

: `cf]XU'; Ua Yf`H]YX`I d`UbX`F cVVYX`5 ZhYf
DG) `8YU``Hi fbg`J]c`Ybh°

5': `cf]XU`a Ubž`B]Wc`Ug': `cfYgž`ZUW`g`W\Uf[Yg`Zcf`_]XbUdd]b[
UbX`fcVVYfm`UZhYf`UggUi `h]b[`U`Zf]YbX`Xi f]b[`U`DG) `gU`Y"



@Y\][\ `5WfYgž': `cf]XUž`I b]hYX`GhUhYg`!`b`U`ghUfh]b[`]bW]XYbh
]b`@Y\][\ `5WfYgž': `cf]XUž`U`a Ub g`UhhYa dh`hc`di fW\UgY`U
D`UmGhUh]cb`) `hi fbYX`]bhc`U`b][\ha UfY``5W\cfX]b[`hc`: cI`%'
BYk gž`h\Y`j]Wh]a ` \UX`UffUb[YX`hc`a YYh`\]g`Zf]YbXž`B]Wc`Ug
: `cfYgž`cb`A cbXUm`Zcf`h\Y`hfUb`gUWh]cb``K \Uh`g\ci`X`\Uj Y`VYYb`U
g]a d`Y`a YYhi d`YgWU`UhYX`]bhc`U``ZY!h\fyUhYb]b[`g]hi Uh]cb`k \Yb
: `cfYg`U``Y[YX`m`W\c`_YX`h\Y`j]Wh]a `i bWc`bgW]ci g`k]h\`U`a UW\YhY"

K \Yb`h\Y`j]Wh]a `fY[U]bYX`Wc`bgW]ci gbYggž`\Y`Zci bX`\]a gY`Z
Vci bX`k]h\`Xi Wh`hUdY``Cj Yf`h\Y`Wci fgY`cZ`gYj YfU`\ci fgž`\Y`k Ug
ZcfW\X`hc`k UhW\`Ug': `cfYg`g]d\cbYX`a cbYm`Zfca ` \]g`VUb`_
UW\ci bh]bhc`\]g`ck b``H\Y`cfXYU`Z]bU`m`YbXYX`k \Yb`h\Y`j]Wh]a
a UbU[YX`hc`YgWUdY`YUf`m`Hi YgXUm`a cfb]b[`k \]Y': `cfYg`k Ug

Ug`YYd"´<Y`k Ug`hU_Yb`hc`U`cWU`c`cgd]hU`k]h\`bcb!`]ZY!h\ fYUhYb]b[
]b↑ f]Yg"

5ffYgh`UbX`7\Uf[Yg

H\Y`@YY`7ci bhm`G\Yf]ZZ g`XYdi h]Yg`gk]Zh`m`cWUhYX`:`c`fYg`Uh\`]g
\ca Y`UZhYf`h\Y`j]Wh]a `fYUWXYX`ci h`Zcf`\Y`d"´6cXmWUa `ZcchU[Y
fYj YU`YX`U`hYbgY`gWbY`Ug`XYdi h]Yg`YI YW`hYX`U`gYUfW\`k UffUbh"
H\Ym`Zci bX`]hYa g`i gYX`hc`fYghfU]b`h\Y`j]Wh]a ž`U`cb[g]XY`U
XUb[Yfci g`a]l `cZWcWU]bY`UbX`ZYbhUbm`dfYgYbhUh:`c`fYg
fYg]XYbW"´Bck ž:`c`fYg`ZUW`g`gYf]ci g`W\Uf[Ygž]bWi X]b[`fcVVYfm
k]h\`U`k YUdcbž_]XbUdd]b[ž`UbX`dcggYgg]cb`cZ`U`Wc`bhfc`YX
gi VghUbW"

⊕`h\Y`VfcUXYf`Wc`bhYI h`cZ`Wf]a Y`]b`:`c`f]XUž`k Y`gYY`U`hfc`i V`]b[
`UbXgWUdY"´5W`c`fX]b[`hc`7`]W`C`f`UbXcž:`c`f]XU`g`j]c`Ybh`Wf]a Y
fUhY`fYa U]bg`VY`ck `h\Y`bUh]cbU`Uj YfU[Yž`mYh`]h\][`\\][`hg`gca Y
k cffm]b[`hfYbXg"´H\Y`:`6=g`&\$&&`ghUhg`]bX]WUhY`h\Uh`cZY`bXYfg
VYhk YYb`h\Y`U[Yg`cZ`&\$`UbX"´-`k YfY`fYgdcbg]V`Y`Zcf`U`g][`b]Z]WUbh
bi a VYf`cZj]c`Ybh`Wf]a Ygž`a UbmicZ`k \]W\`cW`W ffYX`]b`Xca Ygh]W
gYhh]b[g"

7ca a i b]hm`F YgdcbgY

: c`f`fYg]XYbhg`k Ubh]b[`hc`ghUm]bZcfa YX`UVci h`Wf]a Y`]b`h\Y]f
bY][`Vcf\ccXgž`h\Y`@YY`7ci bhm`G\Yf]ZZ g`C`ZZ]W`U`g`WfYUhYX`U
\UbXmicb`]bY`hcc"´⊕`U`ck g`i gYfg`hc`gYUfW\`Zcf`WcgYX`]bW]XYbhg
fYdcfhYX`cj Yf`h\Y`Ugh`hk c`UbX`U`\U`Z`mYUfg"´H\]g`hcc`WUb`VY
]bWfYX]V`mi gYž`Z`Zcf`h`cgY`cc_]b[`hc`UggYgg`gUZYhm`VmYbhYf]b[
gdYW]Z]WghfYYh`UXXfYggYg"´<ck Yj Yfž]hg]a dcfhUbh`hc`fYa Ya VYf
h\Uh`fYgi `hg`a Um`hU_Y`i d`hc`(`,`\\ci fg`hc`UddYUf"

5g`XYhU]`g`Zfca`]bW]XYbhg`]_Y`h\]g`Wca Y`hc`]][`hž`h\Y`Wca a i b]hm
[fUdd`Yg`k]h\`h\Y`Wca d`YI]h]Yg`cZ`Wf]a Y`UbX`gUZYhm"´K`\\`Y`h\]g
dUfh]W`Uf`WUgY`YbXX`k]h\`h\Y`j]Wh]a g`YgWUdY`UbX`Ub`UffYgž
a UbmiUfY`YZh`k cbXYf]b[`ck`hc`dfchYWh`h\Ya gY`j Yg`]b`gi W\
dfYWUf]ci g`g]hi Uh]cbg"´H\Y`\cdY]g`h\Uh`h`fci [`U`k UfYbYgg`UbX
Wca a i b]hmj][`]UbW`ž`k Y`WUb`Wc`bhf]Vi hY`hc`U`gUZYf`Ybj]fcb`a Ybh

Zcf`U``"

8YhU]`g	
Cfh	@Y\[\ `5WfYgž: `cf]XUž'I b]hYX`GhUhYg
EiY``Yb	<ul style="list-style-type: none">• k k k "Zcl %' bYk g"Ŵa• k k k "g\Yf]ZZ`YYZ`"cf[• k k k "W]W_cf`UbXc"Ŵa

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