

I a ghfi _hi f]Yfi b[`XYf`9fa]hh`i b[Yb`bUWk
H0hi b[gXY`]_h`]b`GWk U]_`Y]a °

9fa]hh`i b[Yb`ni `H0hi b[gXY`]_h`Yb`]b`GWk U]_`Y]a `i bX
: f]YXf]Wk g\UZyb.`8YhU]`g`ni f`I a ghfi _hi f]Yfi b[`i bX
J YfXAWk h][YbghUhi g"



GWk U]_`Y]a ž`8Yi hgWk`UbX`!`8]Y`9fa]hh`i b[Yb`ni `XYb
U`hi Y`Yb`H0hi b[gXY`]_h`Yb`]b`8Yi hgWk`UbX`ghY`Yb`i bhYf
VYgcbXYfYf`6YcVUWk hi b["Gc`k i fXY`bUWk`ØVYf`&) \$`HU[Yb`X]Y
Gc`c`; UfhYb` `]a `: U`XYg`H0hi b[gXY`]_hg`j cb`A Uf[UfYh`U`G`"]b
GWk U]_`Y]a `i a ghfi _hi f]Yfh", VYf`%(\$`\$`Gdi fYb`k i fXYb`VYfY]hg
VYUfVY]hYhž`k cVY]`X]Y`?`f]a]bU`]bgdY`_h]cb`%`i bhYf`XYf`@Y]hi b[`j`cb
?`f]a]bU`X]fY`_hcf`@`b]b[`XYb`:`U`bi b`k Y]hYfZ`Ø`fh`"8]Y`V]g\Yf][Yb
9f[YVb]ggY`nY][Ybž`XUgg`X]Y`a Y]ghYb`n]Y`Z`Ø`fYbXYb`Gdi fYb
VYfY]hg`UV[YUfVY]hYh`k i fXYbž`XcWk`Ui Wk`]b`Ni`_i bZh]g]bX
h]YZ[Y`YbXY`i bX`_`Y]bhY]][Y`9fa]hh`i b[Yb`j cf[YgY`Yb`"NYbhU`
V`Y]Vh`XUg]a `Bcj Ya VYf`&\$&(`j Yf0ZYbh]Wk hY`D`U`b`hca V]`X`Y]bYf
i bVY`_UbbhYb`DYfgcbž`ØVYf`X]Y`X]Y`Dc`]nY]`k Y]hYf`b
`bZcfa Uh]cbYb`gUa a Y`h`<]bk Y]gY`_ØbbYb`i bhYf`XYf

HY`YZcbbi a a Yf'f\$+' *%&'), \$\$'[Ya Y`XYh'k YfXYbž'k]Y`

GWk AV]gWY`Dcgh`VYf]W hYh"

DUFU`Y`XUni`n]Y\h`Y]b`k Y]hYfYf': U``]b` : f]YXf]W g\ UZYb`X]Y
5i Za Yf_gUa _Y]h`XYf`A YX]Yb`i bX`² ZZYb`h]W`_Y]h`Ui Zg]W`"9]b
, ' !`A\`f][Yf`A Ubb`'ghY\`h]a` J YfXUW`hž`gY]bY', (!`A\`f][Y`DUfhbYf]b
]b`XYf`GYb]cfYbk c\`bUb`U[Y`YfgW`cggYb`ni` \UVYb`"8Yf`A Ubb`]gh
XYfnY]h]b`l bhYfgi W`i b[g\UZh]b`F Uj YbgVi f["5a`' &+"`GYdhYa VYf
\UhhY`Yf`XYb`B chfi Z[Yk A\`h`i bX`Ub[YXYi hYhž`XUgg`gY]bY
DUfhbYf]b`g]W`XUg`@YVYb`[Ybca`a Yb`\UVY`"Dc`]nY]VYUa`hY
Ai » YfhYb`YXcW`Nk Y]ZY`Ub`X]YgYf`5i ggU[Y`i bX`Y]b`j cf`Ai Z[Yg
CVXi`_h]cbgYf[YVb]g`]Y» XUfUi ZgW`]Y» Ybž`XUgg`Yg`g]W`b]W`h`i a
Y]bYb`Gi`]n]X`\UbXY`hY`"8Yf`J YfXAW`h][Y`VYg]hnh`_Y]bYb
K UZZYbgW`Y]b`i bX`Yf`_`ÀfhY`VYgh`AbX][`gY]bY`l bgW`i`X`"8Yf`HUhcfh
_cbbhY`V]g`ni a`Yhn][Yb`NY]hdi b`_h`b]W`h`ZfY][Y[YVYb`k YfXYbž
k Yg\U`V`X]Y`9fa`]h`i b[Yb`XYf`Dc`]nY]ž`Ui h`Dc`]nY]gdFYW`Yf`C`]j Yf
K Y]» Zc[ž`bcW`Y]b][Y`K`cW`Yb`UbXUi Yfb`_ObbhYb`"8]Y
Gdi fYbg]W`Yfi b[`]ghj cf`Cfhž`UV\`Ab[][`j cb`bYi Yb`9f`_Ybbhb]ggYbž
k]Y`X]Y`**GWk AV]gWY`XY`VYf]W hYh"**

9fa]hh`i b[Yb`bY`a Yb`j]Y`NY]h`]b`5bgd fi W

8]Y`Ui ZYbXYb`9fa]h`i b[Yb`]a` : U``XYg', ' !`A\`f][Yb`J YfXAW`h][Yb
g]bX`ni XYa`j cb`XYf`VYgcbXYfYb`?ca`d`YI]h`h`XYf`GUW`U[Y
[Ydf`A[h`9g`VYghY\`h`_Y]b`Y]bXYi`h][Yg`6`X`XYg`HUh\`Yf[Ub[gž`k Ug
X]Y`5fVY]h`XYf`6YUa`hYb`YfgW`k Yfh`"8Yf`5bk U`h`XYg`J YfXAW`h][Yb
VYUbbhfU[hY`Y]bY`J Yf`Y[i b[`]b`Y]bY`< UZhUbghU`h]b`G]b[Ybž`X]Y`g]W
Ui Z`A`hYfY`≠gUggYb`gdYn]U`]g]Yfh`U`hž`ØVYf`XYb`GhUhi`g`X]YgYg
5bhfU[g[]Vh`Yg`YXcW`XYfnY]h`_Y]bY`≠Zcfa`Uh]cbYb`"

⇒a`?cbhYI h`XYf`U``[Ya`Y]bYb`?f]a`]bU`]h`h`]b`8Yi hgW`UbX`nY][h`X]Y
Dc`]nY]`]W`Y`?f]a`]bU`ghUh]gh`_Y]bYb`F`ØW`[Ub[`j cb`%ž+`i`Ui ZYhk`U
) ž` (`A`j`]cbYb`fY[]ghf]YfhY` : A`Y`]a` : \`f`&\$&("8]Yg]gh`i bhYf
UbXYfYa`Ui ZY]bY`j Yff]b[YfhY`5bnU\`j cb`7UbbUV]g!8Y`_hYb
ni fØW`ni ZØ\`fYbž`X]Y`Xi fW`X]Y`HY]`Y[U`]g]Yfi b[`VYY]bZi`ggh
k i fXYb`"Hfchn`X]YgYg`F`ØW`[Ub[g`nY][Yb`8i b`_Y`ZY`Xghi`X]Ybž`XUgg
]bgVYgcbXYfY`J Yf[Yk`U`h][i b[Yb`gY`hYbYf`Ub[YnY][h`k YfXYb`U`g
UbXYfY`GhfUZhU`hYb`"8]Y`\`Ai Z[]ghYb`GhfUZhU`hYb`]b`&\$&(`k UfYb`

8]YVghÀ\`Y'gck]Y`J Yfa Ò[Ybg!`i bX`i: À`gWxi b[gXY`_hY"
 J YfVfYWX Yb`[Y[Yb`XUg`@YVYbžk]Y`A cfX`i bX`HchgWx`U[ž'a UWX Yb
 `YX][`]Wx`\$ž%`i `XYf`; YgUa hZÀ`Y`Ui g``5bXYfg`YXcWx`]b`XYb
 6i bXYg`ÀbXYfbž`k c`X]Y`?f]a]bU`]hAhgnU\`Yb`&\$&'`Ua ` \ÒWxghYb
 k UfYb` `XUni` [Y\ÒfYb`BcfXf\Y]b!K YghZU`Ybž`6UmYfb`i bX`6UXYb!
 K ØfhYa VYf[žk]Y`Ui Z`GhUh]ghU`ni `YbhbY\`a Yb`]gh"

8]Y`UbXUi YfbXYb`9fa]hh`i b[Yb`VY`]XYb`HÒhi b[gXY`_hYb`i bX`X]Y
 U``[Ya Y]bY`?f]a]bU`]hAhgghUh]gh]_j YfXYi h`]WxYbž`k]Y`k]Wxh][`Yg
]ghž`gck c\`dfÀj Ybh]j `U`g`Ui Wx`fYU_h]j `j cfni [Y\Yb``8]Y
 5i Z_`Àfi b[gei chY``Y[h]b`X]YgYa `š\`f`VY]`), `i ž`k cVY]`Y]b
 FØW_[Ub[`XYf`HUj YfXÀWxh][Yb`i a ``i `fY[]ghf]Yfh`k i fXY``Jcf
 U`Ya `X]Y`Øb[YfYb`HUj YfXÀWxh][Yb`i bhYf`&%`š\`fYb`\UVYb`i a `*
 i `UV[Ybca`a Yb``8]Y` [YgY``gWxUZh]WxYb`<YfUi gZcfXYfi b[Yb
 V`Y]VYb`YXcWx`XYi h]Wx`gdØfVUfž`i bX`X]Y`6Yf]WxhYfghUhi b[`ni
 X]YgYb`H\Ya Yb`k]fX`j cb`XYf`^2 ZYbh]Wx_Y]h`Ui Za Yf_gUa `j YfZc`[h"

8YhU]`g	
J cfZU``	A cfX#HchgWx`U[ž`A cfX#HchgWx`U[
C fh	GWxk U]_`Y]a ž`8Yi hgWx`UbX
: YghbU\`a Yb	%
E i Y``Yb	<ul style="list-style-type: none"> • k k k "gWxk UYV]gWxY!dcgh"XY • k k k "gWxk UYV]gWxY"XY • XY"ghUh]ghU"Wč a

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