

GdYffi b['XYf'Gdf]b[Yf\U``Y. G]W\ Yf\Y]hgdfØZi b['gcf[h'ZØf'7\Ucg']a K UggYfgdcfh°

8]Y'Gdf]b[Yf\U``Y'Ua : fY]VYf[Yf'D'Uhn']b'8fYgXYb'k i fXY
Ui Z[fi bX'j cb'G]W\Yf\Y]hgdfØZi b[Yb'j c fØVYf[Y\YbX
[YgdYffh"



⊕'8fYgXYb'ghY\Yb'ni fnY]h'Y]b][Y'k]W\h][Y'9bhgW\Y]Xi b[Yb']a
GdcfhVYfY]W\ 'Ub''8]Y'Gdf]b[Yf\U``Y'Ua : fY]VYf[Yf'D'Uhn'k i fXY
j c fgc f[']W\ ' [YgdYffh"; fi bX'XUZØf']gh'X]Y
< Åb[YXUW\ _cbghfi _h]cbž'X]Y'X]YgY'VY'GdUbbghU\`gcfhY'k]Y'X]Y
7Ufc`UVfØW_Y'j Yfk YbXYh''8]YgY'k]W\h][Y'A U» bU\ a Y'k i fXY'j cb
XYf'8fYgXbYf'6ÅXYf'; a V< '[YhfcZYbž'i a 'X]Y'G]W\Yf\Y]h'XYf
Gdcfh'Yf'ni '[UfUbh]YfYb''8]Y'DfØZi b[Yb'XYg'8UW\g`Ui ZYb'VYfY]hg
gY]h'X]YgYf'K cW\Y'i bX'k YfXYb']b'Ni gUa a YbUfVY]h'a]h'XYa
YfZU\ fYbYb'6Øfc'j cb'DfcZ'8f" GhYZYb'A Ufl 'fA ?D'; a V< Ł
Xi fW\ [YZØ\fh''⊕]h]Uhc'f'X]YgYf'HYghg']gh'XYf'GdcfhVØf[Yfa Y]ghYf
⊕b'8cb\Ui gYfž'XYf']b'Y]bYa : Ygd fÅW\ 'VYhcbhYž'k]Y'k]W\h]['X]Y

G]hi Uh]cb`]gh"9]bY`GhY`i b[bU\`a Y`ni`XYb`9f[YVb]ggYb`XYf
DfØZ b[Yb`k]fX`]b`XYb`_ca a YbXYb`nk Y]`K cWXYb`Yfk UfhYhzi bX
X]YgY`k]fX`YbhgWXY]XYbX`ZØf`X]Y`8Ui Yf`XYf`GdYffi b[`gY]b"
K Å\`fYbXXYggYb`a ØggYb`X]Y`B Uh]cbU`a UbbgW UZhg_UXYf`\`fY
HfU]b]b[g`Y\`f[Åb[Y`_i fnZf]gh][`Ub`UbXYfY`6i bXYgghØhndi b_hY
j Yf`Y[Yb"

8U`Y[h`k Ug`Ub ž`k ØfXYb`j]Y`Y`gU[Yb"8Ybb`XUg`5i ggYhnYb`XYf
Gdf]b[Yf\`U`Y`Vf]b[h`Y]b][Y`I bg]WXYf\`Y]hYb`a]h]g]W ž
]bgVYgcbXYfY`ZØf`XYb`Gdfi b[bUW`k i W`g"9hk U`&\$\$`t b[Y
Gdf]b[Yf]bbYb`i bX`Gdf]b[Yf`k UfhYb`[YgdUbbh`XUfUi Zž`k]Y`Yg`a]h
\`fYa`HfU]b]b[`k Y]hYf[Y\`h"6]g`ni f`j cf`YhnhYb`: Yf]Ybk cWXY`gc`
[Y`_ÅfhigY]bž`cV`i bX`k Ubb`XUg`Gdfi b[hfU]b]b[`k]YXYf
Ui Z[Ybca a Yb`k YfXYb`_Ubb"

I fgUWXY`XYf`GdYffi b[`i bX
G]WXYf\`Y]hgØVYfd fØZi b[

8]Y`GdYffi b[`XYf`Gdf]b[Yf\`U`Y`k i fXY`b]W`h`c`\`bY`; fi bX
j YfUb`Uggh`Ni`XYb`DfcV`Ya Yb`nÅ`\`h`X]Y`?c`ffcg]cbgUbZÅ`][`Y]h
XYf`GdUbb[`]YXYf`gck]Y`_cbghfi _h]j Y`GW`k ÅW`Yb`XYf`8UW`V]bXYf"
9]b`hi fbi ga Å»][Yg`; i hUW`hYb`ni f`6Ui ni ghUbXgZYghghY`i b[
k i fXY`VYfY]hg`]b`5i ZhfU[`]Y[YVYb`i bX`gc`A]hY`ž` `]ni f
J YfZØ[i b[`ghY\`Yb"8Yf`Zc`[YbXY`DfcnYgg`k]fX`ZØf`XUg`ni _ØbZh][Y
K c\`XYf`<U`Y`i bX`\`fYf`Bi hnYf`j cb`nYbhfU`Yf`6YXYi hi b[`gY]b"

8Ug`VYUi ZhfU[Y`GhUh]_VØfc`\`Uh`VYfY]hg`X]Y`6Ui i bhYf`U[Yb`Ui g
XYb`Å\`fYb`%-`*`%i bX`%-`*`&[YdfØZh`A]h`XYb`9f[YVb]ggYb`X]YgYf
5bU`mgYb`k]fX`X]Y`8fYgXbYf`6ÅXYf`; a V<`k Y]hYfUfVY]hYb`ži a
Y]bY`g]WXYfY`6Ug]g`ZØf`U`Y`VYj cfghY\`YbXYb`9bhgWXY]Xi b[Yb`ni
gW`UZZYb" `b`Y]bYa`k Y]hYfYb`GW`f]hh`k YfXYb`g]W`X]Y
J YfUbhk cfh]WXYb`a]h`9I dYfhYb`Ui ghUi gW`Yb`ži a`X]Y`bÅW`ghYb
GW`f]hh`ni`VYfUhYb"CV`XYf`[YZU\`f`cgY`K`Y]hYfVYhf]YV`XYf`<U`Y
Ui ZfYW`hYf\`U`hYb`k YfXYb`_Ubbž`]gh`XYfnY]hi b[Yk]gg`i bX`k]fX`a]h
<cW`Xfi W`_VYUfVY]hYh"

GhUbXg]WXYf\`Y]h`i bX`DfØZi b[`j cb

GdcfhUb`U[Yb

8]Y`6YXYi hi b[`j cb`GhUbXg]W\Yf\Y]h`VY]`6Ui k Yf_Ybž`VYgcbXYfg
j cb`GdcfhUb`U[Ybž`]gh`b]W\h`ni `i bhYfgW\ÀhYb"9I dYfhYb`V]YhYb
i a ZUggYbXY`DfØZ b[Yb`i bX`6Y[i hUW\hi b[Yb`Ubž`i a `X]Y
G]W\Yf\Y]h`j cb`6Ui k Yf_Yb`ni `[Yk`À`f`Y]ghYb"8]Y
8]Ybgh`Y]ghi b[Yb`i a ZUggYb`i bhYf`UbXYfYa `X]Y`XfY]ghi Z[Y
GhUbXg]W\Yf\Y]hgd fØZ b[ž`X]Y`XYb`Ni ghUbX`\]bg]W\h`]W\`GhUV`]h`Àh
i bX`J Yf_Y`f`gg]W\Yf\Y]h`VYk YfhYh"5i W\`VY]`XYf`Gdf]b[Yf\U`Y
k]fX`Y]bY`gc`W\Y`i a ZUggYbXY`, VYdfØZ b[`bchk YbX][`gY]bž`i a
gW\by`gha Ø[`]W\`ni `Y]bYa `dcg]hj Yb`9f[YVb]g`ni
_ca a Yb"H, J "Wca `V]YhYh]b`X]YgYa `6YfY]W\`k Yfhj c`Y
I bhYfghØhni b[`ZØf`X]Y`k Y]hYfY`J cf[Y\Ybgk Y]gY"

8Yf`NY]hd`Ub`V`Y]Vh`gca `]h`Ub[YgdUbbhž`i bX`X]Y`J cfZfYi XY`Ui Z
Y]bY`dcg]hj Y`K YbXi b[`XYf`9fY][b]ggY`]gh`VY]`XYb`Gdcfh`Yfb`i bX
J YfUbhk cfh]W\Yb`gdØfVUf"8]Y`b`ÀW\ghYb`nk Y]`K cW\Yb`k YfXYb
YbhgW\Y]XYbX`gY]b` `ZØf`X]Y`ni _ØbZh][Y`Bi hni b[`XYf`Gdf]b[Yf\U`Y
i bX`X]Y`HfU]b]b[ga Ø[`]W\`_Y]hYb`XYf`↑ b[Yb`<cZZbi b[Yb`]a
K UggYfgdf]b[Yb`]b`8fYgXYb"8]Y`GhUXh`V`Y]Vh`cdh]a `]gh]gW\ž`XUgg
X]Y`HYghg`nØ[][`i bX`YfZc`[fY]W\`UV[YgW\`cggYb`k YfXYb
_ØbbYb"8fYgXYb"XY`VYf]W\hYhž`XUgg`X]Y`9bhk]W`i b[Yb`[YbUi
j YfZc`[h`k YfXYb`i bX`X]Y`GhUXhj Yfk U`hi b[`U`Yg`XUfUb`gYmhž`i a
Y]bY`VU`X][Y`@Øgi b[`ni `Z]bXYb"

9g`V`Y]Vh`gdUbbYbX`ja `: fY]VYf[Yf`D`Uhn` `X]Y`b`ÀW\ghYb`GW\f]hY
k YfXYb`nY][Ybž`k]Y`g]W\`X]Y`@U[Y`Ybhk]W`Y`h"

8YhU]`g	
E i Y`Yb	<ul style="list-style-type: none">• k k k "XfYgXYb"XY• a Y]XfYgXYb"Wca• k k k "hi j "Wca

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