

F Yj c`i h]c bÀfY`Dc`ma YfY`ghY][Yfb`X]Y Ni _i bZh`XYf`A]_fcY`Y_hfc b]_°

: c f g W X i b [`U b `X Y f `H I ` ð a Y b U i `Y b h k] W `Y `h] b b c j U h j Y
c f [U b] g W X Y `A U h Y f] U `] Y b `Z Ø f `b U W X \ U `h] [Y `A] _ f c Y `Y _ h f c b] _ `i b X
9 `Y _ h f c U _ h] j Y `D c `m a Y f Y "



ð a Y b U i ž`8 Y i h g W X `U b X `!`9] b `] b h Y f X] g n] d `] b À f Y g : c f g W X i b [g h Y U a
X Y f `H Y W X b] g W X Y b `! b] j Y f g] h À h ` ð a Y b U i ` \ U h `V Y X Y i h Y b X Y
: c f h g W X f] h h Y `] b `X Y f `9 b h k] W `i b [`j c b `c f [U b] g W X Y b `A U h Y f] U `] Y b `Z Ø f
X] Y `A] _ f c Y `Y _ h f c b] _ Y f n] Y `h " ð `Y] b Y a `] b b c j U h j Y b `A U h Y f] U `g m g h Y a
U f V Y] h Y b `X] Y : c f g W X Y f `a] h `D c `m a Y f Y b ž`X] Y `g d Y n] Y ``Z Ø f
5 b k Y b X i b [Y b `] b `X Y f `A] _ f c Y `Y _ h f c b] _ [Y Y] [b Y h `g] b X ``8] Y g Y g
A U h Y f] U `g m g h Y a `V Y g h Y `h `U i g `X f Y] < U i d h _ c a d c b Y b h Y b . `Y] b Y a
Y `Y _ h f] g W X `Y] h Z À \] [Y b `D c `m a Y f ž`Y] b Y a `? U h `m g U h c f ž`X Y f
C I] X U h] c b g g W X À X Y b `Y f _ Y b b h `i b X `f Y d U f] Y f h ž`g c k] Y `Y] b Y a
A c b c a Y f ž`X U g `U `g `a c `Y `i `U f Y f : `] W `Y b `X] Y b h `D f c Z `F c V Y f h ; Y] h b Y f
U i g `X Y f `D \ m g] _ U `] g W X Y b `7 \ Y a] Y `i b X `D f c Z `7 \ f] g h] U b `8 f Y » `Y f `U i g
X Y f `H \ Y c f Y h] g W X Y b : Y g h _ Ø f d Y f d \ m g] _ g] b X `a U » [Y V `] W X `U b `X Y f
I b h Y f g i W X i b [`i b X `G] a `i `U h] c b `X Y f `A U h Y f] U `Y] [Y b g W X U Z h Y b

VYhY]][h`Dfca ch]cbggghi XYbh]b`<Ybf]_Y`NUWYf`j YfV]bXYh`X]YgY
VY]XYb`i: cfgW`i b[gZY`XYfž`i a`Zi b_h]cbU`Y`A UhYf]U`gmghYa`Y`ZØf
@UVcfhYghg`ni`Y`bhk`j]W_Y`b`"8 Ug`Ub[Zf]gh][Y`N]Y`XYg`HYUa`g]gh`Ygž
Y]bY`bUW`U`h][YfY`5`hYfbUh]j Y`ni`_`Ugg]gW`Yb`A UhYf]U`Yb`]b`XYf
A]_fcY`Y`_hfc b]_`ni`gW`UZYbž`k`jY`**HI`** `⇒**a`YbUi`** VYf]W`hYh`"

8]YgY`9bhk`j]W_`i`b[Yb`g]bX`b]W`h`bi`f`Ui`Z[fi`bX`]`fYf`_`bcj`Uh]j`]h`h
k`]W`h][ž`gcbXYfb`gW`]Y» Yb`Ui`W`XYb`9]bgUhn`j`cb`a`cXYfbYb
<YfghY`i`b[ga`Yh`cXYb`Y]b`"6Y]`XYf`9bhk`j]W_`i`b[`bYi`Yf
cf[Ub]gW`Yf`i`b_h]cbga`UhYf]U`Yb`gd]Y`Yb`Ògi`b[gVUg]YfhY
JYfUfVY]hi`b[gd`fc`nYggY`Y]bY`YbhgW`Y]XYbXY`F`c`Y`"8]Y
JYfk`YbXi`b[`j`cb`7!7!A`YhU`!`_U`hU`mg]YfhYb`?`i`dd`i`b[gfYU`_h]cbYb
ni`a`5i`Z`Ui`_`U`V`Y]hYbXYf`Dc`ma`YfY`]gh`Y]b`6Y]gd]Y`ZØf`XYb
9]bgUhn`Zc`fhgW`f]h]W`Yf`W`Ya`]gW`Yf`HYW`b]_Yb`"8 Ug`i: fUi`b`c`ZYf
=5D`Zc`_i`gg]Yfh`g]W`ni`XYa`_`Ui`Z`X]Y`i: YghU`hi`b[`bYi`Ufh][Yf`Dc`ma`Yf!
VUg]YfhYf`d`c`gd`c`fYgnYbhYf`GmghYa`Y`ZØf`cf[Ub]gW`Y
@Yi`W`hX]cXYb`fC`@98`głž`X]Y`Xi`fW`fUX]_U`]gW`Y
Dc`ma`Yf]gUh]cbga`Yh`cXYb`Ybhk`j]W_Y`h`k`YfXYb`"8]YgY`A`Yh`cXYb
n]Y`Yb`Ui`Z`X]Y`Gmb`h`Yh]g]Yfi`b[`j`cb`XYZY`_hZfY]Yb`Dc`ma`YfYb`UV
i`bX`a`]b]a`]YfYb`J`Yfi`bfY]b][i`b[Ybž`k`Ug`ZØf`X]Y`E`i`U`]h`h`XYf
DfcXi`_`hY`YbhgW`Y]XYbX`]gh`K`Y]hYfY`i: c`_i`g[YV]YhY`g]bX`X]Y
9bhk`j]W_`i`b[`Y`Y`_hfc`U`_h]j`Yf`Dc`ma`YfY`i`bX`bYi`Ufh][Yf
X]Y`Y`_hf]gW`Yf`Dc`ma`YfY`gck`jY`dc`ma`YfVUg]YfhY`i: YghY`Y`_hfc`mY
ZØf`5i`hc`V`UhhYf]Ybž`k`jY`XYf`i: **fUi`b`c`ZYf`=5D`**Ui`gZØ`f`]W`X`UfghY`h`"

9`Y`_hfc`U`_h]j`Y`Dc`ma`YfY`i`bX`]`fY

5bk`YbXi`b[`Yb

8]Y`i: cfgW`i`b[`ni`Y`Y`_hfc`U`_h]j`Yb`Dc`ma`YfYb`_`Uh]b`XYb`Y`hnhYb
_`fYb`ni`bY`a`YbX`Ub`6YXYi`hi`b[`i`[Yk`cbbYb`"8]YgY`A`UhYf]U`Yb
nY]W`bYb`g]W`Xi`fW`]`fY`i: Å`][_Y]h`Ui`gž`Ui`Z`Y`Y`_hf]gW`Y`G][bU`Y
ni`fYU[]YfYb`i`bX`a`YW`Ub]gW`Y`6Yk`Y[i`b[Yb`ni`YfnYi`[Yb`"9]b
j`j]Y`j`YfgdfYW`YbXYf`9]bgUhnVYfY]W`g]bX`X]Y`X]Y`Y`_hf]gW`Yb
9`Ughca`YfU`_hi`Uhc`fYb`fB`95łž`X]Y`c`Zi`U`g`_`Øbgh]W`Y`A`i`g`_Y`b
VYnY]W`bYh`k`YfXYb`"8]YgY`5`_hi`Uhc`fYb`VYg]hnYb`Y]bY`[Yf]b[Y
A`UggY`i`bX`K`Y]W`Y`hž`k`cXi`fW`g]Y`g]W`ZØf`5bk`YbXi`b[Yb`k`jY
5fa`!K`fYgh]b[!F`c`V`chYfž`a`]b]Uhi`f]g]YfhY`Di`a`dYb`i`bX`Y`Y`_hfc!
a`YW`Ub]gW`Y`G`W`U`hYf`Y][bYb`"→X`c`W`ghY`h`XYf`VfY]hYb`Bi`hni`b[

X]YgYf`HYWkbc`c[]Y`X]Y`<YfUi gZcfXYfi b[`Y]bYf`\c\Yb
 GWkU`hgdUbbi b[`Ybh[Y[Ybž`X]Y`V]g`ni `a Y\fyfYb`?]`cj c`hifY]WkYb
 _Ubb``8i fWk`]bbcj Uh]j Y`J YfZU\fyb`ni f`9f\Ò\i b[`XYf`DYfa]hh]]hÀh
 i bX`ni f`J Yff]b[Yfi b[`XYg`9!A cXi `g`_ÒbbYb` : cfgWkYf`X]Y
 GWkU`hgdUbbi b[`gYb_Ybž`k Ug`X]Y`9]bgUhma Ò[`]Wk_Y]hYb`X]YgYf
 A UhYf]U`]Yb`Yfk Y]hYfhž`k]Y`XUg` : fUi b\cZYf`⇒D`Yf`_`Àfh"

9]b`bYi Yg`J YfZU\fyb`ni f`WkYa]gWkYb`A cX]Z]n]Yfi b[
 g]`]_cbVUg]YfhYf`9`Ughca YfY`\Uh`XUg`DchYbn]U`ž`X]Y`DYfa]hh]]hÀh
 g][b]Z]_Ubh`ni `Yf\Ò\Ybž`]bXYa `cf[Ub]gWkY`8]dc`Y`_cj U`Ybh`Ub`X]Y
 G]`]_cba Uhf]l ` [YVi bXYb`k YfXYb``8]YgYg`J YfZU\fyb`j Yf\]bXYfh`X]Y
 5[[`ca YfUh]cb`XYf`8]dc`Y`i bX`gcf[h`ZØf`\ca c[YbY` :]`a Y``8]Y
 a YWkUb]gWkYbž`h\Yfa]gWkYb`i bX`Y`Y`_hf]gWkYb`9][YbgWkUZhYb`XYf
 bYi Yb`A UhYf]U`]Yb`g]bX`j]Y`j YfgdfYWkYbXž`XU`5_hi UhcfxY\bi b[Yb
 XUXi fWk`i a `XUg`GYWk_gZUWkY`]a `J Yf[`Y]Wk`ni `Yf`_Òa a `]WkYb
 A UhYf]U`]Yb`j YfVYggYfh`k YfXYb`_ÒbbYb``8]Y` , VYfhfU[i b[`X]YgYf
 HYWkbc`c[]Y`Ui Z`UbXYfY`A UhYf]U`_`UggYb`_ÒbbhY`X]Y`9bhk]W`i b[
 bYi Yf`5bk YbXi b[Yb`k Y]hYf`j cfUbhfY]VYb"

Ni gUa a YbZUggYbX``Àggh`g]Wk`gU[Ybž`XUgg`X]Y`9bhk]W`i b[Yb`]a
 6YfY]Wk`XYf`cf[Ub]gWkYb`A UhYf]U`]Ybž`]bgVYgcbXYfY`]b`XYf
 A]_fcY`Y`_hfc]_`i bX`XYb`Y`Y`_hfcU`_hj Yb`Dc`ma YfYbž`Y]bY
 ZUgn]b]YfYbXY`⇒bcj Uh]cbg_fUZh`VYg]hnYb``8]Y`]bhYfX]gn]d`]bÀfY
 Ni gUa a YbUFVY]h`nk]gWkYb`7\Ya]_Yfbž`D\mg]_Yfb`i bX
 ⇒[Yb]Yi fYb`k]fX`YbhgWkY]XYbX`ZØf`X]Y`GWkUZZi b[`bUWk\U`h][Yf
 i bX`YZZ]n]YbhYf`HYWkbc`c[]Yb`XYf`Ni`_i bZh`gY]b"

8YhU]`g	
Cfh	⇒a YbUi ž`8Yi hgWk`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "hi !]`a YbUi "XY • k k k "]Ud"ZfUi b\cZYf"XY • k k k "]Ud"ZfUi b\cZYf"XY

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