

@Ui fU`K cbhcffU.`Gc`_Àa dZh'g]Y`i a `]\fY
K cf_!@]ZY!6U`UbW°

@Ui fU`K cbhcffU`gdf]W`h'ØVYf`]\fY`<YfUi gZcfXYfi b[Yb`a]h
XYf`K cf_!@]ZY!6U`UbW`i bX`d`Ubh`Y]bY`5i gnY]h]a `† `]'&\$&) "

? UbUXU`!@Ui fU`K cbhcffU`ghY`h]a `F Ua dYb`]W`hi bX`ghY`h]j cf
XYf`<YfUi gZcfXYfi b[ž]\fY`K cf_!@]ZY!6U`UbW`ni `cdh]a]YfYb`"8]Y
`*!`À\`f][Y`A cXYfUhc]b`VYnY]W`bYh`X]YgY`U`g`]\fY` [fØ» hY
6Ui ghY`Y`"BUW`Y]bYf`]bhYbg]j Yb`6i bXYg`][U!GU]gcb`i bX`XYf
=W`b!@YU[i Y`\Uh`g]Y`]\fY`?Uff]YfY`ZYgh]a `6`]W`žhYi fY`bYi Y`F H@
: cfa UhY`ni `a cXYf]YfYbž`XUfi bhYf` B]b`U`K Uff]cf`i bX` ; f]`XYb
<Yb`gg`Yf`"A]h`XYf`9bhgW`Y]Xi b[ž]a `† `]'_ca d`Yhh`ZfY] `ni
a UW`Yb`i bX`b]W`h`YffY]W`VUf`ni `gY]bž`a ØW`hY`g]Y`VYk`i ggh`Y]bY
5i gnY]h]j cb`]\fYa `ghfYgg][Yb`5fVY]hgU`hU[`bY`a Yb"

K cbhcffU`YVh]a ` dYfa UbYbhYb`Hi fVca cXi g ž]b`XYa `]\f`6fi XYf
g]Y`gc[Uf`XUfUb`Yf]bbYfb`a i gghYž`Yhk Ug`ni `YggYb`"8]YgYf
\Y`_h]gW`Y`@YVYbggh]`ZØ`fhY`XUni ž`XUgg`g]Y`a]h]`a `i a
A]hhYfbUW`h`Dca `a Yg`hY]`hY`"Hfc`h`XYg`gh`AbX][Yb`8fi W`g
VYhfUW`hYh]g]Y`]\fY`\c`Y`5fVY]hg]bhYbg]h`h`U`g`YbhgW`Y]XYbXYb
6Ui ghY]b`]\fYg`9fZc`[Yg`"I a `]b`]\fYa `æV`[i h`ni `dYfZc`fa Ybž`ØVh
g]Y`g]W`]b`J Yfn]W`hž`i bX`n]Y`h`DUfU`Y`Yb`ni `Gd]hnYbgdc`fh`Yfbž`X]Y
YVYbZU`g`VYfY]h]g]bXž`Ui Zj]Y`Yg`ni `j Yfn]W`hYb`"5`g`HY]`]\fYg
5i g[`Y]W`g]j YfVf]b[h]g]Y`j]Y`NY]h]a]h]`]\fYa `<i bX"

GhfYgg`i bX`6i fbc`i h]a `a cXYfbYb
5fVY]hgi a ZY`X

8]Y`<YfUi gZcfXYfi b[žY]bY`[Ygi bXY`6U`UbW`nk]gW`Yb
VYfi Z]W`Ya `i bX`dYfgØb`]W`Ya `@YVYb`ni `Z]bXYbž]`gh`b]W`h`bi f`ZØf
K cbhcffU`fY`Yj Ubh`"9]bY`Ghi X]Y`j cb`Dfch]a Y`i bX`Mci ; cj`nY][hž

XUgg') i 'XYf'VYZFU[hYb'8Yi hgWXYb'g]W'ghAbX]['YffY]WVUF
Z0\`Ybž'k Ug'VY')) i 'ni'6i fbci h!Gma dhca Yb'Z0\fh"8]Yg'gh
VYgcbXYfg'VYgcf[b]gYffY[YbXž'XU'j]Y'Y'Ui W'Ub[YVYbž
GWk]Yf][_Y]hYb'ni '\UVYbž'Y]bY'_'UfY'; fYbnY'nk]gWXYb
5fVY]hgnY]hi bX': fY]nY]h'ni 'n]Y\Yb"8]YgY'Ghi X]Y'j YfXYi h]W'hž'k]Y
j]Y'Y'6Yfi ZghAh][Y'a]h'XYb'9fk Ufhi b[Yb']b']\fYa '5fVY]hgU`hU[
_Äa dZYb'a ØggYb'i bX'k Y`WXY'5i gk]f_i b[Yb'X]Yg'Ui Z]\f
K c\`VYZ]bXYb'\Uh"

8Yf'8fi W_ž'Ui W'k Ä\fybX'XYf': fY]nY]h'YffY]WVUF'ni 'gY]bž'Z0\fh'ni
dgmWc`c []gWXYb'6Y'Ughi b[Yb"6YgcbXYfg'VYhfcZZYb'g]bX'X]Y
; YbYfUh]cbYb'N'i bX'A]`Ybb]U'gž'k cVY]((i 'Vnk "'() i 'XYf'↑ b[Yb
A YbgWXYb'g]W' i bhYf'8fi W_ [YgYhnh'Z0\`Ybž'ghAbX]['cb']bY'ni
gY]b"8]YgY'XmbUa]gWXYb'5bZcfXYfi b[Yb'Ub'X]Y'5fVY]h'_ÖbbYb'ni
Ya ch]cbU'Yf'9fgW'ÖdZ b['i bX'6i fbci h'Z0\fybž'k]Y'Ui W'Y]bY
: cfgW i b['ØVYf'X]Y'5fVY]hg!@VYb! ðhYfZYfYbn'ja 'DZY[YVYfY]W
\YfUi gZUbX"8]YgY' i bhYfgi W i b['\Uh'Yf[YVYbž'XUgg'Y]bY'\c\Y
ðhYfZYfYbn'nk]gWXYb'6Yfi Zi bX'@VYb'g][b]Z'_Ubhi'6i fbci h'Z0fXYfh
i bX'ni 'Y]bYf'Yf\Ö\hYb'5Vk UbXYfi b[gbY][i b['XYf': UW_ÄZhY
Z0\fh"

K c\`VYZ]bXYb' i bX' [YgY`gW UZh]WY
J YfUbhk cfhi b[

8]Y'J YfÄbXYfi b[Yb']b'XYf'5fVY]hgk Y'hž']bgVYgcbXYfY'k Ä\fybX
XYf'7CJ =8!%-!DUbXYa]Yž'\UVYb'X]Y'; fYbnYb'nk]gWXYb'5fVY]h
i bX'Df]j Uh'VYb'k Y]hYf'j YfgWk ca a Yb"HAh][_Y]hYb'k]Y'XUg
5fVY]hYb'ja ' <ca YcZZ]W'_'ÖbbYb'nk Uf': `YI]V']hAh'gW UZZYbž
Yf\Ö\Yb'YXcW'Ui W'X]Y'9fk Ufhi b[ž'ghAbX]['j YfZ0[VUF'ni 'gY]b"
, VYf'* \$i 'XYf'9'hYfb'Ya dZ]bXYb'GWk]Yf][_Y]hYb'VY]XYf'6U'UbW
nk]gWXYb'?]bXYfVYhfYi i b['i bX'6Yfi Z"8]Y'Bchk YbX][_Y]hž
fY[Y'a Ä»]['DUi gYb'Y]bni `Y[Ybž'k]fX'XUVY]j cb'j]Y'Yb'b]W h
Ui gfY]WXYbX'VYUW hYhž'k Ug'XYb'GhfYgg'k Y]hYf'j YfghÄf_Yb'_'Ubb"

5b[Yg]W'hg'X]YgYf'<YfUi gZcfXYfi b[Yb'g][bU'g]Yfh@Ui fU
K cbhcffU'Xi fW']\fY' [Yd'UbhYb'5i gnY]hYb'X]Y'6YXYi hi b['j cb
A YbhU' <YU'h\ 'i bX'GY'VghZ0fgcf[Y" 'ÄfY'F Y]gY']b'X]Y'5bhUf_h]gž'X]Y
g]Y'ØVYf'K Y]\bUW hYb' i bX'G]j YghYf'd'Ubhž'i a '&%HU[Y'U`Y]bY

Ui ZXYa 'K UggYf'ni 'j YfVf]b[Ybž'ÖbbhY'U'g'Y]bY'A Ö[']W_X]h
]bhYfdYh]Yfh'k YfXYbž'5VghUbX'j cb'XYf'\Y_h]gWXYb'A YX]Ybk Y'h'ni
[Yk]bbYb'i bX'g]W_X'bYi 'ni 'Zc_i gg]YfYb"

8]Y'DfcV'Ya Yž'X]Y'K cbhcffU'Yf'YVhž'gd]Y[Y'b'g]W_X'b'XYb
9fZ\fi b[Yb'j]Y'Yf'6Yfi ZghÄh][Yf'k]XYf'"8Yf'K i bgW_X'bUW_X'Y]bYf
[Ygi bXYb'K cf_!@]ZY!6U'UbW_X'i bX'XYf'i a [Ub['a]h'GhfYgg'g]bX'i]b
XYf'\Yi h][Yb'; YgY'gW_XUZh'Y]b'nYbhU'Yg'H\Ya U'"8]Y'9f[YVb]ggY
XYf'[YbUbbhYb'Ghi X]Yb'VY'Y[Yb'X]Y'Bchk YbX][_Y]hž'X]YgYa
H\Ya U'a Y\f'6YUW_Xhi b['ni 'gW_XYb_Yb'i bX'U_h]j 'Ub '@Ögi b[Yb'ni
UfVY]hYb"

⇒'NY]hYbž']b'XYbYb'ZUgh'X]Y'<Ä'ZhY'XYf'6YZfU[hYb'Ub[]Vhž'XUgg'g]Y
k Ä\fybX']\fyf'ZfY]Yb'HU[Y'Ui Z[fi bX'j cb'5fVY]h'_fUb_[Yk cfXYb
g]bXž']gh'Yg'k]W_Xh][ž'Df]cf]hÄhYb'bYi 'ni 'gYhnYb'i bX'Ui W_X'ZØf'X]Y
Y][YbY'; Ygi bX\Y]h'ni '_Äa dZYb"

: Øf'@Ui fU'K cbhcffU'V'Y]Vh']\fy': Ä\][_Y]hž']ba]hYb'j cb'GhfYgg'i bX
JYfUbhk cfhi b['ni 'VU'UbW]YfYbž'Y]bY'ghÄbX][Y'<YfUi gZcfXYfi b[ž
X]Y'g]Y'j]b'XYf'^2 ZZYbh]W_X_Y]h'_Uf'_ca a i b]n]Yfh'"Äfy'9fZ\fi b[Yb
_ÖbbYb'U'g'dcg]h]j Y'6Y]gd]Y'Y'ZØf'UbXYfYb'A YbgW_XYb'X]YbYbž'X]Y
Ä\b'W_X'GW_Xk]Yf][_Y]hYb'j]b']\fYa '6Yfi Zg'YVYb'Yf'YVYb"

8YhU]`g	
Cfh	?UbUXU
EiY`Yb	<ul style="list-style-type: none">• k k k "[U`U"XY• da WbW]"b`a "b]\ "[cj• k k k "\Ui ZY"XY

6Ygi W_XYb'G]Y'i bg'Ui Z.'b!U["bYh