

9]ZYfgi W\ h`]b`6Yn]Y\i b[Yb.`K]Y`G]Y`X]Y
; YZU\ f`Yf_YbbYb`i bX`VYg]Y[Yb`°

9]ZYfgi W\ h`]b`6Yn]Y\i b[Yb.`l fgUW\Ybž`Gma dhca Y`i bX`H]ddg
ni f`, VYfk]bXi b[`ZØf`[Ygi bXY`DUfhbYfgW\UZhYbž`Ui h
H\Øf]b[Yf`5``[Ya Y]bY"



H\Øf]b[Ybž`8Yi hgW\`UbX`!`9]ZYfgi W\ h`]gh`Y]b`\Äi Z][Ygž`UVYf`cZh
gW\k]Yf][`ni`j YfghY\YbXYg; YZØ\``]b`6Yn]Y\i b[Yb`"CV`U`g
[Ygi bX\Y]hgZØfXYfbXYf`5bhf]YV`cXYf`U`g`nYfghØfYf]gW\Yg`9`Ya Ybh
`X]Y` : UW\hhYb`XYf`9]ZYfgi W\ h`]g]bX`j]Y`ZÄ`h[" `@Ui h`h\i Yf]b[Yf!
U``[Ya Y]bY`XY`_Ybbh`ZUgh`YXYf`Nk Y]hY`9]ZYfgi W\ h`]b`Y]bYf
a cXYfUhYb` : cfa ``8Yf`6Y[f]Z`ghUa a hj ca `U`h`cW\XYi hgW\Yb
Y]j Yf ž`k Ug` X Ug`6]hhYfY `VYXYi hYhž`i bX` gi \h ž`k Ug` ?fUb`\Y]h
VYXYi hYh`8]YgY`K i fnY`b`j YfXYi h]W\Yb`X]Y`dchYbn]Y``bY[Uh]j Yb
5i gk]f_i b[Ybž`X]Y`9]ZYfgi W\ h`Ui ZXUg`dYfgØb`]W\Y`K c\`VYZ]bXYb
\UVYb`_Ubb"

, VYfa Ä»][Y`9]ZYfgi W\ h`_Ubb`gW\ bY``ni `Y]bYa `Yfbgh\UZhYb
DfcV`Ya `]b`nk]gW\Yba YbgW\`W\Yb`6Yn]Y\i b[Yb`ZØ\ fYb`"G]Y

Ài »Yfh'g]W\`Ài Z[]b' ?cbhfc`j Yf\U`hYbž'i bVY[fØbXYhYb
J YfXÀW h][i b[Yb'i bX`Y]bYa` ghUf_Yb`6Yg]mXYb_Yb`[Y[YbØVYf
XYa` DUfhbYf" <]bk Y]gY`Ui Z`_fUb_\UZhY`9]ZYfgi W hž`Ui W\`VY_Ubbh
U`g`dUh`c`c []gWY`9]ZYfgi W hž`_ØbbYb`GW\`UZghØfi b[Yb'i bX
Ya`ch]cbU`Y`5V\`Àb[][_Y]h'i a`ZUggYbž`X]Y`XUg`@VYb`XYf
6YhfcZYbYb`Yf\YV`]W\`VYY]bhfÀW h][Ybž`k]Y`dgmW`c h\`YfUd]Y!
j`c b\`UfhYb"XY`VYgW`fY]Vh"

I fgUW`Yb`i bX`dgmW`c gcn]U`Y` : U_hc`fYb

8]Y`i fgUW`Yb`ZØf`9]ZYfgi W h'g]bX`_ca`d`YI`i bX`j]Y`gW`W h]["9]b
b]YXf][Yf`GY`Vghk`Yfh'ghY`h`c`Zi]a`J`cfXYf[fi bXž`k`c`VY]`6YhfcZYbY
g]W`b]W`h`YVYb`gk`Yfh[Ybi [`ZØ\`Yb`i bX`5b[gh]`cf`J`Yf`UggYb`\Y]h
\UVYb"5i W`i bg]W`YfY`6]bXi b[ggh]`Y`Ui`g`XYf`?]bX\Y]h`gck]Y
j`Yf[Ub[YbY`9fZU\fi b[Ybž`k]Y`n"6"6Yhfi [`cXYf`HfYbbi b[Ybž
_ØbbYb`ni`f`9b`hghY`i b[`ØVYfa`À»][Yf`9]ZYfgi W h`ZØ\`fYb"8]YgY
9fZU\fi b[Yb`hfY]VYb`X]Y`A`YbgW`Yb`c`Zi]b`Y]b`gh`ÀbX][Yg
5`Ufa [YZØ\`ž]b`XYa`gY`Vgh`\Ufa`cgY`<`UbX`i b[Yb`XYg`DUfhbYfg
U`g`<]bk Y]gY`Ui`Z`I`bhfYi`Y`[YXYi`hY`h`k`YfXYbž`k]Y`XUg!k]ggYb"XY
Yf[`Àbnh"

Ni`g`Àh`]W\`_ØbbYb`[YgY`gW`UZh]W`Y`B`c`fa`Yb`i bX`9fk`Ufhi b[Yb`Ub
A`cbc[Ua`]Y`i bX`HfYi`Y`XYb`8fi`W`_Yf\`Ø\`Ybž`k`Ug`X]Y`9]ZYfgi W h
j`Yfgh`Àf`_Yb`_Ubb" `j]Y`Yb`i : `À`Yb`]gh`XUg`6YXØfZb]g`b`UW`?`cbhfc`Y`Y
Y]b`Ui`ggW`U[[YVYb`XYf` : U_hc`fž`k`c`VY]`6YhfcZYbY`j`Yfgi`W`Ybž`]fY
5b[gh`Xi`fW`ØVYfhf]YVYb`Yg`J`Yf\`U`hYb`ni`_ca`d`Ybg]YfYb"

6Yk`À`h][i b[gghfU`hY []Yb`i bX`H\`YfUd]Y

I`a`9]ZYfgi W h`ni`ØVYfk`]bXYbž`]gh`Yg`k`]W`h][ž`gY`VghfYZYI]j`ni
gY]b`i bX`X]Y`Y][YbYb`Yb[ghY`ni`Yf`_Yb`b`Yb"Ni`XYb`Ya`dZc`\`YbYb
GhfU`hY []Yb`[Y\`ØfYb`XUg`6Yfi` \][Yb`XYf`9a`ch]cbYbž`XUg`J`Yf`UggYb
j`c b`VY`UghYb`XYb`G]hi`Uh]cbYb`ni`f`<]bhYfZfU[i b[`bY[Uh]j`Yf
;`YXUb`_Yb`i bX`X]Y`Gh`Àf`_i b[`XYg`GY`Vghk`Yfh[YZØ\`g`Xi`fW
dcg]h]j`Y`GY`VghfYZYI]cb"8`UfØVYf`\]bUi`g`gc`hY`a`Ub`j`Yfgi`W`Ybž
_ca`a`i`b]_Uh]j`Y`W`!6`chgW`UZhYb`]a` ;`Ygdf`ÀW`a`]h`XYa`DUfhbYf`ni
j`Yfk`YbXYbž`i`a`XYb`8]U`c[`ni`ZØfXYfb`i bX`A`]ggj`Yfgh`Àb`Xb]ggY`ni
_`ÀfYb" `C`ZYbY`?`ca`a`i`b]_Uh]cb`_Ubb`Yb`hgW`Y]XYb`X`gY]bž`i`a`

Ÿb[ghY`ni `VYgdfYWX Yb`i bX`J YfhfUi Yb`Ui Zni VUi Yb"

DfcZYgg]cbY`Y`<]`ZY`]gh`fUhgUa ž]bgVYgcbXYfY`k Ybb`Gma dhca Y
k]Y`nk Ub[\UZhYg`?cbhfc`j Yf\U`hYb`i bX`Ya ch]cbU`Y`5i gVfØWXY
Ui ZhfYhYb`"H\YfUdYi h]gWXY`5bgÅhnY`_ØbbYb`dgmWXcXmbUa]gWXY
H\YfUd]Yb`cXYf`_c[b]hj] Y`J Yf\U`hYbgh\YfUd]Y`i a ZUggYbž`i a
bY[Uh]j Y`8Yb_a i ghYf`ni `]XYbh]Zn]YfYb`i bX`ni `j YfÅbXYfb`"⊖
a UbWXYb` : Å`Yb`_Ubb`Ui WX`Y]bY`a YX]_Ua YbhØgY`6Y\UbX`i b[`]b
9fk Å[i b[`[Ync[Yb`k YfXYbž`i a `X]Y`Gma dhca Y`ni ``]bXYfb"

8]Y`?ca V]bUh]cb`Ui g`h\YfUdYi h]gWXYb`A U» bU\ a Ybž`GY`Vgh\]`ZY
i bX`cZZYbYf`?ca a i b[_Uh]cb`_Ubb`X]Y` ; fi bX`U[Y`XUZØf`Y[Ybž
9]ZYfgi WX`h]b`XYb` ; f]ZZ`ni `VY`_ca a Yb`i bX`X]Y`6Yn]Y\i b[`ni
ghUV]`]g]YfYb`"A]h` ; YXi `X`i bX`Y]bYa ` _UfYb`6Y`_Ybbhb]g`ni f
J YfVYggYfi b[`XYf`Y][YbYb`Ya ch]cbU`Yb` ; Ygi bX\Y]h`_Ubb`Yg
[Y`]b[Ybž`ØVYfhf]YVYbY`9]ZYfgi WX`h`ni `VYg]Y[Yb`i bX`gc`X]Y
6Yn]Y\i b[`ni `VYfY]WXYfb"

8 YhU]`g	
J cfZU`	9]ZYfgi WX`h
I fgUWXY	5b[gh`j cf`J Yf`i ghž`9]bgUa _Y]hž J Yf`UggYbk YfXYbž`[Yf]b[Ya GY`Vghk Yfh[YZØ\`ž`6]bXi b[ggh]`Yž 5b[ghghØfi b[Ybž`[YgY`gWX UZh]WXY 9fk Ufhi b[Ybž`ZFØ\YfY`9fZU\fi b[Yb`a]h I bhfYi Y
C fh	H\Øf]b[Ybž`8Yi hgWX`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "h\i Yf]b[Yf!U`[Ya Y]bY"XY • k k k "dgmWX ch\YfUd]Y! • j cb\UfhYb"XY • XUg!k]ggYb"XY

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