

K i fgh!F ØW\_fi Z]b'6UmYfb.  
; Ygi bX\Y]hg[ YZU\ f'Xi fW  
\_fUb\_a UWYbXY'?Y]a Y

?Ui ZUbX'k Ufbhj cf'Y]bYa 'K i fgh!F ØW\_fi Zk Y[ Yb  
\_fUb\_a UWYbXYf'?Y]a Y"'6YhfcZYbY'DfcXi \_hY'\_ÖbbhYb  
[ Ygi bX\Y]hggWÅX`]W'gY]b"'F ØW\_[ UVY'Ya dZc\`Yb°

GhUbX.'\$( "\$, "&\$&( ž%- .%&'l \f

Jcb.'7Ufa Yb'A Öfk U`X

8]Y'; Ygi bX\Y]hgf]g]\_Yb'Xi fW' \_cbhUa ]b]YfhY  
K i fg h d f c X i \_ h Y

⇒XYf'\Yi h][ Yb'NY]h'g]bX'F ØW\_fi ZY'j cb'@YVYbga ]hY'b'\Äi Z["  
8]Yga U'ghY\h'X]Y'?ØV'Yf'; a V< / '7c"'?; ]a ':c\_i gžX]Y'\_Øfn`]W  
Y]bY'F ØW\_fi ZU\_h]cb'ZØf'a Y\fyfy'K i fg h d f c X i \_ h Y '[ YghUfhYh'\Uh"  
8]YgY'A U»bU\ a Y'k i fXY'Y]b[ Y'Y]hYhž'bUWXYa 'VY\_Ubbh'k i fXYž  
XUgg'Y]b][ Y']\fyf'8cgYbk ØfghY'a ]h'[ YZÅ\ f`]WYb'?Y]a Yb'VY'UghYh  
gY]b'\_ÖbbhYb"Gc`WY'?Y]a Y']b'@YVYbga ]hY'b'g]bX'Ui g  
[ Ygi bX\Y]h]WYf'G]W'h'Äi »Yfgh'VYXYb\_]W'i bX'\_ÖbbYb  
]bgVYgcbXYfY'ZØf'j i `bYfUV`Y'; fi ddYb'k ]Y'GW'k Ub[ YfYž  
'Y]b\_]bXYf'i bX'Y'hYfy'gY\ f [ YZÅ\ f`]W'k YfXYb"

DfcXi \_hY']a 'F ØW\_fi Z'i bX']\fY'J YfVfY]hi b[

8]Y'VYhfcZYbYb'DfcXi \_hYž'XUfi bhYf'X]Y' <Ui ga UWYf'6'i hk i fgh  
]b'XYf'8cgY 'i bX' @YVYfk i fgh'ZY]b'a ]h'?U'VZY]gW' ]b'XYf'8cgY ž  
k i fXYb' ]b'j YfgW.]YXYbYb'6i bXYg'ÄbXYfb'j Yf\_Ui Zh'?cb\_fYh  
k i fXYb'X]YgY'K i fghk UfYb' ]b'6UmYfbž<YggYbž'6UXYb!

K ØfhYa VYf[ ž'GUUf`UbX'i bX`F\Y]b`UbX!DZU`n`VY]'?Ui ZUbXž'8Yf  
K i fgh'8]gWci bhYf'i bX`9a ]': ÄfVYf`Ub[ YVchYb"?'i bXYb`k ]fX  
Xf]b[ YbX`[ YfUHYbž'X]YgY`DfcXi \_hY`b]Wk`h`ni`j`YfnY\fyb`i bX`g]Y  
ghUhhXYggYb`]b`X]Y`J`Yf`\_Ui`ZgghY`Y`ni`fØW`ni`Vf]b[ Ybž`k`c`XYf  
?Ui ZdfY]g`YfghUhhYh`k`]fX"

< ]bhYf[ fi bX`ni`\_cbhUa ]b]YfhYb  
@YVYbga ]hhY`b

8]Y`H\Ya Uh]\_fi bX`i`a`'6U\_hYf]Yb`]b`K`i`fghk`UfYb`]gh`b]Wk`h`b`Yi`"  
&\$&\$`ZØ\fhY`Y]bY`i`bhYf`gi`Wk`i`b[ `XYf`i`a`k`Y`h`c`f[ `Ub]gUh]cb  
; Yfa`Ub`k`UhWk`ni`'U`Ufa`]YfYbXYb`9f[ YVb]ggYb.`>XY`nk`Y]hY`DfcVY  
j`cb`<Ä\bWYbZY]gWk`Ui`g`[`fc»Yb`9i`!; YZØ[ Y`ZY]gWk`\_c`bnYfbYb  
k`Uf`a`]h`?Y]a`Yb`VY`UghYh`'F`ØW`fi`ZY`Ui`g`Ä\b`]Wk`Yb`;`fØbXYb`g]bX  
]a`a`Yf`k`]YXYf`b`Øh][`ž`i`a`X]Y`;`Ygi`bX\Y]h`XYf`J`YfVfUi`Wk`Yf`ni  
gWk`ØhnYb"8]Y`Gh]Zhi`b[ `K`UfYb`hYgh`k`Y]gh`XUfUi`Z`bž`XUgg`j`cf  
U`Ya`VY]`k`Ufa`Yb`HYa`dYfUhi`fYb`XUg`F`]g]\_c`ZØf`?Y]a`VY`Ughi`b[`Yb  
ghY][`hž`k`Ug`]b`XYf`U`hi`Y`Yb`F`ØW`fi`ZU`h]cb`Y]b`Yb`hgWk`Y]XYbXYf  
: U`h`c`f`gY]b`\_ØbbhY"

Gma`dhca`Y`i`bX`[`Ygi`bX\Y]h`]Wk`Y`':`c`[`Yb`VY]  
J`YfnY`f

K`Yf`a`Ø[`]Wk`Yfk`Y]gY`j`cb`XYb`[`YZÄ`fXYhYb`DfcXi`\_hYb`[`Y[`YggYb  
\Uhž`gc`hY`Ui`Z`VYgh]a`a`hY`Gma`dhca`Y`UWk`hYbž`X]Y`V]g`ni`UWk`h  
HU[`Y`b`UWk`XYa`J`YfnY`f`Ui`ZhYfYhYb`\_ØbbYb"8Uni`[`Y`\ØfYb.

- 6Ui`Wk`gWk`a`YfnYb
- 8i`fWk`ZU`
- 9fVfYWk`Yb
- :`]YVYf
- ?`cdZgWk`a`YfnYb
- A`i`g`\_Y`gWk`a`YfnYb

6YgcbXYfg'?]bXYfž`GWk`k`Ub[`YfY`i`bX`\_fUb`\_Y`A`YbgWk`Yb`gc`hYb`VY]  
Ni`Z`\f`j`cb`\_cbhUa`]b]YfhYb`@YVYbga`]hhY`b`j`c`fg]Wk`h][`gY]bž`XU  
X]YgY`;`fi`ddYb`Y]b`\Ø`YfYg`F`]g]\_c`ZØf`Yfbgh`UZhY`[`Ygi`bX\Y]h`]Wk`Y

?ca d`\_]Uh]cbYb`\\UVYb"

; Ygi bX\Y]hggWxi hn'i bX  
J YfVfUi Wx YfUi Z\_`Àfi b[

8Yf`U\_hi Y`Y`F ØW\_fi Zj YfXYi h]Wxh`X]Y`Bchk YbX][ \_Y]h`ZØf`Y]bY  
ghÀbX][ Y` , VYfk UWxi b[ `XYf`@YVYbga ]hhY`dfcXi \_h]cb`i bX  
!j YfhY]`i b[ ""9g`]gh`j cb`[ fØ» hYf`6YXYi hi b[ ž`XUgg`X]Y`J YfVfUi WxYf  
ØVYf`gc`WxY`F ØW\_fi ZY`]bZcfa ]Yfh`k YfXYb`i bX`k ]ggYbž`k Y`WxY  
DfcXi \_hY`g]Y`\_cbgi a ]YfYb""8Yf`F ØW\_fi ZVY]`?ØV`Yf`]gh`Y]b  
k Y]hYfYf`GWxf]hh`ni f`G]WxYfghY``i b[ ž`XUgg`gc`WxY`GhUbXUfXg  
Y]b[ Y`U`hYb`k YfXYbž`i a `X]Y`ØZYbh]WxY` ; Ygi bX\Y]h`ni  
[ Yk À`f`Y]ghYb"

8]Y`Ui Z[ YnY][ hYb`F ]g]\_Yb`YfZcfXYfb`j cb`XYb`< YfghY``Yfb`Y]bY  
gcf[ ZÀ`h][ Y`?cbhfc``Y`i bX`hfUbgdUfYbhYg`< UbXY`bž`i a `X]Y  
G]WxYf\Y]h`XYf`J YfVfUi WxYf`ni `[ Yk À`f`Y]ghYb""Bi f`Xi fWx  
\_c``Y`\_hj Y`5i Za Yf\_gUa \_Y]h`\_ØbbYb`F ØW\_ZÀ``Yž`X]Y`ni `YfbghYb  
9f\_fUb`i b[ Yb`ZØ\`fYb`\_ØbbYbž`a ]b]a ]Yfh`k YfXYb"

8YhU]`g

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