

⇒b[c`ghUXh`i]a `7mVYf!K Ufba cXi g.`⇒H!
6YXfc\i b[Yb`ZØf`VUmYf]gWXY`?ca a i bYb`°

⇒b[c`ghUXh`k Uf`; Ugh[YVYf`XYg`H\Ya YbhU[g`ni f
_ca a i bU`Yb`⇒H!G]WXYf\Y]hžXYf`, \$: UW`Yi hY`j YfgUa a Y`hYž
i a `[Y[Yb`7mVYfVYXfc\i b[Yb`ni `X]g_i h]YfYb"



⇒b[c`ghUXhž`8Yi hgW`UbX`!`⇒XYf`\Yi h][Ybž`X][]hU`]g]YfhYb`K Y`h
g]bX`7mVYfg]WXYf\Y]h`i bX`X][]hU`Y`FYg]`Ybn`U`hi Y`Y`H\Ya Ybž`X]Y
b]W`h`bi f`i bhYfbY`a Ybž`gcbXYfb`]bgVYgcbXYfY`Ui W`VUmYf]gWXY
?ca a i bYb`VYgW`ÀZh][Yb`" `⇒X]YgYa `F U`a Yb`ZUbX`]b`⇒[c`ghUXh
XYf`Ä`f`]WXY`H\Ya YbhU[`XYg`@UbXYgUa hYg`ZØf`G]WXYf\Y]h`]b`XYf
⇒Zcfa Uh]cbghYW`b]_`ft@G`⇒ghUhhž`XYf`g]W`]b`X]YgYa `Ä`f`a]h`XYf
?ca a i bU`Yb`⇒H!G]WXYf\Y]h`VYgW`ÀZh][hY`", VYf`, \$
J YfhfYhYf]bbYb`i bX`J YfhfYhYf`Ui g`j YfgW]YXYbYb`; Ya Y]bXYbž
@UbXfUhg`A hYfb`i bX`6Y`ØfXYb`hUi gW`hYb`g]W`ØVYf`k]W`h][Y
<YfUi gZcfXYfi b[Yb`Ui g`"6Øf[Yfa Y]ghYf]b`8cfc`h\YU`8YbY`_!Ghc`
\]Y»`X]Y`HY]`bY`a Yf`]a `HfUZc`Ui g`XYg`X][]hU`Yb
; fØbXYfnYbhfi a g`6f][`_k]`_ca a Yb`i bX`ghY`hY
VYgcf[b]gYffY[YbXY`9b`hk]W`_i b[Yb`]b`XYf`7mVYfg]WXYf\Y]h`]b

8 Yi hgWk`UbX`ZYgh"5b[f]ZZY`Ui Z`GhUXhdcfhU`Y`g]bX`\Yi hY`_Y]bY
GY`hYb\Y]h'a Y\`fzi bX`X]Y`ni bY\`a YbXY`8][`jhu`]g]Yfi b[`gWkUZZh
bYi Y`5b[f]ZZgZ`AWkYbž]bgVYgcbXYfY`Xi fWk`XYb`5i gVUi `j cb`? ≠
: i b_h]cbYb`i bX`Wci XVUg]YfhYb`8]YbghYb"

8]Y`F]g]_Ybž`X]Y`Ui g`YfZc`[fY]WkYb`7mVYfUhhUW_Yb`YbghY`Ybž
g]bX`[fUj`]YfYbX`žgc`8YbY`_Y!Ghc`""8]Y`GhUXhj`Yfk`U`hi b[` _`ObbhY
ghUf`_`VYY]bhf`AWk]h[h`k`YfXYbž`k`Ybb`nYbhfU`Y`8]Ybgh`Y]ghi b[Yb`ZØf
X]Y`6Øf[Yf]bbYb`i bX`6Øf[Yf`Ui Z[fi bX`gc`WkYf`5b[f]ZZY`b]Wk h
a Y\`f`ni f`J`YfZØ[i b[`ghY`Yb`"8]Y`GhUXh`h`b[c`ghUXh`\Uh`XU\`Yf
VYfY]hg`j`YfgWk`]YXYbY`cf[Ub]gUhc]f]gWkY`i bX`hYWk]b]gWkY
A U» bU\`a`Yb`ni f`Gh`Åf`_i b[`XYf`F`Yg`]Ybn`[Y[YbØVYf
7mVYfj`cfZ`Ä`Yb`Y]b[`Y`Y]hYh`Ni XYa`k`i`fXY`ja`i`F`U\`a`Yb`XYg
H\`Ya`YbhU[Yg`Ui`Wk`Y]b`?`cbnYdh`ZØf`F]g]_ca`UbU[Ya`Ybh]b
?`ca`a`i`bYb`j`cf[YghY`hž`XUg`XYb`HY]`bY\`a`Yfb`k`Yfhj`c`Y`9]bV`]W_Y
]b`X]Y`GhfUhy[]Yb`XYg`@G=[UV"

8]Y`<`YfUi`gZc`fXYfi`b[`Yb`j`cb`7mVYfUb[`f]ZZYb

7mVYfUb[`f]ZZY`ghY`Yb`Y]bY`a`Ugg]j`Y`<`YfUi`gZc`fXYfi`b[`ZØf
?`ca`a`i`bYb`XUfž`VYhcbYb`j`YfgWk`]YXYbY`:`UWk`Yi`hY`"8`Ug
6i`bXYgUa`h`ZØf`6Yj`Ø`_Yfi`b[ggWk`i`hn`i`bX`?`UhUghfc`d\`Yb`\`]ZY`fB6?`Ł
j`YfXYi`h]Wk`hž`XUgg`Y]b`k`]f_gUa`Yf`GWk`i`hn`j`cf`7mVYf[YZU\`fYb`i`bX
Y]b`YZZ]n]YbhYf`i`a`[Ub[`a`]h`#!`?`f]gYb`ZØf`X]Y`ÖZZYbh]WkY
J`Yfk`U`hi`b[`i`bYf`Ägg`]Wk`g]bX`"9]bY`[i`h`cf[Ub]g]YfhY
B`chZU`ghfUhy[]Y`hf`Ä[h`XUni`VY]ž`Ui`»`Yf[Yk`Ö\`b`]WkY`G]hi`Uh]cbYb
a`Ö[`]Wk`gh`gWk`bY`ni`bcfa`U`]g]YfYb`i`bX`bY[Uh]j`Y`?`cbgYei`YbnYb
ni`a`]b]a`]YfYb`"8]Y`Yb[`Y`Ni`gUa`a`YbUfVY]h`nk`]gWkYb`XYb
J`Yfk`U`hi`b[gYVYbYb`i`bX`XYa`i`#!`6Yhf]YV`]gh`XUVY`]Yb`hgWkY]XYbXž
i`a`X]Y`7mVYf[YZU\`fYb`ni`fYXi`n]YfYb`i`bX`XYfYb`5i`gk`]f`_i`b[Yb
Y]bni`X`Äa`a`Yb`"<`]ZY`]b`:`cfa`j`cb`[YgWk`i`hYb`A`]hUfVY]hYfbž
Xi`fWk`XUWk`hYb`]bhYfbYb`Ghfi`_hi`fYb`i`bX`Yi`hYfbYb
8]Ybgh`Y]ghi`b[Yb`g]bX`XUVY`]Yb`hgWkY]XYbX"

9]b`U`_hi`Y`Yf`:`U`ž`XYf`X]Y`6f]gUbn`XYf`H\`Ya`Uh]_`i`bhYfghfY]Wk`hž`]gh
XYf`7mVYf!5b[f]ZZ`Ui`Z`XUg`@UbXfUhgUa`h`?`Y`\`Y]a`ja`i`:`YVfi`Uf`&\$&(`"
8]YgYf`J`cfZU`nY][`hž`k`]Y`Ub[fY]ZVUf`gY`Vgh`]a`a`YbgYf
<`YfUi`gZc`fXYfi`b[Yb`a`]h`F`Ubgca`k`UfY`i`bX`D\]g\]b[!?`Ua`dU[bYb

Ui ZgYbgjV`Yb`8UhYb`i bX`_f]hgWkYb`ϕZfUghfi`_hi fYb`k`]f`_Yb`
_`ObbYb`"Ni`Yhnh`k`i fXY`]a`_C`_hcVYf`&\$&'`]b`BcfXf\Y]b!K`YghZU`Yb`
ZYgh[`YghY`h`z`XUgg`]b`ØVYf`+`\$`J`Yfk`U`hi`b[`Yb`X][`]hU`Y`GmghYa`Y`
`U\`a`[`Y`Y[`h`k`i fXYb`ž`k`Ug`j`YfXYi`h`]Wk`h`z`k`]Y`[`Y[`Yb`k`Åfh][`_X]YgY`
6YXfc`i`b[`Yb`g]bX"

< UbX`i`b[`gYa`dZY`\`i`b[`Yb`ZØf`X]Y`X][`]hU`Y`
G]Wk`Yf`Y]h`

I`a`_ZØf`X]Y`Ni`_i`bZi[`YfØghYh`ni`_gY]bž`Ya`dZY`\`Yb`9i`dYfhYb`Y]bY`
j`YfghÅf`_hY`ϕj`Ygh]h]cb`]b`≠!G]Wk`Yf`Y]h`8`Uni`_i[`Y\`Øfh`X]Y`
fY[`Y`a`Å`][`Y`5`_hi`U`]g]Yfi`b[`_j`cb`G]Wk`Yf`Y]hggc`Zk`UfY`i`bX`X]Y`
=a`d`Ya`Ybh]Yfi`b[`_j`cb`:]fYk`U`g`g`c`k`]Y`ϕ`hfi`g]cb`8`YhYW]cb`
GmghYa`Yb`"5i`Wk`X]Y`GYbgjV`]g]Yfi`b[`_XYf`A`]hUfVY]hYf`Xi`fWk`
Gk`i`i`b[`Yb`ni`f`9!A`U`!G]Wk`Yf`Y]h`i`bX`D\]g\]b[`!5V`k`Y`f`]gh`
YbhgWk`Y]XYbX`"8]Y`8i`fWk`ZØf`i`b[`_`Åi`Z][`Yf`6UW`_i`dg`_f]hgWk`Yf`
8UhYb`_Ubb`@YVYb`fYhYb`ž`YVYb`gc`k`]Y`XYf`5i`ghUi`gWk`i`bX`X]Y`
Ni`gUa`a`YbUfVY]h`a`]h`UbXYfYb`?`ca`a`i`bYb`i`bX`≠!
G]Wk`Yf`Y]hgX]Ybgh`Y]ghYfb`"

Ni`gUa`a`YbZUggYbX`_`Åggh`g]Wk`_gU[`Ybž`XUgg`X]Y`<`YfUi`gZcfXYfi`b[`Yb`
Xi`fWk`7m`VYfUb[`f]ZZY`ZØf`X]Y`_ca`a`i`bU`Y`J`Yfk`U`hi`b[`_b]Wk`h`bi`f`
Y]bY`a`ca`YbhUbY`Gcf[`Yž`gcbXYfb`Y]bY`_Ub[`Zf]gh][`Y`5i`Z[`UVY`
XUfghY`_Yb`"8Ug`_`UfY`N]Y`ž`X]Y`8UhYb`i`bX`ϕZfUghfi`_hi`fYb`]b`XYb`
?`ca`a`i`bYb`VYggYf`ni`_gWk`ØhnYbž`]gh`j`cb`nYbhfU`Yf`6YXYi`hi`b[`ž`i`a`
X]Y`X][`]hU`Y`Gci`j`YfÅb]hÅ`hi`bX`G]Wk`Yf`Y]h`XYf`;`Ya`Y]bXYb`ni`
[`Yk`Å`f`Y]ghYb`"ϕ`5b`VYhfUWk`h`XYf`ghUf`_ni`bY`a`YbXYb`5b[`f]ZZY`
i`bX`XYf`XUa`]h`Y]b`Yf[`Y\`YbXYb`F`]g]_Ybž`k`]Y`Yhk`U`XYa`_J`Yf`i`gh`
gYbgjV`Yf`6Øf[`YfXUhYb`]bg`8Uf`_bYhž`]gh`Y]b`dfcU`_h]j`Yf`5bgUhn`
i`bYf`Ågg`]Wk`"8U`Yf`]gh`XYf`5i`ghUi`gWk`i`bX`XUg`@YfbYb`j`cb`
UbXYfYb`5`_hYi`fYb`Ui`ZX]YgYa`_;`YV]Yh`j`cb`[`fc`»`Yf`6YXYi`hi`b[`ž`i`a`
ZØf`ni`_ØbZ][`Y`<`YfUi`gZcfXYfi`b[`Yb`VYggYf`[`Yk`UddbYh`ni`_gY]b`"

:`Øf`k`Y]hYfY`ϕZcf`a`Uh]cbYb`ØVYf`X]Y`U`_hi`Y`Y`@U[`Y`XYf`≠!
G]Wk`Yf`Y]h]b`VUmYf]gWk`Yb`?`ca`a`i`bYb`i`bX`X]Y`Ya`dZc`\`YbYb`
A`U`»`bU`a`Ybž`Z]bXYb`G]Y`X]Y`6Yf]Wk`hY`Ui`Z`8cbUi`_i`f]Yfž`66?`i`bX`
;`fUb`h`H\`c`fb`h`cb`"

| | |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| 8YhU]`g | |
| C fh | ±[c`ghUXhž`8Yi hgWλ`UbX |
| E i Y`Yb | <ul style="list-style-type: none"> • k k k "XcbUi _i f]Yf"XY • k k k "VV_"Vi bX"XY • k k k "[fUbhh\c fbhcb"XY |

6Ygi Wλ Yb `G]Y `i bg `Ui Z. `bU[!VUmYfb"XY