

D]Ughf]`Hf]i a d \]Yfh]b`GdUb]Yb.
J YfghUddYb`a]h`DfcV`Ya Yb`Ui Z`D`Uhn`%\$°

CgWUf`D]Ughf]`[Yk]bbh`XYb`; fc» Yb`DfY]g`j cb`GdUb]Yb`&\$&) ž
k Å\FYbX`A Ul `J YfghUddYb`a]h`DfcV`Ya Yb`Ui Z`D`Uhn`nY\b
`UbXYh"



GdUb]Ybž`@UbX`!`5a`%"`đ b]`&\$&) `ZUbX`XYf`; fc» Y`DfY]g`j cb
GdUb]Yb`ghUhhž`VY]`XYa`CgWUf`D]Ughf]`gY]bY`VYY]bXfi`W_YbXY
@Y]ghi`b[`i`bhYf`6Yk`Y]g`ghY`hY`i`bX`XUg`F`YbbYb`Z0f`g]W`YbhgW`]YX`
@UbXc`Bc`ff]g`YffUb[`XYb`nk`Y]hYb`D`Uhnž`k`Å\FYbX`7`Uf`Yg`@YWF`W
0VYffUgW`YbX`U`g`8`f]hYf`XUg`DcX]i`a`YffY]W`hYž`b`UW`XYa`A`Ul
J`YfghUddYb`a`]h`a`Y\FYfYb`DfcV`Ya`Yb`Ui`Z`XYb`nY\b`hYb`D`Uhn
ni`f0W`Z]Y`"8`]YgY`i`bYfk`UfhYhY`K`YbXi`b[`gcf[`hY`Z0f`fY]W`]W
;`Ygd`ÅW`gghc`Z]a` :`U\FYf`U[`Yf"

B]Wc`<0`_YbVYf[`j`cb`GUi`VYf`"YZYfhY`Y]b`VYa`Yf`_Ybgk`YfhYg
F`YbbYb`i`bX`VY`Y[`hY`XYb`Z0b`ZhYb`D`Uhn`"æ` ;`Y[`YbgUhn`X`Uni
Ybhh`Ai`gW`hYb`X]Y`K`j`]Ua`g!D]`chYb`5`YI`UbXYf`5`Vcb`i`bX`7`Uf`cg
GU]bnž`X]Y`VY]XY`_Y]bY`Di`b`hY`gUa`a`Y`b`_cbbhYb`"5`Vcb`Yf\`]Y`h

ni XYa`Y]bY`nY\bgY_ØbX][Y`GhfUZY`bUW`Y]bYa`Nk]gW`YbZU``a]h
@]Ua`@Uk`gcb`i`bX`VYYbXYhY`XUg`FYbbYb`j`cfnY]h][`bUW`&-
Fi`bXYb`"GU]bn`_Ua`bi`f`U`g`%(`"]bg`N]Y`ž`k`Ug`XYb`9fk`Ufhi`b[`Yb
b]W`h[`YfYW`h`k`i`fXY`"K`]"Ua`g`\UhhY`ni`j`cf`]b`A`cbUW`c`bcW`X]Y
D`ÀhnY`bYi`b`i`bX`nY\`b`VY`Y[`hž`nY][`hY`YXcW`]b`X]YgYa`FYbbYb
Y]bY`gW`k`UW`Y`@Y]ghi`b[`"

A UI`J`YfghUddYb`i`bX`gY]bY <YfUi`gZcfXYfi`b[`Yb

A UI`J`YfghUddYbž`XYf`GhUf`j`cb`FYX`6i`ž`\UhhY`VY]a`";`fc»Yb`DfY]g
j`cb`GdUb]Yb`a`]h`DfcV`Ya`Yb`ni`_`Àa`dZYb`"BUW`XYa`Yf`]b`XYf
YfghYb`Fi`bXY`Y]b][`Y`Dcg]h]cbYb`j`Yf`cfž`_Ua`]\a`Y]bY`NY]hghfUZY
ni`f`I`bnY]h`i`bX`\]bXYfhY`]\b`XUfUbž`gY]bY`[`Yk`c`\bhY`8ca`]bUbn
Ui`gni`ØVYb`"@YmhY`K`cW`Yž`VY]a`9a`]"UI`Fca`U[`bU!;`fUbX!Df]I`ž
\UhhY`J`YfghUddYb`\]b[`Y[`Yb`hf]i`a`d\]Yfh`i`bX`g]W`a`]h`gY]bYf
nk`Y]hYb`GU]gcbg]Y[`]b`XYf`A`Y]ghYfgW`UZh`gci`j`Yf`Àb`YhUV`]Yfhž`k`c
Yf`D]Ughf]i`bX`B`c`ff]g`\]bhYf`g]W`"]Y»"

I`a`ni`a`9a`]"UI`Fca`U[`bU!;`fUbX!Df]I`ni`fØW`ni`_Y`fYb.
J`YfghUddYb`ØVYf`c`hY`D]Ughf]`VYfY]hg`]b`XYf`YfghYb`Fi`bXY`i`bX
g]W`YfhY`g]W`XUa`]h`X]Y`:`Ø`fi`b[`ž`k`À`fYbX`X]Y`VY]XYb`A`W@UfYb!
D]`chYbž`B`c`ff]g`i`bX`D]Ughf]ž`X]Y`D`ÀhnY`nk`Y]i`bX`XfY]`VY`Y[`hYb`"
;`Ycf[`Y`Fi`ggY``i`bX`:`YfbUbXc`5`c`bgc`gW`c`ggYb`g]W`]\bYb`Ubž
k`À`fYbX`Yg`ZØf`7`Uf`cg`GU]bn`Y]b`k`Y]hYfYf`F`ØW`gW`U[`k`Ufž`XYf
a`]h`Y]bYf`Yb`h`Ài`gW`YbXYb`D`Uhn]Yfi`b[`YbXYhY`"

GhUh]gh]_Yb`i`bX`FY`_cfXY

8]Y`U`hi`Y`Y`b`GhUh]gh]_Yb`XYf`:`cfa`Y`%`nY][`Ybž`k`]Y`Xca`]bUbh`A`UI
J`YfghUddYb`]b`XYb`YmhYb`GU]gcbg`k`Uf`"&\$&'`Yfn]Y`hY`Yf`i`bhYf
UbXYfYa`XYb`[`fØ»`hYb`Di`b`_hY]J`c`fgd`fi`b[`Y]bYg`K`Y`ha`Y]ghYfg`a`]h
&-`\$`Di`b`_hYb`gck`]Y`X]Y`a`Y]ghYb`G]Y[`Y]b`:`c`[`Y`a`]h`%`\$`"8]YgY
FY`_cfXY`g]bX`Y]b`bX`_Uhc`f`ZØf`X]Y`_cb`_i`ffYbn`cgY`:`cfa`ž`X]Y`XYf
b]YXYf`ÀbX]gW`Y`:`U`fYf`XYfnY]h`nY][`h`"

8]Y`Ui`ZFY[`YbXYb`FYbbYb`XYf`YmhYb`K`cW`Yb`\UVYb`Ui`W`X]Y

: UbhUg]Y`XYf': Ub g'Ub[YfY[hžX]Y' [YgdUbbh'Ui Z'X]Y`_ca a YbXYb
9j Ybhg'V`]W_Yb"8]Y': cfa Y'!%GU]gcb'&\$&) 'j Yfgdf]W'h'b]W'h'bi f
gdcfh]W'Y`<Ò\Ydi b_hYž'gcbXYfb'Ui W' i bYfk UfhYhY`K YbXi b[Ybž
X]Y`XUg`FYbbYb`k Y]hYf\]b`gdUbbYbX`[YghU`hYb"

8]Y`9bhk]W_`i b[Yb`VY]`K]``Ua g`i bX`X]Y`@Y]ghi b[Yb`XYf`UbXYfYb
HYUa g`k YfXYb`XUVY]`[YbUi`VYcVUW'hYh"8]Y`b`ÅW'ghYb`F YbbYb
_ÒbbhYb`YbhgW'Y]XYbX`XUZØf`gY]bž'cV`K]``Ua g`Ui g`gY]bYf`XYfnY]h
gW'k]Yf][Yb`@U[Y`\YfUi gZ]bXYb`_Ubbž]bgVYgcbXYfY`]a`<]bV`]W_
Ui Z'X]Y`VYj c fghY\YbXYb`<YfUi gZcXYfi b[Yb`]b`XYf`A Y]ghYfgW'UZh"

Ni gUa a Yb[YZUggh`Àggh'g]W'`gU[Ybž`XUgg`XYf'; fc»Y`DfY]g`j cb
GdUb]Yb`X]Y`9fk Ufhi b[Yb`Y]ba U`a Y`f`ØVYfhfcZYb`\Uhž]bXYa`Yf
b]W'h'bi f`X]Y`U_hi Y`Yb`@Y]ghi b[Yb`XYf': U`fYfž'gcbXYfb'Ui W`X]Y
8mbUa]_`]a`HYUa`!FUb_]b[`XYi h]W'`a UW'hY"

K Y]hYfY`8YhU]`g`ni a` ; fc»Yb`DfY]g`j cb`GdUb]Yb`_ÒbbYb`VY]`
XYfk YghYb"XY` [YZ] bXYb`k YfXYbž`k`À\YbX`X]Y
6Yf]W'hYfghUhi b[`ØVYf`XYb`9a`]]U!Fca U[bU!; fUbX!Df]!`VY]`
d`UbYhZ%"Wĉa` 'j YfZØ[VUf`]gh": Øf`\]ghc f]gW'Y`8UhYb`i bX
GhUh]gh]_Yb`c`b`h'g]W'`Y]b`6`]W_`Ui Z`K]_]dYX]U"

8YhU]`g	
J c fZU``	Gcbgh][Yg
C fh	GdUb]Ybž`@UbX
E i Y`Yb	<ul style="list-style-type: none">• k k k "XYfk YghYb"XY• k k k "d`UbYhZ%"Wĉa• XY"a "k]_]dYX]U"cf[

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