

F UXk Y[Y`]a `l bhYfU``[Ài .`@UbX_fY]g]bj Ygh]Yfh`k Y]hYf`]b `X]Y`Ni _i bZh

~a `@UbX_fY]g`l bhYfU``[Ài `k]fX`XUg`F UXk Y[YbYhn`k Y]hYf`]b
Ui g[YVUi h"; Yd`UbhY`Dfc`Y_hY`ZØfXYfb`; Ygi bX`Y]h`i bX
l a k Y`h"



@UW Ybž`8Yi hgW`UbX`!`~a `@UbX_fY]g`l bhYfU``[Ài `hi h`g]W`Yhk Ug
]a `6YfY]W`XYf`:`U`ffUX]bZfUghfi _hi f``8Yf`?`fY]gUi ggW`i gg`Uh`g]W
_Øfn`]W`XUZØf`Ui g[Ygd`fcW`Ybž`XUg`VYghY`YbXY`F UXk Y[YbYhn
Ui gni VUi Yb`i bX`@ØW`Yb`ni `gW`Y]» Yb`"F UXZU`fYb`]gh`Y]bY
k i bXYfVUfY`A Ò[`]W`_Y]hž`i a k Y`hZfYi bX`]W`ž[Øbgh][`i bX`gW`bY`
j cb`5`bUW`6`ni `_ca`a Ybž`VYgcbXYfg`VY]`_ØfnYfYb`GhfYW`Yb`V]g
ni `ZØbZ`?]`ca YhYfb``@Ui h`XYa `l a k Y`hVi bXYgUa`h`]gh`Yg`ni XYa
Y]b`Yfj`c`ffU[YbXYg`A]hY`ž`i a `X]Y`Y][YbY`; Ygi bX`Y]h`ini `ZØfXYfb`"

8Yf`@UbX_fY]g`ZØfXYfh`XYb`5i`gVUi`j`cb`F UXk Y[Yb`VYfY]hg`gY]h
%-`-`+`i`bX`Uh`gY]h`Yf`&`F UXk Y[UW`gYb`[YgW`UZZYb``8`YgY`V]`XYb
ni`gUa`a`Yb`Y]b`ØVYfØfh`]W`Yg`F UXk Y[YbYhnž`XUg`ZØf`X]Y`F Y[]cb
VYgcbXYfg`k`]W`h][`]gh``8Yf`?`fY]gUi`ggW`i`gg`Uh`bi`b`VYgW`c`ggYbž`"

X]Y`A]hZ]bUbn]Yfi b[`Xi fW`XYb`@UbX_fY]g`Zc fmi ZØ\ fYbž`cVk c`
fYW`h]W`Y`l bg]W`Yf\Y]hYb`i bX`c\Y`?cghYb`k Y]hYf\]b`Y]bY
<YfUi gZcfXYfi b[`XUfghY`Yb`"

⇒bj Ygh]h]cbgdfc[fUa a `ZØf`F UXk Y[Y

8 Ug`VYghY\YbXY`⇒bj Ygh]h]cbgdfc[fUa a `ghUa a h`VYfY]hg`Ui g`XYa
>\f`%- - +`i bX`i a ZUggh]bg[YgUa h`&(`Hci fYbUW`gYb`" ⇒g[YgUa h
YfghfYW`h]g]W`XUg`F UXk Y[YbYh`ja `l bhYfU`[`Ài `ØVYf`fi bX`%\$\$
?]`ca YhYf`i bX`V]YhYh`XYfnY]h(*`Ui g[Yk]YgYbY`F UXhci fYb`"8]YgYf
5i gVUi `]gh`b]W`h`bi f`ZØf`XYb`; Ygi bX\Y]hgVYfY]W`Yb`hgW`Y]XYbXž
gcbXYfb`Ui W`Y]b`k]W`h][Yf`6Y]hfU[`ni a `Y]a]gW`Yb`Hci f]ga i g`"

⇒`XYf`U`_hi Y`Yb`8]g`_i gg]cb`k i fXYb`nU\`fY]W`Y`5gdY`_hY
\Yfj cf[Y\cVYbž] cb`G]W`Yf\Y]hgØVYf`Y[i b[Yb`V]g`\]b`ni `XYb
dcg]hj Yb`l a k Y`h`i bX`; Ygi bX\Y]hgUi gk]f`_i b[Yb`XYg
F UXZU\ fYbg`"6YgcbXYfg`ja `<]b`V]W`_Ui ZX]Y`ZcfhgW`fY]hYbXYb
?`ja Un]Y`Y`gc`hY`XYf`F UXj Yf`_Y\`f`j Yfgh`Àf`_h[YZØfXYfh`k YfXYbž
XYbb`ØVYf`(\$`i `XYf`5i hcZU\fhYb`]b`XYi hgW`Yb`; fc» gh`XhYb`g]bX
_ØfnYf`U`g`) `?]`ca YhYf` `Y]f`_ØbbhY`XUg`i: U\ffUX`U`g`gW`bY`Yg
J Yf`_Y\fga]hhY`[`ÀbnYb`"8]Y`A Ò[`]W`_Y]hž`Y]bYb`HY`]X]YgYf
GhfYW`_Y`Ui ZXUg`i: U\ffUX`ni `j Yf`U[Yfbž`_ØbbhY`Ui W`ja
l bhYfU`[`Ài `Y]bYb`[fc» Yb`l bhYfgW`]YX`a UW`Yb`"

; Yd`UbhY`Dfc`Y`_hY

5_hi Y`d`Ubh`X]Y`; Ya Y]bXY`@UW`Yb`X]Y`GW`UZI b[`j cb`nk Y]
bYi Yb`F UXk Y[Ybž`i a `VYghY\YbXY`@ØW`_Yb`]a `F UXk Y[YbYh`ni
gW`]Y» Yb`"8 UVY]`UbXY`h`Yg`g]W`i a `Y]bYb`*, \$`A YhYf`Ub[Yb
F UX!`i bX`; Y\k Y[`nk]gW`Yb`@UW`Yb`i bX`A ccgVUW`_Øgh]W`XYf
?fY]gghfU» Y`A B`%*`gck]Y`i a `Y]bYb`k Y]hYfYb`F UXk Y[`j cb`fi bX
*` \$`A YhYfb`nk]gW`Yb`@UW`Yb`i bX`5`V]g\cZYb`Ui Z`Y]bYa
j cf\UbXYbYb`K]fhgW`UZhgk Y[`]8]Y`; YgUa h`_cghYb`VY`Ui ZYb`g]W`
Ui ZYhk U`+- "\$\$\$`9i fcž`k cVY]`XYf`i: fY]ghUUh`Y]bY`i: ØfXYfi b[`j cb
+`\$`V]g`, \$`DfcnYbh`XYf`Dfc`Y`_h`cghYb`ØVYfb]a a h`8Ua]h
j YfV`Y]VYb`ZØf`X]Y`; Ya Y]bXY`bcW`?cghYb`]b`< Ø\Y`j cb`%) "\$\$\$
V]g`&` "\$\$\$`9i fc`"

C V`X]Y` ; Ya Y]bXY`X]YgY`?cghYb`c`bY`6YhY`][i b[`XYg`@UbX_fY]gYg
 XYW_Yb`_UbbžV`Y]VhU`YfX]b[g`ZfU[`]W`"8]YgYg`H\Ya U`k]fX`b]W`h
 bi f`]a `I bhYfU``[Äi ž`gcbXYfb`Ui W`"UbXYgk Y]h`]a a Yf`fY`Yj UbhYfž
 XU`Yg`b]W`h`bi f`i a `XYb`dYfgÖb`]W`Yb`?ca Zcfhž`gcbXYfb`Ui W`i a
 X]Y`@YVYbgei U`]h`h`]b`i bgYfYf`FY[]cb`[Y`h`"

8]Y` : ÖfXYfi b[`XYg`FUXj Yf_Y`f`g`]ghU`gc`Y]b`gY`f`U`_hi Y`Yg`i bX
 gdUbbYbXYg`H\Ya Už`XUg`XYb`@UbX_fY]g`I bhYfU``[Äi `k`Y]hYf
 j`cfUbVf]b[Yb`_ÖbbhY`" `bZcfa Uh]cbYb`ØVYf`XUg`FUXk Y[YbYhn`g]bX
 Ui ZfUXdcfhU`!i bhYfU``[UYi "XY`UVfi ZVUf"

8YhU]`g	
Cfh	@JW`Ybž`8Yi hgW`"UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "a Yf`_i f"XY • k k k "`UbXfUhgUa h! • i bhYfU``[UYi "XY • k k k "i a k Y`hVi bXYgUa h"XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`bU[!VUmYfb"XY