

:]bU`Y`XYg`8: 6!Dc_U`g. `Ghi hh[Ufh`[Y[Yb
6]Y`YZY`X` `5bdZ]ZZ`]b`6Yf`]b`°

5a `&&"A U] &\$&) `hf]Zh`XYf`J Z6`Ghi hh[Ufh`]a `8: 6!Dc_U`Z]bU`Y
Ui Z5fa]b]U`6]Y`YZY`X`]a `6Yf`]bYf`C`ma d]UghUX]cb`"



6Yf`]bž`8Yi hgW`U`bX`!`5a`GUa ghU[ž`XYa`&&"A U] &\$&) ž`Z]bXYh
XUg`a]h`GdUbbi b[`Yfk UfhYhY`8: 6!Dc_U`Z]bU`Y`]a `Ui gj Yf_Ui ZhYb
6Yf`]bYf`C`ma d]UghUX]cb`ghUhh`!`a`&\$`!`f`hfYZZYb`XYf`J Z6
Ghi hh[Ufh`i bX`5fa]b]U`6]Y`YZY`X`Ui ZY]bUbXYf`Ghi hh[Ufh`i]`h`U`g
_`UfYf`:]j cf]h`XYg`Gd]Y`gž`bUW`XYa`XYf`J YfY]b`XYb`8: 6!Dc_U`
VYfY]hg`XfY]a U`[Yk]bbYb`_`cbbhY` `]b`XYb`>`fYb`%-`)(ž`%-`), `i bX
%-`-`+`6]Y`YZY`X`]\]b[Y[Yb`U`h]b`X]YgYf`GU]gcb`Y]bYb
VYa Yf_Ybgk YfhYb`K Y[`]bg:]bU`Y`Y]b[YgW`U[Yb`i bX`ghY`h`ini a
YfghYb`A U`]b`XYf`J YfY]bg[YgW`W`hY`]b`Y]bYa`Dc_U`Z]bU`Yž
bUW`XYa`g]Y`nU`fY]W`Y`6i bXYg`][`ghYb`VYnk`i b[Yb`U`VYb`"

6Y]XY`HYUa`g`k YfXYb`]b`]fYb`hfUX]h]cbY`Yb`<Y]a hf_]chg
UbhfYhYb.`Ghi hh[Ufh`]b`_`Ugg]gW`Ya`K`Y}»`i bX`6]Y`YZY`X`]b`6`Ui`"

8]Y': Ubq'j cb'5fa]b]U'6]Y'YZY'X'k YfXYb'g]W'Ua' '5'YI UbXYfd'Uhn
j YfgUa a Y'bžk À\fybX'X]Y'5b\Àb[Yf'XYg'J Z6'Ghi hh[Ufh'XYb
6fY]hgW'Y]Xd'Uhn'U'g'HfYZdi b_h'[Yk À'h'\UVYb" 'a 'GhUX]cb'gY'Vgh
g]bX'X]Y'6]Y'YZY'X!: Ubq'fi bX'i a 'XUg'A UfUh\cb'hc'f'dcg]h]cb]Yfhž
k À\fybX'X]Y'Ghi hh[Ufh!5b\Àb[Yf'X]Y'C gh_i fj Y'VYgYmYb'k YfXYb"
J cb'XYf'8: 6!GY]hY' []Vh'Yg'gW'cb'YhnhK Ufbi b[Yb'j cf'XYa '?Ui Z
j cb'H]W_Yhg'Ui Z'b]W'h'Ui hc'f]g]YfhYb'Nk Y]ha Àf_hYb"

: Ub!9j Yb hg'i bX', VYfhfU[i b[Yb

8 Ug'C`ma d]UghUX]cb'gh'fYgh'cg'Ui gj Yf_Ui Zhi bX'X]Y'J cfZFYi XY
Ui ZXUg'gdcfh]W'Y'9fY][b]g]gh'[fc» "'8 Ug'Gd]Y'k]fX''j Y'ja 'N8: 'UV
%- .&) 'I \f'ØVYfhfU[Yb'i bX'Ui W'ja 'fVV&('bZcfUX]c'ni '\ØfYb
gY]b"Ni XYa 'k]fX'X]Y'5F8'Ua ':]bU'hU['XYf'5a UhYi fY'UV'%&'I \f
&\$'@UbXYgdc_U'Z]bU'g'ØVYfhfU[Ybžk Ug'XYb'6'W'_Ui ZX]Y'J]Y'ZU'h
XYg'XYi hgW'Yb': i » VU'g'Yb_h"

8 Yf'K Y['bg':]bU`Y

8 Yf'J Z6'Ghi hh[Ufh'YffY]W'hY'XUg':]bU'Yž'bUW'XYa 'g]Y']b'XYf
V]g\Yf][Yb'Dc_U'gU]gcb'[Y[Yb'DfYi » Yb'A ØbghYfž? U]gYfg'Ui hYfbž
»\b'FY[YbgVi f['i bX'5i [gVi f[[Yk]bbYb'_cbbhYb" Hfchn'Y]bYg
YfZc'[fY]W'Yb'GU]gcbUVgW'i ggYg']b'XYf'6i bXYg'[U'a]h'Y]bYa
G]Y['[Y[Yb'F6 '@Y]dn]['\UhhY'Ghi hh[Ufh']b'XYf'@[U'XUg'B UW'gY\Yb
i bX'j YfdUgghY'X]Y'9i fcdÀ]gW'Y'E i U'Z]_Uh]cb"'9]b'G]Y['ja
Dc_U'Z]bU'Y'_ØbbhY'YXcW'XYb'K Y['ni f'HY]'bU'a Y'Ub'XYf'I 9: 5
9i fcdU'@YU[i Y'ZØf'X]Y'_ca a YbXY'GU]gcb'YVbYb"

5i ZXYf'UbXYfYb'GY]hY'\Uh'5fa]b]U'6]Y'YZY'X'g]W'U'g'8f]hh][]gh
Y]bYb'\YfUi gfU[YbXYb'Fi ZYfUfVY]hYhž']bgVYgcbXYfY'Xi fW']\f
8i fW\U'hYj Yfa Ò[YbžXUg'ni 'Y]bYa '%!gd]Y'[Yb'I bYbhgW]YXYb
ZØ\fhY" 'a '@Ui ZY'XYg'K YhhVYk YfVg'gW'U'hYhYb'g]Y'fYbca a]YfhY
HYUa g'k]Y'6UmYf'@Yj Yf_i gYbž'K YfXYf'6fYa Yb'i bX': fY]Vi f['Ui g"
8]YgY'Dc_U'gU]gcb'\Uh'6]Y'YZY'X'Ui W'bcW'XYb'H]hY'']b'XYf'' "'@[U
Yffi b[Ybžk Ug'\fyb'5i Zgh]Y[']b'X]Y '&'6i bXYg'[U'g]W'YfhYž'i bX
g]Y'k c`Yb'ja '8: 6!Dc_U'; YgW]W'hY'gW'fY]VYbž']bXYa 'g]Y'X]Y
YfghY'A UbbgW'UZh'Ui g'XYb'i bhYfYb'@[Yb'k YfXYbž'X]Y'XUg'Hi fb]Yf
[Yk]bbh"

GWX]YXgf]WX hYf`i bX`GWX`ØggY`gd]Y`Yf

8]Y`DUfh]Y`k]fX`j cb`GWX]YXgf]WX hYf`7`f]gh]Ub`8]b[Yfh`[Y`Y]hYhž
i bhYfghØhhj cb`6YbYX]_h`?Ya d_Yg`i bX`B]_c`U]`?`a a YmYf`U`g
@]b]Yb]f]WX hYfb`"FcVYfh<Ufha Ubb`Z`b[]Yfh`U`g`j]YfhYf`C`Z]n]Y`Yfž
k`À`fYbX`X]Y`J]XYc!5gg]ghYbhYb`6Yb`Ua]b`6fUbX`i bX`:`Y`]!
6Yb`Ua]b`GWX`k Yfa Yf`XUg`Gd]Y`ØVYfk UWX`Yb"

Ghi hh[Ufh`k]fX`j cfUi`gg]WX`h]WX`a]h`Y]bYf`ghUf`_Yb`5i ZghY`i b[
UbhfYhYbž`XUfi bhYf`GWX`ØggY`gd]Y`Yf`k]Y`B]W`_K`c`hYa UXY`i bX
8Yb]n`i bXUj`"5i Z`6]Y`ZY`XYf`GY]hY`g]bX`B`c`U`G`UfYb`fYb`6`UnYY
i bX`A`Uf]i g`K`Øf`"Yfj cf[Y`cVYbž`X]Y`VYfY]hg`Yb`hg`WX`Y]XYb`XY`HcfY
]b`X]YgYa`K`YhhVYk YfV`Yfn]Y`hYb`"6]Y`ZY`Xg`HfU]bYf`A]h`WX`?`b]Uh
ghY`h`j cf`XYf`<YfUi`gZcfXYfi b[ž`nk]g`WX`Yb`7`f]ghcd`Yf`@UbbYfh
i bX`:`Y`]!`<U[a Ubb`ZØf`X]Y`fYWX`hY`J`YfhY]X][Yf`d`c`g]h]cb`ni`k`À`Yb"

: Øf`XYb`J`Z6`Ghi hh[Ufh`k`ÀfY`Yg`XYf`YfghY`[fØ» YfY`H]hY`gY]h`XYf
6i bXYg`][U!A`Y]ghYfg`WX`UZh]b`XYf`GU]gcb`&\$`\$`#`\$`+`ž`k`À`fYbX
6]Y`ZY`X`"c`Zž`Y]bYb`XYb`_k`ØfX][Yb`9fZc`[`ZØf`Y]bYb`8f]h]i][]ghYb
ni`ZY]Yfb`"8Yf`8: 6!Dc`_U`ž`XYf`gY]h`%-`'`)`Ui`g[YhfU[Yb`k]fX`i bX
Y]bY`XYf`VYXYi`hYbXghYb`Hfcd`ÀYb`ja`XYi`hg`WX`Yb`:`i`»`VU`
XUfghY`hž`_ØbbhY`Ua`GUa`ghU[UVYbX`Y]bYb`bYi`Yb`7`Ua`d]cb
Yfj`cfVf]b[Yb"

I a`X]Y`YfghYb`:]bU`dUUfi b[Yb`i bX`VYgcbXYfY`A`ca`YbhY`XYf`8: 6!
Dc`_U`!; Yg`WX]WX`hY`ni`Yf`_i bXYbž`Ya`dZY`Yb`k]f`Y]bYb`6`]W`_Ui`ZX]Y
XYhU]`YfhY`,`VYfg]WX`h`ØVYf`XYb`K`YhhVYk YfV`Ui`Z`K]_]dYX]U"

8YhU]`g	
Cfh	6Yf`]bž`8Yi`hg`WX`U`b`X
Ei`Y`Y`b	<ul style="list-style-type: none">• k k k "fVV&("XY• k k k "Vi bXYg`][U"WŁa• XY"k]_]dYX]U"cf[

6Ygi`WX`Yb`G]Y`i`bg`Ui`Z.`a`Y]b!VYf`]b`b`Yh