

GWX i `Ub ZUb [`fØW_h`bÀ\Yf. `8]Y `VYghYb
: fY]nY]hdUf_!5i gZ`i [gh]ddg°

9fZU\fyb`G]Yž`k]Y` : Ua]`]Yb`]b`A]hY`gUW`gYb`XYb
GWX i `Ub ZUb [`&\$&) `a]h` : fY]nY]hdUf_!5i gZØ[Yb`d`UbYb
_ÖbbYb`"H]ddg/ Ua d/5b[YVchY°



? Öb][ghY]b`]b`XYf`GÄW`g]gW`Yb`GW`k`Y]nž`8`Yi`hgW`Ub`X`!`8`Yf`
7ci`bhX`ck`b`ni`a`GW`i`Ub`ZUb`[`]b`GUW`gYb`"Äi`Zh`"b`bi`f`gYW`g`
K`cW`Yb`ž`Ua`"-"5i`[`i`ghž`VY`[`]bb`Yb`ZØf`nY`b`hUi`gYb`XY` :`Ua`]`]Yb`]b`
XYf`FY`[`]cb`X`Y`b`Yi`Yb`GW`i`"U`fY`":`Øf`X`Y`gY` ;`Y`Y`[`Yb`Y`h`"UVYb`
XYf` :`fY]nY]hdUf_`i`b`X`X`Y`5i`gZi`[`gn]Y`Y`bcW`Y]b][`Y`?`UdUn]h`hYb`
ZØf` :`Y]Yfb`]a`5b[`YVchž`X`Y`c`b`Y`[`fc»`Y`D`Ubi`b`[`]b`5bgdfi`W`
[`Ybca`a`Yb`k`Yf`XYb`_ÖbbYb`"8`]Yg`]gh`VY`gcb`XYfg`ZØf` :`Ua`]`]Yb`a`]h`
VY`[`fybnhYa`"D`Uhn`Ya`dZY`Y`b`gk`Yf`hž`X`Y`Y`]b`Yb`i`b`VY`gW`k`Yf`hYb`HU`[`
]b`Y`]b`Ya`"XYf`Öfh`]W`Yb` :`fY]nY]hdUf_g`j`YfVf]b[`Yb`a`ÖW`hYb`"8`]Y`
FYXU_h]cb`[`]Vh`X`Uni`k`Yf`hj`c`"Y`H]ddgž`VY`gcb`XYfg`ZØf`X`Y`Yb][`Yb`ž`
X`Y`Y`g`fi` \][`Yf`Ub[`Y`Y`b`a`ÖW`hYb`ž`k`]Y`ZfY]YdfYggY`"XY`VYf]W`hY`h`

8cW`k`Y`W`Y` :`fY]nY]hdUf_g`V]YhYb`g]W`]b`GUW`gYb`ni`a`

Ui g[]YV[]Yb`J Yfk Y`Yb`Ub3`9]b`6`]W`Ui ZY]b[]Y`XYf`VY`]YVhYghYb
5i gZi []gn]Y`Y`nY[]hž`XUgg`\\]Yf`ZØf`YXYb`k Ug`XUVY`]gh`

: fY]nY]hd Uf`_g`]b`GUW`gYb

: Øf`U`Yž`X]Y`bUW`Y]bYa`UWh]cbfY]W`Yb`HU[]gi`W`Ybž`]gh`XYf`
6Y`Ubh]g`]b`@Y]dn[]Y]b`\\Y]»Yf`H]dd`"A]h`ØVYf`* \$`5hfU`_h]cbYbž
Y]bYa`A`ÅfW`Ybk`U`X`i`bX`Y]bYa`K`UggYfgd]Y`d`Uhn`]gh`XYf`DUf`_
gck`c`\\`ZØf`_Y]bY`U`g`Ui`W`[]fc»Y`5VYbhYi`fYf`[]YY[]bYh`9f`]ghj`ca
)`"5df`]V]g`%"`Bcj`Ya`VYf`&\$&)`[]YØZbYh`DfY]gY`ghUfhYb`\\]Yf`VY]
&-ž`\$`9I`F`ZØf`?]bXYf`]a`5`hYf`j`cb`(`V]g`%\$`\\fYb`i`bX`&ž`\$`9I`F`
ZØf`9fk`UW`gYbY`"5i`W`Y]b`6Ygi`W`XYf`K`YVgY]hY`_Ubb`XUVY]
\\Y`ZYbž`XUg`dUggYbXY`H]W`Yh`ni`Z]bXYb`"

9]b`k`Y]hYfYg`9f`YVb]g`Yfk`UfhYh`Ua`]Y]b`]a`9`VY!`fY]nY]h`UbX
?`Øb][]ghY]bž`[]Y`Y[]Yb`]b`XYf`a`U`Yf]gW`Yb`GÅW`g]gW`Yb`GW`k`Y]n`
<]Yf`_ØbbYb`?]bXYf`V]g`%\$`\\fY`Ui`Z`XYb`j`YfgW`]YXYbYb
:`U`f[]YgW`ÅZhYb`i`bX`Y]bYa`5VYbhYi`Yfgd]Y`d`Uhn`hcVYb`"8]Y
GU]gcb`ghUfhYh`j`cfUi`gg]W`h`]W`]a`A`Åfn`&\$&)`ž`i`bX`Y]b`H]W`Yh`
_cg]hYh`ZØf`?]bXYf`nk`]gW`Yb`"i`bX`%(`\\fYb`bi`f`%\$`9I`F`"A`Y`f`
`bZcfa`Uh]cbYb`[]Vh`Yg`Ui`Z`Y`VYZfY]nY]h`UbX!`_cYb][]ghY]b`"XY`"

K`Yf`Yg`Yhk`Ug`[]YVØ`fYbZfY]Yf`a`U[]ž`]gh`]a`?]bXYfdUfUX]g`
C`g`_Ufg`\\Ui`gYb`]b`:]fY]hU`Ub`XYf`f]W`h][]Yb`5XfYggY`"8Yf`9]bhf]hh
]gh`Xcfh`_cg]hYb`cgž`i`bX`XYf`DUf`_]gh`XUg`[]Ubny`\\f`ØVYf`[]YØZbYh`
9]b`6Ygi`W`]gh`VYfY]hg`UV`"\\fYb`a`Ø[]W`"A`Y`f`bZcfa`Uh]cbYb`
Z]bXYh`a`Ub`Ui`Z`cg`_Ufg`\\Ui`gYb`"XY`"

J]Y`ZÀ`h][]Y`5b[]YV`chY`ZØf`;]fc»`i`bX`?`Y]b

9]bY`VYgcbXYfY`5ha`cgd`\\ÅfY`V]YhYh`XYf`:]fY]nY]hdUf`_`Ui`Z`XYf`
?`i`hi`f]bgY`"9]bg]YXY`":`Ua`]Y]b`_ØbbYb`\\]Yf`b]W`h`bi`f`gd]Y`Ybž
gcbXYfb`Ui`W`X]Y`BUh`f`]a`k`Y]h`Åi`Z[]Yb`;]Y`ÅbXY`[]Yb]Y»Yb`"8Yf`
DUf`_]ghj`ca`%)`":`YVfi`Uf`V]g`-"`Bcj`Ya`VYf`&\$&)`[]YØZbYh`K`Yf`
@`gh`\\Uhž`_Ubb`g]W`Ui`Z`XYf`K`YVgY]hY`i`a`gY`Yb`"

⇒ :]fY]nY]hdUf`_`D`c`\\`b`]a`J`c[]h`UbX`k`]fX`VYghYbZU`g`Y]b`[]Ubnyf`
HU[]ni`a`5i`gdfcV]YfYb`Ub[]YgU[]hž`XYbb`\\]Yf`k`UfhYb`fi`bX`;]\$`

j YfgWk jYXYbY`5hfu_h]cbYbži bhYf`UbXYfYa
 : Ua]`jYbUWkhYfVU\bYb`i bX`Y]bY`K]`Xk UggYfVU\b""8]Y`GU]gcb
 `Äi Zh`V]g`ni a `&""Bcj Ya VYf`&\$&) ži bX`X]Y`DfY]gY`VY[]bbYb`VY]
 ' ' ž) \$`9I F`ZØf`?]bXYf`nk]gWkYb`(`i bX`%&`š\`fYb""6Ygi WkYb`G]Y
 k k k "ZfY]nY]hdUf_!d`c`b"XY`ZØf`a Y`f`šZcg"

8Yf`GcbbYb`UbXdUf_`@]Wk hYbUi `]gh`Y]bY`k U`fY`J]Y`ZU`h`Ui Z` \$
 <Y_hUf`i bX`VY[]ghYfh`b]Wk h`bi f`a]h`gY]bYb`i: U`f[YgWk`ÄZhYbž
 gcbXYfb`Ui Wk`a]h`Y]bYa`H]YfdUf_`i bX`i a ZUb[fY]WkYb
 Gd]Y`a Ò[`]Wk`_Y]hYb`]a `šbYb!`i bX`5i »YbVYfY]Wk""š`XYf`GU]gcb
 j cb`5df]`V]g`Bcj Ya VYf`&\$&) `k YfXYb`\\Yf`9]bhf]hgdYf]gY`UV`%,
 9I F`ZØf`?]bXYf`UV`(`š\`fYb`VYfYWk bYh`K Y]hYfY`šZcfa Uh]cbYb
 Z]bXYb`g]Wk`Ui Z`]`fYf`K YVgY]hY"

I bX`XUa]h`X]Y`?`Y]bYb`Ui Wk`k`Ä`fYbX`XYf`GWk`i`Zyf]Yb`b]Wk`h`Ui Z
 XYf`GhfYW`_Y`V`Y]VYbž`V]YhYb`j]Y`Y`DUf_g`VYgcbXYfYb`9]bhf]h`ZØf
 ; YVi fhghU[g_]bXYf`Ub""8]Y[]bUi Yb`5b[YVchY`g]bX`a Y]gh`Ui ZXYb
 `Yk Y]] [Yb`K YVgY]hYb`XYf`DUf_g`ni `Z]bXYb"

8YhU]`g	
Cfh	?Øb]] ghY]b`]b`XYf`GÄWk]g]gWkYb`GWk`k`Y]nž 8Yi hgWk`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "ZfY]YdfYggY"XY • k k k "ZUa]`]YbfY]gYZ]YVYf"XY • UVYbhYi YfZfY]nY]h"XY

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