

K c`ZgdYYX`j cf`=bgc`j Ybn. `8Yf`HfUi a`j cb
XYf`7\]dZUVf]_`nYfd`Uhhh°

K c`ZgdYYX`_ØbX][h`=bgc`j Ybn`Ubž`bUWXYa`X]Y`[Yd`UbhY
7\]dZUVf]_`]a`GUUf`UbX`Ui Z[fi bX`Z]bUbn]Y`Yf`DfcV`Ya Y
[YgWXY]hYfh`]gh"



9bgXcfZž`GUUf`UbXž`8Yi hgW`UbX`!`=XYb`YmhYb`K cWYb`U`Uh
g]W`Y]b`U`Ufa`]YfYbXYg`6]`X`ZØf`K c`ZgdYYXž`XYb`I`G!<YfghY`Yf`j`cb
@Y]ghi`b[g`U`V`Y]hYfbž`UV[YnY]W`bYh`8Ug`I`bhYfbY`a`Yb`g]Y`h]g]W`
a`]h`Y]bYf`h]YZ[fY]Z]bXYb`Z]bUbn]Y`Yb`?`f]gY`_cbZfcbh]Yfhž`X]Y`Yg
nk`]b[hž`Y]b`=bgc`j Ybnj YfZU`fYb`]b`XYb`I`G5`Ubni`a`Y`XYbž`i`a
GW`i`XYb`]b`<Ø`Y`j`cb`(`ž`A`j`]UfXYb`8c`Uf`UVni`VUi`Yb`8]Yg
VYf]W`hYh`A`Yf`_i`f"

9]bY`Z]bUbn]Y`Y`F`Y`hi`b[gU`_h]cb`]gh`]b`G]W`h`K c`ZgdYYX`d`Ubh`Y]bY`
:]bUbn]gdf]hY`j`cb`&+)`A`j`]cbYb`8c`Ufž`i`a`X]Y`cdYfU]h]Y`
HÄh][`_Y]h`k`Ä`fYbX`XYf`b`chk`YbX][`Yb`I`a`ghfi`_hi`f]Yfi`b[
Ui`ZfYW`hni`Yf`U`h`Yb`8Ug`N]Y`]gh`Ygž`XUg`=bgc`j Ybnj YfZU`fYb`V]g
9bXY`XYg`Xf]hhYb`E`i`UfhU`g`&\$&)`UVni`gW`Y]Y`Yb`i`a`YfghYb`E`i`UfhU`

&\$&) 'a Y`XYhY`XUg`l bhYfbY\`a Yb`Y]bYb`J Yf`i ghj cb`&,) `A]``cbYb
8c`Ufž`k Ug`X]Y`XYfnY]h[Y`G]hi Uh]cb`j YfgW\`ÄfZh"8]Y
; YgUa hj YfgW\`i `Xi b[`]gh`a]hhYfk Y`Y`Ui Zfi bX`*ž) `A]``UfXYb
8c`Uf`Ub[Ygh]Y[Ybž`k Ug`X]Y`9l]ghYbn`XYg`l bhYfbY\`a Ybg
[YZ\`fXYhž`k]Y`YI I dfYgg`VYf]W\`hYh"

8 Ug`[YgW\`Y]hYfhY`7\`]dk Yf`_`U`g GW\`ØggY`a ca Ybh

9]bYg`XYf`Ua V]h]cb]YfhYghYb`Dfc`Y`_hY`j cb`K c`ZgdYYX`k Uf`XYf`6Ui
Y]bYf`7\`]dZUVf]_`]a `GUUf`UbX`]b`Ni gUa a YbUfVY]h`a]h`XYa
5i hcni `]YZfYf`N: `: f]YXf]W\`g\`UZyb" : Øf`X]YgYg`Yi fcdÄ]gW\`Y
J cfnY][Ydfc`Y`_h`k UfYb`_`b]j Ygh]h]cbYb`]b`<Ö\`Y`j cb`&ž+ `A]``UfXYb
9i fc`gY]hYbg`K c`ZgdYYX`i bX`%+\$ `A]``cbYb`9i fc`j cb`N:
Y]b[Yd`Ubhž`Yf[Äbnh`Xi fW\`ghUUh]W\`Y: ÖfXYfa]hhY`j cb`) \$\$
A]``cbYb`9i fc``8cW\`&\$&' `a i gghY`N: `Ui Z[fi bX`Z]bUbN]Y``Yf
GW\`k]Yf][_Y]hYb`Ui g`XYa `Dfc`Y`_h`Ui gghY][Ybž`k Ug`XYb`K Y[`ZØf
X]Y`7\`]dZUVf]_`j YfVUi h`\`Uh"8]Y`D`ÄbY`ZØf`X]Y: UVf]_`k UfYb`Y]b
nYbhfU`Yg`9`Ya Ybh`XYf`Yi fcdÄ]gW\`Yb`<U`V`Y]hYfghfUhY[]Y`ni f
: ÖfXYfi b[`XYf`9`Y`_hfca cV]`]hÄhž`gcXUgg`j`\`f`GW\`Y]hYfb`ghUf`_`k]Y[h"

8]Y`DfcV`Ya Y`j cb`K c`ZgdYYX`g]bX`b]W\`h`bi f`]bhYfbYf`BUhi f"8 Yf
Ua Yf]_Ub]gW\`Y`<YfghY``Yf`g]Y\`h`g]W\`Ui W\`a]h`YI hYfbYb
<YfUi gZcfXYfi b[Yb`_cbZfcbh]Yfhž`XUfi bhYf`Y]bY`i bXi fW\`g]W\`h][Y
Nc``dc`]h]_ž`X]Y`XYb`9l dcfh]j cb`7\`]dg`Yf\`YV`]W\`VY\`]bXYfh" Gc`\`Uh
X]Y`I G!F Y[]Yfi b[`fYn]dfc`Y`NÖ`Y`Ui Zj]Y`Y`<U`V`Y]hYfdfcXi _hY
Y]b[YZØ\`fhž`k Ug`X]Y`G]hi Uh]cb`_ca d`]n]YfhYf`a UW\`h"
**9`Y`_hfcb]_dfUI]g`VYf]W\`hYh]j cb`l bfi \`Yb`]a`<U`V`Y]hYfa Uf`_h
gck]Y`Y]bYf`]bhfUbgdUfYbYb`?ca a i b]_Uh]cb`gY]hYbg`XYf
F Y[]Yfi b[ž`X]Y`ni gÄh`]W\`Y`l bg]W\`Yf\`Y]hYb`j Yfi fgUW\`h"**

8]Y`< YfUi gZcfXYfi b[Yb`Ui Z`XYa `A Uf`_h

8]Y`BUW\`ZfU[Y`bUW\`7\`]dg`\`Uh]g]W\`]b`Y`h`hYf`NY]h`gW\`k UW\`
Ybhk]W\`Y`hž`k Ug`K c`ZgdYYX`g`G]hi Uh]cb`k Y]hYf`j YfgW\`ÄfZh"
HYW\`b]gW\`Y`DfcV`Ya Y`]b`bYi Yb`DfcXi _h]cbggÄhhYb`\`UVYb`XUg
l bhYfbY\`a Yb`ni gÄh`]W\`]b`F ØW`ghUbX`[YVfUW\`hž`k cXi fW\`X]Y

Y]bgh][Yb' < cZbi b[Yb'fUd]XY' [YgW\fi a dZ'hg]bX''5b[Yg]W\hg
 X]YgYf'<]bXYfb]ggY'a i gg'g]W\K c`ZgdYYX'bi b'Ui ZY]bY
 j c`ghÅbX][Y'FYghfi _hi f]Yfi b['_cbnYbhf]YfYbž'i a']b'XYf'6fUbW\Yž
 X]Y'ghUf_j ca' K YhhVYk YfV' [YdfÅ[h'ghž'k]YXYf': i » 'ni' ZUggYb"

8]Y'?cbgYei YbnYb'ZØf'K c`ZgdYYX'g]bX'b]W\h'bi f`c_U'gdØfVUf"
 8]Y'k Y'hk Y]hYb'A Åf_hY'g]bX']b'6Yk Y[i b[ž'i bX'XYf'i a [Ub['a]h
 XYb'NØ`Yb'_ØbbhY'X]Y' [YgUa hY' < U'V'Y]hYf]bXi ghf]Y']b'XYb'i G5
 bUW\ \U'h]['gW\k ÅW\Yb''K Å\fybX'U`Y'5i [Yb'Ui Z'X]Y
 VYj cfghY\YbXYb'i a ghfi _hi f]Yfi b[Yb' [Yf]W\hY'h'g]bXž'V'Y]Vh
 UVni k UfhYbž'cV'i bX'k]Y'K c`ZgdYYX'gY]bYb'D'Uhn'U'g'ZØ\fybXYf
 5bV]YhYf']a' Yi fcdÅ]gW\Yb'7\]da Uf_h'ni fØW_YfcVYfb'_Ubb"

8YhU]`g	
C fh	9bgXcfZž'GUUF`UbXž'8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Yf_i f"XY • Y I I dfYgg"Uh • k k k "Y`Y_hfcb]_dfUI]g"XY

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