhnhY`gY]b`]b`_Yg`6Y]b`gWX`k`Yfž
k`Ä`fYbX`Y]bY`nk`Y]hY`8Yhc`bUh]cb`gY]b`fYWX`hYg`6Y]b`c`VYf\U`V`XYg
?b]Yg`UVV`]Yg`"?\U`]'_`cbbhY`g]WXY`a`]h`gY]bYa`<`Ya`X`Y]bYb
Hci`fb]ei`Yh`Ub`Y[Yb`i`bX`i`a`<`]ZY`fi`ZYb`"9]b`bU\Y[Y`Y[YbYf
Gc`XUh`\ØfhY`gY]bYb`<`]ZY`fi`Zi`bX`_Ua`]'a`ni`f`<`]ZY`"8]YgY
; YgWX`]WXYb`g]bX`HY]'XYf`hfU[]gWX`Yb`FYU`]h`Äh`]b`Y]bYa`@UbXž`XUg
bUWX`XYa`Ghi`fn`j`cb`6Ug\Uf`U`!5ggUX`Ua` , "8YnYa`VYf`&\$&(`a`]h
XYb`j`Yf\YYfYbXYb`<`]bhYf`UggYbgWX`UZhYb`Y]bYg`U\`fY`Ub[Yb
?f]Y[Yg`_Äa`dZh`@Ui`h`5`UnYYfU`g]bX`XUg`X]Y` ; YZU\ fYbž`X]Y

A]`]cbYb`j cb`N]j]]ghYb`bUW`XYa`cZZ]n]Y`Yb`9bXY`XYg`?cbZ]_hg
k Y]hYf\]b`VYXfc\Yb"

8]Y`k Y]hfY]W`YbXY`?cbhUa`]bUh]cb`a`]h@UbXa`]bYb`VYhf]Zhj`cf
U`Ya`Y\Ya`U`][Y`:]fcbh]b]Ybž`k]Y`ÀbX`]W`Y`; YV]YhY`]b`≠`]V"
<i a`Ub`F`][\hg`K`UhW`fk`FK`Ł`Uh`[Yk`Ufbhž`XUgg`gY]h`XYa`:]U`XYg
5ggUX!FY`[ja`Yg`a`]bXYghYbg`*`\$\$`A`YbgW`Ybž`XUfi`bhYf`*`\$`?`]bXYfž
Xi`fW`gc`W`Y`YI`d`cg]j`Yg`A`UhYf]U`][Yh`OhYh`cXYf`j`Yf`Yhnh`k`i`fXYb`"
8]YgY`ghY`][YbXY`NU`j`cb`CdZYfbž`X]Y`]a`Ni`gUa`a`Yb\Ub`]a`]h`XYf
F`ØW`_Y`f`j`cb`J`Yfhf]YVYbYb`]b`]\fY`<Y]a`Uhc`fhY`ghY`hž`a`UW`h`X]Y
B`ch`k`YbX`][_Y]h`j`cb`GcZc`fha`U`»`bU`a`Yb`XYi`h`]W`"6Yf]W`hYb
ni`Zc`[Y`g]bX`gY]h`XYa`;`"8YnYa`VYf`&\$&(`U`Y]b`&(`-`A`YbgW`Yb
[Yh`OhYh`i`bX`" +`-`j`Yf`Yhnh`k`cfXYbž`k`Ug`Y]bY`VYi`bfi`\[YbXY
9bhk`]W`_i`b`[XUfghY`h"

@Ub[Zf]gh][Y`5i`gk`]f`_i`b`[Yb`Ui`Z`X]Y
N]j`]`VYj`Ò`_Yfi`b`[

8]Y`; YZU`fYb`Xi`fW`i`@UbXa`]bYb`i`bX`YI`d`cg]j`Y`; VYffYghY`\UVYb
b]W`h`bi`f`i`ba`]hY`VUFY`5i`gk`]f`_i`b`[Yb`Ui`Z`X]Y`; Ygi`bX`Y]h`j`cb
≠X]j`]Xi`Ybž`gcbXYfb`ZØ`fYb`Ui`W`ni`i`Ub`[Zf]gh][Ya
dgmW`c`c`[gW`Ya`HfUi`a`U`"8]Y`N]j`]]ghYb`gY`Yb`g]W`a`]h
J`YfhfY]Vi`b`[ž`J`Yf`i`gh`j`cb`9][Ybhi`a`i`bX`Y]b`[YgW`f`Ab`_hYa
Ni`[Ub`]ni`i`fi`bX`Y`[YbXYb`8]YbghY]ghi`b`[Yb`_cbZfcbh]Yfh`9]bY
<FK`!Ghi`X]Y`VY`Y`[hž`XUgg`j`]Y`Y`; YV]YhY`]b`Gmf]Yb`k`Y]hYf\]b`ghUf`_
_cbhUa`]b]Yfh`g]bXž`k`Ug`X]Y`F`ØW`_Y`f`i`bX`XYb`K`]YXYfUi`ZVUi
Ybcfa`VY`\]bXYfh`":`fY]k`j`][Y`HYUa`g`j`Yfgi`W`Yb`nk`Ufž`X]Y
VYhfcZZYbYb`; YV]YhY`ni`f`Ai`a`Ybž`YXcW`c`Zh`c`bY`X]Y`b`ch`k`YbX`][Y
5i`gV]Xi`b`[cXYf`5i`gfØghi`b`["

8]Y`B`ch`k`YbX`][_Y]h`Y]bYf`bUh]cbU`Yb`A`]bY!F`Ai`a`i`b`[gVY`\ØfXY
k`]fX`]a`a`Yf`Xf]b`[`]W`Yf`"<i a`Ub`F`][\hg`K`UhW`ZcfXYfh`Y]bY`n]j`]
[YZØ`fhY`6Y`\ØfXYž`X]Y`]b`Yb`[Yf`Ni`gUa`a`YbUfVY]h`a`]h`XYa`i`B!
A`]bYbU`_h]cbgX]Ybgh`fI`BA`5GŁ`UfVY]hYb`gc`hY`"8]YgY`A`U`»`bU`a`Yb
a`ØggYb`Xf]b`[YbX`Yf[f]ZYb`k`YfXYbž`i`a`X]Y`G]W`Yf\Y]h`XYf
N]j`]`VYj`Ò`_Yfi`b`[ni`i`[Yk`À`f`Y]ghYb"

9]b`5ddY``Z0f`a Y\ f`l bhYfgh0hni b[

8 Uf0VYf`\]bUi g`k]fX`Ya dZc\`Ybž`Y]bY`nYbhfU`Y`8 UhYbVUb_`Z0f`
, VYf`YVYbXY`XYf`@UbXa]bYbi bZÄ`Y`ni`gWUZZYb""8]Yg`k 0fXY`XYb
Ni [Ub[`ni`gdYn]U`g]YfhYb`8]Ybgh`Y]ghi b[Yb`Z0f`X]Y`CdZYf
j YfVYggYfb`i bX`gca]h`X]Y`a YX]n]b]gWY`i bX`dgmWc`c[]gWY`<]ZY
Yf\0`Yb""6Yf]W hY`nY][Ybž`XUgg`j]Y`Y`6YhfcZZYbY`b]W h`k]ggYbž`k]Y
g]Y`YI d`cg]j Y` , VYffYghY`a Y`XYb`gc``Ybž`k Ug`]\fY`F]g]_Yb
ni gÄ`h`]W`Yf\0`h"

8]Y`]bhYfbUh]cbU`Y` ; Ya Y]bgW UZh`ghY`h`]b`XYf`J YfUbhk c`fhi b[ž`X]Y
gmf]gWY` , VYf[Ub[gfY[]Yfi b[`VY]`XYf`GWUZZI b[`j`cb`Ghfi`_hi`fYb
ni f`9fZUggi b[`i bX`FÄi`a`i b[`j`cb`@UbXa]bYb`ni`i`bhYfgh0hnyb`
<FK` \Uh`XUni`Ui`Z[YZcfXYfhž`X]Y`FÄi`a`i b[gU`_hj]]hÄ`hYb`i bX`X]Y
I bhYfgh0hni b[`Z0f` , VYf`YVYbXY`ni`i`]bhYbg]j]YfYb""8]Y`NY]h`XfÄb[hž
i`a`XUg[YZÄ`f`]WY`9fVY`XYg`?cbZ]_hg`ni`VYgY]h][Yb`i bX`XUg
@VYb`XYf`N]j]VYj 0`_Yfi b[`ni`g]WYfb"

≠g[YgUa h`V`Y]Vh`X]Y`G]hi Uh]cb`]b`Gmf]Yb`U`Ufa]YfYbX`i bX
YfZcfXYfh`gcZcfh][Y`]bhYfbUh]cbU`Y`5i Za Yf_gUa _Y]hi bX
I bhYfgh0hni b[ž`i`a`X]Y` ; YZU`fYb`Xi fW`YI d`cg]j Y`?f]Y[gfYghY
Ubni [Y`Ybž`X]Y`k`Y]hYf\]b`Y]bY`dchYbn]Y`Y`6YXfc\i b[`Z0f`X]Y
N]j]VYj 0`_Yfi b[`XUfghY`Yb""8]Y`<i`a`Ub`F][\hg`K UhW`VYf]W hYhž
XUgg`i`a`ZUggYbXY`A`U»bU`a`Yb`ni`f`A`]bXYfi b[`X]YgYf` ; YZU`fYb
YfZcfXYf`]W`g]bXž`i`a`X]Y`F0W`_Y`f`i bX`XYb`K]YXYfUi`ZU`i`]a
@UbX`ni`Yfa 0[`]WYb"

: 0f`k Y]hYfY`≠Zcfa Uh]cbYb`g]Y`Y`<i`a`Ub`F][\hg`K UhW`i`bX`
@UbXa]bY`XY"

| | |
|-------------|--|
| 8 YhU]`g | |
| J c fZU`` | @UbXa]bY |
| I fgUWXY | 9I d`cg]cb |
| C fh | ≠X`]Vž`Gmf]Yb |
| J Yf`Y hnhY | ' +- |
| E i Y`Yb | <ul style="list-style-type: none"> • k k k "U`^UnYYfU"Wc`a • k k k "\fk "cf[|

8YhU]`g

- k k k "`UbXa]bY"XY

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