

B Yi Yf`HfU]bYf`DUbbcgW\ .`G]a a Yf]b [ghUfhYh`Xi fW\ `ni a `A Y]ghYfh]hY`°

: Y`|l `DUbbcgW\ `k]fX`bYi Yf`HfU]bYf`XYg`%"`G]a a Yf]b [Yf`G7"
9f`gdf]W\h`ØVYf`GU]gcbn]Y`Y`i bX`<YfUi gZcfXYfi b [Yb`]b`XYf
K]YbYf`GhUXh`][U"



G]a a Yf]b [ž`2 ghYffY]W\ `!`9]b`bYi Yf`K]bX`V`Àgh`VY]a`%"
G]a a Yf]b [Yf`G7`]b`XYf`K]YbYf`GhUXh`][U": Y`|l `DUbbcgW\ `U`h`XUg
HfU]bYfUa h`ØVYfbca a Ybž`bUW\XYa`Yf`]a` : fØ`U`f`&\$&)
ØVYffUgW\YbX`VY]a`GJ`8cbUi`Yb`h`UggYb`k`i`fXY`"Hfchn`XYf
i b [`ØW`_]W\Yb`l`a`gh`ÀbXY`nY][h`g]W\`XYf`7cUW\`cdh]a`]gh]gW\`i`bX
`U`h`_`UfY`N]Y`Y`j`cf`5i` [Yb`" K]f`U`VYb`b]W\hg`a`]h`XYa`5Vgh]Y [`ni
hi b`ž`Yf`_`Àfh`DUbbcgW\`i`bX`a`ØW\hY`XYb`J`YfY]b`YfZc`[fY]W\`]b`X]Y
bYi`Y`GU]gcb`ZØ`fYb`"8Ua`]h`fY]\`h`Yf`g]W\`]b`Y]bY`U`b [Y`@]ghY`j`cb
HfU]bYfb`XYf`K]YbYf`GhUXh`][U`Y]bž`X]Y`cZ`h`a`]h`[fc»Yb`5a`V]h]cbYb
i bX`c`Yb`9fk`Ufhi`b [Yb`ghUfhYb"

DUbbcgW\ `V`]W`h`Ui`ZY]bY`Y`ffY]W\Y`i`bX`UbghfYb [YbXY
j`Yf [Ub [YbY`GU]gcb`ni`fØW`_"8Yf`GhUfh`k`Uf`Xi`fW\`XYb`2` : 6!7i`d

i bX`nU\`fY]WXY`Gd]Y`UVgU[Yb`U`Yg`UbXYfY`U`g`Y]bZJW`" 8]Y
<]bfi bXY`k Uf`\YfUi gZcfXYfbX`i bX`k]f`k UfYb`cZhi] cb`gW`YWXhYb
D`UmVYX]b[i b[Yb`VYhfcZZYb ž`YfnÅ\`h`Yf`Hfchn`X]YgYf
FØW`gW`À[Y`k Uf`XYf`5VghUbX`ni f`Gd]hnY`ni f`K]bhYfdUi gY`bi f
nk Y]Di b`hYž`k Ug`Y]bYb`<cZbi b[ggW`]a a Yf`ZØf`XYb`A Y]ghYfh]hY`
Vch`⊕`XYf`K]bhYfdUi gY`k i fXY`XUg`N]Y`XYf`H]hY`[Yk]bb`_`Uf
XYZ]b]Yfh"

9]b`Zf]gW`Yf`GhUfh`a]h`\c`Yb`N]Y`Yb

8]Y`FØW`fi bXY`VY[Ubb`j]Y`j YfgdfYWX`YbX`ZØf`XYb`GJ`8cbUi "9]b
_`UfYf` .!\$G]Y[`] Y[Yb`XYb`X]fY`_hYb`?cb`_i ffYbhYb`J]YbbU`]Y»`X]Y
<cZbi b[`Ui Z`_Y]a Yb`"8cW`XUg`JYf`Yhni b[gdYWX`j]Y`Yf
GW`ØggY`gd]Y`Yf`k]Y`9XX]ž`9Xj]b`i bX`D\`]dd`a UW`hY`g]W
VYa Yf`_VUfž`i bX`Yg`XUi YfhY`Ub[Yž`V]g`g]Y`k]YXYf`]bg`HfU]b]b[
Y]bghY][Yb`_cbbhYb`DUbbcgW`k Uf`V]g`ni f`&) "Fi bXY`YfZc`[fY]W
U`g`HfU]bYf`hÅh][ž`VYj cf`a Ub`g]W`Yb`hgW`cggž`c`bY`]b
k Y]hYfni a UW`Yb`Hfchn`XYf`9bh`Uggi b[`[fUhi`]Yfh`Yf`XYa`GJ
8cbUi`ni a`H]hY`i bX`k ØbgW`h`XYa`HYUa`j]Y`;`ØW`_]b`XYf
FY[]cbU`][U"

A]h`Y]bYa`bYi Yb`?Ud]hY`VY]a`G]a a Yf]b[Yf`G7`k]`DUbbcgW
bi b`Zf]gW`Yb`K]bX`]b`X]Y`A UbbgW`UZh`Vf]b[Yb`"8]Y`: Ubg`XØfZYb
[YgdUbbh`gY]bž`k]Y`g]W`X]Y`?UXYfj Yf`ÅbXYfi b[Yb`Ui Z`X]Y
@Y]ghi b[`Ui gk]f`_Yb`k YfXYb`"BUW`XYf`hi fVi`Yb`hYb`YhnhYb`GU]gcb
\Uh`DUbbcgW`YXcW`[Y`Yfb`hž`XUgg`a Ub`Ui W`]b`gW`k]Yf][Yb
NY]hYb`XUg`6YghY`Ui g`XYf`G]hi Uh]cb`a UW`Yb`_Ubb"

HfU]bYfk`YW`gY`_]b`XYf`GhUXh`][U

8]Y`k]YbYf]gW`Y`GhUXh`][U`]gh`VY`_Ubbh`ZØf`]\fYb`gh`ÅbX][Yb
HfU]bYfk`YW`gY`@Ui`h`U`_hi`Y`Yb`GhUh]gh]_Yb`k`YW`gY`h`X]Y
HfU]bYfVUb`_VY]`XYb`a`Y]ghYb`?`i`Vg`fY[Y`a`Å»]["⊕`XYb`YhnhYb
Gd]Y`nY]hYb`\Uh`g]W`[YnY][hž`XUgg`?cbh]bi]h`h`b]W`h`]a`a`Yf
j`cf`\UbXYb`]gh`"8]Y`HfU]bYfZi`_hi`Uh]cb`]gh`Y]b`c`Zi`X]g`_i`h]YfhYg
H\Ya`U`i`bhYf`: Ubg`i`bX`9i`dYfhYb`DUbbcgW`k]fX`U`gc`b]W`h`XYf
YfghY`gY]bž`XYf`g]W`XYb`<YfUi`gZcfXYfi`b[Yb`]b`X]YgYf`@[U`ghY`"h"
<cW`]a`?`i`fg`ghY`Yb`XUVY]`YbY`HfU]bYfž`X]Y`g]W`VYk`Å`\fYb`i`bX

]b'gWk]Yf][Yb'NY]hYb'ghUbX\U'hYb"

: Øf': Y`j| 'DUbbcgW`VYXYi hYh'XYf'K YW`gY`ni 'G]a a Yf]b['Y]bY
bYi Y'7\UbWž'gY]bY': Å\][_Y]hYb'i bhYf'6Yk Y]g'ni 'ghY`Yb"CV'Yf
X]Y'\c\Yb'9fk Ufhi b[Yb'YfZØ`Yb'_Ubbž'k]fX'g]W`j]b'XYf
_ca a YbXYb'GU]gcb'nY][Yb"8cW`Y]bYg']gh'g]W`Yf.'8Yf'BYc!
7cUW`\Uh'g]W`j]Y`j cf[Ybca a Yb'i bX'k]fX'U`Yg'XUfUb'gYhnYbž
i a 'X]Y'A UbbgW`Už'ni fØW'_Ub'X]Y'Gd]hnY'ni 'ZØ\fyb"

A Y\ f'ØVYf': Y`j| 'DUbbcgW`i bX'gY]bY'HfU]bYf_Uff]YfY'YfZU\fyb'G]Y
Ui Z'HfUbgZYfa Uf_h"

Ni f'HfU]bYfZi _hi Uh]cb'j]b'XYf'@[U`]bhYfYgg]Yfh3'K Y]hYfY
⇒Zcfa Uh]cbYb'Z]bXYb'G]Y'Ui Z'HfUbgZYfa Uf_h"

: Øf'X]Y'bYi YghYb'9bhk]W`i b[Yb'fi bX'i a 'XYb'G]a a Yf]b[Yf'G7
V`Y]VYb'G]Y'XfUb'6Ygi W`Yb'G]Y'ZØf'k Y]hYfY'⇒Zcg'Ui W`X]Y'GY]hY
j cb'@[UdchU`"

8YhU]`g	
Cfh	G]a a Yf]b[ž'2 ghYffY]W`
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "`][UdchU`"Uh • k k k "hfUbgZYfa Uf_h"W`"i _ • k k k "hfUbgZYfa Uf_h"XY

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