

DfY]gXfi W_`Ub`XYf`BcfXgYY. `GW`b]hnY``ZØf`
' &`9i fc` `?i bXYb`g]bX`Ya dØfh°

8Yf`5fh]_Y``VY`Yi W`hYh`X]Y`ghY][YbXYb`GW`b]hnY`dfY]gY`]b
BcfXgYY!FYghUi fUbhg`i bX`?i bXYbfYU_h]cbYb`]a `i f`Ui V
&\$&) "

BcfXYfbYmž`8Yi hgW`UbX`!`6Y]a `; Ybi gg`j cb`GW`b]hnY``Ub`XYf`
BcfXgYY`_ØbbYb`i f`Ui VYf`XYfnY]h`]b`Y]bY`i bYfk UfhYhY
DfY]gYi d`cg]cb`[YfUhYb`" `#`Y]bYf`J]Y`nU`\\`j cb`FYghUi fUbhg`g]bX
X]Y`DfY]gY`Yf`YV`]W`[Ygh]Y[Yb`"Gc`VYf]W`hYb`XYfk YghYb`XYž
XUgg`]b`Y]bYa `FYghUi fUbh`Ui Z`BcfXYfbYm`ZØf`Y]b`K]YbYf`GW`b]hnY`
ghc`nY`' &`9i fc`j Yf`Ub[h`k YfXYb`" ?i bXYb`nY][Yb`g]W`i bni Zf]YXYb
ØVYf`X]Y`\\c`\\Yb`DfY]gYž`k Å`\\fYbX`XUg`FYghUi fUbh`A Ø`Yfg `]a
<chY`%, , (`X]YgY`VY`GdY]gY`a]h`?UfhcZZY`!; i f`YbgU`Uh`i bX
DfY]gY`VYYfYb`ZØf`VYgU[hY`" &`9i fc`UbV]YhYh"

B]W`h`bi f`X]Y`GW`b]hnY`_cghYb`a UW`Yb`GW`U[nY]`Yb`"5i Z`Gm`h
Yhk U`_`U[Yb`Hci f]ghYb`Y`\\Yf`ØVYf`X]Y`Yi cfV]hUbhYb`A]YhdFY]gY`ZØf`
: Yf]Ybk c`\\bi b[Ybž`k Å`\\fYbX`X]Y`FYghUi fUbhdFY]gY`]b`X]YgYa
`Øb[ghYb`DfY]ghfYbX`k Yb][Yf`]a `: c`_i g`ghY`Yb"

DfY]gUbU`mgY`ZØf`':]gW` [Yf]W`hY

⇒ `?cbhfUghini `XYb`GW`b]hnY`!DfY]gYb`V]YhYh`X]Y`FYghUi fUbh`YhhY
BcfXgYY`Y]bY`VfY]hY`DU`YhY`j cb`':]gW` [Yf]W`hYb`Ub`"8]Y`DfY]gY`ZØf`
X]Y`GdY]gYb`j Uf]]YfYb`Yf`YV`]W`ž`XcW`j]Y`Y`5b[YVchY`g]bX
k Y]hUi g`i[Øbgh][Yf`U`g`XYf`<`ØW`ghdFY]g`ZØf`GW`b]hnY`"Gc`k]fX`Y]b
[YVUW`YbYf`5`Ug`U!GYY`UW`g`VYfY]hg`UV`- ž+- `9i fc`Ub[YVchYb`
5i W`XUg`bcfk Y[]gW`Y`@W`gZ`Yh`_cghYh`a]h`%(ž(- `9i fc`k Yb][Yf
U`g`gc`a UbW`Yg`GW`b]hnY`"

<]Yf`Y]b` , VYfV`]W_`ØVYf`Y]b][Y :]gW [Yf]W hY.

; Yf]W h

DfY]g`]b`9i fc

5`Ug_U`GYY`UW`g`[YVUW_Yb	- ž+ -
Bcfk Y []gW Yg`@UW`gZ`Yh`Ui Z XYf`<Ui h`[YVfUhYb	%(ž(-
:]gW`Z`Yh`7`Ua`d][bcb	%&ž&-
GW`c``YbZ`Yh`j`ca` ; f]``	- ž+ -
G`f]a` dg!DUghU	%%ž&-

BVYb`XYb` :]gW [Yf]W hYb` \Uh`BcfXgYY`Ui W`Y]bY`5i`gk`U`Ub
6U[i`YhhYg`i`bX`k`Y]hYfYb`GbUW`g]a`5b[YVch`8]YgY`fY]W Yb`j`cb
6UW`Z]gW`!6U[i`YhhYg`ZØf` (ž&-`9i`fc`V]g` \]b`ni`Y]bYa`HUghm`G`f]a`d
6U[i`YhhY`ZØf`*`ž+`-`9i`fc`8]Y`F`YghUi`fUb`h`YhhY`ž`XYfYb`l`fgdfi`b`[`]a
>\`f`%,`-`*`]b`6fYa`Yb`Y]Y[hž` \Uh]g]W`Ui`Z`Z]gW`Y` :]gW`gdY]gYb`i`bX
A`YYfYgZfØW`hY`gdYn]U`]g]Yfhi`bX`j`YfZØ[h` \Yi`hY`ØVYf`fi`bX`&`\$
GhUbXcfhY`ž`Ui`W`ØVYf`8Yi`hgW`UbXg` ; fYbnYb` \]bUi`gž`Yhk`U`]b`XYf
GW`k`Y]n`i`bX`C`ghYi`fcdU"

GW`bY``i`bX`Zf]gW` .`BcfXgYYg`5b[YVch

BcfXgYY` \Uh]g]W`i`gY]h`XYf` ; fØbXi`b`[`U`g` :]gW`YfY]! ; YgY``gW`UZh
i`bX`XYf`9fØZbi`b`[`XYg`YfghYb`GW`bY``fYghUi`fUbhg`%-`*(`Yf` \YV`]W
k`Y]hYfYbhk`]W`Y`h`<Yi`hY`k`]fX`bYVYb` :]gW`i`bX`A`YYfYgZfØW`hYb
Ui`W`Gi`g` \]Ub[YVchYbž`k`À`fYbX`a`Ub`]b`XYb`a`Y]ghYb
F`YghUi`fUbhg`bYVYb`XYb`GdY]gYb`Ui`W`GbUW`g`k`]Y` :]gW`VfØhW`Yb
ni`a`A`]hbY`a`Yb`VY`_ca`a`h`8]Y`?`YhhY`]gh`VY`gcbXYfg`ZØf`]\`fYb
6fYa`Yfž`Y]b`6fØhW`Yb`a`]h` :]gW`Zf]_UXY``Y`ž`VY`_Ubbhi`bX`gYhnh`Ui`Z
E`i`U`]h`h`gck`]Y`Zf]gW`Y`Ni`hUhYb"

K`À`fYbX`X]Y` \c`Yb`DfY]gY`ZØf`GW`b]hnY``VY]`XYb`BcfXgYY!
6Ygi`W`Yfb`]a`a`Yf`a`Y`f`]b`XYb`A`]hhY`di`b`_hfØW`Ybž`V`Y]Vh
UVni`k`UfhYbž`cV`g]W`Ub`X]YgYa`HfYbX`Yhk`Ug`À`bXYfb`k`]fX`cXYf`cV
X]Y`l`f`Ui`VYf`VYfY]h]g]bXž`X]Y` \Ø`YfYb`?`cghYb`ni`hfU[Yb`8]Y
;`YXi`X`i`bX`5bgdfØW`Y`XYf` ;`À`ghY`_ØbbhYb`Ub[Zf]gh][`ØVYf`XUg
GW`]W`gU`X]YgYf` ;`Ughfcbca`]YVYhf]YVY`Yb`hgW`Y]XYb"

8YhU]`g	
C fh	B c fXYfbYmž`8 Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "XYfk YghYb"XY • ZUghZc cX!dfY]gW YW_"XY • k k k "ZUghZc cXdfY]gY"XY

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