

Dc`nY]`]b`@VVYb`]a`9]bgUhn.`A Ubb`]b
dgmW]gW Yf`? f]gY`VYXfc`hY`A]hUfVY]hYf

Dc`nY]`]b`@VVYbUi`fW_hY`k Y[Yb`6YXfc`i b[`]b
Gcn]U`Y]bf]W hi b[`Ub" `A Ubb`]b`dgmW]gW Yf`? f]gY
ZYgh[Ybca a Ybž9fa]h`i b[Yb`Ui ZYb"



@VVYbž8Yi hgW`UbX`!; YghYfb`5VYbX`k i fXY`X]Y`Dc`nY]`ni
Y]bYf`Gcn]U`Y]bf]W hi b[`]b`XYf`6U`b`cZghfU» Y`]b`@VVYb`[Yfi ZYbž
bUWXYa`A]hUfVY]hYf]bbYb`Y]bYb`(' !`Å`f][Yb`A Ubb`U`g`Yf`YV`]W
VYXfc`]W`[Ya`Y`XYh`U`hYb"8Yf`9]bgUhnžXYf`fUgW`a`cV`]g]Yfh
k i fXYžVf]b[hY]bYb`gYbg]V`Yb`5gdY`h`XYf`Dc`nY]UfVY]h`Ubg`@W`h"
9g`ghY`h`g]W`YfUi`gžXUgg`XYf`A Ubb`g]W`]b`Y]bYf`dgmW]gW Yb
5i`gbU`a`Yg]hi`Uh]cb`VYZUbX`i`bX`Y`hnh]W`]a`I`a`ZY`X`XYg`6U`b`cZg
j`cb`XYb`6YUa`hYb`Ui`Z[Y[f]ZYb`k i fXY"K`Å`fYbX`XYg`9]bgUhnYg
k i fXYb`gck`c`Y]b`FYh`i`b[gk`U[Yb`U`g`Ui`W`Y]b`B`chUfnh
`]bni`[Yfi`ZYbž`i`a`X]Y`YfZcfXYf`]W`Y`a`YX]n]b]gW`Y`J`Yfgcf[i`b[
g]W`Yfni`ghY`Yb"

5i`Z5bcfXbi`b[`XYg`gc]U`dgmW]Uh]gW`Yb`8]YbghYg`k i fXY`XYf

6YhfcZZYbY`j]b`Y]bY`ghUh]cb`ÅfY`ZUW`a`YX]n]b]gW`Y`6Y`UbX`i`b[
Y]b[`Yk`]YgYbž`k`Ug`Ui`Z`X]Y`GW`k`YfY`gY]bYf`G]hi`Uh]cb`\\]bXYi`hYh`
8]Y`?`f]a`]bU`dc`nY]`\\Uh`XUfUi`Z]b`X]Y`9fa`]hhi`b[`Yb`ØVYfbca`a`Ybž`
i`a`k`Y]hYfY`8YhU]`g`ni`_`ÅfYb`Gc`W`Y`J`cfZ`Å`Y`k`YfZYb`Y]b`
GW`U[`_]W`h`Ui`Z`X]Y`<`YfUi`gZc`fXYfi`b[`Ybž`XYbYb`g]W`Dc`nY]`_f`ÅZhY`
\\Ai`Z][`Y[`YbØVYfgY`\\Ybž]bgVYgcbXYfY`]a`i`a`[`Ub[`a`]h`
dgmW`]gW`Yb`?`f]gYb`"K`]Y`hU[`YggW`Ui`"XY`VYf]W`hYhž`g]bX`gY]h`
&\$%-`]b`8Yi`hgW`UbX`" `+`A`YbgW`Yb`]b`Å`b`]W`Yb`G]hi`Uh]cbYb`j`cb`
XYf`Dc`nY]`YfgW`cggYb`k`cfXYbž`k`Ug`Gcf[`Yb`\\]bg]W`h]W`X`Yf`
5i`gV]`Xi`b[`i`bX`:`cfhV]`Xi`b[`XYf`6YUa`hYb`Ui`Zk`]fZh`"

8Yf`F`i`Z`bUW`VYggYfYf`5i`gV]`Xi`b[

K`]ggYbgW`UZhYf`i`bX`9i`dYfhYb`Zc`fXYfb`gW`cb``Åb[`Yf`Y]bY`
J`YfVYggYfi`b[`XYf`J`cfVYfY]hi`b[`j`cb`Dc`n]ghYb`ZØf`XYb`i`a`[`Ub[`
a`]h`dgmW`]gW`Yf`_fUb`_hYb`DYfgcbYb`"Y`fnhYV`Uhh"XY`\\YVh`\\Yfj`cfž`
k`]Y`k`]W`h][`Yg`]ghž`XUgg`Dc`nY]`i`bX`DgmW`]Uhf]Y`Yb[`
ni`gUa`a`YbUfVY]hYbž`[`YfUXY`]b`?`f]gYbg]hi`Uh]cbYb`k`]Y`]b`@ØVYb`"
Ni`\\Ai`Z][`ZY`\\h`Yg`Ub`Ui`gY]W`YbXYb`:`cfhV]`Xi`b[`gdfc[`fUa`a`Ybž`
X]Y`XYb`6YUa`hYb`\\Y`ZYb`_`ÖbbhYbž`_cbZ]_hVY`UXYbY`G]hi`Uh]cbYb`
ni`XYYg`_U`YfYb`"DfcZ`8f`";`Ycf[`š`W`Y`_`f]h]g]Yfh`X]Y`8Y`Z]n]hY`]b`
XYf`5i`gV]`Xi`b[`\\]bg]W`h]W`X`Yg`i`a`[`Ub[`g`a`]h`dgmW`]gW`
9f`_fUb`_hYbž]bgVYgcbXYfY`VY]`↑`b[`Yb`Dc`n]ghYb`"

8Ug`Gma`dcg]i`a`XYf`:`cfgW`i`b[`g[`fi`ddY`G5@`Gž`XUg`g]W`a`]h`XYf`
]b`hYfdfcZYgg]cbY`Yb`Ni`gUa`a`YbUfVY]h`nk`]gW`Yb`Dc`nY]`i`bX`
dgmW`]Uhf]gW`Yb`9]b]f]W`hi`b[`Yb`VYZUgghYž`\\Uh`Y]b][`Y`
@Øgi`b[`gUb`gÅhnY`Ui`Z[`YnY][`h`DfcZYggcf`8f`H`ca`Ug`:`Y`hYg`
Yf`_`ÅfhYž`XUgg`Yg`YggYbn]Y`gY]ž`g]hi`Uh]cbg[`YfYW`hY`
8YYg`_U`Uh]cbggghfUhY[`]Yb`ni`Yb`hk`]W`Y`b`"8]YgY`gc`hYb`Fi`\\Yž`
`Ub[`gUa`Yg`i`bX`XYi`h]W`Yg`GdfYW`Yb`gck`]Y`X]Y`J`Yfa`Y]Xi`b[`j`cb`
8fc`\\i`b[`Yb`i`a`ZUggYb`"i`a`X]Y`Y`ZY`_h]j`ghYb`A`U»`bU`a`Yb`ni`
Yf[`fY]ZYbž`a`i`gg`X]Y`Dc`nY]`i`a`ZUggYbXYfY`≠Zc`fa`Uh]cbYb`ØVYf`
XYb`Ni`ghUbX`XYf`VYhfcZZYbYb`DYfgcbYb`Yf`\\U`hYb`"

B`c`h`k`Y`b`X][`_`Y]h`X`Y`f`F`Y`Z`c`f`a`Y`b`

9]b`k`YgYb`h]W`Yf`Di`b`_hž`XYf`]b`XYf`8]g`_i`gg]cb`i`a`XYb`9]bgUhn`XYf`

Dc`nY]`b`dgmW]gW Yb`? f]gYb`Ub[YgdfcW Yb`k]fXž`]gh`X]Y
 Bchk YbX][_Y]h]j cb`F YZcfa Yb`]a`6YfY]W`XYf
 Nk Ub[gY]bk Y]gi b[Yb`"8f`"A Ufh]b`N]b`_Yf`ZcfXYfhž`XUgg`gc`W`Y
 9]bk Y]gi b[Yb`bi`f`Ui Z`ZfY]k`]]][Yf`6Ug]g`YfZc`[Yb`gc`hYbž`i a`XUg
 J YfhfUi Yb`nk]gW Yb`6YhfcZZYbYb`i bX` : UWdYfgcbU`ni`ghÅf`_Yb`
 Ni XYa`k ÅfY`Yg`k]W h][ž`X]Y`hYfj Ybh]cbYb`a`]h]bZcfa`]YfhYf
 Ni gh]a`a`i b[`XYf`6YhfcZZYbYb`Xi fW`ni ZØ`fYbž`k Ug`XYb
 ; fi bXgÅhnYb`]bhYfbUh]cbU`Yf` ; fYa`]Yb`Ybhgd]W`h`

⇒a`@Ui ZY`XYg`9]bgUhnYg`]b`@VVYb`g]bX`Ui W`nU`fY]W`Y`UbXYfY
 JcfZÅ`Y`]b`XYf`I a`[YVi b[`]Ya`Y`XYh`k cfxYbž`XUfi bhYf
 JYf`_Y`fgi bZÅ`Y`i bX`Y]b`6fUbXUi gvfi W`]b`Y]bYa`7Uf[c!7YbhYf
 Ua` : `i [\UZyb`GW`ÖbYZ`X`"8]YgY`nY][Ybž`k]Y`i bhYfgW`]YX`]W`X]Y
 <YfUi gZcfXYfi b[Yb`ZØf`X]Y`Dc`nY]`]a`5`hU[`gY]b`_ÖbbYb`
 K Å`fYbX`XYf` : c`_i`g`cZ`h`Ui Z`XfUa`Uh]gW`Yb`9]bgÅhnYb`]Y[hž`XUfZ`X]Y
 [YgUa`hY`6UbXVfY]hY`XYf`Dc`nY]UfVY]h`b]W`h`Ui`g`XYb`5i`[Yb
 j`Yf`cfYb`k`YfXYb`"

⇒bg[YgUa`h`nY][h`XYf`J`cfZU`]]b`@VVYb`b]W`h`bi`f`X]Y
 Bchk YbX][_Y]h`Y]bYf`UXÅei UhYb`6YhfY`i`i b[`dgmW]gW`Yf`_fUb`_hYf
 A YbgW`Ybž`gcbXYfb`Ui W`X]Y`XfÅb[YbXYb`5bZcfXYfi b[Yb`Ub`X]Y
 5i`gV]Xi b[`i`bX`GW`i`i`b[`XYf`Dc`nY]_fÅZhYž`i`a`Ub[Ya`YggYb`i`bX
 j`YfUbhk`cfhi`b[gj`c`]\UbXY`b`ni`_ÖbbYb`"

8YhU]`g	
Cfh	@VVYbž`8Yi`hgW`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "b]YXYf`Ui`g]hn!U`_hi`Y`"XY • k k k "hU[YggW`Ui`"XY • k k k "UYfnhYV`Uhh"XY

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