

A]W\Y`Y`i bX`6UfUW`CVUa U.`K]YXYf
j YfY]bh`bUW\`9\Y_f]gYb!; YfØW\ hYb`°

6UfUW`i bX`A]W\Y`Y`CVUa U`nY][Yb`g]W\`bUW`gYW\g
A cbUhYb`]b`A Ub\UhhUb" `GdY_i `Uh]cbYb`ØVYf`9\Y_f]gY`i bX
dYfgØb`]W\Y`9]bV`]W_Y`]a `DcXWUgh"



A Ub\UhhUbž`BYk`Mcf`_7]hmž`I G5`!`6UfUW`i bX`A]W\Y`Y`
CVUa U`\UVYb`g]W\`Ua`&+`"A U]`&\$&) `Yfgha U`g`bUW`gYW\g
A cbUhYb`k]YXYf`[Ya Y]bgUa`]b`XYf`² ZZYbh]W\`Y]h`[YnY][h`8 Ug
DUUf`k i fXY`VY]a`J Yf`UggYb`Y]bYg`F YghUi fUbhg`]b`A Ub\UhhUbž
BYk`Mcf`_7]hmž`Zchc`[fUZ]Yfh" `8]YgY`5i ZbU\`a Yb`_ca a Yb`ni`Y]bYf
NY]hž`]b`XYf`; YfØW\ hY`ØVYf`Y]bY`a Ø[`]W\Y`9\Y_f]gY`nk]gW\Yb`XYb
VY]XYb`Ui Z[YhUi W\`h]g]bX" `6YgcbXYfg`VYa Yf`_Ybkg Yfh`]ghž`XUgg
A]W\Y`Y`CVUa U`]\fYb`9\Ya Ubb`]b`YhnhYf`NY]h`VY]`k]W\h][Yb
J YfUbghU`hi b[Ybžk]Y`XYf`6YYfX][i b[`j cb`9I`!! G!DfÅg]XYbh`}a a m
7UfhYf`i bX`XYf`5a hgY]bZØ\fi b[`j cb`I G!DfÅg]XYbh`8cbU`X`Hfi a dž
b]W\h`VY[`Y]hYh`\Uh" `@Ui h`; U`U`\UVYb`X]YgY`5Vk YgYb`Y]hYb`X]Y
GdY_i `Uh]cbYb`ØVYf`Y]bY`a Ø[`]W\Y`HfYbbi b[`VYZi Yfh"

ϕ] \fYa 'DcXWUgh' A C \Uh'A]WY`Y'CVUa U'bi b'Yf_`Äfhž'XUgg'X]Y
² ZYbh]W_X]hifYW.hnY]h]['YfZU\fyb'k ØfXYž'k Ybb'Yg'Yfbgh\UZhY
DfcV`Ya Y']b']\fyf'6Yn]Y\i b['[ÄVY"8]Y`Y\Ya U`][Y':]fgh@UXmik]Yg
X]Y'a Y]ghYb'GdY_i `Uh]cbYb'U'g'i bVY[fØbXYh'ni fØW_i bX`Äi »YfhY
g]W_X'Ui W_X'ni `XYa `8fi W_ž['YgY`gW_UZh]W_XYb'9fk Ufhi b[Yb'[YfYW.k
k YfXYb'ni 'a ØggYb" 'ÄW `UVY['Y`Yfbhž' BY]b'ni 'gU[Yb' ž'gU[hig]Y
]b'Y]bYa 'ϕhYfj]Yk 'a]h'Gcd\]U'6i g"8]YgY'5Vk YgYb\Y]hYb'VY]
ÖZYbh]W_XYb'5i Zhf]hhYb'g]bX`XYa bUW_X`Y`Yf'dYfgØb`W_XY
9bhgW_XY]Xi b[Yb'U'g'5i gXfi W_j cb'9\YdfcV`Ya Ybž'gc'VYf]W_XhYh'
X]Y'?`Y]bY'NY]hi b["

9]bV`]W_]b'X]Y'6Yn]Y\i b[

A]W_XY`Y'CVUa U'gdf]W_Xh'ni XYa `cZYb'ØVYf'X]Y
<YfUi gZcfXYfi b[Yb']b']\fyf'9\Y'a]h'6UfUW_`CVUa U" `G]Y' []Vh'ni ž
XUgg'Yg'D\UgYb' [UVž']b'XYbYb'g]Y']\fyb'A Ubb'b]W_Xh'Ui gghY\Yb
_cbbhYž'VYgcbXYfg'k Ä\fybX`XYf'?]bX\Y]h']\fyf'HÖW_XhYf" ϕ`Y]bYa
bYi Yb'DcXWUgh'a]h']\fy'a `6fi XYf'7fU]['F cV]bgcb'YfÖZbYh'g]Yž
XUgg'XUg'DUUF'k Y]hYf\]b'dYfgØb`W_XY'9]bV`]W_Y]b']\f'@YVYb' []Vhž
i a `XYf'² ZYbh]W_X]h']\fy'ghUf_Y'6]bXi b['ni 'nY][Yb" `6UfUW_
CVUa U'gY`Vgh`\Uh'Ui W_X'Y]b[YfÄi a hž'XUgg'X]Y`UW_Xh`Ä\][Y
5a hgnY]h'U'g'DfÄg]XYbhY]bY'6Y`Ughi b['ZØf']\fy'6Yn]Y\i b[
XUfghY`hY" `9f'VYgW_XfY]VhY]b' `8YZ[n]h ž'XUg'Yf' [Y[Yb'ØVYf'gY]bYf
: fUi `UVVUi Yb'a ÖW_XhYž'k Ug'X]Y'?ca d`YI]hÄh']\fyf'DUfhbYfgW_XZh
i bhYfghfY]W_Xhž'k]Y' **BYk g"XY`VYf]W_XhYh"**

Hfchn'XYf'UbZÄb[`]W_XYb'i bg]W_XYf\Y]hYb'i bX`XYf'XUa]h
j YfVi bXYbYb'GdY_i `Uh]cbYb'gW_XY]bYb'A]W_XY`Y'i bX'6UfUW_
CVUa U']\fy'9\Y'k Y]hYf'ni `dZY[Yb" `8Ug'DUUF']gh'gY]h' & ð\fyb
j Yf\Y]fUHYhž'gY]h'C_hcVYf'%- - &ž'i bX`\Uh'nk Y]HÖW_XhYfž'A U']U'i bX
GUg\Už'X]Y]b'XYb'`YhnhYb' ð\fyb'Y]bY'nYbhfU`Y'F c`Y]b']\fy'a
@YVYb' [Ygd]Y'h`UVYb" `K Ä\fybX']\fyf'NY]h'ja `K Y]»Yb'<Ui g'i bX
XUfØVYf'\]bUi g'\Uh'A]W_XY`Y'CVUa U`VYXYi hYbXY'dYfgØb`W_XY'i bX
VYfi Z]W_XY`Dfc`Y`hY'j YfZc'[hž'k Ug']\fy']bX]j]Xi Y`Y
I bUV\Äb[][_Y]h'nY][h" `6YfY]hg]ja `5df]'&\$&) `k i fXYb'g]Y]b'Y]bYa
@]YV`]b[gfYghUi fUbh']b'K Ug\]b[hc b' [YgY\Ybž'k c'g]Y'i bVYgW_Xk Yfh
k]f_hYbž'k Ug'XUfUi Z\]bXYi hYhž'XUgg']\fy'6Yn]Y\i b['hfchn
ÖZYbh]W_XYf'GdY_i `Uh]cbYb'ghUf_`V`Y]Vh"

8YhU]`g	
J c f ZU``	Gcbgh][Yg
C fh	A Ub\UhhUbbž'BYk 'Mcf_'7]hmž G5
E i Y``Yb	<ul style="list-style-type: none"> • k k k "[U`U"XY • k k k "_`Y]bYnY]hi b["Uh • k k k "bYk g"XY

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