

K UbXgVY_ 'ZY]Yfh'9\ fYbUa h. '5i gghY`i b[
nY][h'K Y[Y'ni a '9b[U[Ya Ybh°

⇒ 'K UbXgVY_ 'Z]bXYhj ca '%%" 'ž ']'V]g'&%" 'GYdhYa VYf'&\$&)
X]Y '5i gghY`i b[' K UbXgVY_ 'Yb[U[]Yfh'g]W\ 'ghUhhž'X]Y
Y\ fYbUa h]W\ Yg'9b[U[Ya Ybh'ZØfXYfh"



7\ Uf`c hhYbVi f[Yf`GhfU» Y '%ž'&&\$ () ' < Ua Vi f[ž'8Yi hgW\ `UbX
! '≠'K UbXgVY_]gh'XUg'Y\ fYbUa h]W\ Y'9b[U[Ya Ybh'Y]bY'ZYghY
; fØ» Y'ja ' [YgY`gW\UZh]W\ Yb '@VYb"'8Yf'VYj Ø`_Yfi b[gfY]W\ ghY
6Yn]f_ < Ua Vi f[g'k]fX'j ca '9b[U[Ya Ybh'gY]bYf'6Øf[Yf]bbYb'i bX
6Øf[Yf' [YdfÄ [h" '8 Ug'nY][h'g]W\ 'Ui W\ 'b'XYf'VYj c fghY\ YbXYb
K UbXYfUi gghY`i b[' K UbXgVY_ 'Yb[U[]Yfh'g]W\ ž'X]Y'j ca '%%" 'ž ']
V]g'&%" 'GYdhYa VYf'&\$&) 'ja 'ž' bZY`X! < Ui g'ghUhhZ]bXYh"'8]YgY
5i gghY`i b[']gh'Y]b ; Ya Y]bgW\UZhgd f c'Y_ h'XYg'6Yn]f_gUa hYg
K UbXgVY_ 'i bX'XYg'5?H≡ C @=: fY]k]`][YbnYbhf i a g'i bX'YfZØ`h
Y]bYb'k]W\ h][Yb'Nk YW_ . 'G]Y'a UW\ h'XUg'ZfY]k]`][Y'9b[U[Ya Ybh]b
K UbXgVY_ 'g]W\ hVUfYf'i bX'ZØfXYfh'XYb'gcn]U'Yb'Ni gUa a Yb\U'h"

5i Z]bg[YgUa h'&\$ '≠ZchUZY`b'k YfXYb'9]bf]W\ hi b[Yb'i bX

≠h]Uhj Yb`dfĀgYbh]Yfhž`X]Y`A Ò[`]W_X]hYb`ni a`g]bbgh]ZhYbXYb
9b[U[Ya Ybh`Ui ZhY][Yb``N]Y`XYf`5i gghY``i b[`]gh`Ygž`XUg
J YfhfUi Ybž`X]Y`Gc`XUf]hĀhž`9][Yb]b]h]Uhj Y`i bX`J YfUbhk cfhi b[
i bhYf`XYb`K UbXgVY`Yfb`ni `ZĀfXYfb``G]Y`f]W`hYh`g]W`b]W`h`bi`f`Ub
A YbgW`Ybž`X]Y`VYfY]hg`Yb[U[]Yfh`g]bXž`gcbXYfb`Ui W`Ub`YbYž`X]Y
≠hYfYggY`Ub`ZFY]k`j`][Yf`5fVY]h`UVYb`i bX`≠Zcfa`Uh]cbYb`ni
j YfgW`]YXYbYb`9b[U[Ya Ybh!A Ò[`]W_X]hYb`gi`W`Yb`

8]Y`5i gghY``i b[`]a`8YhU]`

8]Y`5i gghY``i b[`K UbXgVY`Yb[U[]Yfh`g]W` `]gh`HY]`Y]bYg
[fĀ» YfYg`<Ua Vi f[Yf`Dfc`Y`hgž`XUg`g]W` ØVYf`ZĀbZ`6Yn]f`Y
YfghfYW`_hi bX`i bhYfghØhnh`k`]fX`j`cb`j`YfgW`]YXYbYb
: fY]k`j`][YbU[Ybhi`fYb``8Ub`_X]YgYf`≠h]Uhj Y`_ØbbYb`ØVYf
&\$`\$`\$`\$`Y`fYbUa`h]W`hĀh][Y`<Ua Vi f[Yf]bbYb`i bX`<Ua Vi f[Yf
k`Y]hYf`]b`ni`f`GhĀf`_i b[`XYg`gcn]U`Yb`Ni`gUa`a`Yb`U`hg`]b`]`fYf
GhUXh`VY]hfU[Yb``8]Y`^`Zbi b[gnY]hYb`XYf`5i gghY``i b[`]a`Y`bZ`Y`X!
<Ui`g`g]bX`a`cbhU[g`V]g`XcbbYfghU[g`j`cb`-`.`\$`I`f`V]g`%)`I`f`
gck`]Y`ZFY]hU[g`j`cb`%%`I`f`V]g`%)`I`f``8Yf`Ni`[Ub[`ni`f
5i gghY``i b[gZĀW`Y`]gh`VUff]YfY`ZFY]ž`gcbXUgg`Y`XYf`X]Y`A Ò[`]W_X]h
`Uhž`g]W`ni`]bZcfa`]YfYb`i bX`ni`]bgd]f]YfYb`

8]Y`i`fY]k`j`][YbU[Ybhi`f`5?H≡C`@=k`]fX`]b`XYf`5i gghY``i b[
YVYbZU`g`U`g`5b`Ui`ZghY``Y`Y`fj`cf[Y`cVYb``G]Y`Y`Zi`A`YbgW`Ybž`X]Y
Y]b`[i`hYg`<ĀbXW`Yb`ZĀf`Y`fYbUa`h]W`Y`5fVY]h`UVYbž`XUVY]ž
?cbhU`_hi`i`XYb`dUggYbXYb`9]bf]W`hi`b[Yb`Y`fni`ghY``Yb``8]Y
J YfUbghU`hi`b[`]gh`b]W`h`bi`f`Y]bY`; Y`Y[Yb`Y]hž`i`a`g]W`ØVYf
U`_hi`Y``Y`9b[U[Ya Ybh!A Ò[`]W_X]hYb`ni`]bZcfa`]YfYbž`gcbXYfb
Ui`W`Y]b`C`fhž`i`a`bYi`Y`6Y`_UbbhgW`UZhYb`ni`gW`Y]»Yb`i`bX
BYhmk`Yf`Y`ni`V]`XYb`

9]b`6`]W`_`Ui`Z`X]Y`Ni`_i`bZh`XYf`9b[U[Ya Ybh! ?`i`h`f`

8Ug`Y`fYbUa`h]W`Y`9b[U[Ya Ybh]b`<Ua Vi f[`]gh`Y]b`k`]W`h][Yf
6YghUbXhY]`XYg`[YgY``gW`UZh]W`Yb`@VYbg``A`]hXYa`Dfc`Y`_h
A`YbgW`Yb`ghĀf`_Yb`A`YbgW`Yb`ž[Y`Y]hYh`j`cb`A`]b]ghYf]b`@]gU`DUi`gž

k]fX`Y]b`k`Y]hYfYf`a`di`g`]b`XYb`6YfY]WXYb`HY]`UVYž
 8Ya`c`_fUh]Yž`fXYfi`b[`i`bX`6]`Xi`b[`[`YgYhnh"8Ug`9b[`U[`Ya`Ybh`]b
 K`UbXgVY`ž`k`]Y`Ui`W`]b`UbXYfYb`GhUXhhY]`Ybž`k`]fX`gc
 _cbh]bi`]Yf`]W`[`Yž`fXYfhi`bX`[`Ygh`f`_h"8]YgY`b]h]Uh]j`Yb`g]bX`Y]b
 6Yk`Y]g`XUZ`fž`XUgg`j`]Y`Y`<`Ua`Vi`f[`Yf`g]W`a`]h[`fc»`Ya
 9bh`i`g]Uga`i`g`ž`f`]`fY`A`]hV`f[`Yf`Y]bgYhmYb`i`bX`XUa`]hY]b
 k`Yfhj`c`Yg`BYhmk`Yf`_`gW`UZYb"

6Ygi`WXYb`G]Y`X]Y`5i`gghY`i`b[`K`UbXgVY`_`Yb[`U[`]Yfh]g]W`_`]a
 »bZY`X!<`Ui`g`i`bX`YbhXYW`_`Yb`G]Y`X]Y`j`]Y`Z`h[`]Yb`A`ž`[`]W`_`Y]hYbž
 g]W`_`Y`fYbUa`h]W`ni`_`Yb[`U[`]YfYb`A`Y`f`bZcfa`Uh]cbYb`Z]bXYb`G]Y
 Ui`W`_`Ui`Z`XYb`GY]hYb`j`cb`<`Ua`Vi`f[`"XYž`GhUXh`_`i`_`hi`f`<`Ua`Vi`f[`
 i`bX`9b[`U[`]Ya`Ybh`<`Ua`Vi`f[`"

8YhU]`g	
C`fh	7`U`f`c`h`h`Y`b`Vi`f[`Y`f`G`h`f`U»`Y`%`ž`&`\$`(`)``<`Ua`Vi`f[`ž` 8`Y`i`hg`W`_`Ub`X`
E`i`Y`_`Y`b`	<ul style="list-style-type: none"> • k`k`k`"Ua`Vi`f[`"XY` • k`k`k`"ghUXh`_`i`_`hi`f!`_`_`"XY` • k`k`k`"Yb[`U[`]Ya`Ybh!`_`Ua`Vi`f[`"XY`

6Ygi`WXYb`G]Y`i`bg`Ui`Z.`bU[`]Ua`Vi`f[`]XY`