

J Z6 `Ghi hh[Ufh`k]``DUi ``K UbbYf. `HU`Ybh
j cb`6UmYfb`]a `: c_i g°

J Z6 `Ghi hh[Ufh`d`Ubh`HfUbgZYfg`ZØf`X]Y`GU]gcb`&\$&) #&* ž`i bhYf
UbXYfYa `k]fX`DUi ``K UbbYf`j ca `: 7`6UmYfb`A ØbWXYb`]bg
J]g]Yf`[Ybca a Yb"



A YfWXYgghfU» Y`%\$- ž`+\$' +&`Ghi hh[Ufhž`8 Yi hgW`UbX`!`8 Yf
J Z6 `Ghi hh[Ufh`d`Ubh`Y]bY`[Yn]Y`hY`? UXYfj YfghÅf_i b[`ZØf`X]Y
_ca a YbXY`GU]gcbž`i a `XYb`<YfUi gZcfXYfi b[Yb`XYf
8fY]ZUWVY`Ughi b[`Xi fW`6i bXYg`][Už`8: 6!Dc_U`i bX`9i fcdU
@YU[i Y`[YfYW`h`ni `k YfXYb``6YfY]hg`]b`XYf`UV[Y`Ui ZYbYb`GU]gcb
k UfYb`Y]b][Y`Gd]Y`Yf`ghUf`_VY`UghYhž`k Yg`U`V`YfghY`HfUbgZYfg`]b
D`Ubi b[`g]bXž`i a `X]Y`A UbbgW`UZh`VfY]hYf`Ui Zni ghY``Yb``9]b
nYbhfU`Yg`N]Y``]gh`DUi ``K UbbYf`j ca `: 7`6UmYfb`A ØbWXYbž`XYf`g]W
k Å`fYbX`gY]bYf`@Y]\Y`VY]a`%": 7`<Y]XYb`Y]a`dcg]h]j`Ybhk`]W_Y`h
\Uh``ϕ`XYf`7cbZYfYbW`@YU[i Y`Yfn]Y`hY`K UbbYf`gYW`g`HcfY`i bX
_cbbhY`ni XYa`j]Yf`5gg]ghg`j YfVi WXYbž`k Ug`]\b`ZØf`X]Y`GW`k UVYb
UhhfU`_h]j`a`UW`h`Ghi hh[Ufh`nY][h[fc» Yg`ϕ`hYfYggYž`XYbb`XYf
Gd]Y`Yf`_ØbbhY`Y]bY`j]Y`j YfgdFYWXYbXY`J YfghÅf_i b[`gY]b"

K UbbYf\UhhY'g]W\ VYfY]hg]a 'Gca a Yf'&\$&('ZØf'Y]bYb'K YW\gY`
ni a '%": 7'<Y]XYb\Y]a 'YbhgW.]YXYb"Bi b'ghY\h'Yf'j cf'XYf
FØW__Y\f'ni a ': 7'6UmYfb'A ØbWYbž'bUW.XYa '<Y]XYb\Y]a 'X]Y
'UggY']b'XYf'FY'Y[Uh]cb'[Y[Yb'9] YfgVYf['[Y\U'hYb'\Uh''GY]bY
Fc`Y'VY]a 'FY_cfXa Y]ghYf']gh'YXcW'i b[Yk]ggž'XU'Y]b
GhJa a d'Uhn']b'XYf'_ca a YbXYb'GU]gcb'&\$&) #&* 'U`g
i bk U\fgW.Y]b']W\ []h''Ni XYa 'k]fX'K UbbYf'b]W\h'ni f'?`i V!K A
fY]gYbž'k Ug'ni gÅhn']W.Y'I bg]W.Yf\Y]hYb'\]bg]W\h]W\ 'gY]bYf
9]bgUhma Ò[`]W\ _Y]hYb'VY]a ': 7'6UmYfb'dfcj cn]Yfh''8Yf'J YfY]b
d'Ubh'a Ò[`]W\Yfk Y]gY'Y]bY'YfbYi hY '@Y]\Y'ZØf'XYb'hU'Ybh]YfhYb
A]hY'ZY'Xgd]Y'Yf'ni 'Y]bYa ']bhYfbUh]cbU'Yb'?`i Vž'k Ug'gY]bY
'Uff]YfY'YbhgW.Y]XYbX'VYY]bZi ggYb'_ÒbbhY"

⇒bhYfYggY'UbXYfYf'?`i Vg

Ni gÅhn']W\ 'ni 'Ghi hh[Ufh'nY][Yb'Ui W\ 'UbXYfY'J YfY]bY' ⇒bhYfYggY'Ub
K UbbYf''Gc'\Uh'9]bhfUW\h': fUb_Zi fh'YVYbZU`g'5i [Yb'Ui Z'XYb
, !Å\f][Yb'[Yk cfZYbž'i a ']\b'Xi fW\ 'X]Y'5i gg]W\h'Ui Z'7\Ua d]cbg!
@YU[i Y!: i » VU`'Ubni `cW_Yb''6UmYf'@Yj Yf_i gYb'i bX'6cfi gg]U
8cfha i bX'k YfXYb'YVYbZU`g'U`g'a Ò[`]W\Y'5VbY\ a Yf'[Y\UbXY'h"
8UVY]_ÒbbhY'K UbbYf'VYgcbXYfg'ZØf'@Yj Yf_i gYb'j cb' ⇒bhYfYggY
gY]bž'k c'Yf'U`g'dchYbn]Y`Yf'B UW\ Zc`[Yf'ZØf': `cf]Ub'K]fhn']bg'Gd]Y`
[YVfUW\h'k]fX''8]YgY', VYfY[i b[Yb'j YfXYi h]W\Yb'X]Y'i b'_UfY
Ni _i bZh'XYg'Mci b[ghYfgž'XYggYb'J YfhfU['VY]a ': 7'6UmYfb'V]g
&\$&+`'Ài Zh"

9]b'k Y]hYfYf'5gdY_hž'XYf'Ghi hh[Ufhg' ⇒bhYfYggY'VYZYi Yfhž']gh'X]Y
]bhYfbY'G]hi Uh]cb'ja '?UXYf''8Yf'J Z6'_ÒbbhY']b'XYf'_ca a YbXYb
GU]gcb'Ui Z'9bnc'A]`ch'j Yfn]W\hYb'a ØggYbž'XYggYb'J YfhfU['V]g
&\$&, ``Ài Zhž'UVYf'Y]bY'5i ggh]Y[g'_Ui gY`j cb'fi bX'&\$'A]`]cbYb
9i fc'VYg]hnh''8Yf'J Yf'i gh'Y]bYg'gc'W\ 'hU'Ybh]YfhYb'Gd]Y'Yfg'_ÒbbhY
K UbbYfg'K YW\gY`bUW\ 'Ghi hh[Ufh'bcW\ 'fYU`]gh]gW\Yf'a UW\Yb"
Ghi hh[Ufh]gh'j cb'XYb': Å\][_Y]hYb'K UbbYfg'ØVYfnYi [hi bX'g]Y\h
]b']\a '[fc» Yg'9bhk]W\ _i b[gdchYbn]U`ž]bgVYgcbXYfY'i bhYf'HfU]bYf
GYVUgh]Ub'<cYbY» ž'XYf'ØVYf'9fZU\fi b[]b'XYf': ÒfXYfi b['↑ b[Yf
HU'YbhY'j YfZØ[h"

J YfY]bg\]bhYf[fi bX

8 Yf`J Z6`Ghi hh[Ufhž`c ZZ]n]Y``VY_Ubbh`U`g`J YfY]b`Z0f
 6Yk Y[i b[ggd]Y`Y`Ghi hh[Ufh`%, - ' ž[Y\0fh`ni `XYb
 hfUX]h]cbgfy]W`ghYb`J YfY]bYb`8Yi hgW`UbXg" `A]h`a Y`f`U`g`%&\$"\$\$\$
 A]h[`]YXYfb`]gh`Yf`XYf`Z0bZh[f0» hY`Gdcfhj YfY]b`XYg`@UbXYg" `Ni
 XYb`V]g\Yf][Yb`9fZc`[Yb`nA`Yb`Z0bZ`A Y]ghYfgW`UZhYb`i bX`XfY]
 8: 6!Dc_U`g]Y[Y``8]Y`A UbbgW`UZh`gd]Y`h`\fY`<Y]a`gd]Y`Y`]b`XYf
 A <D!5fYbU`i bX`\Uh`]b`XYf`Ui ZYbXYb`6i bXYg`][U!GU]gcb`a`]h`* (
 HcfYb`i bX`) \$`Di b_hYb`XYb`- "D`Uhn`YffY]W`h`Hfchn`Y]bYf
 bY[Uh]j Yb`HfUbgZYfV]`Ubn`j cb`!%&ž\$` `A]``cbYb`9i fc`\cZZYb`X]Y
 J YfUbhk`cfh]W`Ybž`X]Y`?cb`_i`ffYbnZÄ\][`_Y]h`XYg`HYUa`g`Xi`fW
 ghfUH[]gW`Y`BYi`ni`[`Àb[Y`ni`j`YfVYggYfb"

⊖`XYf`UbghY`YbXYb`HfUbgZYfdYf]cXY`ghY`Yb`gca`]h`gdUbbYbXY
 9bkh]W_`i b[Yb`VYj`cfž]b`XYbYb`DUi`K`UbbYf`Y]bY`GW`ØggY`fc``Y
 gd]Y`Yb`_0bbhY" `CV`Yf`hUhgÅW`]W`X]Y`7\`UbW`Yf`À`hž`gY]bYa
 HU`Yb`h`VY]a`J Z6`Ghi hh[Ufh`5i`gXfi`W_`ni`j`Yf`Y]\`Ybž`V`Y]Vh`YXcW
 UVni`k`UfhYb" `8Ug`⊖hYfYggY`XYg`?`i`Vg`]gh`i`bØVYfgY`VUfž`i`bX`X]Y
 k`Y]hYfYb`GW`f]hY`XYg`hU`Yb]YfhYb`A`]hY`ZY`Xgd]Y`Yfg`k`YfXYb`a`]h
 GdUbbi`b[]j`YfZc`[`h"

: Øf`k`Y]hYfY`⊖Zcfa`Uh]cbYb`ni`DUi`K`UbbYf`i`bX`XYb
 9bkh]W_`i b[Yb`VY]a`J Z6`Ghi hh[Ufhž`_0bbYb`G]Y`\]Yf`
 XYfk`YghYb`"XYž`ZW]bg]XY"XY`i`bX`hfUbgZYfa`Uf_h"XY
 bUW`YgYb"

8YhU]`g	
Cfh	A YfWXYgghfU» Y`%\$- ž`+\$` `+&`Ghi hh[Ufhž` 8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "XYfk YghYb"XY • ZW]bg]XY"XY • k k k "hfUbgZYfa Uf_h"XY

6Ygi W`Yb`G]Y`i`bg`Ui`Z.`b!U["bYh