

F Yj c`i h]cb`XYf`7\]fi f[]Y. `F cVchYf
cdYf]YfYb`^Yhnh`[Ubn`c`bY`A YbgW\ Yb`°

BYi Y` : cfhgW\ f]hhY`]b`XYf`F cVch]_`fYj c`i h]cb]YfYb`X]Y
7\]fi f[]Y. `5i hcbca Y`GmghYa Yž`df\An]gYfY`9]b[f]ZZ`i`bX
j YfVYggYfhY`DUh]YbhYbYf[YVb]ggY"



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?]Y`ž`8Yi hgW\`UbX`!`F cVchYfW\]fi f[]Y`]gh`Y]b`H\Ya Už`XUg`]a a Yf
a Y\ f`6YUW\ hi b[`Z]bXYhi bX`g]W\`]b`XYf`a`YX]n]b]gW\Yb`K`Y`h`ghUf_
k Y]hYfYbhk]W_Y`h`"8]Y`U`_hi Y`Yb` : cfhgW\ i b[Yb`XYf`<`x` \`bg`<`cd`_]bg
**I b]j Yfg]hmž`i`bhYfghØmh`Xi`fW\`XYb`6i`bXž`nY][`Ybž`k`]Y`Ui`hcbca
UfVY]hYbXY`F cVchYf`XUg`_]fi f[]gW\Y`J`YfZU\`fYb`fYj c`i h]cb]YfYb
_ÖbbYb`"9]b`VYgcbXYfYf` : c`_i`g`]Y[`h`\]YfVY]`Ui`Z`XYa` `j`cb`5i`Y`
?f]Y[`Yf`Ybhk]W_Y`hYb`Ga`Ufh`H]ggi`Y`5i`hcbca`ci`g`F cVch`fGH5F`Ł`
8]YgYf`F cVch`k`]fX`U`g`J`cffY]hYf`VYgW\ f]YVYbž`XU`Yf`a`]h`Y]bYf
?ca`V]bUh]cb`Ui`g`a`YW\Ub]gW\Yf`Df\An]g]cb`i`bX`a`YbgW\`]W\Yf
5bdUggi`b[`gZ\`][`_Y]h`XUg`N]Y`j`YfZc`[`hž`Y]b`_]b]gW\`Y]bgYhnVUfYgž
Ui`hcbca`Yg`W\]fi f[]gW\Yg`GmghYa` `ni`gW\`UZZYbž`XUg`XYb
j`]Y`Z\`h][`Yb`<`YfUi`gZc`fXYfi`b[`Yb`XYf`DUh]YbhYbj`Yfgcf[`i`b[`[`YfYW\`h
k`]fX"**

æa`F U\ a`Yb`gY]bYf`YfghYb`cdYfUH] Yb`HYghg`ZØ\fhY`XYf`GH5F`Y]bY`
`UdUfcg_cd]gWXY`CdYfUH]cb`Ub`Y]bYa`"YVYbXYb`H]Yf`Xi`fW`
[YbUi`Yf`[YgU[hž`Ub`Y]bYa`"GWk`Y]b`"8]Yg`Z]Y`&\$&&]bg`5i`[Y`i`bX`
ghY`h`Y]bYb`VYXYi`hYbXYb`:`cfhgW`f]h`XUf`"8UVY]`_Äa`dZhY`XYf`
FcVchYf`a`]hj`cfVYgh]a`a`hYb`:`Yk`YVYb`i`bX`]b`Y]bYf`_cbhfc`"YfhYb`
l`a`[YVi`b[ž`k`Ug`Y\Yf`Y]bYf`fY]bYb`@UVcfi`a`[YVi`b[`Ybhgd]f]W`hž`]
XYf`XYf`Y]b[YghY`hY`CdYfUH]cbgd`Ub`ghf]_hj`YfZc`[h`k`i`fXY`"8Ug`
Yf]bbYfhghUf`_Ub`Y]bYb`FcVchYfž`XYf`gY]bY`F`ci`hY`[YbUi`_Ufh]Yfhž`
i`a`]g]Y`dYfZY`_h`UVni`ZU\fyb`"

8]Y`9j`c`i`h]cb`XYf`W`]fi`f`[]gWXYb`FcVch]_

8]Y`:`YgW`]W`hY`XYf`FcVchYfW`]fi`f`[]Y`fY]W`h`ni`fØW`_V]g`]b`X]Y`
%-`,\$Yf`ž\`fYž`U`g`a`]b]a`U`!]bj`Ug]j`Y`HYW`b]_Yb`9]bni`[`]Y`hYb`"Gc`
ZØ\fhY`XYf`XYi`hgWXY`7\]fi`f`[?`i`fh`GYa`a`"%-`,`X]Y`YfghY`
`UdUfcg_cd]gWXY`5ddYbXY`_hca`]Y`Xi`fW`ž`[YZc`[hij`cb`XYf`YfghYb`
`UdUfcg_cd]gWXYb`7\c`YnmghY`_hca`]Y`%-`,`+`]b`:`fUb`_fY]W`"%-`-`+`
k`i`fXY`X]Y`YfghY`FcVchYf!CdYfUH]cb`a`]hY]bYa`Dfchchmd`bUa`Ybg`
`A`cbU`@]gU`_]b`6Y`[]Yb`Xi`fW`[YZØ\fh`"8]YgY`9bhk`]W`_i`b[Yb`
YVbYhYb`XYb`K`Y[`ZØf`a`cXYfbY`GmghYa`Y`k`]Y`XUg`**XU`J`]b`W`**
**Gi`f`[]W`_GmghYa`ž`XUg`Yi`hY`U`g`XUg`Y]bn][Y`j`cb`XYf`:`8`5`
ni`[Y`UggYbY`GmghYa`ZØf`K`Y]W`[Yk`YVY!CdYfUH]cbYb`[]h`"**

8Ug`XU`J`]b`W`!GmghYa`YfZFYi`h`g]W`k`Y`hk`Y]hYf`6Y`]YVh\Y]hi`bX`k`]fX`
]b`Y]bYf`J`]Y`nU\`j`cb`:`UW`VYfY]W`Yb`Y]b[YgYhnh`"9g`Yfa`Ö[`]W`h`
7\]fi`f`[Yb`Xi`fW`gY]bY`gdYn]Y`Yb`fcVchYfUgg]gh]YfhYb`5fa`Yž`X]Y`
X]Y`6Yk`Y[i`b[Yb`XYf`a`YbgW`]W`Yb`<UbX`bUW`U\`a`Ybž`dfÄn]gYf`
ni`cdYf]YfYb`"Ni`XYa`V]YhYh`Yg`Y]bY`XfY]X]a`Ybg]cbU`Y`G]W`h`Ui`Z`
XUg`CdYfUH]cbgZY`Xž`k`Ug`X]Y`:`YbUi`][_Y]h`Yf\Ö`h`i`bX`gca`]h`X]Y`
DUh]Yb`hYbj`Yfgcf[i`b[`j`YfVYggYfh`"

J`cfhY]`Y`i`bX`<YfUi`gZcfXYfi`b`[Yb`XYf` FcVchYfW`]fi`f`[]Y`

8]Y`J`cfhY]`Y`XYf`FcVchYfW`]fi`f`[]Y`g]bX`VYY]bXfi`W`_YbX`"8Uni`
nÄ\`Yb`Y]bY`j`YfVYggYfhY`W`]fi`f`[]gWXY`DfÄn]g]cbž`Y]bY`fYXi`n]YfhY`
æbj`Ug]j`]hÄ`h`i`bX`Y]bY`gW`bY`YfY`:`YbYgi`b[`XYf`DUh]Yb`hYb`"?`Y]bYfY`

9]bgWk b]hhY`Z0\fyb`]b`XYf`FY[Y`ni`k Yb][Yf`GWka YfnYb`i bX
_0fnYfyb`? fUb_Yb\Ui`gUi`ZYbh\U`hYb" `5`YfX]b[g[]Vh`Yg`Ui`Wk
<YfUi`gZcfXYfi`b[Yb.`8]Y`\c\Yb`5bgWk`UZZ`b[g_cghYb`j`cb`V]g`ni`&
A`]]cbYb`9i`fc`i`bX`A\`f`]Wk`Yb`#ghUbX\U`hi`b[g_cghYb`z`X]Y`g]Wk`Ui`Z
fi`bX`%)`\$`\$\$\$`9i`fc`VY`Ui`ZYb`z`_0bbhYb`XYb`Ni`[Ub[`ni`f
HYWk`bc`c[]Y`Z0f`j]Y`Y`9]bf]Wk`hi`b[Yb`Y]bgWk`fAb_Yb"

A`j]h`XYf`ni`bY`a`Yb`XYb`#hY[fUh]cb`j`cb`F`cV`chY`fgmghYa`Yb`]b`X]Y
a`YX]n]b]gWk`Y`DfUi`]g[]Vh`Yg`Ui`Wk`Y]bY`k`UWk`gYb`XY`B`UWk`ZfU[Y
bUWk`Ub`XYfyb`<YfghY`Yfb" `A`YX`h`f`c`b]Wk`G`h`f`m`_`Y`f`i`b`X`H]h`Ub
A`YX]Wk`\`UVYb`?`cb`_i`ffY`bngmghYa`Y`Yb`hk`]W`Y`h`z`X]Y`9a`dZUb[`i`b`X
5bk`Yb`Xi`b[`XYf`F`cV`ch]_]b`XYf`7\]fi`f[]Y`X]j`Yfg]Z]n]Yfyb"

9]b`k`Y]hYfyf`5gdY`_h]gh`X]Y`b`chk`Yb`X][Y`GW`i`i`b[`XYf`7\]fi`f[Yb"
8Yf`,`VYf[Ub[`ni`fcV`chY`fWk]fi`f[]gWk`Yb`HYWk`b]_Yb`Vf]b[h`Y]b`Y
@Yfb`_i`fj`Y`a`]h]g]Wk`z`X]Y`b]Wk`h`bi`f`NY]h]b`5bgdfi`Wk`b]a`a`h`z
gcb`XYfb`Ui`Wk`G]Wk`Yf`Y]hgVY`XYb`_Yb`Ui`Zk`]f`Zn`HYWk`b]gWk`Y
DfcV`Ya`Y`i`b`X`[Ygi`b`X`Y]h]Wk`Y`F]g]_Yb`_0bbYb`X]Y`5bk`Yb`Xi`b[
X]YgYf`HYWk`bc`c[]Yb`Y]bgWk`fAb_Yb"

9]b`j`]Y`j`YfgdfYWk`Yb`XYf`5i`gV`]W`_`Ui`Z`X]Y`Ni`_i`b`Zn`XYf
F`cV`chY`fWk]fi`f[]Y`]gh`X]Y`A`0[`]Wk`_`Y]h]j`cb`dY`fgcb`U`]g]YfhYb
C`dY`fUh]cbYb`Xi`fWk`X]Y`Bi`hni`b[`j`cb`;`Yb`ca`X`UhYb" `A`]h`XYa
:`c`fhgWk`f]h]b`_0bgh]Wk`Yf`#hY`][Ybn`i`b`X`a`U`gWk`]b`Y`Ya`@YfbYb
_0bbhYb`Ui`h`c`b`c`a`U`f`V`Y]hYb`XY`Wk]fi`f[]gWk`Y`J`Yf`ZU`fYb`F`YU`]h`A`h
k`Yf`XYb`z`Y`V`Y`b`gc`k`]Y`HY`Ygi`f[Yfm`z`X`Ug`\`c`Wk`Y`fh][Yb`Ni`[Ub[`ni`f
7\]fi`f[]Y`Ui`Wk`]b`UV[Y`Y[YbYb`;`YV]YhYb`Yfa`0[`]Wk`h"

#g[YgUa`h`nY]Wk`b`Y`h]g]Wk`UV`z`X`Ugg`X]Y`F`cV`chY`fWk]fi`f[]Y`b]Wk`h`bi`f
X]Y`5fh`i`b`X`K`Y]gY`z`k`]Y`C`dY`fUh]cbYb`Xi`fWk`[YZ0\`fh`k`Yf`XYb`z
j`Yf`Ab`XY`fh`z`gcb`XYfb`Ui`Wk`X]Y`9fk`Ufhi`b[Yb`Ub`ni`_0b`Zh][Y
Wk]fi`f[]gWk`Y`9]b[f]ZZY`[fi`b`X`Y[Yb`X`b`Yi`[YghU`hY`h`z`i`a`Y]bY`bc`Wk
Y`ZZY`_`h]j`YfY`DUh]Yb`hY`bj`Yfgcf[i`b[`ni`[Yk`A`\`f`Y]ghYb"

8YhU]`g	
Cfh	?]Y`z`8Yi`hgWk`UbX

8YhU]`g	
E i Y`Yb	<ul style="list-style-type: none">• k k k "Yi fcdYUb!\ cgd]hU`"Wca• da WbW]"b`a "b]\ "[cj• k k k "VXWXY

6Ygi W\Yb`G]Y`i bg`Ui Z.`k ca , +"XY