

: 7`7Uf`NY]gg`>YbU`j YfghÅf_h`g]WÅ`a]h
Hcfk UfhU`Ybh`@i]g`5W_Yfa Ubb`°

: 7`7Uf`NY]gg`>YbU`j YfdZ]WÅhYh`Hcf\ØhYf`@i]g`5W_Yfa Ubb
j`ca`G7`DfYi »Yb`A ØbghYf`ž`i a`X]Y`A UbbgWÅUZh`ZØf`X]Y
FY[]cbU``[U`ni`ghÅf_Yb`"



>YbU`ž`8Yi hgWÅ`UbX`!`9g`[]Vh`gdUbbYbXY`BYi][_Y]hYb`Ui`g`XYf
K`Y`h`XYg`:`i »VU``g`:]b`>YbU`8Yf`:`7`7Uf`NY]gg`>YbU`U`h`g]WÅ`a]h
@i]g`5W_Yfa Ubb`j`YfghÅf_h`ž`XYf`:]b`XYf`_ca`a`YbXY`GU]gcb`U`g
Hcf\ØhYf`Ui`ZXYa`D`Uhn`ghY`Yb`k`]fX`8Yf`K`YWÅgY`j`ca
Nk`Y`h`i`[]ghYb`G7`DfYi »Yb`A ØbghYf`ni`a`FY[]cbU``[U!`?`i`V`]gh
cZZ]n]Y`ž`i`bX`X]Y`:`Ubg`ZfYi`Yb`g]WÅ`Ui`Z`Zf]gWÅYb`K`]bX`]b`XYf
A`UbbgWÅUZh`5W_Yfa`Ubb`YfgYmh`5`Yi`]cg`8YX]X]gž`XYf`g]WÅ`<`Yfh`U
\$`NY`YbXcfZUb[]YgWÅ`cggYb`U`h`8Ua`]h]gh`XYf`BYi`ni`[Ub[`b]WÅ`h
bi`f`Y]b`J`YfZYWÅhYf`XYf`Dfc`Z]!`@] Už`gcbXYfb`Vf]b[h`Ui`WÅ`Y]bY
A`Yb[Y`9fZU`fi`b[`a`]h`]b`X]Y`FY[]cbU``[U`"

8Yf`*`"8YnYa`VYf`&\$&\$&]gh`Y]b`VYXYi`hYbXYg`8Uhi`a`ZØf`@i]g
5W_Yfa`Ubb`ž`XYf`:]b`K`UfYbXcfZ`XUg`@]WÅh`XYf`K`Y`h`YfV`]W`hY`"A`]h

gY]bY`VYY]bXfi W_YbXYb`%, , `Wá `k]fX`Yf`]b`XYf`_ca a YbXYb
GU]gcb`U`g`gc`]XYg`GhUbXVY]b`ZØf`X]Y`A UbbgW`UZh`Ui ZhfYhYb"
Hcfk UfhfU]bYf`DUi ``?ØUg`\\YVh`\\Yfj`cfž`XUgg`5W_Yfa`Ubb`[`YbUi
]bg`5bZcfXYfi b[`gd`fcZ`d`Ugghi`bX`gY]bY`Gd]Y`k`Y]gY`gck`c`\\`ZØf`X]Y
8YZYbg]j`Y`U`g`Ui`W`ZØf`X]Y`U`[`Ya`Y]bY`9bhk`]W`i`b[`XYg`HYUa`g
j`cb`[`fc»Yf`6YXYi`hi`b[`gY]b`k`]fX" `hYfYggUbh]ghž`XUgg
5W_Yfa`Ubb`VYfY]hg`+`Gd]Y`Y`ja`<YffYbVYfY]W`UVgc`j`]Yfh`\\Uhž
k`Ug`]`\\a`Y]bY`k`Yfhj`c`Y`DYfgdY`_hj`Y`]b`XUg`_ca`a`YbXY
: i »VU`^`U`f`[`YVYb`k`]fX"

9]b`GW`f]hh`bUW`j`c`fbY`ZØf`X]Y`>YbUYf

: Øf`XYb`: 7`7Uf`NY]gg`>bU`]gh`X]Y`J`YfdZ]W`hi`b[`j`cb`5W_Yfa`Ubb
a`Y`f`U`g`bi`f`Y]b`bYi`Yf`Gd]Y`Yfž`Yg`]gh`Y]b`ghfUhY`[`]gW`Yf
GW`UW`ni`[``8Yf`HfU]bYf`J`c`_Ub`i`i`Wk`]fX`g]W`Yf`]W`Y]b][`Y
YbXYfi`b[`Yb`]a`Hcfk`UfhVYfY]W`Yj`U`i`]YfYb`B`YVYb`XYa
BYi`ni`[`Ub[`5W_Yfa`Ubb`V`Y]Vh`Ui`W`XUg`B`UW`k`i`W`ghU`Y`bh`H]`
<`Àfh]b[`]a`F`Y`[`cbU`][`U`_UXYfž`i`a`gY]bY`9bhk`]W`i`b[
_cbh]bi`]Yf`]W`j`cfUbni`hfY]VYb`<`Àfh]b[`k`]fX`Y`XcW`j`cfk`]Y[`YbX
Gd]Y`dfUI`]g`]b`XYf`i`%-`!A`UbbgW`UZh`gUa`a`Y`b`ž`XUa`]h`Yf
VYgha`Ò[`]W`[`YZØfXYfh`k`YfXYb`_Ubb"

8]Y`Hcfk`Ufhdcg]h]cb`k`]fX`XUg`Hf]c`Ui`g`H]`<`Àfh]b[`ž`@`]g
5W_Yfa`Ubb`i`bX`XYa`YfZU`fYbYb`GhUa`a`_YYdYf`A`Uf]i`g
@]YgY[`Ub[`V`]XYb`"8]YgY`Ni`k`Y]gi`b[`Yb`nY][`Ybž`XUgg`XYf`J`YfY]b
gck`c`\\`Ub`XYf`a`ca`YbhUbYb`@]ghi`b[`U`g`Ui`W`Ub`XYf
`Ub[`Zf]gh][`Yb`9bhk`]W`i`b[`gY]bYf`Gd]Y`Yf`]bhYfYgg]Yfh`]gh`9g`V`Y]Vh
gdUbbYbX`ni`VYcVUW`hYbž`k`]Y`g]W`XUg`Ni`gUa`a`Ybgd]Y`XYf
Hcf`\\ØhYf`YbhZU`hYb`k`]fX`i`bX`k`Y`W`Y`F`c`Y`5W_Yfa`Ubb`]b`X]YgYa
?`c`Y`_hj`gd]Y`Yb`_Ubb"

5W_Yfa`Ubbg`K`Y[`ni`a`:`7`7Uf`NY]gg`>YbU

5W_Yfa`Ubb`_Ua`ØVYf`bUa`\\UZhY`ž`[`YbXj`YfY]bY`k`]Y`G7`DfYi`»`Yb
A`ØbghYf`i`bX`F`ch`K`Y]gg`5`\\`Yb`ni`gY]bYa`bYi`Yb`?`i`V`5i`W`gY]bY
GhUh]cbYb`VY]`5fa`]b]U`6]Y`YZ`X`i`bX`GJ`@]ddghUXh`\$,`nY][`Ybž`XUgg
Yf`VYfY]hg`j`]Y`9fZU`fi`b[`gUa`a`Y`b`_cbbhYž`VYj`cf`Yf`&\$\$&(`bUW
A`ØbghYf`ni`fØW`_Y`fhYž`i`a`Xcfh`ZØf`X]Y`="A`UbbgW`UZh`ni`gd]Y`Yb"

GY]b`J YfhfU[`VY]a `: 7`7Uf`NY]gg`>bU`k i fXY`A]hhY`> b]`&\$&)
i bhYfnY]WbYh`i bX`>Ai Zh`V]g`ni a `Gca a Yf`&\$&, žk Ug`gY]bY
`Ub[Zf]gh][Y`J YfdZ]W`hi b[`ni a `J YfY]b`i bhYfghfY]W`h"

≠b`XYf`FY[]cbU`)[U`k]fX`Yg`]b`XYf`GU]gcb`&\$&(#&\$&) `Y]»
`Yf[Y`Yb"7`i Vg`k]Y`<Uj Y`gY`i bX`@`c_`ca`ch]j Y`@Y]dn][`Aa`dZyb
i a `XYb`H]hY`"GhUh]gh]gW`Y`8UhYb`i bX`Gd]Y`UbU`mgYb`k YfXYb`Ui Z
D`UhhZcfa Yb`k]Y`Gc`W`W`f`G`h`U`hg`&(`+`fY[Y`a`À»][`U`hi`U`]g]Yfhi bX
`Y`ZYb`XYb`HYUa`gž`HfYbXg`ni`Yf`_`YbbYb`i bX`g]W`c`dh]a`U`
j`cfni`VYfY]hYb"

8]Y`i`i`»VU`ZUbg]b`>bU`XØfZYb`g]W`Ui`Z`Y]bY`Ui`ZfY[YbXY`GU]gcb
ZfYi Ybžk`À`fYbX`@`]g`5W`Yfa`Ubb`]b`gY]bY`bYi`Y`F`c`Y`gW`ØdZh
i bX`a`Ø[`]W`Yfk`Y]gY`XUg`F`i`XYf`ZØf`XYb`i`7`7Uf`NY]gg`>bU
`Yfi`a`fY]»h`9g`V`Y]Vh`gdUbbYbXžk`Ug`X]Y`b`À`W`ghY`Gd]Y`nY]h
Vf]b[Yb`k]fX`i bX`k]Y`g]W`X]Y`A`UbbgW`UZh`Yb`k]W`Y`b`k]fX"

8YhU]`g	
C fh	>bUž8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none">• k k k "h`i`Yf]b[Yb&("XY• k k k "Z`W`W`gi`d`d`c`f`h`Y`f`g"cf[• XY"gc`W`W`f`gh`U`hg`&(`+"W`c`a

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