

Hfi a d `]b `GUi X]!5fUV]Yb. `A]``]UfXYb!8YU`g
i bX `? c bZ]_h\ YfX `; UnUghfY]ZYb

I G!DfÅg]XYbh`Hfi a d `fY]gh`Ua `%' "\$) "&\$&) `bUW\ `GUi X]!
5fUV]Ybž`i a `VYXYi hYbXY`K]fhgW\UZhg! `i bX
F Øghi b[gUV_`ca a Yb`ni `i bhYfnY]W\ bYb`i bX`fY[]cbU`Y
?cbZ]_hY`ni `YfØfhYfb"



F]UXž`GUi X]!5fUV]Yb`!`I G!DfÅg]XYbh`8cbU`X`Hfi a d`\Uh`\Yi hY
gY]bY`fY]gY`]b`XYb`BU\Yb`C ghYb`VY[cbbYbž`c`bY`gfuY`ni
VYgi W\Yb`"8Yf`:`c_i`g`gY]bYf`Hci f`]Y[h`Ui Z`GUi X]!5fUV]Ybž`k`c`Yf
a`Y`fYfY`\cW\fuB[][Y`K`]fhgW\UZhg! `i bX`G]W\Yf\Y]hgUV_`ca`a`Yb
i`bhYfnY]W\ bYb`k`]fX`"8]Y`fY]gY`]gh`HY]`Y]bYf`i`a`ZUggYbXYb
GhfUhY[]Yž`X]Y`XUfUi`ZUVn]Y`hž`#j`Ygh]h]cbYb`]b`6]``]cbYb\Ø\Y`ZØf
X]Y`I`G!²`_cbca`]Y`ni`[`YbYf]YfYbž`]bgVYgcbXYfY`Xi`fW`XYb
gUi`X]gW\Yb`GhUUhgZcbXg`"6Yf]W\hYb`ni`Zc`[`Y`\Uh`GUi X]!5fUV]Yb
_`Uf[`Ya`UW\hž`XUgg`Y]bY`Bcfa`U`]g]Yfi`b[`XYf`6Yn]Y\i`b[`Yb`ni
gfuY`bi`f`XUbb`a`Ø[`]W`]ghž`k`Ybb`X]Y`]gfUY`]gW\Y`C`ZYbg]j`Y`]a
;`UnUghfY]ZYb`VYYbXYh`k`]fX`i`bX`GW\f]hY`ni`f`GW\UZi`b[`Y]bYg
dU`Ågh]bYbg]gW\Yb`GhUUhYg`i`bhYfbca`a`Yb`k`YfXYb"

Hfi a d`k]fX`j cb`dfca]bYbhYb`79Cgž`XUfi bhYf`9`cb`A i g_ž
VY[`Y]hYhž`i a `X]Y`k]fhgW`UZh`]W`Y`Ni gUa a YbUfVY]h`ni `gh`f`_Yb"
I bhYf`UbXYfYa `k]fX`Y]b`F`Øghi b[gUV`_ca a Yb`]a `K Yfhj cb`%(&
A]`]UfXYb`I G!8c``Uf`i bhYfnY]W`bYhž`XUg`U`g`XUg`[fØ» hY
F`Øghi b[gUV`_ca a Yb`]b`XYf`; YgW`]W`hY`[]`h`8]YgYg`VY]b`U`hYh
`cW`a cXYfbY`?f]Y[gUi gfØghi b[`gck]Y`j YfgW`]YXYbY
K]fhgW`UZhj Yfhf`À[Y`i bX`≠] Ygh]h]cbYb`]b`XYb`I G5``GUi X]!5fUV]Yb
d`Ubhž`k Y]hYfY`&\$`A]`]UfXYb`I G!8c``Uf`]b`? ≠8UhYbnYbhfYb`i bX`X]Y
9bYf[]Y]bZfUghfi `_hi f`]b`XYb`J YfY]b][hYb`GhUUhYb`ni `]bj Ygh]YfYbž
k Ug`X]Y`ghfUhY[]gW`Y`k]fhgW`UZh`]W`Y`DUf`hbYfgW`UZh`nk]gW`Yb`XYb
@`ÀbXYfb`k Y]hYf`ZYgh][h"

5V`_ca a Yb`i bX`; Ygdf`ÀW`Y`]b`F]UX

⇒ `F`U`a Yb`gY]bYg`5i ZYbh`U`hg`]b`GUi X]!5fUV]Yb`i bhYfnY]W`bYh
Hfi a d`ni gUa a Yb`a]h`?fc`bdf]bn`A c`Ua a YX`V]b`GU`a Ub`Y]bY
FY]\`Y`j cb`5V`_ca a Ybž`XUfi bhYf.

- K]fhgW`UZhj YfhfU[
- Ni gUa a YbUfVY]h`]a `9bYf[]YVYfY]W`
- A cXYfb]g]Yfi b[`XYf`gUi X]gW`Yb`GhfY]h`f`ÀZhY
- Ni gUa a YbUfVY]h`]b`≠ gh]nZfU[Yb
- I bhYfghØ`mi b[`XYf`Nc``VY`\ØfXYb
- ?ccdYfUh]cb`nk]gW`Yb`XYa `Ga]h`gcb]Ub`A i gYi a `i bX
gUi X]gW`Yb`9]bf]W`hi b[Yb

8]Y`; Ygdf`ÀW`Y`k YfXYb`j cb`Y]bYa `A]hU[YggYb`a]h`fi bX`&) \$
FY[]Yfi b[gj YfhfYhYfb`i bX`; YgW`ÀZh`Y`i hYb`VY[`Y]hYh`Ni `XYb
HY]`bY`a Yfb`n`À`\`Yb`dfca]bYbhY`DYfgØb`]W`_Y]hYb`k]Y`GhYd`Yb
GW`k Ufna Ubž`@Uffm:]b_ž`GUa `5`ha Ub`i bX`5bXm`≠Jggmž`gck]Y
J YfhfYhYf`bUa `UZhYf`HYW`!I bhYfbY`a Yb`k]Y`≠A ž`Bj]X]U`i bX
5`d`UVYh"

8Yf`<]bhYf[fi bX`X]YgYf`k Y]hfY]W`YbXYb`?ccdYfUh]cbYb`]gh`X]Y
[Ycdc`]h]gW`Y`GhfUhY[]Yž`X]Y`GUi X]!5fUV]Yb`U`g`k]W`h][Y`UfUV]gW`Y
FY[]cbU`a UW`h`d`cg]h]cb]Yfh`8]Y`B`Uh]cb`U`h`VYfY]hg`j Yfgi W`hž`]a
?cbZ]_h`nk]gW`Yb`≠X]Yb`i bX`DU_]ghUb`ni `j Yfa]hY`b`i bX`]gh`Ui W`
]a `i _fU]bY_f]Y[`U_h]j `[Yk cfXYb"; `Y]W`nY]h][`V`Y]Vh`X]Y

\i a Ub]hÅfY`@U[Y`ja` ; UnUghfY]ZYb`_f]h]gWkž`XU`bU\Yni`Y]bY`\U`VY
 A]`]cb`A YbgWkYb`j`cb`Y]bYf`U_i`hYb`<i`b[Yf_UhUghfcd\Y`VYXfc\h
 g]bX`"i`b`_Uf`]ghž`k`jY`Hfi`a`d`i`bX`X]Y`I`G5`Ui`Z`X]Y` : cfXYfi`b[Yb`XYf
 <Ua`Ug`fYU[]YfYb`k`YfXYbž`X]Y`Y]bYb`dYfa`UbYbhYb
 K`UZZYbgh]`ghUbX`gck`jY`X]Y`F`ØW`_Y`f`XYf`<`]Zg`]YZfi`b[Yb`bUW
 ; UnU`j`Yf`Ub[Yb`"

A]`]hÅf]gWkY`i`bX`ghfUhY[]gWkY`6YXYi`hi`b[

8]Y`a`]]hÅf]gWkY`i`bX`ghfUhY[]gWkY`6YXYi`hi`b[`GUi`X]!5fUV]Ybg`ZØf
 X]Y`I`G5`k`j]fX`Xi`fWk`Hfi`a`dg`6YghfYVi`b[Yb`i`bhYfa`Ui`Yfhž`X]Y
 FY[]cb`ghUV]`ni` \U`hYbž`]bgVYgcbXYfY`ja` <]bV`]W`_Ui`Z`XUg
]fUb]gWkY`5hca`dfc[fUa`a`"8Yf`I`G!DfÅg]XYbh`d`Ubh`Ui`Wk
 ; YgdfÅWkY`a`]h`XYf`?`Øb][`gZJa`]]Y`i`bX`Y]b`GhUUhgVUb`_Yh`Hfi`a`d!
 I`bhYf\ÅbX`Yf`\UVYb`ni`XYa`X]fY`_hY`j`Yf\UbX`i`b[Yb`a`]h`XYa` `≠Ub
 ØVYf`XYggYb`Bi`_`YUfdchYbn]U`Ui`Z[Ybca`a`Yb`i`bX`Y]b
 Gh]` \U`hYUV`_ca`a`Yb`a`]h`XYb`<i`h\]!FYVY`Yb`ja` `>a`Yb`Yfn]Y`h`
 @Ui`h`6Yf]Wk`hYb`\Uh`K`Ug\]b[hcb`ØVYf`?`UhUf`Y]bYb`X]fY`_hYb
 ?ca`a`i`b[_Uh]cbg`UbU`ni`f`<Ua`Ug`Y]b[Yf]Wk`hYhž`XYf`ni`f
 : fY]`Uggi`b[`Y]bYf`I`G!; Y]gY`ZØ`fhY`"

≠bg[YgUa`h`nY][`h`g]Wkž`XUgg`X]Y`FY]gY`Hfi`a`dg`bUWk`GUi`X]!5fUV]Yb
 b]Wk`h`bi`f`k`]fhgWk`UZh`]WkY`ž`gcbXYfb`Ui`Wk`g]WkYf\Y]hgdc`]h]gWkY
 N]Y`Y`j`YfZc`[`h`5b[Yg]Wk`hg`XYf`d`_UbhYb`G]hi`Uh]cb`ja` ; UnUghfY]ZYb
 i`bX`XYb`j`YfgWk]YXYbYb` : cfXYfi`b[Yb`j`cb`?`cbZ]_hdUfhY]Yb`V`Y]Vh
 UVni`k`UfhYbž`k`jY`X]Y`I`G5`Ui`Z`X]Y`9bhk`jW`_i`b[Yb`fYU[]YfYb
 k`YfXYb`"K`Å`fYbXXYggYb`\Uh`BYhUbM\i`Ub[Y`ØbX][`hž`a`]h]c`Yf`
 ?fUZh]ja` ; UnUghfY]ZYb`j`cfUbni`gWk`fY]hYbž`k`Ug`X]Y`c`bY\]b
 Ub[YgdUbbhY`@U[Y`k`Y]hYf`_ca`d`n]Yfh`"

8YhU]`g	
Cfh	F]UXž`GUi`X]!5fUV]Yb
Ei`Y`Yb	<ul style="list-style-type: none"> • hUn`XY • k k k "nY]h`XY

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