

6U`UW_`_f]h]g]Yfh'8: 6!9`Z.`@Y]ghi b[`k Uf
gWx`YddYbX`i bX`ZU\ f][`°

A]WxUY`6U`UW_`_f]h]g]Yfh`X]Y`XYi hgWxY`BUh]cbU`a UbbgWxUZh
bUWx`XYa`BUh]cbg!@YU[i Y!5i g`i bX`ZcfXYfh`J YfVYggYfi b[Yb
]a`HYUa`"



Ghi hh[Ufhž'8Yi hgWx`UbX`!'8]Y`9bhhÀi gWxi b[`ØVYf`XUg
5VgWx bY]XYb`XYf`XYi hgWxYb`BUh]cbU`a UbbgWxUZh`b`XYf`BUh]cbg
@YU[i Y`]gh[fc»`"BUWx`XYf`%.&!B]YXYf`U[Y`[Y[Yb`Dcfhi [U`U`U`h`XUg
HYUa`XUg:]bU`Y`j YfdUggh`i bX`gd]Y`h`Ua`GcbbhU[`i a`D`Uhn`XFY`]b
Ghi hh[Ufh`'9\Ya`U`][Yf`BUh]cbU`gd]Y`Yf`A]WxUY`6U`UW_`Ài »YfhY
gWxUfZY`?f]h_]Ub`XYf`U`hi Y`Yb`@Y]ghi b[`XYf`A UbbgWxUZh`'9f
VYnY]Wx bYhY`X]Y`@Y]ghi b[`U`g` gWx`YddYbX`i bX`ZU\ f][`"
8Yi hgWx`UbX`[]b[`nk Uf`]b: Ø\fi b[ž] Yf`cf`YXcWx`bUWxZc`[YbX
X]Y`?cbhfc`Y`ØVYf`XUg`Gd]Y`žk Ug`6U`UW_`U`g`U`Ufa`]YfYbX
Ya`dZ]bXYh`"h!c b`]bY"XY`VYf]Wx hYhž`XUgg`6U`UW_`j cf`U`Ya`X]Y
ZY`YbXY:]hbYgg`i bX`E i U`]h`h`i]a`HYUa`VYa`Àb[Y`h`"

6i bXYghfU]bYf`†`]Ub`BU[Y`ga Ubb`hY`hY`X]YgY`9]bgWx`hni b[`i bX

ghY`hY`ZYghz`XUgg`j`cf`U`Ya` ;`U`][`_Y]h`[`YZY`\`h`\UVY"
BU[`Y`ga`Ubb`Ai`»`YfhYz`XUgg`YXY`8f]hh][`U!A`UbbgW`UZh`XUg
U_hi`Y`Y`HYUa`Ui`gY]bUbXYf`gd]Y`Yb`_ObbhY"9f`j`YfXYi`h]W`hY`Y]b
E`i`U`]h`h`gd`fc`V`Ya`]bbYf`U`V`XYf`6fY]hY`XYg`?`UXYfg"8]Y`K`YW`gY`
k`A`fYbX`XYg`Gd]Y`g`z`X]Y`6U`UW`_U`g`b]W`h`YZZ]n]Ybh`Yf`YVhYz`
k`i`fXYb`gW`UfZ`_f]h]g]Yfh" `Gd]Y`Yf`k`]Y`F`cV]b` ;`cgYbg`i`bX`B]WUg
: `Ø`_fi`[`k`i`fXYb`j`cb`6U`UW`_U`g`b]W`h`Yi`fcd`A]gW`
_cb_i`ffYbnZ`A`][`VYnY]W`bYh`z`k`Ug`X]Y`Gcf[`Yb`i`a`X]Y`Ni`_i`bZi`XYf`
A`UbbgW`UZh`k`Y]hYf`j`Yfgh`A`f`_h"

? f]h]_`Ub`XYb`K`YW`gY`gmghYa`Yb

8]Y`6Ya`Yf_i`b[`Yb`6U`UW`g`ØVYf`X]Y`K`YW`gY`j`cb`BU[`Y`ga`Ubb
j`YfXYi`h]W`Yb`X]Y`i`bni`Zf]YXYb`Y]h`ØVYf`X]Y`hU`_h]gW`Yb
9bhgW`Y]Xi`b[`Yb`XYg`HfU]bYfg"9f`k`Uf`XYf`5bg]W`h`z`XUgg`X]YgY
K`YW`gY`XYa`Gd]Y`b]W`h`i`i`h[`YhUb`\UVYb`i`bX`X]Y`@Y]ghi`b[`a`]h
YXYf`A`]bi`hY`gW`YW`hYf`k`i`fXY" `»`5bVYhfUW`h`XYf`gdc`fh]W`Yb
G]hi`Uh]cb`i`bX`XYf`VYj`cfghY`YbXYb`6Y[`Y[`bi`b[`[`Y[`Yb`XYb
J`Yf`]YfYf`XYf`DUfh]Y`nk`]gW`Yb`GdUb]Yb`i`bX` :`fUb`_fY]W`z`ghY`h
BU[`Y`ga`Ubb`k`Y]hYf`\]b`i`bhYf`8fi`W`z`Y]bY`YZZ]n]Ybh`Yf`Y`GhfUhY[`]Y`ni
Yb`hk`]W`_Y`b"

»`Y]bYa`k`Y]hYfYb`?`cbhYi`hini`f`8]g_i`gg]cb`i`a`@Y]ghi`b[`i`bX
E`i`U`]h`h`ja`XYi`hgW`Yb` :`i`»`VU`b]a`a`h`Ui`W`X]Y
gdc`fhd`gmW`c`c`[`]gW`Y`?`ca`dcbYbhY`Ub`6YXYi`hi`b[`ni`"K`A`fYbX
J`YfY]bY`k`]Y`XYf` :`7`Gh"DUi`_]U`_h]j`bUW`Gdc`fhd`gmW`c`c`[`Yb
gi`W`Yb`z`i`a`XUg`a`YbhU`Y`HfU]b]b[`]fYf`Gd]Y`Yf`ni`j`YfVYggYfb`z
k`]fX`]b`j`]Y`Yb`6i`bXYg`][`]ghYb`X]YgYf`5bgUhn`bcW`b]W`h
i`a`ZUggYbX`[`Ybi`hnh" `DfcZYgg]cbY`Y`Gdc`fhd`gmW`c`c`[`]Y`_ObbhY
a`Ø[`]W`Yfk`Y]gY`Y]bYb`Yb`hgW`Y]XYbXYb`6Y]hfU[`]ni`f
@Y]ghi`b[`gghY][`Yfi`b[`XYf`Gd]Y`Yf`Y]ghYb"X]Y!
gdc`fhd`gmW`c`c`[`Yb`XY`h`Ya`Uh]g]Yfh`X]YgY`<`YfUi`gZc`fXYfi`b[`i`bX
X]Y`B`chk`YbX][`_Y]h`z`Ui`Z`gdc`fhd`gmW`c`c`[`]gW`Y`9i`dYfh]gY`ni`gYhnYb`z
i`a`Ui`g`9]bnY`gd]Y`Yfb`Y]bY`[`YgW`c`ggYbY`A`UbbgW`UZh`ni`Zc`fa`Yb"

8]Y`<`YfUi`gZc`fXYfi`b[`Yb`ja`XYi`hgW`Yb` :`i`»`VU`b]g]bX`j`]Y`Z`h`[`z`i`bX
Yg`VYXUfZY]bYg`i`a`XYb`_Ybg`gck`c`]b`XYf`A`UbbgW`UZh`gZ`Ø`fi`b[
U`g`Ui`W`b`XYf`HfU]b]b[`ga`Yh`cX]_`8Yf`8fi`W`_Ui`Z`BU[`Y`ga`Ubb

k]fX`b]W\h`bi f`Xi fW\`X]Y`9f[YVb]ggYž`gcbXYfb`Ui W\`Xi fW\`X]Y
 ÖZZYbh]W\Yb`9fk Ufhi b[Yb`Ub`Y]bY`9fbYi Yfi b[`XYg`XYi hgW\Yb
 : i » VU`g`ni gÄhn`]W\`j YfghÄf`h`9g`V`Y]Vh`UVni k UfhYbž`k]Y`g]W\`XUg
 XYi hgW\Y`HYUa`]b`XYf`_ca a YbXYb`6Y[Y[bi b[`dfÄgYbh]Yfhi bX
 cV`Yg`X]YgYb`_f]h]gW\Yb`Gh]a a Yb`VY[Y[bYb`_Ubb"

8YhU]`g	
J c fZU``	Gcbgh][Yg
C fh	Ghi hh[Ufhž`8Yi hgW\`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "h!`c b`]bY"XY • k k k "k Y`h"XY • k k k "X]Y!gd c fhd gmW\ c`c [Yb"XY

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