

J cfVYfY]hi b[Yb`ZØf`XUg`<Y]a UhZYgh.
<U`hYj YfVchY`]b`GWk Y`a`UV`&) "5i [i gh

J Yf_Y\fgÅbXYfi b[Yb`]b`GWk Y`a`UV`XYa`&) "\$, "ZØf`XUg
<Y]a UhZYgh.`<U`hYj YfVchY`i bX`GdYffi b[Yb`]b`XYf
=bYbghUXh`Ub[Y_ØbX][h"

J YfØZZYbh]Wk h`i: fY]hU[ž`&' "\$, "&\$&('%+.' *

=b`GWk Y`a`ghY\Yb`Ub`X]YgYa`K`cWYbYbXY`Y]b][Y
J Yf_Y\fgÅbXYfi b[Yb`VYj cfž`X]Y`]a`Ni`gUa`a`Yb`Ub[`a`]h`XYa
hfUX]h]cbgfY]Wk Yb`<Y]a UhZYgh`ghY`Yb`ž`XUg`Ua`ØVYfb`ÅWk`ghYb
GUa`ghU[ž`XYa`" "\$5i [i ghž`VY[]bbh`6YfY]hg`UV`X]YgYa`GcbbhU[ž
XYa`&) "5i [i ghž`VYfY]hYb`g]Wk`X]Y`GhUXh`i bX`X]Y`C`f[Ub]gUhc`fYb
Ui`ZX]Y`:]Yf`]Wk`_Y]hYb`j`cf`8Yf`5i`ZVUi`XYf`?]fa`Yg`YfZc`fXYfh
ZfØ`nY]h][`Y]b][Y`ÿ`bXYfi b[Yb`]a`GhfU»Ybj`Yf_Y`f"

8]Y`K`j`\Y`a`ghfU»Yž`Y]b`nYbhfU`Yf`J`Yf_Y`fgk`Y[`]b`GWk`Y`a`ž`k`]fX
UV`GcbbhU[`Xi`fWk`Y]b`<U`hYj`YfVch`VYY]bhf`ÅWk`h][h`8]YgYg`[`]h
j`ca`ÿ`fnhY`Ui`g`V]g`ni`f`?`fYi`ni`b[`A`c`h`_YghfU»Y`"5V`A`cbhU[ž`XYa
&*"5i [i ghž`k`]fX`XYf`K`j`\Y`a`d`Uhn`XUbb`j`c`gh`ÅbX][`]`YgdYffh`ž`i`a
XYb`5i`ZVUi`XYf`:]Ygh]Wk`_Y]hYb`ni`Yfa`Ø[`]Wk`Yb`"9]b`k`Y]hYfYf
k`]Wk`h][Yf`Di`b`_h]gh`XYf`BYi`a`Uf`_hž`XYf`UV`8]YbghU[a`cf[Yb`ZØf
XYb`J`Yf_Y`f`[YgdYffh`k`]fX`"5i`Wk`k`Y]hYfY`HY]`Y`XYf`=bYbghUXh
k`YfXYb`bUWk`i`bX`bUWk`j`cb`GdYffi b[Yb`VYhfc`ZZYb`gY]b"

J Yf_Y`f`gg]Wk`Yf`Y]hga`U»`b`U`a`Y`b

8]Y`J`Yf_Y`f`gg]Wk`Yf`Y]h`gd]Y`h`Y]b`Y`k`YgYbh]Wk`Y`f`c`Y`k`Å`fYbX`XYf
J`cfVYfY]hi`b[Yb`i`bX`XYf`:]Ygh]Wk`_Y]hYb`"=b`XYb`ÿ`hnhYb`>U`fYb
_Ua`Yg`\`Äi`Z][`ni`Dfc`V`Ya`Ybž`k`Y]`g]Wk`j`]Y`Y`J`Yf_Y`f`ghY]`b`Y`a`Yf
b]Wk`h`Ub`X]Y`VYghY`YbXYb`<U`hYj`YfVchY`\]Y`hYb`"5i`g`X]YgYa

; fi bX`k YfXYb`X]Y`GdYffi b[Yb`bi b`j cb`gdYn]Y``Y]b[YgYhmhYb
G]WXYfi b[gdcghYb`ØVYfk UWXhž`i a`Y]b`Zf]_h]cbgZfY]Yg`i bX`g]WXYfYg
l a`Z`X`ZØf`X]Y`Y]Yf`]W`_Y]hYb`ni`i[Yk`À`f`Y]ghYb`"

Ni`XYb`ZØf`XUg`<Y]a`UhZYgh`[YgdYffhYb`GhfU»Yb`i bX`D`ÀhnYb
nÀ`Yb`i bhYf`UbXYfYa`.

- 6]ga`UfW`ghfU»Y
- ;`UfhYbghfU»Y
- BYi`a`Uf`_h
- A`c`h`_YghfU»Y
- F`Òa`YfghfU»Y
- GdUf`_UggYbdUf`_d`Uhn
- K`j`Y`a`ghfU»Y
- GWX`j`YfghfU»Y

9]b`<`][`_`][`_`h`ZØf`X]Y`Y`Y`a`Y]bgW`UZh

8Ug`<Y]a`UhZYgh`ghY`h`Y]bYb`k`]W]h][`Yb`_i`h`i`fY`Yb`<`Ò`Y`di`b`_h`ZØf`
X]Y`Y`Y`a`Y]bXY`XUf`i`bX`n]Y`h`j`]Y`Y`6Ygi`WXYf`Ub`"9g`V]YhYh`b]W]h
bi`f`Y]b`i`a`ZUb`[`fY]WXYg`i`bhYf`U`hi`b[`gdfc`[`fUa`a`ž`gcbXYfb
Yfa`Ò`[`_]W]h`Ui`W`_`c`_U`Y`<`À`bX`Yfb`i`bX`J`YfUbghU`hYfb`ž`]`fY
DfcXi`_h`Y`i`bX`8]YbghY]ghi`b[`Yb`ni`d`f`À`gYbh]YfYb`"5`Y`fX]b[`g
a`ØggYb`g]W`5bk`c`b`Yf`i`bX`J`Yf`_Y`fghY]`bY`a`Yf`Ui`Z`X]Y
VYj`cfghY`Y`bXYb`9]bgW`f`À`b`_i`b[`Yb`Y]bghY`Yb`ž`i`a`a`Ò`[`_]WXY
?ca`d`]`_Uh]cbYb`ni`j`Yfa`Y]XYb`"

8]Y`Y`Y]Yf`]W`_Y]hYb`k`YfXYb`j`cfUi`gg]W]h]W]h`j`]Y`Y`6Ygi`WXYf`
Ubn]Y`Y`b`ž`i`bX`Y`g`k`]fX`Y`a`d`Zc`Y`b`ž`Ò`ZY`bh]WXY`J`Yf`_Y`f`ga`]hY`ni
bi`hmYb`c`XYf`U`hYfb`Uh]j`Y`F`ci`hYb`ni`d`UbYb`":`Øf`X]Y`D`UbYf`i`bX
Cf`[`Ub]gUh]cbghY`Ua`g`]gh`Y`g`j`cb`_`Ò`W`ghYf`Df]cf]h`h`ž`XUgg`XUg`Y`Y`gh
fY]Vi`b[`g`c`g`i`bX`g]WXYf`UV`À`i`Zhž`gc`XUgg`U`Y`6YhY]`][`hYb`XUg
<Y]a`UhZYgh`[`Yb]Y»Yb`_`Ò`bbYb`"

8]YgY`A`U»bU`a`Yb`nY][`Yb`X]Y`6Ya`Ø`i`b[`Yb`XYf`GhUXhž`gck`c`_`
XYb`6YXØfZb]ggYb`XYf`5bk`c`b`Yf`U`g`Ui`W`XYf`Y`YghVYgi`WXYf`
[`YfYW]h`ni`k`YfXYb`"X`XYa`a`Ub`ni`j`cf`Ui`Z`X]Y
J`Yf`_Y`f`g`À`bXYfi`b[`Yb`_`]bk`Y]ghž`a`Ò`W`hY`X]Y`GhUXh`GW`k`Y`a`

HfUbgdUfYbn'V]YhYb'i bX'X]Y'J cfZfYi XY'Ui Z'XUg'VYj cfghY\YbXY
9j Ybh'ZØfXYfb"

GWk Y`a` ghY\h'j cf'Ui ZfY[YbXYb'HU[Yb'a`]h'XYa` <Y]a UhZYghž'i bX
hfchn'XYf'J Yf_Y\fgVY\]bXYfi b[Yb']gh'X]Y'J cfZfYi XY'Ui Z'X]Y
: Y]Yf'W\Y]hYb'gdØfVUf""8]Y'?'ca V]bUh]cb'Ui g': Ygh]W\Y]h'i bX
hfUX]h]cbY''Yf'?i`hi`f'n]Y\h'A YbgWYb'Ui g'U''Yb'9W_Yb'XYf'F Y[]cb
Ubž'k Ug'XUg'<Y]a UhZYgh'ni`Y]bYa` VYXYi hYbXYb'9fY][b]g'a UWk h"
8]Y'UbghY\YbXYb'YbXYfi b[Yb'g]bX'HY]'XYg'DfcnYggYgž'i a
g]WYfni ghY''Ybž'XUgg'U''Y'HY]'bY\ a Yf'g]WYf'i bX'ni Zf]YXYb'g]bX"

8]Y'6YXYi hi b['XYg'<Y]a UhZYghYg']b GWk Y`a`

8 Ug'<Y]a UhZYgh']b'GWk Y`a`]gh'Y]b'À\ f']WYg'<][\'][\hž'XUg'b]Wk h
bi f'X]Y''c_U'Y'; Ya Y]bgWUZh'ni gUa a YbVf]b[hž'gcbXYfb'Ui Wk
Y]bY'VYXYi hYbXY'_i`hi`fY''Y'HfUX]h]cb'XUfghY''h'9g'V]YhYh'XYb
9]bk c\ bYfb'i bX'6Ygi WYfb'X]Y'A Ø['W\Y]hž'g]Wk'ni`j YfgUa a Y`bž
'c_U'Y'GdYn]U']hÅhYb'ni`i[Yb]Y» Yb'i bX'j YfgW]YXYbY
: fY]nY]hU_h]j]hÅhYb'ni`Yf'YVYb""6YgcbXYfg'\Yfj cfni`YVYb']ghž
XUgg'gc`WY': YghY'cZh'Ui Wk'Y]bY'k]fhgWUZh]WY'æ di`gei Y''Y'ZØf
X]Y'F Y[]cb'XUfghY''Yb""8Yf'c_U'Y'9]bnY'\UbXY''i bX'X]Y
; Ughfcbca]Y'dfcZ]h]YfYb'j cb'XYf'Yf\Ø'hYb'6Ygi WYfnU\`k À\ fYbX
XYg': YghYg"

9]b'k Y]hYfYf'k]Wk h][Yf'5gdY_h'XYg'<Y]a UhZYghYg']gh'X]Y'GhÅf_i b[
XYg'; Ya Y]bgWUZhg[YZØ\`g""J]Y'Y'6Øf[Yf'Yb[U[]YfYb'g]Wk'U_h]j ž
gY]Yg'Xi fW'X]Y'HY]'bU\ a Y'Ub'J YfUbgHU'hi b[Ybž'X]Y'c f[Ub]gUh]cb
j cb'GhÅbXYb'cXYf'Xi fW'Y\ fYbUa h]Wk'Y'HÅh][_Y]hYb""8]YgYf
Ni gUa a Yb\U'h]gh'b]Wk'hibi f'ZØfXYf']Wk'ZØf'X]Y'; Ya Y]bgWUZhž
gcbXYfb'hfÅ[h'Ui Wk'ni f'gcn]U'Yb'?c\Åg]cb'VY]"

G]Wk Yf\Y]hga U» bU\ a Yb'k À\ fYbX'XYg': YghYg

A]h'XYf'ni bY\ a YbXYb'Dcdi`Uf]hÅh'XYg'<Y]a UhZYghYg'k YfXYb'Ui Wk
X]Y'G]WYf\Y]hgUbZc fXYfi b[Yb']a a Yf'fY'Yj UbhYf""8]Y
GhUXhj Yfk U'hi b['\Uh']b'XYb''YhnhYb'æ\ fYb'A U» bU\ a Yb'Yf[f]ZYbž

i a 'X]Y'G]WXYf\Y]h'XYf'6Ygi WXYf'ni '[Yk Å\ f'Y]ghYb"'8Uni '[Y\ Öfh
X]Y', VYfk UWxi b['XYf'GdYffi b[Yb'Xi fW'G]WXYfi b[gdcghYbž'i a
g]WXYfni ghY''Ybž'XUgg'g]W'J Yf_Y\ fghY]'bY\ a Yf'Ub'X]Y
< U'hYj YfVchY'\ U'hYb"'8]Yg']gh'VYgcbXYfg'k]W'h][ž'XU'Yg'VY]
Å\ b']WXYb': Ygh]j U'g']b'XYf'J Yf[Ub[Yb\Y]h]a a Yf'k]YXYf'ni
[YZÅ\ f']WXYb'J Yf_Y\ fgg]hi Uh]cbYb'[Y_ca a Yb']gh"

Ni gÅhn']W'ni f'fY[i 'ÅfYb'J Yf_Y\ fgØVYfk UWxi b['_ÖbbhYb'Ui W
hYa dcfÅfY'G]WXYf\Y]hga U» bU\ a Ybž'k]Y'Yhk U'BchZU'd'ÅbY'i bX
9fghY!<]ZY!GhUh]cbYbž'Y]b[Yf]W'hYh'k YfXYbž'i a 'gW'by''Ui Z
i b[Yd'UbhY'9fY][b]ggY'fYU[]YfYb'ni '_ÖbbYb"'8]Y'J YfUbhk cphi b[
XYf'C fhgUbGÅgg][Yb'\]bg]W'h]W'XYf'G]WXYf\Y]h'k Å\ fYbX'XYg
: YghYg']gh'VYb'g'c'j cb'6YXYi hi b[ž'XU'Y]bY'U_h]j Y'HY]'bU\ a Y'i bX
XUg'9]b\ U'hYb'ÖZYbh']WXYf'J cfgW'f]ZhYb'XUg'K c\ '[YZØ\ ''U''Yf
6YhY']][hYb'ZØfXYfb"

K]fhgW UZh']WXY'5i gk]f_i b[Yb'XYg
< Y]a UhZYghYg

8]Y'k]fhgW UZh']WXYb': c'[Yb'XYg'< Y]a UhZYghYg'ZØf'GW'k Y'a 'g]bX
b]W'h'ni 'i bhYfgW'ÅhnYb"'Ghi X]Yb'nY][Ybž'XUgg'`c_U'Y': YghY'i bX
A Åf_hY'g][b]Z]UbhY'9]bbU\ a Yb'ZØf'_Y]bY'i bX'a]hY'ghÅbX]gWXY
6Yhf]YVY'a]h'g]W'Vf]b[Yb'_ÖbbYb"'8; Ughfcbca]gWXY'5b[YVchYž
J Yf_Ui ZgghÅbXY'i bX'`c_U'Y'< UbXk Yf_g_i bgh'n]Y\Yb'j]Y'Y
A YbgWXYb'Ubž'k Ug'ni 'Y]bYa '5bgh]Y['XYf'I a gÅhnY'ZØ\ fh"

9]b'6Y]gd]Y''Ui g'XYf'J Yf[Ub[Yb\Y]h'nY][hž'XUgg'bUW'XYa
< Y]a UhZYgh]a ''YhnhYb'Å\ f'X]Y''c_U'Y'; Ughfcbca]Y'j cb'Y]bYf
I a gUhgghY][Yfi b['j cb'V]g'ni ' ' \$'i 'VYf]W'hYhY"'8]YgY'NU\ 'Yb
j YfXYi h']WXYbž'k]Y'k]W'h]['gc'WXY'J YfUbgU'hi b[Yb'ZØf'X]Y''c_U'Y
K]fhgW UZh'g]bX"'8'5bVYhfUW'h'XYf'U_hi Y''Yb'k]fhgW UZh']WXYb
@U[Y']gh'XUg'< Y]a UhZYgh'Ui W'Y]bY'7\ UbW'ZØf'X]Y'GhUXh
GW'k Y'a ž'i a 'gck c\ 'XUg'_i 'hi fY''Y'9fVY'ni 'VYk U\ fYb'U'g'Ui W
X]Y'k]fhgW UZh']WXY'GhUV']hÅh'ni 'ZØfXYfb"

8]Y'GhUXhj Yfk U'hi b['\ Uh'Yf_Ubbhž'XUgg'X]Y'I bhYfghØhni b[''c_U'Yf
I bhYfbY\ a Yb'k Å\ fYbX'gc'WXYf': YghY'YbhgWXY]XYbX']gh"
; Ygd fÅWXY'ØVYf'a Ø[']WXY'?ccdYfUh]cbYb'a]h'c_U'Yb

I bhYfbY\ a Yfb`_ÖbbhYb`j]b`X]YgYa`?cbhYI hij`cb`6YXYi hi b[`gY]bž
i a`X]Y`5hhfU_h]j]hÅhi bX`XUg`5b[YVch`XYg`<Y]a UhZYghYg`k Y]hYf`ni
ghY][Yfb`"

: Øf`k Y]hYfY` ðZcfa Uh]cbYb`ØVYf`c_U`Y`i bX`_i`hi fY`Y
J YfUbgH`hi b[Yb`]b`GWk Y`a`_ÖbbYb` ðhYfYgg]YfhY`X]Y`K YVgY]hY
XYf`GhUXh`GWk Y`a`VYgi W\Yb`GWk Y`a` "

8YhU]`g

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