

6 YhfØ[Yf]gWY < UbXk Yf_Yf']a 'C VYf`UbX. Dc`nY]'Yfa]hhY`h`^Yhnh°

⊕`GcbbYVYf[`Yfa]hhY`h`X]Y`Dc`nY]'[Y[Yb`VYhfØ[Yf]gWY
< UbXk Yf_Yfž`X]Y`ØVYf\Ø`hY`Gi a a Yb`ZcfXYfb"5_hi Y`Y`⊕Zcg
ni `X]YgYa `JcfZU`"



GcbbYVYf[ž`8Yi hgWY`UbX`!`⊕`?`Ø`b`]gh`XYfnY]h`Y]b`Y`A`UgWY`j`cb
VYhfØ[Yf]gWYb`< UbXk Yf_Yfb`Ua`K`Yf_ž`X]Y`Yg`]b`g]WY`U`h`@Ui`h
Y]bYa`5fh`_Y`j`cb`U`c`c`VYf`UbX`"XY`UVYb`g]WY`]b`XYb`YhnhYb
HU[Yb`j`Yfa`Y`fh`A`Y`Xi`b[Yb`j`cb`VYhfc`ZYbYb`6Øf[Yf.]b`bYb
[Y`Äi`Zž`X]Y`ØVYf\Ø`hY`Gi`a`a`Yb`ZØf`j`Yfa`Y]bh`]WY`Y]b`ZUWY
F`YdUfUhi`fYb`nU`Yb`gc`h`Yb"8]YgY`Hf]W_gYfY]Yb`a`UWYb`b]WY`h`bi`f
XYb`< UbXk Yf_Yf.]bbYb`ni`gWY`UZYbž`gcbXYfb`Ui`WY`XUg
J`YfhfUi`Yb`]b`c`_U`Y`8]YbghY]ghYf`Y]XYh`XUfi`bhYf"

8]Y`Dc`nY]'U`h`X]Y`9fa`]h`i`b[Yb`Ui`Z[Ybca`a`Yb`i`b`X`k`Ufbh
Y]bXf]b[`]WY`j`cf`X]YgYb`VYhfØ[Yf]gWYb`5_hj]`]h`Ä`hYb" `C`Z`h`k`]fX`a`]h
[Øbgh][Yb`DfY]gYb`[Yk`cfVYbž`bi`f`i`a`X]Y`F`YWYbi`b[`Ua`9bXY
Ughfcbca`]gWY`Ui`Zni`ZØ`Yb"8]YgY`5fh`j`cb`6Yhfi`[`Vf]b[`h`b]WY`h`bi`f

X]Y`VYhfcZYbYb`<Ui g\U`hY`]b`GWk]Yf][_Y]hYbž`gcbXYfb`hUfbhY
g]W`Ui W`cZi`U`g` [YgW]W_hY` ; YgW`ÀZhghfUhY[Yb ž`X]Y`]\fYb
?i bXYb`XUg` ; Y`X`Ui g`XYf`HUgW`Y`n]Y`Yb`k`c`Yb"

K Ug`ghYW`h`\]bhYf`XYb`A UW`YbgW`UZhYb3

K]Y`gc`cZi`VY]`Z]bUbn]Y`Yb`A UW`YbgW`UZhYbž`gd]Y`h`Ui W` \]Yf`X]Y
I bk]ggYb\Y]h`XYf`J YfVfUi W`Yf`Y]bY` [fc»Y`F`c`Y`"J]Y`Y`A YbgW`Yb
g]bX`g]W`b]W`h`VYk`i`ggž`k`Y`W`Y`DfY]gY`ZØf`VYgh]a`a`hY
8]Ybgh`Y]ghi`b[Yb`ØV`]W`g]bX`i`bX`_ØbbhYb`XU`Yf`Y]W`h`ØVYf`XYb
H]gW`[Ync[Yb`k`YfXYb`"8]Y`Dc`nY]`f`Àh[YfUhYb`Xf]b[YbX`XUni`ž
g]W`]a`J`cfZY`X`ØVYf`X]Y`ØV`]W`Yb`HUf]ZY`ni`]bZcfa`]YfYb`i`bX
5b[YVchY`ni`j`Yf[`Y]W`Yb"

9]b`k`Y]hYfYg`H\Ya`Už`XUg`]a`Ni`gUa`a`Yb\Ub[`a`]h`XYb`U`_hi`Y`Yb
J`cfZ`À`Yb`Yfk`À`bh`k`YfXYb`gc`hYž`]gh`X]Y`J`YfUfVY]hi`b[
dYfgcbYbVYnc[YbYf`8`UhYb`"@Ui`h`**VUXYb!**

**k`i`YfhhYa`VYf["XU`hYbgW`i`hn"XY`a`i`gg`VY]`XYf`9]b`c`i`b[]`j`cb
9]bk`j`][i`b[Yb`ni`f`GdY]W`Yfi`b[]`j`cb`8`UhYbž`VY]gd]Y`gk`Y]gY`]b`XYb
5b[YVchYb`XYf`<`UbXk`Yf`_Yfž`VYgcbXYfg`gcf[Z`À`h][]`j`cf[Y[Ub[Yb
k`YfXYb`"Bi`hnYf.]bbYb`a`ØggYb`U`_hj`i`bX`]bZcfa`]Yfh`Y]bk`j`][Ybž
VYj`cf`]\fY`8`UhYb`j`YfUfVY]hYh`k`YfXYbž`i`bX`X]Yg`gc`hY`Ui`W`Ui`Z
5b[YVchgZcfa`i`UfYb`_`Uf`Yfg]W`h]W`gY]b"**

K]Y`_ØbbYb`g]W`J`YfVfUi`W`Yf`gW`ØhnYb3

J`YfVfUi`W`Yf.]bbYb`gc`hYb`VY]`XYf`5i`gk`U\`XYf`<`UbXk`Yf`_Yf
XUfUi`Z`UW`hYbž`cV`X]YgY`Y]b`hfUbgdUfYb`hYg`i`bX`b`UW`j`c`n]Y`VUfYg
5b[YVchYfghY`Yb`"9]b`5bfi`Z`VY]`c`_U`Yb`J`YfVfUi`W`YfnYb`hfU`Yb
_Ubb`YVYbZU`g`Y`ZYbž`i`a`g]W`ØVYf`X]Y`GYf]cg]h`À`h]`cb
8]Ybgh`Y]ghYbXYb`ni`]bZcfa`]YfYb`"8Yg`K`Y]hYfYb`]gh`Yg`fUhgUa`ž
gW`f]Zi]W`Y`5b[YVchY`Y]bni`c`Yb`i`bX`X]Y`5fVY]hYb
[Y[YVYbYbZU`g`j`cfUV`ni`Xc`_i`a`Ybh]YfYb`"5`X]YgY`A`U»`bU`a`Yb
_ØbbYb`Y`ZYbž`X]Y`Y][YbYb`hYfYggYb`ni`k`U`fYb`i`bX`j`cf
i`bYfk`UfhYhYbž`c\c`Yb`?`cghYb`ni`gW`ØhnYb"

8]Y`Dc`nY]?`Ø`b`k`]fX`X]Y`Ui`ZYbXYb`9fa`]h`i`b[Yb`a`]h`<`cW`Xfi`W`
j`cfUb`hfY]VYb`i`bX`\Uh`Ub[Y`_ØbX][hž`k`Y]hYfY`hZcfa`Uh]cbYb`ni`f`

DfAj Ybh]cb`[Y[Yb`gc`WXY`6Yhfi [gj Yfgi WXY`VYfY]hni ghY`Yb"8 Ug
6Yk i ggghgY]b`ZØf`X]YgY`5fhj cb`6Yhfi [`ni`gW`ÅfZYbž]ghj cb
\ÒW`ghYf`K]W`h][_Y]hž`XUa]h`XYf`GW`UXYb`ZØf`J YfvfUi W`Yf.]bbYb
a]b]a]Yfh`k YfXYb`_Ubb"

K]f`V`Y]VYb`ZØf`G]Y`Ua`6U`i bX`\U`hYb`G]Y`ØVYf`bYi Y
9bhk]W`i b[Yb`Ui Z`XYa`@Ui ZYbXYb`

8YhU]`g	
C fh	GcbbYVYf[ž8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none">• \U`ccVYf`UbX"XY• k k k "VUXYb! k i YfhhYa VYf["XUhYbgW`i hn"XY

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