

J YffÄhYf]bbYb`hf]i a d\]YfYb`]a`F H@
:]bU`Y.`GWcW`i bX`8fUa U`ZØf`@cM`Y`°

→ a` :]bU`Y`j cb` 8]Y`J YffÄhYf`&\$&) `hf]i a d\]YfYb`X]Y
J YffÄhYf]bbYbž`k Ä`fYbX`@cM`Yb`k]Y`Mci bYg`gWcW`]Yfh
ni fØW`V`Y]VYb"



7\ 3hYUi`XY`A]Y`a cbhž`6Y`[]Yb`!`8 Ug:]bU`Y`XYf`Xf]hhYb`GhUZZY`
j cb` 8]Y`J YffÄhYf` J YfhfUi Y`B]Ya UbXYa` °`Ua` "'&\$&)
YbXYhY`XfUa Uh]gW`i bX`ØVYffUgW`YbX`"8]Y`J YffÄhYf]bbYb
_cbbhYb`hf]i a d\]YfYbž`k Ä`fYbX`g]W`X]Y`@cM`Yb`]b
j c``_ca a YbYf`8Ygc`Uh]cb`k]YXYfZUbXYb`"Gc`ghY`hY`g]W`YfUi gž
XUgg`æYž`XYb`j]Y`Y`ZØf`Y]bYb`cM`Yb`Gd]Y`Yf`\]Y`hYbž`g]W`U`g
J YffÄhYf`ci hYhYž`k Ug`gck c`\`VY]`XYb`Ni gW`Ui Yfb`U`g`Ui W`VY]
XYb`UbXYfYb`HY]`bY`a Yfb`ZØf`V`Ub`_Yg`9bhgYhmYb`gcf[hY`"A Uf]Y
k Uf`VYgcbXYfg`VYhfc`ZYbž`XU`g]Y`æY`i fgdfØb[`]W`j YfhfUi h`\UhhY
i bX`Y]bYb`UbXYfYb`J YfXUW`h`\Y[hY"

→ X]YgYf`gdUbbi b[g[Y`UXYbYb`5ha`cgd`ÄfY`j Yf`cf`Mci bYg`NUfci
Ua`ghÄ`_ghYbž`U`g`Yf`gW`a Yfn`U`Zi`Yf`_YbbYb`a i gghYž`XUgg`Yf

VYhfc[Yb'k cfXYb'k Uf" A]f'U'Xi 'A cbhž'X]Y'A cXYfUhc f]b'i bX
HY]'bY\ a Yf]bž'gcf[hY'ni XYa 'a]h'Y]bYa 'GWYfnž'g]Y' _ÖbbhY'X]Y
J YffÄhYf'j YffUHYbž'ZØf'≠f]hUj]cb" 'B]W'h'ni 'Yhnh'nc['X]Y'G]Y[dfÄa]Y
j cb' (("&\$ \$'9i fc'XUg' ðhYfYggY'XYf'Ni gW'Ui YfgW'UZh'i bX'k i fXY
gW']Y»]W'nk]gW'Yb'XYb'XfY]J YffÄhYf]bbYb'Ui Z[YhY]'h"

5i ggW`i gg'i bX`J YfXUW`h

8Yf`YhnhY`cmU`Y`Gd]Y`Yfž`Mci bYgž`Äi »YfhY`bUW`XYf
YbhgW`Y]XYbXYb`Fi bXYž`XUgg`]\b`XUg`Gd]Y`[YVfcW`Yb`\UVY"
Ni XYa`hfi [Yb`[Y[YbgY]h][Y`J YfXÄW`h][i b[Yb`i bhYf`XYb`@cmU`Yb
ni]\fYa`Xck bZU`"VY]"F U`Z`6Ui Yfž`XYf`]b`XYf`YhnhYb`BUW`h`XYg
Gd]Y`g`Yfa cfXYh`k i fXYž`k Uf`bi f`XYf`YhnhY`]b`Y]bYf`FY]\Y`j cb
[Yk U`hgUa Yb`9bhgW`Y]Xi b[Ybž`X]Y`X]Y`8mbUa]_`XYf`; fi ddY`ghUf_
VYY]bZi gghYb" `A chg]`A UVi gY`i bX`7\Uf`chhY`K ØfX][`V`]YVYb`]b
X]YgYa`7\Ucg`i bj YfXÄW`h][hi bX`gW`UZhYb`Ygž`]\fY
ghfUHY []gW`Yb`Fc`Yb`dYfZY`_h'ni`gd]Y`Yb"

8Yf`5i ggW`i gg'j cb`æYž`XYf`a]h`ZØbZ`Gh]a a Yb`j YfVUbb`h`k i fXYž
ghY`hY`X]Y`<]Zcg][_Y]h`XYf`@cmU`Yb`Y]bXf]b[`]W`XUf`"Mci bYg`i bX
A Uf]Y`a UW`hYb`XYb`YbhgW`Y]XYbXYb` : Y`Yfž`XUg`Gd]Y`dYfgÖb`]W
ni `bY\ a Ybž`k Ug`Yhnh]W`ni`]\fYa`GW`Y]hYfb`ZØ\fhY" `A]f'U'Xi
A cbh`d`UbhY`XUfØVYf`\]bUi gž`g]W` J YffÄhYf`hÄhck]YfYb`ni
`UggYbž`i a`]\fYf`bYi Yb`æYbh]hÄh`bUW`XYa`G]Y[`XYf
J YffÄhYf]bbYb`Hf]Vi h'ni`nc`Yb"

GhUZZY`! <] [\ `] [\ hg`i bX`<]bhYf[fi bX

8]Y`Xf]hY`GhUZZY`j cb` 8]Y`J YffÄhYf`ghUfhYhY`Ua`&- "'5df]'&\$&)
i bX`nc[`%*`Dfca]bYbhY`Ubž`X]Y`i a`Y]bYb`G]VYfgW`Uhn]`ja`K Yfh
j cb`) "\$\$\$`9i fc`_Äa dZhYb" `8]Y`G\ck`k i fXY`j cb`Gcb`U`N]Yh`ck
a cXYf]Yfhi bX`ZUbX`]a`a U`Yf]gW`Yb`7\³4YUi`XY`A]Y`a cbh]b
6Y`[]Yb`ghUhh" `8]Y`YfghYb`gYW`g` : c`[Yb`]YZYb`k ÖW`Ybh]W`Ui Z`F`H@
i bX`k UfYb`Ui Z`F`H@ž`j cfUV`j YfZØ[VUfž`k Ug`ni`Y]bYf`\c`Yb
Ni gW`Ui YfV]bXi b[`ZØ\fhY"

8]Y`A YW`Ub]_`XYf`G\ck`YfZcfXYfhY`j cb`XYb`@cmU`Ybž`X]Y`J YffÄhYf
ni`]XYbh]Z]n]YfYb`i bX`Ui g`XYa`Gd]Y`ni`YbhZYfbYbž`k Ä\fybX`X]YgY

j Yfgi W hYbž'i bYbhXYW_hini 'V`Y]VYb"J cf`X]YgYf`GhUZZY``_cbbhYb
 ›gg]WU`<U`Yf`i bX`C UbU`BYW`h]`]b`XYf`YhnhYb`Fi bXY
 hf]i a d`Y]YfYb`i bX`[Yk Ubbyb`&+") \$\$`9i fc"8]YgY`G\ck VUi ghY]bY
 g]bX`HY]`Y]bYf`ni bY`a YbX`dcdi `ÄfYb`FYU`]hm!HJ!@UbXgW`UZh]b
 8Yi hgW`UbXž`X]Y`gY]h`XYb`ZfØ`Yb`&\$\$`Yf`›U`fYb`Zcf]Yfh" @Ui h`
GhUh]ghU`k i fXYb`nU`fY]W`Y` : cfa UhY`Ybhk]W`Y`hž`X]Y`XUg
 Di V`]_i a `ZYggY`b`i bX`ZØf`fY]W`]W`gcn]U`Y`8]g_i gg]cbYb`gcf[Yb"

8]Y`J`YffÄhYf `U`h]g]W`XUa]h`b]W`h`bi f`U`g`Y]b`i bhYf`U`hgUa Yg
 : cfa Uh`Y`hUV`]Yfhž`gcbXYfb`Ui W`U`g`Y]b`Gd]Y`i a `J`YfhfUi Ybž
 ðhf][Y`i bX`dYfgØb`]W`Y`6Yn]Y`i b[Ybž`XUg`X]Y`Ni gW`Ui Yf`i bX
 HY]`bY`a Yf`[`Y]W`Yfa U›Yb`]b`gY]bYb`6Ubb`n]Y`h`8Yf
 XfUa Uh]gW`Y`J`Yf`Ui Z`XYg` :]bU`Yg`Äggh`Ui Z`gdUbbYbXY`ni _ØbZh][Y
 GhUZZY`b`c`ZYb" **hn"XY`VYf]W`hYh`XUj** cbž`k Ä`fYbX`**F H@`U`Y`8YhU]`g**
 ni f`GhUZZY`VYfY]hghY`h"

8YhU]`g	
J cfZU``	A cfX#HchgW`U[
C fh	7\¾4YUi `XY`A]Y`a cbhž`6Y`[]Yb
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hn"XY • k k k "fh"XY • XY"ghUh]ghU"WŁa

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