

F Yj c`i h]cb`]a `; Ygi bX\Y]hgk YgYb.
6 ÷ C @8 `df`ÀgYbh]Yfh`B YVi `UGhfYUa `ZØf
=€H°

8 Ug`6 ÷ C @8 `df`ÀgYbh]Yfh`B YVi `UGhfYUa žY]bY`C dYb!Gci fW!
9b[]bYžX]Y`€H!5bk YbXi b[Yb`fYj c`i h]cb]Yfh`9fZU\fyb`G]Y
a Y\`f`ØVYf`]\fY`i b_h]cbYb`i bX`9]bgUhma Ò[`]W_X]hYb"



9]bghY]bi ZYf`%+ž`%\$) , +`6Yf`]bž`8Yi hgW`UbX`!`A Ub`_Ubb
gU[Ybž`XUgg`]a `6YfY]W`XYf`HYWbc`c[]Y`X]Y`9bhk]W`i b[`j cb
C dYb!Gci fW!`@Øgi b[Yb`]a a Yf`a Y\`f`Ub`i: U\`fh[Yk]bbh`9]b
\Yfj cffU[YbXYg`6Y]gd]Y`XUZØf`]gh`X]Y`_Øfn`]W`j Yf`ØZYbh`]W`hY
BYVi `UGhfYUa žY]bY`C dYb!Gci fW!GhfYUa !J YfUfVY]hi b[gYb[]bYž
X]Y`j ca `6Yf`]b`bgh]hi hY`Zcf`h`Y`i: ci bXUh]cbg`cZ`@YUfb]b[`UbX
8UhU`f6 ÷ C @8 Ě]bg`@YVYb`[Yfi ZYb`k i fXY`"K]Y`HYW`L d`c`fY
VYf]W`hYhž`k i fXY`BYVi `UGhfYUa `Ybhk]W_Y`hž`i a `XYb
<YfUi gZcfXYfi b[Yb`]b`€H!I a [YVi b[Yb`[YfYW`hini `k YfXYb`8]Yg
g]bX`[YfUXY`X]Y`6YfY]W`Yž`X]Y`]a a Yf`a Y\`f`Ub`6YXYi hi b[
[Yk]bbYbž]bgVYgcbXYfY`k Ybb`a Ub`X]Y`nU`\fY]W`Y`J YfbYhni b[

j cb ; YfÅhYb`VYhfUW hYh"

8]Y`GcZhk UfY`]ghi bhYf`XYf`5dUWY`&"\$`@]nYbn`_cghYb`cg`j YfZØ[VUf
i bX`V]YhYh`9bhk]W`Yfb`X]Y`A Ø[`]W`_Y]hž`]\fY`Y][YbYb`@Øgi b[Yb
ni`ja`d`Ya`Ybh]YfYbž`c`bY`Ub`X]Y`hYi`fYb`@]nYbnYb`XYf
_ca`a`Yfn]Y`Yb`5bV]YhYf`[YVi`bXYb`ni`gY]b`"BYVi`UGhfYUa
i bhYfghØhnhj`YfgW]YXYbY`<UfXk UfY!5fW]hY`_hi`fYbž`XUfi`bhYf`5FA
i bX`I` , *ž`i`bX`gcf[h`ZØf`Y]bY`bU`h`cgY`≠hY[fUh]cb`i`bX
J YfUfVY]hi b[`j`cb`a`i`h]!a`cXU`Ybž`a`i`h]!ZfYe`i`YbhYb
8UhYbghfØa`Ybž`X]Y`ZØf`X]Y` ; Ygi`bX`Y]hgVYk`Yfhi`b[`j`cb`DUh]YbhYb
bchk`YbX][`g]bX`"5i`W`ja`6YfY]W`XYf`]bhY`][YbhYb`A`YX]n]b`a`UW`h
X]Y`GcZhk UfY`j`cb`g]W`fYXYb.`8Ug`B`998A`≠Dfc`Y`_hž`XUg
BYVi`UGhfYUa`ni`f`a`d`Ya`Ybh]Yfi`b[`Y]bYg`ga`UfhYb`7c!D]`chYb`ZØf
≠hYbg]j`ghUh]cbYb`j`Yfk`YbXYhž`Yf\]Y`hgc[Uf`Y]bY`5i`gnY]W`bi`b[
Ui`ZXYf`G`≠`A`C`8`&\$&)"

8]Y`J`Y`gY]h][`_Y]h`j`cb`BYVi`UGhfYUa

BYVi`UGhfYUa`k`i`fXY`b]W`h`bi`f`ni`f`J`YfUfVY]hi`b[`j`cb`8UhYb`Ub
XYf`E`i`Y`Y`_c`bn]d]Yfhž`gcbXYfb`gcf[h`Ui`W`ZØf`UXUdh]j`Y
F`Yggci`fW`bj`Yfk`U`hi`b[ž`X]Y`Y]bY`fcVi`ghY`@Y]ghi`b[`[UfUbh]Yfh`
Ui`W`k`Ybb`X]Y`≠hYfbYhj`YfV]bXi`b[`a`U`g`W`k`Å`W`Y`h`8Ug`GmghYa
i`bhYfghØhnh`gc`Zc`fh][Y`5i`Z[UVYb`k`]Y`8UhYb`Ubd`Uggi`b[`i`bX
≠ZfYfYbnž`k`Ug`j`cf`U`Ya`ZØf`5bk`YbXi`b[Yb`]b`df`ÅX]_h]j`Yf`K`Ufhi`b[
i`bX`]bhY`][YbhYf`Yf]h][i`b[`j`cb`6YXYi`hi`b[`]gh`K`]Y`]b`XYb`8Ya`cg
ni`gY`Yb`]ghž`[]Vh`Yg`VYfY]hg`]bbcj`Uh]j`Y`5bk`YbXi`b[Ybž`X]Y`]b
Y]bYf`ga`UfhYb`GhUXh`cXYf`Y]bYa`a`cXYfbYb`?fUb`_Yb`U`i`g`X]Y
j`c`Y`@Y]ghi`b[`nY][Yb"

9]b`k`]ggYbgW`UZh]W`Yf`5fh]_Y`a`]h`XYa`H]hY`"BYVi`UGhfYUa`5b
9i`hYbg]V`Yž`<][\!DYfZcfa`UbW`GhfYUa`]b[`9b[]bY`Zc`f`A`i`h]!A`cXU`
9X[Y`5dd`]WUh]cbg`g`W`]XYfh`X]Y`<]bhYf[fØbXY`i`bX`XYb
5bk`YbXi`b[gVYfY]W`XYf`GcZhk UfYž`X]Y`bi`b`U`g`C`dYb!Gci`fW`Ui`Z
XYf`G`≠`A`C`8`&\$&)"`?cbZfYbn]j`YfØZYb`h]W`h`k`i`fXY`"9bhk]W`Yf
_ØbbYb`XUfØVYf`\]bUi`g`VYbi`hnYfXYZ]b]YfhY`C`dYfUhc`fYb`i`bX
C`dh]a`]Yfi`b[Yb`\]bni`ZØ[Ybž`k`Ug`XYb`Gd]Y`fUi`a`ZØf`_fYUh]j`Y
≠YYb`Ybcfa`Yfk`Y]hYfh"

9]b'6`]W_`Ui Z`X]Y`€H!K Y`h

⇒`XYf`XYfnY]h][Yb`€H!K Y`h'g]bX`D`UhhZcfa Ybž`X]Y`nYbhfU`Y
J Yfk U`hi b[gVYfY]WXY`ZØf`€H!; YfÅhY`V]YhYbž`YggYbh]Y`""@Ui hi
⇒bXi ghfm'cZ`H\]b[g`[Yk]bbYb`CdYb!Gci fW!@Øgi b[Yb
ni bY\ a YbX`Ub`6YXYi hi b["<]Yfni`nÅ\`Yb`VY`UbbhY`D`UhhZcfa Yb
k]Y`5fXi]bcž`CdYbK GB`i bX`NYhhU""5fXi]bc`]gh'g]WXYf`]W`X]Y
VY`UbbhYghY`D`UhhZcfa`i bX`V]YhYh'gck c\`<UfXk UfY`U`g`Ui W
GcZk UfYž`X]Y`g]W`ØVYf`CdYb`Gci fW`dfc[fUa a]YfYb``Àggh"

A]h'5fXi]bc`_ØbbYb`9bhk]W_`Yf`_ca d`YhhY`€H!@Øgi b[Yb
YfghY`Ybž`k cVY]`X]Y`<UfXk UfY!D`ÅbY`YXYfnY]h`UbdUggVUf`g]bX""⇒a
6YfY]WXYf`]bhY`][YbhYb`; YVÅi XYhYWb]`nY][h'g]W`X]Y
: `YI]V]`hÅh`j cb`5fXi]bc`VY]gd]Y`gk Y]gY`]b`XYf`GhYi Yfi b[`j cb
A Uf_]gYb`VY]`Ghi fa k Ufbi b["CdYbK GB`\]b[Y[Yb`i bhYfghØhnh
_Y]bY`Y][YbY`<UfXk UfYž`gcbXYfb`V]YhYh`Y]b`j]Y`gY]h][Yg
: fUa Yk cf_ž`XUg]`b`J YfV]bXi b[`a]h`UbXYfYb`; YfÅhYb`[Ybi hnh
k YfXYb`_Ubb"

NYhhUž`VUg]YfYbX`Ui Z`BcXY""gž`Zc_i gg]Yfh'g]WXY`Ui Z`X]Y`Y]bZUWXY
9fghY`i b[`j cb`<HHD!5D=gž`i a`VYghY\YbXYb`€H!GmghY`a Yb`Y]bY
bYi Y`i b_h]cbU]hÅh`\]bni ni ZØ[Yb""8]Y`?ca V]bUh]cb`Ui g`X]YgYb
]bbcj Uh]j Yb`CdYb!Gci fW!D`UhhZcfa Yb`i bX`BYVi`UGhfYUa`gWUZZh
Y]bY`gdUbbYbXY`Ni _i bZž`]b`XYf`X]Y`A Ò[`]WXY`hYb`XYg`⇒hYfbYhg
XYf`8]b[Y`bi f`Xi fW`X]Y`J c fghY`i b[g_fUZh`XYf`9bhk]W_`Yf
VY[fYbnh'g]bX"

⇒a`FU\ a Yb`X]YgYf`gdUbbYbXYb`9bhk]W_`i b[Yb`g]bX`8 UhYbgW`i hn
i bX`8 UhYbg]WXYf\Y]h`YVYbZU`g`k]W`h][Y`H\Ya Yb""8]Y
BYVi`UGhfYUa`!K YVg]hYž`X]Y`i bhYf`XYf`J YfUbhk cfhi b[`XYf
HYWb]gWXYb`i b]j Yfg]hÅh`6Yf`]b`ghY`hž`b]a a h`VY]gd]Y`gk Y]gY`XYb
GW`i hn`dYfgcbYbVYnc[YbYf`8 UhYb`gY`f`Yfbgh`i bX`]bZcfa]Yfh`X]Y
Bi hnYf`ØVYf`\fY`8 UhYbgW`i hnf]W`h`]b]Yb""⇒hYfYgg]YfhY`_ØbbYb
g]W`i bhYf`BYVi`UGhfYUa`[YbUi Yf`]bZcfa]YfYb`i bX`Y]bYb
9]bV`]W_`]b`XUg]`bbcj Uh]j Y`Dfc`Y`_h`[Yk]bbYb"

8YhU]`g	
C fh	9]bghY]bi ZYf`%+ž`%\$) , +`6Yf`]bž`8Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none"> • hYWk l d`cfY"Wka • bYVi `U"ghfYUa • k k k "]"bXi ghfm!cZ!h\]b[g"XY

6Ygi Wk Yb`G]Y`i bg`Ui Z.`k ca , +"XY