

9]gVUWk Y`Y!l bZU`. 'Gi fZYf]b]b _f]h]gWk Ya 'Ni ghUbX 'bUWk 'Ghi fn°

9]bY" ' !Å\ f][Y'Gi fZYf]b'j Yfi b[`ØW_hY`VY]`B UWk h'Ub`XYf
9]gVUWk Y`Y]b'A ØbWk Yb"G]Y`VYZ]bXYh'g]Wk]b`_f]h]gWk Ya
Ni ghUbX"



9]gVUWk Y`Yž'A ØbWk Ybž'8Yi hgWk`UbX`!`b`XYf`B UWk h'XYg`%+"
5df]"&\$&) `Ua`Yg`ni`Y]bYa`XfUa`Uh]gWk Yb`J`cfZU`Ub`XYf
VYfØ\`a`hYb`9]gVUWk Y`Y]b'A ØbWk Yb"9]bY" ' !Å\ f][Y'Gi fZYf]b
j Yfi b[`ØW_hY`[Y[Yb'A]hYfbUWk h'gWk YfYb`<`YfnYbgž`U`g`g]Y
k`Å\ fYbX`XYg`Gi fZYbg`j`cb`]\`fYa`'6cUfX`Z]Y`"6Yf]Wk hYb`ni`Zc`[Y
j`Yf\`U_hY`g]Wk]\`f`Gi fZvcUfX`Ua` ;`fi`bX`XYg`:`i`ggYgž`k`Ug`XUni
ZØ\`fhYž`XUgg`g]Y`g]Wk`b]Wk`h'a`Y\`f`gY`Vgh`VY`ZfY]Yb`_c`b`b`hY`"J`Y`fgi`Wk`Y
Ub`XY`fY`f`Gi`fZY`fž`]\`f`ni`'\`Y`ZY`bž`gWk`Y]hY`fhY`b`Ub`XY`f`ghUf`_Y`b
Ghf`Òa`i`b[`XY`g`9]gVUWk`g`"8]Y`:`Yi`Y`fk`Y\`f`k`i`fXY`U`Ufa`]Y`fhž`i`b`X`X]Y
Ghf`Òa`i`b[`gfY`hhY`f`_c`b`b`hY`b`X]Y`:`fUi`:`i`b`hY`f`Y`f\`YV`]Wk`Y`b
?`fU`Zh`Ub`ghf`Y`b[`i`b[`Y`b`]`j`cb`]\`f`Ya`'Gi`fZ`vc`UfX`VY`ZfY]Yb`i`b`X`U`bg`i`Z`Y`f
Vf]b[`Y`b`"G]Y`\`U`hhY`ni`X]Y`g`Ya`'NY]`h`di`b`_`h`VY`fY]`hg`X`U`g`'6`Y`k`i`g`gh`g`Y]b
j`Y`f`c`f`Y`b`i`b`X`'a`i`g`gh`Y`f`Y`Ub]a`]Y`fh`k`Y`f`XY`b`"5`bg`Wk`]Y`»`Y`b`X`'k`i`f`XY`g]Y

]b`Y]bY`?`]b]_ [YVfUW`h`i` bX`VY]Z]bXYh`g]W`bi`b`]b`Y]bYa`gY`f`
_f]h]gW`Yb`Ni`ghU`bX`"8]Y`Dc`]nY`]\Uh`9fa`]h`i`b[Yb`ni`XYa`J`cfZU`
Ui`Z[Ybca`a`Yb`i`bX`i`bhYf`gi`W`h`X]Y`[YbUi`Yb`l`a`gh`AbXY`XYf`
HfU[`OX]Y`"

8]Y`9]gVUW`k`Y`Y`]gh`b]W`h`bi`f`Y]b`VY`]YVhYf`Gi`fZgdch`ZØf`
YfZU`fYbY`K`Y`Y`bFY]hYfž`gcbXYfb`n]Y`h`Ui`W`Hci`f]ghYb`Ui`g`U`Yf`
K`Y`h`Ub`"l`a`Ub`X]YgYa`Y]bn][Ufh][Yb`C`fh`ni`gi`fZYbž`g]bX`
i`a`ZUggYbXY`?Yb`hb]ggY`i`bX`i`Å`][_Y]hYb`YfZcfXYf`]W`"8Ug`Gi`fZYb`
]\Yf`]gh`_Y]bYgZU`g`ZØf`5bZ`Ab[Yf`[YY][bYhž`XU`XUg`K`UggYf`k`YXYf`
ni`a`GW`k]a`a`Yb`bcW`ni`a`6UXYb`Y]b`UXYbX`]gh`8Yf`Ni`[Ub[`ni`f`
9]gVUW`k`Y`Y`]gh`Y]W`h`ni`Z]bXYbž`]bgVYgcbXYfY`j`cb`XYf`
6i`g`U`hYghY`Y`Ua`B`Uh]cbU`a`i`gYi`a`Ui`gž`k`c`a`Ub`j]Y`Y`Gi`fZYf`
VYcVUW`hYhž`X]Y`]\fYb`K`Y[`Xi`fW`XYb`9b[`]gW`Yb`;`UfhYb`]b`
F]W`hi`b[`XYf`K`Y`Y`Z]bXYb`"

8]Y`<`YfUi`gZcfXYfi`b[`XYf`9]gVUW`k`Y`Y`

8]Y`9]gVUW`k`Y`Y`]ghY`h`Y]bY`VYgcbXYfY`<`YfUi`gZcfXYfi`b[`XUf`"G]Y`
nY]W`bYh`g]W`Xi`fW`ghY`YbXY`K`Y`Y`b`Ui`gž`X]Y`Yg`Gi`fZYfb`
Yfa`Ø[`]W`Ybž`c`bY`GY`]ni`gi`fZYb`"l`a`Y]bY`gc`W`Y`K`Y`Y`]a`i`i`gg`
ni`YfgW`UZZYbž`g]bX`Y]bY`Ui`gfY]W`YbXY`K`UggYfa`Yb[Y`gck`]Y`Y]bY`
Ybhgd`fYW`YbXY`i`Y`»[YgW`k]bX][_Y]h`YfZcfXYf`]W`"8Yf`9]gVUW`
gY`Vgh`k`i`fXY`%+,`-`Ub[Y`Y[hi`bX`]\Uh`Y]bY`Ub[Y`;`YgW`]W`hYž`X]Y`
V]g]b`X]Y`%-\$Yf`>]\fY`ni`fØW`fY]W`hž`U`g`X]Y`YfghYb`Gi`fZYf`Ua`
9]gVUW`Ui`ZhUi`W`hYb`"GY]hXYa`]\Uh`g]W`X]Y`Gi`fZ`i`hi`f`Ub`X]YgYa`
C`fh`ghYh][`Yb`k`]W`Y`hž`Ui`W`k`Yb`b`XUg`Gi`fZYb`c`ZZ]n]Y`"Ub[Y`NY]h`
j`YfV`chYb`k`Uf`"9fgh`&\$-\$`k`i`fXY`XUg`Gi`fZYb`ZØf`YfZU`fYbY`
HY]bY`a`Yf`Ui`ZY][YbY`;`YZU`f`Yf`Ui`Vh`"b`XYb`Y`h`hYb`>]\fYb`_Ua`
Yg`Y`XcW`ni`bYi`Yb`VY`\ØfX`]W`Yb`5i`ZU[Ybž`X]Y`X]Y`G]hi`Uh]cb`ZØf`
X]Y`Gi`fZYf`j`YfgW`ÅfZhYb`"

Ni`XYa`]gh`X]Y`9]gVUW`k`Y`Y`ZØf`]\fY`F]g]_Yb`VY`_Ub`b`h`]\b`hYf`XYf`
K`Y`Y`VY]Z]bXYb`g]W`6Yh`c`bei`UXYfž`X]Y`Y]bY`ni`g`Å`h`]W`Y`
;`YZU`f`Y`bei`Y`Y`XUfghY`Y`b`"8]YgY`i`bX`UbXYfY`5gdY`_hY`YfZcfXYfb`
j`cb`XYb`Gi`fZYfb`gh`AbX][Y`5i`Za`Yf`_gUa`_Y]hi`bX`F`ØW`_g]W`hbU`a`Y`
Ui`Z`X]Y`<]bk`Y]gY`YfZU`f`YbYf`Gi`fZYf`"8]Y`Y]bn][Ufh][Y`7ca`a`i`b]h`mž`
X]Y`g]W`fi`bX`i`a`X]Y`9]gVUW`k`Y`Y`[YV]`XYh`]\Uhž`Y`V`h`j`cb`Y]bYa`

ghUf_Yb`@cWU`]ga žVY[]bbYbX'a]h'XYb'D]cb]YfYb'k]Y`K U`hYf
 GhfUggYfž'XYf']b'XYb'%-, \$Yf`đ\fyb'a U» [YV`]W`Ub'XYf
 9bhk]W`_i b['XYf`\Yi h][Yb`K Y`Y`VYhY']][h'k Uf"

B YcdfYbUbNØ[Y`g]bX'Ub'X]YgYa` [Yk ÅggYf'Ui W`]a`K]bhYf
 i bYf`Ågg`]W`ž`i a`g]W`j cf'XYf'?`À`hY`ni`gW`ØmYb" `F]j YfVcUfXgž'X]Y
 ØV`]W`Yfk Y]gY`nk]gW`Yb`(`, `i bX`), `: `i » `Ub[`g]bXž[Y\ØfYb`ni f
 GhUbXUfXUi gghUhh`i b['XYf'Gi fZYf" `5b[Yg]W`hg'XYf`_f]h]gW`Yb
 F]g]_Ybž'X]Y'a]h'XYa`Gi fZYb'Ub'XYf'9]gVUW`k Y`Y`j YfVi bXYb`g]bXž
]gh'Yg`k U\fgW`Y]b`]W`ž'XUgg'XYf'hfU[]gW`Y`J cfZU`VY]j]Y`Yb
 Gi fZYfb`i bX`Ni gW`Ui Yfb`ni `Y]bYa`l a XYb_Yb`]b`6Yni [`Ui Z'X]Y
 G]W`Yf\Y]h`ZØ\fyb`k]fX" `đ`5bVYhfUW`h'XYf`; YgW`]W`hY`i bX'XYf
 6YXYi hi b['XYf'9]gVUW`k Y`Y`ZØf'X]Y [`cVU`Y`Gi fZ`_i `hi f`V`Y]Vhni
 \cZYbž'XUgg`gc`W`Y`l bZ`Y`]b`Ni _i bZ`j Yfa]YXYb`k YfXYb
 _ØbbYb"

: Øf`k Y]hYfY`đZcfa Uh]cbYb'ØVYf'X]Y`9]gVUW`k Y`Y`i bX`]fY
 ; YgW`]W`hY`žVYgi W`Yb`G]Y`X]Y`GY]hYb`j cb`DB Dž`A ØbW`Yb"XY
 i bX`6i ghYf'Gi fZVcUfXg"

8YhU]`g	
J cfZU`	BchZU`
I fgUW`Y	Ghi fn`j ca`Gi fZVcUfX
C fh	9]gVUW`k Y`Y`ž`A ØbW`Ybž`8Yi hgW`UbX
J Yf`YhnhY	%
E i Y`Yb	<ul style="list-style-type: none"> • k k k "dbd"XY • k k k "a i YbW`Yb"XY • k k k "Vi ghYf!gi fZVcUfXg"W`a

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