

6fUbXYbVi f[g`GWXi `Yb`gYhnYb`j YfghÄf_h
Ui Z`GY]hYbY]bghY][Yf` `k Ug`ghYW_h
XU\]bhYf3

6fUbXYbVi f[`gYhnhj YfghÄf_hUi Z`GY]hYbY]bghY][Yfž`i a `XYb
@Y\`f_fÄZhYa Ub[Y`ni `VY_Äa dZYb"5_hi Y`Y`NU\`Yb`i bX
Dfc[fUa a Y`ja ` , VYfV`]W_"



6fUbXYbVi f[ž`8Yi hgW\`UbX`!`5b`6fUbXYbVi f[Yf`GWXi `Yb
k YfXYb`ni bY\`a YbX`GY]hYbY]bghY][Yf`Y]b[YgYhnhž`i a `XYa `U_i hYb
@Y\`f_fÄZhYa Ub[Y`ni `VY[Y[bYb" `ä `GWXi `U\`f`&\$&(#&\$&) `VYhfÄ[h
X]Y`NU\`XYf`GY]hYbY]bghY][Yf`(") \$\$ž`k Ug`Y]bYa `5bhY]`j cb`fi bX
&\$ž `DfcnYbh`XYf`]bg[YgUa h`Yhk U`&`\$\$`\$`@Y\`f_fÄZhY`Ybhgd]W`h"
8]Yg`ghY`h`Y]bYb`5bghY[`ja `JYf[`Y]W`ni a `Jcf`U\`f`XUfž`]b`XYa
` " , &\$`GY]hYbY]bghY][Yf`f%+ž+ `DfcnYbhž`]b`XYb`GWXi `Yb`hÄh][
k UfYb"5i W`ja `GWXi `U\`f`&\$&#&\$&' ``U[`X]Y`NU\`XYf
GY]hYbY]bghY][Yf`a `]h' "&&`VY]`%) ž(`DfcnYbhž`k]Y`ZUn"bYh
VYf]W`hYh"

8 Yf`@Y\ fYfa Ub[Y`]gh`Y]b`a U» [YV`]WXYf; fi bX`Z0f`X]Y`Yf\ 0\hY
NU\`XYf`GY]hYbY]bghY][Yf`]b`6fUbXYbVi f["6YgcbXYfg`]b
`AbX`]WXYb`FY[]cbYb`]gh`XYf`5bhY]` \ 0\Yfz`k A\ fYbX`Yf`]b`XYf
I a [YVi b[`6Yf`]bg`hYbXYbn]Y``b]YXf][Yf`Ui gZ`h" I a `X]Y`U`hi Y``Y
G]hi Uh]cb`ni `VYk A`h][Ybž`gc`Yb`@Y\ f`f`AZhY`UV`XYa `nk Y]hYb
<U`V`U\ f`XYg`_ca a YbXYb`GWi `U\ fYg`ni g`Ah`]WXY]bY`Ghi bXY
a Y\ f`i bhYff]WXYhYbž`a]h`5i gbU\ a Y`j cb` : 0fXYf`i`i bX
6Yfi ZggWxi `Yb`gck]Y`gcn]U`Yb`6fYbbdi b`hgWxi `Yb"

GY]hYbY]bgh]Y[`i bX`E i U`]Z]n]Yfi b[

8 Yf`Ni [Ub[`Z0f`GY]hYbY]bghY][Yf`YfZc`[h`]b`XYf`FY[Y`Z0f
DYfgcbYb`a]h`Y]bYa `<c W`gWxi `UVgWxi ggž`k Y`WXYf`a]bXYghYbg
j]Yf`U\ fY`i a ZUgghž`cXYf`Y]bYa `[`Y]Wk Yfh][Yb
: UW\ cW`gWxi `UVgWxi gg" J cf`] \ fYa `9]bgUhn`Yf\ U`hYb`U``Y
GY]hYbY]bghY][Yf`Y]bY`dAXU[c[]gWY; fi bXe i U`]Z]n]Yfi b[ž`i a `XUg
5i gV`]Xi b[gb]j YUi `ni `YffY]WXYbž`XUg`XYf`@Y\ fUa hgVYZ`][i b[
j cb`[fi bXgh`AbX][`Ui g[YV`]XYhYb`@Y\ f`f`AZhYb`Ybhgd]W`h`8]YgY
E i U`]Z]n]Yfi b[ga U» bU\ a Yb`g]bX`XUfUi Z`Ui g[Yf]WXYhYž`X]Y
9][bi b[`XYf`GY]hYbY]bghY][Yf`g]WXYfni ghY``Ybž`gcXUgg`GWxi `Yb
VYgha 0[`]W`a]h`ei U`]Z]n]YfhYa `DYfgcbU`VYgYhnh`k YfXYb`_0bbYbž
k]Y`a **V`g"VfUbXYbVi f["XY`Yf`Ai hYfh"**

8 Uf0VYf`\]bUi g`_0bbYb`GY]hYbY]bghY][Yf`a]h`b]W`h
`Y\ fUa hgVYnc[YbYa `A UghYfUVgWxi gg`Xi fW`VYfi ZgVY[`Y]hYbXY
J cfVYfY]hi b[gX]YbghY`i bX`YfZc`[fY]WXY`5Vgh]a a i b[Yb`X]Y
@Y\ fUa hgVYZ`][i b[`Yf`Ub[Yb`"8]Y`6]Xi b[g`UbXgWUZh]b
6fUbXYbVi f[`U`h`g]WXY`VYfY]hg`Ub`X]YgY`bYi Yb`<YfUi gZc`fXYfi b[Yb
Ub[YdUggh`i bX`V]YhYh`gdYn]Y``Y`Ghi X]Yb[`Ab[Y`gck]Y`Xi U`Y
Ghi X]Yb[`Ab[Y`Ubž`i a `[Yn]Y`h`XYa `@Y\ f`f`AZhYa Ub[Y`
Ybh[Y[Ybni k]f`_Yb"

6i bXYgk Y]hY`HfYbXg`i bX` : c f gWxi b[

8 Yf`HfYbX`ni f`9]bghY``i b[]cb`GY]hYbY]bghY][Yfb`]gh`b]W`h`bi f`Ui Z
6fUbXYbVi f[`VYgWf`Ab`hž`gcbXYfb`nY][h`g]WXY`Ui W`Vi bXYgk Y]h`
=a `GWxi `U\ f`&\$&' #&\$&(`U`hhYb`Yhk U`%\$ž) `DfcnYbh`XYf`@Y\ fYf`Ub
U``[Ya Y]bV`]XYbXYb`GWxi `Yb`_Y]bY`UbYf`_UbbhY`@Y\ fUa hgdf0Zi b[

UV[Y`Y[h"8]Yg`j YfXYi h]W`h`X]Y`8 f]b[`]W`_Y]hž`U`hYfbUh]j Y`K Y[Y`]b
 XYb`@Y\FYfVYfi Z`ni`Yf`ÒZbYbž`i a`X]Y`@ØW`Yb`]a
 @Y\FYfbUW`k i W`g`ni`gW`]Y»Yb"

B`Yi YghY` : cfgW`i b[ž`i bhYf`UbXYfYa`Xi fW`X]Y`8]ggYfhUh]cb`j cb
 F`c`Z`Di XYfVUW`Ub`XYf`HYW`b]gW`Yb`i b]j Yfg]h`h`8 fYgXYbž`
 h\Ya Uh]g]Yfh`i bhYfgW`]YX`]W`Y`Ni [`Ab[Y`]b`XYb`@Y\FYfVYfi Zž
 Y]bgW`]Y»`]W`X`Yg`GY]hYbY]bgh]Y[g"8]Y`8]ggYfhUh]cbž`X]Y`&\$&'
 j Yf`ÒZYb`h]W`h`k i fXYž`i a ZUggh`i a ZUggYbXY`5bU`mgYb`ni
 6Yfi Zgni [`Ab[Yb`i bX`VY`Yi W`hYh`X]Y`dfcZYgg]cbY`Yb
 ?ca dYhYbnYb`j cb`b]W`h`[fi bXgh`AbX][`ei U`]Z]n]YfhYb`@Y`f`_f`ÄZhYb"
 8]YgY`5fVY]hYb`nY][Ybž`XUgg`XYf`6YXUfZ`Ub`Ya`d]f]gW`Yb`Ghi X]Yb
 ni f`dfcZYgg]cbY`Yb`@Y]ghi b[gZ`Ä\][_Y]h]j cb`E i Yf!`i bX
 GY]hYbY]bghY][Yfb`Ui h`ei W`çgU"XY`bUW`k]Y`j cf`\cW`]gh"

⊖g[YgUa`h`ghY`h`X]Y`ni bY`a YbXY`5bnU`j cb`GY]hYbY]bghY][Yfb
 Y]bY`FYU`_h]cb`Ui Z`XYb`Ub`U`hYbXYb`@Y`f`_f`ÄZhYa`Ub[Y`XUf"8]Y
 6]Xi b[ga`U»bU`a Yb`i bX`XYf`Ni [Ub[`ni`bYi Yb
 E i U`]Z]n]Yfi b[gdfc[fUa`a Yb`_`ÖbbhYb`Y]bYb`dcg]h]j Yb`6Y]hfU[`ni`f
 J YfVYggYfi b[`XYf`i bhYff]W`hgei U`]h`h`Y]ghYbž`Ui W`k Ybb`X]Y
 <YfUi gZcfXYfi b[Yb`k Y]hYf\]b`VYghY`Yb"

8YhU]`g	
J`cfZU``	6]`Xi b[
I`fgUW`Y	@Y`f`_f`ÄZhYa`Ub[Y`
C`fh	6fUbXYbVi`f[ž`8Yi`hgW`_UbX
E`i`Y`Y`Yb	<ul style="list-style-type: none"> • k k k "ZUn"bYh • a V`g"VfUbXYbVi`f["XY • hi X"ei W`çgU"XY

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