

Hcd!@Y]ghi b [Yb ']b '6Yfb\Ui gYb.
@Y]W\ hUh\ `Yh]_ `Ui Z`F Y_c fX_i fg°

9bhXYW_Yb`G]Y`X]Y`bYi YghYb`9bhk]W_`i b [Yb`]b` ; Öf`]hn`Ua
&- " ' † b] &\$&) ž`Y]bgW`]Y» `]W`VYXYi hYbXYf`c_U`Yf
GdcfhYfY][b]ggY`i bX` ; Ygi bX\Y]hg]bZcfa Uh]cbYb"



; Öf`]hnž`8Yi hgW`UbX`!`8]Y`@Ui ž] YfUbghU`hi b [`]b`6Yfb\Ui gYb
k Uf`Y]b`j c`Yf`9fZc`["NU\`fY]W`Y`5h\`Yh]bbYb`i bX`5h\`YhYb
bi hnhYb`X]Y` ; Y`Y [Yb\Y]hž`]\fY`6Ygh`Y]ghi b [Yb`ni`hcdYb`i bX`Y]bY
gdUbbYbXY`K YhVYk YfVgUha cgd\`ÄfY`ni`Yf`YVYb" `6YgcbXYfg
\Yfj`cfni`YVYb`g]bX`X]Y`ghUf`_Yb`@Y]ghi b [Yb`]b`XYb
j YfgW`]YXYbYb`?UhY [cf]Ybž`X]Y`j]Y`Yb`HY]`bY\`a Yf]bbYb`i bX
HY]`bY\`a Yfb`Y]b` ; f]bgYb`]bg` ; Yg]W`hinUi VYfhYb" `b`X]YgYf
J YfUbghU`hi b [`gd]Y [Y`hg]W` `b]W`h`bi`f`XUg`?ÖbbYb`i bX`X]Y
@Y]XYbgW`UZh`XYf`5h\`YhYg`k]XYfž`gcbXYfb`Ui W`X]Y`5ha`cgd\`ÄfY
Y]bYf`YW`hYb` ; Ya Y]bgW`UZh"

6YgcbXYfg`VYa Yf`_Ybgk Yfh`k Uf`X]Y`@Y]ghi b [`]a`C`&\$!`@Ui Z`z`XYb
6Yb`Ua]b`6fY\`a`j`cb`XYf`@`?6`[`Yk`Ubb`"A`]h`Y]bYf`NY]h`j`cb` ,`.\$`(`

A]bi hYb`ØVYf' '\$\$\$'A YhYf`VYghÅh][hY`Yf`gY]bY`YfUi gfU[YbXY
: cfa "'Gck c\`X]Y`5h\`YhYb`Ui g`XYf`5`hYfg[fi ddY`I %, `U`g`Ui W`X]Y
HY]`bY`a Yf`XYg`C &' !K YhhVYk YfVg`k UfYb`Ui Z`XYf`Å][X`bUW
dYfgØb`]W`Yb`FY`_cfXYb`ž`k Ug`ni `dUW`YbXYb`8i Y`Yb`Ui Z`XYf
GhfYW`Y`ZØ`fhY"'Gc`_cbbhY`@Ufg`?cW`]a `C &' !@Ui Za]h`Y]bYf
bYi Yb`6YghnY]hj`cb', .(, `A]bi hYb`Ui Zhfi a dZYb"

GhUf`_Y`dYfgØb`]W`Y`6Ygh`Y]ghi`b`[`Yb`

⇒a `C &\$!K YhhVYk YfV`Yfn]Y`hY`Ui W`X`æ\UbbYg`A YmYf`Y]bY
fYgdY`_hUV`Y`NY]hj`cb', .%&`A]bi hYb`"8]Y`Ni gW`Ui Yf`k UfYb`j`cb
XYb`Gd]hnYb`Y]ghi`b`[`Yb`VYY]bXfi W`hž`X]Y`b]W`h`bi`f`XYb`5h\`YhYb
ni [i hY`_Ua`Yb`ž`gcbXYfb`Ui W`ni`f`5`hhfU`_hj]]hÅh`XYf`J`YfUbg`h`i`b`[
VY]hfi [Yb`" `9g`]gh`Y]bZUW`[`fc»Ufh][`ni`gY`Yb`ž`k]Y`U`Y`Y`Y]f`]\f
6YghYg`[`YVYb`ž`gU[`hY`Y]b`Ni`gW`Ui`Yf`ž`XYf`g]W`U`g`5b`Åb[`Yf`XYf
@Y]W`hU`h`Yh]_`ci`hYhY"

6YgcbXYfY`<][`\][`\hg`gYhnhYb`X]Y`5h\`YhYb`b]W`h`bi`f`]b`XYb
a]hY`Ub[`Yb`GhfYW`Yb`ž`gcbXYfb`Ui W`VY]`XYb
Gdf]bhk YhhVYk YfVYb`"H\ca Ug`K U[`bYf`_cbbhY`]a`%\$\$!A YhYf!
Gdf]bh`Y]bY`NY]hj`cb`%ž&) `GY`_i`bXYb`Yfn]Y`Yb`ž`k`Å`fYbX`ZØf`X]Y
&\$`\$`A YhYf`5bbU`GW`a]X`Y]bYb`ghUf`_Yb`Gdf]bh`a]h`&(ž\$,
GY`_i`bXYb`Y]b`Y[`hY`"5i`W`X]Y`GhUZY`k`Yhh`_Aa`dZY`gc`f[`hYb`ZØf`j`]Y`
5i`ZY[`i`b[`i`bX`ž`VY`ž`U`g`X]Y`HYUa`g`a]hj`c`Y`a`9]bgUhn`]bg`N]Y`
gdf]bhYhYb"

; Ygi`bX`Y]h`i`bX`:`]hbYgg`k`Å`fYbX`XYf
GW`k`Ub[`YfgW`UZh

9]b`UbXYfYf`gdUbbYbXYf`5gdY`_hž`XYf`]b`XYb`ØZYbh`]W`Yb
8]g`_i`gg]cbYb`k`Å`fYbX`XYg`9]Ybhg`YbhghUbX`ž`k`Uf`X]Y`6YXYi`hi`b`[
j`cb`gdcfh`]W`Yf`5`_hj]]hÅh`]b`XYf`GW`k`Ub[`YfgW`UZh`"8]Y`U`_hi`Y`Yb
;`i`]XY`]bYg`Ya`dZY`\`Yb`ž`XUgg`gW`k`Ub[`Yf`k`YfXYbXY`:`fUi`Yb
fY[`Y`a`Å»][`a`cXYfUhY`gdcfh`]W`Y`5`_hj]]hÅhYb`Ui`gØVYb`gc`hYb`ž`i`a
gck`c`\`]\fY`Y][`YbY`;`Ygi`bX`Y]h`U`g`Ui`W`X]Y`XYg`i`b[`YVcfYbYb
?]bXYg`ni`ZØfXYfb`"8]YgY`9a`dZY`\`i`b[`Yb`Z]bXYb`VfY]hY
I`bhYfghØhni`b[`]b`XYf`a`YX]n]b]gW`Yb`:`UW`k`Y`hi`bX`nY][`Yb`X]Y

dcg]hj Yb`9ZZY_hY`Ui Z'a ØhYf`jWXY`i bX`_]bX`]WXY`A cfVjX]hÅh"

9g`VYghY`h`YXcW`Ui W`G_Ydg]gž`]bgVYgcbXYfY`\]bg]Wx`h]Wx`XYf
[YY][bYhYb` ðhYbg]hÅhYb`i bX`i a ZÅb[Y`ZØf`Ua V]h]cb]YfhY
5h\`Yh]bbYb`"K]Y`XYf`5fh]_Y`]a`G9A G`æi fbU`i bHYfghfY]Wx`hž
gc`hYb`]bX]j]Xi Y`Y`6YXØfZb]ggY`i bX`a Ø[`]WXY`?cbhfU]bX`_Uh]cbYb
VY]`YXYf`gdcfh]WXYb`6YhÅh][i b[`k Å\fybX`XYf`GWk Ub[YfgWx`UZh
VYfØW_g]Wx]h[h`k YfXYb`"6Yk Y[i b[`]b`XYf`GWk Ub[YfgWx`UZh`a i gg
[i h[Yd`Ubhi bX`fY[Y`a Å»][`ØVYfk UWx`h`k YfXYbž`i a`gck c\`XUg
K c\`VYZ]bXYb`XYf`A i hYf`U`g`Ui W`X]Y`G]WXYf\Y]hXYg`?]bXYg`ni
[Yk Å\`f`Y]ghYb`"

A]h`XYb`bYi Yb`?cX]Yfi b[Yb`]a` ÷8!%\$!7A žX]Y`ni a`%"`C`_hcVYf
&\$&(`Ui ZhfYhYbž`k]fX`Ui W`XUg`H\Ya U[Ygi bXY`GWk Ub[YfgWx`UZh
Y]b[Y\YbXYf`VY`Yi W`hYh`"8]Y`fY`Yj UbhYb`7cXYgž`X]Y`ZØf
gWk Ub[YfY` : fUi Yb`[Y`hYbž`k YfXYb`_ØbZh][`Y]bYb`k]Wx]h[Yb
6Yni [gdi b`_h`ZØf`Åfnh]WXY`6Y\UbX`i b[Yb`XUfghY`Ybž`n`6`"ja
Ni gUa a Yb\Ub[`a]h`DmY`cbYd\`f]h]g`i bX`UbXYfYb
GWk Ub[YfgWx`UZh`g_ca`d`_Uh]cbYb`"<]Yf`]gh`Yg`YbhgWx`Y]XYbXž`XUgg
GWk Ub[YfY`]bZcfa`]YfhY`9bhgWx`Y]Xi b[Yb`ØVYf`]\fY` ; Ygi bX\Y]h
i bX`X]Y`]\fYg`?]bXYg`hfYZZYb`"

5VgWx`]Y» YbX`"Åggh`g]Wx`gU[Ybž`XUgg`X]Y`J YfUbgH`hi b[`]b
6Yfb\Ui gYb`b]Wx`h`bi f`Y]bY`K Yh_Ua`dZa`Ø[`]Wx`_Y]h`Vchž`gcbXYfb
Ui W`5bfY]n`ZØf` ; YgdfÅWx`Y`ØVYf` ; Ygi bX\Y]hž` :]hbYgg`i bX`X]Y
<YfUi gZcfXYfi b[Ybž`X]Y`a]h`XYa`Gdcfh]b`j YfgWx`Y]XYbYb
@VYVbgd\UgYb`j YfVi bXYb`g]bX`"

8YhU]`g	
C fh	; Øf`]mž`8Yi hgWx`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hYW_VchY"XY • k k k "]Wx`%\$XUhU"Wc`a • gYa`g!`^ci fbU`"Wx

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