

7\UVcg `ghUfhYh`]b`? Ò`b. `B cghU`[]Yhf]d
]b`X]Y`&\$\$\$Yf`a]h`DYdd]°

8]Y`? Ò`bYf`?]bck Y`h`Yf`YVhY`Ua `A cbhU[UVYbX`Y]bYb
Ui ZFY[YbXYb`< Ò\Ydi b_h`a]h`XYf`DfYa]YfY`XYf`bYi Yb`N8:!
GYf]Y` 7\UVcg ž`X]Y`]a `F U\`a Yb`XYg

GYf]YbWUa d !: Ygh]j U`g`]a `7]bYbcj U!?]bc`j cf[YghY``h
k i fXY" 8]YgY`8fUa YXmž`X]Y`]b`XYb`Bi ``Yf`U\`fYb`gd]Y`hž
YbhZØ\`fh`X]Y`Ni gWUi Yf`]b`Y]bY`NY]hj c``Yf`B cghU`[]Y`i bX
dYfgÒb`]WYf`< YfUi gZcfXYfi b[Yb" 8]Y`< Ui dhZ][i f`]b
7\UVcg `]gh`DYdd]ž`Y]b` *!`À\`f][Yf`A Ubbž`XYf`j cb`æ\`UbbYg
/ Ua d^Y``]d/



9\ fYbZY`Xž`8Yi hgW\`UbX`!`8]Y`? Ò`bYf`?]bck Y`h`Yf`YVhY`Ua
A cbhU[UVYbX`Y]bYb`Ui ZFY[YbXYb`< Ò\Ydi b_h`a]h`XYf`DfYa]YfY
XYf`bYi Yb`N8: !GYf]Y` 7\UVcg ž`X]Y`]a `F U\`a Yb`XYg
GYf]YbWUa d !: Ygh]j U`g`]a `7]bYbcj U!?]bc`j cf[YghY``h`k i fXY"
8]YgY`8fUa YXmž`X]Y`]b`XYb`Bi ``Yf`U\`fYb`gd]Y`hž`YbhZØ\`fh`X]Y
Ni gWUi Yf`]b`Y]bY`NY]hj c``Yf`B cghU`[]Y`i bX`dYfgÒb`]WYf
< YfUi gZcfXYfi b[Yb"

8]Y'<Ui dhZ][i f']b' 7\UVcg 'jgh'DYdd]ž'Y]b' '*!Ä\ f][Yf'A Ubbž'XYf
j cb'æ\UbbYg'?]YbUghj Yf_ÖfdYfh'k]fX''8]Y'; YgW]W hY'VY[]bbh
XUa]hž'XUgg'DYdd]'b]W h'ni 'gY]bYa 'Y][YbYb'?`UggYbhfY ZYb
Y]b[Y`UXYb'k]fX''8]Yg'Vf]b[h']\b'XUni ž]b'X]Y'J Yf[Ub[Yb\Y]h'ni
fY]gYb' '_cb_fYh'ni fØW_]bg'>\f'&\$\$*"8cfh'ghY\h'Yf'_cbZfc b]h]Yfh
a]h'gY]bYa 'Øb[YfYb'≠W' i bX'a i gg'g]W'XYb'GWYfVYb'gY]bYf
9f]bbYfi b[Yb'ghY''Ybž'k Ä\ fYbX'Yf'j Yf'gi W'h\YfUi gni Z]bXYbž'k Ug
gW]Y Z[Y'Ui ZYb']gh''8 Ug'Vf]b[h'b]W'h'bi f'gY]b'GY'VghV]'X']bg
K Ub_Ybž'gcbXYfb'Ui W'gY]bY'G]W'h'Ui Z: fYi bXgW'UZhYb' i bX
ZUa]]ÄfY'6Yn]Y\ i b[Yb"

B c ghU` []Y' i bX' ⇒XYb h]hÄ hggi W X Y

7\UVcg 'h\Ya Uh]g]Yfh'X]Y' i b]j YfgY''Y'Gi W'Y' bUW'G]bb' i bX
⇒XYb h]hÄ h''6YgcbXYfg']bhYfYggUbh'8]Y'DfcXi _h]cb'V]YhYh
F ØW_V'YbXYbž'X]Y' j cb'hU'Yb h]YfhYb' B UW'k i W'ggW'Ui gd]Y'Yfb
XUf[YghY''h'k YfXYb'' ð'BYVYbfc''Yb'g]bX'YhUV'YfhY'GW'Ui gd]Y'Yf
k]Y'DYhYf'GW'bY]XYfž'8Uj]X'GW'ØhhYf' i bX'5b_Y'9b[Y'_Y'ni 'gY\Ybž
k cVY]'9b[Y'_Y'X]Y'Fc''Y' j cb'DYdd]g'A i hhYf'ØVYfb]a a h''9g']gh
k]W'h][ž'X]Y'8mbUa]_nk]gW'Yb'9'hYfb' i bX'?]bXYfb'ni 'YfZUggYb ž
gU[h'X]Y'GW'Ui gd]Y'Yf]b' i bX'\YVh\Yfj cfž'k]Y'VYXYi hYbX'X]YgY
6Yn]Y\ i b[Yb'ZØf'X]Y'9bhk]W_' i b['XYg'Dfc hU[cb]ghYb'g]bX"

8]Y'GYf]Y'VY'Yi W'hYh'X]Y'NY]hž'VYj cf'Ga Ufhd\cbYg'XYb'5''hU[
VYgh]a a hYb''G]Y'ZÄb[h'XUg'@YVYbg[YZØ\''XYf'ZfØ\Yb'&\$\$Yf'>\fY
Y]b' 'Y]bY'NY]h[YdfÄ[h]j cb'7`]ei Y!9f'YVb]ggYbž'YfghYf'@YVY' i bX
XYb'hmd]gW'Yb'ž [YbXgØbXYbž'X]Y'YXYf'j cb' i bg]b']f[YbXY]bYf
: cfa 'Xi fW'YVh'\Uh''J cb'XYf'9fghYfk Ä\bi b['XYg'6Y[f]Zg
7\UVcg ž'XYf']b'X]YgYa '?cbhYi h' ž b[Y'VYXYi hYh' i bX'ja
Fi \f[YV]Yh'j YfVfY]hYh'k Ufž'V]g'ni 'XYb'9f'YVb]ggYb'XYf'7`]ei Y
k]fX'Y]b'VfY]hYg'GdY_hfi a 'Ub'9fZU\fi b[Yb'UV[YXYW_h"

DfcXi _h]cb' i bX'9f\Ä'h]W_X_Y]h

DfcXi n]Yfh'k]fX' 7\UVcg 'j cb'667'Ghi X]cg'; Yfa Ubm'ja '5i ZhfU[
XYg'N8: ž'k cVY]'X]Y'9fghUi gghfU\ 'i b['XYf'UW'h'9d]gcXYb'ZØf
5i [i gh]b'XYf'N8: !A YX]Uh\Y_' i bX'Ui Z'N8: bYc' [Yd'Ubh']gh''8]YgY
i b_cbj Ybh]cbY''Y'Ghfi _hi f'a]h(\$i 'XYf'<UbX' i b[']b'XYf

; Y[Ybk Ufhi bX* \$i]b'XYf'J Yf[Ub[Yb\Y]h'gcf[h'ZØf'Y]bYb
Zf]gWYb'6`W_`Ui ZX]Y'<YfUi gZcfXYfi b[Yb'XYg'9fk UWgYbk YfXYbg
i bX'X]Y': fU[YghY`i b[Ybž'X]Y'i bg'U`Y'VYgWÅZh][Yb"

A]h'\fYa `k]hn][Ybž'UVYf'Ui W`b'UWXYb_]WYb'5bgUhn'V]YhYh
7\UVcg `Y]b'Ui ZfY[YbXYg'9f'YVb]gž'XUg'gck c\`X]Y'Øb[YfYb'U`g
Ui W`X]Y'À'hYfYb'Ni gWUi Yf'Ubgdf]W'h"CV'a Ub'bi b'X]Y
Bi ``Yf'U\fy'gY'Vgh'Yf'YVh'\Uh'cXYf'Y]bZUW`bi f'Y]b' i hYg'GhØW_
I bhYf\U`hi b[`gi W'h' `X]YgY'GYf]Y'\Uh'DchYbh]U`ž'XYb'BYfj `XYf'NY]h
ni `hfYZZYb"

A Y\f'ni a `H\Ya U'i bX'XYf'UbgH\YbXYb'J YfØZYbh]W`i b[`Z]bXYb
G]Y'Ui W`b'XYb'6Yf]W'hYb'j cb'`_ghU"XY'i bX'ZYfbgY\gYf]Yb"XY"
: Øf'Y]bY'h]YZfY'9]bhUi WYb'j]b'X]Y'?i `hi f'XYf'Bi ``Yf'U\fy'`_ØbbYb
G]Y'g]W`Ui W`X]YgYg'567'XYf'` [YbX'UbgWUi Yb"

8YhU]`g	
Cfh	9\fybZy`Xž'8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none">• k k k "_ghU"XY• k k k "ZYfbgY\gYf]Yb"XY• k k k "j]W"Ŧa

6Ygi WYb'G]Y'i bg'Ui Z.`a Y]b!_cY`b"bYh