

6fYi VYf['ZØ\ fh'VY]a '58: 7!: U\ ffUX_`]a U!
HYgh. '6Yghbc hY 'ZØf'F UXZU\ fYf°

9fZU\ fYb'G]Yž'k]Y'6fYi VYf['VY]a '58: 7!: U\ ffUX_`]a U!HYgh
&\$&(']a 'CXYbk U`X_fY]g'VYY]bXfi W_h'\Uh'i bX'k Y`WXY
J YfVYggYfi b[Yb'[Yd`Ubh'g]bX"



6fYi VYf[ž'8Yi hgW\`UbX'!'8]Y'GhUXh'6fYi VYf['\Uh'g]W\`_Øfn`]W
VY]a '58: 7!: U\ ffUX_`]a U!HYgh'&\$&('U'g'i bUb[YZcW\hYbY
Bi a a Yf'Y]bg'i bhYf'XYb'?ca a i bYb']a 'CXYbk U`X_fY]g
\Yfj cf[YhUb"A]h'Y]bYf'; YgUa hbchY'j cb" ž*, 'nÀ\`h'6fYi VYf[
XUa]h']a 'Vi bXYgk Y]hYb'J Yf[`Y]W\`_Y]bYfYf'Gh`XhY'ni a 'cVYfYb
8f]hhY""6YgcbXYfg'\Yfj cfni \YVYb']gh'XYf'GdU» ZU_hcf'VY]a
F UXZU\ fYbž'XYb'X]Y'6YZFU[hYb']b'\fYf'6Yk Yfhi b['VYhcbYb""8]Yg
nY][hž'k]Y'k]W\h][`Y]bY'UhhfU_h] Y'F UX]bZfUghfi _hi f'ZØf'X]Y
@VYbgei U']h`h']b'Gh`XhYb']gh"

8]Y'I a ZFU[Yž'X]Y'j cb'GYdhYa VYf'V]g'Bcj Ya VYf'&\$&('ghUhhZUbXž
VfUW\hY'XYb'C f[Ub]gUhc fYb'XYg'HYghž'gck]Y'dc`]h]gW\Yb
J YfUbhk cfh]W\Ybž'k Yfhj c`Y'`ž'cfa Uh]cbYb""ž'g[YgUa hi[UVYb', +,

6Øf[Yf'ja 'CXYbk U'X_fY]g'\fY'9]bgWÅhmi b['ni f'E i U']hÅh'XYf
F UXj Yf_Y\fg]bZfUghfi _hi f'UV"ZU\ ffUX_'ja U!hYgh"UXZWX Y \YVh
\Yfj cfž'XUgg'X]Y'9f[YVb]ggY'b]W h'bi f'X]Y'Ni Zf]YXYb\Y]h'XYf
F UXZU\ fYbXYb'k]XYfgd]Y[Y'bž'gcbXYfb'Ui W'U'g'; fi bX'U[Y'ZØf
_ØbZh][Y'J YfVYggYfi b[Yb'X]YbYb' _ØbbYb"

J Yf['Y]W' i bX' ? cb_i ffYbn

5bXYfY' ?ca a i bYb'ja 'CXYbk U'X'g]bX'YVYbZU'g'VYUW hYbgk YfhY
?cb_i ffYbhYb" Gc'Yfn]Y'hY' < ØW gh'Y]bY'BchY'j cb'' ž &žX]Y'j cf
U'Ya 'ZØf'nØ[][Yg': U\ fYb' [Y'cVh'k]fX''A]W Y'ghUXh'gW b]hh'a]h'XYf
BchY'' ž-%UV'i bX'di b_hYh'VYgcbXYfg'Xi fW'Y]b' [Yf]b[Yg'F]g]_c
ZØf': U\ ffUX]YVghÅ\ 'Y''8]YgY'dcg]hj Yb'FØW_a Y'Xi b[Yb'nY][Ybž
XUgg'j]Y'Y'GhÅXhY'ja 'CXYbk U'X_fY]g'Yfbgh\UZh'XUfUb'UfVY]hYbž'X]Y
6YX]b[i b[Yb'ZØf'F UXZU\ fYbXY'ni 'j YfVYggYfbž'i bX'g]W
[Y[YbgY]h]['ZØfXYfb' _ØbbYb"

5''YfX]b[g[]Vh'Yg'Ui W'@W'h'i bX'GW UhhYb''F Y]W Y'g\Y]a 'i bX
@ØhnY'VUW ž'X]Y'j]b'XYf'6Yk Yfhi b['Ua 'gW k ÅW ghYb'UVgW b]hhYbž
_Åa dZYb'a]h'A Åb[Y'b'VY]a 'K]bhYfX]Ybghi bX'XYf
F UXk Y[fY]b][i b[''8]Yg'nY][hž'XUgg'Yg'hfc'h''c_U'Yf'9fZc'[Y'bcW
j]Y'ni 'hi b[]Vhž'i a 'Y]b'ZÅW YbXYW_YbX'dcg]hj Yg'F UXZU\ f_'ja U
ni 'gW UZZYb"

? f]h]_ 'i bX' < YfUi gZc fXYfi b[Yb

Hfchn'XYf'dcg]hj Yb'6]'Ubn'XYf'a Y]ghYb'GhÅXhYž'[UV'Yg'Ui W
_f]h]gW Y'5ba Yf_i b[Yb'j cb'XYb'HY]'bY\ a Yfb''6Ui ghY''YbZØ\ fi b[
i bX'Y]bY'ZY\ 'YbXY'F UXj Yf_Y\fgZfYi bX'W_Y]h'VY]
5a dY'gW U'hi b[Yb'k i fXYb'U'g'k YgYbh]W Y'DfcV'Ya di b_hY
[YbUbbh''8]YgY'J YfVYggYfi b[gj cfgW'Å[Y'g]bX'k Yfhj c''Y
<]bk Y]gY'gck c\''ZØf'J Yf_Y\fgd'UbYf'U'g'Ui W'ZØf'X]Y
_ca a i bU'Yb'9bhgW Y]Xi b[ghfÅ[Yfž'X]Y'cZhi bhYf'8 fi W'ghY\Ybž
X]Y'G]W Yf\Y]hi bX'Ni Zf]YXYb\Y]h'XYf'F UXZU\ fYf'ni '[Yk Å\ f'Y]ghYb"

8Yf'58: 7!: U\ ffUX_'ja U!HYgh'[Y\Øfh'ni 'XYb'i a ZUb[fY]W ghYb
6YZfU[i b[Yb'ni a 'F UXZU\ f_'ja U'k Y'hk Y]hi bX'k]fX'j ca
6i bXYga]b]ghYf]i a 'ZØf'8][]hU'Yg'i bX'J Yf_Y\ f'i bhYfghØhnh''8Yf

HYghZUbX`&\$&(`ni a`%"`A U`ghUhh`i bX`\)`Zh`Gh`AX`hY`b`XUVY]ž`\fY
 FUX]bZfUghfi`_hi`f`n]Y`[`Yf]W`hY`h`ni`j`YfVYggYfb``8`i`fW`X]Y
 FØW_a`Y`Xi`b[`Yb`XYf`F`UX`Yf]bbYb`i`bX`F`UX`Yf`g]bX`X]Y`7`\UbW`b
 [fc»ž`XUgg`X]Y`?ca`a`i`bYb`ja`C`XYbk`U`X`_fY]g`g]W`k`Y]hYf`\]b
 dcg]hj`Y`bhk`jW`_Y`b`i`bX`gca`h]XUg`F`UXZU`fYb`ni`Y]bYf`
 Ub[`YbY`a`Yb`i`bX`g]W`YfYb`:`cfhVYk`Y[`i`b[`gZcfa`a`UW`h`

A`j]h`6`jW`_Ui`Z`X]Y`Ni`_i`bZh`k`j]fX`Yg`Yb`hgW`Y]XYbX`gY]bž`X]Y
 5bfY[`i`b[`Yb`XYf`6Øf[`Yf`Yfbgh`ni`bY`a`Yb`i`bX`]b`_cb`_fYhY
 AU»bU`a`Yb`ni`ØVYfhfU[`Yb``K`Yf`g]W`i`a`g]W`h][`j`Yf`\`À`h`i`bX`X]Y
 JYf`_Y`\fgg]W`Yf`\Y]h]a`5i`[`Y`VY`\`À`hž`hf`À[`h`XUni`VY]ž`XUgg`X]Y
 dcg]hj`Yb`9bhk`jW`_i`b[`Yb`Ui`W`i]b`XYb`_ca`a`YbXYb`d\`fYb
 Zcfh[`YgYhnh`k`YfXYb`_ØbbYb`_`gW`Y]Y»`j]W`g]bX`F`UXZU`fYf`i`bX
 :`i`»[`Àb[`Yf`X]Y`j`Yf`Yh`n]W`ghYb`J`Yf`_Y`\fghY]`bY`a`YbXYb`"UXZWXY
 Yf`Ài`hYfhž`k`j]Y`k`j]W`h][`Yg`]ghž`XUgg`U`Y`J`Yf`_Y`\fghY]`bY`a`YbXYb
 Ui`Z]bUbXYf`F`ØW`g]W`h`bY`a`Yb`i`bX`j`cfUi`ggW`Ui`YbX`ZU`fYb`

⇒a`@]W`hY`X]YgYf`9f[`YVb]ggY`nY][`h`6fYi`VYf[`Y]bXfi`W`_gj`c``ž`k`j]Y`Y]b
 [`i`hYg`F`UX`_]a`U`[`YgW`UZZYb`k`YfXYb`_Ubb`i`bX`k`j]Y`k`j]W`h][`Yg`]ghž
 XUgg`g]W`X]Y`Gh`AX`hY`k`Y]hYfYbhk`jW`_Y`bž`i`a`XYb`6YXØfZb]ggYb
]\fYf`6Øf[`Yf`[`YfYW`h`ni`k`YfXYb`

8YhU]`g	
Cfh	6fYi`VYf[`ž`8Yi`hgW`_UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "cXk`!`^i`fbU`"XY • ZU`ffUX`_]a`U!`hYgh"UXZWXY • k k k "UXZWXY

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