

K]YbYf`GYYghUXh`5gdYfb. `=bhYfbUh]cbU`Y 8Y`Y[Uh]cb`VYg]W\h][h`J cfnY][Ydfc`^Y_h°

8Y`Y[Uh]cbYb`Ui g`A U`Umg]U`i bX`G]b[Udi f`cVYb`K]Ybg
GYYghUXh`5gdYfb`ZØf`bUW\`U`h][Y`GhUXhYbhk]W`i b[`i bX
]bbcj Uh]j Y`K c`b`cbnYdhY"



5gdYfbž`² ghYffY]W\`!`K]YbYf`GYYghUXh`5gdYfbž`XUg`[fØ» hY
GhUXhYbhk]W`i b[gdfc`^Y_h]b`9i fcdUž`VY[Y]ghYfh`b]W\h`bi f`X]Y
K]YbYfž`gc bXYfb`n]Y\`h`Ui W\`]bhYfbUh]cbU`Y`5i Za Yf_gUa`_Y]h`Ui Z
g]W\`"J cf`?i fnYa`ZØ\`fhY`XYf`A]b]ghYf`ZØf`B Uh]cbU`Y`9bhk]W`i b[
j cb`G]b[Udi fž`7\`YY`<cb[`HUhž`[Ya`Y]bgUa``a`]h`K]Ybg
6Øf[Yfa`Y]ghYf`A]W\`UY`@`Xk][`Y]bY`8Y`Y[Uh]cb`]b`X]Y`GYYghUXh`
8Yf`a`U`Umg]gW\`Y`A]b]ghYf`ZØf`K c`b`VUi ž`B [U`?cf`A]b[ž`nY][hY
g]W\`VYgcbXYfg`]bhYfYgg]Yfh`Ub`K]Ybg`]bbcj Uh]j Ya`5bgUhn`ni f
Bi hni b[`YfbYi YfVUfYf`9bYf[]Yb`"@Ui h`XYa`**?i f]Yf`k]fX`X]Y**
GYYghUXh`ja`9bXUi gVUi`ni`Yhk`U`, \$`DfcnYbh`a`]h[fØbYf`9bYf[]Y
j Yfgcf[h"

8Yf`c`i g`Ui Z`bUW\`U`h][Y`GhUXhYbhk]W`i b[`]gh`i bhYf`UbXYfYa

XYf'; fi bXžk Ufi a 'K]Yb'&\$&\$'XYb'fYbca a]YfhYb'@YY!?! Ub!Mk !
DfY]g'ZØf'bUW\U`h][Y'GhUXhYbhk]W_`i b['Yf\]Y`h"BYVYb'XYf
9bYf[]YdfcXi _h]cb`]gh'Ui W\XYf'ÖZZYbh`]WY`J Yf_Y\`f`]b'XYf
GYYghUXh'Y]b`nYbhfU`Yg'H\Ya U"8Yf'J]nYVØf[Yfa Y]ghYf'j cb
HU]dY\ž'K Yb!HY`7\Ub[ž'k Uf'j cb'XYf'Df]cf]hÅh'XYg'ÖZZYbh`]WYb
J Yf_Y\fg'VYY]bXfi W_h`'Y]b'5gdY_hž'XYf'j cf'U`Ya `Ub[Yg]W`hg'XYf
\]ghcf]gW`_f]h]gWYb'Gh]a a Yb`ni a `6Ui `Y]bYf'I !6U\!GhUh]cb`]a
`Yf'&\$%&`YfUi ggh]W`h"6Øf[Yfa Y]ghYf'@ Xk][`Yf]bbYfhY'g]W`Ub
X]YgY`5bZAb[Y`i bX`X]Y`XUa]hj YfVi bXYbYb`<YfUi gZcfXYfi b[Yb"

B UW\U`h][_Y]h`i bX`ÖZZYbh`]WY`5bV]bXi b[

8]Y`GYYghUXh'5gdYfb`]gh`b]W`h`bi f`Y]b`J cfnY][Ydfc`Y_h`ZØf
YfbYi YfVUFY`9bYf[]Yž'gcbXYfb`Ui W`Y]b`A cXY`ZØf`]bbcj Uh]j Y
A cV`]hÅh"8]Y`U`hi Y`Y`J Yf_Y\fgg]hi Uh]cb`nY][hž'XUgg'XYf
a c`hcf]g]YfhY`bX]j]Xi U`j Yf_Y\`f`XYfnY]h`bi f`&\$`Dfc`nYbh`Ui ga UW`h
`Y]b`K Yfhž'XYf`k Y]hYf'g]b_Yb`gc`"B UW\U`h][k]fhgW`UZhYb
\YVh`\Yfj cfž'XUgg`X]Y`9bhk]W_`i b[`]b`a Y\`fYfYb`6Ui d\UgYb`ØVYf
a]bXYghYbg`nk Y]`Y\fnY\bhY`YfZc`[h`i bX`XUg`N]Y`j YfZc`[hž`&\$`\$\$\$
9]bk c\bYf`i bX`YVYbgc`j]Y`Y`5fVY]hgd`ÅhnY`ni `gW`UZZYb``6Y]`XYf
9bhk]W_`i b[`]gh`Yg`k]W`h][ž': `ÅWYb`ZØf`X]Y`K]fhgW`UZh
ZfY]ni \U`hYbž'k Ug`6Øf[Yfa Y]ghYf'@ Xk][`VYgcbXYfg`VYhcbhY"

9]b`nYbhfU`Yf`5_hYi f`]b`XYf`5gdYfb!9bhk]W_`i b[`]gh`X]Y`K]Yb`` (&\$
5gdYfb`8Yj Y`cda Ybh`5; ž`X]Y`ZØf`XUg`Dfc`Y_ha UbU[Ya Ybh
j YfUbhk cfh`]W`]gh"8]YgYg`Y\`f[Y]n][Y`Dfc`Y_h`VUg]Yfh`Ui Zj]Yf
GÅi `Yb.`: fY]fUi a `i bX`A]_fc`_]a Už[YVÅi XYØVYf[fY]ZbXY
9bYf[]Yj Yfgcf[i b[ž`8Ya cbghfUh]cbgj cf\UVYb`]b`X]j YfgYb
6YfY]WYb`gck]Y`A cb]hcf]b[gmghYa Y`ni f`9j U`i]Yfi b[`i bX
C dh]a]Yfi b[``8]YgY`5bgÅhnY`gc``Yb`b]W`h`bi f`X]Y`@YVYbgei U`]hÅh
XYf`6Yk c\bYf`ghY][Yfbž'gcbXYfb`Ui W`U`g`A cXY`ZØf`UbXYfY
GhÅXhY`X]YbYb"

⇒bhYfbUh]cbU`Y`8Y`Y[Uh]cb`i bX
K]ggYbgUi ghUi gW

8]Y`8Y`Y[Uh]cb`VYgi W`hY`b]W`h`bi f`X]Y`GYYghUXhž'gcbXYfb`Ui W

XYb' ? Uf!A Ufi !<cZ]b' <Y]] [YbghUXhži a 'Ui g'K]Yb'ni 'YfbYbž'k]Y
 gcn]U'Yf'K c \bVUi 'YfZc` [fY]W\ [YghU'hYh'k YfXYb' _Ubb" 'č' A U'Umg]U
 `]Y [h'XYf'9] [Ybhi a gUbhY]'`VY]' ++ 'DfcnYbhž'k Ug'A]Yhk c \bi b [Yb
 Xcfh'k Yb] [Yf'VYXYi hYbX'a UW'h"8]Yg'j YfXYi h]W'h'X]Y
 Bch'k YbX] [_Y]hž'X]Y'j YfgW\]YXYbYb'K c \ba cXY`Y']bhYfbUh]cbU`ni
 j Yf [`Y]W\Yb'i bX'j cbY]bUbXYf'ni 'YfbYb"

6Yg]W'h] [i b [Yb'k Y]hYfYf'9]bf]W'hi b [Yb'k]Y'XYf'8cbUi]bgY`ž'X]Y
 U'g'B U\Yf\c'i b [g [YV]Yhi bX' <cW'k UggYfgW\i h'X]Ybhži bX'XUg
 BcfXVU\ b \cZ]]YfhY`k UfYb'YVYbZU`g'HY]'`XYg'Dfc [fUa a g"
 ; Yf\UfX' <]fWh]ž'XYf'5i Zg]W'hgfUhgj c fg]hYbXY'XYf'5gdYfb!
 9bh'k]W_`i b [g [YgY`gW\ UZhž'VYhc bhY'X]Y'6YXYi hi b [`XYf
 ÖZZYb'h]W\Yb'5bV]bXi b [`ZØf'XYb'9fZc` [`XYg'Dfc ^_hYg'i bX
 VYghÅh] [hY'X]Y'F Y`Yj Ubn'XYg']bhYfbUh]cbU`Yb'5i ghUi gW'g"

K]Yb' [Y \h'a]h' [fc» Yb'GW'f]hhYb']b'X]Y'Ni _i bZhi bX'gYhnh
 A U» ghÅVY'ZØf'bUW\ \U`h] [Y'GhUXhYbhk]W_`i b [`XUg'k]ggYb'b]W'h
 bi f'X]Y'K]YbYfž'gcbXYfb'Ui W\]bhYfbUh]cbU`Y'DUfhbYf"8]Y
 GYYghUXh'5gdYfb' _ÖbbhY'g]W\ U'g'6'Ui dUi gY'ZØf'UbXYfY'GhÅXhY
 k Y'hk Y]h'Yfk Y]gYb"

8YhU]`g	
C fh	5gdYfbž'2 ghYffY]W\
E i Y`Yb	<ul style="list-style-type: none"> • _i f]Yf"Uh • bUW\ \U`h] [k]fhgW\ UZhYb"Uh

6Ygi W\Yb'G]Y'i bg'Ui Z. 'a Y]b!k]Yb"bYh