

: UfU[Y'fÀi a h'UV. 'FYZcfa 'l ? 'Xfc\h
Hcf]Yg'i bX '@UVci f']b'K U\`Yb'UVni `ÒgYb°

?ca a i bU`k U\`Yb']b'9b[`UbX'Ua '%"'A U] &\$&). 'FYZcfa 'l ?
i bhYf'B][Y`': UfU[Y'gYhnh'XYb'Hcf]Yg'i bX '@UVci f'ni "
K À\`Yfi bni Zf]YXYb\Y]h'k ÀWgh"



; fUbh\Ua ž'9b[`UbX'!'8]Y'?ca a i bU`k U\`Yb']b'9b[`UbX'Ua '%"
A U] &\$&) 'ghY`Yb'Y]bYb'YbhgWXY]XYbXYb'A ca Ybh'ZØf'X]Y'Vf]h]gWXY
Dc`]h]_XUf"Dfc[bcgYb'XYi hYb'Ui ZYf\YV`]WXY'J Yf'i ghY'ZØf'X]Y
VY]XYb'hfUX]h]cbY`Yb'DUfhY]YbžX]Y'?'cbgYfj Uh]j Yb'fHcf]Ygł'i bX
@UVci fž\]bž'k À\`YbX'X]Y'FYZcfa 'l ? 'i bhYf'B][Y`': UfU[Y'UbghY`Y
\]ghcf]gWXYf'9fZc`[Y'UbghfYVh"**HU[YggWU i 'VYf]W hYhž'XUgg**
FYZcfa 'l ?]b'Øb[ghYb'l a ZfU[Yb'VY]'&*i ``]Y[h'i bX'XUa]h'XfY]
Di b_hY'j cf'XYf'@UVci f!DUfhY]žX]Y'a]h'?cffi dh]cbgg_UbXU`Yb'i bX
i bdc di `AfYb'9bhgWXY]Xi b[Yb'ni ' _Àa dZYb'\Uh"

: UfU[Y'\Uh'FYZcfa 'l ? 'U'g'X]Y' k U\`fY'Cddcg]h]cb 'VYnY]WbYhž
cVkc\`X]Y'DUfhY]bi f'j]Yf'G]hny'ja 'DUf'Ua Ybh'\À'h'8]Y'Gh]a a i b[
]b'; fUbh\Ua žXYf'<Y]a Uh]j cb'A Uf[UfYh'H\UhWXYfž'gh

i bni Zf]YXYbž'i bX'j]Y`Y`K Å\`Yf`ZØ\`Yb`g]W\`j cb`XYf`Dc`h]_`ja`Gh]W\`
[Y`UggYb``8]Y`Hcf]Yg`\UVYb`ZUgh`%`\$\$\$`G]hnY`ni`j YfhY]X][Yb`i bX`
_ÒbbhYb`V]g`ni`) \$`\$`j Yf`YfYbž`k Ug`X]Y`<]ghcf]Y`XYf`Y`hnhYb`
DUf`Ua`Ybhgk U\`k]XYfgd]Y[Y`hž`VY]`XYf`g]Y`YVYbZU``g`ghUf`
UV[YgW\`b]hYb`\UhhYb`"

9]b`HYgh`ZØf`X]Y`@UVci f!F Y[]Yfi b[

8]YgY`_ca`a`i`bU`Yb`K U\`Yb`g]bX`X]Y`YfghYb`i`a`ZUggYbXYb`K U\`Yb`
gY]h`XYf`Y`hnhYb`U``[Ya`Y]bYb`K U\``ja`J YfY]b][hYb`?`Òb][fY]W\``K`JY`
H\`Y`7`c`bj`Y`fgUh]c`b`ZYghghY`hž`X]YbYb`g]Y`U`g`HYgh`ZØf`X]Y`@UVci`f!
F Y[]Yfi b[`i`bX`X]Y`F YZcfa`i`?`j`cb`:`UfU[Yž`X]Y`]b`&`Yb[`]gW\`Yb`
?`ca`a`i`bYb`Ubhf]h`F YZcfa`i`?`nY][h`Y]bY`F Y_c`fXUVXYW`i`b[`j`cb`
-`-`ž`i`XYf`%`*`(`%`j`U`UbhYb`F`Uhg`a`UbXU`h`i`bX`]gh`XUa`]h`X]Y`
Y]bn][Y`DUfhY]ž`X]Y`]b`a`Y\`f`K U\`_fY]gYb`_UbX]X]Yfh`U`g`X]Y`Hcf]Yg`
cXYf`@UVci`f`"

5_hi`Y``Y`i`a`ZfU[Yb`nY][Ybž`XUgg`F YZcfa`i`?`]a`ž``]&`\$`&(`ni`bÅW\`gh`
%(`ž`i`XYf`Gh]a`a`Yb`Yf\]Y`h`i`bX`Y`hnh`VY]`Yhk`U`&)`i```]Y[h``8]YgYg`
K UW\`ghi`a`_ÒbbhY`F YZcfa`i`?`[YZÅ\`f`]W\`ZØf`X]Y`hfUX]h]cbY``Yb`
DUfhY]Yb`a`UW\`Ybž`]bgVYgcbXYfY`k`Ybb`a`Ub`VYXYb`_hž`XUgg`@UVci`f`
&`,`+`G]hnY`j`YfhY]X][hž`j`cb`XYbYb`a`]bXYghYbg`&)`UbZÅ``][`ZØf`
J Yf`i`ghY`g]bX``Dc`]hc`c[Yb`VYhcbYbž`XUgg`XYf`Vf]h]gW\`Y`K U\`hfYbX`
g]W\`ni`Y]bYa`A`Y\`fdUfhY]YbgmghYa`Yb`hk]W`Y`hž`k`cVY]`Ui`W\`X]Y`
@VYfU`XYa`c`_fU`hYb`i`bX`;`fØ`bYb`ni`bY\`a`YbX`Ub`6`YXYi`hi`b[
[Yk`]bbYb`"

K U\`_Ua`dZ`i`bX`<`YfUi`gZcfXYfi`b[`Yb`

8Yf`VYXYi`hYbXY`Ni`k`UW\`g`VY]`XYb`Gh]a`a`Yb`j`cb`F YZcfa`i`bX`X]Y`
GW\`k`]Yf][_Y]hYbž`a`]h`XYbYb`@UVci`f`_cbZfcbh]Yfh]ghž`_ÒbbhYb`X]Y`
dc`]h]gW\`Y`@UbXgW\`UZh`;`fc»`Vf]hUbb]Ybg`YbhgW\`Y]XYbX`j`YfÅbXYfb```
Dc`]hDfc`VYf]W\`hYh`ØVYf`XYb`U_hi`Y``Yb`K U\`hfYbX`ž`XYf`
F YZcfa`i`?`a`]h`&)`ž`i`j`cf`@UVci`f`f&(`i`Ł`i`bX`XYb`Hcf]Yg`f&%`ž`i`Ł`
g]Y\`h``8]YgY`9`bhk`]W`i`b[Yb`XYi`hYb`XUfUi`Z\]bž`XUgg`X]Y`dc`]h]gW\`Y`
8`ca`]b`Ub`n`XYf`hfUX]h]cbY``Yb`DUfhY]Yb`a`Ò[`]W\`Yfk`Y]gY`]bg`
K`Ub`_Yb`[`YfÅ`h`"

8]Y`K U\`VYhY`][i b[`VY]`ZfØ\YfYb`?ca a i bU`k U\`Yb`U[`VYfY]hg
i bhYf`Y]bYa `8f]hY`ž`k Ug`XYf`F`YZcfa `Y]bY`ni g`Åh`]W`Y
<YfUi gZcfXYfi b[`ghY`h`": UfU[Y`i bX`gY]bY`DUfhY]`a ØggYb`g]W`bi b
Ui Z`c`_U`Y`H\Ya Yb`_cbnYbhf]YfYbž`i a `X]Y`l bhYfghØhni b[`XYf
K `Å\`Yf`ni `[Yk]bbYb``8]Yg`k]fX`Xi fW`; fYbnYb`ÅbXYfi b[Yb`]b
j]Y`Yb`K U\`_fY]gYb`ni g`Åh`]W`YfgW`k Yfhž`X]Y`X]Y`Dfc[bcgYb
i bVYfYW`YbVUf`a UW`Yb"

⇒a]hYb`gc`W`Yf`l`bg]W`Yf`\Y]hYb`k]fX`VYgcbXYfg`X]Y`B`UW`k U\`]b
Fi bW`fbž`Y]bYf`@UVci f!<cW`Vi f[ž`VYcVUW`hYh`": UfU[Y`ZcfXYfh
DfYa]Yf`?Y]f`GhUfa Yf`\YfUi gž`XYf`j`cb`Y]bYa `5i ZVfi W`gd]W`hž
`YXcW`V]g`Ub[`k`Yb][`: cfhgW`f]hY`j`cfk`Y]gYb`_Ubb``8]Y
5i g[Ub[gVYX]b[i b[Yb`XYf`K U\`nY][Yb`Y]b`gdUbbYbXYg`i bX
dchYbn]Y``f]W`hi b[gk`Y]gYbXYg`F`YbbYb`ZØf`X]Y`b`ÅW`ghY`NY]h`a
J`YfY]b][hYb`?Øb][fY]W`"

8YhU]`g	
J`c`f`ZU``	K`U\`Yb
C`f`h	;`f`Ub`h`Ua`ž`9b[`UbX
E`i`Y``Yb	<ul style="list-style-type: none"> • k`k`k`"hU[`Y`ggW`Ui`"XY • h\`Y`W`bj`Y`fgUh]c`b`"W`a • d`c`]`hd`fc`"Yi

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