

J YfghUddYb`]b`XYf`?`Ya a Y. `Bi f`bcWk nk Y]`Di b_hY`V]g`ni f`F YbbgdYffY`°

A Ul `J YfghUddYb`ghY`h`bUWk`Y]bYa`K i hUi gVfi Wk`VY]a` ; D
j cb`GdUb]Yb`j`cf`Y]bYf`a`Ò[`]WkYb`GdYffY`"D]Ughf`]g]Y[h
YfbYi h"



GdUb]Ybž`@UbX`!`A Ul `J YfghUddYb`U`h`VY]a` ; fc»Yb`DfY]g]j`cb
GdUb]Yb`Ua``%"'† b]`&\$&) `Y]bYb`K i hUi gVfi Wk`Yf`YVhž`XYf`]`b`]b
Y]bY`dfY`_ÄfY`@U[Y`Vf]b[h`BUWk`Y]bYf`?`c``]g]cb`a`]h; Ycf[Y`Fi`ggY`
Yf\]Y`h`XYf`:`U\`fYf`j`cb`FYX`6i` ``Y]bY`NY`b!GY`_i`bXYb!GhfUZY`i`bX
VY`Y[hY`Ua``9bXY`XYg`FYbbYbg`XYb`nY`b`hYb`D`Uhm`"8]YgY`GhfUZY
ZØ`fhY`ni`XYa`ni`XfY]`GhfUZdi`b_hYbž`k`cXi`fWk`J YfghUddYb`bi`b
]bg[YgUa`hY`Z`Di`b_hY`Ui`Z`gY]bYa``?`cbhc`U`h`"5V`XYa`nk`Ò`ZhYb
Di`b_h`Xfc`h`]\`a`Y]bY`GdYffY`ZØf`Y]bYb`[YgUa`hYb` ; fUbX`Df]l`"
J YfghUddYb`gY`Vgh`Äi`»YfhY`g]Wk`hfcm][`ni`XYa`J`cfZU`i`bX`Y]Y`»
j`Yf`Ui`hYbž`XUgg`Yg`_Y]bY`F`c`Y`gd]Y`Yž`cV`X]Y`?`c``]g]cb`UVg]Wk`h`]Wk
j`Yfi`fgUWk`h`k`i`fXY`c`XYf`b]Wk`h"

FYX`6i` ``g`A`chc`fgdc`fh`VYf`U`hYf`<`Y`a`i`h`A`Uf`_c`Äi`»YfhY`:`fi`gh`ØVYf`

XYb`F ØW_ghUbX`j cb`nk Y`V]g`XfY`NY\bhY`gY_i bXYb`ja`J Yf[`Y]Wk
ni`XYb`ghÅf_YfYb`A W@UfYb!F Ybbk U[Yb`"Hfcm`Y]bYg`[i hYb`GhUfhgž
VY]`XYa`Yf`@UbXc`B cff]g`ØVYf\c`hYž`_cbbhY`J YfghUddYb`C gWUf
D]Ughf`]b]Wk h`Yfbgh\ UZh`[YZÅ`fXYbž`XYf`XUg`F YbbYb`Yhnh]Wk
[Yk Ubb`i bX`XUa`]h`gY]bYb`ZØbZhYb`GU]gcbYfZc`[`ZY]YfhY`"D]Ughf]
ZØ\fh`Yhnh`a`]h`%, *`Di b_hYb`X]Y`: U\fyfk Yfhi b[`Ubž`[YZc`[h]j cb
B cff]g`a`]h`%+*`Di b_hYb`i bX`J YfghUddYbž`XYf`a`]h`%` +`Di b_hYb
k Y]h`\]bhYf\Yf`\]b_h`"

F Ybbj Yf`Ui Z`i bX`GhfUZYb

6Y]a`F YbbYb`nY][hY`D]Ughf`Y]bY`VYY]bXfi W_YbXY`@Y]ghi b[ž
k Å\fybX`@UbXc`B cff]g`XYb`nk Y]hYb`D`Uhn`VY`Y[hY`i bX`7\Uf`Yg
@YWYfWU`g`8f]hhYf`]bg`N]Y`_Ua`ž`c`bY`XUgg`[Y[Yb`]b`bUWk`Y]bYa
A Ub`Øj Yf`[Y[Yb`J YfghUddYb`Y]bY`GhfUZY`j Yf\Åb[h`k`i`fXY`"B]Wc
<Ø`_YbVYf[`VYYbXYhY`XUg`F YbbYb`Ui Z`XYa`ZØbZhYb`D`Uhnž
bUWk`XYa`Yf`@Yk`]g`<Ua`]`hcb`ØVYf\c`h`h`UhhY`"J YfghUddYb`h`UhhYž
j`cf`XYf`?`c``]g]cbžY]bYb`dcg]h]j Yb`F Ybbj Yf`Ui Z`[YgY\Yb`i bX
ghY`hY`g]Wk`Y]bYb`a`Ø[`]Wk`Yb`Xf]hhYb`D`Uhn`]b`5i`gg]Wk`h`"

8]Y`G]hi Uh]cb`fi bX`i`a`GhfUZYb`]b`XYf`:`cfa`Y`%`V`Y]Vh`\Y]_Y`"b
XYf`GU]gcb`&\$&`i`k`i`fXYb`]bg[YgUa`h`%+`\$`GhfUZYb`]b`&&`F YbbYb
Ui`g[Ygdfc`Wk`Ybž`Y]b`5bgh]Y[`]a`J Yf[`Y]Wk`ni`XYb`]c`f\Yf][Yb
š\fyb`"5i`ZÅ``][`k`UfYb`X]Y`8]gei`U`]Z]_Uh]cb`Yb`]cb`@Yk`]g`<Ua`]`hcb
i`bX`7\Uf`Yg`@YWYfWVY]a`:`fc»`Yb`DfY]g`j`cb`XYb`I`G5ž`X]Y`ZØf`j`Y`
5i`ZgY\Yb`gc`f[hYb`"J YfghUddYbž`XYf`bi`b`"`,`gY]bYf`GhfUZYb`k`Y[Yb
J Yfgh`Ø»`Yb`[Y[Yb`X]Y`GhfY`W_Yb`]a`]hg`Yf\Y`hž`a`i`gg`gca`]h
VYgcb`XYfg`XUfUi`Z`UWk`hYbž`]b`XYb`_ca`a`Yb`XYb`F YbbYb`_Y]bY
k Y]hYfYb`Di`b_hY`ni`gUa`a`Y`bž`X]Y`ni`Y]bYf`GdYffY`ZØ\fyb
_ØbbhYb`"

8]Y`F`c``Y`XYg`GUZYhm! 7 Ufg

b`XYf`:`cfa`Y`%`gd]Y`h`XUg`GUZYhm! 7 Uf`Y]bY`Yb`hg`Wk`Y]XYb`XY`F`c``Yž
]bg`VYgcb`XYfY`VY]i`b`ZÅ``Yb`"9g`[]Vh`nk`Y]5`fhYb`]cb`GUZYhm! 7 Ufg.
XUg`d`\mg]g`Wk`Y`GUZYhm! 7 Ufž`XUg`X]Y`:`Yg`Wk`]bX][_Y]h`XYf`:`U\fyf
fYXi`n]Yfhž`i`bX`XUg`j`]fhi`Y`Y`GUZYhm! 7 Uf`fU`G7`łž`XUg`gY]h`&\$%)
Y]b[YgYhnh`k`]fX`"GY]h`&\$&%`hY]Yb`g]Wk`A`Yf`W`XYg`i`bX`5`ghcb`A`Ufh]b

X]Y`5i Z[UVYb`XYg`GUZYhml 7Ufg" 8]YgY`GmghYa Y`g]bX`k]W\h][`ZØf
 X]Y`G]W\Yf\Y]h`Ui ZXYf`GhfYW_Yž`XU`g]Y`X]Y` : U\fyf`XUni `Ub\U`hYbž
]\fy` ; YgW\k]bX][_Y]h`b`_f]h]gW\Yb`G]hi Uh]cbYb`ni `fYXi n]Yfyb"
 6YfbX`A Um`ÀbXYfž`XYf`gY]h`&\$\$`U`g` : U\fyf`XYg`GUZYhml 7Ufg
 Ž b []Yfhž`\Uh`ØVYf`+\$\$`Fi bXYb`]b`XYf` : cfa Y`%`UVgc`j]Yfh"

8]Y`YhnhYb`FY[Y`ÀbXYfi b[Ybž`X]Y`bUW\`Y]bYa `i a ghf]hhYbYb
 BYi ghUfh`VY]a ` ; fUbX`Df]l `j cb`5Vi `8\UV]`&\$&%`Y]b[YZØ\fh
 k i fXYbž`\UVYb`X]Y`Gd]Y`fY[Y`b`ZØf`HYUa g`i bX` : U\fyf`bcW\
 Y]ba U`j YfgW\ÀfZh" , VYffi bXYhY`5i hcg`a ØggYb`bi b`XUg`GUZYhml
 7Uf`dUgg]Yfybž`VYj cf`XUg`FYbbYb`bYi ` [YghUfhYh`k]fXž`k Ug`ZØf
 ni g`Àh`n`]W\Y`ghfUhY[]gW\Y` , VYf`Y[i b[Yb`gcf[h"

⇒`XYf`_ca a YbXYb`NY]h`k]fX`J YfghUddYb`b]W\h`bi f`Ui ZX]Y
 HYUa `Y]ghi b[ž`gcbXYfb`Ui W\`Ui Z`gY]bY`Y][YbY`8]gn]d`]b`UW\hYb
 a ØggYbž`i a `Y]bY`GdYffY`]a `b`ÀW\ghYb`FYbbYb`ni `j Yfa Y]XYb"

8YhU]`g	
J cfZU``	K i h!F ØW_ZU``
C fh	GdUb]Ybž`@UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "_b!cb`]bY"XY • k k k "Zcfa Y`%"XY • k k k "Ui hc!a chc!i bX!gdcfh"XY

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