

K \]gh`YV`ck Yf`Gi Yg': `cf]XU`89D`Cj Yf
GYWfYh]j Y'; c`Z`7ci fgY`D`Ubg°

: cfa Yf`89D`Ya d`cmYY`↗Ja Yg'; UXX]g`gi Yg`Zcf`fYhU`]Uh]cb
UZhYf`YU_]b[`Wcbhfcj Yfg]U`d`Ubg`Zcf'[c`Z`Wci fgYg']b': `cf]XU
ghUhY`dUf_g"

×cbUh\Ub`8]W_]bgcb`GhUhY`Duf_ž': `cf]XUž`I b]hYX`GhUhYg`!`5
k \]gh`YV`ck Yf`Uk gi]h`Ug`fcW_YX`h\Y': `cf]XU`8YdUfha Ybh`cZ
9bj]fcbā YbhU`DfchYWh]cb`fB`9Dž`gdYUf\YUXYX`VmZcfa Yf
Ya d`cmYY`↗Ja Yg'; UXX]g`"<Y`WU]a g`Y`ZUW`X`fYhU`]Uh]cb`UZhYf
fYj YU`]b[`d`Ubg`hc`XYj Y`cd'[c`Z`Wci fgYg`UbX`chY`g']b': `cf]XU g
dfYW]ci g`ghUhY`dUf_g"`5WwcfX]b[`hc`K I G: ž`h\YgY`d`Ubg`YX`hc
di V`]Wci hWfmUbX`dfchYghgž`dfca dh]b[`h\Y`ghUhY`hc`UVUbXcb`h\Y
Wcbhfcj Yfg]U`dfcdcgU`g"

⇒\]g`Uk gi]h`Z`YX`]b`@Ycb`7ci bhmž; UXX]g`U`Y[Yg`h\Uh`Y`k Ug
]bghfi W`hYX`hc`W`fYUhY` gYWfYh`a Ud g`Zcf`XYj Y`cda Ybhg`]b`b]bY
ghUhY`dUf_g`Ufci bX`5i [i gh`%ž`&\$&(ž`UbX`k Ug`gi VgYeI Ybh`m
cfXYfYX`hc`fYa U]b`h][\h`]ddYX`UVci h`h\Y`dfc`YW`"<Y`XYgWf]VYg`]h
Ug`U_]b`hc`a Udd]b[`ci h`U`Z`hi fY`Wf]a Y`gW`bY" `: YY`]b[`h\Y
k Y][\h`cZ`Yh\]WU`WcbWfbgž; UXX]g`hcc`_`a UhYfg`]bhc`\]g`ck b
\UbXg`"<Y`Wcd]YX`Wf] W]U`XcW`a Ybhg`cbhc`U`ZUg`\`Xf]j Y`UbX
Ybhfi ghYX`h\Ya `hc`Ub`]bhYfa YX]Ufmž`k \]W\i`h]a UhY`m`XfYk`a YX]U
UhYb]cb`Zfca `h\Y`HUa dU`6Um`H]a Ygž`WUhU`m]b[`U`ghcfa `cZ
V]dUfh]gUb`VUW`Ug`\`U[U]bgh`h\Y`89D`UbX`h\Y`[cj Yfbcf`g`cZ]W`"

5`7cbhfcj Yfg]U`⇒b]h]Uh]j Y`UbX`@Y[]g`Uh]j Y
F YdYfW gg]cbg

H\Y`d`Ubg`]b`ei Ygh]cb`WcbW]XYX`k]h\`; cj Yfbcf`Fcb`8YGUb]g
UXa]b]ghfUh]cb`di fgi]b[`h\Y`Ua V]h]ci g`; fYUh`Ci hXccfg

⌘]h]Uh]j Yž`k \]W\`]bWi`XYX`fYbcj Uh]cbg`dfcdcgYX`Uh`cWUh]cbg`_]Y
æbUh\Ub`8]W_]bgcb`GhUhY`DUf`_": c`ck]b[`h\Y`a YX]U`Wcj YfU[Yž
; UXX]g`k Ug`gi a a cbYX`hc`U`a YYh]b[`k \YfY`\Y`UXa`]hhYX`hc
`YU_]b[`h\Y`XcW`a Ybhg`"K]h\]b`XUmgž`\Y`k Ug`d`UW`X`cb
UXa`]b]ghfUh]j Y`YUj Y`UbX`k Ug`h\Yb`Z]fYX`cb`5i [i gh`" %ž&\$&("5g
fYdcfhYX`Vm`**HUa dU`6Um`H]a Ygž**; UXX]g`WU]a g`h\Uh`h]g
hYfa`]bUh]cb`]`i ghfUhYg`U`dUhYfb`cZ`X]gdUfUhY`hfYUha Ybh`UbX
fYhU`]Uh]cb`U[U]bgh`\]a`Zfca`bch`↑ gh`h\Y`89DžVi h`U`gc`Zfca
gYb]cf`Z[i fYg`]Y`Zcfa Yf`89D`\YUX`G\Uk b`<Ua`]hc`b`UbX`<F
X]fYW`hcf`⌘_Y`J]W`"

5a]Xgh`h\Y`[fck]b[`hYbg]cbgž`h\Y`:`cf]XU`@Y[]g`Uh`fY`fYgdcbXYX
Vm`YbUW]b[`h\Y`GhUhY`DUf`_DfYgYfj Uh]cb`5W`"H\]g`Uk`YI`d`]W]h`m
dfc\]V]hg`Ub`mXYj Y`cda Ybhg`cb`dfchYW`hYX`dUf`_`UbXž`U`a YUgi fY
g][bYX`Vm`; cj Yfbcf`8YGUbh]g`\]a gY`Zcb`A Um`&&"; UXX]g`j]Yk g
h\Y`5W`Ug`U`j]bX]WUh]cb`cZ`]g`YZZcfhg`hc`UXj cWUhY`Zcf
Ybj]fcb`a YbhU`dfYgYfj Uh]cb`"

Di V`]WGi ddcfh`UbX`: i hi fY`⌘a d`]WUh]cbg

⌘`h\Y`k U_Y`cZ`\]g`hYfa`]bUh]cbž; UXX]g`]b]h]UhYX`Ub`cb`]bY
Z`bXfU]g]b[`WUa`dU][b`k]h\`Ub`]b]h]U`[cU`cZ`~ %\$ž\$`\$`hc`Wcj Yf
`Y[U`YI`dYbgYg`Vi h`\Ug`bck`fU]gYX`cj Yf`~ &), ž\$`\$`\$`]b
Wcbhf]Vi h]cbg`Zfca`gi ddcfhYfg`5g`**76G`%&**`ci h]bYgž`\]g`WUa`dU][b
\[\`][\hg`h\Y`fYgcbUbW`cZ`\]g`ghUbW`Ua`cb[`h\Y`Wca`a i b]hm
UbX`i bXYfgWcfYg`h\Y`di V`]Wg`_YYb`]bhYfYgh]b`dfYgYfj]b[
:`cf]XU`g`bUh`fU`hfYUgi fYg`"

H\Y`k \]ghYV`ck Yf`WUgY`Wcbh]bi Yg`hc`i bZc`Xž`k]h\`; UXX]g`gYY_]b[
Uh`YUgh`~ %\$ž\$`\$`\$`]b`XUa`U[Ygž`Uf[i]b[`h\Uh`\]g`UW]cbg`XYgYfj Y
dfchYW]cb`i bXYf`ghUhY`k \]ghYV`ck Yf`Uk g`5g`h\]g`WcbhYbh]ci g
g]hi Uh]cb`XYj Y`cdgž`h`fU]gYg`]a dcfhUbh`ei Ygh]cbg`UVci h`\ck
[cj Yfba YbhU`hfUb`gdUfYbW`mUbX`Yh\]WU`Wcbg]XYfUh]cbg`UfY
bUj][UhYX`]b`h\Y`ZUW`cZ`dchYbh]U`Z]bUbW]U`[U]bg`Zfca`ghUhY
fYgci fW`g`"H\]g`gU[U`bch`cb`migdYU`g`hc`h\Y`dfYgYfj Uh]cb`cZ
:`cf]XU`g`Ybj]fcb`a Ybh`Vi h`U`gc`hc`h\Y`dfchYW]cbg`UZZcfXYX`hc
k \]ghYV`ck Yfg`k`]b[`hc`hU_Y`U`ghUbX`"

8YhU]`g	
Cfh	⌘bUh\Ub`8]W_]bgcb`GhUhY`DUf_ž: `cf]XUž I b]hYX`GhUhYg
EiY`Yb	<ul style="list-style-type: none">• k k k "k i gZ"cf[• k k k "hUa dUVUm"Ŧa• Wg%&"Ŧa

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