

< U`B Ua . ' =bj Ygh]h]c bYb `gd f]Y » Yb °
> Ud Ub]gW\ Y :]fa Yb `gYhnYb `%ž' `A fX" `I G8 "

< U`B Ua `]b`J]YhbUa `]bj Ygh]Yfh`ghUf_`]b`Hci f]ga i g`i bX
≠ ZfUghfi _hi fž`n]Y\h`UdUb]gW\ Y `I bhYfbY\ a Yb `Ub`i bX`Z0fXYfh
bUW\ \U`h][Y`9bhk]W_`i b["



< U`B Ua ž`J]YhbUa `!`< U`B Ua ž`Y]bY`Dfcj]bn`Ua `gØX`]WXYb`Hcf
j cb`< Ubc]ž`J]YhbUa ž`Ybhk]W_Y`h`g]W`ni bY`a YbX`ni `Y]bYa
UhhfU`_hj] Yb`GhUbXcfh`ZØf`≠] YghcfYbž`]bgVYgcbXYfY`Ui g`dUdUb`"A]h
Y]bYf`:`ÀWXY`j cb`ØVYf`,`*`\$`_a`‡i bX`Y]bYa `[i h`Ui g[YVUi hYb
J Yf`_Y`f`gbYhn`V]YhYh`X]Y`Dfcj]bn`Y`fj cffU[YbXY`5bV]bXi b[Ybž`X]Y
gck c`X]Y`c`_U`Y`K]fhgW`UZh`U`g`Ui W`XYb`Hci f]ga i g`ghÅf`_Yb`"

8]Y`@U[Y`< U`B Ua g`Ub`Y]bYf`VYXYi hYbXYb`Hci f]ghYbfc i hY`Xi fW
J]YhbUa `n]Y`h`nU`f`Y]WXY`6Ygi WXYf`Ui g`< Ubc]`i bX`XYb
i a`_]Y[YbXYb`Dfcj]bnYb`Ub`"K]W`h][Y`bUhØf`]WXY
Hci f]ga i gfYggci fW`bž`k]Y`XUg`HUa `7`i WGYŽ`6U`< Ub[`GYY`i bX
X]Y`@i cb!`< Ø`Y`ž`ZØfXYfb`ni gÅhn`]W`XUg`K UW`ghi a`XYg
Hci f]ga i ggY`_hcf`"8 UfØVYf`_`]bUi g`V]YhYb`XUg`X]W`hY`:`i`gg!`i`bX
GYYb`gmghYa`gck]Y`X]Y`UbXk]fhgW`UZh]WXYb`^2`_cgmghYa`Y`XYg
H]YZUbXYg[fc» Yg`DchYbn]U`ZØf`k`Y]hYfY`hci f]gh]gWXY
9bhk]W`i`b[Yb`"

≠] Ygh]h]cbYb`]b`< U`B Ua

8]Y`Dfcj]bn`j`YfnY]W`bYh`Y]bY`k UW`gYbXY`NU`_`j`cb`≠] Ygh]h]cbYbž`
a]h`ØVYf`+`\$`\$`≠] YghcfYbž`XUfi bhYf`nU`f`Y]WXY`UdUb]gWXY
I bhYfbY`a`Yb`"5i`Z`Y]bYf`_Øfn`]W`UV[Y`U`hYbYb`?`cbZYfYbn`gdfUW
; YbcggY`HfUb`Li`Ub`8i`cb[ž`ghY`j`YfhfYhYbXYf`J`cfg]hnYbXYf`XYg
Dfcj]bnj`c`_g`_ca]hY`Ygž`ØVYf`X]Y`dcg]h]j`Y`9bhk]W`i`b[`XYf
≠] Ygh]h]cbYb`]b`< U`B Ua `"8]Y`Dfcj]bn`d`Ubh`XYb`5i`gVUi`XYf
≠ZfUghfi`_hi`f`gck]Y`XYg`J`Yf`_Y`f`gbYhnYgž`i`a`XUg
≠] Ygh]h]cbgi`a`ZY`X`k`Y]hYf`ni`j`YfVYggYfb`"

< U`B Ua `ghfYVh`Ui » YfXYa`X]Y`i`bhYfghØhni b[`XYg`A]b]ghYf]i`a`g`ZØf
≠Xi`ghf]Y`i`bX`Hci f]ga i g`XYf`UdUb]gWXYb`GhUXh`BU[U`Ua`U`Ubž`
i`a`ni`_ØbZh][Y`≠] Ygh]h]cbYb`UdUb]gWXYf`i`bhYfbY`a`Yb`ni
ZØfXYfb`"6YgcbXYfY`≠]h]Uh]j`Yb`ni`f`5i`gV]`Xi`b[`j`cb`5fVY]hg`_fÅZhYbž`
X]Y`Ui`ZX]Y`6YXØfZb]ggY`XYf`i`bhYfbY`a`Yb`UV[Ygh]a`a`h`g]bXž`
gc`Yb`Y]b[Yf]W`hYh`k`YfXYb`"<`Yff`?`Uk`UgY`Hca`c`[gUž`Y]b`J`YfhfYhYf`
XYf`GhUXh`BU[U`Ua`Už`k`ØfX][hY`XUg`≠] Ygh]h]cbgdchYbn]U`XYf`
Dfcj]bn`gck]Y`X]Y`XUf]b`Yb`h`U`hYbYb`J`cfni`[`gdc`]h]_Yb`"

< YfUi gZc fXYfi b [Yb`i bX`DYfgdY_h]j Yb

Hfchn`XYf`d cg]h]j Yb`9bhk]W_`i b [Yb`VYf]W hYb
I bhYfbY\`a Ybgj YfhfYhYf`j cb`< YfUi gZc fXYfi b [Yb`]b`XYf`FY []cb"
H\`Ya Yb`k]Y`:`ÅWYbbi hni b []b`ϕXi ghf]YdUf_gž`I a k Y`hgWxi hnž
I bhYfghØhni b [gd f c [fUa a Y`ZØf`ϕj Yghc fYb`i bX`X]Y`6YfY]hghY`i b [
\`cW`ei U`]Zn]YfhYf`5fVY]hg_f`ÅZhY`ghY\`Yb`]a`:`c`_i g`"F mc]W]
BU_U [Uk Uz`6YfUhYf`XYg`>JdUb`8Yg_]b`< U`BUa ž`\`cV`\`Yfj cfž`XUgg
`UdUb]gWY`i bhYfbY\`a Yb`XUg`ϕj Ygh]h]cbg_]a U`]b`XYf`Dfcj]bn
gY\`f`gW`ÅhnYb"

5_hi Y`i []Vh`Yg`]b`< U`BUa`UW`h`ϕXi ghf]YdUf_gž`]b`XYbYb`* \$(
ϕj Ygh]h]cbgd f c`Y_hYž`Y]bgW`]Y»`]W`") *`Ui g`ÅbX]gWYf
8]fY_h]bj Ygh]h]cbYb`]a`K Yfhj`cb`ZUgh`*ž%,`A`]]UfXYb`I G8ž
fYU`]g]Yfh`k`i fXYb`"J cb`X]YgYb`hfU [Yb`%\$`+`Dfc`Y_hY`UdUb]gWYf
ϕj Yghc fYb`a`]h`Y]bYa`:`YgUa`hj`c`i`a`Yb`j`cb`%ž`A`]]UfXYb`I G8ž
k Ug`Yhk`U`Y]bYa`8f]hY`XYf`[YgUa`hYb`:`8`ϕ]b`XYf`Dfcj]bn
Ybhgd f]W`h`8Yf`8cb []J Ub`==ϕXi ghf]YdUf_`[]h`U`g`VYgcbXYfg
UhhfU_h]j`ZØf`UdUb]gWYf`ϕj Yghc fYb"

I a`X]Y`5b`]Y [Yb`XYf`I bhYfbY\`a Yb`ni`_`ÅfYb`i bX`ghUV]Y
6YX]b [i b [Yb`ZØf`]\`fY`9I dUbg]cb`ni`gW`UZZYbž`k]fX`XUg
A UbU [Ya Ybh`X]Y`Ni gUa a YbUfVY]h`a`]h`6Y\`ØfXYb`i bX`c`_U`Yb
GhY`Yb`j Yfgh`Åf`_Yb`"Hfchn`VYghY\`YbXYf`A`Åb [Y`]]b`XYb
ϕXi ghf]YdUf_g`g]bX`X]Y`Dfcj]bnZØ\`fi b [i bX`X]Y`6Y\`ØfXYb
VYghfYVhž`J YfVYggYfi b [Yb`nY]hbU\`i`a`ni`gYhnYb`i bX`k`Y]hYf\`]b`Y]b
[Øbgh][Yg`ϕj Ygh]h]cbgi a ZY`X`ni`gW`UZZYb"

< U`BUa`V`Y]Vh`Ui Z`Y]bYa`j]Y`j Yfgd fYW`YbXYb`K`Y [ž`XYf`Xi fW
Y]bY`?ca`V]bUh]cb`Ui`g`ghfUhY []gW`Yf`@U [Yž`bUhØf`]W`Ya`F`Y]W`hi`a
i bX`k`UW`gYbXYf`]bhYfbUh]cbU`Yf`ϕj Ygh]h]cbgVYfY]hgW`UZh
[Y`_Yb`bnY]W`bYh`]gh`9]bY`gc f [Z`Å`h] [Y`6U`UbW`nk]gW`Yb
9bhk]W_`i b [i bX`I`a`k`Y`hgW`xi`hn`k]fX`Yb`hgW`Y]XYbX`gY]b`ZØf`XYb
ni`_ØbZh][Yb`9fZc`[`XYf`Dfcj]bn"

: Øf`XYhU]`]]YfhYfY`ϕZcfa`Uh]cbYb`ØVYf`X]Y`9bhk]W_`i b [Yb`]b`< U
BUa ž`VYgi`W`Yb`G]Y`J]YhbUa`"j`b`i bX`ZØf`9]bV`]W_`Y`]b`X]Y
ϕj Ygh]h]cbYb`j`cb`UdUb]gW`Yb`i`bhYfbY\`a`Yb`YgYb`G]Y`k`Y]hYf`Ui`Z`

⇒bj YghJ]YhbUa "j b"

8YhU]`g	
C fh	< U`B Ua žJ]YhbUa
E i Y`Yb	<ul style="list-style-type: none">• k k k "j]YhbUa "j b•]bj Yghj]YhbUa "j b

6Ygi W\Yb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY