

K YhhVYk YfVgnYbhfU`Y`gW`À[h`5`Ufa .
Hfi ghd]`ch`i bhYf`6Yhfi [gj YfXUW`h`

K YhhVYk YfVgnYbhfU`Y`k]fZi`Hfi ghd]`ch`j cfž]ffYZØ`fYbXY
6Yk Yfhi b[Yb`ni ni `UggYb`"BYi Y`HfUbgdUfYbnfY[Y`b`ZØf
Cb`]bY!D`UhhZcfa Yb`k YfXYb`X]g_i h]Yfh"



8ÅbYa Uf`_!`8Yf`J YfVUbX`K YhhVYk YfVgnYbhfU`Y`Yf`YVh
Yfbgh`UZhY`J cfk ØfZY`[Y[Yb`X]Y`XÅb]gW`Y`6Yk Yfhi b[gd`UhhZcfa
Hfi ghd]`ch`" @Ui h`GØX`_i f]Yf`gi [[Yf]Yfh`Hfi ghd]`ch`Y]bY
`i bXYfhdfcnYbh][Y`5i h`Ybh]n]h`h`XYf`UV[Y[YVYbYb`6Yk Yfhi b[Ybž
X]Y`X]YgYb`5bgdfØW`Yb`YXcW`b]W`h`[YfYW`h`k]fX`"8]Y
K YhhVYk YfVgnYbhfU`Y`g]Y`h`h`Yf]b`Y]bYb`_`UfYb`J Yfghc»`[Y[Yb
XUg`; YgYhn`[Y[Yb`XYb`i b`Ui hYfYb`K YhhVYk YfV"

5i Z`Hfi ghd]`ch`_ØbbYb`J YfVfUi W`Yf`i bhYfbY`a Ybž]bgVYgcbXYfY
Cb`]bY!G`cdgž`VYk YfhYb`" `b`Y]bYf`i a ZUggYbXYb` , VYfdfØZ b[žX]Y
nk]gW`Yb`C`_hcVYf`XYg`j Yf[Ub[YbYb``J`fYg`i bX` : YVfi Uf
ghUhhZubXž`k i fXYb` , *`ZU`gW`Y`6Yk Yfhi b[Yb`Ui ZXYf`D`UhhZcfa
]XYbh]Z]n]Yfh`"8 Uj cb`j YfØZYbh]W`hY`Hfi ghd]`ch`YX][`]W`" ` %i bX

ÖgW hY)) 6Yk Yfhi b[Ybž'X]Y'ØVYfk]Y[YbX'dcg]hj' k UfYb''8]Yg
k]fZi: fU[Yb'ni f' ðhY[f]hÀh'XYf'D`UhhZcfa 'Ui Z'

K Y]hYfY'9b hk]W_`i b[`i bX'F YU_h]cb`j`cb
Hfi ghd]`ch

8Yf'J cfk i fZ'k i fXY'Ub`X]Y`K YhhVYk YfVgnYbhfU`Y`Xi fW`Y]b
A]h[`]YXgi bhYfbY\ a Yb`YfUb[YhfU[Ybž'XUg'5b`Ugg'ni f
6YgW k YfXY`[Y[YVYb`\UhhY''Hfi ghd]`ch'k i fXY'Ui Z[YZcfXYfhž'ni
XYb'J cfk ØfZYb`GhY`i b[`ni `bY\ a Ybž'i bX'dfØZi'XYfnY]h'X]Y
5bgW i`X][i b[Yb''8Ug'i bhYfbY\ a Yb`VYhcbhž'XUgg'Yg'VYfY]hg
A U» bU\ a Yb`Yf[f]ZZYb`\Uhž'i a`X]Y` ðhY[f]hÀh'XYf'D`UhhZcfa`ni
g]W Yfb''8Uni`[Y\ ÒfYb`XYf'9]bgUhn'gdYn]Y`Yf'HYW bc`c[]Yb'ni f
6Yhfi [gYf_Ybbi b[`gck]Y`X]Y: ÒfXYfi b[`j`cb`HfUbgdUfYbn`VY]'XYf
Bi hni b[`j`cb`6Yk Yfhi b[Yb''

8]Y`Gd]Y[Y`VYf]W hYhž'XUgg'Hfi ghd]`ch`bYVYb`XYf'6Y_Åa dZ b[
j`cb`: U_Y!6Yk Yfhi b[Yb`Ui W`k Y]hYf\]b`Ub`XYf'J YfVYggYfi b[
gY]bYf', VYfdfØZ b[gdfcnYggY`UfVY]hYh''8]Y`D`UhhZcfa`g]Y\h'g]W`]b
XYf'J YfUbhk cfhi b[ž'gck c`\`ZØf'J YfVfUi W`Yf'U`g'Ui W`ZØf`X]Y
VYk YfhYhYb`i bhYfbY\ a Yb`J YfhfUi Yb'ni`gW UZZYb`i bX
Ui ZfYW hni Yf\U`hYb''

F YW hg`U[Y`i bX`[YgYhn`]W Y
F U\ a YbVYX]b[i b[Yb

≈a`?cbhYi h'X]YgYf'J cfk ØfZY`]gh'Ui W`X]Y`@HC`k]W h][''8Yf
; YgYhn[YVYf'd`Ubh'k Y]hYfY`A U» bU\ a Yb`[Y[Yb`: U_Y!
6Yk Yfhi b[Yb`Ui Z`C b`]bY!DcfhU`Yb''8]Y', VYfUfVY]hi b[`XYg
; YgYhnYg[Y[Yb`XYb`i b`Ui hYfYb`K YhhVYk YfV`fi K ; Łž'X]Y`Ua`&, "
A U]`&\$&&`]b`?fUZihfUhž`\Uh`bYi Y`HfUbgdUfYbndZ]W hYb`ZØf
6YhfY]VYf'j`cb`6Yk Yfhi b[gd`UhhZcfa Yb`Y]b[YZØ\fh''8]YgY
j`YfdZ]W hYb`i bhYfbY\ a Ybž'X]Y'9W h\Y]hj`cb`6Yk Yfhi b[Yb'ni
ØVYfdfØZb`i bX`_Uf'ni`_ca`a`i`b]n]YfYbž'k Ybb`_Y]bY', VYfdfØZ b[
ghUhhZ]bXYh''

A]h'X]YgYb`J YfÅbXYfi b[Yb`gc``XYf'J YfVfUi W`YfgW i`hn`j`YfVYggYfh

i bX`X]Y`HfUbgdUfYbn`VY]`XYf`6Yk Yfhi b[`j cb`DfcXi _hYb`i bX
 8]Ybgh`Y]ghi b[Yb`Yf\`0\h`k YfXYb`" `ϕgVYgcbXYfY`Ub[Yg]W`hg`XYf
 ni bY\`a YbXYb`DfcV`Ya Y`a]h`i: U_`Y!6Yk Yfhi b[Ybž`VY]`XYbYb
 5bV]YhYf`gY`Vgh`d cg]h]j Y`cXYf`bY[Uh]j Y`6Yk Yfhi b[Yb`UV[YVYbž`]gh
 X]Yg`Y]b`GW`f]hh`]b`X]Y`f]W`h][Y`F`]W`h]i b["

8]Y`bYi Yb`FY[Y`i b[Yb`VYhfYZZYb`b]W`h`bi f`Cb`]bY!6Yk Yfhi b[Ybž
 gcbXYfb`Ui W`X`ϕZi YbW`f!A Uf`_Yh]b[`i bX`DfcXi _h!F`Ub_]b[g`]b`XYf
 9i " `J YfVfUi W`X`Yf`hfYZZYb`]\`fY`?Ui ZYbhgW`X]Xi b[Yb`ni bY\`a YbX
 Ui Z; fi bX`U[Y`X]YgYf`6Yk Yfhi b[Ybž`k Ug`X]Y`B`chk YbX][_Y]h]j cb
 cV`Y`_h]j Yb`i bX`hfUbgdUfYbYb`ϕZcfa Uh]cbYb`i a gc`k]W`h][Yf
 a UW`h"

ϕg[YgUa h`V`Y]Vh`UVni k UfhYbž`k]Y`Hfi gh]`ch`Ui Z`X]Y`J`cfk`ØfZY
 fYU[]YfYb`k]fX`i bX`k Y`W`X`Y`A U»bU\`a Yb`X]Y
 K YhhVYk YfVgnYbhfU`Y`Y`hnh`]W`X`Yf[fY]Zh`i a `X]Y`ϕhY[f]h`h`X`Yf
 D`UhhZcfa `g]W`X`Yfni ghY`Yb"

8YhU]`g	
J`c`f`ZU``	; YgYhn[YVi b[
C`f`h	8`A`b`Ya Uf`_
E`i`Y``Yb	<ul style="list-style-type: none"> • k k k "gi YX_i f]Yf"XY • k k k "gd]Y[Y`"XY • k k k "`hc"XY

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