

J]XYcgd]Y`Y`ZØf`X]Y`dc`h]gWXY`6]`Xi b[.
@YfbYb`Xi fWXY`9fbgh\ UZh][_Y]h°

9bhXYW_Yb`G]Yž`k]Y`J]XYcgd]Y`Y`U`g`GYf]ci`g; Ua`Yg`ni`f`
dc`h]gWXYb`6]`Xi b[`]b`8Yi`hgWXY`UbX`VY]hfU[Yb`i`bX`k]WYh][Y
\]ghcf]gWXY`H\Ya`Yb`j`Yfa`]hhY`b"



6Yf`]bž`8Yi`hgWXY`UbX`!`#`XYb`Y`h`h`Y`b`#`#`f`Y`b`#`UVYb`J]XYcgd]Y`Y`
ni`bY`a`YbX`YfbghY`H\Ya`Yb`]b`XYb`:`c`_`i`g`[`YfØW`h`"8]Yg`nY][`h`g]WXY`
VYgcbXYfg`]b`XYf`dc`h]gWXYb`6]`Xi b[ž`k`c`g]Y`U`g`A`]hhY`ni`f`
K`]ggYbgj`Yfa`]hh`i`b[`Y]b[YgY`h`h`k`YfXYb`"@Ui`h`f`V`V`&(`VYf]WXY`h`Y`b`
9bhk`]W`_`i`b[Yb`]b`X]YgYa`6YfY]WXY`ØVYf`n`U`#`fY]WXY`#`h]Uh]j`Ybž`X]Y`
GYf]ci`g; Ua`Yg`YfghY`Yb`"8]YgY`Gd]Y`Y`gc`Yb`b]WXY`h`bi`f`
i`bhYf`U`h`Y`bž`gcbXYfb`Ui`WXY`V]`Xi b[gfY`Yj`UbhY`#`#`U`h`Y`j`Yfa`]hhY`b`
i`bX`X`Ua`]h`X`Ug`#`h`Y`f`Y`ggY`↑`b[Yf`A`YbgWXYb`Ub`_`ca`d`YI`Yb`
\]ghcf]gWXYb`i`bX`[YgY`gWXY`UZhgd`c`h]gWXYb`H\Ya`Yb`k`YW_Yb"

9]b`YI`Ya`d`Uf]gWXYg`6Y]gd]Y`]gh`X`Ug`Gd]Y`H\Y`8`Uf`_`Y`gh`:`]`Y`ž`
X`Ug`]b`XYf`:`f`Ub`_`Z`f`h`Y`f`G`h`U`h`g`Ub`k`U`h`g`WXY`U`Zh]`ja`#`#`#`f`%`-`)*`gd]Y`h`
i`bX`g]WXY`a`]h`B`G!`J`Y`f`V`f`Y`WXYb`Ui`gY]b`Ub`XYfgY`h`h`"Gd]Y`Yf`

ØVYfbY\ a Yb`X]Y`F c``Y`XYf`Z]_h]j Yb`GhUUhgUbk`À`h]b`9gh\Yf`? Uhn
i bX`Yfa`]hhY`b` [Y [Yb`BG!HÀhYf`"8 Ug`Gd]Y`VY\UbXY`h`fYU`Y` : À`Yž
k]Y`Yhk U`X]Y`9fa` cfXi b [`Y]bYg`A UbbYg`Xi fW\`Dc`nY]VYUa` hY`"ŒŒf
: f]YXf]W\`j cb`DU]bhVi` W_Yhž`XYf`XUg`Gd]Y`Ybhk`]W_Y`h`\Uhž`Ài` » Yfhž
XUgg`j]Y`Y`6`cW_Vi` ghYf!Gd]Y`Y`XYb` \]ghcf]gW`Yb`? cbhYI` h`b]W`h
Ui`gfY]W`YbX`VY`Yi` W`hYb`i` bX`XUa`]h`XUg`j` c``Y`DchYbn]U``j` cb
J]XYcgd]Y`Yb`]b`XYf`6`]Xi` b [`b]W`h`Ui` ggW`ÒdZYb"

8]Y`F c``Y`j`cb`GYf]ci`g` ; Ua`Yg`

GYf]ci`g` ; Ua`Yg`\UVYb`XUg`DchYbn]U`ž`X]Y`dc`]h]gW`Y`6`]Xi` b [`ni
fYj`c`i`h]cb]YfYb`" <]ghcf`_Yf`A`UhY`^GUa`]XY`\YVh`X]Y
XYa`c`_fUh]gW`Y`?fUZh``j`cb`J]XYcgd]Y`Yb`\Yfj`cf`i`bX`VYgW`fY]Vh
Y]bYb`_`UfYb`HfYbX`\]b`ni`Yfbgh\UZhYfYb``Ě`U`hYb`"Ě`8Yi`hgW`UbX
gd]Y`Yb`Yhk U`*`\$i`XYf`6Yj`Ò`_Yfi`b [`J]XYcgd]Y`Yž`k`Ug`X]Y
A`Ò [`]W`_Y]h`V]YhYhž`XYa`c`_fUh]gW`Y`K`YfhY`Xi`fW`]bbcj`Uh]j`Y
5bg`Àhn`Y`ni``j`Yfa`]hhY`b`" : UX`GdYW`_`j`cb`XYf`?fYi`nVYf [Yf`Ě]h]Uh]j`Y
[Y [Yb`5bh]gYa`]h]ga`i`g`\Uh`ni`a`6Y]gd]Y`XUg`Gd]Y`"8 Ug`=]cg!
9I`dYf]a`Yb`h`Yb`hk`]W_Y`hž`XUg`Hc`YfUb`n`h`Ya`Uh]g]Yf`h`i`bX`GW`Ø`Yf
]b`Y]bYf`Z]_h]j Yb`GhUX`h`a`]h`Y]bYa`Hc`YfUb`n!GW`cfY`]bhYFU []YfYb
`Àgg`h`9f`VYhcbhž`XUgg`Yg`k`]W`h] [`gY]ž`Ě [YbX`]W`Y`Xcfh`UVni` \c`Ybž
k`c`g]Y`g]bX`i`bX`\bYb`Xi`fW`X]YgY`Gd]Y`Y`F`YZYI`]cb`ni
Yfa`Ò [`]W`Yb"

8]YgY`9bhk`]W`_`i` b [Yb`ZŒfXYfb`b]W`h`bi`f`XUg`@YfbYbž`gcbXYfb`g]Y
g]bX`Ui`W`HY`XYg`5`hU [g`j]Y`Yf`A`YbgW`Yb`"6YhY"] [h`Ub`XYf
GW`UZZ`b [`j`cb`GYf]ci`g` ; Ua`Yg`g]bX`bYVYb`9bhk`]W`_Yfb`Ui`W
6`]Xi` b [gY]bf]W`hi`b [Yb`i`bX`Ěgh]hi`h]cbYbž`X]Y` [Ya`Y]bgUa`XUfUb
UfVY]hYbž`Gd]Y`Y`]b`XYb`i`bhYff]W`h`ni`]bhY [f]YfYb`"8]Y
6i`bXYgnYbhfU`Y`ZŒf`dc`]h]gW`Y`6`]Xi` b [`YVh`Y`Yfj`cfž`XUgg`GYf]ci`g
 ; Ua`Yg`b]W`h`bi`f`XYf`i`bhYf`U`hi`b [`X]YbYbž`gcbXYfb`Ui`W
VYXYi`hYbXY`6`]Xi` b [gUgdY`hY`j`Yfa`]hhY`b`_`ŒbbYb"

6Y]gd]Y`Y`ZŒf`]bbcj`Uh]j`Y`GYf]ci`g` ; Ua`Yg`

Ni`g`Àhn`]W`ni`H\Y`8Uf`_Ygh:]Y` []Vh`Yg`nU`\fY]W`Y`k`Y]hYfY
]bhYfYggUbhY`GYf]ci`g` ; Ua`Yg`"A`m`7`\]`X`@YVYbgVcfbž`Ybhk`]W`_Y`h
j`cb`HY`_bcd]`ch`i`bX`GUfYdhU`Ghi`X]cž`h`Ya`Uh]g]Yf`h`X]Y

bUh]cbU`gc n]U`]gh]gWXY`F UggYbdc`h]_i bX`]gh`ZØf`Gd]Y`Yf`UV`%&
&A\ fYb`[YY][bYh`8 Ug`Gd]Y`6Øfc`_fUhc`dc`mž`YfgW`UZYb`j`cb
A Ufh]b`6Øhh[Yfž`h\Ya`Uh]g]Yfh`A UWX`hghfi`_hi`fYb`]b`XYf`88F`i`bX
Yfa`Ò[`]W`h`Yg`XYb`Gd]Y`Yfb`ž`j`ca`5fVY]hYf`ni`a`]; YbYfU`gY`fYh`Àf
Ui`Zni`ghY][Yb`"

- D`Um]b[`<]ghc`fm`9]b`Gd]Y`Yb`hk`]W`_i`b[`gi`bhYfb`Y\`a`Ybž`
XUg`g]W`_Ui`ZX]Y`J`Yfa`]hh`i`b[`\`]ghc`f]gWXYf`i`bX
[YgY`gW`UZhgd`c`h]gWXYf`H\Ya`Yb`gdYn]U`g]Yfh`h`Uh`"
- K`YbXYdi`b`_hY`.`9]b`?`UfhYbgd]Y`ž`XUg
@VYbgYbhgWXY]Xi`b[Yb`]b`XYf`Y\Ya`U][Yb`88F
VY\UbXY`h`i`bX`ZØf`Gd]Y`Yf`UV`%*`&A\ fYb`[YXUW`h]gh`"
- H\]g`K`Uf`c`Z`A`]bY`.`9]bY``,`VYf`YVYbgg]a`i`Uh]cbž`X]Y`]b
Y]bYa`?`f]Y[ggnYbUf]c`gd]Y`hž`Yb`hk`]W`_Y`h`ZØf`Gd]Y`Yf`UV`%*
&A\ fYb`"
- @[`Uhc`.`<`]ZY`ni`f`K`]ggYbgj`Yfa`]hh`i`b[`ØVYf`XYb`?`U`hYb`
?`f]Y[ž`_cghYb`c`g]a`5dd!Ghc`fY`Yf\`À`h]W`"

8]Y`Ni`_i`bZh]cb`GYf]ci`g]; Ua`Yg`]b`XYf`6]`Xi`b[`V]YhYh
j`]Y`j`Yfgd`fYW`YbXY`A`Ò[`]W`_Y]hYbž`XYb`@YfbYfZc`[`Xi`fW`_fYUh]j`Y
i`bX`i`bj`Yfk`YW`gY`VUfY`5bg`À`mY`ni`ghY][Yfb`";`Y]W`nY]h][`]gh`Yg
k`]W`h][ž`XYb`<`YfUi`gZc`fXYfi`b[Yb`i`bX`F]g]_Yb`]b`XYf`9b`hk`]W`_i`b[
i`bX`Bi`hni`b[`j`cb`GYf]ci`g]; Ua`Yg`fYW`bi`b[`ni`hfU[Ybž`i`a`]\`fY
K`]f_gUa`_Y]h`Ub[Zf]gh][`ni`g]WXYfb`"

≠g[YgUa`h`nY][Yb`X]Y`U`_hi`Y`Yb`9b`hk`]W`_i`b[Ybž`XUgg`J`]XYc`gd]Y`Y
]b`XYf`@U[Y`g]bXž`Yfb`gh\UZh`Y`i`bX`_ca`d`YI`Y`H\Ya`Yb`Ui`ZY]bY
ni`[`Àb[`]W`Y`i`bX`ZYggY`bXY`K`Y]gY`ni`VY\UbXY`b`"8]YgY`i`cfa`XYf
dc`h]gWXYb`6]`Xi`b[`]_Øbb`hY`Y]bYb`VYXYi`hYbXYb`6Y]hfU[`ni`f
6Yk`i`gghgY]bgV]`Xi`b[`]Y]ghYb`i`bX`↑`b[Y`A`YbgWXYb`XUni`Ub`fY[Ybž
g]W`_U`h]j`a`]h`XYf`; YgW`]W`hY`i`bX`; YgY`gW`UZh
Ui`gY]bUbXYfni`gYhnYb`"≠`X]YgYa`G]bbY`V`Y]Vh`UVni`k`UfhYbž`k`]Y
g]W`_X]YgYf`HfYbX`k`Y]hYfYb`hk`]W`_Y`b`k`]fX`i`bX`k`Y`W`Y`bYi`Yb
=a`di`gY`]b`XYf`6]`Xi`b[`g`UbXgW`UZh[YgY`hnh`k`YfXYb`"

: Øf`a`Y`f`≠Zcfa`Uh]cbYb`ni`X]YgYa`H\Ya`U`g]Y`Y`fVV`&(`i`bX`X]Y
6i`bXYgnYbhfU`Y`ZØf`dc`h]gWXY`6]`Xi`b[`"

8YhU]`g	
C fh	6Yf`]bž'8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • k k k "VdV"XY

6Ygi WkYb`G]Y`i bg`Ui Z.`a Y]b!VYf`]b"bYh