

7UbbUV]g!: i bX`]b`<]Yhn]b[.`8fc[Yb`UVcf
i bX` : YghbU\ a Yb`]b`K]Yb`

⊕`K]Yb!<]Yhn]b[`YbhXYW_hY`X]Y`Dc`nY]`7UbbUV]gdZUbnYb
bUW`Y]bYa`K UggYfgW UXyb``8fY]`A`ÀbbYf`k i fXYb
ZYgh[Ybca a Ybž`9fa]hhi b[Yb`Ui ZYb`



K]Yb!<]Yhn]b[ž`2 ghYffY]W`!`⊕`K]Yb!<]Yhn]b[`Ua`Yg`Ui Z[fi bX
Y]bYg`K UggYfgW UXYbg`ni`Y]bYa`ØVYffUgW YbXYb` : i bX` `X]Y
Dc`nY]`YbhXYW_hY`]b`Y]bYf`K c\bi b[`Y]bY`Yf\YV`]WY`A Yb[`Y`Ub
7UbbUV]g`@Ui h`j]YbbU`Uh`k i fXY`X]Y`K c\bi b[`j cb`XYf
Dc`nY]]bgdY_h]cb`@U]bnYf`GhfU»Y`VYhfYhYbž`k c`X]Y`6YUa hYb`b]W`h
bi f`%&\$`7UbbUV]gdZUbnYbž`gcbXYfb`Ui W`) ", &(ž& ; fUa a
j YfdUW_hYg`7UbbUV]g_fUi h`g]W`YfghY`hYb`Ni XYa`j Yf`YZYb`X]Y
9fa]hhi b[Yb`XYg`@UbXYg_f]a]bU`Ua hg`K]Ybž`5i »YbghY`Y`GØXž`]b
Y]bY`k Y]hYfY`K c\bi b[`]b`K]Yb!A Y]X`]b[ž`X]Y`Ui Z[fi bX`Y]bYg
\c\Yb`Ghfca j YfvfUi W`g`j]g]Yf`XYf`Dc`nY]]`[Yf]Yh`

⊕`X]YgYf`K c\bi b[`YbhXYW_hYb`X]Y`9]bgUhn_f`ÀZhY`ni g`Àhn`]W`Y`* (
7UbbUV]gdZUbnYb`i bX`Yhk U`%?`]c[fUa a`k Y]hYfYg

7UbbUV]g_fUi h" ðg[YgUa h'gi a a]YfhY'g]Wk`X]Y`A Yb[Y`Ui Z
VYY]bXfi W_YbXY`*"- %) ž `; fUa a `7UbbUV]g_fUi h'i bX`%* ,
7UbbUV]gdZUbnYb"Ni gÀm`]Wk`k i fXY`6Uf[Y`X`]b`<Ò\Y`j cb`' "(\$
9i fc`[YZi bXYb"6Y]`XYb`9fa]hhi b[Yb`Yf[UVYb`g]Wk`<]bk Y]gY`Ui Z
XfY]`HUhj YfXÀWk]h[Y` `Y]bYb`&) !À\ f][Yb`A Ubb`i bX`nk Y]`6fØXYf
]a `5`hYf`j cb`&- `i bX`' %`À\ fYb"8]Y`VY]XYb`Y`hYfYb`k i fXYb`]b
Y]bYf`K c\bi b[`]b`K]Yb!DYbn]b[`ZYgh[Ybca a Yb`i bX`k À\ fYbX
]\fYf`J YfbY\ a i b[`] YghUbX`XYf`' %!À\ f][Yž`]b`[fc» Ya `A U» Y
7UbbUV]g`j Yf_Ui Zhi bX`]b`j YfgWk]YXYbYb`K c\bi b[Yb`Ub[YVUi h
ni `UVYbžk À\ fYbX`XYf`&- !À\ f][Y`Y[`]Wk`Y`GWk`i `X`j cb`g]Wk`k]Yg"

8fc[Yb`UVcfY`]b`K]Yb

8cWk`b]Wk`h'bi f`]b`<]Ym]b[`[UV`Yg`Øb[gh`5i ZFY[i b[`]a
Ni gUa a Yb\Ub[`a]h`8fc[Yb"ð`Y]bYa `UbXYfYb`J cfZU``]b`K]Yb!
G]a a Yf]b[`k i fXYb`nk Y]`↑ b[Y`A ÀbbYf`]a `5`hYf`j cb`&\$`i bX`&&
À\ fYb`ZYgh[Ybca a Yb"6]Y`j Yfgi Wk`hYbž`7UbbUV]g`Ub`XYf`! 6U\ b!
GhUh]cb`N]ddYfYfghfU» Y`ni `j Yf_Ui ZYb"5bgWk`]Y» YbX`ZØ\fhY`X]Y
Dc`]nY]`9fa]hhi b[Yb`ni `Y]bYf`K c\bi b[`]b`K]Yb!@UbXghfU» Yž`X]Y
g]Wk`U`g`8fc[Yb`UVcf`Yb`hdi ddhY" @Ui h`X]Y`DfYggY`ghY`hY`X]Y
Dc`]nY]`Xcfh`fi bX`%ž) `@]hYf`@]ei]X`9WghUgm`fl <6E`gck]Y`[fc» Y
A Yb[Yb`Ub`5fnbY]a]hY`b`i bX`Yhk U`) \$\$`; fUa a `7UbbUV]g_fUi h
g]Wk`Yf"8]Y`XfY]`J YfXÀWk]h[Ybž`XUfi bhYf`Y]b`&(!À\ f][Yf
<Ui dhj YfXÀWk]h[Yfž`k i fXYb`bUWk`Y]bYf`_i fnYb`NY]h`XYf
5VgWk`chhi b[`XYf`<Ui gVYk c\bYf`j cfØVYf[Y\YbX`ZYgh[Ybca a Ybž`
a i gghYb`YXcWk`Ui Z[fi bX`ZY\`YbXYf`; YghÀbXb]ggY`gdÀhYf`k]YXYf
Ui ZZY]Yb`i » `[YgYhnh`k YfXYb"

9]b`VYgcf[b]gYffY[YbXYf`HfYbX

8]Y`Ni bU\ a Y`XYfUfh][Yf`J cfZÀ`Y`]gh`U`Ufa]YfYbX"9]b`6`]W`_Ui Z
X]Y`NU\`Yb`nY][hž`XUgg`]a `À\ f`&\$&' `]b`2 ghYffY]Wk`]bg[YgUa h`&) *
8fc[YbhchY`fY[]ghf]Yfh`k i fXYbž`X]Y`a Y]ghYb`XUj cb`]b`K]Ybž`k]Y
Ui g`GhUh]ghU`\Yf] cf[Y\h"8]Y`Xfc[YbVYnc[YbY`GhYfVYfUhY
VYhfi [`(ž `Y`%\$"\$\$\$`9]bk c\bYf"6YgcbXYfg`Ui ZZÀ``[`]ghž`XUgg
Øb[YfY`A YbgWk`Yb`]a a Yf`\Ài Z[Yf`ni `7UbbUV]g[fY]ZYb`i bX`X]Y
?cbgi a dfÀj U`Ybn`VY]`A ÀbbYfb`k Y]h`ØVYf`XYf`j cb`i: fUi Yb`]Y[h`
DgmWk]gWk`VY`UghYhY`A ÀbbYf`_cbgi a]YfYb`a Y\f`U`g`j]Yfa U`gc`cZh

k]Y`]\fY`k Yb][Yf`VY`UghYhYb`5`hYfg[YbcggYb"

8]Y`U_hi`Y`Y`G]hi Uh]cb`j YfXYi h]W h`XYb`Xf]b[YbXYb
< UbX`i b[gVYXUfZ]a`6YfY]W`XYf`8fc[YbVY_Äa dZ b[`i bX
!dfÄj Ybh]cb" `9g`V`Y]Vh`UVni k UfhYbž`k]Y`X]Y`GhUXhi bX`X]Y
6Y\ÖfXYb`Ui ZX]YgY`< YfUi gZcfXYfi b[Yb`fYU[]YfYbž`XU`K]Yb
k Y]hYf\]b`]a`i bhYfYb`A]hY`ZY`X`VYnØ[`]W`XYg`l a [Ub[g`a]h
]`Y[U`Yb`8fc[Yb`fUb[]Yfh"

8YhU]`g	
C fh	K]Yb!<]Yhn]b[ž`2 ghYffY]W
E i Y`Yb	<ul style="list-style-type: none">• k k k "j]YbbU"Uh• k k k "X]YdfYggY"Wč a• XY"ghUh]ghU"Wč a

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