

: fUbn]g_i g/ , \$' - /F YZcfa _i fg. '9]bY
?]fW\Y`]a `K UbXY`nk]gW\Yb` ; `Ui VYb`i bX
; `Y]W\ \Y]h

DUdgh: fUbn]g_i g/ , \$' - /F YZcfa Yb`i bX`XYfYb
5i gk]f_i b[Yb`Ui Z`X]Y`?]fW\Y. '9]b`6`]W`Ui Z: cfhgW\ f]hhY`i bX
< YfUi gZcfXYfi b[Yb"



: fY]Vi f[ž'8Yi hgW\`UbX`!'8Yf`U_hi Y`Y`DUdgh: fUbn]g_i g`\Uh]b
XYb`YhnhYb`nY\`b`J\`fYb`gY]bYf`5a hgnY]h`VYXYi hYbXY`F YZcfa Yb
]b`XYf`_Uh\c`]gW\Yb`?]fW\Y`Ub[Yghc» Yb``8]YgY`J Yf`AbXYfi b[Yb
k UfYb`b]W\h`XUfUi Z`Ub[Y`Y[hž`X]Y`?]fW\Y`_ca d`Yhh
i a ni _fYa dY`bž`gcbXYfb`j]Y`a Y\`fž`Y]bYb`gd]f]hi Y`!dUghc fU`Yb
E i UbhYbgdfi b[`ni`YffY]W\Yb`i bX`XYb`8]U`c[`ØVYf`_cbZYgg]cbY`Yž
fY`][]ÖgY`i bX`dc`]h]gW\Y` ; fYbnYb`\]bk Y[`ni`ZÖfXYfb`"I fgi`U
Bch\Y`Y`!K]`XZYi Yfž`@Y\`fghi`\`]b\UVYf]b`ZØf`W\ f]gh`]W\Y
; YgY`gW\UZhg`Y\`fY`Ub`XYf`H\Yc`c[]gW\Yb` : U_i`h`h`XYf`I b]j Yfg]h`h
: fY]Vi f[ž`\YVh`\Yfj cfž`XUgg`X]Y`F YU`]g]Yfi b[`X]YgYf`F YZcfa Yb
ghUf`_j cb`gY]bYa`BUW\Zc`[Yf`UV\`Ab[Yb`k]fXž`XYf`bi b`j cf`XYf

<YfUi gZcfXYfi b['ghY\hž'X]YgY'9bhk]W_ i b[Yb'Zcfhni ZØ\fyb'cXYf
[Y[YVYbYbZU`g'ni 'ghcddYb"

9]b'nYbhfU`Yg'5b`Y[Yb'j cb': fUbn]g_i g]'gh'X]Y'Gcf[Y'i a 'X]Y
A YbgWXYb'Ua 'F UbX'XYf'; YgY`gWUZhž]bgVYgcbXYfY'i a
GWk UWXY'i bX'5fa Y""8]Yg'nY][h'g]W'Ui W']b'gY]bYf'?f]h]_ 'Ub'XYf
?i'hi f'XYf'; `Y]W[Ø'h][_Y]h' i bX'gY]bYa 'Y]bXf]b[`]WXYb'5ddY`ž
6YXØfZh][Yb'nYbhfU`Y'5i Za Yf_gUa _Y]h'ni 'gWXYb_Yb""Bch\Y`Y!
K]XZYi Yf'g]Y\h': cfhgWf]hY']b'XYf': fUi YbZfU[Y'i bX'ja 'I a [Ub[
a]h'@ 6HE 5Ž 'DYfgcbYb'k Å\fybX'gY]bYg'Dcbh]Z]_Uhg. ': fUi Yb
\UVYb'ni bY\ a YbX'@Y]hi b[gZ b_h]cbYb'ØVYfbca a Ybž'k Å\fybX
X]Y': fU[Yb'XYf'K Y]\Y'j cb': fUi Yb'i bX'XYf'; `Y]WVYfYW'h][i b[]b
XYf'I a gYmi b['bUW'k]Y'j cf'i b[Y`Øgh'V`Y]VYb""8]Yg'k]fX'U'g
YbhgWXY]XYbX'ZØf'X]Y'; `Ui Vk ØfX][_Y]h'XYf'?]fWXY'Ub[YgY\Yb"

F YZcfa dfcnYggY' i bX' < YfUi gZcfXYfi b[Yb

: fUbn]g_i g 'FYZcfa Yb'n]Y'Yb'XUfUi ZUVž'X]Y'fØa]gWXY'?i f]Y
a]gg]cbUf]gWXYf'ni '[YghU'hYb""Gc'_f]h]g]YfhY'Yf'VY]a
K Y]\bUW'hgYa dZUb['&\$%('X]Y'?i f]Y'i bX'ghY`hY'Y]bYb' ?UhU'c[
j cb'?fUb_\Y]hYb'] cfž'XUfi bhYf'[Y]gh][Y'J YfghY]bYfi b['i bX
f]j U']g]YfYbXY'9]hY`_Y]hYb""8Ug'bYi Y'; fi bX[YgYhn'XYg'<Y']][Yb
Ghi '\gž'XUg'Ua 'DZ]b[ghU['&\$&&']b'?fUZh'hfUhž'ghÅf_h'X]Y'Fc`Y'XYg
DUdghYg'i bX'Yfa Ø[`]W'h'Yg'Ui W' @]Yb'i bX': fUi Ybž
: Ø\fi b[gdcg]h]cbYb'ni 'ØVYfbY\ a Yb""6Y[`Y]hYbX']b]h]]YfhY'XYf
DUdgh'XUg'bYi Y'8]_UghYf]i a 'ZØf'9] Ub[Y']g]Yfi b[ž'i a 'XYb': c_i g
Ui ZX]Y'9] Ub[Y']g]Yfi b['ni 'f]W'hYb""8]YgY'FYZcfa Yb'[Y'hYb'U'g
HY]'Y]bYg'_cbh]bi]Yf`]WXYb'DfcnYggYg'XYf' [Y]gh]WXYb
I bhYfgWXY]Xi b["

⇒ a 'ž\ f'&\$%, 'k i fXY'Y]bY'Ghi X]Y'ni f'GmbcXU'hÅh]ja '@YVYb'XYf
?]fWXY'j YfØZZYbh]W'hž'k Y`WXY'X]Y'⇒YY'Y]bYf'ghÅf_YfYb
DUfh]n]dUh]cb'XYg' Jc`_Yg'; chYg' dfcdU[]Yfh""8]YgY'k i fXY'YfbYi h
Xi fW'XYb'gmbcXU'Yb'DfcnYgg'VY_fÅZh][hž'XYf'ZUgh]j]Yf'ž\ fy
XUi YfhY'i bX']b'Fca 'a]h'XYf'J YfØZZYbh]W'i b['XYg'GW' i gghYI hYg
YbXYhY""8]YgYf'gc`X]Y'; fi bX'U[Y'ZØf'i a ZUggYbXY
J YfÅbXYfi b[Yb']b'XYf'_Uh\c']gWXYb'?]fWXY'XUfghY`Yb'i bX'n]Y'h
XUfUi ZUVž'a Y\ f'HfUbgdUfYbn'i bX'FYWXYbgWUZh'j cb

?]fWXYbcVYf\Ai dhYfb'ni 'ZcfXYfb'gck]Y'X]Y'?]fWXY'ZØf
Ui g[Y[fYbnhY'; fi ddYb'ni 'ØZbYb''

8]Y'F c`Y'gY]bYg'B UWX Zc`[Yfg

8]Y'Ni gUa a YbgYhni b['XYg'?cb_'Uj Yg'\Uh'g]W'k À\fybX'XYf
5a hgnY]hj cb': fUbn]g_i g'['cVU'Yf'i bX'j]Y'ZÀ'h][Yf'[YghU'hYhž'XU
j]Y'Y'XYf'k U\`VYfYWX'h][hYb'?UfX]bÀ'Y'j cb']\a 'YfbUbb'h'k i fXYb"
8]Yg'_ØbbhY'YbhgWXY]XYbX'ZØf'X]Y'ni _ØbZh][Y'F]W'hi b['XYf'?]fWXY
gY]bž'k cVY]'i bhYfgW]YX']WXY'?'fÅZhY']bbYf\U'V'XYf'?]fWXY'i a
9]bZi gg'f]b[Yb''K À\fybX': fUbn]g_i g'X]Y'<YfUi gZcfXYfi b[Yb'XYf
K Y'h_]fWXY'VYhcb'h'\Uhž'YfZcfXYb']bgVYgcbXYfY'Yi fcdÅ]gWXY
DYfgdY_h]j Yb'Y]bY'5bdUggi b[ž'i a 'X]Y'9]b\Y]h'XYf'?]fWXY'ni
g]WXYfb"

⊕g[YgUa h'V'Y]Vh'X]Y'6]Ubn'j cb': fUbn]g_i g'Dcbh]Z_Uh'cZZYb'i bX
ZcfXYfh'ni f'GY'VghfYZYI]cb'Ui Z''9f'\Uh'XYb'; 'Ui VYb'Ub'X]Y
Bchk YbX][_Y]hj cb'FYZcfa Yb'[YghÅf_hž'c\ bY'YXcW'U''Y
JYfÅbXYfi b[Yb'gcZcfh']b'X]Y'HUhi a ni gYhnyb''Ni 'Yhnh'V'Y]Vh
UVni k UfhYbž'k]Y'gY]b'B UWX Zc`[Yf'X]YgY'\YfVY][YZØ\fhYb
JYfÅbXYfi b[Yb'ZcfhgYhnyb'cXYf'a Ø[']WXYfk Y]gY'i a _Y\fyb'k]fX"
8Yf'DUdgh'\Uh]b'Y]bYa 'GW'ì gg[chYgX]Ybgh'X]Y'dcg]h]j Y'F]W'hi b[
[YZY]Yfž'i bX'Yg'V'Y]Vh'ni '\cZZYbž'XUgg'X]Y'Yb[U[]YfhYb'FYZcfa Yb
b]W'hi]bg'Ghc_W_Yb'[YfUHyb"

8]Y'9bhk]W'ì b[Yb'ì bX'FYZcfa Yb'XYf'?]fWXY'ì bhYf'DUdgh
: fUbn]g_i g'g]bX'j cb'[fc»Yf'6YXYi hi b['ì bX'ghY\Yb'ì]a ' ?cbhYI h
Y]bYg'ghYh]['k UWXgYbXYb'8fi W_g'ni f'A cXYfb]g]Yfi b['ì bX
5bdUggi b['Ub'nY]h[YbØgg]gWXY'K YfhY''8]Y'bÅWghYb'GW'f]hY
]bbYf\U'V'XYg'JUh'_Ubg'k YfXYb'YbhgWXY]XYbX'gY]b'ZØf'X]Y
ni _ØbZh][Y'; 'Ui Vk ØfX][_Y]h'ì bX'FY'Yj Ubn'XYf'_Uh\c`]gWXYb
?]fWXY']b'XYf'K Y'h''

: Øf'k Y]hYfY' ⊕Zcfa Uh]cbYb'ni 'XYb'Øb[ghYb'9bhk]W'ì b[Yb'ì bX
FYZcfa Yb']bbYf\U'V'XYf'_Uh\c`]gWXYb'?]fWXY'ì bX'XYf'F c`Y'j cb
DUdgh': fUbn]g_i g'_ØbbYb'G]Y'X]Y'5fh]_Y''Ui Z'**GK F ž'J Uh]WUb**
B Yk g'ì bX'_Uh\c`]gW'XY' bUW'YgYb"

8YhU]`g	
J c f ZU``	Gcbgh][Yg
C fh	: fY]Vi f[ž'8Yi hgW\`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "gk f"XY • k k k "j Uh]WUbbYk g"j U • k k k "_Uh\c`]gW\ "XY

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