

9bhXYW_Y`X]Y` ; Y\Y]a h]ddg`C ghYi fcdUg.
D`cj X]j ž`H]a] cUfUž`C \f]X`°

9bhXYW_Yb`G]Y`XfY]` [Øbgh] [Y`F Y]gYn]Y`Y`]b`C ghYi fcdU`ZØf
Gca a Yfi f`Ui VY`i bX`Gh`XhYhf]dg. D`cj X]j ž`H]a] cUfU`i bX
C \f]X"



D`cj X]j ž`6i ` [Uf]Yb`!`C ghYi fcdU`k]fX`]a a Yf`a Y`f`U`g
UhhfU_h]j Yg`F Y]gYn]Y`Y`b hXYW_h`'8]Yg`V]YhYh`]XYU`Y
J cfUi ggYhni b [Yb`ZØf`i bj Yf [Ygg`]W`Y`Gca a Yfi f`Ui VY`i bX
gdUbbYbXY`Gh`XhYhf]dg" HUhg`W`]W`nY]W`bYb`g]W`X]Y
c ghYi fcd`]gW`Yb`Gh`XhY`Xi fW`]` \fY`_i`hi fY`Y`J]Y`ZU`hž
Y]bXfi W_gj c`Yb`<]ghc]f]Yb`i bX`Y]b`Yb hgdUbbhYg`DfY]gb]j YUi`Ui`g"
= a Yf`VY`]YVhYf`k YfXYb`XUVY]`XfY]`gdYn]Z]gW`Y`F Y]gYn]Y`Y.
D`cj X]j]b`6i ` [Uf]Ybž`H]a] cUfU`]b`F i a `Ab]Yb`i bX`C \f]X`]b
BcfXa UnYXcb]Yb"

D`cj X]j ž`X]Y`À`hYghY`GhUXh`6i ` [Uf]Ybg`i bX`À`hYf`U`g`5h`Ybž`]gh

a U`Yf]gW\`Ui Z`g]YVYb`<Ø[Y`b`YfVUi h"8]YgY`GhUXh`V]YhYh`Y]bY
Y]bn][Ufh][Y`A]gW\i b[`Ui g`Ubh]_Yb`Gh`hYb`ž`cga Ub]gW\Ya `9fVY
i bX`Y]bYf`YVYbX][Yb`?fYUh]j gnYbY"6YgcbXYfg`XUg`fØa]gW\Y
H\YUhYf`]gh`Y]b`<][\`][\hž`XUg`b]W\h`bi f`6Ygi W\Yf`j YfnUi VYfhž
gcbXYfb`Ui W\`ZØf`?c`bnYfhY`[Ybi hnh`k]fX"8 Ug`J]YfhY` `? UdUbU
VYgh]W\h`Xi fW\`nU\`fY]W\Y`7UZ`gž`5hY`]Yfg`i bX`6Ufgž`k c`FY]gYbXY
X]Y`_i`]bUf]gW\Yb`GdYn]U`]h`hYb`k]Y`[Y[f]`hYb`?`ÄgY`i bX`G\`cdg_U!
GU`Uh`[Yb]Y»Yb`_ØbbYb"Ni XYa`g]bX`X]Y`DfY]gY`ZØf`9ggYb`i bX
, VYfbUW\hi b[`Ai »Yfgh`[Øbgh][ž`k Ug`D`c`j`X]j`ni`Y]bYa`]XYU`Yb
N]Y`a UW\hž`]bgVYgcbXYfY`ZØf`FY]gYbXY`a]h`_Y]bYa`6i X[Yh`

J]Y`Z`h][Y`F`Y]gYn]Y`Y`]b`C`ghYi fcdU

H]a] cUfUž`X]Y`Y\Ya U`][Y`?i`hi f\Ui dhghUXh`9i fcdUgž`VY[Y]ghYfh
YVYbZU`g`a]h`Vi bhYb`: UggUXYbž`X]Y`Ub`K]Yb`Yf]bbYfbž`i bX`Y]bYa
a cXYfbYb`_i`hi fY`Yb`@YVYb"5i Z`XYa`i b]f]!]D`Uhn`k]fX
FY]gYbXYb`Y]b`Ui h\Ybh]gW\Yg`9f`YVb]g`a]h`GhfU»Yba`i`g]_Yfbž
=bbYb\`cZUfg`i bX`Gca`a YfZYgh]j`U`g`[YVchYb"8]Y`_ca`dU`hY
GhUXhž`]b`XYf`j]Y`Y`GY`Ybgk ØfX][_Y]hYb`VYei Ya`ni`i`i`»
YffY]W\VUf`g]bXž`V]YhYh`ni XYa`i`[Øbgh][Y`<chY`dfY]gY`j`cb`Yhk`U`) \$
9i fcd`dfc`BUW\h`

9]b`k`Y]hYfYg`<][\`][\h]b`XYf`FY[]cb`]gh`C`\f]Xž`VY`_Ubbh`ZØf`XYb
C`\f]XgYY`Y`Y]bYb`XYf`Ä`hYghYb`i bX`h]Y`ZghYb`GYb`9i fcdUg`8]Y
GhUXh`C`\f]X`]gh`b]W\h`bi f`i B9G7C!K`Y`h`_i`hi fYfVYž`gcbXYfb
VYgh]W\h`Ui W\`Xi fW\`]\fY`nU\`fY]W\Yb`?]fW\Yb`i bX`Fi`]bYb" <]Yf
\UVYb`6Ygi W\Yf`X]Y`A`Ø[`]W\`_Y]hž`Y]bYb`6UXYi f`Ui V`a`]h
UVYbX`]W\Yb`5`hghUXhVYgi W\Yb`ni`_ca`V]b]YfYb"5i W\`]b`C`\f]X
g]bX`X]Y`DfY]gY`ZØf`9ggYb`i bX`i`bhYf`_i`bZi`[Øbgh][ž`k`cXi fW\`Yg
g]W\`Yf]`c`ffU[YbX`ZØf`?i`hi ffY]gYbXY`i bX`9f`\`c`i`b[ggi W\YbXY
Y][bYh`

6fY]hYg`5b[YVch`GØXcghYi fcdUg

8]YgY`XfY]`Gh`XhY`g]bX`YXcW\`bi f`Y]b`HY]`XYf`j]Y`Yb`UhhfU`_h]j`Yb
FY]gYn]Y`Yž`X]Y`GØXcghYi fcdU`ni`V]YhYb`\Uh"8]Y`FY[]cb`i`a`ZUggh
@ÄbXYf`k]Y`B`cfXVi`[Uf]Ybž`6cgb]Yb!<YfnY[ck]bUž`GYfV]Ybž
BcfXa`UnYXcb]Ybž;`f]YW\Yb`UbXž`5`VUb]Ybž`Fi`a`Äb]Yb`i`bX

G`ck Yb]Yb" `GhAXhY`k]Y`GcZ]Už`GUfU`Yj c`i bX`6Y`[fUX`hfU[Yb`ni f
 fY]WXYb`_i`hi fY`Yb`J]Y`ZU`h`VY]i bX`\UVYb`]\fY`Y][YbYb
 [YgW]W]h]WXYb`9fnA`i b[Yb"8]Y; YgW]W]hY`6i` `[Uf]Ybgž`U`g
 A`hYghYf`GhUUh]b`9i fcdUž`i bX`X]Y?i`hi f`XYf`F`Y`][]cbYb`]b`6cgb]Yb!
 <YfnY[ck]bU`g]bX`bi f`Y]b][Y`XYf: UW`hhYbž`X]Y`XUg`F`Y]gYb`]b
 X]YgY`F`Y[]cb`VYgcbXYfg`a UWXYb"

C ghYi fcdU`i bX`]bgVYgcbXYfY`X]Y`[YbUbbhYb`F`Y]gYn]Y`Y`V]YhYb
 F`Y]gYbXYb`b]W]h`bi f`Y]bYb`h]YZYb`9]bV`]W`_]b`X]Y; YgW]W]hY`i bX
 ?i`hi fž`gcbXYfb`Ui W]X]Y`A`Ò[`]W]_Y]hž`i bj`Yf[Ygg`]W]Y
 9f]bbYfi b[Yb`ni`gW]UZYb"8]Y?ca`V]bUh]cb`Ui`g
 ; UghžfYi bXgW]Užž`\]ghcf]gW]Ya`7`Ufa`Y`i bX`[Øbgh][Yb`DfY]gYb
 a`UW]h`D`c`j`X]j`ž`H]a`]`cUfU`i bX`C`\f]X`ni`]XYU`Yb`5b`Ui`ZghY`Yb`ZØf
 U`Yž`X]Y`Ui`ZXYf`Gi`W]Y`bUW]Y]bYa`Y]bn][Ufh][Yb`I`f`Ui`VgYf`YVb]g
 g]bX"K`Y]hYfY`ϕZcfa`Uh]cbYb`ni`j`YfgW]YXYbYb`F`Y]gYn]Y`Yb`]b
 GØXcghYi fcdU`Yf\U`hYb`G]Y`Ui`Z`Yc`!fY]gYb"XY`i bX`k`a`b"XY"

8YhU]`g	
C`fh	D`c]`X]j`ž`6i` `[Uf]Yb
E`i`Y`Yb	<ul style="list-style-type: none"> • k`k`k`"k`a`b"XY • Yc`!fY]gYb"XY

6Ygi`W]Yb`G]Y`i`bg`Ui`Z`Y]bY!fY]gY"XY