

9bhXYW_Yb`G]Y`X]Y`; Y\Y]a h]ddg`ZØf`≠ fYb
HfUi a i f`Ui V`&\$&) `]b`9i fcdU°

9bhXYW_Yb`G]Y`&\$&) `j]Yf`; Y\Y]a h]ddg`ZØf`k Yb][Yf`VY_UbbhY
FY]gYn]Y`Y`]b`9i fcdUžX]Y`UVgY]hg`XYf`Hci f]ghYbghfØa Y
`]Y[Yb"



; i]a Uf; Ygž'Dcfhi [U`!`ā a Yf'a Y\`f`A YbgWYb`gi WYb`bUW
5`hYfbUhj] Yb`ni`_`Ugg]gWYb`FY]gYn]Y`Yb`"6YgcbXYfg]a`_`U\`f`&\$&)
V]YhYh]g]W`X]Y`; Y`Y[Yb`Y]hž`k Yb][Yf`VY`UbbhY`C`fhY`UVgY]hg`XYf
Hci f]ghYba UggYb`ni`Yf`_i bXYb`"ā`X]YgYa`F`U\`a Yb`Ya`dZY`Yb
9i dYfhYb`j`]Yf`; Y\`Y]a`h]ddg`ZØf`Yi`fcd`Ä]gWY`FY]gYn]Y`Y`ž`X]Y`bcW
YW`hY`GW`Ä`hnY`g]bX`"8Yf`; c`_i`g`]Y[h`Ui`Z`@`AbXYfb`k`]Y`Dcfhi [U`ž
`U]Ybž; f]YWYb`UbX`i`bX`A`cbhYbY[fcž`X]Y`a`]h`]\`fYf`VYgcbXYfYb
5ha`cgd`\`ÄfY`VY[Y]ghYfb"

8Yf`YfghY`; Y\`Y]a`h]dd`]gh; i]a Uf; Yg]b`Dcfhi [U`ž`VY`Ubbh`ZØf
gY]bY`\]ghcf]gWY`5`hghUXhž`6i`f[Yb`i`bX`Y]bY`YVYbX][Y
?bY]dYb`_i`hi`f`"FY]gYbXY`_`ÖbbYb`XYb`C`fh`VYe`i`Ya`_`ØVYf`XYb
: `i [\`UZYb`Dcfhc`YffY]WYb`"8]Y`Ni [ZU\`fh`XUi`Yfh`Yhk`U`(`)`A`]bi`hYb
i`bX`_c`ghY`h`n]f`_U`*`9i`fc`"8]Y`i`bhYf`_i`b`ZhgdfY]gY`g]bX`gY`f`[`Øbgh][`ž
a`]h`5]fVbV!5b[YVchYb`UV`(`\$`9i`fc`i`bX`6ci`h]ei`Y\`chY`g`UV`*`\$
9i`fc`"Ni`XYb`c`_U`Yb`?`Øgh]W`_Y]hYb`[Y\`ÖfYb`HU[Yga`Yb`Øg`UV`+
9i`fc`i`bX`Y]b`9gd`fYggc`ZØf`YX][`]W`%`9i`fc`"GY\`Ybgk`ØfX][`_Y]hYb
k`]Y`XYf`DU`Ugh`i`bX`X]Y`GY`VU\`b`Ui`ZXYb`DYb`U!6Yf[`n]Y\`Yb
6Ygi`WYf`Ub"

K Y]hYfY`; Y\`Y]a`h]ddg`ZØf`&\$&)

5i`W`@YWW`]b`U]Ybž`VY`Ubbh`U`g`XUg` :`cfYbn`XYg`GØXYbg`ž
ghY`h`\`cW`]a`?`i`fg`"A`]h`]a`dcgUbhYf`5fW`]hY`_hi`f`i`bX`Y]bYf
`YVYbX][Yb`5`hghUXh]gh`Yg`Y]b`VYgcbXYfg`UhfU`_h]j`Yg`N]Y`"8]Y
5bfY]gY`YfZc`[h`Yb`hk`YXYf`a`]h`XYa`5i`hc`cXYf`ØVYf`XYb` : `i [\`UZYb
6f]bX]g]ž`k`cVY]`X]Y`Ni [ZU\`fh`Yhk`U`"\$`A`]bi`hYb`XUi`Yfh`
`VYfbUW`hi`b[Yb`]b`@YWW`g]bX`UV`&)`9i`fc`]b`5]fVbVg`cXYf`i`bhYf
%\$`\$`9i`fc`]b`(!GhYfbY!<`chY`g`a`Ö[`]W`"?"i`]bUf]gW`_`ÖbbYb
FY]gYbXY`]b`XYb`HfU`h`c`f]Yb`DUghU`i`bX`D]nnU`UV`*`9i`fc`[Yb]Y`»`Ybž
k`Ä`fYbX`Y]b`; `Ug`K`Y]b`VY]`Yhk`U`"9i`fc`]Y[h`Ni`XYb`<][`\\][`hg
nÄ`Yb`X]Y`6Ug]`_U`GUbhU`7fcW`i`bX`nU\`fY]WY`_c`ghYb`cgY
A`i`gYYb"

B`UZd`]c`]b`; f]YWYb`UbX`ž`Ui`W`VY`Ubbh`U`g`Y\`Ya`U`][Y`<`Ui`d`hghUXh
XYg`@`UbXYgž`n]Y\`h`a`]h`igY]bYf`fca`Ubh]gWYb`<`UZYbghUXh`i`bX

j YbYn]Ub]gWkYb`5`hghUXh]j]Y`Y`6Ygi WkYf`Ub"8Yf`Ni [Ub[`YfZc`[h
ØVYf`Y]bYb`:`i [`bUWk`5h\Ybž[YZc`[h]j cb`Y]bYf`6i gZU\fhžX]Y`fi bX
)`9i fc`_cghYh"5_nYdhUV`Y`l bhYf`_i bZhgdFY]gY`j cb`Yhk U`) \$`9i fc
dfc`BUWk`hi bX`c`_U`Y`HUj YfbYbž`X]Y`:`]gWk[Yf]Wk`hY`ZØf`%)`9i fc
UbV]YhYbž`a UWkYb`X]YgYb`C`fh`Äi »Yfgh`fY]nj c`""Ni`XYb`<][\`][\hg
nÄ`Yb`X]Y`DU`Ua`X]!:`Yghi b[`gck`Y`X]Y`K UggYfZYghi b[`6ci`fm]"

8Yf`Y`hnhY`:`Y\Y]a`h]dd`]b`X]YgYf`FY]\Y`]gh?`c`hcf`]b`A`cb`hYbY[`fc`"
8]Y`a`U`Yf]gWk`Ub`XYf`6i`Wk`h]j`cb`?`c`hcf`[`Y`Y[`YbY`GhUXh`VY\YfVYf[`h
Y]bY`Ui`hcZFY]Y`5`hghUXhž`X]Y`ni`a`l`B`9G7C!K`Y`h`_i`hi`fYfVY`[`Y\`Øfh`"
8Yf`:`i [\UZyb`DcX[`cf]WU`]gh`Yhk`U`%ž)`Ghi`bXYb`Yb`hZYfb`h`"
Df]j`Uhi`bhYf`_Øb`ZhY`ghUfhYb`VYfY]hg`VY`]%`\$`9i`fc`ž`k`Ä`fYbX
:`Yf]Ybk`c`b`i`b[`Yb`UV`(`\$`9i`fc`Yf`Ä`h`]Wk`g]bX`"9]b`A`]hU[`YggYb
_Ubb`VYfY]hg`UV`)`9i`fc`[`YbcggYb`k`YfXYbž`i`bX`XYf`5i`Zgh]Y[`ni`f`
:`Yghi`b[`GUb`:`]cj`Ubb`""Y[`h`VY]`,`9i`fc`9]bhf]hh"9]b`6c`chgUi`gZi`[
ni`f`?`c`ghYf]bgY`"b`DYfUgh[`Y\`Øfh`YVYbZU`g`ni`XYb`A`i`gh!8cg
X]YgYg`FY]gYn]Y`g"

J]Y`ZÄ`h][`Y`F`Y]gYn]Y`Y`]b`9i`fcdU

Ni`gÄhn`]Wk`ni`X]YgYb`H]dd`g`"ghYh`Ø`FY]gYfYdc`fhYfQY]bY`FY]\Y
k`Y]hYfYf`FY]gYn]Y`Y`]b`9i`fcdU`Ui`Zž`X]Y`g]Wk`]XYU`ZØf`&\$&)
UbV]YhYb`"l`bhYf`XYb`Ya`dZc`\`YbYb`@ÄbXYfb`VYZ]bXYb`g]Wk
8Yi`hgWk`UbXž`X]Y`B]YXYf`UbXYž`X]Y`G`ck`U`_Y]ž`:`fUb`_fY]Wk`ž
5`VUb]Ybž`8`ÄbYa`Uf`_ž`GWk`k`YXYb`i`bX`g`UbX"

- 8Yi`hgWk`UbX.`<c`ghY]b]gWkY`GWk`k`Y]n`"XYU`ni`a`
K`UbXYfb`i`bX`F`UXZU`fYb`a`]h`&\$`\$`GYb`i`bX`\`]ghcf]gWkYb`
GhÄXhYb"
- B]YXYf`UbXY.`B]`a`Y[`Yb`"X]Y`Ä`hYghY`GhUXh`XYg`@UbXYg`
a`]h`f`Øa`]gWkYf`:`YgWk]Wk`hY`i`bX`[`Ya`Øh]WkYb`
K`UbXYfk`Y[`Yb"
- G`ck`U`_Y].`6fUh]g`Uj`U`"Y]bY`k`Yb][`Yf`VYgi`Wk`hY`
<Ui`dhghUXh`i`a`]h`Y]bYf`Wk`Ufa`Ub`hYb`5`hghUXh`"
- :`fUb`_fY]Wk.`Hci`ci`gY`"X]Y`fcgUfchY`GhUXh`i`a`]h`
Y]bn][`Ufh][`Ya`6Ui`gh]"i`bX`5`_hj`]hÄhYb`k`]Y`:`U\`ffUXhci`fYb"
- 5`VUb]Yb.`C`\f]XgYY`"l`B`9G7C!K`Y`hYfVY`Ub`Y]bYa`XYf`
Ä`hYghYb`GYb`9i`fcdUg"

8]Y`F Y]gYnY]h`Z0f`U``X]YgY`hfUi a \UZhYb`N]Y`Y`k]fX`Z0f`X]Y`A cbUhY
A U]ž`ž`b]`cXYf`GYdhYa VYf`Ya dZc`\`Ybž`k Ybb`X]Y`HYa dYfUhi fYb
k Ufa `g]bX`i bX`X]Y`DfY]gY`bcW`YfgW`k]b[`]W`V`Y]VYb``&\$&)
j Yfgdf]W`h`Y]b`š\`f`j c``Yf`9f`YVb]ggY`]b`XYb`j YfghYW`h`Yb`ž`k Y`Yb
9i fcdUg`ni `k YfXYb"

: 0f`k Y]hYfY`8YhU]`g`ni `X]YgYb`F Y]gYYa dZY`\`i b[Yb`i bX
YI ch]gW`Yb`N]Y`Yb`_`]W`Yb`G]Y`Ui Z`X]Y`@]b_g. **K A B**`i bX`
F Y]gYfYdcfhYf"

8YhU]`g	
C fh	; i]a Uf`Ygž`Dcfhi [U`
E i Y`Yb	<ul style="list-style-type: none">• k k k "k a b"XY• k k k "fY]gYfYdcfhYf"XY

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