I W_YfZY`XY`gU[h`B Y]b`ni a =bXi ghf]Y[YV]Yh. `6Øf[ Yfd fchYghY`k]f_Yb`°

I W_YfZY`XY`ghc ddh`=bXi ghf]Y[ YV]Yh`i`b`< c\Yb[Øghck .
6Øf[Yfd fchYghY`ž`B UW\U`h[ \_Y]h`i`bX`XYf` : c\_i`g`Ui`Z
; Yk YfVYZ`ÄW`Yb`d`f`Ä[ Yb`X]Y`Ni`_i`b`Z`h`

< c\Yb[Øghck ž`8`Yi`hgW`UbX`!`8`Y`9`b`hgW`Y]Xi`b[ž`X]Y`[Yd`Ub`hY
=bXi ghf]YZ`ÄW`Y`i`a`=bXi ghf]Y`!`i`bX` ; Yk YfVY[ YV]Yh`< c\Yb[Øghck
b]W`h`ni`f`YU`]g]YfYb`ž`gc`f[h`ZØf`5i`ZfY[ i`b[`]b`XYf` ; Ya`Y]b`XY
I W_YfZY`XY`"8`Y` ; Ya`Y]b`XYj`YfhfY`hi`b[ `U`h]b`Y]b`Yf`G]mi`b[
Yb`hgW`]Y`XYb`ž`XUg`gØX`]W`Y`6`Ui`ZY`X`b]W`h`U`g`=bXi ghf]Y[YV]Yh
Ui`gni`k`Y]g`Yb`"8`]Yg`]gh`Y]b`Y`_`Uf`Y`K`Yb`XYž`b`UW`XYa` `]a` : YVfi`Uf
&\$&'`i`bX`Yfb`Yi`h`i`a` : YVfi`Uf`&\$&(`VYfY]hg`Y]b`Y`Ni`gh]a`a`i`b[`ni
Y]b`Ya`6`YV`Ui`i`b[gd`Ub`a`]h`Y`Z` ; Yk YfVYZ`ÄW`Yb`i`bX`Y]b`Yf
=bXi ghf]YZ`ÄW`Y`[ UV`"8`Y`8`]g`_i`gg]cb`]gh`Xi`fW`ni`bY`a`Yb`XY`?`f]h`_
Ui`g`XYf`6`Yj`Ø`_Yfi`b[ ž`]bgVYgcbXYfY`Ui`g`XYa`C`fhghY`]
< c\Yb[Øghck ž`b`Yi`Yb`hVf`Ub`bh`k`cfXYb`"5`b`]Y[ Yb`k`]Y`@`Äfa`ž
J`Yf`_Y`fž` ; Yfi`W`gVY`Ughi`b[Yb`i`bX`XYf`K`Yfhj`Yf`i`gh`Ub[fYbnYbXYf
K`c`b]a`a`cV`]Yb`k`i`fXYb`"Ui`hghUf`\_[ Y`Äi`»`Yfhž`]bgVYgcbXYfY`]b

6Yni ['Ui Z'X]Y'BA\Y'ni f' [Yd'UbhYb'6]c [UgUb`U[Y"

8]Y'9bhgWXY]Xi b['jgh'b]W'hic\bY'?cbgYei YbnYb"6Øf[Yfa Y]ghYf
i bX'6YZØfk cfhYf'k UfbYb'j cf'j YfdUgghYb'7\UbWb. '8Ua]h[Y\h
X]Y'<cZbi b['Ui Z'bYi Y'9]bbU\ a Yb'Xi fW\ ; Yk YfVYghYi Yfž
GWUZZ b['j cb'5fVY]hgd`ÀhnYb'i bX' ðZfUghfi _hi f]bj Ygh]h]cbYb
j Yf`cfYb"8Yf'Dfc`Y_hYbhk]W_`Yf'g]Y\h'g]W\`Yhnh'a]h'Y]bYa
Ybcfa Yb'8fi W_`cbZfcbh]Yfhž`XU'J Yf_Y\fg_cbnYdhYž`@Àfa gW\i hn!
i bX'I a k Y'h[i hUW\hYb'ØVYfUfVY]hYh'k YfXYb'a ØggYb"8]Yg'ZØ\fh
ni `Y]bYf'J YfnØ[ Yfi b[ `XYg'6YVUi i b[gd`Ubg'i a `a]bXYghYbg
Y]b][Y'A cbUhYž'a Ø[`]W\Yfk Y]gY`V]g'ni `Y]bYa `X\`f"8]Y'A Y\`f\Y]h
XYf'; Ya Y]bXYj YfhfYhi b[`Uh`YXcW\`YbhgW\]YXYbž`Ui ZXUg
ðXi ghf]Y[YV]Yh'ni `j Yfn]W\hYbž'i bX'ZUj cf]g]Yfh'ghUhhXYggYb`X]Y
9bhk]W_`i b['j cb ; Yk YfVYZÀW\Yb"

B UW\ U`h][ \_Y]h`U`g`GW\`ØggY`ni f`Ni _i bZh

ð`Y]bYa `; Ygd fÀW\`a ]h'<Ub\_U`A]hY`gh`Xhž`G8D!`UbX]XUh]b`ZØf`X]Y
@UbXhU[gk U\`ž'i bX'GhYZUb`N]Yf_Yž`GD8!6i bXYghU[gUV[YcfXbYhYfž
k i fXY`ØVYf`X]Y`Ni \_i bZhg\_cbnYdhY`ZØf`X]Y`5bg]YX`i b['j cb
l bhYfbY\`a Yb`]b`XYf`l W_Yfa Uf`\_X]g\_i h]Yfh"6Y]XY`VYhcbhYb`X]Y
k UW\gYbXY`6YXYi hi b[ 'j cb`B UW\ U`h][ \_Y]h`VY]`XYf`5i gk Y]gi b[
i bX'9bhk]W_`i b[ `bYi Yf'; Yk YfVY[YV]YhY" `A ]hY`gh`Xh`VYf]W\hYhY
j cb`]fYb`9fZU\fi b[Yb`Ui g; Ygd fÀW\Yb`a]h'l bhYfbY\`a Yb`gck]Y
j cb`6Ygi W\Yb`]b`@ÀbXYfb`k]Y : fUb_fY]W\ž`l b[ Ufb`i bX'Dc`Ybž`k c
X]Y`ðhY[ fUh]cb`YfbYi YfVUfYf`9bYf[ ]Yb` `Yhk U`Xi fW\`6]c [ Ugž`Gc`Uf
i bX`K ]bX` `VYfY]hg`j cfUb[Yhf]YVYb`k ]fX"5i W\`]b`XYf`l W_Yfa Uf_
gc``_ØbZh][`Ui Z'YfbYi YfVUfYf`9bYf[]Yb` [ YgYhnh`k YfXYbž`i a `bYi Y
ðj Ygh]h]cbYb`Ubni n]Y\Yb`i bX` [ `Y]W\`nY]h][ `X]Y`BUhi f`UbXgW\UZh
gck]Y`XYb`Hci f]ga i g'ni `VYfØW_g]W\h][Yb"

8]Y`Bchk YbX][ \_Y]h`Y]bYg'8]U`c[ g'a ]h`XYf`6Yj Ø`_Yfi b[`k ]fX`j cb
A]hY`gh`Xh`Y]bXf]b[ `]W\`VYhcbh" `B UW\ U`h][ \_Y]h`]gh`\_Y]bY`C dh]cb
a Y\`fž`gc bXYfb`Y]bY`i bYf`Àgg`]W\Y`J cfUi ggYhni b[ `ZØf`X]Y
k]fhgW\UZh]W\Y`9bhk ]W\_`i b["8]YgYg'6Yk i gghgY]b [Y\h'<UbX`]b
<UbX`a ]h`XYb`9f[ YVb]ggYb`XYf': cfgW\i b[`ni f`b UW\ U`h][Yb
K Y]hYfYbhk]W_`i b[ 'j cb ; Yk YfVY[ YV]YhYbž`k]Y`g]Y`]b`XYf
Di V`\_Uh]cb`XYg'66GF`Xc\_i a Ybh]Yfh'g]bX"8cfh`k i fXYb`Xi fW\

ghÅXhYVUi `]WY`A cXY`j cf\UVYb`9f_Ybbhb]ggY`[ YgUa a Y`hž`X]Y
i bhYf`UbXYfYa `X]Y`?ca V]bUh]cb`j cb`ghÅXhYVUi `]WY`b
JYfVYggYfi b[Yb`i bX`Y]bYf`bUW\U`h][Yb`GhUXhYbhk ]W`i b[
VY\UbXY`b"

8]Y`Ni `i bZh`bYi `XYb`_Yb

5``X]YgY`5gdY`_hY`nY][ Yb`Ui Z`XUgg`X]Y`Ni `i bZh`XYf
; Yk YfVYbYbhk]W`i b[ `]b`XYf`l W_Yfa Uf`\_bYi `[YXUW`h`k YfXYb
a i gg`"K Å\fybX`X]Y`[ Ya Y]bX`]WY`9bhgW`Y]Xi b[`ØVYf`XUg
`bXi ghf]Y[ YV]Yh]b`<c`Yb[ Øghck `U`g`FØW_gW`U[ `Ya dZi bXYb
k YfXYb`\_ØbbhYž`V]YhYh`XYf`c`\_i g`Ui Z`bUW\U`h][Y
; Yk YfVYZÅW`Yb`[fc»Y`7\UbW`b``9g`VYXUfZ`Y]bYf`\_cbghfi`_hj] Yb
5i gY]bUbXYfgYhni b[`nk]gW`Yb`; Ya Y]bXYž`6Øf[Yfb`i bX
l bhYfbY`a Ybž`i a `X]Y`≠XYb`i bX`?cbnYdhY`XYf`BUW\U`h][`_Y]h]b
X]Y`FYU`]hÅhi a ni gYhmYb"

8]Y`l W\_Yfa Uf`_`U`h`X]Y`7\UbW`ž`U`g`J cffY]hYf]b`ZØf`Y]bY
i a k Y`hVYk i gghY`; Yk YfVYZÅW`Ybdc`]h]_`Ui Zni hfYhYbž`X]Y`b]W`h
bi f`XYb`k]fhgW`UZh]W`Yb`6YXØfZb]ggYb`XYf`FY[ ]cb`FYW`bi b[
hfÅ[hž`gcbXYfb`Ui W`Ui Z`Y]b`\_Ufa`cb]gW`Yg`A]hY]bUbXYf`a ]h`BUhi f
i bX`6Yj`Ø`\_Yfi b[ `UW`hYh`9]b`[ i hYg`<ÅbXW`Yb`XUVY]ni`_UVYbž
_ØbbhY`XYf`FY[]cb`b]W`h`bi f`Ø`cbca ]gW`ž`gcbXYfb`Ui W`
Ø`c`c[]gW`ni [ i hY`_ca a Yb"

: Øf`U``Y`≠hYfYgg]YfhYb`i bX`9b[ U[ ]YfhYb`V`Y]Vh`Yg`gdUbbYbXž`k]Y
g]W`X]Y`8]g`\_i gg]cbYb`i bX`D`Ubi b[Yb`k Y]hYfYbhk ]W`Y`b`k YfXYbž
k Å\fybX`X]Y`; Ya Y]bXYj YfhfYhi b[`k Y]hYf`]b`Ui Z`X]Y`Gh]a a Yb
]\fyf`6Øf[ Yf`_Øfh`≠`X]YgYf`XmbUa ]gW`Yb`D`UgY`[ ]`h`Ygž`[YgW`]W`h
i bX`ni`_i bZhgcf]Ybh]Yfh`UVni k Å[ Yb`_`\_Yf`]Y[h`XYZ]b]hj] `k Ug`Ub`ZØf
X]Y`l W\_Yfa Uf`_"

gj n`XY`VYf]W`hYhž`XUgg`
\Ub`\_U!a ]hhY`ghUYXh`XY`]bZcfa]Yfh`ØVYf`
VVgf`Vi bX`XY`]YZYfh`9f`\_Ybbhb]ggY`ni`

8YhU]`g	
C fh	< c \Yb[Øghc k ž'8 Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gj n"XY • \Ub_U!a]hhY`ghUYXh"XY • k k k "VVgf"Vi bX"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`bU[!VfUbXYbVi f["XY