

@]bU`A U[i ```Vf]Wk h`XUg`GWk k Y][Yb.`Gc
VYg]Y[hY`g]Y`X]Y`8YdfYgg]cb`°

@]bU`A U[i ```gdf]Wk h`ØVYf`]\fY`8YdfYgg]cbYb`i bX`X]Y
Bchk YbX][_Y]h`dgmWk`c`c[]gWk Yf`l bhYfghØhni b[`]a `: i » VU``"
9fZU`fYb`G]Y`a Y`f`ØVYf`]\fY`9fZU`fi b[Yb`i bX`U`_hi Y``Y
Ghi X]Yb`ni f`a YbhU`Yb`; Ygi bX`Y]hj`cb`GdcfhYfb"



6UX`?]gg]b[Yb`ž`8Yi hgWk`UbX`!`8]Y`a YbhU`Y`; Ygi bX`Y]h`i`a
@Y]ghi b[ggdcfh`]gh`Y]b`H`Ya U`ž`XUg`ni bY`a YbX`]b`XYb`:`c`_i`g
fØW`h`°9]b`Y]bXfØW`_]Wk Yg`6Y]gd]Y``]gh`@]bU`A U[i ```ž`X]Y`Y`Ya U`][Y
: i » VU``!B Uh]cbU`gd]Y`Yf]b`ž`X]Y`_Øfn`]Wk`c`ZYb`ØVYf`]\fY`gWk`YfYb
8YdfYgg]cbYb`gdfUWk`i bX`g]Wk`]b`Y]bY`dgmWk]Uhf]gWk`Y`Df]j`Uh`_]b`_
Y]bk`]Yg`" `b`]\fYa`DcXWUgh`~K`]Y`[Y`h`gž`@]bU`A U[i ```3" `][]Vh`g]Y
9]bV`]W`_Y`]b`]\fY`hfUi`a`Uh]gWk`Yb`9fZU`fi b[Yb`"8]YgY`nY][Yb`ž`k`]Y
YbhgWk`Y]XYbX`Yg`]gh`ž`]a`Gdcfh`ØVYf`dgmWk]gWk`Y`DfcV`Ya`Y`ni
gdfYWk`Yb`i bX`X]Y`l bhYfghØhni b[`ZØf`VYhfc`ZYbY`5h`YhYb`ni
j`YfVYggYfb"

BUWk`XYa`_][Yk`U`h][Yb`9fZc`[`]a`]h`XYf`G]VYfa`YXU]`Y`VY]`XYf

9i fcdUa Y]ghYfgWUZh&\$\$&Z]Y`A U[i ``]b`Y]b`a` YbhU`Yg`@cW`"8]Y
9bhhAi gWxi b[`ØVYf`XUg`J cffi bXYb!5i g`VY]`XYf`K A`&\$&'
j YfghÄf_hY`]\fY`]bbYfYb`?Äa`dZY`Yf\YV`]W`"A`]h`XYa` `J Yf`i`gh`]\fYf`
F c``Y`VY]a` `: 7`6UmYfb`A`ØbW`Yb`i`bX`]b`XYf`B`Uh]cbU`a` UbbgW`UZh`
k`Uf`Ygž`U`g`k`ØfXYb`]f`X]Y`k`]W`h][`Yb`@YVYb`ggÄi`Yb`k`Y[[`Yf]ggYb`"
<]bni`_`Ua`Yb`h]YZ[`fY]ZYbXY`J`YfÄbXYfi`b[`Yb`]b`]fYa`d`f]j`UhYb`
l`a`ZY`Xž`gcXUgg`g]Y`X]Y`9bhgW`Y]Xi`b[`hfUž`bUW`A`U]`UbX`ni` `[`Y\Yb`
`Y]bY`:`i`W`hž`X]Y`g]W`Y`XcW`U`g`b]W`h`YfZc`[`fY]W`Y`fUi`gghY`hY`"

9]b`GW`f]hh`ni`f`<`Y`]i`b[

æ`Gca`a`Yf`&\$&(`gi`W`hY`A`U[`i``gW`Y]Y`»`]W`<`]ZY`i`bX`]Y`»`g]W`
gY`Vgh`]b`Y]b`Y`Df]j`Uh_]b_]Y]b`k`Y]gYbž`i`a`]\fY`DfcV`Ya`Y`
Ubni`[`Y\Yb`"B`UW`bi`f`gYW`g`K`cW`Yb`]b`XYf`?`]b_]`_`cbbhY`g]Y`
YfZfYi`]W`Yfk`Y]gY`k`]YXYf`:`fYi`XY`Ua` `@YVYb`i`bX`Ua` `:i`»`VU`
Z]bXYb`"6Ygc`bXYfg`ghc`n`]gh`g]Y`Ui`Z`]fYb`9bhgW`i`ggž`g]W`
VY\`UbXY`b`ni` `UggYbž`i`bX`X]Y`:`cfhgW`f]hhYž`X]Y`g]Y`gY]h\Yf`
[`Ya`UW`h`\`Uh`"A`U[`i``_`f]h]g]Yf`h`YXcW`X]Y`i`bni`fY]W`YbXYb`
6Y\`UbX`i`b[`ga`Ö[`]W`_Y]hYb`]b`8Yi`hgW`UbXž`j`cf`U`Ya`XYb`
A`Ub[`Y`Ub`DgmW`c`h\YfUdYi`hYb`i`bX`DgmW`]UhYfbž`X]Y`Y]bYb`
gW`bY`Yb`Ni`[`Ub[`ni`]b`hYbg]j`Yb`H\YfUd]Yb`[`Yk`Ä`f`Y]ghYb`
_`ÖbbhYb`"æ`f`6Y]gd]Y`nY][`hž`k`]Y`k`]W`h][`Yg`]ghž`XUg`H\Ya`U`
dgmW`]gW`Y`:`Ygi`bX\Y]h]a`Gdcfh`Yfbgh`ni`bY\`a`Yb`i`bX`Yg`Ui`g`XYf`
HUVi`ncbY`ni` `c`Yb`"

9]bY`U_hi`Y`Y`Ghi`X]Y`XYf`HG;`<c`ZYb\Y]a`i`bhYf`XYf`@Y]hi`b[`j`cb`
XYf`Gdc`fhd`gmW`c`c[`]b`@]bU`6Øf[`Yf`i`bhYfghfY]W`hž`k`]Y`k`Y]h`
j`YfVfY]hY`h`dgmW`]gW`Y`DfcV`Ya`Y`ja` `:i`»`VU`g]bX`"G]Y`\`Uh`&\$)`
Gd]Y`Yf]a`5`hYf]j`cb`l`%&V]g`l`%(`]b`Y]bYf`Y]bn][`Ufh][`Yb`
@Ub[`nY]hghi`X]Y`VYZfU[`hž`i`a`Gma`dhca`Y`j`cb`8YdfYgg]cbYb`i`bX`
5b[`ghgh`Øfi`b[`Yb`ni`Yfi`]YfYb`"æ`fY`9fa`]h`i`b[`Yb`nY][`Ybž`XUgg`
@Y]ghi`b[`ggdcfh`Yf`c`Zh`a`]h`gc`W`Yb`<`YfUi`gZc`fXYfi`b[`Yb`_`Äa`dZYbž`
i`bX`XUgg`X]Y`6Y`Ughi`b[`Yb`]a`GU]gcbj`Yf`Ui`Z`ni`bY\`a`Yb`"

9f[`YVb]ggY`i`bX`l`bhYfghØhni`b[

8]Y`Ghi`X]Y`VY`Y[`hž`XUgg`XYdfYgg]j`Y`Gma`dhca`Y`]bgVYgcbXYfY`ni`
6Y[`]bb`XYf`F`ØW`fi`bXYž`k`Ybb`X]Y`GU]gcb`Ui`Z`X]Y`K`]bhYfa`cb`UhY`

ni ghYi YfhžXYi h]W\`UbghY][Yb"i a` [Y[Ybni ghYi Yfbž'd`Ubh`X]Y
HG; `A U» bU\`a Yb`ni f`i bhYfghØhni b[`VYhfcZYbYf`Gd]Y`Yf`i bX`ni f
GYbgjV`]g]Yfi b[`]a` [YgUa hYb`Gdcfhi a ZY`X"8 Uni `nA\`Yb
K cf_g\cdg`ZØf`HfU]bYf`gck]Y`Y]b`8]U`c[`a]h`XYf`F cVYfh!9b_Y!
Gh]Zhi b[`i bX`XYf`i b] Yfg]hAhg_`]b]_<Y]XY`VYf[ži a`X]Y`a YbhU`Y
; Ygi bX\Y]h]a` :i »VU``ni `ZØfXYfb`i bX`ni `i bhYfghØhnyb"

; YbYfY``nY][h`Y]bY`i bhYfgi W\i b[`Ub`XYf`8Yi hgW\Yb
Gdcfh\cW\gW\i `Y`? Ò`bž`XUgg`Yhk U`Y`XYf`nY\`bhY`@Y]ghi b[ggdcfh`Yf
]b`8Yi hgW\`UbX`XYdfYgg]j Y`Gma dhca Y`Ui Zk Y]gh"6YgcbXYfg
đ [YbX`]W\Y`i bhYf`%, `đ\`fYb`g]bX`UbZ`][Yfž`i bX`F]g]_cZU`hc`fYb
k]Y`XUg`k Y]V`]W\Y` ; YgW\`YW\h`cXYf`X]Y`Ni [Y\`Øf][`Y]h`ni
VYgh]a a hYb`? UXYfb`k i fXYb`]XYbh]Z]n]Yfh"8]Y`6YXYi hi b[`XYf
ZfØ\`nY]h][Yb`đXYbh]Z]_Uh]cb`i bX`XYf`Ni [Ub[`ni `dfcZYgg]cbY`Yf
i bhYfghØhni b[`i bX`6Y\`UbX`i b[gUb[YVchYb`_ØbbYb`ZØf`j]Y`Y
Gdcfh`Yf]bbYb`YVYbgj YfAbXYfbX`gY]b"

8]Y`9bhk]W`i b[Yb`i a`@]bU`A U[i``i bX`X]Y`U`hi Y`Y` : cfgW\i b[`ni
dgmW\]gW\Yb`6Y`Ughi b[Yb`]a`@Y]ghi b[ggdcfh`j YfXYi h`]W\Ybž`XUgg
Yg`Ub`XYf`NY]h`]ghž`X]Y`8]g`i gg]cb`ØVYf`a YbhU`Y` ; Ygi bX\Y]h`cZYb
ni `ZØ\`fYb`i bX`_cb`fYhY`A U» bU\`a Yb`ni `Yf[fY]ZYb"9g`]Y[h`Y]bY
[fc»Y`J YfUbhk c`fhi b[`VY]`J YfY]bYbž`HfU]bYfb`i bX`J YfVAbXYbž`i a
X]Y`gdcfh]W\Y`i bX`dgmW\]gW\Y` ; Ygi bX\Y]h]j cb`5h\`YhYb`ni
[Yk`À\`f`Y]ghYbž`XYbb`XYf`gdcfh]W\Y`9fZc`[`gc`hY`b]W\h`Ui Z`?cghYb
XYg`K`c\`VYZ]bXYbg[Y\`Yb"

A U[i``g; YgW\]W\hY`i bX`X]Y`VY[`Y]hYbXYb`Ghi X]Yb`g]bX`Y]b`5i Zfi Z
Ub`X]Y`Gdcfh[Ya`Y]bgW\UZhž`a`i`h][Yf`ni`gY]bž`ØVYf`dgmW\]gW\Y
6Y`Ughi b[Yb`ni`gdfYW\Yb`i bX`Y]bY`gc`]XY`i bhYfghØhni b[`ZØf`X]Y
5h\`Yh]bbYb`i bX`5h\`YhYb`ni`gW\UZZYb"

K`Y]hYfY`đZcfa`Uh]cbYb`ni`A U[i``g`9fZU\`fi b[Yb`V]YhYb`X]Y`5fh]_Y`
Ui Z`A U]b`Dc ghž`k`À\`fYbX`X]Y`9f`_Yb`hb]ggY`XYf`HG; `i`bhYf`HG; `[YbYfY``Yb`Ghi X]Yb`ni a`H\`Ya`U`Z]bXYb`G]Y`Ui Z`6`=GD"

| | |
|----------|---|
| 8YhU]`g | |
| C fh | 6UX`?]gg]b[Ybž'8Yi hgW\`UbX |
| E i Y`Yb | <ul style="list-style-type: none"> • k k k "a U]bdcgh"XY • k k k "hg[!\cZZYb\Y]a "XY • k k k "V]gd!gi fZ"XY |

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