

I bni Zf]YXYb\Y]h]a 'F Y\`]b[Yf
; Ya Y]bXYfUh. '@]bXYfa Y]f'k YW\gY`h
: fU_h]cb °

A]W\UY` '@]bXYfa Y]f'k YW\gY`h] cb`XYf`7GI `ni `XYb': fY]Yb
K Å\`Yfbž`_f]h]g]Yfh`X]Y'; Ya Y]bXYdc`]h]_i bX`ZcfXYfh`VYggYfY
:]bUbnYb`]b`5]W\UW\!: f]YXVYf["



F Y\`]b[ž`8Yi hgW\`UbX`!`#`F Y\`]b[`gcf[h`XYf`K YW\gY`j cb
A]W\UY` '@]bXYfa Y]fž`Y]bYa `l bhYfbY\`a Yf`i bX`; Ya Y]bXYfUhž`j cb
XYf': fU_h]cb` 7GI #6Øf[Yf`ZØf`F Y\`]b[`ni `XYb': fY]Yb`K Å\`Yfb`ZØf
5i ZfY[i b["8Yf'; fi bX3` '@]bXYfa Y]f`Äi » Yfh`a Ugg]j Y`?f]h]_`Ub`XYf
; Y`Xdc`]h]_`XYf'; Ya Y]bXY`i bX`XYfYb`Df]cf]h`ÄhYb`i bhYf
6Øf[Yfa Y]ghYf`7\`f]ghcd`\`5]XY`gVi f[Yf``6YgcbXYfg`ghØfYb`]b`X]Y
5i g[UVYb`ZØf`Dfc`Y`_hY`k]Y`XYb`6Ui`Y]bYg`6YUW\j c`YmVU`ZY`XYgž
k Å\`fYbX`YggYbn]Y`Y`8]Ybgh`Y]ghi b[Ybž`k]Y`XYf': U\`fX]Ybgh`ZØf
GYb]cfYbž`b]W\h`Z]bUbn]Yfh`k YfXYb`_ØbbYb`"8Yf`8cbUi`_i f]Yf
VYf]W\hYh`k Y]hYfž`XUgg`b]W\h`Y]ba`U`; Y`X`ZØf`Y]bY'; UfU[Y`ZØf`XUg
bYi`Y': Yi`Yfk`Y\`fUi`hc`j`cf\`UbXYb`gY]"

≠X`gY\Y`XU` : Y\`d`Ubi b[Yb`i bX`ZcfXYfY`Xf]b[YbX`Y]bY`VYggYfY
?cghYb`cbhfc`Y` ž`gc`@]bXYfa`Y]f" `≠bgVYgcbXYfY`X]Y`G]hi`Uh]cb`XYf
GWX`i`hc`]YhhYbž`X]Y`Xf]b[YbX`gUb]Yfi`b[gVYXØfZh][`g]bXž`ZØ\`fY`ni
gY]bYf`i`bni`Zf]YXYb\`Y]h"K`À\`fYbX`X]Y` ; Ya`Y]bXY`GdYbXYb`Ub
UbXYfY`Dfc`Y`_hY`ZFY][`]Vhž`ZY\`h`Yg`Ub`XYb`b`Øh][`Yb`A`]hhY`b`ZØf`X]Y
Y][`YbYb`9]b]f]W]hi`b[Yb" `8]Y`Øb[ghYb`<`Ui`g\`U`hgXYVUhYb
VfUW`hYb`ni`XYa`Y]bY`U`Ufa`]YfYbXY`HUhgUW`Y`Ubg`@]W]h`8`Ug
hUhg`ÅW`]W]Y`8`YZ]n]h`ja`?`]bXYf[`UfhYb`VY`Åi`Zh]g]W]`Ui`Z`%ž&
A`j`]cbYb`9i`fcž`k`Y]h`ØVYf`XYb`dfc[`bcgh]n]YfhYb`)`+`("\$\$\$`9i`fc`"

9]b`i`b`hYf`8`fi`W`_`ghY\`YbXYg`GmghYa

8]YgY`DfcV`Ya`Y`g]bX`b]W]h`Y]bn][`Ufh][`ZØf`F`Y\`]b[`"K`]Y`X]Y`8`UhYb
XYg`GhUh]gh]gW]Yb`6i`bXYgUa`hYg`nY][`Ybž`ghY][`Yb`X]Y`_ca`a`i`bU`Yb
5i`g[`UVYb`b`8Yi`hgW`UbX`Yf\`YV`]W]"`a`_`J\`f`&\$&(`k`i`W]gYb`X]Y
5i`g[`UVYb`XYf`_ca`a`i`bU`Yb`?`Yfb!`i`bX`9i`hfU\`Ui`g\`U`hY`i`a``%&ž*`i
]a`J`Yf[`Y]W]ni`a`J`cf`U\`fž`k`À\`fYbX`X]Y`9]bbU\`a`Yb`bi`fi`a``+ž*`i
gh]Y[`Yb" `Fi`bX`*`ž&`i`XYf`5i`g[`UVYb`_Øb`bYb`b]W]h`Xi`fW]fY[`i`ÅfY
9]bbU\`a`Yb`[`YXYW`_h`k`YfXYbž`k`Ug`VYXYi`hYhž`XUgg`j`]Y`Y
;`Ya`Y]bXYb`Ui`Z`FYgYfj`Yb`cXYf`?`fYX]hY`Ub[`Yk`]YgYb`g]bX" `

8YghUh]g]Yfa`Y`XYh`Y]b`_ca`a`i`bU`Yg`:]bUbn]Yfi`b[`gXYZ]n]h]j`cb
&(`ž`A`j`]UfXYb`9i`fc`ja`_`J\`f`&\$&(``XYf`\`ØW]ghY`GhUbX`gY]h`XYf
K`]YXYfj`YfY]b][`i`b[`"

≠`F`Y\`]b[`\`Uh`@]bXYfa`Y]f`Ui`W]`X]Y`\`c\`Yb`?`]bXYf[`UfhYb!
;`YVØ\`fYb`ja`i`a`_fY]g`_f]h]g]Yfh" `8]Y`Z]bUbn]Y`Y`G]hi`Uh]cb`XYf
;`Ya`Y]bXY`]gh]Ub[`YgdUbbhž`i`bX`Yg`[`]Vh`_Y]bYb`5i`gV`]W`_Ui`Z
6YggYfi`b[`Yb" `6Øf[`Yfa`Y]ghYf`5]XY`gVi`f[`Yfž`XYf`g]W]`XYfnY]h`ja
i`f`Ui`V`VYZ]bXYhž`nY][`h]g]W]`ØVYffUgW]h`ØVYf`@]bXYfa`Y]fg`K`YW]gY`ž
f`Åi`a`h`YXcW]`Y]bž`XUgg`Yg`VYfY]hg`GdUbbi`b[`Yb`[`UV" `8]Y
A`Y\`f`_cghYb`ja`?`]bXYf[`UfhYb`g]bX`Ui`Z`\`Ø\`YfY`HUf]Z`Ø\`bY`i`bX
ZfØ\`nY]h][`Y`9fgUhngY`i`b[`Yb`ni`fØW`_ni`ZØ\`fYb`ž`Yf`_Åfh
5]XY`gVi`f[`Yf`i`bX`j`YfhY]X][`h`X]Y`[`Yhfc`ZY`bYb`9b`hgW]Y]Xi`b[`Yb`ja
;`Ya`Y]bXYfUhž`X]Y`a`Y]gh`Y]bgh]a`a`][`[`YZU`Yb`g]bX"

9]b`8`f]b[`YbXYf`F`YZcfa`VYXUfZ

8]Y`G]hi`Uh]cb`XYf`?`ca`a`i`bYb`b`8Yi`hgW`UbX`k`]fX`j`cb

nU\`fY]W\Yb`9I dYfhYb`U`g` _UhUghfcd\U` `VYnY]W\byh"8Yf
 8Yi hgW\Y`Gh\XhYhU[`ZcfXYfh'gY]h`Ub[Ya ` [fi bX`Y[YbXY`FYZcfa Yb
]b`XYf':]bUbncfXbi b[žj cf`U`Ya `Ui Z[fi bX`XYf`k UW\gYbXYb
 5i g[UVYb`ZØf`Gcn]U`Y]ghi b[Ybž`X]Y`&\$&(`i a `%%ž+`i `Ui Z', (ž)
 A]``UfXYb`9i fc`Ub[Ygh]Y[Yb`g]bX" **N8**: `YVh`Yfj cfž`XUgg`X]YgYf
 5bgh]Y[`k YgYbh]W\`Xi fW\`9f\Ø\i b[Yb`ja `6Øf[Yf[Y`X`i bX`]b`XYf
 Gcn]U`\]`ZY`VYX]b[h`]gh"

⇒ 5bVYhfUW\h`XYf`Ub[YgdUbbhYb':]bUb`U[Y`XYf`?ca a i bYb`]gh
 Yg`ZfU[`]W\žk]Y'; Ya Y]bXYb`k]Y`FY`\]b[`_ØbZh][`]\fY`5i Z[UVYb
 YfZØ`Yb`_ØbbYb"A]h`@]bXYfa Y]fg`K YW\gY`ni `XYb': fY]Yb`K Å\`Yfb
 \Uh`g]W\`X]Y`Ni gUa a YbgYhni b[`]a `?ca a i bU`dUf`Ua Ybh
 j YfÅbXYfhž`XcW\`cV`X]Yg`hUhgÅW\`]W\`9]bZi gg`Ui Z`X]Y`GUW\UfVY]h
 \Uhž`V`Y]Vh`UVni k UfhYb"

8YhU]`g	
Cfh	FY`\]b[ž8Yi hgW\`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "XcbUi `i f]Yf"XY • k k k "XYghUh]g"XY • k k k "nXZ\Yi hY"XY

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