

<]`ZY`ZØf`F Yb hb Yf]b. `6 f][]hhY`gi WX h
Xf]b[YbX`Y]b` : U\ ffUX`]b`DfYbn`Ui °

→ a`l W_Yfa Uf`_gi WXh`X]Y`* - !`Ä\ f][Y`6 f][]hhY`A Uhn`bUWX
Y]bYa` [YVfUi WXhYb` : U\ ffUXž`i a`]\fY`A cV]`]hÄ`hi bX
@YVYbgZfYi XY`ni`Yf\U`hYb"



DfYbn`Ui ž`8 Yi hgWX`UbX`!`6 f][]hhY`A Uhnž`Y]bY`* - !`Ä\ f][Y
F YbhbYf]b`Ui g`DfYbn`Ui ž`]gh`Ui ZXYf`Gi WX`Y`bUWX`Y]bYa` bYi Yb
: U\ ffUXž`XUg`]\f`X]Y`bØh][Y`A cV]`]hÄ`hi bX`i bUV\Äb[][_Y]h]a
5`hU[`[Yk`Ä\ f`Y]ghYh`GY]h`Ä\ f`Yb`]gh`XUg`F UX`ZØf`g]Y`a Y\ f`U`g`bi f
Y]b` : cfhVYk Y[i b[ga`]hhY`/Yg`]gh`Y]b`Gma Vc`ZØf`@YVYbgZfYi XY
i bX`GY`VghghÄbX][_Y]h`8 YfnY]h`YVh`g]Y`j cb`Y]bYf`_Y]bYb`F YbhY
i bX`j YfZØ[h`ØVYf`K c`b[Y`Xž`k Yg\U`V`g]Y`VY]a` ?Ui ZY]bYg`bYi Yb
8fU\hYgY`g`Ui ZXYf`Gi WX`Y`bUWX`Y]bYa` GW`bÄddWX`Yb`]gh`A Uhn
VYgi WX`hY`_Øfn`]WX`X]Y`J YfUbghU`hi b[` ; fØbY`A Y]`Y`]a` DfYbn`Ui Yf
GYYdUf`_i bX`k c`hY`Xcfh`Y]b` [YVfUi WX`hYg`&*!Nc`!8Ua YbFUX
YfghY][Yfb`8cWX`]\fY`i bYfZU\ fYb\Y]h`VY]`5i _h]cbYb`]Y»`g]Y`Y]XYf
`YYf`Ui g[Y\Ybž`XU`U`Y` : U\ ffÄXYf`ZØf`a Y\ f` ; Y`X`j Yf`_Ui Zh`k i fXYbž
U`g`g]Y`VYfY]h`k Uf`ni`nU\`Ybž`VYf]WX`hYh`X]Y`GJ N"

I a]\fY`Gi W\Y`ni`i bhYfghØhnYbž`U`h`X]Y`F`YXU`_h]cb`]\fYf
<Y]a`UhnY]hi`b[`Y]bYb`5i`Zfi`Z[`YghUfhYh"A`Uhn`]gh`hÅ[`]W\`a`]h`]\fYa
: U\ffUX`i`bhYfk`Y[`gž`Ui`W\`VY]`k`Yb][`Yf`Y]b`UXYbXYa`K`YhhYfž`i`bX
Yg`]gh`ZØf`g]Y`i`bYf`Ågg`]W\`ž`XUgg`XUg`F`UX`]b`[`i`hYa`Ni`ghUbX`]gh`G]Y
\`Uh`ni`XYa`Y`b][`Y`UbXYfY`<`Ui`g\`U`hg[`Y[`YbghÅbXYž`X]Y`Y]bY
F`YdUfUhi`f`VYb`Øh][`Ybž`UVYf`XUg`:`U\ffUX`\`Uh`ZØf`g]Y`X]Y`\`ØW`ghY
Df]cf]hÅh`8]Y`;`Ya`Y]bgW\`UZh`]gh`XU\`Yf`Ui`Z[`Y`Zc`fXY`fhž`\`f`a`]h`Y]bYa
[`YVfUi`W\`hYb`F`UX`Ui`gni`\`Y`ZYbž`k`c`ZØf`5b[`YV`chY`[`YfbY`dYf`9!`A`U`
Ub`X]Y`F`YXU`_h]cb`[`YgYbXYh`k`YfXYb`_ØbbYb"

8]Y`<`YfUi`gZc`fXYfi`b[`Yb`Å`hYfYf`A`YbgW\`Yb

6f][`]hYg`G]hi`Uh]cb`gd]Y[`Y`h`X]Y`<`YfUi`gZc`fXYfi`b[`Yb`k`]XYfž`a`]h
XYbYb`j`]Y`Y`Å`hYfY`A`YbgW\`Yb`]b`8Yi`hgW\`UbX`_Åa`dZYb"@Ui`h`XYa
BYi`bhYb`5`hYfgVYf]W\`hž`j`cf[`YghY`h`j`cb`6i`bXYggYb]cfYba`]b]ghYf]b
@]gU`DUi`gž`YVYb`Å`hYfY`A`YbgW\`Yb`\`Åi`Z[`]U`_h]j`i`bX`j`]Y`ZÅ`h][`ž
ghY`\`Yb`Y`XcW\`Ui`W\`j`cf`nU\`fY]W\`Yb`<`ØfXYbž`X]Y`]\`fY`HY]`\`UVY
Ua`[`YgY`gW\`UZh`]W\`Yb`@YVYb`Y]bgW\`fÅb`_Yb" `ϕgVYgcbXYfY`gcn]U`Y
ϕc`Uh]cbž`a`UhYf]Y`Y`G]W\`Yf\`Y]hi`bX`[`Ygi`bX\`Y]h]W\`Y`DfcV`Ya`Y
k`YfXYb`]b`XYa`6Yf]W\`h`Ub[`Ygd`fc`W\`Yb"6Uff]YfYbž`X]Y`a`UbW\`Yb
Å`hYfYb`A`YbgW\`Yb`X]Y`HY]`\`UVY`YfgW\`k`YfYbž`g]bX`j`]Y`ZÅ`h][`i`bX
a`ØggYb`Xf]b[`YbX`Ub[`Y[`Ub[`Yb`k`YfXYbž`k`]Y`6A`:`G`>VYhcbh"

8]Y`B`chk`YbX][`_Y]hž`X]Y`@YVYbgVYX]b[`i`b[`Yb`Å`hYfYf`A`YbgW\`Yb`ni
j`YfVYggYfbž`k`]fX`Xi`fW\`nU\`fY]W\`Y`ϕ]h]Uh]j`Y`XYg`A`]b]ghYf]i`a`g
i`bhYfghØhnhž`Yhk`U`GhfUHY[`]Yb`[`Y[`Yb`9]bgUa`_Y]hi`bX`ni`f
:`ØfXYfi`b[`]XYg`gcn]U`Yb`9b[`U[`Ya`Ybhg"`,`VYf`%`9a`dZY`\`i`b[`Yb`Ub
Dc`h]_`i`bX`N]j`[`]YgY`gW\`UZh`]Y`Yb`XUfUi`Z`UVž`X]Y`@YVYbgg]hi`Uh]cb
Å`hYfYf`A`YbgW\`Yb`ni`j`YfVYggYfb`i`bX`8]g_f]a`]b]Yfi`b[`]ni
VY`_Åa`dZYb"

8Yf`K`Y[`]ni`f`HY]`\`UVY

ϕ`Y]bYf`NY]hž`]b`XYf`[`YgY`gW\`UZh`]W\`Y`HY]`\`UVY`ZØf`U`Y`A`YbgW\`Yb
]a`a`Yf`k`]W\`h][`Yf`k`]fXž`nY][`Yb`;`YgW\`W\`hYb`k`]Y`X]Y`j`cb`6f][`]hY
A`Uhnž`k`]Y`YbhgW\`Y]XYbX`Yg`]ghž`X]Y`6YXØfZb]ggY`XYf`Å`hYfYb
;`YbYfUh]cb`Yfbgh`ni`bY\`a`Yb"8i`fW\`XUg`GhfYVYb`bUW
Ø`_cbca`]gW\`Yf`G]W\`Yf\`Y]hi`bX`gcn]U`Yf`ϕ`_`i`g]cb`_ØbbYb`Å`hYfY

A YbgWXYb'k]Y'6f][]hY']\fY'U_hj Y'F c`Y]b'XYf'; Ya Y]bgWUZh'i bX
 \]fY'@YVYbgei U']hÅh'Ui ZFYW hYf\U'hYb"8]Y'I bhYfghØhni b['j cb
 BUWVUfb'i bX': fYi bXYbž'gck]Y`c_U'Y' ð]h]Uhj] Yb'g]bX'\]YfVY]'j cb
 [fc»Yf'6YXYi hi b["6Y]'6YZFU[i b[Yb'ni f'@YVYbgei U']hÅh'Å'hYfYf
 A YbgWXYb'k]fX'cZh'XYi h]Wž'XUgg'XUg'; YZØ\`XYf'Ni [Y\Öf][_Y]h
 i bX'X]Y'A Ö[`]W_Y]hž'Ua 'gcn]U'Yb'@YVYb'hY]'ni bY\ a Ybž'YggYbn]Y`
 ZØf']\f'K c\`VYZ]bXYb'g]bX"

; Ya Y]bgUa 'ÖbbYb'k]f'XUg'6Yk i gghgY]b'ZØf'X]Y'5b`Y[Yb'XYf
 Å'hYfYb'A YbgWXYb'gWÅfZYb'i bX'a]hY'g[]Yn]Y'hYf
 I bhYfghØhni b[gUb[YVchY'XUni 'VY]hfU[Ybž'6Uff]YfYb'UVni VUi Yb"
 A Uhn 'Gi WXY'bUW'Y]bYa '[Øbgh][Yb': U\ffUX']gh'XUVY]'b]W'h'bi f
 Y]bY'dYfgÖb`]WY'<YfUi gZcfXYfi b[ž'gcbXYfb'Ui W'Y]b'5i Zfi Z'Ub
 X]Y'; Ya Y]bgWUZhž'g]W'gc`XUf]gW'ni 'nY][Yb"8 Ug[fc»Y'N]Y`
 V`Y]Vhž'Y]bY'ni _i bZhgZÅ\][Y'i bX']b`_i g]j Y'; YgY`gWUZh'ZØf'U`Y
 5'hYfg[fi ddYb'ni 'gWUZZYb"6YgcbXYfY'6Yf]W'hY'i bX'5bU'mgYb
 ØVYf'X]Y'gcn]U'Yb'<YfUi gZcfXYfi b[Yb'i bX'@YVYb'gfYU']hÅhYb
 Å'hYfYf'A YbgWXYb'g]bX']b'j YfgW]YXYbYb'Ghi X]Yb'Xc_i a Ybh]Yfhž
 k]Y'Yhk U'XYa 'g]YVhYb'5'hYbVYf]W'h'Ui g'&\$%* ž'XYf'X]Y
 Bchk YbX][_Y]hi bhYfghfY]W'hž'[Ygi bXY'i bX']bhY[fUh]j Y
 ; YgY`gWUZhYb'Ui Zni VUi Ybž'gc'XUg' **BYhnk Yf_'5'hYfb"**

8YhU]`g	
Cfh	DfYbn`Ui ž'8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "gj n"XY • k k k "bYhnk Yf_!U'hYfb"Uh • k k k "Va ZgZ^"XY

6Ygi WXYb'G]Y'i bg'Ui Z' bU[!VfUbXYbVi f["XY