

F Unn]U`]b`? YfdYb. `F]Yg][Yg`8 fc[Yb`UVcf
a]h`5a d\YhUa]bYb`Ui g[Y\cVYb`

⊕`9`gXcfZi bX`i a [YVi b[`k i fXYb`i a ZUb[fY]WXY
9fa]h`i b[Yb`ni `Y]bYa `f]Yg][Yb`8 fc[Yb`UVcf`Y]b[Y`Y]hYh
j]Yf`< UZhVYZ\`Y`Yf`UggYb`



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? YfdYbž`B c fXf\Y]b!K YghZU`Ybž`8 Yi hgW\`UbX`!`⊕`Y]bYf
gdY_hU_i`ÀfYb`F Unn]U`\Uh`X]Y`Nc`ZU\`bXi b[`9ggYb`Ua`(`"'> b]
&\$&) `Y]b`f]Yg][Yg`8 fc[Yb`UVcf`]a `bcfXf\Y]b!k YghZÀ`]gWXYb
? YfdYb`Ui g[Y\cVYb`"8]Y`9fa]h`i b[Yb`k UfYb`VYfY]hg`gY]h`5df]`
&\$&) `]a` ; Ub[Y`i bX`f]W hYhYb`g]W` [Y[Yb`Y]bY`HÀhYf[fi dd]Yfi b[ž
X]Y`j YfXÀW`h][h`k]fXž`]a` [fc» Yb`Gh``a]h`gmbh\Yh]gWXYb`8 fc[Yb`ni
\UbXY`b`"⊕g[YgUa`h`k i fXYb`&(`DYfgcbYb`j cf`Ài Z][
ZYgh[Ybca`a Ybž`i bX`[Y[Yb`j]Yf`j cb`]\bYb`Yf`]Y»`XUg`?`Ò`bYf
5a hg[Yf]W`h`< UZhVYZ\`Y`k Y[Yb`Xf]b[YbXYb`HUh] YfXUW`hg`XYg
8 fc[Yb\UbXY`g`i bX`XYf`i bfYW`ha`À»][Yb`< YfghY`"i b[`j cb
6Yh`Ài Vi b[ga]hY`b`"8 Ug`@UVcf`k Uf`U`g` \cW`dfcZYgg]cbY`
VY`_Ubb`hi bX`YfghfYW`hY`g]W`ØVYf`VYY]bXfi W`_YbXY`%)` \$\$
E i UXfUha`YhYf`]b`Y]bYa`U`hYb`"UbXk]fhgW`UZh`]WXYb`5bk YgYb`

5b`Àgg`]W`XYf`8i fW`gi W`i b[`k i fXYb`VYY]bXfi W_YbXY`A Yb[Yb
g]W`Yf[YghY`h`Yhk U` ` \$`@]hYf`5a d`YhUa]bVUgY`i bX`* \$`@]hYf
Fc`VUgY`"<]bni`_ca a Yb`gYW`g`GW`i ggk UZYbž`XUfi bhYf`Y]bY
?f]Y[gk UZYž`ZUgh` "\$\$\$\$`9i fc`6Uf[Y`X`i bX`gc[Uf`@ l i gi `fYb`
5i W`fi bX`(\$`HcbbYb`5VZU`dfcXi`_hY`k i fXYb`VYgW`U[bU`a h`
9i dYfhYb`gW`ÀhnYbž`XUgg`Ui g`X]YgYb`5VZU`dfcXi`_hYb`Yhk U`Y]bY
HcbbY`5a d`YhUa]bVUgY`ÀhhY`Yf[YghY`h`k YfXYb`_ÒbbYb`Ni a
NY]hdi b_h`XYg`9]bgUhnYg`k Uf`XYf`FYU`hcf`ni f`DfcXi`_h]cb`j`cb
5a d`YhUa]b`U_hj ž`a]h`Y]bYa`VYY]bXfi W_YbXYb
: Uggi b[gj`c`i a Yb`j`cb`&"" \$\$\$`@]hYfbž`XUg`Y]bY`<YfghY`i b[`]a
`c`Yb`XfY]ghY`][Yb`?`]c[fUa a VYfY]W`Yfa`Ò[`]W`h`8Yf`K Yfh`XYf
VYgW`U[bU`a hYb`8fc[Yb`VY`Ài Zh]g]W`Ui Z`a Y`fYfY`A]`]cbYb
9i fcž`k Ug`VY]`XYb`9fa]h`i b[Yb`bcW`_Y]bYb`5VgW`i gg`Z]bXYh`

F Unn]U`i bX`]bhYfbUh]cbU`Y`J YfV]bXi b[Yb

8]Y`8i fW`gi W`i b[Yb`YfZc`[hYb`b]W`h`bi f`]b`?YfdYbž`gcbXYfb`Ui W`
]b`XYb`VYbUW`VUfhYb`Gh`XhYb`9`gXcfZ`9i g_]fW`Yb`i bX
<ØW`Y`c] Yb`Ni gUa a Yb`k UfYb`Yg`gYW`g`CV`Y`_hYž`X]Y`i bhYf`X]Y
@ dY`[Ybca a Yb`k i fXYbž`k Ug`X]Y`8]a Ybg]cbYb`XYf`CdYfUh]cb
i bhYfghfY]W`h`8]Y`9fa]h`i b[Yb`g]bX`Y]b`; Ya Y]bgW`UZhgd`fc`Y`_h
nk]gW`Yb`XYa`Nc`ZU`bXi b[gUa h`9ggYb`i bX`XYf
GhUUhgUbk U`hgW`UZh?`Ò`b`9g`Z]Y» Yb`ni XYa``ž`cfa Uh]cbYb
]bhYfbUh]cbU`Yf`GhfUž] YfZc`[i b[gVY`ÒfXYb`]b`X]Y`Ui ZYbXYb
9fa]h`i b[Yb`Y]bž`k Ug`Ui Z`Y]b`k Y]hfY]W`YbXYg`BYh`nk Yf`_`]bk Y]gh`

⇒a`J Yf[`Y]W`ni`[`cVU`Yb`HfYbXg`]gh`XYf`8fc[Yb`U`bXY`Y]b
YfbghYg`DfcV`Ya`"@Ui h`GhUh]ghU`UVYb`W`fWU`&-`*`A`]`]cbYb
9fk UW`gYbY`k`Y`hk`Y]h`8fc[Yb`_cbgi a]Yfhž`a]h`Y]bYf
YfgW`fYW`YbXYb`5bnU`j`cb`%`ž`(`A`]`]cbYb`8fc[YbUV`Àb[]] Yb`
`À`f`]W`ghYfVYb`a`Y`f`U`g`&\$\$\$`\$\$\$`A`YbgW`Yb`Ub`XYb`:`c`[Yb`XYg
8fc[Yb`_cbgi a gž`Y]b`DfcV`Ya`ž`XUg`b]W`h`bi f`c`_U`Yž`gcbXYfb
Ui W`]bhYfbUh]cbU`Y`8]a Ybg]cbYb`U`h`

DYfgdY`_h]j Yb`i bX`Ni`_i bZh

8]Y`A`U» bU`a Yb`fi bX`i a`XUg`8fc[Yb`UVcf`g]bX`Ui Z[fi bX`XYf
Ybcfa Yb`; fØ» Y`i bX`XYf[YZU`fYbhf`ÀW`h][Yb`7`Y`a]_U`]Yb`bcW`

b]W h j c`ghAbX][`UV[YgW`cggYb"8]Y`6Y\OfXYb`ghY\Yb`j cf`XYf
 <YfUi gZcfXYfi b[žXY`<]bhYf[fØbXY`XYg`8fc[Yb\UbXY`g
 j c`ghAbX][`Ui Zni _`ÀfYb`i bX`XYa`ghUf_Yb`5bgh]Y[`Ub
 8fc[Yb_f]a]bU`hAh`ZZY_h]j Yf`Ybh[Y[Ybni k]f_Yb"8]Y`G]hi Uh]cb`]b
 8Yi hgW`UbX`gd]Y[Y`hXUVY]`bi f`Y]bYb`6fi W`hY]`Y]bYg[`cVU`Yb
 DfcV`Ya g`k]XYfž`XUg`bUW`k]Y`j cf`j]Y`Y`@AbXYf`VYhf]Zh"9]b[i hYg
 <AbXW`Yb`i bX`Y]b[Ya Y]bgW`UZh]W`Yg`J cf[Y\Yb`j cb`U`Yb
 6YhY]][hYb`g]bX`\]Yf[YZfU[hž`i a`X]Y`; YZU`fYb`XYg
 8fc[Yba Uf_hYg]b`XYb`; f]ZZ`ni`VY`ca`a`Yb"

þg[YgUa h`nY][h`X]YgYf`U`Y]bXfi W_gj c`ž`k]Y`k Y]hfY]W`YbX`XYf
 8fc[Yb\UbXY`]gh`i bX`k Y`W`Y`<YfUi gZcfXYfi b[Yb`X]Y
 GhfUž`YfZc`[i b[`ni`VYk`À`h][Yb`\Uh"8]Y`; YgY`gW`UZh]gh[YZcfXYfž
 X]YgY`DfcV`Ya Uh]_Yfbgh`ni`bY`a`Yb`i bX`[Ya Y]bgUa`@Øgi b[Yb
 ni`Ybhk]W`Y`b"

8YhU]`g	
Cfh	?YfdYbž`BcfXf\Y]b!K YghZU`Ybž`8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "ghYfb"XY • k k k "_ghU"XY • XY"ghUh]ghU"Wča

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