

GdcbgcfYb_f]gY`VY]`I b]cb`i bX`<Yfh\U.
K Ufi a `X]Y`Hf]_chg`YYf`V`Y]VYb

I b]cb`6Yf`]b`i bX`<Yfh\U`6G7`_Åa dZYb`&\$&) `i a
Hf]_chgdcbgcfYb`"Hfchn`d cg]hj Yf`æ U[Yk YfhY`V`Y]Vh`X]Y
Gi WXY`YfUi gZcfXYfbX"



6Yf`]bž`8Yi hgW\`UbX`!`8]Y`Gi WXY`bUW\`Hf]_ch!GdcbgcfYb
[YghU`hYhg]W\`ZØf`XYb`6Yf`]bYf`J YfY]b`I b]cb`6Yf`]b`U`g`Y]bY`[fc»Y
<YfUi gZcfXYfi b[ž`hfchn`XYf`V]g\Yf][Yb`9fZc`[Y`]b`XYf`6i bXYg`][U"
BUW\`gYW\g`Ui ZY]bUbXYfZc`[YbXYb`GU]gcbg`]b`XYf`\ ÒW ghYb
XYi hgWYb`Gd]Y`_`UggY`\Uh`XYf`J YfY]b`GW\k]Yf][_Y]hYbž`UhhfU_h]j Y
GdcbgcfYb`ni`[Yk]bbYb`"@Ui h`fVV&(`]gh`X]Y`5hhfU_h]j]hÅh`Y]bYg
J YfY]bg`ZØf`GdcbgcfYb`ghUf`_j ca``æ U[Y`UV\Åb[]["I b]cb`6Yf`]b
k]fX`U`[Ya`Y]b`U`g`VØf[YfbU\ž`Y\`f]W\`i bX`\Ufh`UfVY]hYbX
k U\`f[Ybca`a Ybž`Yf\Å`h`YXcW\`hfchnXYa`\`Åi Z][_Y]bY`5b[YVchY
ZØf`Hf]_ch!Gdcbgcf]b["

8]Y`GW\k]Yf][_Y]hYb`]a`Gdcbgcf]b[!A Uf`h`VYhfYZZYb`b]W\h`bi`f
I b]cbž`gcbXYfb`Ui W\`<Yfh\U`6G7`"5i W\`X]YgYf`J YfY]b`g]Y`h`g]W\

a]h`À\b`]WkYb`DfcV`Ya Yb`_cbZfcbh]Yfhž`X]Y`hY]`k Y]gY`Ui Z`G_UbXU`Y
ni fØW_ni ZØ\fYb`g]bX``8]YgY`G_UbXU`Y`_ØbbYb`nk Uf`_i fnZf]gh][`X]Y
FY]Wk Y]hY`Yf\Ø\Ybž`XcW`gi WkYb`GdcbgcfYb`]b`XYf`FY[Y`bUW
j Yf`Àgg]WkYb`DUfhhYfb`]a` : i » VU`` < Yfh\U`k]fX`U`g` ; fc» ghUXh!
?`i V` [YgY\Ybž`k À\YbX`l b]cb`XYb`GhUhi`g`Y]bYg`l bXYfXc[g
]bbY\Uh` ǂ`XYf`U_hi Y`Yb`G]hi Uh]cb`U`g`Nk Y]h][]gh`\Uh`< Yfh\U`Yg
ni XYa`gWk Yfž`\c\Y`Gdcbgcf]b[!Gi a a Yb`ni`ZcfXYfb`

8]Y`F c``Y`XYg`Gdcbgcf]b[g`]a`DfcZ]Zi » VU``

Gdcbgcf]b[]a` : i » VU``\Uh]g]Wk`ni`Y]bYa`nYbhfU`Yb`9`Ya Ybh`XYf
Z]bUbn]Y`Yb`DYfgdY`hj Y`j]Y`Yf`7`i Vg`Yb`hk]W_Y`h`Gdcfh]WkY
9fZc`[Y`j Yf`Ub[Yb`b]Wk`h`bi`f`bUWk`HU`Yb`hi`bX`HYUa` [Y]ghž`k]Y`
`YUXYfa U[Un]b`VYhcbhž`gcbXYfb`Ui Wk`bUWk`Z]bUbn]Y`Yf
l bhYfghØhni b[`Xi`fWk`GdcbgcfYb``8]Y`Df`ÀgYbn`j`cb`l`bhYfbY\`a`Yb
Ui`ZHf]_chgž`6UbXYb`i`bX`6]`XgWk]fa`Yb`X]Yb`h`b]Wk`h`bi`f`XYf
A Uf`_YbVY`Ub`bh\Y]hž`gcbXYfb`V]YhYh`Y]bY`Ya`ch]cb`U`Y`J`YfV]bXi`b[
nk]gWkYb` : Ub`g`i`bX`GdcbgcfYbž`X]Y`Ui` [YbV`]W_`]Wk`K`]f`_i`b[
YbhZU`hYh`

8cWk`XUg`Gdcbgcf]b[`V]f[h`Ui`Wk`F`g]_Yb``Gdcfh]WkY`A`]ggYfZc`[Y
cXYf`bY[Uh]j Y`GWk`U[nY]`Yb`_ØbbYb`XYb`F`i`Z`XYf`A`Uf`_Yb
bUWk`U`h][`gWk`ÀX][Yb``8]Y`5bV]YhYf`a`ØggYb`XU\Yf`gcf[Z`À`h][
UVk`À[Ybž`k]Y`[i`h]\f`ǂ` U[Y`a`]h`XYa`Y]bYg`7`i Vg`\Ufa`cb]Yfhž`i`a
X]Y`[Yk`ØbgWk`hY`K`]f`_i`b[`ni`Yfn]Y`Yb``5b[Yg]Wk`hg`XYf`U_hi`Y`Yb
< YfUi`gZcfXYfi`b[Yb`k`]fX`XYi`h]Wk`ž`XUgg`XYf`9fZc`[]a`Gdcbgcf]b[
Xi`fWk`?D`ǂ`k]Y`FY]Wk`Y]hYž`K]YXYfYf`_Ybbi`b[`i`bX
A Uf`_Ybk`U\fbY\`a`i`b[`a`YggVUf`]gh``8]Y`C`dh]cb`XYf`8][]hU`]g]Yfi`b[
]a`Gdcbgcf]b[ž`a`]h`dYfgcbU`g]YfhYf`K`YfVi`b[`i`bX`9Wk`hnY]h!
8UhYbUb`U`mgYž`k]fX`]b`Ni`_i`bZi`Ub`6YXYi`hi`b[`[Yk`]bbYb`

: Un]h.`7\UbWk`b`i`bX`< YfUi`gZcfXYfi`b[Yb

8]Y`8mbUa`]_`XYg`Gdcbgcf]b[g`]a` : i » VU``k`]fX`Xi`fWk`Y]bY
J]Y`nU\`j`cb` : U`hcYfb`VYY]bZi`ggž`k]Y`**gdchi da YX]Yb`**Ui`ZnY][h`
 : i » VU``]gh`Y]bY`XYf`VY`]YVhYghYb`GdcfhUfhYb`i`bX`V]YhYh
GdcbgcfYb`i`a`ZUb[fY]WkY`G]Wk`hVUf`_Y]h``8 UVY]`Zi`b[]Yfh`Gdcbgcf]b[
b]Wk`h`bi`f`U`g`Z]bUbn]Y`Y`i`bhYfghØhni`b[ž`gcbXYfb`Ui`Wk`U`g

ghfUhy[]gW\Yg' bghfi a Ybh'ni f'J YfVYggYfi b['XYg' a U[Yg" J YfY]bY
 k]Y' i b]cb'6Yf`]b' i bX' < Yfh\ U'6G7' a ØggYb']bbcj Uh]j Y'5bgÀhnY
 Z]bXYbž' i a '[YY][bYhY' i bX' j Yf`Àgg`]W\Y' DUfhbYf' ni '[Yk]bbYbž' i a
 X]Y' < YfUi gZcfXYfi b[Yb']a 'Gdcbgcf]b['YfZc`[fY]W\ 'ni 'a Y]ghYfb"

8YhU]`g	
C fh	6Yf`]bž'8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • k k k "`YUXYfa U[Un]b"XY • k k k "gdchi da YX]Yb"XY

6Ygi W\Yb'G]Y' i bg'Ui Z. 'a Y]b!VYf`]b"bYh