

: U`gW\ Y`9bhgc f[i b[`j c b`GYfj]YhhYb 3`Gc
V`Y]Vh`= \ f`DUd]Yf`fYWmW`VUf°

9fZU\ fYb`G]Yž`k]Y`G]Y`DUd]YfgYfj]YhhYb`ZUW [YfYW\ h
Ybhgc f[Ybž`i a`F YWmW]b[`ni`ZØfXYfb`i bX
I a k Y`hVY`Ughi b[Yb`ni`j Yfa`Y]XYb"



8 Yi hgW\`UbX`!`8]Y`9bhgc f[i b[`j c b`DUd]YfgYfj]YhhYb`ghY`h`j]Y`Y
J YfVfUi W\Yf`j cf`Y]b`8]`Ya`a`U`"8]YgY`U`h`Å[`]W\Yb`I`hYbg]]Ybž`X]Y
j cf`U`Ya`ni`f`GUi`VYf`_Y]h`i`bX`<m[]YbY`VY]a`9ggYb`X]YbYbž
a`ØggYb`bUW`i]\fYa` ; YVfUi`W`_cffY`_h`Ybhgc f[h`k`YfXYb`"
=Zcfa`Uh]cbYb`j`cb`**Fi` \ f`&(`** j`YfXYi`h]W\Ybž`XUgg`GYfj]YhhYbž
HUgW\Yb`hØW\Yf`i`bX`?ØW\Yb`dUd]Yf`b]W\h`i]bg`5`hdUd]Yf`[`Y`ØfYb`"
; fi`bX` \]YfZØf`]ghž`XUgg`X]YgY`c`Z`h`a`]h`9ggYb`gfY`ghYb`i`bX` : YhhYb
j`YfgW\`a`i`hnhg]b`Xž`k`Ug`XYb`F`YWmW]b[`dfcnYgg`Yf` \ YV`]W\
VYY]bh`f`ÅW\h]]`Yb`_Ubb"

J YfgW\`a`i`hnhY`DUd]YfY`_ØbbYb`X]Y`E`i`U`]h`Åh`XYg`5`hdUd]Yfg
[`YZ` \ fXYb`i`bX`[`Ubny`DUd]YfW\Uf[`Yb`i`bVfUi`W\VUf`a`UW\Yb`"
Ni`XYa`_ØbbYb` : YhhY`i`bX`@YVYbga`]hY`fYghY`X]Y`A`UgW\]bYb`]b

XYb`F YWmW]b[Ub`U[Yb`VYgW\AX][Yb``GYfj]YhhYb`XØfZYb`Ui W\`b]W h
]b`X]Y`6]chcbbYž`XU`g]Y`b]W h]j c``ghÅbX][`ca`dcgh]YfVUf`g]bX"
@YX][`]W`i bVYbi hnhYž`gUi VYfY`GYfj]YhhYb`_ÖbbYb`]b
5i gbU\`a YZÄ``Yb`]a`5`hdUd]Yf`Ybhgc f[h`k YfXYbž`YXcW\`a UW h
gW\cb`X]Y`_Y]bghY`J YfgW\`a i hni b[`X]Yg`i ba Ö[`]W"

: Ygh`]W\ Y`NY]hYb`i bX`9bhgc f[i b[gZfU[Yb

≠`XYf`VYj c fghY\`YbXYb`K Y]\`bUW\hgnY]h`ghY``Yb`j]Y`Y`J YfVfUi W\`Yf
ZYgh]W\`Y`5VYbXYggYb`Ui ZX]Y`6Y]bY``8UVY]`ca`a`h`X]Y: fU[Y`Ui Zž
k]Y`VYbi hnhY`GYfj]YhhYb`f]W h][`Ybhgc f[h`k YfXYb`_ÖbbYb`"
**K a b`"XY`VYhc b hž`XUgg`ghUf`_j YfgW\`a i hnhY`cXYf`ZYhh][Y
GYfj]YhhYb`XYZ]b]h]j`]b`XYb`F Ygha Ø``[Y\`ÖfYb``: Øf`U`Yž`X]Y
i bg]W\`Yf`g]bXž`k]fX`Ya`dZc\`Ybž`X]Y`GYfj]YhhY``]YVYf`]a`F Ygha Ø`
ni`Ybhgc f[Yb`"**

8]Y`J Yfk YbXi b[`j`cb`9]bk Y[dfcXi`_hYbž`XUfi bhYf`Ui W\`
9]bk Y[gYfj]YhhYbž`]gh]b`X]YgYf`NY]h`k Y]h]j YfVfY]hYh``8]YgY`_ÖbbYb
YXcW\`i`a`k`Y`hZfYi bX`]W\`gY]bž`k Ybb`g]Y`Ui`g`V]c`c[]gW\`
UVVUi`VUfYb`A`UhYf]U`]Yb`\`Yf[YghY``h`k`i`fXYb``5`hYfbUh]j`V]YhYb
g]W\`Ghc`ZgYfj]YhhYb`Ubž`X]Y`[Yk`UgW\`Yb`i`bX`k]YXYfj Yfk YbXYh
k YfXYb`_ÖbbYb``≠fY`DZY[Y`YfZc`fXYf`h`U`YfX]b[g`6YUW\`hi b[`j`cb
g]YVYb`k`YgYbh]W\`Yb`GW\`f]hYbž`k]Y`XUg`f]W h][Y`K`UgW\`dfc[fUa`a
i bX`X]Y`ZfØ`\nY]h][Y`6Y\`UbX`i b[`j`cb`:`YW`Yb`"

8]Y`l`a`k`Y`h`i`bX`F`Y`W`m`W]b[`d`U`d]Y`f`

8]Y`<`YfghY``i b[`j`cb`DUd]Yf`VYUbgdfi W\`h`Yf\`YV`]W\`Y`b`UhØf`]W\`Y
F`Yggci`fW\`bž`i`bX`XYf`9]bgUhn`j`cb`F`Y`W`m`W]b[`d`U`d]Yf`_`U`bb`X]Y`g`Y`f`
6Y`Ughi`b[`Ybh[Y[Ybk]f`_Yb``K]Y`XUg`**I`a`k`Y`h`Vi`b`X`Y`g`U`a`h`**
Ui`ZnY][hž`VYbÖh][h`F`Y`W`m`W]b[`d`U`d]Yf`) \$i`k`Yb][Yf`9bYf[]Y`i`b`X
``i`k`Yb][Yf`K`UggYf`U`g`Df]a`ÅfZUgYfdUd]Yf``: Øf`X]Y`<`YfghY``i b[
j`cb`%`_][`F`Y`W`m`W]b[`d`U`d]Yf`k`YfXYb``YX][`]W\`%ž&`_][`5`hdUd]Yf
VYbÖh][hž`k`Ug`\`Y`ZYb`_`U`bbž`<`c`n`f`Y`ggci`fW\`b`ni`g`W\`cb`Yb`i`b`X`X]Y
V]c`c[]gW\`Y`J]Y`ZU`h`ni`VYk`U\`fYb`"

8 Ug`F`Y`W`m`W]b[`j`YfZU`\fYb`]gh`YXcW\`b]W\`h`c`\`bY
<`YfUi`gZc`fXYfi b[Yb``6Ygh]a`a`hY`Ghc`ZY`]b`8`fi`W`ZU`fVYb`i`b`X`

?`YVghcZZYb`_ÖbbYb`g]W`a`F`YWmW]b[_fY]g`Ui`Z`Ub`fY]W`Yfb`i`bX`gc
 ni`g`À`h`n`]W`Y`D`f`c`V`Y`a`Y`j`Y`fi`fg`U`W`Y`b`"5`i`g`X]Y`g`Y`a` ;`fi`b`X`]gh`Y`g
 Y`bh`g`W`X`Y]X`Y`b`X`ž`X`U`gg`V`Y`bi`mh`Y`g`D`U`d]Y`f`[`Y`hf`Y`bb`h`i`b`X`[`Y`a`À»`X`Y`f
 Ö`f`h`]W`Y`b`G`U`a`a`Y`g`m`gh`Y`a`Y`Y`b`hg`c`f`[`h`k`]f`X`"8]Y`F`]W`h`]b]Y`b`X`Y`g
 ?`f`Y]g`Ui`Z`k`]f`hg`W`X`U`Z`hg[`Y`g`Y`h`n`Y`g`f`P`f`K` ;`Ł`f`Y[`Y`b`X]Y`[`Y`hf`Y`bb`h`Y
 G`U`a`a`i`b[`i`b`X`J`Y`fk`Y`f`h`i`b[`j`c`b`5`V`Z`A`Y`b`ž`i`a`X]Y
 l`a`k`Y`h`V`Y`U`gh`i`b[`Y`b`ni`a`]b]a`]Y`f`Y`b`"

8]Y`f]W`X`h][`Y`9`b`hg`c`f`[`i`b[`j`c`b`G`Y`f`j`]Y`h`h`Y`b`i`b`X`U`b`X`Y`f`Y`b
 D`U`d]Y`f`g`c`f`h`Y`b`]gh`g`c`a`]h`i`b]W`X`h`i`b`i`f`Y]b`Y` :`f`U[`Y`X`Y`f`<`m[`]Y`b`Y`ž`i`g`c`b`X`Y`f`b
 U`i`W`X`Y`f`J`Y`f`U`b`h`k`c`f`h`i`b[`]Y[`Y`b`Ø`V`Y`f`X`Y`f`i`l`a`k`Y`h`"J`Y`f`V`f`U`i`W`X`Y`f
 g]b`X`U`i`Z[`Y`fi`Z`Y`b`ž`]b`Z`c`f`a`]Y`f`h`Y`9`b`hg`W`X`Y]X`i`b[`Y`b`ni`h`f`Y`Z`Z`Y`b`i`b`X`gc
 Y]b`Y`b`6`Y]h`f`U[`ni`Y]b`Y`f`b`U`W`X`U`h][`Y`f`Y`b`5`V`Z`U`k`]f`hg`W`X`U`Z`h`i`ni`Y]gh`Y`b`"

8`Y`h`U]`g`	
J`c`f`Z`U```	l`a`k`Y`h`
C`f`h`	8`Y`i`h`g`W`X`U`b`X`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k`k`k`"fi`f&(`"XY • k`k`k`"k`a`b`"XY • k`k`k`"i`a`k`Y`h`Vi`b`X`Y`g`U`a`h`"XY

6`Y`gi`W`X`Y`b`G]Y`i`b`g`U`i`Z.`b!`U[`"b`Y`h`