

G_UbXU`ÒgY`DUbbY. `Dc`nY]`][bcf]Yfh
^U\ fY`Ub[Y`J Yf[Yk U`h][i b[Yb`]b
< Ua Vi f[°

9]b`b]YXYfgÀW\g]gW\Yf`A Ubb`ghY\h`a`J YfXUW\hž`gY]bY` : fUi
)`>\fY`Ub[`ni`j Yf[Yk U`h][Yb`Dc`nY]`fÀi a h
9fa]h`i b[gZY\`Yf`Y]b"



< Ua Vi f[ž`8Yi hgW\`UbX`!`9]b`YfgW\ fYW_YbXYf` : U`Ui g
B]YXYfgUW\gYb`gcf[h`ZØf`5i ZgY\Yb`i bX`k]fZh`YfbghY` : fU[Yb`ni f
5fVY]h`XYf`Dc`nY]`Ui Z`9]b`A Ubb`ghY\h`a`J YfXUW\hž`gY]bY`9\YZfUi
ØVYf`Y]bYb`NY]hfUi a`j cb`a]bXYghYbg`%)`>\fYb`fY[Y`a`À»]]
VYh`Ài Vhi bX`j Yf[Yk U`h][h`ni` \UVYb`"8]YgY`HUhYb`k`i fXYb`[YZ]`a h
i bX`]a` ðhYfbYhj YfØZZYbh]W\hž`k`c`g]Y`a`]`cbYbZUW`Ui Z[Yfi ZYb
k`i fXYb`"8Yf`6Yf]W\h`ØVYf`X]Y`ZfU[k`ØfX][Yb
9fa]h`i b[ga`Yh\cXYb`ghUa`a`hj`cb`XYa`F`YdcfhU[YZcfa`Uh
GHF` ; S: ž`XUg`X]Y`J`cfk`ØfZY`Ub`X]Y`²`ZZYbh]W\`_Y]h`VfUW\hY`"8]Y
GhUUhgUbk`U`hgW\UZh`J`YfXYb`\U`h`a`]h`Yfk`Y]Y`9fa]h`i b[Yb
Ui Z[Ybca`a`Ybž`bUW\XYa`X`Ug`6i`bXYg`_f]a`]bU`Ua`h`f6`?`5Ł

⊕Zcfa Uh]cbYb`ni`XYa` : U`Ub`X]Y`Dc`nY]`<Ua`Vi`f[`k`Y]hYf`Y]hYhY"

5i`ZgWk`fYW_YbX`]ghž`XUgg`X]Y`Dc`nY]`<Ua`Vi`f[`Yfgh`bUWk`ØVYf`
Y]bYa``⊕\f`hÅh][`k`i`fXYž`cVk`c\`X]Y`<]bk`Y]gY`Ui`Z`X]Y`
gWk`Yfk`Y][`YbXYb`J`YfVfYWk`Yb`j`cf`U[`Yb`"⊕`X]YgYf`NY]h`_c`bbhY`
XYf`6YgWk`i`X][`hY`i`b[`YghØfhk`Y]hYf\]b`U_hj]`V`Y]VYbž`k`Ug`gY]bYf`
9\YfZUi`Ybcfa`Y`dgmWk`]gWk`Y`i`bX`d\mg]gWk`Y`GWk`ÅXYb`ni`ZØ[`hY`"9f`
ghUfV`VY]Y]bYa``I`bZU`c\`bY`:`fYa`XY]bk`]f_i`b[`ž`i`bX`bi`b`Yfa`]hhY`h`
X]Y`GhUUhgUbk`U`hgWk`UZh[`Y[`Yb`i`bVY`Ubbh`"8]Y`<Ua`Vi`f[`Yf`Dc`nY]`
\UhY]b[`YfÅi`a`hž`XUgg`\]Yf`Yf\YV`]Wk`Y`:`Y\`Yf[`Ya`UWk`h`k`i`fXYbž`
i`bX`\Uh]bhYfbY`J`Yfk`U`hi`b[`gYfa`]hhi`b[`Yb`Y]b[`Y`Y]hYhž`i`a`X]Y`
I`fgUWk`Yb`ZØf`X]YgYb`Yf\YV`]Wk`Yb`J`Yfni`[`ni`_`ÅfYb"

GWk`c`W_]YfYbXY`8`YhU]`g`XYf`J`YfVfYWk`Yb

@Ui`h`6Yf]Wk`hYb`VYhÅi`VhY`XYf`HUh]`YfXÅWk`h][`Y`gY]bY`:`fUi`]a`
8i`fWk`gWk`b]hh`U`Y`nk`Y]`K`c`Wk`Yb`i`bX`Z]a`hY`X]Y`J`Yf[`Yk`U`h][`i`b[`Ybž`
X]Y`XUbb`Ui`Z`Dc`fbcgY]hYb`\`c`Wk`[`Y`UXYb`k`i`fXYb`"8]Y`9\YfZUi`
Yf\]Y`h`Yfgh`9bXY`&\$&(`k`Å`fYb`X`Y]bYf`<Ui`gXi`fWk`gi`Wk`i`b[`
?Yb`bh]g]j`cb`XYb`HUhYb`"⊕Zcfa`]Yfh`\UhY`GHF`;`S`:`VYfY]hg]a`
⊕`]&\$&`XUg`6?5`ØVYf`X]Y`J`cfZÅ`Yž`XUg`Y`XcWk`ni`bÅWk`gh`_Y]bY`
9fa`]hhi`b[`Yb`Y]b`Y]hYhY`"8]Y`<Ua`Vi`f[`Yf`:`UWk`X]YbghghY`Y`ZØf`
GYI`i`U`XY`_hY`b`U`a`X]Y`9fa`]hhi`b[`Yb`Yfgh`bUWk`Y]bYf`k`Y]hYfYb`
6YbUWk`f]Wk`h][`i`b[`Xi`fWk`XUg`F`YdcfhU[`Y`Zcfa`Uh`Ui`Z`"

6Y]`XYa``8i`fWk`gi`Wk`i`b[`gY]bgUhn`k`i`fXYb`\i`bXYfhY`D]`Yb`
[`Y`Z`bXYbž`X]Y`i`bhYf`XUg`6YhÅi`Vi`b[`ga`]hhY`[`YgYhn`ZU`Yb`"8]YgY`
6Yk`Y]ga`]hhY`nY]Wk`bYb`Y]b`XØghYfYg`6]`X`XYf`G]hi`Uh]cbž`]b`XYf`g]Wk`
X]Y`VYhfc`ZYbY`:`fUi`VY`ZU`bX`"8`UfØVYf`\]bUi`g`k`i`fXYb`]b`7`Uhg`XYg`
J`YfXÅWk`h][`Yb`Ui`Wk`5b`Y]hi`b[`Yb`ni`a`6YhÅi`VYb`j`cb`A`YbgWk`Yb`ZØf`
gYI`i`Y`Y``,`VYf[`f]ZY`gck`]Y`5b[`YVchY`ni`f`J`Yf[`Yk`U`h][`i`b[`j`cb`
:`fUi`Yb`Yb`hXYW`_h`"8]YgY`9b`hXYW`_i`b[`Yb`UggYb`b]Wk`h`bi`f`Ui`Z`XUg`
5i`ga`U`»`XYf`:`fYi`Y`gWk`]Y»`Ybž`gcbXYfb`k`YfZYb`Ui`Wk`Y]b`@]Wk`h`Ui`Z`
Y]bY`VYi`bfi`\][`YbXY`?`i`hi`f`XYf`:`Yk`U`hi`bX`CV`Y`_h]`]Yfi`b[`j`cb`
:`fUi`Yb`"

J`YfU`b`h`k`c`f`h`i`b[`i`bX`?`c`b`g`Y`e`i`Y`b`n`Y`b`

8]Y`Dc`nY]`<Ua Vi f[`Uh]bnk]gWXYb`X]Y`J YfUbk cfhi b[`Z0f`X]Y
j Yfn0[YfhYb`9fa]hhi b[Yb`0VYfbca a Yb`i bX`df0Zha 0[`]WXY
ghfUZfYWXh]WXY`cXYf`X]gn]d`]bUf]gWXY` : c`[Yb`Z0f`X]Y`]bj`c`j`]YfhYb
6YUa hYb`"8]YgY`J cf_ca a b]ggY`ghY`Yb`Y]bYb`U`Ufa]YfybXYb
<]bk Y]g`Ui Z`8YZ]n]hY`]a`l`a`[Ub[`a`]h]gYI i Y`Yb` , VYf[f]ZYb`XUf"
@Ui h`Y]bYf`5b`U`mgY`XYg`6?5`ni f`J Yf[Yk`U`h][i b[`i`bX`gYI i Y`Yb
B`0h][i b[`]b`8Yi hgW`UbX`Z`X]Y`V]g`&\$&(`fY]W`h`V`Y]Vh`XUg
8i b_Y`ZY`X`]b`X]YgYa`6YfY]W`bUW`k`]Y`j`cf`cW`i`bX`X]Y
5i Z_`Åfi b[gfUHY`b]YXf]["

8]Y`U_hi`Y`Y`@U[Y`j`YfXYi`h]W`h`X]Y`<YfUi`gZcfXYfi`b[Yb`ž`j`cf`XYbYb
X]Y`ž`gh]n`i`bX`X]Y`Dc`nY]`]b`8Yi`hgW`UbX`ghY`Yb`ž`k`Ybb`Yg`XUfi`a
[Y`h`ž`Ui`Z`<]bk`Y]gY`i`bX`b`X]n]Yb`ni`fYU[]Yfyb`i`bX`X]Y`G]WXYf`Y]h
j`cb` : fUi`Yb`ni`[Yk`Å`f`Y]ghYb`"8Yf` : U`Ui`g`B]YXYfgUW`gYb`j`Yf`]Yfh
XU`Yf`b]W`h`Ub`F`Y`Y`j`Ub`n`ž`gcb`XYfb`k`]fX`ni`Y]bYa`Y]bXf]b[`]WXYb
5ddY`ž`X]Y`5i`Z_`Åfi`b[gUfVY]h`i`bX`Dc`nY]UfVY]h`Yfbgh`U`Z`ni
\]bhYfZfU[Yb`i`bX`ni`fYZcfa`]Yfyb"

K`Y]hYfY`b`Zcfa`Uh]cbYb`ni`J`Yf[Yk`U`h][i b[`i`bX`gYI i Y`Yf
B`0h][i b[`]b`8Yi`hgW`UbX`Z]bXYb`g]W`Ui`Z`GhUh]ghU`ž`k`c`X]Y
bYi`YghYb`GhUh]gh]_Yb`ni`f`H`Ya`Uh]_j`Yf0ZZYb]h]W`h`k`i`fXYb`"8]Y
8UhYb`ž`X]Y`j`ca`6?5`Yf`c`VYb`k`i`fXYb`ž`V]YhYb`Y]bYb`i`a`ZUggYbXYb
9]bV`]W`_]b`X]Y`DfcV`Ya`Uh]_i`bX`g]bX`cb`]bY`ni`[`Åb[`]W`i`bhYf`
GhUh]ghU"

: 0f`a`Y`f`9]bnY`Y]hYb`0VYf`X]Y`J`cfZ`Å`Y`i`bX`X]Y`F`c`Y`Y`XYf`Dc`nY]
]b`B]YXYfgUW`gYb`i`bX`<Ua`Vi`f[`]_0bbYb`b`bhYfYgg]YfhY`X]Y
6Yf]W`hY`j`cb`**6BB`i`bX`h!cb`]bY`YgYb"**

8YhU]`g	
J`c`f`ZU`^`	G`Y`I`i`U`X`Y`]`_`h`Y`
C`f`h`	<`U`a`V`i`f`[`ž`8`Y`i`h`g`W`U`b`X`
J`Y`f`Y`h`n`h`Y`	%
E`i`Y`Y`b`	<ul style="list-style-type: none"> • V`b`b`"X`Y` • k`k`k`"h!cb`]bY"X`Y` • X`Y`"ghUh]ghU"W`a`

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