

8][]hU`Y`DfØZi b[Yb`Ub`XYf`l b]`9fZi fh.
5 ``Yg`K]Wxh][Y`ni`K =G9Z`ck °

5a `` \$"\$("&\$&) `Yf\U`hyb`Ghi X]YfYbXY`XYf`l B =9fZi fh
Ni [Ub[`ni`K =G9Z`ck `ZØf`cb`]bY`DfØZi b[Yb`"K]Wxh][Y
=bZcfa Uh]cbYb`ni f`Bi hni b[`i bX`ni`DfØZi b[gZcfa Yb`g]bX
j YfZØ[VUf"



9fZi fhž`8 Yi hgWx`UbX`!`GY]h`XYa` [Yghf][Yb`HU[``UVYb`X]Y
Ghi X]YfYbXYb`XYf`l b]j Yfg]h`h`9fZi fh`Ni [Ub[`ni`K =G9Z`ck ž`Y]bYf
D`UhhZcfa ž`X]Y`gdYn]Y``ZØf`Y`Y`_hfc]gWxY`DfØZi b[Yb`Yb`k]W`Y`h
k i fXY``8]Y`Bi hni b[`X]YgYf`D`UhhZcfa`]gh`Yb`hgWxY]XYbXž`XU`X]Y
7cfc]bUgUhni b[ž`X]Y`YVYbZU``g`j YfØZYb`h]Wx`h`k i fXYž`ZYgh`Y[hž`XUgg
Y`Y`_hfc]gWxY` : YfbdfØZi b[Yb`Ui ggWx`Y]»`]Wx`ØVYf`K =G9Z`ck
Xi fWx [YZØ`fh`k YfXYb`XØfZYb``A`ccX`Y`]gh]b`X]YgYa
Ni gUa`a`Yb`Ub[`b]Wx`h`ni` `Ägg][ž`k Ug`X]Y`B`chk`YbX][`_Y]h
i`bhYfghfY]Wx`hž`g]Wx`a`]h`K =G9Z`ck` j`YfhfUi`h`ni` `a`UWxYb``8]Yg
VYf]Wx`h`Y`h`X]Y`l`b]j Yfg]h`h`9fZi fh]b`]\fYf`U`_hi`Y``Yb`A`]hhY]i`b[`ØVYf
C`b`]bY!`DfØZi b[Yb`ž`X]Y`XYhU]``]YfhY` =bZcfa Uh]cbYb`ni` `XYb
YfZc`fXYf`]WxYb`DfØZi b[ga`YWxUb]ga`Yb`V]Yh`h`"

9]bY`XYf`nYbhfU`Yb`i i b_h]cbYb`j cb`K €9Zck`]ghž`XUgg`U`Y
DfØZ b[g`Y]ghi b[Yb`c`U`[YgdY]WXYfhi bX`VY]; Y`Y[Yb`Y]h`Ui Z
X]Y`GYfj Yf`cW [Y`UXYb`k YfXYb`"9g`k i fXY`VYhcbhž`XUgg`_Y]bY
DfØZ b[g`Y]ghi b[Yb`j Yf`cYb`[Y[Ub[Yb`g]bXž`k Ug`XYb
Ghi X]YfYbXYb`Y]b`[Yk]ggYg`A U» `Ub`G]WXYf`Y]h`V]YhYh`"8]Y
DfØZ b[gUfhYbž`X]Y`]b`K €9Zck`Ub[YVchYb`k YfXYbž`i a ZUggYb
ØVYfk UW`hY`?`Ui gi fYbž`C dYb`6cc`_?`Ui gi fYbž`a ØbX`]WY
DfØZ b[Yb`gck]Y`gW`f]Zh]WY`5fVY]hYb`a]h`Ui hca Uh]gWXYf
D`U[]Uhgd fØZ b["

DfØZi b[ga cXU`]h`hYb`i bX`l bhYfghØhni b[

: Øf`ØVYfk UW`hY`?`Ui gi fYb`_ØbbYb`Ghi X]YfYbXY`Ui g
j YfgW]YXYbYb`HYW`bc`c[]Yb`k`À`Ybž`Y]bgW`Y]Y»`]W` : @CK a i`h]
a]h`Y]bYa`@cW`Xck bVfck gYf`i bX`; Yg]W`hgYf`Ybbi b[`cXYf
: @CK `cW`"A ØbX`]WY`DfØZ b[Yb`k YfXYb`Xi fW`J]XYc`cbZYfYbn!
Hcc`g`k]Y`K YV9i ž`6][6`i Y6i hcb`cXYf`5XcVY7cbbYWh`i bhYfghØhnh"
GW`f]Zh]WY`5fVY]hYb`]\b[Y[Yb`_ØbbYb`ØVYf: @CK `UbX]b`cXYf
: @CK Ugg][b`Y]b[YfY]W`h`k YfXYbž`k Ug`XYb`Ghi X]YfYbXYb`Y]bY
Ui hca Uh]g]YfhY`D`U[]Uhgd fØZ b[`a]h`i F?I B8`Yfa Ø[`]W`h`

Ni g`h`h`]W`ghY`h`XYf`A ccX`Y!FUi a`l bhYfghØhni b[ga UhYf]U`]Yb`ni
fYW`h]WYb`5gdY`hYb`i bX`J cf`U[Yb`ZØf`DfØZ b[gd fchc`c`Y`VYfY]h"
8 Ug`8 YnYfbUh`%\Uh`Ui » YfXYa`Y]bY`, VYfg]W`h`ni f`J YfZØ[VUf`_Y]h
j cb`D`h`h`Yb`ZØf`X]Y`Y`Y`_hfc]g]W`Yb`?`Ui gi fYb`YfghY`h`i bX`k]fX
U`hi U`]g]YfhY`6Yghi`i b[gd`h`bY`VYfY]hghY`Yb`"; YfX`A Ubb`Ui dhž
Y]b`J YfhYhYf`XYf`i b]j Yfg]h`hž`gd fUW`gY]bYb`F YgdY`h`i bX`8 Ub`_
ZØf`XUg`9b[U[Ya Ybh`XYf`@Y`fYbXYb`Ui gi bX`Ya dZU`ž`X]Y
Ghi X]YfYbXYb`]a`A ccX`Y!FUi a`ni`_cbgi`h]YfYbž`i a`]fY
VYj cfni [hY` : cfa`XYf` : Yfb`_Ui gi f`ni`YfZU[Yb`"

< YfUi gZc fXYfi b[Yb`VY]a`@c[]b`i bX

DUggk cfha UbU[Ya Ybh

9]b`k Y]hYfYg`H`Y`a Už`XUg`Ub[Ygd fW`Yb`k i fXYž`g]bX`X]Y`h`Ai Z[Yb
DfcV`Ya`Y`VY]a`9]b`c[[Yb`]b`K €9Zck`"Ghi X]YfYbXY`k YfXYb`XUni
Ub[Y`U`hYbž`g]W`Yfni ghY`Ybž`XUgg`g]Y`X]Y`f]W`h][Yb`5ba`Y`XYXUhYb

j Yfk YbXYb": U`g`XUg`DUggk cfhj Yf[YggYb`k i fXYž[]Vh`Yg`X]Y
A Ò[`]W_X]hni f`DUggk cfhni fØW_gYhni b[`ØVYf`X]Y`9]b[UVY`XYg
6Ybi hnYfbUa Ybg"9g`k]fX`Ya dZc`Ybž`VY]`@c[]b!DfcV`Ya Yb`XYb
GhUbXUfX!@c[]b!DfcnYgg`ni `ØVYfdfØZYb`i bX`g]W_XYfni ghY`Ybž`XUgg
; fc»!`i bX`?`Y]bgW_XY]Vi b[`VYUW_XhYh`k]fX`"

6Y]`J YfXUW_Xh`Ui Zi bVYZ [hY`Bi hni b[`XYg`?cbhc`g`gc`hYb
Ghi X]YfYbXY`YVYbZU`g`]\f`DUggk cfhni fØW_gYhnYb`i bX`g]W_X`Ub
I B`k]gY`k YbXYbž`i a`i bhYfghØhni b[`VY]`XYf
?cbhc`k]YXYf\YfghY`i b[`ni`Yf\U`hYb"8]Y`f]W_Xh][Y`J Yfk U`hi b[`j`cb
DUggk ÒfhYfb`]gh`Yb`hgW_XY]XYbXž`i a`X]Y`b`hY[f]h`h`X`Yf
6Ybi hnYf`cb`hYb`g]W_XYfni ghY`Yb`"

8][]hU`Y`DfØZi b[gd`UhhZcfa Yb`]a`J Yf[`Y]W_X
ni`@A G

8]Y`I a`ghY`i b[`Ui`Z`X][]hU`Y`DfØZi b[Yb`]gh`Y]b[`cVU`Yf`HfYbXž`XYf
j]Y`Y`<c`W_X`W_Xi`Yb`VYhf]Z`h"8]Y`: fU[Yž`cV`VYghY\YbXY`@A G
f@Yfba`UbU[Ya`Yb`hgmg`hYa`Y`i bX`J`@9`fj`]fhi`Y`Y
@Yfbi`a`[YVi`b[Yb`E`ZØf`X][]hU`Y`DfØZi b[Yb`[Y]Y][bYh`g]bX`cXYf`cV
gdYn]Y`Y`D`UhhZcfa`Yb`k]Y`K`G9Z`ck`cXYf`b`gdYfU`VYggYfY
5`hYfbUh]j`Yb`V]YhYbž`k]fX`]a`a`Yf`k]W_Xh][Yf"5bV]YhYf`V]YhYb
VYfY]hg`j`YfgW_X]YXYbY`C`dh]cbYb`ZØf`C`b`]bY!DfØZi b[Yb`Ubž`X]Y`ØVYf
X]Y`: i b`h]cbYb`j`cb`\Yf`_Øa`a`]W_XYb`@A G`\]bUi`g[Y\Yb`"

9]b`k`YgYb`h]W_XYf`J`cfhY]`X][]hU`Yf`DfØZi b[gd`UhhZcfa`Yb`VYghY\h
XUf]bž`XUgg`g]Y`gdYn]Y`ZØf`X]Y`DfØZi b[gUbZc`fXYfi b[Yb`c`dh]a`]Yfh
g]bXž`k`À`fYbX`@A G`j`cfk`]Y[YbX`Ui`Z`@Y`f!`i bX`@Yf`b`d`f`c`n`Y`gg`Y
Zc`_i`gg]Yfh`g]bX"8]YgY`X][]hU`Yb`D`UhhZcfa`Yb`V]YhYb`b]W_Xh`bi`f
: `YI`]V]`h`h`ž`g`c`b`X`Y`f`b`Ui`W_X`j`YfVYggYf`hY`b`hY[f]h`h`g`k`Yf`_n`Yi`[Y`i`b`X
Y]bY`]b`hY[f]YfhY`9fZU`fi b[`ZØf`Ghi`X]YfYbXY"8U`Yf`]gh`Yg
Yb`hgW_XY]XYbXž`XUgg`6]`Xi b[gY]b`f]W_Xhi b[Yb`U`Yf`5`fh`X]Y
A Ò[`]W_X`_Y]hYb`X]YgYf`gdYn]U`]g]YfhYb`Gmg`hYa`Y`]b`6YhfUW_Xh`n]Y\Ybž
i`a`X]Y`E`i`U`]h`h`h`\fYf`DfØZi b[gghfUhY[]Yb`ni`j`YfVYggYfb`"

5VgW_X]Y»YbX`À`ggh`g]W_X`gU[Ybž`XUgg`X]Y`ni`_ØbZ][Y`9b`hk`]W`_i`b[
XYf`DfØZi b[gZcfa`UhY`Ub`XYf`i`b]j`Yfg]h`h`9fZi`fh`ghUf`_j`cb`XYf
YZZ`_h]j`Yb`Bi`hni b[`j`cb`K`G9Z`ck`UV`\Àb[hž`k`cVY]Ui`W_X]Y

X][]hU`Y`HfUbgZcfa Uh]cb`XYf`DfØZi b[g`UbXgWUZh]b`Y]bYa
VfY]hYfYb`?cbhYI h`VYhfUWU hYh`k YfXYb`a i gg"

8YhU]`g	
Cfh	9fZi fhž8Yi hgWU`UbX
EiY`Yb	<ul style="list-style-type: none">• k k k "i b]!YfZi fh"XY• Yi fcdY"k]gYZ`ck "bYh• k k k "]bgdYfU"Wca

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