

: fYa XYbZY]bX`]WYf`J cfZU``Ui Z
Gd]Y`d`Uhn. `?]bX`j Yf`Yhnhž`HÀhYf]b
Ub [YnY][h°

⊕`A ØbWYb`YfY][bYhYb`g]W`a Y\ fYfY`J cfZÀ``Y.
ZfYa XYbZY]bX`]WY`6Y`Y]X][i b[Ybž`J Yf`Y\ fgi bZÀ``Y`i bX`Y]b
6fUbX``5_hi Y``Y`9fa]h`i b[Yb`Ui ZYb`



BYi \Ui gYbž`8Yi hgW`UbX`!`9]b`gW`cW_]YfYbXYf`J cfZU``
YfY][bYhY`g]W`Ua`" \$`" `& \$ &) žU`g`Y]bY` (\$!`À\ f][Y`: fUi`Ui Z
Y]bYa`Gd]Y`d`Uhn`]b`A ØbWYb!BYi \Ui gYb`Y]bY`") !`À\ f][Y`A`i`hYf`
i bX`XYfYb`HcW`hYf`a`]h`VY`Y]X][YbXYbž`ZfYa XYbZY]bX`]WYb
Ÿi »Yfi b[Yb`ØVYfnc [" `Dc`]nY`]`6UmYfb`VYf]W`hYhž`XUgg`XYf`GhfY]h
[Y[Yb`%-`.\$ \$`i` \f`Ui`gVfUW``8]Y`5b[fY]ZYf]b`nYffhY`XUg`?]bX
[Yk`U`hgUa`]`cb`Y]bYf`GW`Ui`_Y``i bX`VYgdi`W`hY`Ygž`k`Ug`XYa
A`ÀXW`Yb`GW`a`YfnYb`ni`ZØ[hY``8]Y`Dc`]nY]]bgdY_h]cb` (&`gW`f]hh
gW`bY``Y]b`i bX`ZØ\fhY`Y]bY`; YZÀ\ fXYfUbgd fUW`Y`Xi`fW`"

8]Y`6Y`Y]X][i b[Yb`i bX`X]Y`?`ØfdYfj`Yf`Yhni`b[`g]bX`HY`]`Y]bYg

hfUi f][Yb`HfYbXg`]b`8Yi hgW`UbXžk`jY`Y]bY`U_hi`Y`Y`Ghi`X]Y`nY][`h"
@Ui`h`GhUh]ghU`g]bX`dc`h]gW`a`ch]j`jYfhY`GhfUZhUhYb`a`]h
fYW`hgYI`hfYa`]gh]gW`Ya`<]bhYf[`fi`bX`nk`]gW`Yb`&\$%(`i`bX`&\$&(
[`Ygh]Y[`Yb`"Gc`W`Y`J`cfZ`A`Y`g]bX`b]W`h`bi`f`]b`[`fc»`Yb`Gh`X`hYb
g]W`hVUfž`gc`bXYfb`Ui`W`]a`i`5`hU[`ž`k`]Y`XYf`J`cfZU`"b`BYi`U`i`gYb
Y]bXfØW`_]W`VYk`Y]gh"

Dc`nY]`]W`Y`A`U»`bU`a`Yb`i`bX`9fa`]hh`i`b[`Yb

8]Y`Dc`nY]`U`h[`Y[`Yb`X]Y`(\$!`A`f][`Y`VYfY]hg`5bnY][`Y`k`Y[`Yb
6Y`Y]X][`i`b[`i`bX`?`ØfdYfj`Yf`Y`hni`b[`YfghUhhYh`"8]Y`k`Y]hYfYb
9fa`]hh`i`b[`Yb`k`i`fXYb`Ub`XUg`?`f]a`]bU`ZUW`XYnYfbUh`(`ØVYfhfU[`Yb`"
8]Y`Dc`nY]`VYhc`bh`X]Y`K`]W`h][`_Y]hž`gc`W`Y`,`VYf[`f]ZZ`_`cbgYei`Ybh
ni`j`YfZc`[`Yb`ž`i`a`i`Y]b`?`]a`U`XYf`5b[`gh`ni`j`Yf`]bXYfbž`XUg`Xi`fW
ZfYa`XYbZY]bX`]W`Y`Y`i`»`Yfi`b[`Yb`i`bX`;`Yk`U`h`Yb`hghY`h`"7]hm`B`Y`k`g
`YVh`Yfj`cfž`XUgg`X]YgYf`J`cfZU`"b]W`h]gc`]Yfh]ghž`gc`bXYfb`HY`
Y]bYg`VYgc`f[`b]gYffY[`YbXYb`J`Yf`U`hYbg`]ghž`XUg`]b`XYf
;`YgY`gW`UZh`Y]XYf`k`]YXYf`j`Yfa`Y`fh`Ui`ZhUi`W`h"

9VYbZU`g`Ua`i`&"`ž`]`&\$&)`k`i`fXYb`X]Y`9]bgUhn`f`A`ZhY`XYf`A`ØbW`bYf
J`Yf`_Y`fgdc`nY]`a`]h`a`Y`fYfYb`k`Y]hYfYb`J`cfZ`A`Yb`_`cbZfcbh]Yfh"
9]b`&(`!`A`f][`Yf`5i`X]!:`U`fYf`j`Yf`cf`X]Y`?`cbhfc`Y`ØVYf`gY]b
:`U`fnYi`[`ž`Z`f`f[`Y[`Yb`Y]bY`5a`dY`i`bX`j`Yf`Y`hnhY`XUVY]`Y]bYb
:`i`»`[`Ab[`Yf`"8Yf`&&!`A`f][`Y`a`i`gghY`]bg`?`fUb`_Yb`U`i`g[`YVfUW`h
k`YfXYb`"Ni`XYa`YfY][`bYhY`g]W`Y]b`hOX`]W`Yf`Nk`]gW`YbZU`ž`U`g
Y]bY)`-`!`A`f][`Y`:`fUi`Ub`Y]bYa`i`bVYgW`fUb`_hYb`6U`bØVYf[`Ub[
j`cb`Y]bYf`G!`6U`b`YfZUggh`k`i`fXY"

K`Y]hYfY`9]bg`ÀhnY`XYf`Dc`nY]

Ni`g`Àhn`]W`[`UV`Yg`a`Y`fYfY`k`Y]hYfY`9]bg`ÀhnY`ž`i`bhYf`Ub`XYfYa
Y]bYb`6fUbX`]b`Y]bYf`:`]fa`U`i`bX`Y]bYb`K`c`l`bi`b[`gVfUbX`]b
:`ØfghYb]YX`K`Yghž`VY]`XYa`nk`Y]DYfgcbYb`Y]W`h`j`Yf`Y`hnh`k`i`fXYb`"
8i`fW`X]YgY`J`]Y`nU`U`Ub`J`cfZ`A`Yb`k`]fX`XYi`h`]W`ž`XUgg`X]Y
<`YfUi`gZc`fXYfi`b[`Yb`ZØf`X]Y`G]W`Yf`Y]hg`f`A`ZhY`]b`XYf`F`Y[`]cb`[`fc»
g]bX"

⇒`5b[`Yg]W`h`X]YgYf`9fY][`b]ggY`V`Y]Vh`ni`_`c`ZYbž`XUgg`X]Y

6Y\ØfXYb`k Y]hYf\]b`_cbgYei Ybh[Y[Yb`U`Y` : cfa Yb`j`cb
 8]g_f]a]b]Yfi b[`i bX` ; Yk U`hj`cf[Y\Yb`i bX`X]Y`6Øf[Yf`g]W`g]W`Yf
 ZØ\`Yb`_ØbbYb``9g[]`hž`XUg`6Yk i gghgY]b`ZØf`gc`W`Y`J`cfZ`Y`ni
 gW`ÅfZYb`i bX`Hc`YfUbni`gck]Y`F`YgdY`_h]b`XYf` ; YgY`gW`UZh`ni
 ZØfXYfb`"

8YhU]`g	
C fh	B Yi \ Ui gYbž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "dc`nY]"VUmYfb"XY • k k k "W]hm!bYk g"XY • XY"ghUh]ghU"WŁa

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