

F i gg`Ub Xg`YfgW fY W_Yb XY`HU_h]_. `?]bXYf
U`g`GY`Vgha c fXUhhYb h`hYf`fY_fi h]Yfh°

I _fU]b]gW Y` ; Y\Y]a X]YbghY`VYf]W hYb`ØVYf`F i gg`Ub Xg
F Y_fi h]Yfi b[`j cb`?]bXYfb`ZØf`GY`Vgha c fXUhhYb hUHY"
9fZU\fyb`G]Y`a Y\f`ØVYf`X]YgY`VYgcf[b]gYffY[YbXY`HU_h]_"



⇒ Ubc!: fUb_]k g_ž`I _fU]bY`!`I _fU]b]gW Y` ; Y\Y]a X]YbghY
VYf]W hYb`j cb`U`Ufa]YfybXYb`9btk]W_i b[Yb`]b`XYf`F Y_fi h]Yfi b[
j cb`?]bXYfb`ZØf`GY`Vgha c fXUhhYb hUHY`Xi fW`XYb`fi gg]gW Yb
A]`h`f[Y\Y]a X]Ybgh; F I ``8]YgY`HU_h]_Ybž`X]Y`Ub`X]Y
5fVY]hgk Y]gY`YI hfYa]gh]gW Yf` ; fi ddYb`Yf]bbYfbž`ghY`Yb`Y]bY
Yfbgh\UZhY`6YXfc`i b[`XUf``@Ui h`h!`c b`]bY`XY`ghY\Yb`j]Y`Y`XYf
Ub[Yk c fVYbYb`?]bXYf`V]g`ni `]\fYa `HcX`ja `I b`_UfYb`XUfØVYfž
k Ug`]bYb`VYj c fghY`h` ⇒ XYb`YhnhYb`A cbUHYb`[UV`Yg`a Y\fyfy
a mghYf]ØgY`GY`Vgha c fXUhhYb hUHY`]b`XYf`I _fU]bYž`]b`X]Y`Ui W
A]bXYf`Ä`f][Y`j Yfk]W_Y`h`k UfYb"

8Yf` ; F I `fY_fi h]Yfh`[Yn]Y`h`↑ b[Y`A YbgW Yb`Ua `F UbXY`XYf
; YgY`gW UZh`c Zh`ØVYf`A YggU[]b[!8]YbghY`k]Y`HY`Y[fUa ``8]Y

fY_fi h]YfhYb'?)bXYf'a ØggYb'6ca VYb'VUi Yb'i bX'k YfXYb'XUbb'ni
i _fU]b]gWXYb'FY_fi h]Yfi b[gnYbhfYb'[YgW]W_h''8]YgY'HU_h]_Yb
k i fXYb'j cb'XYf'9I dYfh]b'@]i Vcj 'HgmVi `g_U'U`g'HY]'Y]bYf
VfY]hYfYb'GhfUHy[]Y'XYf'fi gg]gWXYb'\mVf]XYb'?f]Y[gZØ\fi b[
]XYbh]Z]n]Yfh''8 UVY]'nY][h'g]Wž'XUgg'Yhk U'Y]b': ØbZHY'XYf
5bgW`À[Y'?]bXYf']bj c'j]Yfh'g]bX"

GW cW_]YfYbXY'9]bnY`gW]W_gU`Y

I bhYf'XYb'6YhfcZYbYb'g]bX'Y]b'%)!Å\ f][Yf'i bX'Y]b'%'!Å\ f][Yf
Ui g`k Ubc!: fUb_]k g_ž'X]Y'Ub[Yk cfVYb'k i fXYbž'i a 'Y]bY'6ca VY
ni 'VUi Yb''8Yf'%'!Å\ f][Y'ghUfV'VY]'XYf'9I d`cg]cb''9]b'k Y]hYfYg
6Y]gd]Y`]gh'Y]b'%)!Å\ f][Yg'A ÅXWXYb'Ui g?]Yk ž'XUg'ZØf'Y]bYb
j Yfa Y]bh]WXYb'HY]'nY]hčV'Ub[Yk cfVYb'k i fXYž'i a 'Y]b'DU_Yh
UVni `c`Ybž'XUg'gW`Y»]W`Y]bY'6ca VY'k Uf/X]YgY'_cbbhY'YXcW
fYW`hnY]h][i bgW`ÅX`W`[Ya UW`h'k YfXYb''6Yf]W`hYb'ni Zc`[Y
k i fXY'Y]b'UbXYfYg'A ÅXWXYb'j cb'fi gg]gWXYb'5[YbhYb'YfdYgghž
bUWXYa'g]Y'g]W`k Y][YfhYž'a]h']\bYb'ni '_ccdYf]YfYb"

9X'6c[Ubž'Y]b'Y\Ya U'] [Yf'7 5!5[Ybhž'j Yf[`Y]W`h'X]Y'A Yh`cXYb
XYf'FY_fi h]Yfi b['a]h'XYbYb'j cb'U'!E U]XU'i bX'XYa 'g`Ua]gWXYb
GhUUh''Dc`nY]WYZ'8a mhfc'G\i a Ym_c'j cb'?]Yk 'Yf_`Åfhž'XUgg' - \$
DfcnYbh'XYf'5b[f]ZY'a]h'Z]bUb]n]Y`Yb'5bfY]nYb'j YfVi bXYb'g]bXž
YXcW`b]Ya UbX'X]Y'j YfgdfcWXYbYb'NU\`i b[Yb'Yf\`Å'h''8Yf
i _fU]b]gWXYb'`b'UbXg[Y\Y]a X]Ybgh'G6I i bX'X]Y'B Uh]cbU'dc`nY]
ZØ\ fYb'GW`i i b[Yb'Xi fW`ž'i a '?']bXYf'ØVYf'X]Y'; YZU\ fYb'XYf
FY_fi h]Yfi b['Ui Zni _`ÅfYb"

GUVchU[Y'i bX'FY_fi h]Yfi b[`]b'9i fcdU

DUFU`Y`ni `XYb'9bhk]W`i b[Yb']b'XYf'i _fU]bY'[UV'Yg'Ui W
6Yf]W`hY'ØVYf'fi gg]gWXY'GUVchU[YU_h]cbYb']b'9i fcdU''5a `i`%
`Ubi Uf'&\$&(`k i fXY'XYf'i _fU]b]gWXY': `ØW`h]b['GYf\`^G''b'6fYg'Ui
ZYgh[Ybca a Ybž'XU'Yf'j YfXÅW`h][h'k]fXž'a '5i ZhfU['Fi gg`UbXg
Y]bY'GUVchU[YU_h]cb'[Yd`Ubh'ni `UVYb''9fa]h'Yf'VYf]W`hYbž'XUgg
GYf\`^ØVYf'XYb'HY'Y[fUa !?UbU` `@ W`m'Ghf]_Y 'Ub[Yk cfVYb
k i fXY'i bX'("\$\$\$'9i fc'ZØf'Y]bYb'6fUbXUbgW`U['Ui Z'Y]bY
: UfVYbZUVf]_]b'Dc`Yb'Yf\U`hYb'gc`hY''N8: "XY'a UW`h'Fi gg`UbX

Zøf`Y]bY`i a ZUggYbXY`GUVchU[Y_Ua dU[bY`j YfUbhk cfh]Wž`X]Y
 Ui W`6fUbXUbgW`À[Y`j]b`K UfgWUi `i bX`@cbXcb`a]h`Y]bgW`]Y» h"

8]Y`FY`fi h]Yfi b[`j cb` K Y[k YfZ]5[YbhYb `Yf`Y]W`hYfh`Yg
 Fi gg`UbXž`X]Y`J YfUbhk cfhi b[`Zøf`GUVchU[YU`hY`ni `j YfgW`Y]Yfbž
]bXYa `Yg`DYfgcbYb`c`bY`Ni [Y\Öf][`_Y]h`Ub k]fVh`"6Y]`gY]bYf
 : YghbU`a Y`k i fXYb`VfYbbVUfY`A UhYf]U`]Yb`VY]`GYf\`^G"
 [YZi bXYbž`k Ug`Nk Y]ZY`Ub`XYf`6Y\Ui dhi b[`Ui Zk]fZhž`XUgg`XYf
 5bgW`U[`bi f`j cf[Yh`Ai gW`h`k YfXYb`gc`h`Y"

F Y]bhY[fUh]cb`i bX`< YfUi gZcfXYfi b[

8]Y`ni g`Àm`]W`Y`8]a Ybg]cb`XYf`FY`fi h]Yfi b[`j cb`?]bXYfb`k]fZh
 : fU[Yb`bUW`XYa `GW`i hm`j cb`?]bXYfb`]b`VYk UZZbYhYb`?cbZ]_hYb
 Ui Z`< Uk _"XY`VY`Yi W`hYh`X]Y`Bchk YbX][`_Y]hž`?]bXYfgc`XUhYb
 bUW`?f]Y[gYbXY`]b`X]Y`; YgY`gW`UZh`ni `fY]bhY[f]YfYb`i bX`ni
 i bhYfghØhnYb`"9g]gh`Y]bY`_ca d`YI Y`< YfUi gZcfXYfi b[ž`X]Y`Y]bY
 J]Y`nU`j cb`A U» bU`a Yb`i bX`: U`hcYb`YfZcfXYfh`8]Y`5bnU`X`XYf
 Y]b[YgYhnhYb`?]bXYfgc`XUhYb`]gh`U`Ufa]YfYbX`\cW`i bX`nY][h`X]Y
 8f]b[`]W`_Y]h`]bhYfbUh]cbU`Yf`FY]bhY[fUh]cbgdfcnYggY"

8]Y`GW`jW`gU`Y`XYf`6YhfcZZYbYbž`X]Y`gck c`\`]b`XYf`i _fU]bY`U`g
 Ui W`]b`9i fcdU`_cbZfcbh]Yfhg]bXž`j YfXYi h`]W`Yb`X]Y`YfbghYb
 5i gk]f_i b[Yb`XYf`?f]Y[gZø\fi b[`i bX`X]Y`h]YZ`j Yfk i fnY`hYb
 < YfUi gZcfXYfi b[Ybž`k Ybb`Yg`i a `XYb`GW`i hm`j cb`?]bXYfb`]b
 ?cbZ]_hYb`[Y`h"

8YhU]`g	
J c f ZU``	HYffcf]ga i gž`6fUbXgh]Zhi b[
I fgUW`Y	F Y`fi h]Yfi b[ž`GUVchU[Y
C fh	± Ubc!: fUb_]k g_ž`I _fU]bY
J Yf`YhnhY	%
: YghbU`a Yb	%
E i Y`Yb	<ul style="list-style-type: none"> • k k k "h!cb`]bY"XY • k k k "nXZ"XY • di V`]_Uh]cbggYfj Yf"\ Uk _"XY

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