

5i Z`Hci f]ga i g[]dZY`. `Dc`]h]_Yf`a ØggYb
^Yhnh`ZØf`9f\c`i b[`gc f[Yb`°

8]Y`XYi hgW`Y`Hci f]ga i gVfUbW`Y`ZcfXYfh`dc`]h]gW`Y`
FYZcfa Yb`i bX`l bhYfghØhni b[ži a` <YfUi gZcfXYfi b[Yb`k]Y
↳ZUh]cb`i bX`[Ycdc`]h]gW`Y`?f]gYb`ni `VYk`À`h][Yb`"



6Yf`]bž`8Yi hgW`UbX`!`5a` `&"'› b]`&\$&) `ZUbX`]b`6Yf`]b`XYf`
Hci f]ga i gg[]dZY`ghUhž`Ui Z`XYa` J`YfhfYhyf`XYf`XYi hgW`Yb`
Hci f]ga i gVfUbW`Y`ØVYf`Xf]b[YbXY`dc`]h]gW`Y`l bhYfghØhni b[`i bX`
bchk YbX][Y`FYZcfa Yb`Xi fW`X]Y`bYi Y`6i bXYgfY[]Yfi b[
X]g_i h]YfhYb`"8]Y`6fUbW`Y`ghY`h`U`_hi`Y``j`cf`Yf`YV`]W`Yb`
<YfUi gZcfXYfi b[Ybž`k]Y`Y]bYf`?cb`↑ b`_hi`fZUi`hYž`[Ycdc`]h]gW`Yb`
?f]gYb`gck]Y`Y]bYf`gdØfVUfYb`l`bg]W`Yf`Y]h`VY]`l`bhYfbY`a`Yb`i bX`
J`YfVfUi`W`Yfb`"GØfYb`<Ufha`Ubbž`Df`Àg]XYbh`XYg`6i bXYgj`YfVUbXg`
XYf`8Yi hgW`Yb`Hci f]ga i gk`]fhgW`UZh`f6`HK`łž`i bhYfgh]W`X]Y`
8f]b[`]W`_Y]h`gW`bY`Y`f`A`U`»`b`U`a`Yb`XYf`bYi`Yb`FY[]Yfi b[ži a`X]Y`
6fUbW`Y`ni`ghUV]`]g]YfYb`i bX`ni`ZØfXYfb`"

ϕ·X]YgYa ' ?cbhYI h[]Vh'Yg'dcg]h]j Y'5bgÀhnY'ja ' ?cU'h]cbgj YfhfU[ž
XYf'A U»bU\ a Yb'ni a '6Øfc_fUh]YUVVUi 'i bX'ni f'GYb_i b['XYf
I bhYfbY\ a Ybg_cghYb'i a ZUggh"5b'U' ?Uf'WñY_žJc fg]hnYbXY'XYg
Hci f]ga i gUi ggW\i ggYg'ja '6i bXYghU[žg]Y\h']b·X]YgYb
6Ygh]a a i b[Yb'Y]bY'gc`]XY'; fi bX'U[YžZc fXYfh'YXcW\Y]bY'fUgW\Y
I a gYhni b['X]YgYf'N]Y'Y""8Yf'<Ui dh[YgW\ÀZhgzØ\ fYf'XYg
8Yi hgW\Yb'FY]gYj YfVUbXg'fB F J Łž5W\ja 'K Y\fa Ubbž'VYhc bhY
YVYbZU`g'X]Y'K]W\h][_Y]hž'XUgg'X]Y'ja 'J YfhfU['[Ya UW\hYb
J YfgdfYW\Yb'Y]b[Y\U'hYb'k YfXYb"

8 f]b[`]W\ _Y]h'j c b 'F Y Zc fa Y b

; i]Xc 'NÖ`]W_žDfÀg]XYbh'XYg'<chY'!i bX'; UghghÀhhYbj YfVUbXg
fB Y\c[UŁžZc fXYfhY'Y]b'gW\ bY`Yg'<UbXY'b']b'XYf'6fUbW\Y'i bX
j Yfk]Yg'Ui ZX]Y'[Yd'UbhY'GYb_i b['XYf'I a gUhnghYi Yf'ZØf'GdY]gYb
]b'FYghUi fUbhg'Ui Z'+i 'UV'»Jbi Uf'&\$&*" '<Y]_c'FY]hnž'A UbU[Yf'VY]
@ Zh\ Ubguž'Yfa U\ bhY'X]Y'FY[]Yfi b[ž'X]Y'9f\Ø\i b['XYf
@ Zhj Yf_Y\fgghYi Yf'ni fØW_ni bY\ a Ybž'i a 'X]Y
K YhhVYk YfVgZÀ\][_Y]h'ni 'j YfVYggYfb""8]YgY'Ni gW\`À[Y'hfU[Yb
gca]h'XUni 'VY]ž'XUgg'6]`][U]f']bYg'k]Y'9UgmYhi bX'F mUbU]f']\fY
5_h]j]hÀhYb']b'8Yi hgW\`UbX'fYXi n]YfYb"

5`Yh'j c b `A UggYbVUW\žDfÀg]XYbh]b'XYg': 'i [\UZybj YfVUbXg'58J ž
k UfbhY'j cf'XYb': c`[Yb'X]YgYg'F ØW_ni [gž']bgVYgcbXYfY'XYa
J Yf'i gh'XYf'5bV]bXi b['k]W\h][Yf'Yi fcdÀ]gW\Yf
K]fhgW\UZhgnYbhYb""I `f]W\ @Ub[Yž'DUf'Ua YbhUf]gW\Yf
GhUUhgY_fYhÀf'ja '6i bXYgj Yf_Y\fga]b]ghYf]i a ž'_ØbX][hY'ni XYa
A U»bU\ a Yb'Ubž'i a 'X]Y'@ ZhZU\fh_cghYb'ni 'gYb_Yb'i bX'X]Y
9ffY]W\ VUf_Y]h'ni 'j YfVYggYfb"

9]b'6`]W_`Ui Z'X]Y'6fUbW\Y

8]Y'Hci f]ga i gVfUbW\Y']b'8Yi hgW\`UbX']gh'Y]bY'XYf
VYXYi hYbXghYb'K]fhgW\UZhggY_hc fYb'i bX'Yfk]fhgW\UZhYh'fi bX'(
DfcnYbh'XYf'K YfhgW\ØdZi b['ja '@UbX": Ugh' 'A]`]cbYb'DYfgc bYb
g]bX'ja 'Hci f]ga i ggY_hc f'VYgW\ÀZh[h'8]Y'k]fhgW\UZh]W\Y
6YXYi hi b['X]YgYf'6fUbW\Y']ghj Yf['Y]W\ VUf'a]h'XYf'j c b
GW\`ØggY`]bXi ghf]Yb'k]Y'XYf'5i hca cV]!i bX

A UgWk]bYbVUi]bXi ghf]Y" 8]YgY' ðZcfa Uh]cbYb'j YfXYi h`]WkYb`X]Y
nYbhfU`Y`F c`Y`XYg`Hci f]ga i g`ZØf`X]Y`XYi hgWkY`K]fhgWkUZhž`k]Y
Ui Wk `Vhk "XY`VYf]Wk hYh"

8YbbcWk`g]Y\`hg]Wk`X]Y`6fUbWkY`U_hi Y`a]h`XYb` : c`[Yb`XYg
?`]a Uk UbXY`gž`c`Yf` ðZUh]cb`i bX`k]fhgWkUZh]WkYf`l bg]WkYf\Y]h
_cbZfcbh]Yfh" < Ufha Ub b`k UfbhYž`XUgg`ghY][YbXY`DfY]gY`XUni
ZØ\`fYb`_ØbbhYbž`XUgg`l f`Ui VYf`Ui g`XYa `i bhYfYb
9]b_ca a YbgVYfY]Wk`j cb`FY]gYb`UV[YgWkFYW`h`k YfXYb" `9]bY
l a ZFU[Y`j cb`Mci ; cj`Yf[UVž`XUgg`Y]b` : ØbZHY`XYf`6YZFU[hYb
d`Ubhž`&\$&) `k Yb][Yf` ; Y`X`ZØf`FY]gYb`Ui gni [YVYb" `9]bY`À\b`]WkY
5bnU\`[UV`Ubž`gY`hYbYf`l f`Ui V`a UWkYb`ni `k c`Ybž`k À\`fYbX`%`i
Ub[UVYbž`_ØfnYf`j YffY]gYb`ni `k c`Yb" `@X][`]Wk`fi bX`%\$`i `XYf
6YZFU[hYb` [UVYb`Ubž`]b`X]YgYa `X\`f`Ài Z][Yf`fY]gYb`cXYf`a Y\`f
; Y`X`Ui g[YVYb`ni `k c`Ybž`k cVY`]bgVYgcbXYfY`<Ui g\`U`hY`a]h
ØVYf`(\$\$\$`9i fc`BYhcy]b_ca a Yb`U_hj] `]b`XYb`FY]gYVYfY]Wk
]bj Ygh]YfYb`a ØWk hYb"

' (`i `XYf`A YbgWkYb`\]b[Y[Yb`d`UbYbž`\`f`FY]gYj Yf\`U`hYb`]a
J Yf[`Y]Wk`ni `&\$&(`b]Wk`h`k YgYb`h]Wk`ni `ÀbXYfb" `8]YgY
i bhYfgWk]YX`]WkYb`A Y]bi b[Yb`i bX`J Yf\`U`hYb`ghfYbXg`gd]Y[Y`b`X]Y
l bg]WkYf\Y]hYb`k]XYfž`XYf`g]Wk`XYf`Hci f]ga i ggY`hcf
[Y[YbØVYfg]Y\`hž`i bX`j YfXYi h`]WkYb`X]Y`Bchk YbX][_Y]h`ZØf`X]Y
[YZi bXYbYb`dc`]h]gWkYb`@Øgi b[Yb"

ðbg[YgUa highY\`Yb`X]Y`5_hYi fY]a `XYi hgWkYb`Hci f]ga i g`[YZcfXYfh
j cf`XYa `bchk YbX][Yb`Ni gUa a Ybgd]Y`j cb`dc`]h]gWkYf
l bhYfghØhni b[ž`k]fhgWkUZh]WkYb`FYZcfa Yb`i bX`J Yf`ÀbXYfi b[Yb
]a `J YfVfUi WkYfj Yf\`U`hYb`ž`i a `X]Y`6fUbWkY`bUWk\`U`h][`ni
ghUV`]g]YfYb`i bX`ni `ghÀf`_Yb"

8YhU]`g	
C fh	6Yf`]bž`8Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none">• XY`hfUX]b [j]Yk "Wt a• k k k "Vhk "XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY