

: 7`9bYf[]Y`7chhVi g.`> V]`Äi a ghf]_ch
ZY]Yfh`HfUX]h]cb`i bX`< Y]a Uh°

8Yf: 7`9bYf[]Y`7chhVi g`ghY`hgY]b`bYi Yg`Hf]_ch`ni a
* \$!`Ä\`f][Yb`> V]`Äi a `j cfž`XUg`HfUX]h]cb`i bX`fY[]cbU`Y
=>Ybh]hÄ`h` Yfv]bXYh"



7c hhVi gž`8Yi hgW`UbX`!`8Yf: 7`9bYf[]Y`7chhVi g`\Uh]b`Y]bYa
ZYgh]W`Yb`F`U`a` Yb`Ua` `8cbbYfghU[`gY]b`bYi Yg`Hf]_ch`Z0f`X]Y
GU]gcb`&\$&) #&\$&* `dfÄgYbh]Yfh" `8]YgYg`VYgcbXYfY`Hf]_ch`k`]fX
Ub`Ägg]W`XYg`* \$!`Ä\`f][Yb`6YghY`Ybg`XYg`J`YfY]bg`Y]b[YZ0`fh`i` bX
b]a` a`h`X]Y: Ub`g`gck`]Y`X]Y`GhUXh[YgW]W`hY`]bg`J`]g]Yf" `8]Y
; YghU`hi` b[`YbhghUbX`]b` [Ya`Y]bgUa` Yf`5fVY]h`a`]h`Y]bYf
Dfc`Y`_h[fi` ddYž`X]Y`Ui` g`Y]XYbgW`UZh]W`Yb`5b`\Äb[Yfb`XYg`7`i` Vg
VYghY`h" `?`UfY`6chgW`UZh`HfUX]h]cb`i bX`< Y]a` Uh`ghY`Yb`]a
A`]hY`di` b`_h`X]YgYf`bYi` Yb`Gdcfh`_Y]Xi` b[ž`k`]Y`**B]YXYf`Ui` g]hn**
5`_hi` Y`V`VYf]W`hYh"

8]Y`bYi` Yb`< Y]a` !`i` bX`5i` gk` Äfhghf]_chg`g]bX`fch`k` Y]»` gck`]Y`V`Ui` !
k`Y]»` [Y`U`hYb`i` bX`[`ÄbnYb`a`]h`Y]bYa` `8Yg][` bž`XUg`9f]bbYfi` b[Yb

k YW_h`Nk Y]`X]U[cbU`Y`GhfY]Zyb`Ui Z`XYf`J cfXYfgY]hYž`X]Y`Ub`XUg
YfghY`Hf]_chj cb`%-`**`Yf]bbYfbž`n]YfYb`X]Y`bYi Yb`Ci hZ]hg"8]YgY
\\ghcf]gWYb`9`Ya YbhY`j YfY]bYb`g]W`a]h`Y]bYf`a cXYfbYb`@]ei]X!
HYI hi fž`X]Y`Ub`XUg`K UggYf`XYg`7 chhVi`gYf`C ghgYYg`i bX`XYb
GdfYYk U`X`Yf]bbYfh"5i Z`XYf`fYW hYb`< ØZnY`]gh`Y]b`gh`]g]YfhYf
?fYVg`UV[YV]`XYhž`XYf`Ui Z`XUg`\\ghcf]gWY`GhUXhk UddYb`Ui g`XYa
>\\f`%%) *`j Yfk Y]gh"

9]b`GhØW`_`J YfY]bg[YgW]W hY

8cW`XUg`Hf]_chV]YhYh`bcW`a Y`f`U`g`bi`f`Y]b`UbgdfYWYbXYg
8Yg][b" `a]bbYfYb`6i bX`g]bX`X]Y`nY`b` ; YVchY`XYg` : 7`9bYf[]Y
Y]b[YUfVY]hYhž`X]Y`Ub`Y]bY` : Ub!7`\\cfYc[fUZ]Y`Ui g`XYb`&\$\$\$Yf
>\\fYb`Yf]bbYfb"8Yf`nYbhU`Y`GW`f]Zni [`Ui Z`XYa` `F ØW`Ybž
`9B9F; ⇒ `a]h`XYa`Yf[`ÀbnYbXYb` BI F` ž`gdf]W`h`Y]bY`_i`hi`fY`Y
J YfV]bXi b[`ni`XYb`Y]XYbgW`UZh]W`Yb`5b`\\Àb[Yfb`XYg`J YfY]bg
Ubž`k]Y`Ui W` **F UX]c`7 chhVi`g`VYhcbh"8]Y`K U`X`XYf`GW`f]ZhUfh`ZØf
X]Y`F ØW`Ybbi`a`a`Yfbž` : f]n`E`i`UXfU`h`Už`\\`À`h`XYb`\\]ghcf]gWYb`6Yni []
ZYghž`XYbb`g]Y`k`i`fXY`YVYbZU`g`gW`cb`%-`**`Ybhk`cfZYb"**

8Yf`J Yf`_Ui Z`XYf`> V]`Ài`a`ghf]_chg`VY[]bbh`Ua` ` : fY]hU[ž`XYa` `&+"
> b]`&\$&) ž`Ua` `A]hU[" `8]YgYf`HYfa]b`k]fX`g]W`Yf`j`cb`j]Y`Yb` : Ubg
ZfYi`X][`Yfk`UfhYhž`XU`XUg`Hf]_ch`b]W`h`bi`f`U`g`Gdcfh`_Y]Xi`b[ž
gcbXYfb`Ui W`U`g`Gma`Vc`ZØf`X]Y`>Ybh]h`Àh`XYg`J YfY]bg`i`bX`X]Y
; YgW]W`h`Y`gY]bYf`5b`\\Àb[Yf`Ub[YgY`Yb`k]fX"GW`Y]Y`>`W`]gh`XUg
Hf]_ch`a`Y`f`U`g`bi`f`Y]b`GhØW`GhcZ` `Yg`fYdf`ÀgYbh]Yfh`XYb
Ya`ch]cbU`Yb`F ØW`\\U`h`XYf` : Ubg`i`bX`X]Y`_i`hi`fY`Yb`9]bZØggY
Y]bYf`[YgUa`hYb`FY[]cb"

Hf]_c hg`U`g`_i`hi`fY`Y`=`cbYb

8]Y` ; YgW]W`h`Y`XYf` : i`» VU`hf]_chg`nY][hž`XUgg`g]Y`g]W`j`cb
Y]bZUWYbž`Z`b`_h]cbU`Yb`G`\\fhg`ni`_i`hi`fY`Yb`=`cbYb`Ybhk]W`Y`h
\\UVYb" `G]Y`gd]Y[Y`b`b]W`h`bi`f`XYb`9fZc`[`Y]bYg`HYUa`g`k]XYfž
gcbXYfb`Ui W`X]Y` ; YgY`gW`UZhž`X]Y`g]Y`i`a` []Vh"K]Y`
**H`i`b`XYf`\\`Y`Ufh`6]gc`b`Yf`Ài`hYfhž`g]bX`g]Y`b]W`h`bi`f`5i`gXfi`W`_XYf`
J`YfY]bg]XYbh]h`Àhž`gcbXYfb`Ui W`GhUhi`ggma`Vc`Yž`X]Y`gc`n]U`Y
6]bXi`b[Yb`ZØfXYfb" `Hf]_chg`Yfn`À`\\Yb` ; YgW]W`h`Yb`i`bX`VY`ZØfXYfb**

6chgW\UZhYb'ØVYf'F Ugg]ga i gž; `Y]W\Y]hi bX'a Y\`" `b`X]YgYa
 G]bbY`]gh'XUg`đ V]`Ài a ghf]_ch'XYg': 7`9bYf[]Y`7chhVi g`Y]b
 9f]bbYfi b[gghØW_ž'XUg'h]YZ]b`XYf'; YgW\W\hY`j Yfk i fnY`h]gh"

A]h'X]YgYb`bYi Yb`Hf]_chg[Y\`h'XYf': 7`9bYf[]Y`7chhVi g`b]W\h'bi f
 a ch]j]Yfh]b`X]Y`đ V]`Ài a ggU]gcbž'gcbXYfb`_bØdZhiUi W\`Yb[YfY
 6UbXY`ni`gY]bYb': Ubg`i bX`XYf`GhUXh"9]b`[i hYg`<ÀbXW\Yb`k i fXY
 VY]`XYf'; YghU`hi b[`VYk]YgYb`i`i bX'a Ub`XUfZ[YgdUbbh'gY]bž`k]Y
 X]YgY`HfUX]h]cbga Uf`_Yb`]b`_ØbZh[Yb`Gd]Y`Yb`[YhfU[Yb`k YfXYb`°

8YhU]`g	
C fh	7chhVi gž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "b]YXYf`Ui g]hn!U`hi Y``"XY • k k k "fUX]cW`hhVi g"XY • k k k "h\i bXYf\YUfhV]gcb"W`a

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