

F Yj c`i h]cbÅfY`H\YfUd]Yb`ZØf`J]h`][c.
B Yi Y`< c ZZbi b [`ZØf`6Yhfc ZZYbY`°

9]bV`]W_`]b`X]Y`5fnbY]a]hhY`YbhXYW_i b [.`B Yi Y`5bgÅhnY`ni f
6Y\UbX`i b [`j cb`J]h`][c`i bX`XYfYb`6YXYi hi b [`ZØf`X]Y
; Ygi bX\Y]h"



5\Ua a i bY`6]cgW]YbWgž`l G5`!`HYW\bc`c []gWXY`8i fW\vfØWXY
]b`XYf`5fnbY]a]hhY`YbhXYW_i b [`ghY`Yb`[UbncVYb`Ui ZXYf
5 [YbXUž`]bgVYgcbXYfY`k Ybb`Yg`i a `X]Y`9btk]W_`i b [`bYi Yf
6Y\UbX`i b [Yb`ZØf`k Y]h`j YfvfY]hYhY`<Ui h_fUb_\Y]hYb`[Y`h`9]b
DUfUXYVY]gd]Y`\\YfZØf`]gh`XUg`]bbcj Uh]j Y`l bhYfbY\`a Yb
5\Ua a i bY`6]cgW]YbWgž`XUg`g]W\`Ui ZX]Y`6Y_Åa dZ b [`j cb
5i hc]a a i bYf_fUb_`i b [Yb`gdYn]U`]g]Yfh`\Uh`"a`f U\`a Yb`Y]bYf
gdUbbYbXYb`; YgdFÅW`gfY`\Y`\Uh`**H\Y`<]bXi`a`]h`XYa`79C`i bX
7c!; fØbXYf`j cb`5\Ua a i bY`ØVYf`XYfYb`N]Y`[YgdfcWXYbž`Y]bY
bYi Y`H\YfUd]Y`ZØf`J]h`][c`ni`Ybtk]W_Y`bž`Y]bY`XYf`\Åi Z[ghYb
XYd][a Ybh]YfYbXYb`9f_fUb_`i b [Ybž`X]Y`V]g`\Yi hY`Y]XYf`_Y]bY
<Y]`i b [`UH"**

K Y`hk Y]h'g]bX`Yhk U`nk Y]A]`]UfXYb`A YbgWXYb`j cb
<Ui h_fUb_\Y]hYb`VYhfcZZYbžX]Y`a]hh`Yfk Y]`Y`X]Y`j]Yfh[fÒ» hY
; Ygi bX\Y]hgVY`Ughi b[`XUfghY`Yb"J]h]`][c`j Yfi fgUWWh`b]WWh`bi f
_ÒfdYf`]WXYž`gcbXYfb`Ui W`Yf\YV`]WXY`Ya`ch]cbU`Yž`gcn]U`Y`i bX
dgmWAc`c []gWXY`6Y`Ughi b[Yb`Z0f`X]Y`6YhfcZZYbYb" ðgVYgcbXYfY
X]Y`U_hi Y`Y`6Y\UbX`i b[g`U[Y`Àggh`cZhini`k`0bgWXYb`0Vf][/X]Y
j cf\UbXYbYb`H\YfUd]Yb`g]bX`\Ài Z[`]bYZZY_h]j`i bX`X]Y
9f[YVb]ggY`i bVYfYWXYbVUf"8Yf`79C`Yf_`Àfhž`XUgg`5\Ua`a`i bY`Yg
g]W`ni`f`5i Z[UVY`[Ya`UWWh`\Uhž`[Yn]Y`hY`i bX`k]ggYbgWUZh`W
Zi bX]YfhY`H\YfUd]Yb`ni`Yb`hk]W_Y`bž`i`a`X]Y`@YVYbgei`U]h`Àh`XYf
DUh]YbhYb`ni`j`YfVYggYfb`i bX`Gh][a`Uh]g]Yfi b[`UVni`VUi`Yb"

8]Y`< YfUi`gZcfXYfi`b[Yb`XYf`J]h]`][c!
6Y\UbX`i b[

8]Y`6Y\UbX`i b[`j`cb`J]h]`][c`]gh`Y]bY`< YfUi`gZcfXYfi`b[ž`X]Y`j`cb
j`YfgW]YXYbYb` : U_hcfYb`UV\Àb[hž`XUfi`bhYf`XYf`Gi`Vhmd`XYf
9f_fUb_i b[ž`XUg`5i`ga`U»`XYf`Gma`dhca`Y`i bX`X]Y`5_h]j`]h`Àh`XYf
?fUb_\Y]h" @Ui`h`Y]bYa`5fh]_Y`]b`DA 7`g]bX`X]Y`N]Y`Y`XYf
6Y\UbX`i b[`_Uf`i`a`f]ggYb"8Uni`n`À\`Yb`XUg`Ghcd`dYb`XYg
: cfhgW`fY]hYbg`XYf`9f_fUb_i b[ž`XUg`ðXi`n]YfYb`XYf
FYd][a`Ybh]Yfi b[`i`bX`XUg`J`Yf\]bXYfb`j`cb`F`0W_Z`À`Yb"8]Y
FYU`]h`Àh`g]Y\`h`YXcW`UbXYfg`Ui`g`J]h]`][c`j`Yf`Ài`Zh`c`Zh]b`GW`0VYbž
i bX`Yg`a`Ub[Y`h`Ub`ni`j`Yf`Àgg][Yb`V]c`c []gWXYb`A`Uf`Yfbž`X]Y`X]Y
5_h]j`]h`Àh`XYf`9f_fUb_i b[`j`cf\YfgU[Yb`_0bb`hYb"

6YgcbXYfg`k`]W]h][`]gh`Ygž`VY]`U_h]j`Yf`9f_fUb_i b[`gW`bY`ni
\UbXY`b"9]bY`?ca`V]bUh]cb`Ui`g`gmghYa`]gWXYb`H\YfUd]Yb`i bX
D\chch\YfUd]Y`k`]fX`Ya`dZc`\Ybž`k`cVY]`Y]W`hY`GhYfc]XY]b`A`]b]!
Di`g!8cgYb`Z0f`a`Y\YfY`A`cbUhY`j`YfUVfY]W`h`k`YfXYb"Ni`XYa` \Uh
g]W`[`YnY][hž`XUgg`9b[VUbX!I`J`6!D\chch\YfUd]Y`X]Y
F`0W_ZU`ei`chYb`]b`0VYf`, `\$`i`XYf`:`À`Y`YfZc`[fY]W`V`c`W_]Yfh":`0f
?]bXYf`\]b[Y[Yb`gc`hYb`U`hYfbUh]j`Y`5bg`ÀhnY`[Yk`À`\`h`k`YfXYbž`XU
D\chch\YfUd]Y`b]W`h`Ub`k`Yb`XVUf`]gh"

B`Yi`Yfi`b[Yb`]b`XYf`:`c`fgW`i`b[

9]bY`XYf`Ui Za Yf_gUa _Y]hgghÅf_ghYb`9bhk]W_`i b[Yb`]b`XYf
6Y\UbX`i b[`j cb`J]h`][c`]gh`X]Y`9]bZØ\fi b[`XYf`Fi l c`]h]b]V!7fYa Y"
8]YgY`]gh`X]Y`YfghY`ni [Y`UggYbY`6Y\UbX`i b[`]\fYf`5fh]b`XYb`i G5
i bX`9i fcdU`i bX`\Uh]b`_]b]gW\Yb`Ghi X]Yb`[Y[YbØVYf`D`UW\vc
g][b]Z]_UbhY`J YfVYggYfi b[Yb`[YnY][h`5Xj YfgY`9fY][b]ggY`g]bX
a Y]gh`a]`Xžk Ug`XUg`A YX]_Ua Ybh`VYgcbXYfg`]bhYfYggUbh`a UW`h"
8]Y`J Yf_bØdZi b[`bYi YghYf` : cfgW\i b[gYf[YVb]ggY`a]h
dfU_h]gW\Yb`5bk YbXi b[Yb`]gh`Yb`hgW\Y]XYbXž`i a `X]Y`G]W\hVUf_Y]h
XYf`9f_fUb`_i b[`ni `Yf\Ø\Yb`i bX`XYb`6YhfcZZYbYb`Y]bY`YW\hY
DYfgdY_h]j Y`ni `V]YhYb"

I a `XYf`XYfnY]h][Yb`<YfUi gZcfXYfi b[`]b`XYf`6Y\UbX`i b[`j cb
J]h`][c`VY[Y[bYbXž`_ØbbhY`X]Y`?ca V]bUh]cb`Ui g
=a a i ba cXi `UhcYb`i bX`bYi Yb`H\YfUd]YUbgÅhnYb`ni f` : ØfXYfi b[
XYf`A Y`UbcnmhYb!8]ZZYfYbn]Yfi b[`Y]bYb`DUfUX][a Ybk YW\gY`
XUfghY``Yb``5bgÅhnY`ni f`A cXi `Uh]cb`XYg`A]_fcV]ca g`VY]`J]h`][c!
DUh]YbhYb`ghY\Yb`YVYbZU``g`Ui ZXYf`5[YbXU`XYf` : cfgW\Yf`
=bcbj Uh]cbYbž`X]Y`]b`XYb`bÅW\ghYb`]U\Yb`ZØf`5i ZgY\Yb`gcf[Yb
_ØbbhYb"

8Yf`K Y[`V]g`ni f`9hUV`Yfi b[`bYi Yf`H\YfUd]YZcfa Yb`]gh`YXcW\
bcW`Ub[`i bX`YfZcfXYfh`Yb[U[]YfhY` : cfgW\i b[`gck]Y
?ccdYfUh]cbYb`]a `6YfY]W\`K]ggYbgW\UZh`HYW\bc`c[]Yž
=b[Yb]Yi fk YgYb`i bX`A Uh\Ya Uh]_`fGH9A Ł`8]Y` ; YgW\]W\hYb`i bX
9fZU\fi b[Yb`j cb`D\`8`!Ghi X]YfYbXYbž`X]Y`Yb[`a]h`J]h`][c!
DUh]YbhYb`ni gUa a YbUfVY]hYbž`j YfXYi h`]W\Yb`X]Y`Bchk YbX][_Y]hž
X]Y`Gh]a a Yb`XYf`6YhfcZZYbYb`]b`XYb` : c`_i g`ni `fØW_Yb``9g`nY][h
g]W\ž`XUgg`Yg`b]W\h`bi f`i a `X]Y`6Y\UbX`i b[`XYf`Gma dhca Y`[Y\hž
gcbXYfb`Ui W\`i a `X]Y`J YfVYggYfi b[`XYf`@YVYbgei U`]hÅh`i bX`XUg
Ni fØW_XfÅb[Yb`j cb`Gh][a U`i bX`J cfi fhY]Yb"

8Yf`DfcnYgg`XYf`5fnbY]a]hhY`YbhXYW`_i b[`_Ubb`nk Uf
\YfUi gZcfXYfbX`gY]bž`XcW\`X]Y`6Y`c`bi b[`ž`A YbgW\Yb`YVYb`ni
j YfÅbXYfbž`]gh`i bj Yf[`Y]W\`]W``l bhYfbY\`a Yb`k]Y`5\Ua a i bY
6]cgW]YbW\g`ghY\Yb`Ub`XYf` : fcbh`]b]Y`X]YgYf`gdUbbYbXYb`F Y]gY
i bX`V]YhYb`<cZbi b[`Ui ZY]bY`VYggYfY`Ni _i bZi`ZØf`A YbgW\Ybž`X]Y
j cb`J]h`][c`i bX`UbXYfYb`5i hc]a a i bYf_fUb`_i b[Yb`VYhfcZZYb
g]bX"

8YhU]`g	
Cfh	5\Ua a i bY`6]cgWYbWgžl G5
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "h\Y\]bXi "Wca • da WbW]"b`a "b]\ "[cj

6Ygi W\Yb`G]Y`i bg`Ui Z.`k ca , +"XY