

K]fhgW\ UZhgW\ Uc g`Xfc \ h. 'I G!NÒ`Y [YZÀ\ fXYb`6Y`[]Ybg`=bXi ghf]Y`°

6Y`[]gW\Y`HYW\bc`c[]Y!! b]cb`k Ufbh`j cf`I G!NÒ`Yb.
K]fhgW\ UZh]W\Y`5i gk]f_i b[Yb`i bX`ghfUhY[]gW\Y`5bhk cfhYb
XYf`9I `]a` : c_i g"



6Y`[]Yb`!`8]Y`_ca a YbXYb`K cW\Yb`VYgW\ÀZh][Yb`g]W\ `]b`XYf`9I
a]hY]bYf`XfÀb[YbXYb` : fU[Y. `K]Y`fYU[]Yfh`X]Y`Yi fcdÀ]gW\Y
=bXi ghf]Y`Ui Z`X]Y`Ub[Y_ØbX][hYb`I G!`a dcfmÒ`Y`j cb`" \$`i 3`6Ufh
GhYi _YfgžXYf`7\YZXYf`VY`[]gW\Yb`HYW\bc`c[]Y!! b]cb`5[cf]Už
k Ufbh`j cf`Y]bYa` `k]fhgW\ UZh]W\Yb`8YgUghYf žXUg`X]YgY`NÒ`Y`ZØf
X]Y`VY`[]gW\Y`=bXi ghf]Y`bUW\`g]W\`n]Y`Yb`_ØbbhYb`"A]h`K]f_i b[
ni a`%"`5i [i gh`gc`Yb`X]YgY`NÒ`Y`"Ui h`I G!DfÀg]XYbh`8cbU`X`Hfi a`d
]b`?fUZh`hfY`hYb`"GhYi _Yfg`U`hVYfY]hg`X]Y`Yi fcdÀ]gW\Yb
: Ø\fi b[g_fÀZhY`Ui Z[YZcfXYfhž`VYgcb`bYb`ni`U[]YfYb`ž`i a`XYb
?cbZ]_h`b]W\hi bbØh][`ni`j YfgW\ÀfZYb`i bX`U`hYfbUhj Y`A`Äf`_hY`ni
Yf_i bXYb`" 8U`"Y[h`k Ug`Ub žVYhcb`h`Yfž`k`À`fYbX`Yf`X]Y
Bchk YbX][_Y]h`ni f`JYfVYggYfi b[`XYg`6]bbYba Uf`_hYg`Yfj cf`YVhž
XYbb`"Ui h`XYa` `k : `Ybhgd`fYW\Yb`X]Y`U`_hi Y`Yb`<UbXY`gVUff]YfYb

]b`XYf`9l`Y]bYa`a`dcfhnc``j`cb`((`i`Ui`Z`K`UfYb`i`bX`%`%\$`i`Ui`Z`
8]YbghY]ghi`b[`Yb`"

9]b`j`]Y`j`YfgdfYWX`YbXYf`5bgUhn`ni`f`5Va`]`XYfi`b[`XYf`dchYbn]Y`Yb`
GW`ÅXYb`_`ÖbbhY`X]Y`nØ[`][`Y`:`Yfh][`ghY``i`b[`j`cb`
<UbXY`gUV`_ca`a`Yb`a`]h`@`ÅbXYfb`k`]Y`A`YfWc`gi`fž`A`YI`_]c`i`bX`7`\`]Y`
gY]bž`gck`]Y`X]Y`F`Uh]Z]n]Yfi`b[`j`cb`7`9H5`a`]h`?`UbUXU``5i`W`X]Y`
J`Yf`\`UbX`i`b[`Yb`a`]h`5i`ghfU`]Ybž`⊖X]Ybž`⊖XcbYg]Ybž`H\U`]UbX`i`bX`
A`U`Umg]U`gc``hYb`b]W`h`Ui`Z`X]Y``Ub[`Y`6`Ub`_`[`YgW`c`VYb`k`YfXYb`"
A`]b]ghYf`A`UI`]a`Y`DfÅ`j`ch`gdf]W`h`j`cb`Y]bYf`@cgY!@cgY!G]hi`Uh]cb`ž`
k`Å`fYbX`9i`fcd`ÅYf`k`]Y`5b`hcb]c`7`cghUž`DfÅg]XYb`h`XYg`
9i`fcd`Å]gW`Yb`F`UhY`gž`k`UfbYbž`XUgg`X]Y`N`Ö`Y`]bZ`Uh]cb`ÅfY`
HYbXYbnYb`Ub`\Y]nYb`i`bX`XUg`K`]fhgW`UZh`gk`UW`ghi`a`VfYa`gYb`
_`ÖbbhYb`"

⊖hYfbUh]cbU`Y`F`YU`_h]cbYb`i`bX`d`c`h]gW`Y` 8`Y`V`UhhY`b`

8]Y`d`c`h]gW`Y`@`UbXgW`UZh`fYU[`]Yfh`YVYbgc`Ui`Z`X]Y`Xfc`\YbXYb`
N`Ö`Y``B`UW`Hfi`a`dg`K`]YXYfk`U`\``]a`B`cj`Ya`VYf`&\$&(`X]g`_i`h]YfhYb`
X]Y`A`]h[``]YXYf`XYg`9i`fcd`Å]gW`Yb`DUf`Ua`Ybhg`fA`9Dgk`]bhYbg]j`ØVYf`
X]Y`b`ÅW`ghYb`GW`f]hhY`]b`XYb`9l`!!`G!6Yn]Y`\i`b[`Yb``: `Ø`fYbXY`A`9Dg`
k`]Y`5XUa`Gn`Ud`_U`VYhcbYb`X]Y`6YXYi`hi`b[`j`cb`ZU]fYb`
]bhYfbUh]cbU`Yb`<UbXY`gfY[`Y`b`i`bX`j`YfXYi`h]W`Ybž`XUgg`c`ZZYbYf`
<UbXY`gck`c`\`X]Y`DfcXi`_h]j`]h`Å`h`ghY][`Yfh`U`g`Ui`W`5fVY]hgd`ÅhnY`
g]W`Yfh`8Yf`9l`!`?`ca`a`]ggUf`ZØf`<UbXY`ž`A`Ufc`Y`Zécj`]éž`k`Ufbh]j`cf`
XYb`bY[`Uh]j`Yb`5i`gk`]f`_i`b[`Yb`X]YgYf`N`Ö`Y`Ui`ZI`bhYfbY`a`Yb`i`bX`
J`YfVfUi`W`Yfž`XU`ghY][`YbXY`?`cghYb`X]fY`_h`Ui`Z`X]Y`I`G!6Øf[`Yf`
UV[`Yk`Å`nh`k`YfXYb`"

⊖`Y]bYa`a`Øb[`ghYb`8YVUhhYbVY]hfU[`VYhcbhY`6YfbX`@Ub[`Yž`
J`c`fg]hnYbXYf`XYg`]bhYfbUh]cbU`Yb`<UbXY`gUi`ggW`i`ggYgž`XUgg`X]Y`
9l`a`Ø[``]W`Yfk`Y]gY`a`]h;`Y[`Yba`U»`bU`a`Yb`fYU[`]YfYb`_`ÖbbhY`"
Gcd`\Y`K`]a`Ägž`ghY``j`YfhfYhYbXY`J`c`fg]hnYbXY`XYf`
DUf`Ua`YbhgXY`Y[`Uh]cb`ZØf`X]Y`6Yn]Y`\i`b[`Yb`ni`XYb`i`G5ž`gdf]W`h`
j`cb`XYf`B`chk`YbX][`_Y]h`Y]bYf`_`UfYb`5VgW`fYW`_i`b[``]a`<]bV`]W`
Ui`Z`Xfc`\YbXY`N`Ö`Y``Ä`f`5ddY``]gh`XYi`h]W`.`9i`fcd`U`a`i`gg`VYfY]h`
gY]bž`g]W`ni`k`Y`fYb`i`bX`gY]bY`GW`ØggY`]bXi`ghf]Yb`ni`gW`ØhnYb`"

² _cbca]gW\ Y`5i gk]f_i b[Yb`Ui Z`XYb
Yi fcdÀ]gW\ Yb`A Uf_h

K Ug`VYXYi hYh`XUg`ZØf`X]Y`9I !I bhYfbY\`a Yb3`9]bY`5bU`mgY`nY][hž
XUgg`b]W\h`bi f`X]Y`X]fY`_hYb`9I dcfhYi fY`j cb`X]YgYb`NÖ`Yb
VYhfcZZYb`gY]b`k YfXYbž`gcbXYfb`Ui W\`nU\`fY]W\Y`I bhYfbY\`a Ybž
X]Y`F c\`ghcZZ`cXYf`8]Ybgh`Y]ghi b[Yb`Ub`X]YgY`9I dcfhYi fY`j]ZYfb
i bX`g]Y`VY[Øbgh][Yb``8]Y`Yfa`]hY`hYb`]bX]fY`_hYb`5i gk]f_i b[Yb
g]bX`_ca`d`YI`i bX`YfZcXYfb`Y]bY`XYhU]`j]YfhY`5bU`mgY`XYf
Yi fcdÀ]gW\Yb`DfcXi`_]cbgbYhmk Yf`Y``G]a`i`Uh]cbYb`a`]h`Y]bYa
ei Ubh]hUh]j Yb`A cXY``nY][Ybž`XUgg`Y]b`dUi`gW\U`Yf`Nc``gUhn`j cb`&)
i`X]Y`9I !9I dcfhY`]b`X]Y`I G5``Ub[Zf]gh][`i`a`X]Y`<`À`ZhY`fYXi`n]YfYb
_ÖbbhY"

6YgcbXYfg`VYhfcZZYb`k`ÀfYb`GW\`ØggY`]bXi`ghf]Yb`k]Y`X]Y
D\Ufa`UnYi`h]_Už`XYf`HfUbgdcfhgY`_hcf`i bX`X]Y`5i`hca`cV]`]bXi`ghf]Y`
8]YgY`GY`_hcfYb`_ÖbbhYb`9]bVi`» Yb`nk`]gW\Yb`(`ž%i`bX`-`ž`i`
\]bbY\`a Yb`a`ØggYb``8 Ug`fYU`Y`6`Ð`XYf`9I`_ÖbbhY`i`a
Xi`fW\gW\b]h]W\`\$ž&)`i`g]b`_Ybž`k`cVY]`@`bXYf`k`]Y`8Yi`hgW\`UbX
a`]h`Yhk`U`\$ž`'`i`fYW\`bYb`a`ØggYb``9]bn][`Xi`fW\`j`Yfh]Y`ZhY
<UbXY`gVYn]Y\`i b[Yb`a`]h`DUfhbYfb`k`]Y`?`UbUXUž`A`YI`_]c`i`bX
»dUb`_ÖbbhY`X]Y`9I`j`Yfgi`W\Ybž`X]YgY`j`Yf`i`ghY`ni`_ca`dYbg]YfYb"

5VgW\`]Y» YbX``Àggh`g]W\`gU[Ybž`XUgg`X]Y`_ca`a`YbXYb
9b`hk`]W`_i`b[Yb`nk`]gW\Yb`XYb`i`G5`i`bX`XYf`9I`Yb`hgW\Y]XYbX`ZØf
X]Y`<`UbXY`gVYn]Y\`i b[Yb`i`bX`X]Y`k`]fhgW\UZh]W\Y`GhUV]`]h`h`XYf
FY[]cb`gY]b`k`YfXYb``8]Y`[YgUa`hY`Yi`fcdÀ]gW\Y`;`Ya`Y]bgW\UZh]gh
[YZcfXYfhž`i`a`]\fY`k`]fhgW\UZh]W\Y`;`Ygi`bX\Y]h`ni`gW\ØhnYb`i`bX
bYi`Yž`j`]Y`j`YfgdfYW\YbXY`<`UbXY`gVYn]Y\`i b[Yb`Ui`Zni`VUi`Yb``5i`Z
X]YgYb`DfUI`]ghYghg`k`YfXYb`k`]f`U``Y`[YgdUbbh`V`]W`_Yb`°

: Øf`k`Y]hYfY`»Zcfa`Uh]cbYb`_ÖbbYb`G]Y`X]Y`j`c``gh`AbX][Yb`5fh]_Y`
VY]`6Y`[U`B`Yk`g`5[Yb`Wmž`9i`fcdÀ]gW\Yg`DUf`Ua`Yb`h`i`bX`8`≠
bUW\`YgYb"

8YhU]`g	
C fh	6Y`[]Yb
E i Y`Yb	<ul style="list-style-type: none"> • k k k "VY`[UbYk gU[YbWm"Yi • k k k "Yi fcdUf`"Yi fcdU"Yi • k k k "X]k "XY

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