

GhY[`]hn!NY\`YbXcfZ`B Yi Yg`Dfc`Y_h`ni f
I bhYfghØhni b[`Gi W h_fUb_Yf`[YghUfhYh

9fZU\fyb`G]Y`a Y\`f`ØVYf`XUg`bYi Y`Dfc`Y_h`XYf`Ui Zgi W`YbXYb
Gcn]U`UfVY]h`]a `6Yn]f_`GhY[`]hn!NY\`YbXcfZ`XUg`A YbgW`Yb
a]h`Gi W`hdfcV`Ya Yb`]a `ÖZYbh`]W`Yb`F`Ui a `i bhYfghØh`Yb
gc``N]Y``]gh`X]Y`J`YfVYggYfi b[`XYf`@YVYbgVYX]b[i b[Yb`i bX
X]Y`FYXi n]Yfi b[`j`cb`Bi`hni b[g_cbZ]_hYb"6]g`ni`%*, "+) (`:
: ÖfXYfa]hhY`ghY\`Yb`ni f`J`YfZØ[i b[" `≠Zcfa]YfYb`G]Y`g]W`
ØVYf`X]Y`HY]`bU\`a YVYX]b[i b[Yb`i bX`X]Y`:`f]ghYb`ni f
9]bfY]W`i b[`≠fYf`6Yk YfVi b[gi bhYf`U[Yb"

`GhY[`]hn!NY\`YbXcfZ`hf]ZZh`A U» bU\`a Yb.
≠bcj Uh]cbgd`fc`Y_h`ni f`I bhYfghØhni b[`j`cb`A YbgW`Yb`a]h
Gi W`hdfcV`Ya Yb`

`a `6Yn]f_`GhY[`]hn!NY\`YbXcfZ`k]fX`Y]b`VYgcbXYfYg`Dfc`Y_h`]bg
@YVYb`[Yfi ZYbž`XUg`g]W`a]h`XYb`< YfUi gZcfXYfi b[Yb`j`cb
A YbgW`Yb`Ui gY]bUbXYfgYhnhž`X]Y`]a `ÖZYbh`]W`Yb`F`Ui a
dgmW`cU_h]j Y`Gi VghUbnyb`_cbgi a]YfYb"8]YgYg`J`cf\UVYb`]a
FU\`a Yb`XYg`6Yf`]bYf`G]W`Yf\Y]hg[]dZY`g`k]fX`a]h`Y]bYa
:]bUbnj`c`i`a Yb`j`cb`ØVYf`%), "\$\$\$`9i`fc`ZØf`XUg`≠\f`&\$\$(`i`bX
a Y\`f`U`g`%*, "\$\$\$`9i`fc`ZØf`&\$\$(`i`bhYfghØhnh`"

N]Y`gYhni b[`XYg`Dfc`Y_hYg

`8]Y`nYbhU`Y`N]Y`gYhni b[`X]YgYf`dfc`Y_hVYnc[YbYb`:`ÖfXYfi b[`]gh
X]Y`I bhYfghØhni b[`j`cb`9fk UW`gYbYbž`X]Y`Gi VghUbnyb
_cbgi a]YfYb`i`bX`6YXUfZ`Ub`<`]ZY`\UVYb"9g]gc``b]W`h`bi`f`XYf
]bX]j]Xi Y``Y`GW`UXYbga]b]a]Yfi b[`Xi`fW`
DfÄj Ybh]cbga U» bU\`a Yb`FYW`bi b[`i`YhfU[Yb`k YfXYbž`gcbXYfb
Ui W`Y]b`k]W`h[]Yf`6Y]hfU[`ni`f`6Y`Äa`dZ] b[`j`cb`?`cbZ]_hYb`]a

ÖZZYbh]WYb`FUi a` [Y`Y]ghYh`k YfXYb" `Gc`k]fX`XUg`Zf]YX`]WY
Ni gUa a Yb`VYb` [YZÖfXYfh`i bX`X]Y`@YVYbgei U`]h`h`a` GhUXhhY`
[YghY][Yfh`"

6Ygc bXYf\Y]hYb`XYf` : ÖfXYfi b [

"8]Y`VYfY]h[YghY`hYb`A]hhY`i bhYf`]Y[Yb`VYgc bXYfYb
6YX]b[i b[Yb`"9g`U bXY`h`g]WY`b]WYhi a`Y]b`Zcfa U`Yg
=bhYfYggYbVY`i bXi b[gj YfZU`fYb`ž`k Ug`VYXYi hYh`XUgg`HY]`bY`a Yf
i bj YfV]bX`]WY`Ub`XYa` DfcnYgg`hY]`bY`a Yb`_ÖbbYb`" `X[`]WY
5bgdfØWY`Ui Z`X]Y` : ÖfXYfi b[`cXYf`XYfYb`5i gZØ`fi b[`VYghY`Yb
b]WYh`k cXi fWY`Y]bY`[Yk]ggY` : `YI]V`]h`h`ZØf`X]Y`VYhY`] [hYb`HfÄ[Yf
[YgWY UZZYb`k]fX`"

Dfc`Y`_hVYghUbXhY]`Y`]a`8YhU]`

B]YXf][gWYk Y`][Y`Gcn]U`UfVY]h`j cf`Cfh

- 8]fY`_hY`5bgdfUWY`i bX`I bhYfghØhni b[`j cb
Gi WYha]hhY`[YVfUi WYbXYb"
- GWYUZI b[`j cb`GYbg]V`]h`h`ZØf`I a k Y`h`i bX
JYf`U`hYbgZfU[Yb`ž`k]Y`XYb`f]WYh[Yb`I a [Ub[`a]h
5VZÄ`Yb"
- JYfhY]`i b[`j cb`A UHfY]U`]Yb`ni f`F]g]_ca]b]a]Yfi b["

; Ya Y]bk YgYbVYnc [YbY`5bgÄhnY

- 8i fWY ZØ`fi b[`j cb`B UWY VUfgWY UZhYUfVY]h`ni f
JYfVYggYfi b[`XYf`G]WYf`Y]hg`U[Y"
- 6YfY]hgY`i b[`j cb`=Zcfa Uh]cbYb`Ub`5bk c`bYf`i bX
; Yk YfVYhfY]VYbXY"

: ÖfXYfj cfUi ggYhni b [Yb`ZØf`HfÄ[Yf

"I a`Ub`X]YgYa`Dfc`Y`_h`hY]`bY`a Yb`ni`_ÖbbYb`ž`a ØggYb`X]Y
]bhYfYgg]YfhYb`HfÄ[Yf`Y]bY`cfXbi b[g[Ya`Ä»Y` ; YgWY`ÄZhY ZØ`fi b[
bUWYk Y]gYb`gck]Y`A U»bU`a Yb`ni f`E`i U`]h`h`gg]WYfYfi b[`i bX

HfUbgdUfYbn]b`]\fYb`5V`Ai ZYb`i a`gYhnYb"8Uni`[Y\`Ofh`Ui W\`X]Y
FY[]ghf]Yfi b[`]b`XYf`HfUbgdUfYbnXUhYbVUb_`XYg`@UbXYg`6Yf`b"``

K]W\ h][_Y]h`XYf`gc n]U`Yb`5fVY]h`]a
ÒZZYb h`]W\ Yb`F Ui a

``8]YgYg`Dfc`Y`_h`ghY`h`Y]bY`VYXYi hYbXY`A U» bU\`a`Y`XUfž`X]Y`b]W\ h
bi f`X]Y`A`YbgW\ Yb`X]fY`_h`i`bhYfghØhnhž`gcbXYfb`Ui W\`g][bU`]g]Yfhž
XUgg`XYf`6Yn]f`_GhY[`]hn!NY\`YbXcfZY]bYb`dfcU`_h]j`Yb`5bgUhn`ni`f
@Øgi b[`]j`cb`gc n]U`Yb`DfcV`Ya`Yb`j`YfZc`[h`8]Y`?`ca`V]bUh]cb`j`cb
Gcn]U`UfVY]h]a`X]fY`_hYb`?`cbhU`_h`a`]h`6YhfcZZYbYb`i`bX`XYf`5fVY]h
a`]h`XYf`B`UW\`VUfgW\`UZh`k`]fX`XUni`VY]hfU[`Ybž`XUg
G]W\`Yf\`Y]hg[`YZØ\`XYf`6Øf[`Yf`ni`ghÅf`_Yb`i`bX`ni`f`U``[`Ya`Y]bYb
GUi`VYf`_Y]h]a`ÒZZYb h`]W\ Yb`F Ui a`VY]ni`hfU[`Yb"``

K]Y`_Ubb`a`Ub`hY]`bY\`a`Yb3

``b`hYfYgg]YfhY`HfÅ[`Yf`_ØbbYb`V]g`ni`a``,`\$`,`&\$&(`]\fY
6Yk`YfVi b[`Yb`Y]bfY]W\`Yb"9fZcfXYf`]W\`Y`i`bhYf`U[`Yb`k`]Y
Ni`k`YbXi b[`gUbhfÅ[`Y`gck`]Y`Ui`gZØ\`f`]W\`Y`?`cbnYdhY`ni`f
Dfc`Y`_hi`a`gYhni b[`a`ØggYb`j`c`ghÅbX][`i`bX`hYfa`]b[`YfYW\`h`VY]`XYf
ni`ghÅbX][`Yb`GhY`Y`Y]b[`YfY]W\`h`k`YfXYb"8]Yg[`YgW\]Y\`h`VY]
GUa`i`Y`5`VYfhg]a`6Yn]f`_gUa`h`GhY[`]hn!NY\`YbXcfZ"``

9]b`6`]W_`]b`X]Y`Ni`_i`bZh

``8]Y`VYj`c`fghY\`YbXYb`A U» bU\`a`Yb`g]bX`b]W\`h`bi`f`Y]bY
i`ba`]hhY`VUfY`i`bhYfghØhni b[`ZØf`X]Y`6YhfcZZYbYbž`gcbXYfb`hfU[`Yb
Ui`W\`ni`f`GW\`UZZ`b[`Y]bYg`gc`XUf]gW\`Yb`i`bX`g]W\`YfYb`i`a`ZY`Xg`]b
GhY[`]hn!NY\`YbXcfZ`VY]"8]Y`i`a`gYhni b[`X]YgYg`Dfc`Y`_hg`_ØbbhY
U`g`A`cXY``ZØf`UbXYfY`6Yn]f`_Y`X]YbYbž`X]Y`Å\`b`]W\`Yb
<`YfUi`gZcfXYfi b[`Yb`[`Y[`YbØVYfghY\`Yb"``

8YhU]g

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