

8 Yi hgW\`UbXg`9!5i hc!K Yf_Y`]a `: c_i g.
J cffY]hYf`XYf`[fØbYb`A cV]`]hÅh°

Nk]W_Ui `]gh`8Yi hgW\`UbXg`nk Y]h[fØ» hYg`9!5i hc k Yf_ž'a]h
VYXYi hYbXYf`DfcXi _h]cb`i bX`<YfUi gZcfXYfi b[Yb`ZØf`X]Y
I a k Y`hi bX`5fVY]hg_fÀZhY"



Nk]W_Ui ž`8Yi hgW\`UbX`!`8]Y`9`Y`_hfca cV]`]hÅh`ghY`h`j`cf
nU\`fY]W\Yb`<YfUi gZcfXYfi b[Yb`i bX`7\`UbW`b` `VYgcbXYfg`]b
8Yi hgW\`UbX`"J]Yf`XYf`ZØbZ`[fØ» hYb`9!5i hc k Yf_Y`9i fcdUg`\UVYb
\]Yf`]\fYb`G]hnžk]Y`X]Y`5bU`mgY`j`cb`5i hcZchY`nY][h`"8]Yg
VYgW\`fY]Vh`X]Y`8ca]bUbn`XYf`XYi hgW\Yb`5i hca cV]`]bXi ghf]Y`]a
6YfY]W\`XYf`6UhhYf]Y`Y`_hf]gW\Yb`: U\`fnYi [Y`i bX`a UW\`h`XYi h]W\`ž
k]Y`k]W\`h][`X]YgY`9b`hk]W`_i b[`ZØf`X]Y`Ni _i bZh`]gh"

=a `↵\f`&\$&&`Yfn]Y`hY`XUg`HYg`U!K Yf_`]b`; fØb`Y]XYž`XUg`]b`XYf
BÅ\`Y`j`cb`6Yf`]b`"Y[hž`Y]bYb`VYY]bXfi W`_YbXYb`5i gghc» `j`cb
&%*"(\$-`6UhhYf]YUi hc`g`i bX`g]W\YfhY`gca]h`XYb`YfghYb`D`Uhn`]b
9i fcdU`"5b`nk Y]hYf`GhY`"Y`Zc`[h`XUg`J`K`!K`Yf_`]b`Nk]W_Ui `a]h
&\$' "&(&`dfcXi n]YfhYb`: U\`fnYi [Yb`"6A`K`_Ubb`g]W\`a]h`%+`*", &&

5i hcg'Ui g'8]b[c`Z]b['Ui Z'D`Uhm`XfY]'gY\Ybgk YfhY`GhØW_nU\`Yb
j YfVi WXYb"8]Y`VY]XYb`J K !GhUbXcfhY`]b`9a XYb`i bX`XYf
ZfUbnØg]gWXY`GhUbXcfh`j cb`F YbUi `h`]b`8ci U]`fi bXYb`XUg`6]`X`UV"

8]Y`< YfUi gZc fXYfi b[Yb`j cb`HYg`U`]b
; fØb`Y]XY

8]Y`;][UZUW`hcfm]b`; fØb`Y]XYž`X]Y`Ua`' &&"`A`Àfn`&\$&&`cZZ]n]Y``
YfØZZbYh`k`i`fXYž`]gh`HYg`Ug`YfghY`Yi`fcd`À]gWXY`DfcXi`_]cbgggh`À`hY`"
Hfchn`XYf`dcg]h]j`Yb`DfcXi`_]cbgnU\`Yb`g]Y\`h]g]WXY`XUg
I`bhYfbY\`a`Yb`Y`XcW`a`]h`Yf\`YV`]WXYb`_]h]gWXYb`Gh]a`a`Yb
_cbZfcbh]Yfh" `a` :`c`_i`g`ghY\`Yb` :`fU[`Yb`XYg`K`UggYfj`YfVfUi`W`gž`XYf`
I`a`k`Y`hj`YfgW`a`i`hni`b[`i`bX`XYf`K`U`XfcXi`b[`"5`_hi`Y``VYgW`À`Zh][`h
X]Y` :`UVf]_`a`Y`f`U`g`%&`\$\$\$\$`A`]hUfVY]hYfž`UVYf`Ui`Z[`fi`bX`g]b`_YbXYf
5VgUhnU\`Yb`ghY\`Yb`Ub[`Y`_ØbX][`hY`GhY``YbUVVUi`d`À`bY`]a`F`Ui`a`"
Gc`Xfc\`h`XYf`J`Yf`i`gh`j`cb`%(`"\$\$\$\$`5fVY]hgd`À`hnYbž`XUfi`bhYf`+\$\$\$]b
;`fØb`Y]XYž`k`À`fYbX`[`Y]W`nY]h][`X]Y`HYg`U!5`_h]Yb`]b`X]YgYa``Ź\`f
Y]b`8f]hY``]`YfYg`K`YfhYg`j`Yf`c`fYb`\`UVYb"

I`a`k`Y`hU`_h]j`]ghYb`a`U\`bYbž`XUgg`XYf`K`UggYfVYXUfZ`XYf` :`UVf]_`
gWXY]W`hk`Y[`ni` \`cW`]gh"8`Yf`K`UggYfj`YfVfUi`W`j`cb`%ž(`A`])`cbYb
?`i`V]_a`YhYfb`dfc`Ź\`f`Yb`hgdf]W`h`XYa`Y]bYf`GhUXh`a`]h` "\$\$\$\$\$
9]bk`c\`bYfb"5`b[`Yg]W`hg`XYf`HfcW`Yb\`Y]h`]b`6`fUbXYbVi`f[`g]bX
X]Yg`VYgc`f[`b]gYffY[`YbXY`NU\`Yb" `Hfchn`XYf`6YXYb`_Yb`\`YVh`HYg`U
\`Yfj`cfž`XUgg`XYf`K`UggYfVYXUfZ`i`bhYf`XYb`j`YfhfU[`]W`
ni`[`Y`UggYbYb`K`YfhYb`]Y[`h"8`cW`?`f]h]_Yf`j`Yfk`Y]gYb`Ui`Z`X]Y`&`*
I`a`k`Y`hj`cfZ`À``Y`gY]h`XYf`9fØZZbi`b[`ž`XUfi`bhYf`6`fUbX!`i`bX
5V`k`UggYfdfcV`Ya`Y"

8Yf`Yi`fcd`À]gWXY`9!5i`hca`Uf`_h`]a`K`UbXY`

æ`[`fØ`»`YfYb`?`cbhYi`h`nY][`h`g]WXY]b`Ub\`U`hYbXYf`K`UbXY``]b`XYf
5i`hca`cV`]bXi`ghf]Y`]b`9i`fcdU" `@Ui`h`GhUh]ghU`a`UW`h`XYf
A`Uf`_hUb`hY`]j`cb`V`UhhYf]YY`Y`_hf]gWXYb` :`U\`fnYi`[`Yb`]a`Ź\`f`&\$&`
Yhk`U`%(`ž`Dfc`nYb`h`Ui`g"6`YgcbXYfg`VYa`Yf`_Ybgk`Yfh]ghž`XUgg
6Ybn]b!`i`bX`8]YgY`Ui`hcg`Yfgha`U`g`k`Yb][`Yf`U`g`X]Y`<`À`ZhY`XYf
BYi`ni`Uggi`b[`Yb`Ui`ga`UW`hYb"8]Y`J`c`_gk`U[`Yb`;`fi`ddY`g]WXYfhY

g]W\`ja` [`Y]W\Yb`:\f`Y]bYb`A Uf_hUbhY]`j cb`&`*`DfcnYbh`VY]`XYb
D_k`!BYi ni`Uggi b[Yb`]b`XYf`9I` "

B c f k Y [Yb`ZØ\fh`VYY]bXfi W_YbXY`, &`DfcnYbh`Ub`9!5i hcg`]b
BYi ni`Uggi b[Yb`Ui Z`k Å\fybX`X]Y`B]YXYf`UbXY`k Y]hYf\]b`Ub`XYf
Gd]hnY`VY]`XYb`@UXYdi b_hYb`]b`9i fcdU`ghY\Yb`"6]g`&\$'`)`d`Ubh`X]Y
9I ž`X]Y`Ni`Uggi b[`bYi Yf` : U\fnYi [Y`a`]h`J YfVfYbbi b[ga`chc`fYb
Ui g`Ui ZYb`ni`UggYbž`k Ug`XYb`l a`ghY[`ni f`9`Y_hfca`cV]`]hÅh
k Y]hYf`VYgW\`Yi b][Yb`XØfZhY`"8]Y`B`chk YbX][`_Y]hž`X]Y
@UXY]bZfUghfi`_hi`f`Ui`gni`VUi`Ybž`]gh`XUVY]`YggYbn]Y`ž`]bgVYgcbXYfY
]b`cghYi fcdÅ]gW\Yb`@ÅbXYfbž`k`c`XYf` : c`fhgW\`f]h`h`Ub[gUa`Yf
j`Yf`Åi`Zh`"

GW\`ØggY`ZU_hc`fYb`ZØf`X]Y`Ni`_i`bZh`XYf
9`Y_hfca`cV]`]hÅh

8Yi hgW\`UbX`]gh`U`gc`b]W\h`bi`f`Y]b` : Ø\fyf`]b`XYf`DfcXi`_h]cb`j`cb
9`Y_hfcZU\fnYi [Ybž`gcbXYfb`ghY\h[`Y]W\`nY]h][`ja` `NYbhfi`a
nU\`fY]W\Yf`8]g_i`gg]cbYbž`X]Y`X]Y`l`a`k`Y`h`i`bX`X]Y`gcn]U`Yb
5gdY_hY`XYf`DfcXi`_h]cb`VYhfYZZYb`"8]Y`HUhgUW\Yž`XUgg
l`bhYfbY\`a`Yb`k`]Y`HYg`U`i`bX`J`c`_gk`U[Yb`bi`b`j`c`f`XYf
<YfUi`gZc`fXYfi`b[`ghY\Ybž`\fy`DfcXi`_h]cb`gdfcnYggY`gck`c`\`
Ò_c`c`[]gW\`U`g`Ui`W\`gcn]U`bUW\`U`h][`ni` [YghU`hYbž`nY][`hž`XUgg]`ja
F`YbbYb`i`a`X]Y`9`Y_hfca`cV]`]hÅh`j`]Y`Ui`Z`XYa` `Gd]Y`ghY\`h`K`]Y
g]W\`X]Y`G]hi`Uh]cb`k`Y]hYfYbhk`]W_Y`b`k`]fXž`V`Y]Vh`gdUbbYbX`i`bX`k`]f
\`U`hYb`G]Y`ØVYf`U`Y`9`bhk`]W_i`b[Yb`Ui`Z`XYa` `@Ui`ZYbXYb`"

8YhU]`g	
C`fh	Nk`]W_Ui`ž`8Yi`hgW\`UbX
E`i`Y`Y`b	<ul style="list-style-type: none">• k`k`k`"Ui`hc`Z`c`hhY`"XY• k`k`k`"XYi`hgW\`UbX`Zi`b`_"XY• XY`"ghUh]ghU`"W`a

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