

6Ug_YhVU`!9I cXi g. '8Yi hgWk Y`HU`YbhY YfcVYfb`l G!l b]g'a]h'A]`]cbYb°

8Yi hgWk Y`6Ug_YhVU`!HU`YbhY`k YWkgY`b`ni bY\ a YbX`ni`l G!
7c`Y[Ygži a`j`cb`i`_fUh]j Yb`J YfhfÅ[Yb`ni`dfcZ]h]YfYb`"K Ug
VYXYi hYh`XUg`ZØf`X]Y`66@3



6fUi bgWk k Y][ž'8Yi hgWk`UbX`!`6Ug_YhVU`ZfYi bXY`Ui Z[YdUggh°
⊕ ? Õ`bži bX`[Ubn`8Yi hgWk`UbXž'n]Y\h`Y]b`gdUbbYbXYf`HfYbX`X]Y
6`]W_Y`Ui Z]g]Wk`" `a a Yf`a Y\f`HU`YbhY`Ui g`XYf`XYi hgWkYb
6Ug_YhVU`!6i bXYg`][U`f6@Ł`bY\ a Yb`?i fg`Ui Zl G!7c`Y[Ygži bX
XUg`Ui g`[i hYa` ; fi bX.`8]Y`Z]bUbn]Y`Y`J Yf`cW_i b[`]gh`Ybcfa`"
F 66&(`VYf]Wk hYhž`XUgg`gY]h`XYa` `š\ f`&\$&%`7c`Y[Yg`]\fYb
5h`YhYb`X]fY`_h; Y`X`nU\`Yb`XØfZYbž`k Ug`XYb`K YWkgY`\i b[Yf
i bhYf`XYi hgWkYb`HU`YbhYb`Yf\YV`]Wk`Ub[Y\Y]nh`Uh"

9]b`VYgcbXYfg`VYY]bXfi W_YbXYg`6Y]gd]Y`]gh`XYf`K YWkgY`XYg
5`VU!Gd]Y`Yfg`9`]Ug`F Ud]Yei Y`ni f`? Ub]gUg`GhUHy`l b]j Yfg]hm`9f`k]fX
Xcfhj`cfUi`gg]Wk]h]Wk`a Y\f`U`g`nk Ubn][a U`gc`j]Y`j YfX]YbYb`k]Y
VY]`gY]bYa` `Yhm][Yb`7`i V`5i Wk`UbXYfY`HU`YbhY`k]Y`ž`Ub

? \UWXYb_cj ž< UbbYg'GhY]bVUW' i bX'æ\Ubb'; fØb`c`gWXY]bYb`]b
X]Y`[`Y]WXYb` : i » ghUdZYb`ni`hfYhYb`i bX`k YfXYb`XcfhØVYf`Y]bY
A]`cb`8c`Uf`j YfX]YbYb`"Gc`WXY`Gi a a Yb`g]bX`]b`8Yi hgW`UbX
gW`]W`hk Y[`i bYffY]W`VUf"

8 Yf`9l cXi g`XYf`HU`YbhY

8 Yf`K YW`gY`j cb`HU`YbhYb`ni`l G!7c`Y[Yg`k]fX`j cb`j]Y`Yb
9l dYfhYb`U`g`Yf\YV`]W`Yf`J Yf`i gh`ZØf`XYb`XYi hgW`Yb
6Ug`_YhVU`bUW`k i W`g`VYhfUW`hYh`GdcfhbUW`f]W`hYb< Yi hY
\YVh`Yfj cfž`XUgg`XYi hgW`Y`6Ug`_YhVU`!HYUa`g`cZh`b]W`h`a`]h`XYb
j Yf`cW`_YbXYb`5b[YVchYb`XYf`Ua`Yf`_Ub]gW`Yb`l b]j Yfg]h`hYb
a`]h`U`hYb`_ØbbYb`"A`]Ub`B`_c`]W`Y]b`YfZU`fYbYf`Gd]Y`YfU[Ybž
VYf]W`hYhž`XUgg`j]Y`Y`HU`YbhY`gc[Uf`c`bY`5V]hi`f`]b`X]Y`l G5
[Y\Ybž`i a`]`f` ;`ØW`_ni`j Yfgi W`Yb"

J cf`&\$&%`k Uf`Yg`XYb`7c`Y[Yg`Ui Z[fi bX`fYW`h]W`Yf`J cf[UVYb
i bhYfgU[hž`\fYb`5h`YhYb` ; Y`À`hYf`ni`nU`\Yb`"ž`f]gh]gW`Y
J Yf`ÀbXYfi b[Yb`\UVYb`X]YgY`F Yghf`_h]cbYb`bi b`Ui Z[Y`cVYbž`k Ug
ni`f` : c`[Y`\UhYž`XUgg`XUg`9]b`_ca`a`Yb`j cb`7c`Y[Y!Gd]Y`Yfb`ghUf`_
Ubgh]Y["8 Ug` B`=@`! fhY`]`Yfa` Ò[`]W`hY`Yg`XYb`Gdcfh`Yfbž`j cb`]fYb
BUa`Ybž`6]XYfb`i bX`5VV]Xi b[Yb`ni`dfcZ]h]YfYbž`k Ug`X]Y
5hfU`_hj]h`h`XYg`K YW`gY`g`bcW`j Yfgh`f`_h`\Uh"

5bdUggi b[Yb`]b`XYf`66@

8]Y`66@g]Y`h`g]W`bi`b`a`]h`Y]bYf`bYi Yb`F`YU`]h`h`_cbZfcbh]Yfh`
5`VUg`GdcfhX]fY`_hcf`<]a`Uf`C`YXU`Ài » Yfh`6YXYb`_Yb`ØVYf`X]Y
5i`gk`]f`_i`b[Yb`X]YgYf`9bhk`]W`_i`b[`Ui`Z`X]Y`B`UW`k`i`W`gUfVY]h`XYf
@[`U`8]Y`66@\Uh`Y]bY`F`Y[Y`i`b[ž`X]Y`X]Y`5bnU`\`b]W`h`!XYi hgW`Yf
Gd]Y`Yf`dfc`HYUa`VY[fYbnhž`i`a`X]Y`9bhk`]W`_i`b[`Y]a`]gW`Yf
HU`YbhY`ni`ZØf`XYfb`"8cW`a`]h`XYa`ghYh][Yb`5V[Ub[`hU`Ybh]YfhYf
Gd]Y`Yf`a`ØggYb`X]Y`J`YfY]bY`ØVYf`Y[Ybž`k`]Y`g]Y`g]W`Ub`dUggYb
_ØbbYbž`i`a`k`Y]hYf`\]b`_cb`_i`ffYbnZÀ\][`ni`V`Y]VYb"

B]W`h`bi`f`5`VU`6Yf`]b`Y]XYhi`bhYf`X]YgYf`9bhk`]W`_i`b[/`X]Y
Z]bUb`n]Y`Yb`GW`k`]Yf][`_Y]hYb`j`]Y`Yf`XYi hgW`Yf`J`YfY]bY
j`YfgW`f`ZYb`X]Y`G]hi`Uh]cb`ni`g`h`n`]W`"8f`"H\ca`Ug`Ghc`ž`

; YgW\ÀZhgz\ fYf'j cb'fUh]cd\Ufa 'l`a žZcfXYfh]a '<]bV`]W`Ui Z'X]Y
J Yf[Øhi b[Yb'Y]bY'i a ZUggYbXY'cf[Ub]gUhc]gW\Y'@Øgi b[ži a 'X]Y
fYW\h]W\Yb'FU\ a YbVYX]b[i b[Yb'Ubni dUggYb'"J c f g W\À[Y'k]Y
XUg' A UhW\]b['f][\h žXUg'Yg'XYb'J YfY]bYb'Yfa Ø[']'W\Yb' _ØbbhYž
a]h'XYb'\ØW\ghYb'5b[YVchYb'['Y]W\ ni n]Y\Ybž'ghY\Yb'ni f
8]g_i gg]cb"

8]Y' HU`YbhY']a ' : c_i g

≠g[YgUa h'_ØbbYb'ZØbZ\YfUi gfU[YbXY' HU`YbhY']b'X]YgYa
Gca a Yf'ni a '7c`Y[Y'k YW\gY'bžXUfi bhYf.

- 5a cb'8cYff]Yg'f%- ž'D: ž'5@65'6Yf']bŁ
l !%, !9i fcdUa Y]ghYfž'gd]Y'h'Ub[YbY\ a ']b'XYf'Dfc6'a]h
Xi fW\gW\ b]hh']W\ '- ž- 'Di b_hYb"
- 8ca]bm_Ug'D`YhU'f&\$ž'D: ž'A <D'F ⇒G9B '@ Xk][gVi f[Ł
D'Ubh'XYb'K YW\gY'ni f'€k U'GhUhY' l b]j Yfg]hmž'k c'Yf']b'XYf
Dfc6'&\$ž'Di b_hY'i bX'%'ž('F YVci bXg']a 'GW\ b]hh'Yfn]Y'h"
• 9`]Ug'F Ud]Yei Y'f&\$ž'G: ž'5@65'6Yf']bŁ '< Uh'VYfY]hg']b'XYf
66@i bX'9i fc@YU[i Y' : i » [YZUgghž'a]h'Y]bYf'ghUf_Yb
@Y]ghi b['[Y[Yb'A UWWUV]'HY'5j]j 'f%('Di b_hYŁ"
- <UbbYg'GhY]bVUW\ 'f%, ž'D: ž: #C bY'K ØfnVi f['6Ug_YhgŁ
DØb_h]W\ 'Ui Z'XYb'GW\ci h]b[!NYhhY'b'XYf'7c`Y[Y!7cUW\Ygž
\Uh'Yf']a '8i fW\gW\ b]hh'%'(ž' 'Di b_hY'i bX'%'ž('F YVci bXg"
- GUbUbXU': fi 'f&%ž'7ž'6Ug_YhVU``@Øk Yb'6fUi bgW\k Y][Ł
?ØbbhY'ni f'l b]j Yfg]hmicZ'@ci]gj]`Y'k YW\gY'bž'\Uh'Y]bY
VYY]bXfi W_YbXY'HfYZZYfei chY'j cb'+\$i 'VY]'Nk Y]Yfb"

8]Y' HU`YbhY' gY\Yb']b']\fYb'7c`Y[Y!ž\ fYb'Y]bY'7\UbWž'b]W\h'bi f
Z]bUbn]Y``Xi fW\ ni ghUfhYbž'gcbXYfb'Ui W\]\fYb'K Y[']b'F]W\hi b[
B65'ni 'YVbYb""9]b'HfYbXž'XYf'i bg']b'XYb'_ca a YbXYb'ž\ fYb
g]W\Yf']W\ 'k Y]hYf\]b']bhYbg]j 'VYgW\ÀZh][Yb'k]fX""6Ug_YhVU``!
K cf'X'`Àgghi bg'U`Y'k]ggYbž'XUgg'g]W\]a 'XYi hgW\Yb'6Ug_YhVU``
[YfUXY'j]Y`VYk Y[h'i bX'X]Y'@[U'g]W\ 'Ui Z'Y]bY'gdUbbYbXY'NY]h
Y]bghY``Yb'a i gg"

8YhU]`g	
C fh	6fUi bgWk Y][ž'8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • gdcf hbUW f]W hYb\Yi hY"XY • k k k "VUg_YhVU``!k cf`X"bYk g

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