

GhY ZUb '@U]bYf'_Y\fh'bUWx ; `UXVUWx g
5VgWx]YX'ni `F 6`GU`nVi f[`ni fØW_°

GhY ZUb '@U]bYf'_Y\fh'bUWx `gYWx g: 3\ fYb`VY]`6cfi gg]U
A ÒbWxYb[`UXVUWx `ni `F 6`GU`nVi f[`ni fØW_ž`i a `Y]bY
: Ø\fi b[gfc`Y`ni `ØVYfbY\`a`Yb"



A ÒbWxYb[`UXVUWx ž`8Yi hgWx `UbX`!`GhY ZUb '@U]bYf'_Y\fh'bUWx
gYWx g: 3\ fYb`VY]`6cfi gg]U`A ÒbWxYb[`UXVUWx `ni `F 6`GU`nVi f[
ni fØW_`8Yf`F`YWx`hgj`YfhY]X][`Yfž`XYf`&\$%-`ZØf`%&ž)`A`]]`cbYb`9i`fc
j`cb`GU`nVi`f[`bUWx` ; `UXVUWx` [`Yk`YWx`gY`h`k`Ufž`j`Yf`À`ggh`XYb`?`i`V
bUWx`]bg[`YgUa`h`%*`'`DZ]Wx`hgd]Y`Ybž`]b`XYbYb`Yf`ZØb`Z`Hc`fY`Yfn]Y`hY
i`bX`%(`k`Y]hYfY`j`cfVYfY]hYhY" '@U]bYfg`5V[`Ub[`YfZc`[`h]b
5Vgh]a`a`i`b[`a`]h`XYa`J`YfY]bž`XU`Yf`Ui`Z[`fi`bX`[`Ygi`b`_`YbYf
9]bgUhnY]hYb`i`a`Y]bYb`K`YWx`gY`VUh`6cfi`gg]U` ; `UXVUWx`g
A`UbU[`Yf`F`c`UbX`J`]f`_i`g`Ài`»`YfhY`8`Ub`_`VUf`_Y]h`ZØf`X]Y`@Y]ghi`b[`Yb
XYg`J`YfhY]X][`Yfg`i`bX`VYhcbhY`gY]bY`F`c`Y`]b`XYf`A`UbbgWx`Už"

8]Y`Hf`Ubg`ZYfgi`a`a`Y`ZØf`@U]bYfg`F`ØW_`Y\`f`bUWx`GU`nVi`f[`]gh`b]Wx`h
c`Z]n]Y`VY`_`Ubbhž`k`]fX`Y`XcWx`U`g`[`Yf]b[`Yf`Y]b[`YgWx`À`hnh`K`À`fYbX

gY]bYf'NY]h'VY]'6cfi gg]U'k Uf'@U]bYf'HY]'Y]bYf'[fc»'Ub[Y'Y[hYb
=bj Ygh]h]cbž'X]Y'XUfUi Z'UVn]Y'hYž'i bhYf'HfU]bYf'A UfWc'F cgy'Y]bY
gW'U[_fÀZh][Y'A UbbgW'UZh'Ui Zni ghY''Yb''i bhYf'F cgy'5b'Y]hi b[
YffY]W'hY'X]Y'6cfi gg]U'XYb'j]YfhYb'D'Uhn']b'XYf'6i bXYg'][U'i bX
YffY]W'hY'XUg'5W'hY'Z]bU'Y'XYf'7\Ua d]cbg'@YU[i Y"

DYfgÒb`]W'Y'< YfUi gZcfXYfi b[Yb'i bX 7ca YVUW_

8]Y''YhnhYb'÷\fY'k UfYb'Z0f'@U]bYf'j cb'< YfUi gZcfXYfi b[Yb
[YdfÀ[h''9f'Yf'YVhY'Y]bY'gW'k YfY'?bÒW'Y'j Yf'Yhni b['ja'5i [i gh
&\$&%i bX'k i fXY'ja'Gca a Yf'&\$&'ja]h'Y]bYf'?fYVgYf_fUb_i b[
X]U[bcgh]n]Yfh''Hfcm'X]YgYf'F ØW_gW'À[Y'ZY]YfhY'Yf'ja'÷Jbi Uf
&\$&('gY]b'7ca YVUW_ i bX'gd]Y'hY'Y]bY'k]W'h][Y'F c''Y']b'XYb
'YhnhYb'VY]XYb'DUfh]Yb'XYf'A Y]ghYfgW'UZhgf i bXY'a]h'ØVYf
nk Y]Y]b\U'V'Ghi bXYb'Gd]Y'nY]h''÷'XYf'[YgUa hYb'GU]gcb'_cbbhY'Yf
'YXcW'Ui Z[fi bX'XYg'?cb_i ffYbn_Ua dZYg'a]h'÷Y'GWU''mbi f
k Yb]['Gd]Y'nY]hgUa a Y'b"

8]Y'K]YXYfVY'YVi b['gY]bYf'?Uff]YfY']b'GU'nVi f['k]fX'@U]bYf'X]Y
A Ø['W'Y]h[YVYbž'Y]bY': Ø\fi b[gfc''Y'ni 'ØVYfbY\ a Yb''8Yf
Gdcfh'; YgW'ÀZhgZ0\Yf'j cb'F 6'GU'nVi f[ž'F ci j Yb'GW'fØXYfž'nY][h
g]W'ØVYfnYi [hij cb'@U]bYfg'E i U']hÀhYb'i bX'g]Y\h']\b'U'g'Y]bYb'XYf
: Ø\fi b[ggd]Y'Yfž'X]Y'gck c\''Ui Z'XYa'Gd]Y'ZY'X'U'g'Ui W']b'XYf
'?UV]bY'j cfUb[Y\Yb'k YfXYb''@U]bYf'gY'Vgh'\Uh'Yf'_Àfhž'XUgg'Yf
XUni'VY]hfU[Yb'a ØW'hYž'XYb': 7'F YX'6i ''GU'nVi f['k]YXYf'Ui Z
\ØW'ghYa' B]j YUi ž']bgVYgcbXYfY']b'XYf'7\Ua d]cbg'@YU[i Yž'ni
YhUV']YfYb"

9]b'5VgW']YX'a]h'8Ub_VUf_Y]h

÷'gY]bYa'5VgW']YX'j cb'6cfi gg]U'A ØbW'Yb['UXVUW'VYXUb_hY
g]W'@U]bYf'\Yfn']W'Z0f'X]Y'i bhYfghØhni b['k À\fybX'gY]bYf'NY]h]ja
J YfY]b''9f'k]fX'gY]bY'A UbbgW'UZhg_c''Y[Yb'gck]Y'X]Y': Ubg
j Yfa]ggYb''K À\fybX'gY]bYf'NY]h'VY]; 'UXVUW'k UfYb'X]Y''YhnhYb
VY]XYb'Gd]Y'nY]hYb'j cb'J YfÀbXYfi b[Yb'[YdfÀ[hž'XU'X]Y'6cfi gg]U
Yfgha U'g'gY]h'XYf', VYfbU\ a Y'j cb'F 6'GU'nVi f['ja'÷\f'&\$&)']b

nk Y]Ui ZY]bUbXYfZc`[YbXYb`GU]gcbg`_Y]bYb`A Y]ghYfh]hY`[Yk]bbYb`_cbbhY"

A]h@U]bYfg`5V[Ub[`Ub`6cfi`gg]U`Ui Wk ; Y\U`h`Y]bgdUfYbž`k Ug
a Ò[`]WYfk Y]gY`XUni `VY]hfÀ[hž`X]Y`5i [Yb`Ui Z`bYi Y
J YfdZ]Wk hi b[Yb`ni `f]Wk hYb`"?Yj]b`8]_g`i bX`>bg`7Ughfcd`g]bX
nk Y]BYi ni [Àb[Yž`X]Y`YVYbZU`g`U`g`F YWk hgj YfhY]X][Yf`Y]b[YgYhnh
k YfXYb`_ÒbbYb`"@Ui h`XYb`6Yf]Wk hYb`k]fX`@U]bYf`Ui Wk `Ub`XYf`?`i V!
K A `ZØf`GU`nVi f[`hY]`b`Y\`a Ybž`k Ug`gY]bY`F ØW`_Y`f`dYfZY`_h
UVfi bXYh"

8]Y` ; YgWk]Wk hY`i a `GhY ZUb`@U]bYf`i bX`gY]bY`F ØW`_Y`f`bUWk
GU`nVi f[`]gh`b]Wk h`bi f`j`cb`gdc`fh`]Wk Ya ` `hYfYggYž`gcbXYfb`Ui Wk
Y]b`NYi [b]g`ZØf`X]Y`F Yg])Ybn`i bX`XUg`9b[U[Ya Ybh`Y]bYg
Gd]Y`Yfgž`XYf`hf`chn`U`Yf`K]Xf][_Y]hYb`]b`XYf`@U[Y`]ghž`g]Wk
ni fØW`ni _Àa dZYb`i bX`Y]bY`bYi Y`<YfUi gZcfXYfi b[`Ubni bY\`a Yb"

: Øf`k Y]hYfZØ`fYbXY` `Zcfa`Uh]cbYb`ØVYf`X]Y`U`hi Y`Y` : i » VU`k Y`hž
XUni `[Y\ØfYb`hÀ[`]Wk Y`Gd]Y`fYgi `hUHy`i bX`i a ZUggYbXY`5bU`mgYbž
V]YhYh: **i ggVU`HfUbgZYfg`Y]bY`VfY]hY` `Zcfa`Uh]cbgVUg]g`"8cfh
Z]bXYb`g]Wk`BYi][_Y]hYb`gck`c`\`ØVYf`Y]bnY`bY`Gd]Y`Yf`U`g`Ui Wk
ØVYf`XYb`[YgUa`hYb` : i » VU`ž`i a ` : Ub`g`ghYhg`Ui ZXYa`@Ui ZYbXYb
ni `U`hYb"**

8YhU]`g	
J`cfZU`	Gcbgh][`Yg
C`fh	A`ÒbWkYb[`UXVUWkž`8Yi`hgWk`UbX
E`i`Y`Y`b	<ul style="list-style-type: none">• fd!cb`]bY"XY• k k k "hfUbgZYfa`Uf`_h"XY• k k k "Zi`ggVU`HfUbgZYfg"Wc`a

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