

I _fU]bY`i bhYf` : Yi Yf. `8fc\bYbUb[f]ZZY gYhnYb`² `d]dY`]bY`]b`6fUbX`°

8fc\bYbUb[f]ZZY`Ui ZX]Y`I _fU]bY. `6Yf]Wk hY`ØVYf
9j U_i]Yfi b[Ybž`² `dfY]gUbgh]Y[`i bX`G]Wk Yf\Y]hg[UfUbh]Yb`]a
?cbhYI h`XYg`U_hi Y``Yb`?cbZ]_hg"

HgWk Yfh_ck g_ž`Fi gg`UbX`!`ϕ`XYf`I _fU]bY`g]bX`\Yi hY`a Y`fYfY
8fc\bYbUb[f]ZZY`Ui Z`ϕXi ghf]Yn]Y`Y`[Ya Y`XYh`k cfXYb`"8Yf
ghY`j YfhfYhYbXY` ; ci j YfbYi f`XYf`FY[]cb`Fcgkck`VYf]Wk hYhY`j cb
Y]bYa`a Ugg]j Yb`5b[f]ZZ`VY]`XYa`i bhYf`UbXYfYa`Y]bY`² `d]dY`]bY
]a`6Yn]f`_HgWk Yfh_ck g_]`VYhfcZZYb`k Uf`"9]b` : Yi Yf`VfUWk`Ub`XYf`
D]dY`]bY`Ui gž`U`g` : fU[a YbhY`Y]bYf`UV[YgWk cggYbYb`8fc\bY`Ui Z
Y]b`@U[Yf`Z]Y`Yb`"8]Y`A]hUfVY]hYf`k i fXYb`fYWk hnY]h][`Yj U_i]Yfhž`Yg
k i fXYb`YXcWk`_Y]bY`j Yf`YhnhYb`[Ya Y`XYh`"8]Yg`ghY`h`XYb`Xf]hhYb
5b[f]ZZ`Ui ZY]bY`² `fUZZ]bYf]Y`]b`Bcj cgWk U`_h]bg`_XUfž`X]Y
YVYbZU`g]b` : `Ua`a Yb`ghY`\hž`cVk c`\`XYf`5b[f]ZZ`YfZc`[fY]Wk
UV[Yk`Å`fhk i fXY`"8]YgY`5b[f]ZZY`_cbbhYb`V]g`Ub[`b]Wk h
i bUV`Åb[] [`j Yf]Z]n]Yfhk YfXYbž`k Ug`X]Y`I bg]Wk Yf\Y]h]b`XYf
FY[]cb`ni g`Åh`]Wk`j Yfgh`Åf`_h` : **5N`VYf]Wk hYhž`XUgg`**

⇒a`FU`a Yb`X]YgYf`9g`U`Uh]cb`[UV`XUg`ghUUh`]Wk Y`fi gg]gWk Y
9fX`Ò`i bhYfbY`a Yb`HfUbgbYZh`VY`_Ubbhž`XUgg`X]Y`FYdUfUhi f`XYf
Xi fWk`X]Y`5b[f]ZZY`VYgWk`ÅX][hYb`ϕZfUghfi`_hi f`nk]gWk Yb
UbXYfh`U`V`V]g`nk Y]`A cbUhY`]b`5bgdfi Wk`bY`a Yb`_ØbbhY`"8Yf
²`Zi gg`Xi fWk`X]Y`VYhfcZZYbY`D]dY`]bY`j Yf`Ub[gUa`h`g]Wk`VYfY]hgž
k Ug`a`Ò[`]Wk Yfk Y]gY`ni`Y]bYa`5bgh]Y[`XYf`² `dfY]gY`ZØ`fYb
XØfZhY`"Ni XYa``Äi » YfhY`XYf`j]nY!7`YZXYg`fi gg]gWk Yb
G]Wk Yf\Y]hgfUhgž`8a]hf`A YXk YXYk ž`6Ygc f[b]g`ØVYf`a`Ò[`]Wk Y
k]fhgWk UZh`]Wk Y`GWk`ÅXYb`ZØf`Ua Yf]_Ub]gWk Y` :]fa Yb`"
8Yi hgWk`UbXZi b`_`VYf]Wk hYhž`XUgg`

8]d`ca Uh]gWk Y`6YghfYVi b[Yb`i bX

A]`]hÅf\]`ZY

⊕`XYf`dc`]h]gWk Yb`5fYbU`k i fXYb`k Y]hYfY`9bhk]W`i b[Yb`g]Wk hVUfž
XU`I G!DfÅg]XYbh`8cbU`X`Hfi a d`X]Y`A]`]hÅf\]`ZYb`Z0f`X]Y`I _fU]bY
Ui g[YgYhnh`\"Uh"@Ui h`Y]bYa`fY[]Yfi b[gVYUa`hYb`\"UbXY`h`Yg`g]Wk
XUVY]`i a`Y]bY`DUi gY`žk Å`fYbX`Hfi a d`j cb`XYf`i _fU]b]gWk Yb
: 0\fi b[[i hYb`K]`Yb`ni a`: f]YXYb`ZcfXYfh"⊕`X]YgYa`?cbhYI h
k]fX`Di h]b`ni gUa`a Yb`a]h`Hfi a d`U`g`6YZ0fk cfhYf`XYg`: f]YXYbg
XUf[YghY`hž`k Å`fYbX`GY`Ybg_m`i bX`UbXYfY`U`g`DUfhY]`XYg
?f]Y[Yg`VYgWk f]YVYb`k YfXYb"DfÅg]XYbh`GY`Ybg_m`gY`Vgh`ZcfXYfh
Y]bYb`[YfYWk hYb`: f]YXYb`i bX`VYhcbh`X]Y`Bchk YbX][_Y]hž`X]Y
: fcbh]b]Yb`ni`\"U`hYb": 5 N`VYf]Wk hYhž`XUgg`

I a`X]Y`a]`]hÅf]gWk Y`I bhYfgh0hni b[`k Y]hYf`ni`ghÅf`Ybž`X]g`_i h]Yfh
XYf`6i bXYgj YfhY]X][i b[ga`]b]ghYf`6cf]g`D]ghcf]i g`a]h`gY]bYb
5a hg_c`Y[Yb`j cb`XYf`; fci d`cZ`:]j Y`0VYf`A U»bU`a Yb`ni f
I bhYfgh0hni b[`XYf`I _fU]bY"8Uf0VYf`\]bUi g`Ài »YfhY`X]Y`Vf]h]gWk Y
FY[]Yfi b[`6YXYb`_Ybž`XUgg`Y]b`[Yd`UbhYg`F`c`ghc`ZUV`_ca`a Yb`a]h
XYf`I _fU]bY`_Y]bY`Ui gY]Wk YbXYb`G]Wk Yf`Y]hg[UfUbh]Yb`V]YhYh`
: 5 N`VYf]Wk hYhž`XUgg`

G]Wk Yf`Y]hg[UfUbh]Yb`i bX`: f]YXYbgd`ÀbY

DfÅg]XYbh`GY`Ybg_m`\"Uh`_0fn`]Wk`gY]bYb`D`Ub`: f]YXYb`0VYf
GhÅf`_Y`j cf[YghY`hž`i a`XYb`?f]Y[`V]g`9bXY`&\$&) `ni`VYybXYb"9f
VYhcbhYž`XUgg`Y]b`K UZZYbgh]`ghUbX`bi f`a 0[`]Wk`gY]ž`k Ybb`X]Y
I _fU]bY`g]Wk Yf`Y]hg[UfUbh]Yfh`k]fX"⊕`6i XUdYgh`a UWk hY`Yf`X]Y
k Ygh]Wk Yb`DUfhhYf`XUfUi Z`Ui Za`Yf`_gUa`ž`XUgg`k Y]hfY]Wk YbXY
K UZZYb`ZfY][Y[YVYb`k YfXYb`a 0gghYbž`i a`X]Y`I _fU]bY`ni
i bhYfgh0hnyb"@Ui h`GY`Ybg_m`_0bbhY`Y]b`K UZZYbgh]`ghUbX`bi f`a]h
fYWk h]Wk `V]bXYbXYb`G]Wk Yf`Y]hg[UfUbh]Yb`XYg`K YghYbg
fYU`]gh]gWk`k YfXYbž`k Ug`X]Y`8f]b[`]Wk`_Y]h`Z0f`I bhYfgh0hni b[
i bhYfghfY]Wk h"HY`Ydc`]g`VYf]Wk hYhž`XUgg`

8]Y`@U[Y`V`Y]Vh`Ub[YgdUbbh`8Ug`i _fU]b]gWk Y`A]`]hÅf`VYf]Wk hYhY
j cb`Y]bYf`\"c`Yb`5bnU`\`Ub`8fc`bYbUb[f]ZZYbž`j cb`XYbYb`%\$`

j cb`%+*`UV[YZUb[Yb`k i fXYb"@Y]XYf`YffY]W`h`Y]bY`i bVY_UbbhY
 5bnU\`Ub`8fc\bYb`XYbbcW`]\fY`N]Y`Yžk Ug`X]Y`G]hi Uh]cb`k Y]hYf
 j YfgW`ÅfZh"8 Yi hgW`UbXZi b_`VYf]W`hYhž`XUgg`

8]YgY`gW`bY``YV][Yb`9bhk]W`i b[Yb`nY][Ybž`k]Y`[YVUbbh`X]Y
]bhYfbUh]cbU`Y`; Ya Y]bgW`UZh`Ui ZX]Y`: fU[Yb`j cb`G]W`Yf\Y]h`i bX
 : f]YXYb`]b`XYf`i _fU]bY`fYU[]Yfhž`k Å\fybX`6Yf]W`hY`ØVYf`?fUk U``Y
 i bX`a`]]hÅf]gW`Y`F`ØW`gW`Å[Y`X]Y`5_hYi fY`j cf`bYi Y
 <YfUi gZcfXYfi b[Yb`ghY``Yb"8]Y`8]g_i gg]cb`i a
 G]W`Yf\Y]hg[UfUbh]Yb`ghY`h`XUVY]`ja`NYbhfi a`XYf`6Ya Øli b[Ybž
 ghUV]`Y`@Øgi b[Yb`ZØf`Y]bYb`bUW`\U`h][Yb`: f]YXYb`ni`Z]bXYb"

8YhU]`g	
J cfZU``	8fc\bYbUb[f]ZZ
C fh	HgW`Yfh_ck_g_ž`Fi gg`UbX
J Yf`Y hnhY	%)`
E i Y``Yb	<ul style="list-style-type: none"> • k k k "ZUn"bYh • k k k "XYi hgW`UbXZi b_"XY • k k k "hY`Ydc`]g"XY

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