

8 Ufa g\Y]a ' =gW\ Y]hYfh]b 'XYf'F Y`Y[Uh]cb
'&. * '[Y[Yb 'BYVf]b[Yb °

⊕ 'XYf'F Y`Y[Uh]cb 'ni f' ?fY]g`][U'5'j Yf`Yfh'XYf'HJ '8 Ufa g\Y]a
=[Y[Yb 'XYb'HJ 'BYVf]b[Yb 'a]h'&. * 'j cf'*) \$ 'Ni gW\Ui Yfb"



C VYf^Yg]b[Yb ž'8 Yi hgW\ `UbX '! '8]Y : i » VU`gnYbY`]b '6UmYfb`k Uf
Ua 'K cW\YbYbXY`j cb`GdUbbi b['[YdfÄ[hž]bgVYgcbXYfY`]a
?fY]g`][U!6YfY]W\ " '8Yf'HJ '8 Ufa g\Y]a ' =a i gghY`]b 'XYf'F Y`Y[Uh]cb
Y]bY` \YfVY`B]YXYf`U[Y` \]bbY\ a Yb " '8]Y '6Y[Y[bi b['[Y[Yb 'XYb
HJ 'BYVf]b[Yb 'YbXYhY`a]h'&. * žY]b '9f[YVb]gžXUg`HfU]bYf`H]a c
9b[Y`VYf[Yf`i bX`gY]b`HYUa`Ui ZhfUi f][Y`K`Y]gY`]b`X]Y`FYU`]hÄh
ni fØW_ \c`h" J cf`_bUdd`*) \$ 'Ni gW\Ui Yfb`]b`C VYf^Yg]b[Yb`nY][hYb
X]Y`8 Ufa g\Y]a Yf`b]W\h`X]Y`@Y]ghi b[žX]Y`a Ub`g]W\`[Yk ØbgW\h
\UhY`" '9b[Y`VYf[Yf`Äi » YfhY`g]W\`g]W\h]W\`VYhfcZZYb.` '8]YgY
B]YXYf`U[Y`hi hi b\Y]a`]W\`k Y\ ži bX`gd]Y[Y`h`XUa`]h`X]Y
9bhhÄi gW\i b['XYg[YgUa hYb`HYUa`g`k]XYf`'⊕ 'XYf`XU[Y[Yb
↑ V]`YfhYb`X]Y`Gd]Y`Yf`XYg`HJ 'BYVf]b[Yb ž'Ub[YZØ\fh]j cb
Gd]Y`YfhfU]bYf`A UfW\`K`YfbYfž`XYf`gY]b`HYUa`gci j YfÄb`ni`a`'G]Y[

Z0\fhY'i bX'gca]h'k Y]hYf'ja 'FYbbYb'i a 'XYb'?`UggYbYf\U'h'V`Y]Vh"
 8]Y'8Ufa g\Y]a Yf'\]b[Y[Yb'a 0ggYb'g]W\`bi b'ZfU[Ybž'k]Y`Yg
 k Y]hYf[Y\`h"

K]Y`g]Y\`h'X]Y`@U[Y`]b`XYf'?fY]g`][U`5`Ui`g3`8Yf`HGJ`GW\0bU]W\`U`h
 g]W\`]bnk`]gW\Yb`ghUV`]g]Yfhž`bUW\XYa`Yf`]b`XYf`F`0W`fi`bXY
 XYi`h`]W\`J`YfVYggYfi`b[Yb`nY][hY" `9]b`VYj`c`fghY\YbXYg`Gd]Y`[Y[Yb
 XYb`HJ`B`YVf]b[Yb`_0bbhY`X]Y`G]hi`Uh]cb`Z0f`X]Y`GW\0bU]W\Yf
 k Y]hYf`ZYgh][Yb`"HfU]bYf`H]a`@Y\`Y`VYhcb`h'X]Y`K`]W\h][`_Y]h`XYg
 A`UhW\Yg.`K`]f'a`0ggYb`X]Y`DUfh]Y`Yfbgh\UZh`Ub[Y\Yb`"Ni`XYa`]gh
 gY]b`HYUa`[Yk`]`hž'g]W\`bUW\`Y]bYa`]j`cfUb[Y[Ub[YbYb`G]Y[`]b
 Bi`Zf]b[Yb`ni`VYk`Y]gYb`i`bX`XYb`Ni`gW\Ui`Yfb`Y]bYb`[i`hYb`5i`Zh]hh
 ni`V]YhYb`"8]YgY`8mbUa`_]`gh`Åf`h'X]Y`W\Uch]gW\Y`i`bX`i`b[Yk`]ggY
 5ha`cgd\`ÅfY`]b`XYf`@[U"

8]Y`U`_hi`Y``Y`HUVY``Yb`U[Y`

8]Y`G]hi`Uh]cb`]b`XYb`i`bhYfYb`HUVY``YbFY[]cbYb`XYf'?fY]g`][U`5`]gh
 Ub[YgdUbbh" `#`Y]bYf`UbXYfYb`GhUZZY``Z0\fyb`ni`f`K`]bhYfdUi`gY
 [`Y]W\`XfY]`HYUa`g`di`b_h[`Y]W\`X]Y`HUVY``Y`Ub.`G;
 A`Y`VUW\`#6]b[Yb\Y]a`ž`GJ`C`VYf!A`0f`Yb`i`bX`?G;`'%-`&\$`;`fc»!
 ?UfVYb`"8]YgY`HYUa`g`\UVYb`Yfbgh\UZhY`5i`Zgh]Y[g\cZZbi`b[Ybž
 k`Å\fybX`UbXYfY`?`i`Vgž'k`]Y`GJ`6`Ui`!;`Y`V`:`f]YXVYf[`i`bX`:`GJ
 8cf\Y]a`ž]a`5Vgh]Y[g_Ua`dZghYW_Yb`"6YgcbXYfg`VYa`Yf_Ybgk`Yfh
]ghž`XUgg`GJ`8cf\Y]a`a`]h`YX][`]W\`UW\`h`Di`b_hYb`XYb`Y`hnhYb
 D`Uhn`VY`Y[hi`bX`nU\`fY]W\Y`dYfgcbY``Y`Y`bXYfi`b[Yb`d`Ubhž`i`a
 j`]Y``Y]W\`h`XcW\`bcW\`X]Y`K`YbXY`\YfVY]ni`Z0\fyb"

HYUa	5_hi`Y``Yf`D`Uhn	Di`b_hY
GJ`6`Ui`!;`Y`V : f]YXVYf[@YhnhYf	,
: GJ`8cf\Y]a	Jcf`YhnhYf	,
?G;`'%-`&\$`;`fc»! ?UfVYb	'`"	Di`b_h[`Y]W\`a`]h`& UbXYfYb

#`XYb`Y`hnhYb`Gd]Y`Yb`k`i`fXYb`]b`XYf`[YgUa`hYb`@[U`nU\`fY]W\Y
 HcfY`Yfn]Y`hž'k`cVY]`X]Y`cZZYbg]j`Y`i`bX`XYZYbg]j`Y`@Y]ghi`b[
 nk`]gW\Yb`XYb`HYUa`g`ghUf`_gW\k`Ub_h"@Ycb`<]fna`Ubb`j`ca`GJ

C VYf!A Òf`Yb`zØ\fh`X]Y`Hc f gW\ØhYb`]ghY`a]h`VYY]bXfi W_YbXYb`' *
HfYZZYfb`Ub`"9g`V`Y]Vh`UVni k UfhYbž`k]Y`g]W`X]Y`HYUa g`]b`XYb
_ca a YbXYb`K cW`Yb`gW`U[Yb`k YfXYbž`XU`XYf`?Ua dZi a `XYb
?`UggYbYf\U`hi bX`XUg`5i ZghY][Yb`Ui Z`<cW`hci fYb``Ài Zh"

8]Y`_ca a YbXYb`Gd]Y`Y`k YfXYb`nY][Ybž`k Y`W`Y`A UbbgW`UZhYb
g]W`Xi fW`gYhYb`_ÒbbYb`i bX`cV`XYf`HJ`8Ufa g`Y]a`≡j]Y`Y]W`h
VU`X`k]YXYf`Ui Z`Y]bY`9fZc`[gk Y`Y`Ui Zgdf]b[h`"?`Uf`]ghž`XUgg`X]Y
?fY]g`][U`5`U`Yg`UbXYfY`U`g`Ub[k Y`][]gh`i bX`X]Y`b`W`ghYb
K cW`Yb`g]W`Yf`_Y]bY`A Ub[Y`Ub`GdUbbi b[`V]YhYb`k YfXYb`"

8YhU]`g	
C fh	C VYf`Yg]b[Ybž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none">• k k k "gnVn"XY• k k k "_fnVV"XY• k k k "Zbd"XY

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