

< Y]XYb\Y]a g'@Yc'GWYbnU.'8Yf
A UhWk]bbYf'hfÅi a hij cb'XYf'GY`YÃ¿c°

@YcbUfXc'GWYbnU'g]WYfh<Y]XYb\Y]a 'a]h'Y]bYa '@Ugh!
A]bi hY!Hcf'XYb'Xf]hhYb'6i bXYg'[U!Δ\ f" HfU]bYf'GWa]Xh
`cVh'gY]bY'9bhk]W`i b["

< Y]XYb\Y]a ž'8Yi hgW`UbX'!@YcbUfXc'GWYbnU'\Uh'g]W`U`g
A UhWk]bbYf'XYg'%"': 7'<Y]XYb\Y]a 'b'XYf'6i bXYg'[U'YhUV`Yfh'
A]h'Y]bYa 'YbhgWY]XYbXYb'@Ugh!A]bi hY!Hcf'VY]a '&.%!G]Y['ja
F'Y'Y[Uh]cbgfØW_gd]Y`[Y[Yb'X]Y'GJ'9'j YfgVYf['g]WYfhY'Yf'XYa
J YfY]b'XUg'Xf]hhY'6i bXYg'[U!Δ\ f']b': c`[Y" HfU]bYf': fUb_'GWa]Xh
`cVh'Y'GWYbnUg'@Y]ghi b['i bX'k]Yg'XUfUi Z'\]bž'XUgg'XYf'Gd]Y`Yf
Y]bY'gWk]Yf[Y'GU]gcb'\]bhYf'g]W`UVY"GWYbnUž'XYf'ja
j Yf[Ub[YbYb'Gca a Yf'j ca 'Nk Y]h][U!5i ZghY][Yf'GGJ' l' a 'ni
< Y]XYb\Y]a 'k YWgY'hYž'\Uh'bi b'Y]bYb'ZYghYb'D`Uhn'ja 'HYUa
Y]b[Ybca a Yb"

≠'gY]bYf'V]g\Yf][Yb'?Uff]YfY'Yfn]Y'hY'GWYbnU'VYfY]hg
VYY]bXfi W_YbXY'GhUh]gh]_Yb"9f'ZY]YfhY'gY]b'6i bXYg'[U!8YVØh
i bX'Yfn]Y'hY'gY]b'YfghYg'Hcf'VY]a '(.\$!G]Y['[Y[Yb'XYb': 7
5i [gVi f["5i W`VY]'<Y]XYb\Y]a g'9i fcdUdc_U!8YVØh]b
GWk YXYb'_cbbhY'Yf'Y]bYb'HfYZZYf'Yfn]Y'Yb"J cf'gY]bYf'NY]h]b
< Y]XYb\Y]a 'gd]Y'hY'GWYbnU']b'XYf'gYW`gh`Ugg][Yb'J YfVUbXg][U
i bX'k YWgY'hY'&\$%- 'bUW'8Yi hgW`UbX"≠g[YgUa hi[Y\Øfh'Yf'ni
XYb'nY\b'BYi ni [Åb[Yb'XYg'7'i Vgž'X]Y'a U» [YV`W`ni a '9fZc`['b
X]YgYf'GU]gcb'VY]hfU[Yb"

< YfUi gZcfXYfi b[Yb'i bX'9bhk]W`i b[Yb

HfU]bYf': fUb_'GWa]XhVYhcbhYž'XUgg'GWYbnU'b]W`h]a a Yf'X]Y
9fk Ufhi b[Yb'YfZØ`hY'i bX'Ui Z_f]h]gWY'FØW_a Y`Xi b[Yb'XYg

7cUWYg'fYU[]YfhYž]bXYa 'Yf'Ui g'gY]bYb': Y\`Yfb`YfbYb'k c`hY"
GWYbnU'U_nYdh]YfhY`X]Y'?f]h]_`i bX'k ØbgW`hg]W`nk Uf'a Y\`f
Gd]Y`nY]hž'fYgdY_h]Yfh'YXcW`X]Y'9bhgW`Y]Xi b[Yb'gY]bYg'HfU]bYfg"
GW`a]Xh'ghY`hY`_`Ufž'XUgg'X]Y'?ca V]bUh]cb'Ui g'@Y]ghi b[`i bX
9]bghY`i b[`YbhgW`Y]XYbX'j]ghž'i a `]a `HYUa `ni `gd]Y`Yb"

⊕`XYf`Ui ZYbXYb'GU]gcb`U`h<Y]XYb\Y]a `VYfY]hg'ZØbZ'DZ]W`hgd]Y`Y
[Yk cbbYbž'k Ug'ni a `; YgUa hYfZc`[`XYg'HYUa g'VY]hfÅ[h`GWYbnU
\Uh'g]W`U'g'k]W`h][Yf'HY]'XYf'C ZYbg]j !FchUh]cb'YhUV`Y]fhi bX
k]fX'gck c\`U'g'⊗_Yf'U'g'Ui W`U'g'GhUfhYf'Y]b[YgYhnh`GY]bY`Yb[Y
: fYi bXgW`UZhi a]h'DUi `K UbbYfž'Y]bYa `@Y]\gd]Y`Yf'j cb'6UmYfb
A ØbW`Ybž`\Uh'g]W`U'g'Ài »Yfgh'YZZY_h]j `Yfk]YgYbž'XU'g]Y
[Ya Y]bgUa `Y]b'ghUf_Yg'C ZYbg]j !8i c`V]`XYb"

GhUh]gh]gW`Y`9]bV`]W_Y

8]Y`@Y]ghi b[Yb'XYf'BYi ni [Åb[Y`XYg`%": 7`<Y]XYb\Y]a `_ØbbYb
g]W`gY\Yb`UggYb"⊕`XYf'6i bXYg`[U`\Uh'XYf'J YfY]b`]bg[YgUa h
%%&'BYi ni [Åb[Y'[YhÅh][hi bX'Y]bYb'; YgUa hk Yfhj cb`*, ž\$)
A]`]cbYb'9i fc`]bj Ygh]Yfh`8]Y`HcfUbhY]!GhUh]gh]_`nY][hž'XUgg', ž* i
XYf'HcfY`Ui g'X]YgYf'; fi ddY`ghUa a Yb"⊖a `J Yf[`Y]W`XUni `ZØ\fh
XYf': 7`5i [gVi f[`a]h'Y]bYa `5bhY]'j cb`) \$ž\$ i `X]Y`@Y]ghY`Ubž
[YZc`[hij cb'UbXYfYb'7`i Vgž'X]Y`YVYbZU`g'VYhfÅW`h]W`Y
⊕j Ygh]h]cbYb `[YhÅh][h`\UVYb"

A]h'Y]bYa `k Y]hYf\]b'dcg]h]j Yb'6`]W`Ui ZX]Y'9bhk]W`i b[`XYf
A UbbgW`UZhi bX'X]Y`@Y]ghi b[Yb'j cb'GWYbnU`]gh'XYf`%": 7
<Y]XYb\Y]a `Ui ZY]bYa `[i hYb'K Y[ž'g]W`k Y]hYf`]b'XYf'6i bXYg`][U
ni `VY\Ui dhYb"8]Y`A]gW`i b[`Ui g'hU'Ybh]YfhYb'BYi ni [Åb[Yb'i bX
XYf'F Yg]Ybn'XYg'HYUa g'_ØbbhY`YbhgW`Y]XYbX'gY]b'ZØf'ni _ØbZh][Y
9fZc`[Y"

: Øf`@YcbUfXc'GWYbnU`V`Y]Vh'XUg'[fc»Y`N]Y`b]W`hi bYffY]W`VUf.
8Yf'HfUi a `j cb'XYf'GY`YWUcž'6fUg]]Ybg'B Uh]cbU`a UbbgW`UZž
gW`k YVh'ghYhg'ØVYf`\a `i bX`_ØbbhY`a]h'k Y]hYfYb'ghUf_Yb
@Y]ghi b[Yb`]b'XYf'6i bXYg`][U`bÅ\Yf'fØW_Yb"

K Y]hYfY`⊕Zcfa Uh]cbYb'ni `GWYbnUg'?Uff]YfY`i bX'XYb

BYi ni [Åb[Yb`XYg`%": 7`<Y]XYb\Y]a`Z]bXYb`g]WÅ`]b`XYb`6Yf]WÅ hYb
 j cb`NJ K`i bX`GK F`"GhUh]gh]gWÅ Y`8UhYb`ni f`6i bXYg`][U`V]YhYb`
 HfUbgZYfa Uf_h"

8YhU]`g	
J cfZU``	Gcbgh][Yg
C fh	<Y]XYb\Y]a`ž8Yi hgWÅ`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "nj k "XY • k k k "gk f"XY • k k k "hfUbgZYfa Uf_h"XY

6Ygi WÅ Yb`G]Y`i bg`Ui Z.`b!U["bYh