

: UV]Ub`FYYgY`ZY]Yfh`7ca YVUW_.
5i Zgh]Y[ghf`Ai a Y`VY]`<Yfh\U`6G7`°

: UV]Ub`FYYgY`Ž<Yfh\U`6G7`Gd]Y`Yfž`j Yf`YhnhY`g]Wk`ja
HYghgd]Y`[Y[Yb`9bYf[]Y`7chhVi g`i bX`j YfdUggh`X]Y
JcfVYfY]hi b["



7c hhVi gž`8Yi hgWk`UbX`!`8Yf`:`Ø[Y`gd]Y`Yf`:`UV]Ub`FYYgY`ZY]Yfh
XYfnY]h`Y]bYb`ØVYffUgWk`YbXYb`5i ZgWk`i b[`VY]`<Yfh\U`6G7`"°`a
YfghYb`HYghgd]Y`[Y[Yb`@`Xk`][gZY`XY`_cbbhY`XYf`&`*`!`À`f][Y
[`Y]Wk`nk`Y]`HfYZZYf`Yfn]Y`Yb`i bX`nY][hY`XUa`]hž`XUgg`Yf`[i`h]b`:`cfa
]gh`5i Wk`k`Ybb`Yf`ja`XUfUi`Zc`[YbXYb`HYghgd]Y`[Y[Yb`XYb`6`7
8mbUa`c`YYf`Ui`g[]b[ž`g]Y[hY`<Yfh\U`Y]bXfi`W_gj`c`a`]h`*`.\$`"8`]YgY
@Y]ghi`b[Yb`g]bX`VYgcbXYfg`VYa`Yf`_Ybgk`Yfhž`XU`FYYgY`j`cf`Y]bYa
»\f`Ui`Z[fi`bX`Y]bYf`gWk`YfYb`J`Yf`Yhni`b[`ja`HYghgd]Y`[Y[Yb
9bYf[]Y`7chhVi`g`ZUgh`X]Y`[YgUa`hY`GU]gcb`j`YfdUgghY`"°`b`XYf
UV[Y`Ui`ZYbYb`Gd]Y`nY]h`_Ua`Yf`YX][`]Wk`Ui`Z`%,`9]bg`ÀhnYž`XcWk
i`bhYf`XYa`b`Yi`Yb`HfU]bYf`GhY`ZUb`@Y]h`VYk`]Yg`Yf`]b`XYf`F`Ø`W`fi`bXY
XYi`h]Wk`a`Y`f`E`i`U`]h`À`hi`bX`9]bg`UhmVYfY]hgWk`UZh`"

6Yf]W\hY`j cb`XYf`6Yf`]bYf`NY]hi b[`ghY`Yb`_`Ufž`XUgg`F`YYgYž`XYf`
Ua`GcbbhU[`Ui ZXYa` :`c\`a`Uf`_`h`Ua` `6cl` \U[YbYf`D`Uhn[`i`hY`
@Ui`bY`Ui`gghfU\`hYž`Ua` `A`cbhU[`VYfY]hg`k`]YXYf`]bhYbg]j`hfU]b]YfhYž`
i`a`g]W\`Ui`Z`XUg`b`Å`W`ghY`HY`ghgd]Y`[Y[Yb`XYb`HGJ` <`Uj`Y`gY`
j`cfni`VYfY]hYb`"8Yf`?`Ua`dZi`a` `X]Y`F`ØW`_`Y`f`]b`X]Y`6i`bXYg`][`U`
ghY`h`ZØf`]\b`[`Ubni`c`VYb`Ui`Z`XYf`5[YbXUž`i`bX`F`YYgY` \U`h`gY]bYb`
J`YfV`Y]V`VY]`<`Yf`h`U`6G7`Ub[Y`_`ØbX][`hž`i`a` `YfbYi`h`Ubni`[`fY]ZYb`"
@Y]XYf`[]Vh`Yg`Ui`W\`G`W`UhhYbgY]hYb`]b`X]YgYf`
J`cfVYfY]hi`b[`gd`U`gY.` `æ`b`5`bh`c`bmi`6`fcc`_`g`i`bX`DUgWU`?` `Ya`Ybgž`
nk`Y]k`]W`h][`Y`Gd]Y`Yfž`Yf`]hYb`J`Yf`Y`hni`b[`Ybž`X]Y`VY]XY`ZØf`
`Åb[`YfY`NY]h`Ui`gZU`Yb`_`ØbbhYb`"

J`Yf`Y`hni`b[`Yb`]a` `HY`Ua`

8]Y`J`Yf`Y`hni`b[`ggYf]Y`]a` `HY`Ua` `hf]Z`h`b]W\`h`bi`f`F`YYgYž`XYf`Ui`Z`XYa`
VY`ghYb`K`Y[`]ghž`g]W\`ni`f`Y`UV]`h]YfYbž`gcb`XYfb`Ui`W\`6`fcc`_`gž`XYf`
]a`YfghYb`HfU]b]b[`bUW\`gY]bYf`F`ØW`_`Y`f`ni` <`Yf`h`U`6G7`gc`Zcfh`
Ui`gZ]Y`"BUW\`Y]bYa` :`ci` `Z]Y`Yf`i`b[`ØW`_`]W\`i`bX`a`i`gghY`bUW\`bi`f`
)`A`]bi`hYb`k`Y[Yb`Y]bYf`K`UXYbj`Yf`Y`hni`b[`j`Yf`Y`hni`b[`gVYX]b[`h`
j`ca`D`Uhn`?` `Ya`Ybg`j`Yf`Y`hnhY`g]W\`VY]a`5i`Zk`Åfa`Yb`i`bX`Y]XYh`Ub`
Y]bYf`?`UdgY`!`i`bX`6`UbXj`Yf`Y`hni`b[`HfU]bYf`GhY`ZUb`@Y]h`Åi` »`YfhY`
g]W\`Yb`hÅi`gW\`h`ØVYf`X]YgY`F`ØW`_`gW\`Å[`Yž`X]Y`XUg`HY`Ua` `]b`XYf`
J`cfVYfY]hi`b[`Ui`Z`X]Y`bYi`Y`GU]gcb`VY\]bXYfb`_`ØbbhYb`"6Y]XY`
Gd]Y`Yf`k`YfXYb`]a` `HfU]b]b[`g`U[`Yf`]b`?`]hnVØ`Y`Z`Y`Yb`i`bX`gca`]h`
Ui`W\`VY]`XYb`_`ca`a`YbXYb`HY`ghgd]Y`Yb`[`Y[`Yb`6`f`ØbXVmi`= `i`bX`
=ghUbVi` `6UgU`_`gY\]f` :`?"`

F`YYgY`nY][`h`Y`XcW\`Ni`j`Yfg]W\`h`i`bX` `c`Z`hž`X]Y`J`cfVYfY]hi`b[`
j`Yf`Y`hni`b[`gZfY]`ni`ØVYfghY\Yb`"9f` \U`h`X]Y`dgmW\`c`c[]gW\`Yb`
<`Yf`Ui`gZcfXYfi`b[`Ybž`X]Y`J`Yf`Y`hni`b[`Yb`a`]h`g]W\`Vf]b[`Ybž`Yf`_`Ubbh`"
@Ui`h`Y]bYa`5fh]_Y`j`cb`X]Y!gdcfh`dgmW\`c`c[`Yb`"XY`_`ØbbYb`X]YgY`
Ya`ch]cbU`Yb`6Y`Ughi`b[`Yb`Yf`YV`]W\`ni`bY`a`Ybž`gY`Vgh`k`Ybb`Yg`
XUfi`a`[`Y`hž`bUW\`Y]bYf`J`Yf`Y`hni`b[`]bg`HfU]b]b[`ni`fØW`ni`_`Y`f`Yb`"
8Yf`J`Yf`i`gh`XYf`gdcfh]W\`Yb`≠Yb]hÅh`i`bX`XUg`F]g]_`c`j`cb`
F`ØW`_`gW\`Å[`Yb`_`ØbbYb`VY]5h`Y`hYb`ni`5b[`gh`i`bX`I`b[`Yk`]gg\Y]h`
ZØ`f`Yb`"8Yf`K`]YXYfY]bgh]Y[`]b`XYb`K`Yhh`_`Ua`dZ`YfZcfXYfh`b]W\`h`bi`f`
`ØfdYf`]W\`Y`:]hbYggž`gcb`XYfb`Ui`W\`a`YbhU`Y`GhÅf``Y`"

8 Yf`6`]W_`]b`X]Y`Ni`_i`bZh

FYYgY`Uhg]W`YXcW`ZYghj`cf[`Ybca`a`Ybž`b]W`h`Ui`Zni`[`YVYb`
GY]bY`j`cfUb[`Y[`Ub[`YbYb`9fZU`fi`b[`Yb`UVYb`]\b[`Y`Y`fhž`k`Y
k`]W`h][`Yg]ghž`gck`c`d`mg]gW`U`g`Ui`W`dgmW`gW`ghUf`_`ni
V`Y]VYb`"9f`bi`mh`X]Y`U`hi`Y`Y`J`cfVYfY]hi`b[`gd`UgYž`i`a`gY]bY
;`fi`bX`U[`Yb`ni`ZYgh][`Yb`"X`Yf`J`cfVYfY]hi`b[`k`]fX`b]W`h`bi`f`XUg
Gd]Y`j`Yfgh`Ab`Xb]g[`YgW`ÅfZhž`gcb`XYfb`Ui`W`XUfUb[`YUfVY]hYhž
J`Yf`Y`hni`b[`gf]g]_`Yb`Xi`fW`GhfYgga`UbU[`Ya`Yb`h`ni`a`]b]a`]YfYb`
8`Ua`]h`_`Öb`b`h`Y`Yf`b]W`h`bi`f`ZØf`g]W`g`Y`Vghž`gcb`XYfb`Ui`W`ZØf`XUg
[`YgUa`hY`HYUa`Y]bYb`k`]W`h][`Yb`GW`f]h`b`UW`j`cfbY`a`UW`Yb`"

A`h`Y]bYa`_`UfYb`N]Y`j`cf`5i`[`Yb`V`]W`h`XYf`:`Ø[`Y`gd]Y`Yf`
cdh]a`]gh]gW`]b`X]Y`Ni`_i`bZh`8]Y`b`ÅW`ghYb`HYghgd]Y`Y`k`YfXYb`]\`a
i`bX`gY]bYb`HYUa`_`c`Y[`Yb`X]Y`A`Ö[`]W`_Y]h[`YVYbž`g]W`cdh]a`U`
Ui`ZXYb`GU]gcbghUfh`Ua`"5i`[`i`gh[`Y[`Yb`XYb`G7`DUXYfVcfb
j`cfni`VYfY]hYb`"8]Y`gdcfh]W`Yb`5a`V]h]cbYb`g]bX`[`fc»`ž`i`bX`FYYgY
]gh`VYfY]hž`gY]bYb`HY]`XUni`VY]ni`hfU[`Yb`9]bY`K`]YXYf`_`Y`f`]b`X]Y
6i`bXYg`][`U`ghY`h]a`F`Ui`a`ž`i`bX`a`]h`gY]bYf`I`bUV`_`Öa`a`]W`_Y]h`Ui`Z
XYa`D`Uhn`k`]fX`Yf`U`Y`g`XUfUb`gYhnYbž`X]YgYg`N]Y`ni`Y`ffY]W`Yb`"

K`Y]hYfY`8YhU]`g`ni`:`UV]Ubg`@Y]ghi`b[`]Öb`b`Yb`G]Y`i`bhYf`6Yf`]bYf`
NY]hi`b[`]bUW`YgYb`":`Øf`bcW`a`Y`f`<]bhYf[`fØbXY`i`bX`]\]ghcf]gW`Y
9f`_`Äfi`b[`]ØVYf`gdcfh`dgmW`c`c[`]gW`Y`5gdY`hY`VYgi`W`Yb`G]Y`X]Y!
gdcfh`dgmW`c`c[`]Yb`"XY`"GW`Ui`Yb`G]Y`Ui`W`Ui`Z`fVV`&(`"XY`ZØf`X]Y
bYi`YghYb`BYk`g`fi`bX`i`a`XUg`HYUa`"

8YhU]`g	
Cfh	7chhVi`gž`8Yi`hgW`U`bX
Ei`Y`Yb	<ul style="list-style-type: none">• k k k "VYf`]bYf!nY]hi`b[`]XY• k k k "fVV`&(`XY• k k k "X]Y!gdcfh`dgmW`c`c[`]Yb`"XY

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