

B YcbUn]!8Ya c`]b`6Yf`]b.`Dc`]nY][fY]Zh
Xi fW`i bX`b]a a h`&\$` : YghbU\ a Yb`j`cf`°

⊕`6Yf`]b!: f]YXf]W`g\U]b`k`i`fXYb`VY]`Y]bYf`
fYW`hgYI`hfYa`]gh]gW`Yb`8Ya`c`Ua`'&`"\$`" &\$&)`Yhk`U`&\$`
HY]`bY\`a`Yf`ZYgh[`Ybca`a`Yb`/` ; Y[`YbXYa`cbghfUh]cbYb`ZUbXYb`
ghUhh"

6Yf`]b!: f]YXf]W`g\U]b`ž`8Yi`hgW`\UbX`!`<`Yi`hY`\Uh`X]Y`Dc`]nY][`]b`
6Yf`]b!: f]YXf]W`g\U]b`ni`6Y[`]bb`Y]bYf`fYW`hgYI`hfYa`]gh]gW`Yb`
?`i`bX[`YVi`b[`fi`bX`&\$`HY]`bY\`a`Yf`ZYgh[`Ybca`a`Yb`"8]Y`
: YghbU\`a`Yb`YfZc`[`hYb`Ui`Z[`fi`bX`j`cb`J`YfghØ»`Yb`[`Y[`Yb`XUg`
J`Yfa`i`a`a`i`b[`gj`YfVch`gck`]Y`XUg`NY][`Yb`j`YfZUggi`b[`gZY]bX`W`Yf`
Gma`Vc`Y`"6YgcbXYfg`Ui`ZÄ`"][`k`Uf`X]Y` : YghbU\`a`Y`j`cb`XfY`
DYfgcbYb`ž`XYbYb`XUg`NY][`Yb`XYg`<`h`Yf[`fi`ggYg`i`bX`XUg`HfU[`Yb`
Y]bYg`j`YfVchYbYb`Gma`Vc`gž`XYf`G]Y[`fi`bYž`j`cf[`Yk`cfZYb`k`i`fXY`"
9]b`F`]W`hYf`Yb`hgW`]YXž`XUgg`X]YgY`XfY`]DYfgcbYb`]b`
I`bhYfV]bXi`b[`g[`Yk`U\fgUa`V`Y]VYb`a`ØggYb"

8]Y`fYW`hgYI`hfYa`]gh]gW`Y`8Ya`cbghfUh]cb`a`]h`XYa`A`chrc` : Øf`
FYW`hi`bX`CfXbi`b[`";`Y[`Yb`@]b`_gYI`hfYa`]ga`i`g`i`bX`dc`]h]gW`
a`chj`]YfhY` ; Yk`U`h`inc[`Yhk`U`,`)`\$`HY]`bY\`a`Yf`Ubž`k`Å`fYbX`X]Y`
J`YfUbghU`hYf`Ub`ZÄb[`]W`a`]h`V]g`ni`&`\$\$\$`HY]`bY\`a`Yfb`fYW`bYhYb`"
8]YgY`Xf]hhY`J`YfUbghU`hi`b[`X]YgYf`5fh`gY]h`8YnYa`VYf`&\$&(`nY][`hY`
Y]b`k`UW`gYbXYg`⊕`hYfYggY`Ub`fYW`hgYI`hfYa`Yb`Dcg]h]cbYb`ž`XUg`
g]W`VYfY]hg`VY]`ZfØ`YfYb`8Ya`cg`a`]h`HY]`bY\`a`YfnU\`Yb`j`cb`fi`bX`
*`\$`i`bX`%)`\$`a`Ub]ZYgh]YfhY`"6YgcbXYfg`a`Uf`_Ub`h`k`Ufž`XUgg`X]Y`
;`Y[`YbU`_h]cbYb`XYf` : 8D`i`bX`5bh]ZUž`X]Y`g]W`[`Y[`Yb`X]Y`BYcbUn]!
8Ya`cbghfUh]cb`Zcfa`]YfhYb`ž`gW`]Y»`]W`ni`Y]bYf`G]hnV`cW`UXY`Ua`
A`Uf`_`fUZybXUa`a`ZØ`fhYb`ž`k`Ug`XYb`6Y[`]bb`XYf`?`i`bX[`YVi`b[`
j`YfnØ[`YfhY`"

Dc`nY]Y]bgUhn`i bX`G]W\Yf\Y]hgj cf_Y\fi b[Yb

I a`XYf`G]hi Uh]cb`<Yff`ni`k YfXYbž`a cV`]g]YfhY`X]Y`Dc`nY]`fi bX
%) \$ \$ `? fÄZhYž`i bhYfghØhnh`j cb`XYf`6i bXYgdc`nY]`"8Yf`6YfY]W\`i a
XYb`6U\b`cZ`Cgh_fYi n`k i fXY`[fc» fÄi a][`UV[Yg]W\Yfhž`i bX`X]Y
[Yd`UbhY`8Ya cbghfUh]cbggfYW_Y`k i fXY`a]h;]hhYfb`UV[YgdYffh`
8]Yg`ZØ\fhY`ni`Yf\YV`]W\Yb`J Yf_Y\fgVY\]bXYfi b[Yb`]b`XYb
GhUXhhY`]Yb`: f]YXf]W\g\U]b`i bX`A]hhY`"8]Y`A UfgW\fc i hY`ZØ\fhY`j ca
Cgh_fYi n`ØVYf`: fUb_Zi fhYf`Hcf`i bX`: fUb_Zi fhYf`5`YY`ni`f`F][UYf
GhfU`Y`"6YfY]hg`VY]`ZfØ\YfYb`8Ya cbghfUh]cbYb`k Uf`X]Y`Gh]a a i b[
U[[fYgg]j ž`i bX`Yg`_Ua`ni`5i gY]bUbXYfgYhni b[Yb`a]h`XYb
9]bgUhn_fÄZhYb`"

≠`Y]bYa`i [fØ» YfYb`?cbhYI h`k]fX`X]Y`G]hi Uh]cb`Xi fW`X]Y
ni bY`a YbXY`; Yk U`hVYfY]hgW\UZh`VY]`8Ya cbghfUh]cbYb`XYi h`]W`"
@Ui h`XYf`6i bXYgnYbhfU`Y`ZØf`dc`]h]gW\Y`6]`Xi b[`g]bX`?cbZ`_hY`cZh
XUg`FYgi`hUh`i bhYfgW\]YX`]W\Yf`K U\fbY`a i b[Yb`nk]gW\Yb
HY]bY`a Yfb`i bX`Dc`nY]`"K Ä`fYbX`Y]b][Y`DfchYgha Yh`cXYbž`k]Y
G]hnV`cW_UXYbž`U`g`[Yk U`hZfY]`[Y`hYbž`_ØbbYb`g]Y`XYbbcW`ni
9g_U`Uh]cbYb`ZØ\Ybž`k Ybb`8Ya cbghfUbhYb`g]W\`[Y[Yb
dc`nY]`]W\Y`A U» bU`a Yb`k Y`fYb`"8]Yg`k]fX`gck c`j cb`Dc`nY]`U`g
Ui W`j cb`K]ggYbgW\UZh`Yfb`U`g`[Yk U`hgUa`Y`K]XYfgYhni b[
Ub[YgY`Yb`"

9fZU\fi b[Yb`Ui g`UbXYfYb`GhÄXhYb

8]Y`9fZU\fi b[Yb`Ui g`UbXYfYb`GhÄXhYbž`k]Y`Ghi hh[Ufhž`nY][Yb
YVYbZU`gž`XUgg`X]Y`Dc`nY]`[fc» Y`5bghfYb[i b[Yb`i bhYfb]a a hž`i a
YI hfYa]gh]gW\Y`8Ya cbghfUh]cbYb`i bX`X]Y`XUni [Y`Äf][Yb
; Y[YbXYa cbghfUh]cbYb`ni`ØVYfk UW\Yb`"6Y]Y]bYf`5Z8!
?i bX[YVi b[`]b`Ghi hh[Ufh`k i fXYb`]a`Bcj Ya VYf`&\$&&
K UggYfk YfZYf`i bX`VYf]hhYbY`Dc`n]ghYb`Y]b[YgYhnhž`i a`X]Y
G]W\Yf\Y]h`ni`[Yk Ä`f`Y]ghYb`"Gc`W\Y`A U» bU`a Yb`g]bX`Äi Z][
bch`k YbX][ž`i a`i [Yk U`hgUa`Y`Ni gUa`a YbghØ»Y`ni`j Yf\]bXYfb`i bX
X]Y`J YfgUa`a`i b[gZfY]\Y]h`ni`k U`fYb`"≠`Ghi hh[Ufh`[UV`Yg`nk Uf
_Y]bY`[fØ» YfYb`Ni gUa`a YbghØ»Y`k Ä`fYbX`XYf`8Ya cgž`XcW`Ui W
\Yf`_Ua`Yg`ni`Y]bnY`bYb`: YghbU`a Yb`]a`?cbhYI h`j cb
5i gY]bUbXYfgYhni b[Yb`nk]gW\Yb`Dc`nY]`i bX`DfchYgh]YfYbXYb`"

8]Y`i bhYfgWk]YX`]WkYb`9fZU\fi b[Yb`VY]`X]YgYb`DfchYghYb
 j YfXYi h]WkYbžXUgg`X]Y`6U`UbW`nk]gWkYb`XYa`F YWk`h`Ui Z
 A Y]bi b[gÄi » Yfi b[`i bX`XYf`5i ZfYWk`hYf\U`hi b[`XYf`ÖZZYb`h]WkYb
 G]WkYf\Y]h`Y]bY`ghYh][Y`<YfUi gZcfXYfi b[`XUfghY`h`Dc`]h]gWk
 a`chj]]YfhY`; Yk U`h`V`Y]Vh`Y]bY`Yfbgh\UZhY`DfcV`Ya`Uh]_ž`X]Y`gck`c`\`
 Ui ZXYf`b`_Yb`U`g`Ui Wk`Ui ZXYf`fYWk`hYb`GY]hY`XYg`dc`]h]gWkYb
 GdY`hfi a`g`j`cb`6YXYi hi b[`]ghž`i bX`YfZcfXYfh`Y]bY`X]ZZYfYbn]YfhY
 6YhfUWk`hi b[`i bX`<UbX\UVi b[`Xi`fWk`U`Y`6YhY`][`hYb`"

8]Y`VYgcf[b]gYffY[YbXYb`9bhk]W`i b[Yb`]a`6YfY]Wk`XYf`dc`]h]gWk
 a`chj]]YfhYb`; Yk U`h`j`YfXYi h]WkYb`XYb`6YXUfZ`Ub`Ub[Zf]gh][Yb
 @Ögi b[Ybž`X]Y`ØVYf`fY]b`dc`]nY`]WkY`A`U» bU\`a`Yb`\]bUi g[Y\Yb`
 9g`]gh`i bUVX]b[VUfž`XUgg`X]Y`; YgY`gWk`UZh[Ya`Y]bgUa`Ub
 @Ögi b[Yb`[YUfVY]hYh`k`]fXž`i a`gc`WkY`GdUbbi b[Yb`UVni`VUi`Yb
 i bX`Zf]YX`]WkY`DfchYghZcfa`Yb`ni`ZÖfXYfb`"

: Øf`k`Y]hYfY`≠Zcfa`Uh]cbYb`ni`XYb`9fY][b]ggYb`]b`6Yf`]b!
 : f]YXf]Wk`g\U]b`Y`gYb`G]Y`V]hY`X]Y`Ui`gZØ`f`]WkY`6Yf]Wk`hYfghUhi`b[
 Ui`Z`nY]h`XY`ž`k`Ä`fYbX`X]Y`9fZU\fi`b[Yb`Ui`g`Ghi`hh[Ufh`Ui`Z`
**Vk`&(`XY`ni`Z]bXYb`g]bX`"9]b`h]YZf[Y\YbXYf`9]bV`]W`]b`X]Y`
 Ni`gUa`a`Yb`Ä`b[Y`XYf`dc`]h]gWkYb`; Yk U`h`V]YhYb`X]Y`5b`U`mgYb`Ui`Z`
VdV`XY`"**

8YhU]`g	
Cfh	6Yf`]b!: f]YXf]Wk`g\U]bž`8Yi`hgWk`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "nY]h"XY • k k k "Vk &(`XY • k k k "VdV"XY

6Ygi`WkYb`G]Y`i`bg`Ui`Z`b!U[`XY`