

›YbU`ZØ\ fh` < Ui g\ U`hggdYffY`Y]b.
; Yk YfVYghYi Yfb`ZU``Yb`XfUgh]gWÅ °

8]Y`GhUXh`›bU`fYU[]Yfh`Ui Z`g]b_YbXY
; Yk YfVYghYi YfY]bbU\ a Yb`a]h`Y]bYf`< Ui g\ U`hggdYffY`i bX
j YfgWÅ]YVh`5i g[UVYb"



›YbUž`8 Yi hgWÅ`UbX`!`8]Y`GhUXh`›bU`ghY\`h`j`cf`Y]bYf`Z]bUbn]Y``Yb
< YfUi gZcfXYfi b[.`8]Y`Ub\U`hYbX`g]b_YbXYb`9]bbU\ a Yb`Ui g`XYf
; Yk YfVYghYi Yf`nk]b[Yb`X]Y`J Yfk U`hi b[`ni`Xf]b[YbXYb
A U» bU\ a Yb`"K]Y`**Yb Uhj** `VYf]WÅ hYhž`\ Uh`X]Y`GhUXh`Yb hgWÅ]YXYbž
Y]bY`< Ui g\ U`hggdYffY`Y]bni ZØ\ fYbž`i a `Ui Z`X]Y`Xfc\YbXYb
8YZ]n]hY`ni`fYU[]YfYb`"J cf[YgY\YbY`5i g[UVYb`k YfXYb`ØVYfdfØZh
i bX`j]Y`Y`XUj cb`Ui Z`9]g[Y`Y[hž`i a`X]Y`Z]bUbn]Y``Y`GhUV`]`hÅh`ni
[Yk Å\`f`Y]ghYb"

9]b`6`]W_`Ui Z`X]Y`NU\`Yb`nY][hž`XUgg`X]Y
; Yk YfVYghYi YfY]bbU\ a Yb`]b`›bU`ZØf`XUg`›\`f`&\$&) `Yhk U`&\$
A]``cbYb`9i fc`i bhYf`XYb`9fk Ufhi b[Yb``]Y[Ybž`k Ug`X]Y`?ca`a`i bY
ghUf_`VY`UghYh`"@Ui h`Y]bYf`J YfØZZYbh]WÅ i b[`XYg

6i bXYgZ]bUbna]b]ghYf]i a g'Ua '%) "'A U]'&\$&) ']'gh'Y]b'F ØW_[Ub[
XYg'; Yk YfVYghYi YfUi Z_ca a Ybg'ZØf'XYb'NY]hfUi a 'j cb'&\$&) 'V]g
&\$&- 'j cb']bg[YgUa h'* \$'A]''cbYb'9i fc'ni 'Yfk UfhYb"'F Uh\Ui g
>YbU'\YVh\Yfj cfž'XUgg'XYf''YhnhY'j Yf['Y]W\UfY'F ØW_[Ub['XYf
9]bbU\ a Yb'&\$%- 'j YfnY]W\ bYh'k i fXY"'5i W'X]Y
9]b_ca a YbgghYi Yf'k]fX']b'XYb'_ca a YbXYb'↵\fYb'XYi h]W
ni fØW_[Y\Yb"

:]bUbn]Y''Y'A U» bU\ a Yb'i bX']\fY
5i gk]f_i b[Yb

5b[Yg]W\hg'X]YgYf'NU\ 'Yb'\Uh'C VYfVØf[Yfa Y]ghYf'Y]bY
<Ui g\U'hggdYffY'bUW'z'&&'H\Øf; Ya <J!8cdd]_'ZØf'↵ b]
Ub[Y_ØbX][h''8]Y'GhUXh'a ØW'hY'ZYI]VY''Ui Zi bj cf\Yf[YgY\YbY
9]bbU\ a Yj Yf'i ghY'fYU[]YfYb'i bX'['Y]W\ nY]h]['g]W\YfghY''Ybž'XUgg
k YgYb'h]W\Y'ØZYb'h]W\Y'8]Ybgh'Y]ghi b[Yb'Ui ZfYW\hYf\U'hYb
V'Y]VYb''9g'k]fX'YXcW'Y]bY'Df]cf]g]Yfi b['XYf'5i g[UVYb
bch'k YbX]['gY]bž'k Ug'VYXYi hYhž'XUgg'b]W'h'U''Y'Dfc'Y_hY
k Y]hYf[YZØ\fh'k YfXYb'_ØbbYb"

8]Y'GhUXhj Yfk U'hi b['\Uh'VYfY]hg'Y]bY'YfghY'6]'Ubn'ni a
<Ui g\U'hgYf[YVb]g'[Ync[Yb''8]YgY'XYi hYh'Ui ZY]bY
J YfgW\YW\hYfi b['\]bž'X]Y'Ui Z[fi bX'Y]bYf'5V'k Y]W\i b['j cb'a Y\ f
U'g'nk Y]'A]''cbYb'9i fc'Xf]b[YbXYb'<UbX'i b[gVYXUfZ[]Vh''8]Y
A U» bU\ a Ybž'X]Y'bi b'Yf[f]ZYb'k YfXYbž'i a 'X]Y':]bUbnYb']b'XYb
; f]ZZ'ni 'VY_ca a Ybž'g]bX'b]W\h'bYi /A\b']W\Y'GW'f]hY'h'k i fXYb
Ui W']b'XYb'↵\fYb'&\$%- 'i bX'&\$&'Yf[f]ZYbž'c\b'Y'X]Y
<UbX'i b[gZ\]['_Y]h'XYf'J Yfk U'hi b['ØVYfa Å»]['Y]bni gW'fÅb_Yb"

Ghfi _hi fY''Y'< YfUi gZcfXYfi b[Yb'XYf
? ca a i bU`Z]bUbnYb

8]Y'DfcV'Ya Yž'X]Y'↵bU'U_hi Y''Yf'YVhž'g]bX'YXcW'HY]'Y]bYg'j]Y'
[fØ» YfYb'6]'XYg"'8 Yf'8 Yi hgW'Y'GhÅXhY!'i bX'; Ya Y]bXYVi bX
k Ufbhž'XUgg'XUg'[YgUa hY'_ca a i bU'Y':]bUbn'gmghYa 'i bhYf'8 fi W_
ghY'h''DfÅg]XYbhYb'XYf'_ca a i bU'Yb'Gd]hYbj YfVÅbXY'\UVYb'g]W
[Yn]Y'h'ni 'XYb'Dfc[bcgYb'[YÅi » Yfhi bX'VYh'cbYb'Y]bY'XUi Yf\UZhY

GWX]YZU[Y"8Yf'5bhY]'XYf'?ca a i bYb'Ub'XYb
 ; Ya Y]bgWUZhghYi Yfb'a i gg'Yf\Ò\h'k YfXYb/UbXYfbZU`g'k YfXYb
 XY'GhAXhYhU[Y'k Y]hYf\]b'bi f'a]h'A Ub[Y'k]fhgWUZh'i a [Y\Yb
 _ÒbbYb"

⇒ Jcf'U\YfZi \fYb'X]Y'_ca a i bU'Yb'<Ui g\U'hY'VYfY]hg'Y]bYb
 9]bVfi W'i a 'a Y\Y'U'g', 'A]`]UfXYb'9i fcž'i bX'X]Y'Dfc[bcgYb'ZØf
 XUg`Ui ZYbXY'X\Y'XYi hYb'Ui ZY]bYb'k Y]hYfYb'FØW_[Ub['i a 'a Y\Y
 U'g'+ 'A]`]UfXYb'9i fc'\]b"8]Y'Xf]b[`]WghYb'Æj Ygh]h]cbYb']b
 k]W'h][Y'6YfY]W'Y'k]Y'?`]a UgW'i hnž'J Yf_Y\Y'f'i bX'gcn]U'Y
 ÆZfUghfi _hi f'g]bX'i bhYf'X]YgYb'6YX]b[i b[Yb'_Ui a 'bcW'a Ò[`]W'"
 8]Y'Gcf[Yb'ØVYf'X]Y'ni _ØbZh][Yb'Z]bUbn]Y`Yb'<YfUi gZcfXYfi b[Yb
 g]bX'[fc» 'i bX'k YfZYb'Y]bYb'GWUhhYb'Ui Z'X]Y'9btk]W_'i b['XYf
 GhAXhY'i bX'; Ya Y]bXYb']b'8Yi hgW'UbX"

⇒ bU'ghY\h]j cf'gW'k]Yf][Yb'9bhgW'Y]Xi b[Yb"8]Y'U_hi Y`Yb
 A U» bU\ a Yb'g]bX'XU\Yf'b]W'h'bi f'Y]b'_i fnZf]gh][Yf'F YU_h]cbgd`Ubž
 gcbXYfb'Ui W'Y]b'GW'f]h]b'F]W'hi b['Y]bYf'Ub[Zf]gh]['ghUV]'Yb
 :]bUbndc`h]_ž'X]Y'XYb'5bZcfXYfi b[Yb'XYf'GhUXh'i bX'gY]bYf
 6Øf[Yf'[YfYW'h'k]fX"

8YhU]`g	
C fh	⇒ bUž'8Yi hgW'UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "YbUhj "XY • fUh\Ui g"YbU"XY • k k k "Xgh[V"XY

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