

GdU\b`ZcfXYfh. '5Z8`k]Y`^XY`UbXYfY
C ddcg]h]cbgdUfhY]`VY\UbXY`b`°

»bg`GdU\b`ZcfXYfh`Y]bYb`bYi Yb`i a [Ub[`XYf
6i bXYghU[gdUfhY]Yb`a]h`XYf`5Z8`ž`k Ug`dc`h]gWXY
GdUbbi b[Yb`i bX`?f]h]_`Ui g`Ògh"



?]Y`ž`8Yi hgW\`UbX`!`»bg`GdU\b`ž`ghY`j`YfhfYhYbXYf`J`c`fg]hnYbXYf`
XYf`i`b]cbgZfU_h]cbž`\Uh`i]b`XYb`Y`hnhYb`HU[Yb`ZØf`5i`ZfY[i`b[
[Ygc f[hž`bXYa`Yf`Y]bYb`UbXYfYb`i`a [Ub[`a]h`XYf`5Z8`]a
6i bXYghU[`ZcfXYfh`GdU\b`Äi »YfhYž`XUgg`X]Y`5Z8`k]Y`^XY`UbXYfY
C ddcg]h]cbgdUfhY]`VY\UbXY`h`k`YfXYb`gc`hY`"8]YgY`Y`i »Yfi`b[Yb
_ca`a`Yb`bi`f`_i`fn`bUW\`XYa`5VgW\`i`gg`XYg`gW\`k`Ufn`fchYb`
?`cU`h]cbgj`YfhfU[Ygž`k`Ug`X]Y`Gcf[Yb`j`YfghÄf`_hž`X]Y`i`b]cb`_ÖbbhY
Y]bY`Bcfa`U`]g]Yfi`b[`XYf`5Z8`UbghfVYbž`X]Y`a`Ò[`]WXYfk`Y]gY`]b
Y]bY`?`ccdYfUh]cb`a`ØbXYb`_ÖbbhY`":`f]YXf]W\`A`Yfnž`XYf`
a`i`ha`U`»`]WXY`ni`_ØbZh][`Y`?`Ub`n`Yfž`\UhY`ni`j`cf`Y]bY`J`YfgW`ÄfZ`b[
XYf`A`][`fUh]cbgdc`h]_`Ub[`YXYi`hYhž`a`Ò[`]WXYfk`Y]gY`a`]h
l`bhYfghØhni`b[`XYf`5Z8`"

GdU\b`k Ufbh`YXcW`XUj cfz`g]W`j cb`Dfcj c_Uh]cbYb`XYf`5Z8`Y]hYb
ni`UggYb`i bX`ZcfXYfh`X]Y`UbXYfYb`DUfhY]Yb`Ui Z`X]Yg`ni
Yf_YbbYb`"@Ui h`GdU\b`UVY`X]Y`Dc`h]_`Ubni Yf_YbbYbž`XUgg`j]Y`Y
8Yi hgW`Y`X]Y`5Z8`[Yk`À`h`UVYb`"GY]bY`: cfXYfi b[Yb`k YfXYb
YXcW`b]W`h]j cb`U`Yb`GY]hYb`dcb]h]j`Ui Z[Ybca`a`Yb`"?f]h]_Yf`Ui g
XYb`FY]\Yb`XYf`GD8`i bX`XYf`; fØbYbž`k]Y`FUYX`GU`Y`i bX`YbY
A]\U`]W`gY`Yb`]b`GdU\b`g`J`c`fgW`U[`Y]bY`FY`Uh]j]Yfi b[`XYf
; YZU`fž`X]Y`j cb`XYf`5Z8`Ui g[Y`h`A]\U`]W`ZcfXYfh`X]Y`i b]cb`Ui Z`
Y]b`_`UfYg`J`Yf`À`hb]g`ni f`5Z8`ni`XYZ]b]YfYb`i bX`Y]bY`Y]bXYi h][Y
<U`hY`]b]Y`ni`n]Y`Yb`"

Dc`h]gW`Y`F`YU`_h]cbYb`i bX`6YXYb`_Yb

8]Y`5i ggU[Yb`j cb`GdU\b`UVYb`]b`XYf`dc`h]gW`Yb`@UbXgW`UZh`ZØf
Y`Z]h][Y`8]g_i gg]cbYb`[Ygc f[h`8]Y`HUhgUW`Yž`XUgg`X]Y`5Z8`gY]h
XYf`6i bXYghU[gk`U`X]Y`nk`Y]hgh`À`f`_ghY`: fU`_h]cb`]a`6i bXYghU[`]ghž
hf`À[h`ni f`9f`Y]hYfi b[`XYf`8YVU`hY`VY]"`C`V`k`c`X]Y`5Z8
J`c`fg]hnYbXY`j cb`6i bXYghU[gUi ggW`ØggYb`[YghY`h`U`hž`]gh`X]Y
K`U`X]Y]bYg`6i bXYghU[gj`]nY`df`Àg]XYb`hYb`[YgW`Y]hY`fhž`k`Ug`X]Y
GdUbbi b[Yb`]bbYf`U`V`XYg`DUf`Ua`Yb`hg`j`YfXYi`h]W`h`"

ž`U`?`ÒW`_bYfž`X]Y`bYi`Y`6i bXYghU[gdf`Àg]XYb`h]bž`j`Yf`gi`W`hY`ž`g]W`
XYf`5Z8`!`: fU`_h]cb`j`c`fni`ghY`Ybž`k`i`fXY`YXcW`Xi`fW`Df`chY`gh`XYf
; fØbYb`XUf`Ub`[Y`]bXYfh`8]Yg`nY][h`X]Y`Ub`U`hYbXY`9b`hž`f`Ya`Xi`b[
nk`]gW`Yb`XYb`Y`hUV`]YfhYb`DUfhY]Yb`i bX`XYf`5Z8`"GdU\b`gY`V`gh`U`h
k`À`fYbX`Hfi`a`dg`YfghYf`5a`hgnY]h?`cb`hU`_hY`ni`XYggYb`J`Yf`hf`Ui`hYb
[YdZY[h`i`bX`nY][h`]b`U`h]W`Y`B`À`Y`ni`f`5Z8`ž`VY`gcbXYfg`]b
A][fUh]cb`gZfU[Ybž`Ui`W`k`Yb`b`Yf`g]W`gh`]gh]gW`j`cb`]\`f
X]ghUbn]Yfh`"

5i gg]W`hYb`Ui`Z`@UbX`hU[gk`U`X`Yb`i`bX` A][fUh]cb`gZfU[Yb`

5b[Yg]W`hg`XYg`VYj`c`fghY`YbXYb`@UbX`hU[gk`U`X`Yb`]b
c`ghXYi`hgW`Yb`6i`bXYg`À`bXYfb`[]Vh`GdU\b`ni`j`YfghY`Ybž`XUgg`X]Y
a`Ò[`]W`Yb`9fZc`[Y`XYf`5Z8`]\`a`Y]bY`b`gd]fUh]cb`ZØf`: c`fhgW`f]hY`]b
XYf`6Y`_`Aa`dZ`b[`]`Y[U`Yf`A][fUh]cb`[YVYb`"9f`VY`hc`b`hž`XUgg`j`c`f`

XYf'Gca a YfdUi gY '9f[YVb]ggY 'Yfn]Y`h'k YfXYb`a ØggYb`i bX`]gh
 ni j Yfg]W`h`]W`ž`XUgg`XYf`bYi Y`b`bYba `]b]ghYfž`XYf`j cb`XYf`7Gl
 [YghY`h`k]fXž`gW`bY`b`UbXY`b`k]fX"

8]Y`dc`h]gW`Yb`Ghf`0a i b[Yb`]bbYf`U`V`XYf`i b]cb`gck]Y`X]Y`_`UfY
 Dcg]h]cb]Yfi b[`] [Y[YbØVYf`XYf`5Z8 `k YfXYb`k Y]hYf`b`Y]bY
 VYXYi hYbXY`F`c`Y`]a `XYi hgW`Yb`dc`h]gW`Yb`8]g`_i fg`gd]Y`Yb`"8]Y
 _ca a YbXYb`K cW`Yb`k YfXYb`nY][Ybž`cV`GdU`bg`9a dZY`i b[Yb
 Ui Z`Zfi W`hVUfYb`6cXYb`ZU`Yb`cXYf`cV`g]W`K]XYfghUbX`Zcfa]Yfhž
 XYf`X]Y`8mbUa]_`XYf`dc`h]gW`Yb`5i gY]bUbXYfgYmi b[Yb
 VYY]bZi ggh"

8YhU]`g	
C fh	?]Y`ž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "_b!cb`]bY"XY • k k k "nXZ"XY • k k k "XYi hgW`UbXZi b_"XY

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