

8]Y `VYghYb `K Y]bdfcVYb `]b `K ØfnVi f[.
; Ybi gg`ZØf`^YXYb `; Ui a Yb °

9f`YVYb `G]Y`X]Y`j]Y`ZÀ`h][Yb`K Y]bdfcVYb `]b `K ØfnVi f[ž] cb
\]ghcf]gWYb`K Y]b[ØhYfb`V]g`ni `WUfa UbhYb`J]bch\Y`Yb`
Y]b`; Ybi gg`ZØf`K Y]b`]YV\UVYf°



K ØfnVi f[ž`8 Yi hgW `UbX`!`GhY`h`Y]b`ZY]bYf`5VYbX`]b`K ØfnVi f[
Ui ZXYa`D`Ub3`8Ubb`g]bX`K Y]bdfcVYb`[YbUi`XUg`F]W]h][Y`ZØf`
Y]bYb`[Ybi ggj c`Yb`5i g`Ub[`XYg`HU[Yg`°`#`XYf`Zf`Àb_]gWYb
K Y]bghUXh`c`W`Yb`nU`\`fY]WY`K Y]b[ØhYf`i`bX`J]bch\Y`Yb`a`]h
5b[YVchYbž`X]Y`gck c`\`YW`hY`?`YbbYf`U`g`Ui W`BYi`^]b[Y
VY[Y]ghYfb`"J`cb`fi`gh]_U`Yb`?`Y`Yfb`i`a`[YVYbž`Vf]b[h`Y]b
gUW`_i`bX][Yf`K Y]b`_YbbYf`XYb`;`ÀghYb`X]Y`J]Y`ZU`h`XYf`
Zf`Àb_]gWYb`K Y]b`Y`b`À`\Yf`"C`Zi[]Vh`Yg`k`c`\`gW`a`YW`_Yb`XY`
?`bUVVYfY]Yb`i`bX`gY`Vgh[Ya`UW`hYg`6fch`XUni`ž`k`Ug`X]Y`
5ha`cgd`\`ÁfY`dYfZY`_h`UVfi`bXYh"

I bhYf`XYb`nU`\`fY]WYb`K Y]b[ØhYfb`]b`K ØfnVi f[ž`X]Y`5i`[Yb`i`bX`
; Ui a Yb`j`YfnUi`VYfbž`]gh`X]Y`@]ghY`XYf`g]YVYb`VYghYb`K Y]bdfcVYbž`

X]Y`ja a Yf`k]YXYf`Ubn]Y\YbX`g]bXž`VYgcbXYfg`gdUbbYbX" `@Ui h`
K ØfnVi f[Yf`@VYb`g]bX`Zc`[YbXY`i bVYX]b[h`Y]bYb`6Ygi W`
k Yfh

8]Y`VYghYb`K Y]b[ØhYf`ZØf`K Y]bdfcVYb

- ž` `]i ggd]hU`K ØfnVi f[.`5`g`nk Y]h[fØ» hYg`K Y]b[i h`
8Yi hgW`UbXg`VY`Ubbž`[`Àbnh`Yg`a]h`Yfj cffU[YbXYa
G]j UbYf" `8]Y`K Y]bdfcVYb`Z]bXYb`j cb`A`Àfn`V]g`8YnYa VYf
]a a Yf`ZFY]hU[g`V]g`gcbbhU[g`ghUhh" `8]Y`- \$!a]bØh[Y
GW`YbXYfk Y]bdfcVY`V]YhYh`Y]bYb`9]bV`]W`]b`XfY]`K Y]bYž
k `À\fybX`ØZYbh]W`Y`K Y]bdfcVYb`ZØf`_`Y]bY` ; fi ddYb`X]Y
JYf`_cghi b[`j cb`gYW`g`K Y]bYb`i bX`Y]bYb`6fchnY]hY`Yf
V]YhYb"
- 6Øf[Yfgd]hU`K ØfnVi f[.`A]h`ØVYf`+\$\$`ž\`fyb`HfUX]h]cb
`ÀXh`X]YgYg`K Y]b[i h`ni`?`Y`YfZØ\fi b[Yb`j cb`A`Àfn`V]g
C`_hcVYf`Y]b" `6Y]`XYf`K Y]bV`]W`dfcVY`j Yf`_cghYb`X]Y` ; ÀghY
XfY]`K Y]bY`]b`XYf`8Ui Yf`j cb`%ž) `Ghi bXYbž`k `À\fybX`X]Y
: fY]hU[gdfcVY`ØVYf`XfY]`Ghi bXYb`j YfgW`]YXYbY`K Y]bYž
K UggYf`i bX`6Ui YfbVfch`i a ZUggh"
- GhUUh`]W`Yf`< cZ`_Y`Yf`K ØfnVi f[.`I bhYf`U`V`XYf
FYg]XYbn`]gh`Y]bYg`XYf`À`hYghYb`K Y]b[ØhYf`8Yi hgW`UbXg
ni`Z]bXYb" `8]Y`?`Y`YfZØ\fi b[Yb`f() `A]bi hYb`V]g`%`Ghi bXYŁ
V]YhYb`j YfgW`]YXYbY`C`dh]cbYb`ZØf` ; fi ddYb`nk]gW`Yb`&)
V]g`' \$\$`DYfgcbYb"
- J]bch`Y`_`K`c`\`gY]b.`8]YgY`J]bch`Y`_]gh`Y]bY`D`UhhZcfa
ZØf`Ui ZghfYVYbXY`K]bnYf`i bX`j YfUbg`h`h`a`cbUh`]W`Y
K Y]bdfcVYb`a]h`dYfg`Øb`]W`Yf`J`c`fghY`i b[`Xi`fW`X]Y
K]bnYf" `žX]j]Xi`Y`Y`h`Ya`Ybcf]Ybh]YfhY`K Y]bdfcVYb`g]bX
YVYb`gc`a`Ø[`]W`"
- K Y]b[i h`Ua`GhY]b.`ž`XYf`K Y]b`U[Y`Ua`K ØfnVi f[Yf
GhY]b`Z]bXYb`X]Y`JYf`_cghi b[Yb`ja`K Y]bK Yf`_`cXYf`ja
6Uff]ei YZUgg`_Y`Yf`ghUhh" `?`ca`V]bUh]cbYb`a]h
K Y]bVYf[k UbXYfi b[Yb`g]bX`YVYbZU`g`Yf`À`h`]W`"
- K Y]b[i h`FY]gg.`5`g`: Ua`]YbVYhf]YV`gY]h`%, \$\$`V]YhYh
FY]gg`Ui Z`5bZFU[Y`K Y]bdfcVYbž`]b`_`i`gj Y`: Ø\fi b[`i`bX
K Y]bYf`YVb]gZØ\fi b[Yb`Xi`fW`X]Y`K Y]bVYf[Y`"
- K Y]b[i h`5" `: YgY`.`8]YgYg`K Y]b[i h`V]YhYh`Zf`Ab`_]gW`Y

K Y]bdfcVYb`UV`&) `DYfgcbYb`]b`XYf`[Ya Øh]WYb
K Y]bghi VY`Ubž`k c`a Ub`gYWg`K Y]bY`a]h`Y]bYa
6fchnY]hhY`Yf`[Yb]Y» Yb`_Ubb"

8]Y`[YbUi Yb`DfY]gY`i bX`HYfa]bY`j Uf]]YfYb`Y`bUW`5bV]YhYfž`k Ug
X]Y`D`Ubi b[`i a gc`gdUbbYbXYf`a UW`h`>`]i ggd]hU`]bZcfa]Yfh
XUni .`8]Y`i: Ø\fi b[Yb`VY[]bbYb`Ua`K Y]b[UfhYb`Ub`XYf`bYi Yb
J]bc`h\Y`_i bX`X]Y`GhfYW_Y`VYhfÅ[h`Yhk U`%) \$\$`A YhYf`"; ÅghY
gc`hYb`XUfUi Z]c`fVYfY]hYhgY]bž`XUgg`Yg`_Y]bY`G]hna Ò[`]W`_Y]hYb
[]Vh`i bX`XUgg`<i bXY`b]W`h`Yf`Ui Vh]g]bX`"8]Y`_Ø\`Yb
HYa`dYfUhi`fYb`ja`?Y`Yf`YfZc`fXYfb`Yb`hgd`fYW`YbXY`6Y`_Y]Xi b[ž
i bX`?`]bXYf`i bhYf`%(`>\`fYb`XØfZYb`_c`ghYb`c`g`Ub`XYb
GW`YbXYfk`Y]bdfcVYb`hY]`bY`a`Yb"

K ØfnVi f[g`K Y]bhfUX]h]cb`Yf`YVYb

8]Y`GhUXh`K ØfnVi f[`]gh`XUg`<YfnghØW`_XYf`K Y]bFY[]cb`i: fUb`_Yb
i bX`ØVYffUgW`h`a]h`Y]bYf`YVYbX][Yb`K Y]b`_i`hi`f`"5b`XYf`5`hYb
A U]bVfØW`_Y`]gh`XYf`6fØW`_YbgW`cddYb`Y]b`<]h`i bhYf
K Y]b`]YV\UVYfb`"8]Y`6fØW`_Yž`X]Y`ja`%) "`>\`f\i bXYfh`YfVUi`h
k`i`fXYž`]gh`b]W`h`bi`f`X]Y`À`hYghY`6fØW`_Y`XYf`GhUXhž`gcbXYfb`Ui`W
Y]b`hc`Yf`C`fhž`i`a`ZfÅb_]gW`Yb`K Y]b`]b`[YgY`][Yf`Fi bXY`ni
[Yb]Y» Yb`": Øf` , VYfbUW`hi b[ga`Ò[`]W`_Y]hYb`V]YhYb`g]W`Yhk`U`XUg
GW`c`gg\`chY`GhY]bVi f[`cXYf`XUg`<chY`K Y]b!HfÅi`a`Y`]b
H\Øb[Yfg\Y]a`Ubž`X]Y`[Ubn`]b`XYf`BÅ\Y`XYf`K Y]bVYf[Y`]Y[Yb"

8]Y`K Y]bY`Ui`g`XYf`FY[]cb`g]bX`VYgcbXYfg`VY`_Ubbh`ZØf`\`fY
K Y]» k Y]bY`k]Y`G]j UbYfž`GW`Yi`fYVY`i bX`A`Ø`Yf!H\i f[Ui`"8]Y
6YX]b[i b[Yb`ZØf`XYb`K Y]bVUi`]b`K ØfnVi f[`_ØbbhYb`b]W`h`]XYU`Yf
gY]b`a]h`Y]bYa`a`]`XYb`?`ja`U`i bX`hcb`U`h][Yb`6ØXYbž`X]Y`ZØf`X]Y
FVYb`X]Y`VYghYb`J`cfUi`ggYhni b[Yb`V]YhYb`"9]b`k Y]hYfYf
]bhYfYggUbhYf`Di`b`_h`J]Y`Y`K Y]b[ØhYf`]b`K ØfnVi f[`_UVYb`]fYb
l`fgdfi b[`]b`9]b]W`hi b[Yb`ZØf`?fUb`_Yž`k Ug`X]Y`Ub[Y`HfUX]h]cb
XYg`K Y]bUbVUi`g`]b`X]YgYf`FY[]cb`i bhYfghfY]W`h`i bX`Y]b`; YZØ\`
XYf`J`YfVi bXYb`Y]h]gW`UZZh"

C`V`VY]`Y]bYf`dfcZYgg]cbY`Yb`DfcVY`]b`Y]bYa`XYf`fYbca`a`]YfhYb
K Y]b[ØhYf`cXYf`VY]a`[YgY`][Yb`6fØW`_YbgW`cddYbž`X]Y

9fZU\fi b[žZfÀb_]gWXY`K Y]bY`ni `[Yb]Y» Ybž`k]fX`ZØf`U`Y
 HY]`bY\`a Yf`i bj Yf[Ygg`]W`V`Y]VYb``K Yf`X]Y`J]Y`ZU`h`XYg`K Y]bg
 Yf`YVYb`a ÒW`hYž`gc``hY`g]W`i bVYX]b[h`i]b`K ØfnVi f[`i a gY\Yb`i bX
 X]Y`GW`ÀhnY`X]YgYf`F Y[]cb`YbhXYW`Yb``6Ygi W`Yb`G]Y`X]Y
 K Y]b[ØhYf`i bX`UggYb`G]Y`g]W`j cb`XYf`; UghZfYi bXgW`UZhi bX`XYb
 _Ògh]W`Yb`HfcdZYb`j YfnUi VYfb``K Y]hYfY`≠Zcfa Uh]cbYb`i bX
 5b[YVchY`Z]bXYb`G]Y`i bhYf`HfUW`_g`UbX`H\Y`7]hm"

8YhU]`g	
Cfh	K ØfnVi f[ž8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k i YfnVi f[Yf`YVYb`XY • k k k "i `]i ggd]hU`!k Y]b[i h`XY • hfUW`_gUbXh\YW]hm`XY

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