

NcZZ'i a '8fc[Yb_cbg i a fUi a . 'Dc`h]_Yf
ghfY]hYb 'ØVYf' ? Ò`bYf' ? Ui Z\cZ!NYbhfU`Y°

Dc`h]_Yf`X]g_i h]YfYb`X]Y`Ni _i bZi`XYg`8fc[Yb_cbg i a fUi a g
]b`9\fybZY`X. 'Jc fgW`À[Y`i bX`?cbhfcj YfgYb`i a ``Y[U`Y
@Ògi b[Yb`ZØf`Gi W`h_fUb`Y"



9\fybZY`Xž`8Yi hgW`UbX`!`-b`?Ò`b`k]fX`ni fnY]h`k]YXYf`\YZh][
ØVYf`X]Y`Ni _i bZi`XYg`8fc[Yb_cbg i a fUi a g`Ua `BYi a Uf_h
X]g_i h]Yfh`'8Yf' ? Ò`bYf`Dc`]nY]dfÄg]XYbh`æ\UbbYg`<Yfa Ubbg`\Uh
X]Y`GW`]Y»i b[`XYg`VYghY\YbXYb`?cbgi a fUi a g`[YZcfXYfh`"; fi bX
XUZØf`]gh`XYf`g]W`fUgUbh`Ui gVfY]hYbXY`7fUW`!`?cbgi a ž`XYf`X]Y
GhUXh]b`Y]bYb`8fc[Yb!<chgdchj Yfk UbXY`h`\Uh`'8]Y`YhnhYb`8UhYb
nY][Ybž`XUgg`]bgVYgcbXYfY`?Ò`b`j cb`Y]bYa `ghUf_Yb`5bgh]Y[`j cb
7fUW`!5V`Äb [][_Y]hYb`VYhfcZZYb`]ghž`k Ug`X]Y`G]hi Uh]cb`Ua
BYi a Uf_hj YfgW`ÄfZh`@Ui h`N8: ` \Uh`g]W`X]YgYf`b]W`h`bi`f`ni
Y]bYa `NYbhf i a `XYf`8fc[YbgnYbY`Ybhk]W`Y`hž`gcbXYfb`Ui W`
ÖZZYbh]W`Y`DfcV`Ya`Y`k]Y`6YhY`b`i bX`6YgW`UZZi b[g_f]a]bU`]hÄh
ni bY`a`Yb"

8]Y'8]g_i gg]cb'i a 'Y]bYb'bYi Yb'?cbgi a fUi a ']b'XYf'Y\Ya U)][Yb
?Ui ZcZlNYbhfU`Y`Ub`XYf`@Ycb\UfX!H]Ym!GhfU» Y`nk]b[h'X]Y`?`Ò`bYf
Dc`h]_`ni a`<UbXY`b`"9]b`A cXY`ž`XUg`Ui g`NØf]W`]bgd]f]Yfh`]ghž
ghY`h`h`]Yf`ni f`8YVUhY`"6Y]X]YgYa`NØf]W`Yf`A cXY`k`]fX`XYf
<UbXY`_`Y]bghYf`A Yb[Yb`i bhYf`5V\Àb[]][Yb`]b`?cbgi a fÀi a Yb
hc`Yf]Yfh`9i dYfhYb`VYnY]W`bYb`7fUW`_`U`g`Y]bYb` ; Ua Y!7\Ub[Yf /
?cbgi a YbhYb`j Yfk Y]Yb`cZi`bi f`_i fn`]b`gc`W`Yb`9]bf]W`hi b[Ybž
k Ug`Y]bY`VYggYfY`6YhfYi i b[`Xi fW`Gcn]U`UfVY]hYf`YfgW`k YfYb
Ubbž`gc`X]Y`9fZU\fi b[Yb`]b`UbXYfYb`Gh`XhYb`"9g``ÒbbhY`XU\Yf
g]bbj c``gY]bž`XYb` : c_i g`Ui Z`a Y`fYfY`?cbgi a fÀi a Y`j YfhY]h`ØVYf
?`Ò`b`i bX`Y]bY`Yb[YfY`Ni gUa`a YbUfVY]h`a`]h` : UW`Yi hYb`ni`"Y[Yb`

Dc`h]_`]a`NcZZ

8Yf`J cfgW`U[ž`X]Y`YYfghY`YbXY`?Ui ZcZlNYbhfU`Y`U`g`bYi Yb
GhUbXcfh`ZØf`XYb`?cbgi a fUi a`ni`bi hnYbž`gcf[h`ZØf
i bhYfgW`]YX`]W`Y`A`Y]bi b[Yb`i bhYf`XYb`dc`h]gW`Yb`DUfhY]Yb`]b
XYf`GhUXh`"; fØbYž`GD8`i bX`@]b`_Y`i bhYfghØ`mYb`X]Y`»XYž`k`À`fYbX
X]Y`78I`i bX` : 8D`Ui ZY]bY`k`Y]h[Y`YbXY`J Yf`U[Yfi b[`bYi Yf
?cbgi a fÀi a Y`Ui g`]bbYfgh`Xh]gW`Yb`6YfY]W`Yb`Xf`Àb[Yb`i bX`X]Y
B`chk`YbX][`_Y]h`a`YX]n]b]gW`Yf`<`]Z`Y`i bX`gc`n]U`Yf`5fVY]h`VYhcbYb`
6YfbX`DYhY`_Ui ž`XYf`78I`! : fU`_h]cbgW`Y`Ž`VYhcbhž`XUgg`X]Y
fYW`h]W`Yb`F`U`a`YbVYX]b[i b[Yb`i bX`gc`n]U`Yb` : c`[Yb`[YbUi
[YdfØ`ž`k`YfXYb`a`ØggYb`"8]Y`GD8`ghY`h`h`]bhYf`XYa`J`cf`UVYbž
ZcfXYfh`YXcW`Y]bY`j`cf`Yf][`Y` ; YgYhnYg`ÀbXYfi b["8]Y`@]b`_Y
\]b[Y[Yb`d`ÀX]Yfh`ZØf`Y]bYb`d`fU[a`Uh]gW`Yb`l`a`[Ub[`i bX`Y]bY
_`Ò`gW`Y`@Øgi b[" "

8Yf`@Y]hYf`XYg`VYghY`YbXYb`8fc[Yb`_cbgi a fUi a`g`Ua`BYi a`Uf`hž
GhY`ZUb`@Y`a`Ubbž`VYgW`fY]Vh`X]Y`B`chk`YbX][`_Y]h`gc`W`Yf`F`Ài a`Y
U`g`i bYf`Àgg`]W`ž`i a`J`YfY`YbXi b[`i bX`HcXYgZ`À`Y`ni`j`Yfa`Y]XYb`
»`gY]bYa`6YfY]W`k`YfXYb`ghYf]`Y`l`hYbg]`]Yb`VYfY]h[YghY`hž`i bX
Yg`Z]bXYhY]bY`bchZU`a`YX]n]b]gW`Y`6YhfYi i b[`gck`]Y`gc`n]U`Y`<`]Z`Y
ghUhh`?`f]h]_Yf`Uf[i a`Ybh]YfYb`YXcW`ž`XUgg`X]YgY`A`U»bU`a`Yb`ni`f
; Yk`Ø`bi b[`Ub`XYb`8fc[Yb`_cbgi a`ZØ`fYb`_`ÒbbYbž`k`]Y`Ui`W`]b
nU`fY]W`Yb`6Yf]W`hYb`]a`a`Yf`k`]YXYf`VYhcbh`k`]fX`

< YfUi gZcfXYfi b[`i bX`@Øgi b[

8]Y`GhUXh`\\Uh`X]Y`?Ui Z`cZ`a a`cV`]Y`V]g`&\$`(`[Ya`]YhYhž`XcWk
6`cW`_UXYb`VY`]XYb`i`a`VUi`d`Àb`Yb`g]bX`i`Ui`Z`[fi`bX`j`cb`\\c`\\Yb
?cghYb`i`bX`a`Ub[Y`\\UZhYf`HfUbgdUfYbn`Ui`Z`[Y`_ca`a`Yb`" `⊕
: fUb`_Z`fh`k`]fX`i`bhYfXYggYb`Y]b`Gi`Wk`h\\`ZYnYbhfi`a` `ZØf`7fUW`!
5V`\\Àb`[]Y`[Yd`Ubhž`XUg`X]Y`9bhk`]W`_i`b`[`Y]bYg`i`a`ZUggYbXYb
5b[YVchg`ZØf`Gi`Wk`h_fUb`_Y`i`bhYfghØhnYb`gc`""

⊕`5bVYhfUWk`h`XYf`XYfnY]h][Yb`<`YfUi`gZc`fXYfi`b[Yb`Zc`fXYfh`8`f"
<UfU`X`F`Ui`ž`XYf`Gcn]U`XYnYfbYbhj`cb`?`Ò`bž`Y]bYb`_cbghfi`_h]j`Yb
I`a`[Ub[`a`]h`Gi`Wk`hdfcV`Ya`Yb`"8`Ug`N]Y`V`Y]Vhž`5V`\\Àb`[]Y`Ui`g`XYf
≡`Y[U`]h`À`h`ni` `\\c`Yb`i`bX`\\bYb`X]Y`A`Ò[`]Wk`_Y]h`ni`f`gcn]U`Yb
⊕`hY[fUh]cb`ni` `V]YhYbž`À`b`]Wk`k`]Y`]a` `YfZc`[fY]Wk`Yb`NØf]Wk`Yf
A`cXY`ž`k`c`Yg`gY]h` ` \$`⋄`\\fYb`_Y]bY`[fÒ»`YfYb`c`ZY`bYb
8`fc[YbgnYbYb`a`Y`\\f`[]Vh"

8]Y`8YVUhY`i`a`XYb`8`fc[Yb`_cbgi`a`fUi`a` `]gh`ZØf`X]Y`GhUXh`?`Ò`b
j`cb`[fc»`Yf`6YXYi`hi`b[ž`b]Wk`h`ni` `Yhnhž`i`a` `Y]b`i`i`hYg`A`]hY]bUbXYf
]b`XYf`;`YgY`g`Wk`UZh`ni` `]Yk`À`\\f`Y]ghYb`i`bX`XYb`5V`\\Àb`[]Yb`Y]bY
fYU`]gh]gWk`Y`7`\\UbW`Ui`Z`6YggYfi`b[`ni` `V]YhYb"

8YhU]`g	
C`f`h	9`\\fYbZY`Xž`8`Yi`hgWk`UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k k k "YI`dfYgg"XY • k k k "nXZ\\Yi`hY"XY • k k k "Vi`bXYgXfc[YbVYUi`ZhFU[hYf`"XY

6Ygi`Wk`Yb`G]Y`i`bg`Ui`Z.`a`Y]b!`_c`Y`b`b`Yh