

C VXUW `cg][_Y]h`b `? Ò`b. `? cbhfcj YfgYb
i bX`XYf`5i Zfi Z`ni f`A YbgW`][W`_Y]h

8]g_i gg]cb`ØVYf`C VXUW `cg][_Y]h`b `? Ò`b. `9]b` : U``Ui g
@]bXYbh\U`k]fZh: fU[Yb`ni f`K U\fbY\ a i b[`i bX
I bhYfghØhni b[`6YXØfZh][Yf`Ui Z`



@]bXYbh\U`ž`8Yi hgW`UbX`!`†`? Ò`b`]gh`XUg`H\Ya U
C VXUW `cg][_Y]h`XYfnY]h`b`U``Yf`A i bXY``8i hmYbXY`9]bgYbXi b[Yb
\UVYb`XUni`VY]`9L DF 9GG`XY`VYfY]hg`ZØf`Y]b`[fc» Yg`9W`c`[Ygc f[h`
9]b`VYgcbXYfg`Y]bXfØW`_][W`Yf`6Yf]W`h`j`cb`A Uf]U`H``VY`Yi W`hYh`X]Y
G]hi Uh]cb`Y]bYg`C VXUW `cgYbž`XYf`Ua`F Ui hYbghfUi W`_UbU``Ui Z
Y]bYf`6Ub`_``YVh`DUggUbhYb`VYgW`fY]VYbž`k]Y`i bUb[YbY\ a `Yg`]ghž
X]YgYb`C fh`bi hmYb`ni`k`c``Ybž`XU`XUg`U[[fYgg] Y`J Yf\ U`hYb`XYg
A UbbYg`Y]bY`<YfUi gZcfXYfi b[`XUfghY``h`9]b`Y]XYbgW`UZh`][W`Yf
8]g_i fg`ØVYf`C VXUW `cg][_Y]h`i bX`6YhY`Y`]\Uh`b`XYf`GhUXh
VY[cbbYbž`k cVY]`nU`\fY]W`Y`Gh]a a Yb`i bhYfgW`]YX`]W`Y
DYfgdY_h]j Yb`Y]bVf]b[Yb`

I bhYf`XYb`Yb[U[]YfhYb`@YgYfb`Z]bXYh`g]W`Ui W``f]g`?`ž`X]Y`]b

]\fYa '@YgYfVf]YZ'ZØf'a Y\ f'A YbgW\`]W_X]h'd`ÀX]Yfh"G]Y`_f]h]g]Yfh
X]Y`Ài Z][`bY[Uh]j Y`K U\fbY\ a i b[` [Y[YbØVYf'6YXØfZh][Yb`i bX
fi Zh`XUni `Ui Zz`<]ZY`ni ``Y]ghYb``9]b`dYfgØb`]W_XYf'5ddY``Ub`X]Y
[Òh]W_XY; YfYW_Xh][`_Y]h`i bX`XUg? Ufa U`k]fX`U`g; fi bX`U[Y`]\fYf
5f[i a YbhUh]cb`Ub[YZØ\fh` `Y]b`Y]bXf]b[`]W_XYf'5i Zfi Z`ni a
I a XYb`_Yb`]b`XYf; YgY`gW_XUZh``5i W` \]Yf`nY][`h]g]W_XZ`XUgg`X]Y
A Y]bi b[Yb`ØVYf`CVXUW`cg][`_Y]h`U`Yg`UbXYfY`U`g`Y]b`Y]h]W_Xg]bX
i bX`j]Y`Y`A YbgW_XYb`ni a `B UW_XYb`_Yb`UbFY[Yb`

I bhYfghØhni b[gUb[YVchY`ZØf`CVXUW`cgY`]b
? Ò`b

8]Y`GhUXh? Ò`b` \Uh`nU` \fY]W_XY`5b[YVchY`ZØf`A YbgW_XYb`c` \bY
Y][YbY`K c` \bi b[ž`X]Y`<]ZY`VYb`Øh][Yb``Ni` X]YgYb`5b[YVchYb
nÀ`Yb`Bchi bhYf_ØbZhY`i bX`6YfUhi b[gghY``Ybž`X]Y`]bX]j]Xi Y``Y
I bhYfghØhni b[`V]YhYb``6YgcbXYfg` \Yfj cfni `YVYb`]ghž`XUgg`Ui W_X
9\YdUfhbYf`i bX`5b[Y\Øf][Yž`X]Y`]a` [`Y]W_XYb`<Ui g`U`h`YVYbž
I bhYfghØhni b[`Yf`U`hYb`_ØbYb``DYfgcbYbž`X]Y`]cfØVYf[Y`YbX
VY]: fYi bXYb`cXYf`J Yfk UbXhYb`i bhYf[YVfUW_Xh]g]bXž`ZU``Yb`YXcW_X
b]W_Xhi bhYf`X]Y`? UhY[cf]Y`XYf`CVXUW`cgYbž`k Ug`VYXYi hYhž`XUgg
]b`X]YgYb`: À`Yb`_Y]bY`I bhYf_ØbZhY`VYfY]h[YghY``h`k YfXYb``9]bY
dYfgØb`]W_XY`J cfgdUW_XY`]gh`YfZcfXYf`]W_XZ`X]Y`Ui W_X`Xi fW_X`Y]bY
VYj c``a` ÀW_Xh][hY`DYfgcb`YfZc`[Yb`_Ubbž`X]Y`YbhgdFYW_XYbXY
8c_i a YbhY`j cf`Y[Yb`a i gg``; `ØW`_]W_XYfk Y]gY`ZU``Yb`XUVY`]_Y]bY
; YVØ`fYb`Ubž`k Ug`j]Y`Ybž`X]Y`]b`gW_Xk]Yf][Yb`J Yf`À`hb]ggYb`YVYbž
Ybh[Y[Yb`_ca` a h`K Y]hYfY` ðZcfa Uh]cbYb`XUni ``]YZfhiX]Y
GhUXhk Yf`_Y`? Ò`b`Ui Z]\fYf`K YVgY]hY`

8]Y`6YfUhi b[gUb[YVchY`XYf`8]U`_cb]Y`g]bX`YVYbZU`g`Y]bY
k]W_Xh][Y`5b`Ui ZghY``Y`ZØf`6YhfcZYZbY``<]YfVY]` \UbXY`h`Yg`g]W_X`i a
Y]bY`i a ZUggYbXY`9]bf]W_Xhi b[ž`X]Y`b]W_Xhibi f`Bchi bhYf_ØbZhY
VYfY]hghY``hž`gcbXYfb`Ui W_X`Y]bY`dYfgØb`]W_XY`6YhfYi i b[`gck]Y
<]ZY`VY]XYf`K c` \bi b[ggi W_XY``Y]ghYh`A]h`]bg[YgUa` h`fi bX`, \$\$
5b[YVchYb`Vi bXYgk Y]h`]gh`X]Y`8]U`_cb]Y`Ub`j cfXYfghYf`: fcbhž`i a
k c` \bi b[g`cgYb`i bX`j cb`K c` \bi b[g`cg][`_Y]h`VYXfc` \hYb
A YbgW_XYb`ni f`GY]hY`ni `ghY`Yb``8]Y`J]Y`ZU`h`XYf`<]ZYb`fY]W_Xh]j cb
Ui Zgi W_XYbXYb`<]ZYb`V]g`ni`9]bf]W_Xhi b[Yb`XYf
K c` \bi b[gbchZU``\]ZY`i bX`HU[YgUi ZYbh`U`hYbž`X]Y

GWX`ØggY`gYfj]W`g`k]Y`8i gWXYb`i bX`[Øbgh][Y`A U\`nY]hYb
UbV]YhYb"

8]Y`i fgUWX Yb`i bX`X]Y`U_hi Y``Y`@U[Y

C VXUWX`cg][_Y]hifYgi`h]Yfh`cZhiUi`g`j`YfgWX]YXYbYb`DfcV`Ya`Uh]_Ybž
XUfi`bhYf`A]YhgWXi`XYbž`k]fhgWXUZh]WX`Y`B`chU[Yb`cXYf`_f]h]gWX`Y
@VYVbgYfY][b]ggY`k]Y`HfYbbi`b[Yb`cXYf`5fVY]hg`cg][_Y]h`8]YgY
l`a`ghÅbXY`ZØ\`fYb`ni`Y]bYf`]gc`Uh]cb`XYf`6YhfcZZYbYbž`k`Y`WX`Y
b]WX`h`bi`f`gcn]U`Yž`gcbXYfb`Ui`W`[`Ygi`bX\`Y]h]WX`Y`GWX`k`]Yf][_Y]hYb
a`]h]g]WX`Vf]b[h`" `#`8Yi`hgWX`UbX`\`UVYb`A`YbgWX`Ybž`X]Y`cVXUWX`cg
g]bXž`5bgdfi`W`Ui`Z`Gcn]U``Y]ghi`b[Ybž`i`bX`X]Y`?`ca`a`i`bYb`g]bX
XUni`j`YfdZ]WX`hYhž`g]Y`i`bhYfni`Vf]b[Ybž`gY`Vgh`k`Ybb`g]Y`_Y]bY
Gcn]U``Y]ghi`b[gUbgdfØWX`Y`[Y`hYbX`a`UWX`Yb`_`ÖbbYb"

8Yf`?`Ua`dZ[Y[Yb`C VXUWX`cg][_Y]hi`bX`K`c\`bi`b[g`cg][_Y]h`k`]fX
U_hj`j`cb`j`YfgWX]YXYbYb`#`gh]hi`h]cbYb`i`bhYfghØ`hnh`"8]Y`8]U`cb]Y
gYhnh]g]WX`_`cbgYei`Ybh`ZØf`VYnU\`VUfYb`K`c\`bfUi`a`Y]b`i`bX
Yb[U[]Yfh]g]WX`]b`XYf`gcn]U`Yb`K`c\`bi`b[gdc`]h]_`"N]Y``]gh`Ygž`V]g
&\$`\$`X]Y`C VXUWX`!`i`bX`K`c\`bi`b[g`cg][_Y]h]b`8Yi`hgWX`UbX
g][b]Z]_`Ubh`ni`fYXi`n]YfYbž`i`bhYfghØ`hnh`Xi`fWX`XYb`B`Uh]cbU`Yb
5_h]cbgd`Ub`[Y[Yb`K`c\`bi`b[g`cg][_Y]h`9]b`Ub[Zf]gh][Yg`Dfc`Y`_hž
XUg`Y`XcW`ni`gÅ`h`]WX`Y`:`ÖfXYf[Y`XYf`i`bX`b`chk`YbX][Y
;`YgYhnYgÅbXYfi`b[Yb`YfZcfXYfhž`i`a`X]Y`Ub[YghfYVhYb`N]Y`Y`ni
YffY]WX`Yb"

8]Y`U_hi`Y``Y`8]g_i`gg]cb`]b`?`Ò`b`nY][h`XYi`h]WX`ž`XUgg`Yg`Ub`XYf`NY]h
]ghž`U_hj`ni`"\`UbXY`b`" `>`XYf`_`Ubb`Y]bYb`6Y]hfU[``Y]ghYbž`gY]`Yg
Xi`fWX`GdYbXYbž`<`]Z`cXYf`gWX`]WX`hk`Y[`Xi`fWX`Y]b`a`]hZØ\`YbXYg
i`bX`c`ZZYbYg`A`]hY]bUbXYf"

8YhU]`g	
C`fh	@]bXYbh\U`ž`8Yi`hgWX`UbX
E`i`Y``Yb	<ul style="list-style-type: none">• k k k "Yl`dfYgg"XY• k k k "ghUXh!`_cY`b"XY• k k k "X]U`cb]Y"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`a Y]b!_cY`b"bYh