

K Y`hdfYa]YfY`]b` ;]Y»Yb.` Gci`G\]Zh VY[Y]ghYfh'5b]a Uh]cbg!: Ubg°

<YggYb`ZY]Yfh`X]Y`DfYa]YfY`XYf`GYf]Y` Gci`G\]Zh`i bX
k Y]hYfY`VYY]bXfi W_YbXY`DfcXi`_h]cbYb`VY]a`GYf]U`Y` :Ygh]j U`
]b` ;]Y»Yb`"



;]Y»Yb`ž'8Yi hgW`UbX`! ; YghYfb`ž`Ua`(`%`"'& b]`&\$&) ž`ZUbX`]a
?]bcW`bhYf` ;]Y»Yb`X]Y`a]h`GdUbbi b[`Yfk UfhYhY`K Y`hdfYa]YfY
XYf`?i fngYf]Y` Gci`G\]Zh`ghUhh`'8]YgY`DfcXi`_h]cb`Ui`g`<YggYb`]gh
XUg`FYgi`hUh`hU`Ybh]YfhYf`† b[Yf`:]`a Ya UWYfž`j]Y`Y`XUj`cb
5Vgc`j YbhYb`j`cb`<cW`gW`i`Yb`]b`8Ufa`ghUXh`i`bX`?UggY`"
DfcXi`nYbh`H\ca`Ug`GW`bY]XYf`!Hfi`a`dd`Yf`_`ÀfhY`ž`XUgg`X]Y
9bhk`]W`_i`b[`XYf`GYf]Y`]b` ;]Y»Yb`]\fYb`l`fgdfi`b[`UhY`ž`k`Ug`X]Y
`c`_U`Y`?fYUhh]`gnYbY`]bg`F`Ua`dYb`]W`h`f`ØW`_h`'6YgcbXYfg`YfZfYi`]W`.
Gci`G\]Zh`k`i`fXY`U`g`VYghY`5b]a`Uh]cb`Ui`g[`YnY]W`bYh`i`bX`Uh
VYfY]hg`9]b`UXi`b[`Yb`ni`XfY`k`Y]hYfYb` : Ygh]j`U`g`Yf`U`hYb`"Ni`XYa
ØbX][`hY`XYf`<Ygg]gW`Y`F`i`bX`Z`b``Ub`ž`XUgg`X]Y`GYf]Y`VU`X
j`YfZØ[`VUF`gY]b`k`]fX`:`XYf`[`YbUi`Y`5Vfi`ZnY]hdi`b`_h`V`Y]Vh`Y`XcW`
j`cfYfghi`b`_`Uf`ž`k`À`fYbX`Y]b`HfU]`Yf`VYfY]hg`Ui`ZM`ci`Hi`VY`ni

Z]bXYb`]gh"

9]b`k Y]hYfYg`<][\`][\h`XYf`J YfUbgU`hi b[`k Uf`X]Y`GYf]Y` @cj Y
Gi W_g ž`X]Y`a]h`XYa`DfY]g`ZØf`X]Y`VYghY`@Ub[nY]hgYf]Y`[YY\fh
k i fXY`"8]YgY`a cXYfbY`Fca Yc!i bX!ž`]U!; YgW]W]hY`\UbXY`h]j cb
Y]bYf`DfY]gVcl Yf]b`i bX`Y]bYa`J Ua d]f`i bX`k i fXY`ZØf`N8: bYc
dfcXi n]Yfh`"8]Y`GYf]Y`]gh`U`_hi Y`"b`XYf`A YX]Uh\Y`_UVfi ZVUf"

8]Y`GYf]U`Y`&\$&) `]a ` , VYfV`]W_

8]Y`%%"5i ZU[Y`XYf`GYf]U`Y`VY\YfVYf[hY`]bg[YgUa h`(\$`GYf]Yb
i bX`g]YVYb`D]`chZ]`a Y`Ui g`&%`@AbXYfb`i bX`Vch`XUfØVYf`\]bUi g`Y]b
i a ZUb[fY]W]Yg`F U\ a Ybdfc[fUa a "J cfhfÅ[Yž
DcX]i a gX]g_i gg]cbYb`i bX`nU\`fY]W]Y`BYhk cf_]b[!A Ò[`]W]_Y]hYb
`i XYb`XUni`Y]bž`g]W]`ØVYf`U`_hi Y`"Y`9bhk]W_`i b[Yb`i bX`Dfc`Y`_hY
Ui gni hUi gW]Yb": Ygh]j U`X]fY`_hcf`7gcb[cf`8cVfch`U`nY][hY`g]W]
ni Zf]YXYb`a]h`XYa`J Yf`Ui Zi bX`XYf`ghY][YbXYb`E i U`]hÅh`XYf
[YnY][hYb`:]`a Y"

- DfY]ghfÅ[Yf`XYf`GYf]U`Y`&\$&) .
- 6YghY`GYf]Y.` 6i [UfUW]
- 6YghY`F Y[]Y.`A Uf]Ubc`Dcnn]`ZØf` A Umih`Y`"Ugh`XUm`VY`Zcf
i g
- 6YghYg`8fY\Vi W].`5bh`cbm`7cj YbYmž`@Å`]U`BYj Yfh`ZØf` @J
HYffY`5ddY`"Y`A Uh`]XY
- 6YghY`<Ui dh`XUfghY`"Yf]b.`>ØfX]g`Hf]YVY`"ZØf` A UfnU\`bž`A cb
5a ci f
- 6YghY`BYVYb`XUfghY`"Yf]b.`; i mU]bY`HfYa V`Um`ZØf` J]bhU[Y
<YUfh
- 6YghYf`GW]b]hh.`Dck Yf`l d
- 6YghY`Cf][]bU`a i g]_.`7mf]`"Y`5i Zcfh`ZØf` 6i [UfUW]
- 6YghYg`DfcXi`_hXYg][b.`A Umih`Y`"Ugh`XUm`VY`Zcf`i g
- 6YghYg`?cghØa`XYg][b.`H\Y`;]f`k]h`h\Y`A Uf_`fGhUZZY`"&ł
- 6YghY`≠YY.`H\Y`6][`<ci gY
- 6YghY`?Ua YfU.`JWc`V`GUI Yfa]`W]ž`JbU`@UYfa YfYf`ZØf
: YY`]b[g`fGhUZZY`"&ł
- 6YghYg`9bgYa V`Y.`5dUfha Ybh`5
- 6YghYf`8c_i a YbhUfZ]`a `.`; Ua Y`Cj Yf`H\Y`: U`"cZ`7fYX]h

Gi]ggY

- 6YghY '@Ub[nY]hgYf]Y.' @cj Y'Gi W_g
- 6YghY '5b]a Uh]cb.' Gci ``G\]Zh
- 6YghYf'D]`chZ]`a . ' H\Y'6`cW_Yf' `HfUi a `cV':]`a]bXi ghf]Y
- 6YghYf'D]hW\.' I `U`NUk UXn_U`fA cXY`Ł

? fYUh]j Yg`B Yhk c f_]b[`]b `;]Y» Yb

⇒a `GW\UhhYb`XYf`GYf]U`Y`ZUbX`YVYbZU`g`XUg':]`a / `A YX]U
 A YYhi d]b `;]Y» Yb`ghUhž`XUg`_fYUh]j Y`? ÒdZY`Ui g`<YggYb`i bX`XYf
 [Ubnyb`K Y`h`ni gUa a YbVfUW\hY" <]YfVY][]b[`Yg`b]W\h`bi f`i a
 XUg`BYhk c f_]b[ž`gcbXYfb`Ui W\`i a `X]Y`8]g_i gg]cb`U_hi Y`Yf
 Dfc`Y`_hY`i bX`9b`hk]W_i b[Yb`]b`XYf':]`a V`fUbW\Y"8]Y`Yb`hgdUb`bhY
 5ha cgd\`ÅfY`VY]`Y]bYa `; Yhf`Åb`_a UW\hY`Yg`Y]bZUW\ž?`cb`hU`_hY`ni
 _bØdZYb`i bX`⇒XYb`Ui gni hUi gW\Yb"

I bhYf`XYb`?`ccdYfUh]cbgdUf`hbYfb`VYZUbXYb`g]W\`XUg':]`a \Ui g
 : fUb`_Zi fhž`XUg':]`a !`i bX`?]bcVØfc`<YggYb`gck]Y`X]Y`<YggYb':]`a
 UbX`A YX]U`5WUXYa mif\`A 5Ł`Gc`W\Y`9j Yb`hg`ZØfXYfb`b]W\h`bi f`X]Y
 ?fYUh]j]h`Åž`gcbXYfb`ghY`Yb`Ui W\`g]W\Yfž`XUgg`X]Y`Ygg]gW\Y
 :]`a]bXi ghf]Y`k Y]hYf\]b`V`Ø`h`i bX`bYi Y`HU`Yb`hY`[YZØfXYfh
 k YfXYb"

⇒g[YgUa h`nY][h`X]Y`GYf]U`Y`&\$&) `Y]bXfi W_gj c`ž`k]Y`YVYbX][`i bX
]bbcj Uh]j `X]Y':]`a `UbXgW\UZh]b`<YggYb`]gh`A]h`Y]bYf`J]Y`nU`Y`j cb
 : Ygh]j U`g`i bX`9j Yb`hgž`X]Y`]b`X]YgYa `Y\`f`bcW\`Ui Z`XYa `Dfc[fUa
 ghY`Yb`ž`XØfZhY`X]Y`f`Y[]cb`Ui W\`k Y]hYf\]b`]a `: c_i g`XYf':]`a gnYbY
 ghY`Yb"

8YhU]`g	
C fh	;]Y» Ybž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "[]YggYbYf!U`[Ya Y]bY"XY • X]Y!gYf]U`Y"XY • k k k "Z]`a !\YggYb"XY

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