

7 mVYfgYW f]hm]b 'XYf' ? f]gY. '9I dYfhYb [Ygi WXh'i bX '[i h'VYnU\`h°

7 mVYfUb [f]ZZY 'ghY][Ybž' #!G]WX Yf\Y]hgYI dYfhYb'g]bX '[YZfU[h"
9fZU\ fYb'G]Yžk]Y'G]Y 'b'X]Y '6fUbWX Y'Y]bghY][Yb'i bX' ? Uff]YfY
a UWXYb"



8 Ufa ghUXhž'8 Yi hgWX `Ub X '! 7 mVYfUb [f]ZZY 'i bX'X]Y
Bchk YbX][_Y]hj cb' #!G]WX Yf\Y]hgYI dYfhYb'bY\ a Yb'XfUa Uh]gWX
ni " '5b[Yg]WXhg'X]YgYf'; YZU\ fYb'k]fX'XYf'6Yfi ZXYg'7 mVYfgYW f]hm!
9I dYfhYb'ja a Yf' [YZfU[hYf'i bX'V]YhYhni XYa 'Y]bY' [i h'VYnU\`hY
' ? Uff]YfY" '@Ui h'GYW f]hm' b g]XYf' i a ZUggh'XUg'GdY_hfi a 'X]YgYf
9I dYfhYb'Y]bY'J]Y'nU\`j cb'5i Z[UVYb' 'j ca 'DYbYhfUh]cb'HYgh]b[
ØVYf'X]Y', VYfk UW i b [']b'GYW f]hm' C dYfUh]cbg'7YbHYfb'fGC 7E'V]g
\b'ni 'X][]hU'Yb': cfYbg]_a U» bU\ a Yb'i bX'F]g]_ca UbU[Ya Ybh"
8]YgY' ? ca d'YI]hÅh'a UW h'XYb'æV'gck c\` \YfUi gZc fXYfbX'U'g
Ui WX'gdUbbYbX"

9]b'6`]W`Ui ZX]Y'5i gV]Xi b[g!'i bX'K Y]hYfV]Xi b[ga Ø[`]WX_Y]hYb
j YffÅhž'XUgg'gck c\` _'Ugg]gWX'Y'Ghi X]Yb[Åb[Y'fk]Y' bZcfa Uh]_i bX

≠!G]W\Yf\Y]hU`g`Ui W`dfUI]gcf]Ybh]YfhY`Xi U`Y`5i gV]`Xi b[Ybž
VYfi ZgVY[`Y]hYbXY`Ghi X]Yb[Åb[Y`i bX`gdYn]Y`Y`6ccHwUa dg]b`XYf
7mVYfgYW f]hm`Y]bYb`K Y[`]b`X]YgYg`6Yfi ZgZY`X`Yfa Ò[`]W\Yb`"8]Y
k]W\h][ghYb`5i gV]`Xi b[gghUbXcfhY`]b`8Yi hgW\`UbX`g]bX`i bhYf
UbXYfYa `8Ufa ghUXhž`XUg`Fi \f[YV]Yhž`GUUVfØW_Ybž`A ØbW\Yb
i bX`?Uf`gfi \Y`"9g`]gh`Ui W`k]W\h][`ni `VYhcbYbž`XUgg`Y]b
E i YfY]bgh]Y[`b]W\h`bi f`a Ò[`]W\ž`gcbXYfb`]b`j]Y`Yb` : Å`Yb`gc[Uf
[Yk ØbgW\h]gh`NYfh]Z_UhY`k]Y`79< `cXYf`HY`YHfi gH`bZcfa Uh]cb
GYW f]hm`DfcZYgg]cbU`UVYb`Y]bYb`\c\Yb`GhY`Ybk Yfh"

5_hi Y`Y`< YfUi gZcfXYfi b[Yb`]b`XYf`≠! G]W\Yf\Y]h

8]Y`Ghi X]Y` 7mVYfg]W\Yf\Y]h]b`NU\`Yb`&\$&(#&\$&) `j cb`; `85H5
7mVYf8YZYbgYž`VfUbX`Y]bg`i bX`GhUh]ghU`\Uh]a `F U\`a Yb`Y]bYf
6YZfU[i b[`j cb`ØVYf`) "\$\$\$`6YgW\`ÅZh][hYb`]b`8Yi hgW\`UbX`Y]b][Y
VYgcf[b]gYffY[YbXY`HfYbXg`Ui Z[YXYW`h`8]Y`9f[YVb]ggY`nY][Ybž
XUgg]b`) ž* i `XYf`i bhYfbY\`a Yb`XYf` : UW\`fÅZhYa Ub[Y`]b`XYf`≠!
G]W\Yf\Y]hU`g` \cW\ `i bX`gc[Uf`, ž) i `U`g` gY\`f`\cW\
Y]b[YgW\`Åhnh`k]fX`"8]Y` : c`[Yb`g]bX`[fUj]YfYbX.`cZh`a Ub[Y`h`Yg`Ub
Ui gfY]W\YbX`ei U`]Zn]YfhYa `DYfgcbU`ZØf`GW\i `i b[Ybž`i bX`X]Y
5i gk Yfhi b[`j cb`G]W\Yf\Y]hgk Ufbi b[Yb`k]fX`U`g`< YfUi gZcfXYfi b[
k U\`f[Ybca`a Ybž`k]Y`GhUh]ghU`VYf]W\hYh"

Ni gÅhn`]W\`nY][Yb`" +ž+ i `XYf`6YZfU[hYbž`XUgg`g]Y`]b`XYb`Y`hnhYb
nk Y]`J\`fYb`7mVYfUb[f]ZZY`Yf`YVh`\UVYb`i bX`ZUgh`* &i `XYf
A Y]bi b[`g]bXž`XUgg`i bhYfbY\`a Yb`Ui Z[fi bX`]\`fYf`gYbg]V`Yb
8UhYb`Y]b`UhhfU`_h]j Yg`N]Y`ZØf`5b[fY]ZYf`g]bX`"8]YgY`6YXfc`\i b[Yb
k YfXYb`Xi fW\`XUg`Y]bZUW\Y`Bi hnYfj Yf\U`hYb`j YfghÅf`hž`XU` %i
Ui g`BYi []Yf`Ui Z`Dcd!i dg`_]W_Yb`i bX`%* ž) i `i bVY`Ub`bhY
5b\Åb[Y`ÒZbYbž`k Ug`_Y]bY`[i hYb`J`cfUi ggYhni b[Yb`ZØf`Y]bY
g]W\YfY`≠!! a [YVi b[`]gh"

8 Yf`K Y[`]b`Y]bY`g]W\YfY`Ni _i bZh

8]Y`9bhk]W`_i b[Yb`]b`XYf`7mVYfgYW f]hm`nY][Yb`_`Ufž`XUgg`Yg
b]W\h`bi f`i a `hYW\`b]gW\Yg`K]ggYb`[Y\`h`@Ui h`≠!G]W\Yf\Y]h]g]bX

gcn]U`Y`?ca dYhYbnYb`k]Y`?ca a i b]_Uh]cbgghÅf_Y`i bX
 DfcV`Ya `Ògi b[gZÅ\][_Y]hYb`j cb`k UWgYbXYf`6YXYi hi b[``8]YgY
 : Å\][_Y]hYb`g]bX`YbHgWXY]XYbX`ZØf`X]Y`Ni gUa a YbUfVY]h`nk]gWYb
 j YfgWXYXYbYb`5VhY]`i b[Yb`i bX`ni f`6Yk Å`h][i b[`j cb
 <YfUi gZcfXYfi b[Yb``9]b`[i hYg`5fVY]hgi a ZY`Xž`XUg`XUg`a Ybhu`Y
 K c`VYZ]bXYb`ZØfXYfhž`]ghYVYbZU``g`i bYf`Àgg]Wž`i a `X]Y`c`Y
 : `i _hi Uh]cb`]b`XYf`6fUbWXY`ni `fYXi n]YfYb"

Ni gÅhn`]W`ZcfXYfb`j]Y`Y`i bhYfbY`a Yb`i bX`9I dYfhYb
 ðj Ygh]h]cbYb`]b`GW`i `i b[Yb`i bX`#I!G]WYf`Y]hga U» bU`a Ybž`i a
 XYb`: UW`fÅZhYa Ub[Y`ni `VY`_Åa dZYb``8]Y`i bni `Àb[`]W`_Y]hYb`]b
 XYf`5i gV`]Xi b[ž`X]Y`cZh`b]W`h`XYb`dfU`_h]gWYb`6YXØfZb]ggYb`XYf
 I bhYfbY`a Yb`YbHgdFYWYbž`a ØggYb`VY`cVYb`k YfXYb``9b[YfY
 ?ccdYfUh]cbYb`nk]gWYb`6`]Xi b[gY]bf]W`hi b[Yb`i bX`XYf
 ðXi ghf]Y`_ÒbbYb`Y`ZYbž`dfUI]gbU`Y`: Å\][_Y]hYb`ni `j Yfa]hY`b
 i bX`X]Y`?`i Zh`nk]gWYb`H`Ycf]Y`i bX`DfUI]g`ni `ØVYfVfØW`Yb"

5b[Yg]W`hg`XYf`k UWgYbXYb`6YXfc`i b[Yb`Xi fW`GW`UXgcZh`k UfY
 i bX`?`# [YghØmhY`5b[f]ZY`g]bX`i bhYfbY`a Yb`[YZcfXYfhž`j YfghÅf`_h
 Ui ZUi hca Uh]g]YfhY`i bX`]bhY[f]YfhY`G]WYf`Y]hg`Ògi b[Yb`ni
 gYhnYb``8]Y`ðhY[fUh]cb`j cb`7mVYfgYW`f]hm`]b`6`]Xi b[gdfc[fUa a Y
 gc`hY`YVYbZU``g`j cfUb[Yhf]YVYb`k YfXYbž`i a `ni _ØbZh][Y
 : UW`fÅZhY`VYgha Ò[`]W`Ui Z`X]Y`<YfUi gZcfXYfi b[Yb`]b`X]YgYa
 k]W`h][Yb`6YfY]W`j cfni VYfY]hYb``9g`]gh`_Uf.`9]b`[i h
 Ui g[YV`]XYhYf`i bX`a`ch]j]YfhYf`#I!G]WYf`Y]hgYI dYfhY`]gh`Yi hY
 b]W`h`bi f`Y]b`; Yk]bb`ZØf`YXYg`i bhYfbY`a Ybž`gcbXYfb`Ui W`Y]bY
 B`chk YbX][_Y]hž`i a `]b`XYf`X][]hU`]g]YfhYb`K`Y`h]g]WYf`ni `V`Y]VYb"

8YhU]`g	
C fh	8Ufa ghUXhž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gYW`f]hm!]bg]XYf`XY • XY"ghUh]ghU"W`a •]h!g]WYf`Y]h"XY

6Ygi WXYb`G]Y`i bg`Ui Z.`k ca , +"XY