

< Ua Vi f[g` : U\ ffUX_`]a U`]a `5Vgh]Y[.`Bi f D`Uhn`+ `]a `[fc» Yb`HYgh`

8Yf`58: 7!: U\ ffUX_`]a U!HYgh`&\$&(`nY][h`<Ua Vi f[`]a
A]hhY`ZY`X`" <YfUi gZcfXYfi b[Yb`i bX` : cfXYfi b[Yb`ni f
J YfVYggYfi b[`XYf` : U\ ffUXZFYi bX`]W\ _Y]h`



< Ua Vi f[ž`8Yi hgW\ `UbX`!`8]Y` : U\ ffUXZFYi bX`]W\ _Y]h`]b
XYi hgW\ Yb`GhÅXhYb`]gh`Y]b` \Y]» `X]g_ i h]YfhYg`H\Ya Už`]bgVYgcbXYfY
]b` ; fc» ghÅXhYb`k]Y`<Ua Vi f["`8Yf`U`hi Y`Y`58: 7!: U\ ffUX_`]a U!
HYgh`nY][hž`XUgg`<Ua Vi f[`]a `A]hhY`ZY`X`XYf`%) `[fÖ» hYb`GhÅXhY
a]h`ØVYf`) \$\$\$`\$\$\$`9]bk c`bYfb`"Y][h`"A]h`Y]bYf`BchY`j`cb`" ž` *` \Uh
X]Y`<UbgYghUXh`XYb`g]YVhYb`D`Uhn`YffY]W\ h`": fUb`Zi fh`Ua `A U]b
ZØ\fh`X]Y`F Ub[`]ghY`a]h`Y]bYf`BchY`j`cb`" ž(- `Ub`i bX`nY][hž`k]Y`Yg
Ui W\ `UbXYfg[`Y\Yb`_Ubb`"BYVYb`]\a `ghY\Yb`<Ubbcj Yfž`6fYa Ybž
@Y]dn][ž`A ØbW\Yb`i bX`8fYgXYb`U`g`k Y]hYfY`d cg]h]j Y`6Y]gd]Y`Y`Ui Z
XYa `HfYddW\Yb`" ð`h]YZghYb`HU`ž`U`YfX]b[gž`"Y][h`8i]gVi f[`a]h
Y]bYf`VYgW\Y]XYbYb`BchY`j`cb` (ž(*`"8]YgY` ðZcfa Uh]cbYb` \Uh`XYf`
b!hj` `ni gUa` a Yb[YhfU[Yb`"

8]Y`I a ZFU[Yž`X]Y`j cb`GYdhYa VYf`V]g`Bcj Ya VYf`&\$&(
Xi fW [YZØ\fh`k i fXYž`i a ZUgghY`%, (") \$ \$ `Ui g[YZØ`hY` : fU[YVØ[Yb
Ui g`%`\$ (+ `C fhYb`i bX`]gh`Y]bY`XYf` [fØ» hYb`]\fYf`5fh`k Y`hk Y]h"
Cf[Ub]g]Yfh`b`?ccdYfUh]cb`a`]h`XYa` `6i bXYgj Yf`_Y`fga`]b]ghYf]i a ž
V]YhYh`XYf`HYgh`U`Yb`HY`bY`a` Yf.]bbYb`X]Y`A`Ø[`]W`_Y]hž`X]Y
: U\ffUXZFYi bX`]W`_Y]h`b`]\fYb`Gh`XhYb`ni` `VYk`YfhYb`"N]Y`]gh`Ygž
`YVYbgbU`Y`F`ØW`_a` Y`Xi b[Yb`ZØf`J`Yf`_Y`fgd`UbYf.]bbYb`i` bX
dc`]h]gW`Y`J`YfUbhk`cfh`]W`Y`ni` [YVYbž`i` a` `X]Y`6YX]b[i b[Yb`ZØf
F`UXZU`fYbXY`ni` j`YfVYggYfb`"8]Y`9f[YVb]ggY`k`YfXYb`ja` : fØ`U`f
&\$&) `j`YfØZZYbh`]W`hž`UVYf`VYfY]hg`Y`hnh`k`]fX`Ui`ZX]Y`Bchk`YbX][`_Y]h
j`cb`K`UbXY` `]b[Yk`]YgYbž`VYgcbXYfg`VYnØ[`]W`XYf
G]W`Yf`Y]hgVYX]b[i b[Yb`ZØf`F`UXZU`fYf.]bbYb`]b`<`Ua`Vi`f["

< Ua Vi f[g`Gh`Àf`_Yb`i` bX`GW`k`ÀW`Yb

Cvk`c` `<`Ua`Vi`f[`]b`XYf` ; YgUa`hbchY` `]bhYf`j`]Y`Yb`UbXYfYb
Gh`XhYb`ni` fØW`_V`Y]Vhž` []Vh`Yg`Ui` W`Y`fZFYi` `]W`Y`5gdY`_hY`"8]Y
A`Ø[`]W`_Y]hYb`XYf` : U\ffUXa`]hbU`a` Y`]b`ØZZYbh`]W`Yb
J`Yf`_Y`fga`]hY`b`gck`]Y`X]Y`j` cf`UbXYbYb` : U\ffUXj`Yf`Y` \gmghYa` Y
k`YfXYb`dcg]hj` `Yfj` cf[Y`cVYb`"8cW`h`fchn`X]YgYf`Gh`Àf`_Yb`gY`Yb
j`]Y`Y`6YZfU[hY`]b`<`Ua`Vi`f[`<`UbX`i` b[gVYXUfZ`@Ui`h`7U`↑`g`Dfi`]b
j`ca` `58: 7`<`Ua`Vi`f[`Ya`dZ]bXYb`) , i` `XYf`F`UXZU`fYbXYb`XUg
F`UXZU`fYb`U`g`ghfYgg][`ž`k`Ug` `Ui` dhg`ÀW`]W`Ui`Z
G]W`Yf`Y]hgVYXYb`_Yb`ni` fØW`_ni` ZØ`fYb`]gh`"8]Y`I`a` ZFU[Y`nY][`h
Ui` W`ž`XUgg`Yg`XYi`h`]W`Y`i` bhYfgW`]YXY`]b`XYf`6Yi`fhY`]i` b[
nk`]gW`Yb`XYf` `b`YbghUXhi` bX`XYb`5i` »`YbVYn]f`_Yb` []Vhž`k`cVY]
@YhnhYfY`c`Zh`gW`Y`W`h`UVgW`bY]XYb"

8]Y`_f]h]gW`Y`9]bgW`Àhni` b[`VYhf]Zh`j` cf`U`Ya` `X]Y
F`UXj`Yf`_Y`fgVYX]b[i b[Yb`]b`XYb`F`UbX[YV]YhYbž`X]Y`]b`XYb
`YhnhYb` `]\fYb`ja` a`Yf`k`]YXYf`]b`XYf`8]g`_i`gg]cb`g]bX`"8Yf`58: 7
g]Y`h`nk`Uf` : cfhgW`f]hYž`VYhc`bh`UVYfž`XUgg`X]YgY`b]W`h`Ui`gY]W`Ybž
i`a` `Y]bY`bUW` `U`h][`Y`J`Yf`_Y`fgk`YbXY`ni` `YffY]W`Yb`"8Yf
K`]bhYfX]Ybgh`Ui`ZF`UXk`Y[Yb`k`]fX`YVYbZU` `g`U`g`Y]b`k`Y]hYfYf
GW`k`UW`di`b`_h[YbUbbhž`XYf`Xf]b[YbX`j`YfVYggYfh`k`YfXYb`a`i`gg"

9]b`6`]W`_`Ui`Z`UbXYfY`Gh`XhY

8]Y`5bU`mgY`XYg`58: 7!: U\ffUX_]a U!HYghg`nY][h`b]W\h`bi f
 <Ua Vi f[g`Dcg]h]cbž`gcbXYfb`YZYfh`Ui W\`]bhYfYggUbhY
 JYf[`Y]W\gk YfhY" Gh\XhY`k]Y`BØfbVYf[`UVYb`g][b]Z]_UbhY
 JYfVYggYfi b[Yb`VY]`XYf`: U\ffUXZFYi bX`]W_]h`YffY]W\h`i bhYf
 UbXYfYa `Xi fW\`VYggYfY`5a dY`gW\U`hi b[Yb`i bX`bYi Y`FUXk Y[Y"
 8]Y`U``[Ya Y]bY`I bg]W\Yf\Y]h]a `GhfU» Ybj Yf_Y`f`gd]Y[Y`h`g]W\`]b
 XYb`8UhYb`k]XYf.`+\$i `XYf`FUXZU\fybXYb`ZØ\`Yb`g]W\`i bg]W\Yf"
 8Ug`a UW\h`XYi h]W\ž`XUgg`ØVYfU``]b`8Yi hgW\`UbX`bcW\
 <UbX`i b[gVYXUfZ`VYghY`h"

8]Y`9f[YVb]ggY`Ui g`XYf`I a ZFU[Y`k YfXYb`ZØf`U``Y`Gh\XhYž`cV`[fc»
 cXYf`_]bžj cb`Ybcfa Yf`6YXYi hi b[`gY]b"8Yf`HYgh`hfÅ[h`XUni
 VY]ž`X]Y`9fZc`[Y`XYf`FUXj Yf_Y`fgZØfXYfi b[`a YggVUf`ni `a UW\Yb
 i bX`Ufa i hgdc`h]gW\Y`A U» bU\`a Yb`ni f`JYfVYggYfi b[`XYf
 ðZfUghfi _hi f`ni `VYk YfhYb"K Y]hYfY`ðZcfa Uh]cbYb`ni `XYb
 9f[YVb]ggYb`_ØbbYb`Ui ZXYf`58: 7`K YVgY]hY`Y]b[YgY\Yb
 k YfXYb"

ðg[YgUa h`nY][h`XYf`58: 7!: U\ffUX_]a U!HYgh`&\$&(ž`XUgg`Yg
 Y]bYb`Ub[Yb`K Y[`j cf`i bg[`]Vh`i a `XUg`FUXZU\fyb`]b
 8Yi hgW\`UbX`Ub[YbY\`a Yf`i bX`g]W\YfYf`ni `[YghU`hYb"AY`f`U`g
 X]Y`<Å`ZhY`XYf`FUXZU\fybXYb`ZØ\`h`g]W\`bcW\`b]W\h`k c\`ž`k Ug`X]
 <YfUi gZcfXYfi b[`ZØf`U``Yž`X]Y]a `6YfY]W\`JYf_Y`fgdc`h]_`h`h][
 g]bXž`XYi h]W\`a UW\h"ða a Yf\]b[`]Vh`Yg`a]h`XYa `HYgh`Y]b
 VYk Å\fhYg`A]hY`ž`i a `JYfVYggYfi b[Yb`Ubni ghc» Yb`i bX
 i a ni gYhnYb"

8YhU]`g	
Cfh	<Ua Vi f[ž`8Yi hgW\`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "b!hj "XY • ZU\ffUX_]a U!hYgh"UXZWXY • i hc d]U"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`X]Y!bUW\ f]W\hYb"Wca