

? Òb]['7\Uf`Yg`YbhXYW_h; `ØW_. `K]Y
Df]bnYgg]b '7\Uf`c hhY`gY]b `@YVYb
j YfÀbXYfh°

? Òb]['7\Uf`Yg`='`nY][h`Y]bY`VYgcbXYfY`J YfV]bXi b[`ni
Df]bnYgg]b '7\Uf`c hhY`ž`k`À`fYbX`Yf`a`]h`gY]bYf
; Ygi bX\Y]hgX]U[bcgY`_`Àa`dZn°



GW`c`gg`K`]bXgc fž`9b[`UbX`!`GY]h`XYf;` YVi`fh`gY]bYf`9b`_Y`]b
Df]bnYgg]b '7\Uf`c hhY`nY][h`?`Òb]['7\Uf`Yg`='`Y]bY`bYi`Y`:` UW`hhY`
gY]bYf`DYfg`Òb`]W`_Y]h`C`V`k`c`\`Yf`\`Ài`Z[`U`g`X]ghUbn]Yfh
VYgW`f]YVYb`k`]fXž`]gh`gY]bY`VYgcbXYfY`J YfV]bXi b[`ni` '7\Uf`c hhY`
i`bØVYfgY`VUf`F`cmU`!`9l`dYfh]b``b[`f]X`GYk`UfX`VYa`Yf`_hž`XUgg`X]YgY`
6Yn]Y\i b['7\Uf`Yg`:`fYi`XY`ni`fØW`_Vf]b[`hž`X]Y`Yf`b`Òh][`U`h`'7\Uf`Yg`
k`ØbgW`hY`g]W`gW`cb`j`cb`_`Y]b`Ui`ZY]bY`HcW`hYfž`k`Ug`X]Y`h]YZY`
J YfhfUi`h\Y]h`ni` '7\Uf`c hhY`Yf`_`Àfh`Ni`gY]bYf`XUa`U`][Yb`:`fUi`ž`
Df]bnYgg]b`8]UbUž`fYa`Uf`_YfhY`'7\Uf`Yg`Y]ba`U`ž`U`g`g]Y`]`a`ØVYf`
X]Y`VYj`cfghY`YbXY`:` YVi`fh`j`cb`Df]bn`<`Uffm`VYf]W`hYhY`.
K`i`bXYfVUf``X`hnh`\Ugh`Xi`a`]f`Y]bYb`9fVYb`i`bX`Y]bYb`9fgUhn

[YgWXYb_hi`a Y]bY`5fVY]h]gh[YhUb`žY]b`_U`hYf`?ca a YbhUfž`XYf
[fc»Yb`9]bXfi W_`\\]bhYf`Y»žk]Y`<Uffm]b`gY]bYa`6i W` GdUfY
gW]`XYfh"

?Òb][`7\Uf`Yg`j YfVf]b[hj]Y`NY]h`Ui ZGW`cgg`K]bXgcfž`k c`Yf`]b
XYf`BÀ\Y`gY]bYf`9b`_Y`_]bXYf` ; Ycf[Yž`7\Uf`chY`i bX`@ci]g`YVh"
8]Yg`ghY`h`ZØf`]\b`Y]bYb`k]W]h[Yb`@]W]hV`]W`XUfž`]bgVYgcbXYfY
XU`gY]bY`UbXYfYb`9b`_Y`ž`5fW]Y`i bX`@`]VYhž`]b`?U`]Zcfb]Yb
k c`bYb`"8Yf`I a ghUbXž`XUgg`<Uffmi bX`gY]bY` : Ua]`Y`b]W]h`bUW
9b[`UbX`_ca a Yb`a ÒW]hYbž`VYXUi Yfh`7\Uf`Yg`gY`f`<Uffm`U
h
XYi h`]W]h [Ya UW]hž`XUgg`Yf`k Y[Yb`ZY`YbXYa`Dc`]nY]gW]i h`b]W]h
VYfY]h]ghž`X]Y`F]Y]gY`ni`i bhYfbY`a Yb"

?Òb][`7\Uf`Yg`==".`9]b`A Ubb`a]h`j]Y`gY]h][Yf
J Yf[Ub[Yb`Y]h

GY]h`XYa` ; "GYdhYa VYf`&\$&&]gh`7\Uf`Yg`XYf`Vf]h]gW]Y`A cbUfW
i bX`k i fXY`Ua` *`"A U]`&\$&` [Y_fØbh`GY]bY`?]bX`Y]h`k Uf`[YdfA[h
j cb`Y]bYf`Ui »Yf[Yk Ò\b`]W]Yb`9fn]Y`i b[žX]Y`]\b`gW]`Y»`]W]h`b
X]Y` : i »ghUdZYb`gY]bYg`A i hhYfž`E i YYb`9`]nUVYh`"ž`ZØ`fhY"
7\Uf`Yg`k i fXY`Ua` %("Bcj Ya VYf`%- (, `]b`@cbXcb`[YVcfYb`i bX
]gh`XUg`YfghY`?]bX`j cb`9`]nUVYh`i bX`Df]bW`D\`]d`"9f`\Uh`XfY]
; YgW]k]ghYf`Df]bnYgg]b`5bbYž`Df]bn`5bXfYk`i bX`Df]bn`9Xk UfX`
8Ug`[`cVU`Y`F`Ua` dYb`]W]h`VY[`Y]hYhY`]\b`VYfY]hg`a]h`gY]bYf`
9`YgW]`Y»i b[`a]h`8]UbU`GdYbW]f`]a`>Uf`%- , %ž`a]h`XYf`Yf`nk Y]
GØ\bY`\Uhž`K]`]Ua`i bX`<Uffm"

⊕`XYb`Y`hnhYb`A cbUhYb`k i fXY`?Òb][`7\Uf`Yg`YXcW]a]h`Y]bYf`
Yfbgh`UZhYb`[Ygi bX`Y]h]W]Yb`<YfUi gZcfXYfi b[`_cbZfcbh]Yfh`5a
)`": YVfi Uf`&\$&([UV`XYf`6i W_]b[`Ua`DU`Ugh`VY`_Ubbhž`XUgg`Yf`Ub
Y]bYf`b]W]h`b`À\Yf`VYbUbbhYb`?fYVgUfh`Y]XYh`i bX`fY[Y`a`À»][Y
6Y`UbX`i b[Yb`VY[cbbYb`U`h`8]YgY`8]U[bcgY`Zc`[hY`Y]bYa
a YX]n]b]gW]Yb`9]b[f]Z`Ui Z[fi bX`Y]bYf`VYb][bYb`j Yf[fØ»YfhYb
DfcghUhu`Hfch`XYf`GW]k]Yf][_Y]hYb`V`Y]Vh`7\Uf`Yg`cdh]a]gh]gW]
i bX`ZØ`fh`gY]bY`df]j UhYb`J YfdZ]W]h`i b[Yb`gck]Y`HfYZZYb`Zcfhž
k`À`fYbX`Yf`gY]bY`ÒZZYb]h]W]Yb`5i Zhf]hY`j cfØVYf[Y`YbX`fYXi n]Yfh"

9]bY`Ni _i bZh'j c`Yf`9b[U[Ya Ybh

7\Uf`Ygž`XYb`Y]b][Y`Ui Z`ØVYf`* \$\$`A]``cbYb`V]g`ni`&`A]``UfXYb
DZ] bX`gW`ÅmYbž`Yb[U[]Yfh`g]W`k`Y]hYf`b`b`gY]bYb
d\]`Ubh`fcd]gW`Yb`5_h]j]h`ÅhYb``9f`\Uh`nU`\fY]W`Y`C`f[Ub]gUh]cbYb
[Y[fØbXYhž`XUfi`bhYf`XYb`Df]bW`g`Hfi`ghi`bX`X]Y`Df]bW`g
: ci`bXUh]cbž`X]Yž`bUW`XYa`Yf`?`Øb][`k`i`fXYž`i`a`VYbUbbh`k`i`fXYb`"
GY]bY`;`Ygi`bX`Y]hg[YgW`W`hY`nY][hž`XUgg`Yf`bcfa`U`Yfk`Y]gY`Y]b
U_h]j`Yg`@YVYb`ZØ`fhž`UV[YgY`Yb`j`cb`j`Yf[Ub[YbYb`j`Yf`Yhni`b[Yb
i`bX`a`]`XYb`7CJ`-8!%-`!Gma`dhca`Yb`b`XYb`j`U`fYb`&\$\$`i`bX`&\$&`"
Hfchn`gY]bYf`U_hi`Y`Yb`[Ygi`bX`Y]h]W`Yb`l`a`gh`ÅbXY`V`Y]Vh`Yf`ZYgh
Yb`hgW`c`ggYbž`VU`X`k`]YXYf`b`j`c`Ya`l`a`ZUb[`ØZZYbh]W`Yb
J`YfdZ]W`hi`b[Yb`bUW`ni`_ca`a`Ybž`i`a`k`Y]hYf`b`gY]bYf`F`c`Y`U`g
A`cbUfW`[YfYW`hni`k`YfXYb`"

GY]bY`6Yn]Y`i`b[`ni`<`Uffm`\]b[Y[Yb`]gh`Xi`fW`X]Y`5V`_Y`f`j`cb
fcm`U`Yb`DZ]W`hYb`]a`j`U`f`&\$\$`VY`UghYh`k`cfXYb``8]Yg`k`]fX`bUW`
k`]Y`j`cf`Y]b`nYbhf`U`Yg`H`Y`a`U`]b`XYb`8]g`_i`gg]cbYb`ØVYf`X]Y`fcm`U`Y
: Ua`]`Y`gY]b``8`cW`X]Y`: fYi`XYž`X]Y`gY]bY`9b`_Y`_]bXYfž
]bgVYgcbXYfY`7\Uf`c`hYž`]\a`Vf]b[Ybž`Åggh`]\b`X]Y`dcg]h]j`Yb
GY]hYb`gY]bYg`@YVYbg`b]W`h`Ui`g`XYb`5i`[Yb`j`Yf`]YfYb`"

: Øf`k`Y]hYfY`-bZcfa`Uh]cbYb`ni`?`Øb][`7\Uf`Yg`;`Ygi`bX`Y]hg`ni`ghUbX
i`bX`gY]bYf`6Yn]Y`i`b[`ni`gY]bYf`: Ua`]`Yž`_Øb`bYb`G]Y`X]Y`6Yf]W`hY
j`cb`GW`U[Yf`XY`i`bX`6]c[fUd`m`W`a`_c`bgi`h]YfYb`"

8YhU]`g	
C`fh	GW`c`gg`K`]bXgc`fž`9b[`UbX
E`i`Y`Y`b	<ul style="list-style-type: none">• k k k "gW`U[Yf`XY• k k k "V]c[fUd`m`W`a

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