

B Yi Yg`@YVYb`ZØf`XUg`l f`Ui VgXfY]YW_.
6Umf]gW nY```c d h]a]Yfh`Hci f]ga i g°

6Umf]gW nY``ž`GW`YfgYY`i bX`:]gW VUW Ui`YfbYi Yfb`Y`fY
hci f]gh]gW Y`Ni gUa a YbUfVY]hž`i a`]bbcj Uh]j Y`5b[YVchY`i bX
X][]hU`Y`@Øgi b[Yb`ni`gW UZZY b"



6Umf]gW nY``ž`8 Yi hgW`UbX`!`8]Y`; Ya Y]bXYb`6Umf]gW nY``ž`
GW`YfgYY`i bX`:]gW VUW Ui`UfVY]hYb`Ub`Y]bYf`Yb[YfYb
?ccdYfUh]cb]a`Hci f]ga i ggY`_hcf" `6Øf[Yfa Y]ghYf`; Ycf[
?]hYb fU]bYf`j cb`6Umf]gW nY``\`Uh`X]Y`⊕]h]Uh]j Y`i bhYfghØhni bX
VYhcbh`X]Y`Bchk YbX][`_Y]hž`XYb`Hci f]ga i g`nY]h[Ya Å»`ni
[YghU`hYb" `8]Y`B UW VUf[Ya Y]bXYb`\`UhYb`VYfY]hg`]b`XYf
J Yf[Ub[Yb\`Y]hi bhYf`XYa`BUa Yb`l f`Ui VgXfY]YW_
ni gUa a Yb[YUfVY]hYhž`i bX`X]YgY`?ccdYfUh]cb`gc`bi b`YfbYi Yfh
k YfXYb" `⊖`j Yf[Ub[YbYb`X\`f`k i fXY`]b`Ni gUa a YbUfVY]h`a`]h`XYf
FY[]cbU`Yb`hk]W`i b[`CVYf`UbX`fF`9C`Ł`Y]bY`5bU`mgY`\`]bg]W h`i]W
[Ya Y]bgUa Yf`5i Z[UVYb`i bX`ni`_ØbZh][Yf`Dfc`Y`_hY`Xi fW [YZØ`fh"
⊕`X]YgYa`?cbhYl`h`k i fXYb`j]Y`Y`6YfY]W Y`]XYbh]Z]n]Yfhž`]b`XYbYb

X]Y'; Ya Y]bXYb'[Ya Y]bgUa 'UfVY]hYb' _ÖbbYb"'8 Uni '[Y\ÖfYb'XUg
BUWZc'[Yfa U[Un]b' GWÖbY'NY]hYb' 'gck]Y'j YfgW.]YXYbY
J YfUbgU'hi b[gdfc[fUa a Y"'9]b'nYbhfU'Yg'N]Y''VYghY\h'XUf]bž'XYb
hci f]gh]gWYb'5fVY]hgUi Zk UbX'ni 'cdh]a]YfYbž']bgVYgcbXYfY'ja
<]bV']W_Ui ZbYi Y'A YX]Ybž'X][]hU'Y'; ÅghY_UfhYb'i bX'Cb']bY!
A Uf_Yh]b["'8Yf'F ØW_[Ub['XYg'5i Zk UbXg'ZØf'XYb'J YfgUbX'j cb
DUd]YfdfcgdY_hYb'nY][h'VYfY]hg'XYb'HfYbX'ni 'X][]hU'Yb'@Øgi b[Yb"

? ccdYfUh]cb 'i bX'DfcZYgg]cbU`]hÅh

8]Y'Ub[YghfYVhY'Ni gUa a YbUfVY]h'nk]gWYb'XYb'; Ya Y]bXYb'k]fX
Xi fW'dfcZYgg]cbY''Y'G]hni b[Yb'[YghÅf_hž'X]Y'VYfY]hg
ghUhh[YZi bXYb'\UVYb"'9]bY'5fVY]hg[fi ddYž'_ccfX]b]Yfh]j cb'XYf
F9Cžk]fX'X]Y'[YgUa a Y'hYb'×YYb'i bX'J cfgW'À[Y'YfUfVY]hYb
i bX'XYb'; Ya Y]bXYfÅhYb'ni f'J YfZØ[i b['ghY''Yb"'?]hYb'fU]bYf'\YVh
XUg'dcg]h]j Y'J Yf\Å'hb]g'nk]gWYb'XYb'6Øf[Yfa Y]ghYfb'i bX'XYb
Hci f]ga i g]bZcfa Uh]cbYb'\Yfj cf"'9f'Yf]bbYfh]g]W'YXcW'Ui W'Ub
ZfØ\YfY'J Yfgi WYž'U''Y'; Ya Y]bXYb'XYg'@UbX_fY]gYg']b'Y]bY
[Ya Y]bgUa Y'hci f]gh]gWY'cf[Ub]gUh]cb'ni 'j]bhY[f]YfYbž'X]Y
[YgWY]hYfh]g]bX"'Hfchn'X]YgYf'F ØW_gW'À[Y']gh'Yf'cdh]a]gh]gWž
XUgg'X]YgY'⊖]h]Uh]j Y'dcg]h]j Y'9f[YVb]ggY'Vf]b[Yb'k]fX"

?i fnZf]gh]['\UVYb'g]W'X]Y'; Ya Y]bXYb'Y]b'Y\ f[Y]n][Yg'N]Y'
[YgYhnh'X]Y'GWUZI b['Y]bYf']bhY[f]YfhYb'@Øgi b['ZØf'F Y]gYbXYž
X]Y'XYb'Ni [Ub['ni 'fY[]cbU'Yb'5b[YVchYb'Yf'Y]W'hYfh"'⊖'X]YgYa
Ni gUa a Yb\Ub['k]fX'XUg'?cbnYdh' 5''']b'CB9 'j cb'<Y'a i h\
A]WY'Yfg'j cf[YghY''hž'XUg'Y]bY'D'UhhZcfa 'V]YhYb'gc''ž'X]Y
fY[]cbU'Y'8]Ybgh'Y]ghi b[Yb'j YfbYhnh'i bX'Y]bYb'X]fY_hYb
H]W_Yh_Ui Z'ZØf'5_h]j]hÅhYb'Yfa Ö['W'h"'8]Y'a cV]Y'D'UhhZcfa ž'X]Y
gck c\''ZØf'5bXfc]X'U'g'Ui W'j]CG'j YfZØ[VUf']ghž'ghY''h'Y]bY'nYbhfU'Y
5b'Ui ZghY''Y'ZØf'⊖Zcfa Uh]cbYb'i bX'A cV]']hÅhgXUhYb'XUf"

8] []hU`Y`HfUbgZcfa Uh]cb `]a `Hci f]ga i g

9]b'k YgYbh]WYf'DUfhbYf']b'X]YgYa '8][]hU']g]Yfi b[gdfcnYgg']gh
7cmYfcž'XYf'gY]h'&\$%- 'Ub'XYf'9bhk]W'_i b['j cb'8]Ybgh'Y]ghi b[Yb
UfVY]hYh"'8]Y'<YfUi gZcfXYfi b[''Y[h]b'XYf'⊖hY[fUh]cb
j YfgW.]YXYbYf'Ni [Ub[ggmghYa Y'XYf'5bV]YhYf'gck]Y']b'XYf

J Yf_bØdZi b['XYf'UbU`c[Yb`i bX`X][]hU`Yb`K Y`hzi a `Y]bYb
 A Y\fk YfhZØf`X]Y` ; ÀghY`ni `gW\UZZYb"8]Y`5dd`Yfa Ò[`]W\h`Xi fW
 ? UfhYbØVYfg]W\hYb`i bX`_cbZ[i f]YfVUFY` :]`hYf`Y]bYb`Y]bZUW\Yb
 Ni [f]ZZ`Ui Z?i `hi f!ž`A cV]`]hÀhg!`i bX`5i gZi [gn]Y`Y"Ni XYa ` _ÒbbYb
 H]W_Yhg`U`g` : U\fgW\Y]bY`ZØf`ÒZZYb`h]W\Y`J Yf_Y\fga]hY` `[Ybi mnh
 k YfXYbžk Ug`XYb` ; ÀghYb`Y]bYb`bU\hcgYb`Ni [Ub[`ni
 5hhfU_h]cbYb`c\bY`Ub[Y`K UfhYnY]hYb`Yfa Ò[`]W\h"

Gca]h`ghY\Yb`X]Y` ; Ya Y]bXYb`6Umf]gW\nY`ž`GW`]YfgYY`i bX
 :]gW\VUW\Ui `b]W\h`bi f`j cf`XYf`<YfUi gZcfXYfi b[ž]\fY
 hci f]gh]gW\Yb`Ghfi _hi fYb`ni `cdh]a]YfYbž`gcbXYfb`Ui W`j cf`XYf
 A Ò[`]W_Y]hž`Y]bY`J cffY]hYffc`Y`]a `X][]hU`Yb`Hci f]ga i g`ni
 ØVYfbY\`a Yb"

8YhU]`g	
C fh	6Umf]gW\nY`ž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Yf_i f"XY • k k k "Ui ghf]Uhci f]ga "Wca

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