

Hfi a d`_ØbX][h`Yb hgWÅ Y]XYbXYg`HY`YZcbUh
a]h`Di h]b`ZØf` : f]YXYb`]b`XYf`l`_fU]bY`Ub`°

l G!DfÅg]XYbh`Hfi a d`_ØbX][h`Y]b`cdh]a]gh]gWÅYg`HY`YZcbUh
a]h`Di h]b`ni`f`l`_fU]bY!`?`f]gY`Ubž`k`À`fYbX`XYf`8`fi`W`_`Ui`Z`
F`i`gg`UbX`k`Å`W`gh"

6Yf`]bž`8Yi`hgWÅ`UbX`!`<`Yi`hY`k`i`fXY`VY`_`Ubbhž`XUgg`l`G!DfÅg]XYbh
8cbU`X`Hfi a d`Y]b`HY`YZcbUh`a`]h`XYa`i`fi`gg]gWÅYb`DfÅg]XYbhYb
K`UX]a`]f`Di`h]b`Ub`[`Y`_`ØbX][`h`i`U`h`i`8`]YgYg` ;`YgdfÅWÅž`XUg`ZØf`
8]YbghU`[`a`cf`[`Yb`C`fhgnY]h`K`Ug\]b`[`hc`b`Ub`[`YgYhnh`]ghž`ghY`h`i`VYfY]hg
X]Y`nk`Y]hY`X]fY`_`hY`?`ca`a`i`b`_`Uh]cb`nk`]gWÅYb`XYb`VY]XYb` :`Ø`fYfb
gY]h`Hfi a dg`5a`hgUbhf]h`XUf`"`Hfi a dg`cdh]a`]gh]gWÅY`
9]bgWÅ`Å`mi`b`[`Yb`XYi`hYb`XUfUi`Z`\]bž`XUgg`VYfY]hg`Y]b`[`Y`6Ui`ghY]bY
Y]bYf` :`f]YXYbg`Ø`gi`b`[`i`a`i`l`_`fU]bY!`?`f]Y`[`Ui`g`[`YUfVY]hY`h`k`cfXYb
gY]b`_`ØbbhYb`"8`]Y`**A`Yf`_`i`f`**VYf]WÅhYhž`XUgg`Hfi a d`Ui`Z`VYfY]hg
j`YfY]bVUfhY`9`Ya`YbhY`Y]bYg`5V`_`ca`a`Ybg`j`Yfk`Y]gh"

≠a`]hYb`X]YgYf`9`bhk`]W`_`i`b`[`Yb`Zc`fXYfh`X]Y`i`_`fU]b]gWÅY`F`Y`[`]Yfi`b`[`ž`
Di`h]b`i`bhYf`8`fi`W`_`ni`g`YhnYbž`i`a`i`XYb`?`f]Y`[`ni`VYYbXYb`"Hfi a d`
\`UhhY`VYfY]hg`]a` :`YVfi`Uf`Y]b`YfghYg` ;`YgdfÅWÅ`a`]h`Di`h]b`[`Y`ZØ`f`h`
i`bX`Y]b`d`Yfg`Øb`]WÅYg`HfY`ZYb`]b`5i`gg]WÅh`[`YghY`h`"GY]b`
GcbXYf`[`YgUbXhYf`GhY`j`Y`K`]h`_`c`Z`h`f`U`Z`Y`hnhY`K`c`WÅY`Di`h]b`]b`
A`cg`_`Ui`"i`G!5i`»`Yba`]b]ghYf`A`UfW`c`F`i`V]c`Åi`»`YfhYž`XUgg`a`Ub
Y]bYa` :`f]YXYb`b`Å`Y`f`gY]`U`g`ni`j`cfž`VY`hcbhY`Y`X`c`WÅ`[`Y]WÅ`nY]h][`ž`
XUgg`g]WÅ`b]Ya`UbX`ni`Zf]YXYb`[`YVY`"9f`VYf]WÅhYhY`j`cb`[`i`hYb`
Ni`[`Ygh`Å`b`Xb]ggYb`XYf`l`_`fU]bY`k`À`fYbX`Y]bYg`HfY`ZYbg`]b`GUi`X]!
5fUV]Ybž`XUg`k`]WÅh][`Y`≠a`di`g`Y`ZØf`X]Y` :`f]YXYbgj`Yf\`UbX`i`b`[`Yb`
[`YVYb`_`ØbbhY`"

:`f]YXYbgj`Yf\`UbX`i`b`[`Yb`i`b`X`K`]XYfghUbX`

8]Y'8]g_i gg]cbYb'nk]gWXYb'Hfi a d'i bX'Di h]b'VYhfYZYb'nU\`fY]WXY
_f]h]gWXY'Di b_hY'k]Y'; YV]YhgUbgdfØWXYž? fUZhk Yf_Y'i bX'X]Y
J YfhY'i b['VYgh]a a hYf'; ØhYf"Fi V]c`Yfk Å\bhY'Ui Wž`XUgg`X]Y
I _fU]bY`Y]bYf' \$!hÅ[] [Yb`K UZZYbfi \Y'ni [Ygh]a a h\Uhž`X]Y'Ui W
j cb`Fi gg`UbX`Y]b[Y\U`hYb`k YfXYb`a i gg" Hfc hn`X]YgYf': c fhgW f]hY
`cVhY`Di h]b`Hfi a dg`6Ya Ø\i b[Ybž`g]Y\h`YXcW`gY]bY`Y][YbYb
6YX]b[i b[Yb`ZØf`Y]bY`K UZZYbfi \Y`b]W h`YfZØ`h" ð`Y]bYa
k Y]hYfYb'; Ygd fÅW`VYhcbhY': fUb_fY]W`g`DfÅg]XYbh`9a a Ubi Y`
A UWfcb`X]Y`Bchk YbX][_Y]h`Y]bYg`_cb_fYhYb': f]YXYbgd`Ubg`a]h
_`UfYb`G]WXYf\Y]hg[UfUbh]Yb`ZØf`X]Y`I _fU]bY" DfÅg]XYbh`GY`Ybg_m^
Yf_`ÀfhY`g]W`YfbYi h`VYfY]h`ni `Y]bYf`K UZZYbfi \Yž`ZcfXYfhY`YXcWž
XUgg`Fi gg`UbX`_Y]bY`6YX]b[i b[Yb`ghY`h"

: fUb_fY]W`i bX'; fc» Vf]hUbb]Yb`d`UbYb`ni XYa `Y]bY' ?cU`h]cb`XYf
K]`][Yb`ni f`G]WXYfi b[`Y]bYg': f]YXYbgUV`ca a Ybg"Fi gg`UbX
`Y\bh`i bhYfXYggYb`X]Y`DfÅgYbn`j cb`B5HC!Hfi ddYb`]b`XYf`I _fU]bY
UVž`k Ug`X]Y`G]h] Uh]cb`k Y]hYf`_ca d`n]Yfh"

8 Yf`Yi fcdÅ]gWXY`? cbhYI h

8]Y`[Ycdc`h]gWXYb`GdUbbi b[Yb`g]bX`Ui W`Ui Z`\ØW`ghYf`9VYbY`ni
gdØfYb" A UWfcb`X]g_i h]YfhY`_Øfn`]W`]b`6Yf`]b`a]h`6i bXYg`Ub`n`Yf
C`UZGW`c`n`i bX`d`Ubh'; Ygd fÅWXY`a]h': f]YXf]W`A Yfn"8Yf
VYj c fghY\YbXY`9I !;]dZY`k]fX`g]W`a]h`XYf
J YfhY]X][i b[gZÅ\][_Y]h]b`9i fcdU`i bX`XYf`I bhYfghØhni b[`ZØf`X]Y
I _fU]bY`VYZUggYb"8Yi hgW`UbX`k Uf`bUW`XYb`I G5`XYf
nk Y]hk]W`h][ghY`K UZZYb`]YZfUbh`XYf`I _fU]bY`i bX`\Uh`Y]bY
XUi Yf\UZhY`Gc`]XUf]hÅh`a]h`XYa `@UbX`ni [YgU[hž`k Ug`XYb`8fi W_
Ui ZFi gg`UbX`Yf\Ø\Yb`_ØbbhY"

8]Y`8c_i a YbhUh]cb`ØVYf': f]YXYbgj Yf\UbX`i b[Yb`nY][hž`XUgg`Yg
VYfY]hg`a Y\`fYfY': f]YXYbgj c f gW`À[Y`[Y[YVYb`\Uhž`gc`Yhk U`XYb
NY\b!Di b_hY!: f]YXYbgd`Ub`j cb`GY`Ybg_mž`XYf`gW`cb`gY]h
Bcj Ya VYf`&\$&&]a `FUi a `ghY`h"8]YgYf`D`Ub`ZcfXYfh`i bhYf
UbXYfYa `X]Y`F`Ài a i b[`XYg`?Yfb_fUZhk Yf_g`GUdcf]gW`gW`U`Xi fW
fi gg]gWXY`Hfi ddYb`gck]Y`X]Y`K]YXYf\YfghY`i b[`XYf`hYff]hc f]U`Yb
ðhY[f]hÅh`XYf`I _fU]bY"8UfØVYf`\]bUi g`k]fX`Y]b`j c`ghÅbX][Yf
5i ghUi gW`j cb`?f]Y[g[YZUb[YbYb`[YZcfXYfh"

8]Y`j]bhYfbUh]cbU`Y` ; Ya Y]bgW\UZh`V`Y]Vh`k Y]hYf\]b`[YZcfXYfhž
 @Ògi b[Yb`ni `Z]bXYb" " Æ `]\fYb`9f_`Àfi b[Yb`VY_fÀZh][Yb`Ui W
 ; +!GhUUhYb`i bX`6F ⇒7G!GhUUhYb`X]Y`Bchk YbX][_Y]h`Y]bYg
 X]U`c[cf]Ybh]YfhYb`5bgUhnYg`ni f`6YYbX][i b[`XYg`?cbZ]_hg"
 6Ya Ø\i b[Yb`j cb`GhUUhYb`k]Y`?UhUf`i bX`XYa` <Y][Yb`Ghi \`ni f`
 : ÒfXYfi b[`j cb`J Yf\UbX`i b[Yb`gd]Y[Y`b`XUg`VfY]hY`GdY_hfi a`XYf
]bhYfbUh]cbU`Yb`A YX]Uh]cb`k]XYf"

8]Y`_ca a YbXYb`HU[Y`j YfgdfYW\Yb`GdUbbi b[`i bX
 a Ò[`]W\Yfk Y]gY`YbhgW\Y]XYbXY` : cfhgW\f]hhY`]b`XYb`Ub[k]Yf][Yb
 : f]YXYbgj Yf\UbX`i b[Yb`nk]gW\Yb`Fi gg`UbX`i bX`XYf`i _fU]bY"8]Y`
 @ÀbXYf`5bU`mgYb`V]YhYb`k Y]hYfY`9]bV`]W_Y`]b`X]Y`G]hi Uh]cb`i bX
 X]Y`j YfgW\]YXYbYb` : f]YXYbg]b]h]Uh]j Ybž`X]Y`gY]h`6Y[]bb`XYg
 ?cbZ]_hg`]b]h]Yfh`k i fXYb"

8YhU]`g	
J c f Z U ``	F Y [] c b U ` Y g
C f h	6 Y f `] b ž 8 Y i h g W \ ` U b X
E i Y `` Y b	<ul style="list-style-type: none"> • k k k "a Y f _ i f " X Y • ` U Y b X Y f ! U b U ` m g Y b " X Y

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