

9]bgUa i bX Yb hhAi gW h. K Ufi a '† b[Y
A YbgW Yb XYf 8Ya c_fUh]Y XYb F ØW_Yb
_Y\ fYb

9]bY Ghi X]Y nY][hžk]Y 9]bgUa _Y]h† b[Y 8Yi hgW Y dc`h]gW
YbhZfYa XYh": Y\ YbXYg 9b[U[Ya Ybh VYXfc\ hX]Y
8Ya c_fUh]Y"

8Yi hgW UbX ! 8]Y 9]bgUa _Y]h† bhYf† b[Yb A YbgW Yb]b
8Yi hgW UbX YffY]W h U Ufa]YfYbXY 5i ga U» Yžk Ug Y]bY U_hi Y`Y
Ghi X]Y XYf 6YfhY ga Ubb!Gh]Zhi b[j YfXYi h]W h"@Ui hXYf
I bhYfgi W i b[ZØ\ Yb g]W %\$i XYf %*! V]g' \$! Å\ f][Yb ghUf_
Y]bgUa žk Å\ fYbX") i j cb a cXYfUhYf 9]bgUa _Y]h VYf]W hYb"
8]YgY ; YZØ\ Y g]bX Yb[j YfVi bXYb a]hY]bYa i [YbYfY`Yb
A]gghUi Yb [Y[Yb ØVYf XYf Dc`h]_ i bX XYf , VYfnYi [i b[žXUgg g]Y
_Y]bY J Yf ÅbXYfi b[Yb VYk]f_Yb _ØbbYb" 8]Y Ghi X]Y VYZfU[hY
]bg[YgUa h&") ' &† b[Y A YbgW Yb ni]\ fYb @VYbgni Zf]YXYb\Y]hž
9]bgUa _Y]hg[YZØ\ Yb i bX]\ fYa dc`h]gW Yb 9b[U[Ya Ybh"
6YgcbXYfgUi ZÅ`][]ghX]Y i bni Zf]YXYb\Y]hž X]Y a]hXYf
8Ya c_fUh]Y]b 8Yi hgW UbX Y]b\Yf[Y\ h '* i XYf gY\ fY]bgUa Yb
† b[Yb A YbgW Yb g]bX i bni Zf]YXYb a]hXYf 8Ya c_fUh]Y ž]a
J Yf[Y]W ni i (%i VY]\ fYb b]W hY]bgUa Yb 5 hYfg[YbcggYb" 8]Yg
ÅgghXUfUi ZgW`Y]» Yb žXUgg 9]bgUa _Y]h b]W h bi f Y]b
]bX]j]Xi Y`Yg žgcbXYfb Ui W Y]b [YgUa h[YgY`gW UZi]W Yg
DfcV Ya XUfghY`hžXUg Xf]b[YbX Ub[Y[Ub[Yb k YfXYb a i ggž i a
X]Y dc`h]gW Y HY]`UVY† b[Yf A YbgW Yb ni ZØfXYfb" Ni XYa
VYf]W hYb j]Y Y 9]bgUa YžXUgg g]Y g]W j cb XYf Dc`h]_ ØVYfgY\ Yb
ZØ\ Yb ž i bX +* i [`Ui VYb žXUgg Dc`h]_ Yf X]Y Gcf[Yb]\ fYf
; YbYfUh]cb b]W hYfbghbY\ a Yb"

→ F U\ a Yb XYf Ghi X]Y k i fXY Y]bY k]W h[Y i bhYfgW Y]Xi b[
nk]gW Yb Ya ch]cb UYfi bX gcn]U Yf 9]bgUa _Y]h[Yhfc ZYb ž X]Y

i bhYfgW\jYX`jWY`l fgUW\Yb`i bX`5i gk]f_i b[Yb`\Uh`9a ch]cbU`Y
9]bgUa _Y]h`vYgW\fy]Vh`XYb`A Ub[Y`Ub`Yb[Yb`6Yni [gdYfgcbYbž
k Å\fybX`gcn]U`Y`9]bgUa _Y]h`Ui g`Y]bYf`i bni fY]W\YbXYb
9]bV]bXi b[`]b`gcn]U`Y`B`Yh`nk`Yf`_Y`fYgi`h]Yfh`6YgcbXYfg`vYhfc`ZYb
g]bX`↑ b[Y`A`YbgW\Yb`c`bY`9fk`YfVghÅh][_Y]hž`j`cb`XYbYb`[Ub`nY
+) i`i`bhYf`ghUf`_Ya`9]bgUa _Y]hg[YZØ\`Y]XYb`"ž b[Y`: fUi`Yb`]a
5`hYf`j`cb`%*`v]g`&(`ž\fyb`g]bX`YVYbZU`g`ØVYfd`fcd`cfh]cbU`
VYhfc`ZYb`"

9]bgUa _Y]h`U`g`< YfUi gZc`fXYfi b[`ZØf`X]Y
8`Ya`c`_fUh]Y

8]Y`?`cbgYei`YbnYb`XYf`9]bgUa _Y]h`_ØbbhYb`h]YZ[fY]ZYbXY
5i gk]f_i b[Yb`Ui`ZX]Y`XYa`c`_fUh]gW\Y`?`i`hi`f`\UVYb`"9I`dYfhYb
k`UfbYbž`XUgg`X]Y`9bhž`fYa`Xi`b[`XYf`↑ b[Yb`;`YbYfUh]cb`j`cb
dc`]h]gW\Yb`Dfc`nYggYb`XUg`J`YfhfUi`Yb`]b`8Ya`c`_fUh]Y`i`bX`Dc`]h]_
i`bhYf[fUVYb`_ØbbhY`"@Ui`h`XYf`Ghi`X]Y`[`Ui`Vh`a`Y`f`U`g`X]Y`<`Å`žhY
XYf`ghUf`_Y]bgUa`Yb`6Y`ZfU[hYbž`XUgg`g]Y`Ui`Z`c`_U`Yf`9VYbY`_Y]bY
J`YfÅ`bXYfi`b[Yb`VYk`]f`_Yb`_ØbbYb`"8Yf`Gcn]c`c[Y`5`YI`UbXYf
@Ub[Yb`_Ua`d`j`cb`XYf`;`cYh`Y`!`b]j`Yfg]hÅh`fUb`_Zi`fh`ZØ\`fh`Ubž`XUgg
9]bgUa _Y]h`X]Y`5b`ZÅ`][_Y]h`ZØf`fUX]_U`!`dcdi`h]g]gW\Y`H\YgYb
Yf`\Ø\hž`]bgVYgcbXYfY`VY]`A`YbgW\Yb`a`]h`bY[Uh]j`Yb`dc`]h]gW\Yb
9]bghY`i`b[Yb`"8]YgY`9bhk`]W`i`b[`_ØbbhY`ni`Y]bYf`k`Y]hYfYb
F`UX]_U`]g]Yfi`b[`ZØ\fyb`i`bX`X]Y`GhUV`]hÅh`XYg`dc`]h]gW\Yb`GmghYa`g
[YZÅ\`fXYb`"

6i`bXYgZUa`j]Yba`]b]ghYf]b`@]gU`DUi`g`]b]h]YfhY`Y]bY`5`_h]cbgk`cW\Y
i`bhYf`XYa`A`chhc` ;`Ya`Y]bgUa`Ui`g`XYf`9]bgUa _Y]h`ž`i`a`Ui`Z`X]Y
H\Ya`Uh]_`Ui`Za`Yf`_gUa`ni`a`UW\Yb`"6Y]Y]bYf`ž\fyghU[i`b[`XYg
8Yi`hgW\Yb`9h\]_fUhYg`k`i`fXY`X]Y`Ni`bU`a`Y`j`cb`9]bgUa _Y]h`U`g
_f]h]gW\Yg`[YgY`gW\UZh]W\Yg`Dfc`V`Ya`X]g_i`h]Yfhž`XUg`dc`]h]gW\Y
i`bX`gcn]U`Y`HY`]\UVY`i`bhYf[fÅVh`8]Y`7`cfc`bU!`DUbXYa`]Y`\Uh`X]Y
G]hi`Uh]cb`k`Y]hYf`j`YfgW\ÅfZhi`bX`Y]bY`J]Y`nU`\`j`cb`↑ b[Yb
A`YbgW\Yb`Ub`XYb`F`UbX`XYf`;`YgY`gW\UZh`[YXfÅb[h`"

Dc`]h]gW\Y`6YhY`]][i`b[`U`g`@Øgi`b[

8]Y`Ghi X]Y`nY][h`ZYfbYfz`XUgg`dc`]h]gWXYg`9b[U[Ya Ybh`U`g
 JcfVYi [i b[`[Y[Yb`gcn]U`Y`9]bgUa _Y]h`k]f`Yb`_Ubb" `đ b[Y
 A YbgWXYbž`X]Y`g]W`dc`]h]gW`VYhY`][Ybž`Yf`YVYb`Āi Z[`Y]b` ; YZØ`
 XYf`5bYf`_Ybbi b[`i bX`gcn]U`Yb`Ni [Y`Āf][_Y]h`8]Yg`_ÖbbhY
 YbhgWXY]XYbX`gY]bž`i a `XUg`J YfhfUi Yb`]b`X]Y`dc`]h]gWXYb
 ðgh]hi h]cbYb`ni fØW`ni [Yk]bbYb`i bX`XUg`ðhYfYggY`Ub`XYf
 8Ya c`_fUh]Y`ni `ZØfXYfb" `8]Y`Bchk YbX][_Y]h`ZØf`b]YXf][gW`k Y`][Y
 5b[YVchY`ni f`dc`]h]gWXYb`HY`]\UVYž`gck c`\`UbU`c[`U`g`Ui W
 X][]hU`ž`k]fX`j cb`9i dYfhYb`U`g`i bUVX]b[VUF`YfUW`hYh`

Ni gUa a YbZUggYbX`Āggh`g]W`gU[Ybž`XUgg`9]bgUa _Y]h`a `?cbhYI h
 † b[Yf`A YbgWXYb`b]W`h`bi f`Y]b`]bX]j]Xi Y`Yg`DfcV`Ya `XUfghY`hž
 gcbXYfb`Ui W`Y]bY`Yfbgh`UZhY` ; YZU`f`ZØf`X]Y`8Ya c`_fUh]Y`]b
 8Yi hgW`UbX`V]f[h`8]Y`Dc`]h]_`]gh[YZcfXYfhž`A U»bU`a Yb`ni
 Yf[fY]ZYbž`i a `XYb`9]bgUa Yb` ; Y`Āf`ni `gWXYb`_Yb`i bX`]\bYb`Y]bY
 Gh]a a Y`ni `[YVYb" `8Ybb`c`b`Y`Y]b`ghUf`_Yg`[Ya Y]bgW`UZh]WXYg
 ; YZØ`i bX`J YfhfUi Yb`]b`X]Y`dc`]h]_`_ÖbbhY`XUg`_Ub[Zf]gh][Y
 8Yg]bhYfYggY`Ub`dc`]h]gWXYb`DfcnYggYb`ni bY`a Yb`

8YhU]`g	
JcfZU`	9]bgUa _Y]h
I fgUWXY	7cfcbU!DUbXYa]Y
Cfh	8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "k Y`h"XY • k k k "nXZ"XY • k k k "nXZ"XY

6Ygi WXYb`G]Y`i bg`Ui Z.`b!U["bYh