

DUdgh: fUbn]g_i g`j YfghcfVYb. `K Y`h
hfUi Yfh`i a `XYb` : f]YXYbgdUdgh

DUdgh: fUbn]g_i g`]gh`Ua `&%"5df]"&\$&) `[YghcfVYb"8Yf
J Uh]_Ub`VYgh`h][h`gY]bYb`HcX/Y]b`?cb`_Uj Y`ni f`B UWX Zc`[Y
ghY\h`VYj cf"



J Uh]_UbghUXhž`J Uh]_Ub`!`5a `&%"5df]"&\$&) `]gh`DUdgh: fUbn]g_i g
]a `5`hYf`j cb` ; , `ϰ\`fYb`[YghcfVYb"8Yf`J Uh]_Ub`VYgh`h][hY`XYb
HcX`i a `+.`) `I` \f" `DUdgh: fUbn]g_i gž`[YVcfYb`U`g`æf`[Y`A Uf]c
6Yf`[c`[`]c`]b`6i Ybcg`5]fYgž`k i fXY`bUWX`XYa `FØW`hf]hj`cb
6YbYX]_h`LJ`="]a `A`Åfn`&\$%` `ni a `DUdgh`[Yk`À`h`9f`k Uf`XYf`YfghY
B]WX`h`9i fcd`ÄYf`]a `DUdgh`Ua`h`gY`h`ØVYf`%"&\$`\$`ϰ\`fYb`i bX`\UhhY
Y]bY`5a`hgnY]hž`]b`XYf`Yf`Yhk`U`%ž`(`A`j`]UfXYb`?`Uh`c`]_Yb`ZØ`fhY`"
Hfchn`[Ygi bX\Y]h]WX`Yf`DfcV`Ya`Yž`XUfi bhYf`a`Y`fYfY
?fUb`_Yb`Ui`gUi`ZYb`h`U`hY`ž`\]Y`h`Yf`k`Y]hYf`\]b`X]Y`k`]WX`h][`Yb
_]fW`\]WX`Yb`5i`Z[UVYb"Ni`Ymnh`YVhY`Yf`]b`gY]bYf`F`Yg]XYbn`]a
J Uh]_Ub`i bX`\UhhY`Ua`C`ghYfgc`bb`hU[`bc`WX`XYb`GY`[`Yb`I`fV]`Yh`C`fV]
[YgdYbXYhž`cV`k`c`\`Yf`XUVY]`[YgWX`k`ÅWX`h`YfgWX]Yb"

: fUbn]g_i g`])h'gY]h'`U\fyb'i bhYf'[Ygi bX\Y]h`]WYb'DfcV`Ya Ybž
XUni `nÅ\`hY`Y]bY'gWk YfY'@ b[YbYbhnØbXi b[žk Yg\U`V`Yf']a
: fØ\`U\`f'&\$&'`' ,`HU[Y`ja`?fUb_Yb\Ui g`k Uf``Ni XYa` \UhhY`Yf
VYfY]hg`&\$&%`Y]bY`8 Ufa`cdYfUh]cb`i bX``]hh`Ub`?b]YVYgWk YfXYb"
8]YgY`[Ygi bX\Y]h`]WYb`<YfUi gZcfXYfi b[Yb`gWfÅb`_hYb`gY]bY
5_hj]]hÅhYb`Y]bžXYbbcW`Åi »YfhY`Yf`g]W`k Y]hYf\]b`ni`_]fW`]WYb
i bX`k Y`hdc`]h]gWYb`H\Ya`Yb"

HfUi Yf`i a` `Y]bYb`VYXYi hYbXYb`DUdgh

8]Y`FYU_h]cbYb`Ui ZXYb`HcX`j`cb` : fUbn]g_i g`g]bX`ØVYfk`Å`h][YbX"
6i bXYgdfÅg]XYbh: fUb`!K`U`hYf`GhY]ba`Y]Yf`k`ØfX][hY`]`b`U`g
VYXYi hYbXYb`DUdgh`i bX` `A`Ubb`XYg: f]YXYbg`"; Ycf[`6Åm]b[ž
XYf`J`cfg]mYbXY`XYf`8Yi hgWYb`6]gW`cZg`cbZYfYbnžVYnY]W`bYhY
]`b`U`g`a`i`h][Yb`9fbYi YfYfž`k`Å\fybX`9I`!`?ca`a`]gg]cbgdfÅg]XYbh]b
I`fgi`U`j`cb`XYf`@YmYb`gY]bY`6YgW`Y]XYb`Y]h`i bX`@]VY`ni`XYb
k`Yb][Yf`; `ØW`]WYb`Yfj`cf`cV``8Yf`XYg][b]YfhY`6i bXYg`Ubn`Yf
: f]YXf]W`A`Yfn`VYhcbhY`YVYbZU`g`gY]bYb`9]bgUm`ZØf`X]Y
GWk`ÅW`ghYb"

B`UW`XYa`HcX`j`cb`DUdgh: fUbn]g_i g`k`]fX`Y]b`?cb`_`Uj`Y`]b`XYf
G]I`h]b]gWYb`?UdY`Y`ghUhhZ]bXYbž`i`a` `Y]bYb`bYi`Yb`DUdgh`ni
k`Å\`Yb``K`U\`VYfYW`h][`h`g]bX`X]Y`?UfX]bÅ`Y`i`bhYf`, `\$`U\fyb``8Yf
B`UW`Zc`[`Yf`k`]fX`XYf`&`*`+`DUdgh`gY]b``8]Y`K`U\`k`]fX`i`bhYf`Y]bYa
VYgcbXYfYb` : c_i`g`ghY`Ybž`XU`X]Y`_`Uh`c`]gW`Y`?`]fW`Y`i`bX`X]Y
K`Y`h`Ui`Z`J`YfÅbXYfi`b[`Yb`c`ZZYbž`X]Y` : fUbn]g_i g`Ub[`Yghc`»`Yb
`UhhYž`UVYf`b]W`h`j`c``ghÅbX][`i`a`gYmYb`_`cbbhY``Ni`fnY]h`YfZc`[`h
Y]bY`bYi`bhÅ`][`Y`HfUi`YfnY]h`fB`cj`YbX]U`YŁ`j`cf`XYf`6Y]gYhni`b[`ž`X]Y
a`]h`GhUUhg[`ÅghYb`ghUhhZ]bXYb`k`]fX"

; Ygi bX\Y]h`i bX`<YfUi gZcfXYfi b[Yb

: fUbn]g_i g` ; Ygi bX\Y]h`k`Uf`Y]b`nYbhfU`Yg`H\Ya`U`gY]bYf
5a`hgnY]h`8Yf`?]fWYb`\]ghcf]_Yf`>Øf[`9fbYgh]`Yf`Åi`hYfhž`XUgg`X]Y
NY]h`gY]h`%,`\$\$`]a`DUdgh`i`a` `Y]bY` `BYi`YfZ]bXi`b[`XUfghY``h`i`bX
`YVh`\Yfj`cf`ž`XUgg`X]Y`9fk`Ufhi`b[`Yb`Ub`ni`_ØbZh][`Y`DÅdghY
VYgcbXYfg`\cW`g]bX``8]Yg`_ØbbhY`ni` ,`VYfZcfXYfi`b[`Yb`ZØ\fybž
VYgcbXYfg]b`Y]bYa`?cbhYi`hž]b`XYa`X]Y`?]fW`Y`g]W

hfUbgZcfa]YfYb`a i ggž`i a `fY`Yj Ubh`ni `V`Y]VYb"8]Y
 <YfUi gZcfXYfi b[Yb`k YfXYbž[YfUXY`]a `<]bV`]W_`Ui ZX]Y`gYI i Y`Y
 A]ggVfUi W`g_f]gY`i bX`XYb`XUa]hj YfVi bXYbYb`g_UbXU`ÒgYb
 J cfZ`Ybž`Ui W` ZØf`XYb`_ca a YbXYb`DUdghj cfXf]b[`]W`V`Y]VYb"

⇒`gY]bYf`NY]h`U`g`DUdghj Yf[UV`: fUbn]g_i g`; Ya Y]bXYb`i bX
 ⇒gh]hi h]cbYb`XYb`F Ui a `ni f`A]h[YghU`hi b[""Gc`Yb hghUbX`X]Y
 K Y`hgmbcXYž`X]Y`Yfga U`g`Ui W`: fUi Yb`]b`]\fY`_ VYf`Y[i b[Yb
 Y]bVYn]Y`h"?cb_fYhY`FYZcfa Yb`_cbbhYb`k `À`fYbX`gY]bYf
 5a hgnY]h`YXcW`b]W`h`bUW`U`h][`i a [YgYhnh`k YfXYbž`k Ug`XYb
 bYi Yb`DUdghj cf[fc»Y`<YfUi gZcfXYfi b[Yb`ghY`Yb`k]fX"

: fUbn]g_i g`k `À`hY`X]Y`fÒa]gW`Y`A Uf]Yb_]fW`Y`GUbhU`A Uf]U
 A U[[]cfY`U`g`gY]bYb`YhnhYb`F i `Ycfhž`k Ug`gY]bY`J YfVi bXYb`Y]h
 a]h`XYf`HfUX]h]cb`XYf`_Uh`c`]gW`Yb`?]fW`Y`i bhYfghfY]W`h`B UW`
 gY]bYa`HcX`[]Vh`Yg`b]W`h`bi f`HfUi Yfž`gcbXYfb`Ui W`F Ui a `ZØf`X]Y
 FYZYI]cb`ØVYf`X]Y`j cb`]a`Ub[Yghc»YbYb`H`Ya Yb`i bX`X]Y
 GW`k]Yf][_Y]hYbž`X]Y`k Y]hYf`]\b`VYghY`Yb"K]Y`a Un!cb`]bY"XY
 VYf]W`hYhž`V`Y]Vh`X]Y`: fU[Y`bUW`XYf`Ni _i bZi`XYg`DUdghi a g`i bX
 XYf`?]fW`Y`gdUbbYbXž`]bgVYgcbXYfY`Ub[Yg]W`hg`XYf`bc`hk YbX][Yb
 FYZcfa Ybž`X]Y`j cb`XYb`bUW`Zc`[YbXYb`D`ÀdghYb`Ub[YdUW`h
 k YfXYb`a ØggYb"8Yf`HU[Yggd]Y[Y`i bX`_Uh`c`]gW`"XY`]YZYfb
 k Y]hYfY`9]bV`]W`Y`]b`XYb`?cbhYI h`X]YgYg`]\ghcf]gW`Yb`A ca Ybhg"

8YhU]`g	
J cfZU`	HcX`
I fgUW`Y	@i b[YbYb`hmØbXi b[
C fh	J Uh]_UbghUXhž`J Uh]_Ub
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Un!cb`]bY"XY • k k k "hU[Yggd]Y[Y`"XY • k k k "_Uh`c`]gW`"XY

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