

566`dfÄgYbh]Yfh`XfY]`bYi Y F cVchYfZUa]`]Yb. `7\]bUg`Ni _i bZh`XYf 5i hca Uh]g]Yfi b[°

566`Yfk Y]hYfh'gY]b`F cVchYfdcfhZc`]c`a]h`XfY]`bYi Yb
A cXY`Yb`]b`G\Ub[\U]ž`i a `7\]bUg`k UWgYbXYa `A Uf_h
[YfYWX`h`i`k`YfXYb`"



G\Ub[\U]ž`7\]bU`!`K Ug`hi`h`g]W\`[YfUXY`]b`XYf`F cVch]_3`9]b
Ui`ZfY[YbXYg`?`Ud]hY`k`]fX`Ui`Z[YgW\`U[Ybž`XYbb`566ž`Y]b`D]cb]Yf
XYf`5i`hca`Uh]g]Yfi`b[ghYWX`b]_ž`\`Uh`gY]b`Dc`fhZc`]c`i`a`[`Y]W\`XfY]
bYi`Y`F cVchYfZUa`]]Yb`Yfk`Y]hYfh`@]hY`Ž`ž`≠`6`%&\$`\$`i`bX`Dc`K`U`
8]YgY`≠bcj`Uh]cbYb`k`YfXYb`]b`XYf`A`Y[U!:`UVf]_`j`cb`566`F cVch]Wg
]b`G\Ub[\U]`dfcXi`n]Yfhi`bX`f]W\`hYb`g]W\`Ub`X]j`YfgY
9]bgUhn[YV]YhY`i`j`cb`Y]bZUW\Yf`A`UhYf]U`\`UbX\`UVi`b[`V]g`\]b`ni
_ca`d`YI`Yb`5bk`YbXi`b[Yb`k`]Y`8cg]YfYb`i`bX`Dc`]YfYb`"8Ua`]h
gcf[h`566`XUZØfž`XUgg`X]Y`F cVch]_`b]W\`h`bi`f`YZZ]n]YbhYfž`gcbXYfb
Ui`W\`ZØf`k`UW\`ghi`a`gghUf`_Y`GY`hc`fYb`k`]Y`9`Y`hfcb]_`ž
?`cbgi`a`[ØhYf`i`bX`X]Y`ZYfh][YbXY`≠Xi`ghf]Y`ni`[`Àb[`]W\`k`]fX`"@Ui`h

XYb`bYi YghYb`NU\`Yb`j cb`566`k ÅW gh`XYf`A Uf_h`ZØf`F cVchYf`]b
7\]bU`]a`fUgUbhYb`HYa dc` `a`]h`Y]bYf`Xi fW gW b]h`]W Yb
Å\`f`]W Yb`K UW gh`i a gfUhY`j cb`&(`i`nk`]gW Yb`&\$&%`i bX`&\$&(`
9]b`k`Y]hYfYg`Å\`f`]W Yg`K UW gh`i a`j cb`fi bX` ; i`k`]fX`V]g`&\$&,
Yfk UfhYh`i bX`7\]bU`V`Y]Vh`XUa`]h`XYf`[fØ`» hY`F cVchYfa Uf_h`XYf`
K`Y`h`j`YfUbhk`cfh`]W`ZØf`a`Y\`f`U`g`X]Y`<`Å`ZhY`U`Yf`[`cVU`Yb
F cVchYf]bghU``Uh]cbYb"

8]Y`bYi Yb`F cVchYfZUa`]]Yb`@]hY`Ž`ž`≠`6`%&\$`\$`i bX`DcK`U`\UVYb
XUVY`]Y\`f`Y`Y][`YbYb`GhÅf`_Yb``8Yf`_ca`dU`hY`@]hY`Ž` `]gh`gdYn]Y``ZØf`
[`fi bX`Y`[`YbXY`A`UhYf]U`\`UbX\UVi`b[`i`bX`D]W`!`UbX!D`UW`!
5bk`YbXi`b[`Yb`_cbn]d]Yfh`i`bX`nY]W`bYh`g]W`X`i`fW`g`Y]bY
6Ybi`hnYfZfYi`bX`]W`_Y]h`Ui`g``æ` `;`Y[`YbgUm`XUni`Vf`]Yfh`DcK`Už
Y]b`_c``UVcfUh]j`Yf`F cVchYf`ž`a`]h`]bhYbg]j`Yb` ;`YgW`k`]bX][`_Y]hYb
j`cb`V]g`ni` `) `ž` `a`#gž`k`Ug`]\`b`ZØf`dfcXi`_h]j`Y`l`a`[`YVi`b[`Yb
cdh]a`]Yfh``8Yf`≠`6`%&\$`\$`XYf`bYi`Yb` ;`YbYfUh]cb`]gh`Y]W`hYf`i`bX
_ca`dU`hYf`U`g`gY]b`J`cf[`Åb[`Yf`i`bX`V]YhYh`\cW`dfÅn]gY
5bk`YbXi`b[`Yb` `dYfZY`_h`ZØf`X]Y`5bZcfXYfi`b[`Yb`XYf`a`cXYfbYb
DfcXi`_h]cb``5``Y`[`YbUbbhYb`F cVchYf`VUg]YfYb`Ui`ZXYf`]bbcj`Uh]j`Yb
GhYi`Yfi`b[`gd`UhZcfa`Ca`b]7cfY` `ž`X]Y`Y]bY`æ`hY[`fUh]cb`j`cb`?`≠`ž
GYbgcfl`ž`7`ci`X!`i`bX`9X[`Y!7ca`di`h]b[`!GmghYa`Yb`Yfa`Ø[`]W`h"

≠bbcj`Uh]j`Y`HYW`bc`c`[`]Y`hfY]Vh` :`c`fhgW`f]hh
j`cfUb

K`Yf`XYb`_h`ž`XUg`k`ÅfY`U``Ygž`XYf`]ffh`g]W` `5V[`YgY`Yb`j`cb`XYb
bYi`Yb`F cVchYfb`Vf]b[`h`566`a`]h`Ca`b]7cfY`Ui`W`Y`Y]bY`@Øgi`b[`ni`f
gd`fUW`[`YghYi`YfhYb`F cVchYf`dfc[`fUa`a`]Yfi`b[`Ui`ZXYb`A`Uf`_h`
8]YgY`]bhY``][`YbhY`5i`hca`Uh]g]Yfi`b[`gd`UhZcfa`Yf`Y]W`hYfh`XYb
@YfbdfcnYgg`XYf`F cVchYf`Yf`YV`]W`i`bX`gYb`_h`XUa`]h`X]Y`<`ØfXYb
ZØf`l`bhYfbY`a`Ybž`X]Y`5i`hca`Uh]g]Yfi`b[`]b`]Yb`5V`Åi`ZYb`bi`hnYb
k`c``Yb``566`_ca`V]b]Yfh`VY]`Ca`b]7cfY``Y]ghi`b[`gghUf`_Y`<`UfXk`UfY
a`]h`ZYI`]V`Yf`Gc`Zhk`UfY`i`bX`Yfa`Ø[`]W`h`Ygž`a`Y\`fYfY`F cVchYf`
YZZ]n]Ybh`ni`j`Yfk`U`hYb``8UVY`]gh`Yg`b]W`h`bi`f`XYf`hYW`bc`c`[`]gW`Y
 :`c`fhgW`f]hh`ž`XYf`\`Yf`nÅ`\`h``5i`hca`Uh]cb`]gh`ZØf`566!`?`i`bXYb`Y]bY
ghfUhY[`]gW`Y`B`chk`YbX][`_Y]hž`VYX]b[`h`Xi`fW`i`[`cVU`Y`A`Y[`UhYbXg
k`]Y`5fVY]hg`f`Å`ZhYa`Ub[`Y`i`bX`l`bk`Å[`VUf`_Y]hYb`]b`XYb
@]YZYf`_Y`hYb``æ`b`9i`fcdU`\UVYb`gc[`Uf`+)`DfcnYbh`XYf`

I bhYfbY\ a Yb'GWk]Yf][_Y]hYbž'e i U']Zn]YfhY': UW\ _fÅZhY'ni 'Z]bXYb"

5''X]YgY'9bhk]W_ i b[Yb'_ca a Yb'b]W\h'j cb'i b[YZÅ\ f''7\]bU'\ Uh
g]W\]b'XYb''YhnhYb' ð\ fYb'ni 'Y]bYf'k U\ fYb'K Y'ha UW\h']b'XYf
F cVch]_ i bX' ? Øbgh]W\Yb' ðhY''[Ybn'f? ÷Ybhk]W_Y'h"A]h'Y]bYf
F cVchYfX]W\hYž'X]Y'8Yi hgW\UbX''Åb[gh'ØVYf\c'h\Uhž'i bX'Y]bYa
A Uf_hUbhY]'j cb'ØVYf') \$i 'VY]' ðXi ghf]YfcVchYfb'nY][h'XUg'@UbX
Y]bXfi W_gj c''ž'k]Y'gW\ bY''Yg'bYi Y'HYW\bc'c[]Yb'ZYgh]a ' ; f]Z'\Uh"
7\]bYg]gW\Y'I bhYfbY\ a Yb'Vf]b[Yb'bYi Y'DfcXi _hY']b
fY_cfXj YfXÅW\h][Yb'NY]hfÅi a Yb'Ui ZXYb'A Uf_hi bX'gYhYb'a]h
]\fYf' ðbcj Uh]cbg_fUZh'A U» ghÅVY']b'XYf'6fUbW\Y''9]b'k Y]hYfYf
D'i gdi b_h'ZØf'7\]bU']gh'X]Y'ØVYfXi fW\gW\ b]h'i]W\ 'c\Y'5bnU'\Ub
5Vgc'j YbhYb']b'BUhi fk]ggYbgW\UZhYb'i bX'HYW\ b]_ 'Yhk U' ž) !a U'
gc'j]Y'Y'k]Y']b'XYf'9I ''8]YgYf'HU'Ybhdcc'hfY]Vh'X]Y'9bhk]W_ i b[
j cb'F cVchYfb'i bX'? ðGmghYa Yb'k Y]hYf'j c fUb"

8]Y'Ni _i bZh'XYf'F cVch]_]b'7\]bU

8]Y'<YfUi gZcfXYfi b[Ybž'a]h'XYbYb'7\]bU'YXcW\ _cbZfcbh]Yfh']ghž
XØfZYb'b]W\h'ØVYfgY\Yb'k YfXYb''G_Ydg]g'\]bg]W\h']W\XYf
Ni j Yf'Ågg][_Y]hž'XYf'c_U'Yb'GhUbXUfXg'i bX'XYf'8UhYbg]W\Yf\Y]h
g]bX'H\Ya Ybž'X]Y'X]Y'W\]bYg]gW\Y'F cVch]_!6fUbW\Y']b'XYb
['cVU'Yb'A Uf_hY]bZØ\ fYb'a i gg''6YgcbXYfg']b'9i fcdU'g]bX'X]YgY
5gdY_hY'j cb'6YXYi hi b[''8Yi hgW\UbX'U'g'Y]bYg'XYf'ZØ\ fYbXYb
@AbXYf']b'XYf'HYW\bc'c[]Y'\Uh'Xi fW\Y']b][Y'GhUbXcfhbUW\hY]'Y
j cb'WU'' \$i ' [Y[Yb'ØVYf'7\]bU']b'XYf'5i hca cV']bXi ghf]Y'ni
_Åa dZYb''I a '\]Yf'ghfUhY[]gW\Y'5i hcbca]Y'i bX'Y]bY'ghÅf_YfY
JYfbYhni b['nk]gW\Yb'K]fhgW\UZhž'K]ggYbgW\UZh'i bX'Dc'h]_ni
Yfa Ø['\]W\Ybž'g]bX'A U» bU\ a Yb'k]Y'8YfY[i '\]Yfi b['i bX'Y]b
'Y]ghi b[gZÅ\][YfYg' ðj YghcfYb!² _cgmghYa 'j cbbØhYb"

Ni gUa a YbZUggYbX''Åggh'g]W\gU[Ybž'XUgg'a]h'XYb'bYi Yb
F cVchYfZJa]]Yb'j cb'566'i bX'XYb'9bhk]W_ i b[Yb']b'7\]bU'Y]b
bYi Yg'NY]hU'hYf'XYf'F cVch]_Y]b[Y'Åi hY'h'k]fX''I bhYfbY\ a Yb
k Y'hk Y]h'_ØbbYb'j cb'X]YgYb': cfhgW\ f]hYb'dfcZ]h]YfYb'i bX'gc''hYb
X]Y'7\UbW\ bž'X]Y'g]W\ 'Ui g'X]YgYf'XmbUa]gW\Yb'i fgdfØb['\]W\Yb
A Uf_hj YfÅbXYfi b['Yf[YVYbž'U_h]j 'bi hnYb''8]Y'F cVch]_]gh'Ui Z
Y]bYa ' [i hYb'K Y[' i bX'566']gh[Ub'n'j cfbY'a]h'XUVY]'

: Øf'a Y\f' ðZcfa Uh]cbYb. '566'BYk gž'Ca b]7cfY' ðbcj Uh]cbž'
5i hca Uh]cbgd fUI]g"

8YhU]`g	
C fh	G\Ub [\U]ž 7\]bU
E i Y`Yb	<ul style="list-style-type: none">• bYk "UVV"WŁa• [`cVU`"UVV• Ui hca Uh]cbgd fUI]g"]bXi ghf]Y"XY

6Ygi W\Yb 'G]Y'i bg'Ui Z.'k ca , +"XY