

A ØbW X Yb`]bj Ygh]Yfh`]b` Ni _i bZh. :]`]Wg
g]W X Yfh`%' ž) `A]``]cbYb` 9i fc` °

8 Ug`A ØbW X YbYf` F cVch]_i bhYfbY\` a Yb` :]`]Wg` Yf\` A` h`%' ž)
A]``]cbYb` 9i fc` ni f` 9i dUbg]cb` i bX` 9bhk]W` i b[`Ui hc bca Yf
HfUbgdcfh` Ògi b[Yb` "



A ØbW X Yb ž` 8 Yi hgW X `Ub X `!` a `X][]hU`Yb` NY]hU`hYf`]gh`Yg` _Y]bY
: fU[Y` a Y\` fž` XUgg` F cVch]_i bX` 5i hca Uh]g]Yfi b[`]b` XYf` @c[]gh]_
X]Y` Ni _i bZh` VYgh]a` a Yb` "< Yi hY` gW X Ui Yb` k]f` i bg` XUg` A ØbW X YbYf`
I bhYfbY\` a Yb` :]`]Wg` Ub ž` XUg` a]h` Y]bYf` Y]bXfi W_gj c` Yb
:]bUbn]Yfi b[gfi bXY` j cb`%' ž) `A]``]cbYb` 9i fc` Y]bYb` k Y]hYfYb
GW X f]h` i]b` F]W X hi b[`X]YgYf` Ni _i bZh` a UW X h` 8 Ug` N]Y` 3` 8]Y
K Y]hYfYb` hk]W` i b[`]\` fYf`]b b c j Uh]j Yb` F cVch]_d` UhhZcfa ž` X]Y
VYfY]hg` VY]` HYgh_i bXYb` k]Y` 6cgW` i bX` 8 < @ni a ` 9]bgUhn` _ca` a h`

:]`]Wg ž` [Y[fØbXYh` i]a ` \` \f` &\$%- ž` \ Uh]g]W X `Ui Z` X]Y` 9bhk]W` i b[
ZUW X Yf` HfUbgdcfh` fcVchYf` gdYn]U`]g]Yfh ž` X]Y` Ui hc bca ` i bX` ZYI]VY`
]b` XYf` @U[Y` g]bX ž` @UghYb` j cb` V]g` ni `%' ž&` HcbbYb` ni `VYk Y[Yb` "
8]YgY` F cVchYf` UfVY]hYb` b]W X h` bi f` YZ]n]Yb ž` gcbXYfb` g]bX` Ui W X

XUfUi ZUi g[Y`Y[hz`_ca d`YI Y`@c[]gh]_dfcnYggY`j b`j YfgWk]YXYbYb
I a [YVi b[Yb`ni `cdh]a]YfYb"8]Y`HYWkbc`c[]Y`XYg`l bhYfbY\`a Ybg
\Uh`g]Wk`gY]h`&\$&%]b`a Y\`fYfYb`D\UgYb`k Y]hYfYb`hk]W_Y`hz
i bhYfgh`0nh`j cb`bUa \UZhYb`b`j YghcfYb`k]Y`XYa `5a Uncb
bXi ghf]U`b`bcj Uh]cb`i bX`i bX`6UmYfb`?Ud]hU`z`gck]Y`YfZU\`fYbYb
6i g]bYgg`5b[Y`g`k]Y`5bXfY]8UbYgW`i bX`<Y`a i h`GWk a]Xz`X]Y`Ub
XUg`DchYbn]U`j cb`i]]Wg`[`Ui VYb"9I `GhUfhi dg`VYf]Wk hYh`z`XUgg

8]Y`i]]Wg`l b]h.`b`bcj Uh]cb`Ua `Di `g`XYf`NY]h

8 Ug`i `U[[gWk]Z`XYg`l bhYfbY\`a Ybgz`X]Y`i]]Wg`l b]h`z`gYhnh`bYi Y
A U> ghAVY`j b`XYf`b`hfU`c[]gh]_`G]Y`VYghY\`h`Ui g`nk Y]
ca b]X]fY`_h]cbU`Yb`F`cVchYfbz`X]Y`gdYn]Y``Z0f`XYb`HfUbgdcfh]j cb
9i fc!DU`YhhYb`i bX`9i fc!;]hYfVcl Yb`Yb`hk]W_Y`h`k i fXYb"8Ub_
]\`fYf`_ca dU`hYb`6Ui k Y]gY`dUggYb`X]YgY`F`cVchYf`i bhYf`X]Y
DU`YhhYb`i bX`_0bbYb`gc`Xi fWk`Yb[Y`F`Ai a Y`a Ub0j f]YfYb`z`k Ug
[YfUXY`j b`a cXYfbYb`@U[Yf\`Ai gYfb`j]Y`Y`J`cfhY]Y`Vf]b[h`i = CM
VYf]Wk hYh`0VYf`X]Y`i]]Wg`l b]h`

8]Y`J`cfhY]Y`XYf`i]]Wg`l b]h`g]bX`VYY]bXfi W_YbX"6]Y`fYXi n]Yfh`XYb
D`UhnVYXUfZ`Z0f`HfUbgdcfhY`Yf\`YV`]Wk z`Yg`Yb`hZU``Yb
FUb[]Yfa Ub0j Yfz`i bX`X]Y`Ui hca Uh]g]YfhYb`HfUbgdcfhY`gdUfYb
k Yfh]c``Y`NY]h"5bgdfi Wk gj c``Y`5bk YbXi b[Yb`k]Y`X]Y
\cWk]YfX]Wk hYh`6cXYbV`cW`U[Yfi b[`k YfXYb`gca]h`a 0[`]Wk"
8]YgY`9Z]n]Ybn`_ca a h`b]Wk h`bi f`l bhYfbY\`a Ybz`gcbXYfb`Ui Wk`XYf
I a k Y`hini [i hYz`]bXYa `F`Yggci fWk`b`gWk`cbYbXYf`Y]b[YgYhnh
k YfXYb"

5_hi Y``Y`< YfUi gZcfXYfi b[Yb`XYf`@c[]gh]_

8]Y`@c[]gh]_VfUbWk`Y`ghY\`h`XYfnY]h]j cf`Ybcfa Yb
<YfUi gZcfXYfi b[Yb"i; `cVU`Y`?f]gYb`k]Y`7CJ`8!%-`i bX
[Ycdc`h]gWk`Y`GdUbbi b[Yb`\UVYb`X]Y`B`chk YbX][`_Y]h`Y]bYg
ZYI]V`Yb`i bX`fYg]Yb`hYb`@c[]gh]_UbgUhnYg`j Yfgh`f`_h`Hfch`n`XYf
ghY][YbXYb`5i hca Uh]g]Yfi b[`]gh`XYf`5bhY]`XYf`a Ubi Y``Yb
DfcnYggY`j b`XYf`b`hfU`c[]gh]_`bcWk`]a a Yf`\`cWk"i bhYfbY\`a Yb
j Yfgi Wk`Yb`z`Xi fWk`]b`bcj Uh]j Y`@0gi b[Yb`k]Y`X]Y`j cb`i]]Wg`z`X]Y

bchk YbX][Yb`5bdUggi b[Yb`j cfni bY\`a Yb"GW\`Y»`jW\`jgh`X]Y
`c[]gh]gW\Y`9ZZ[n]Ybn`Y]b`YbHgW\Y]XYbXYf`K YhhVYk YfVgZU_hcf`]b
XYf`\Yi h][Yb`NY]hzi bX`X]Y`5i hca Uh]g]Yfi b[`k]fX`U`g`GW\`ØggY`
XUni `Ub[YgY\Yb"@"c[]ghfU`\YVh`X]Y`bYi Yb`5bZcfXYfi b[Yb
\Yfj cf"

8 Ug`A Uf_hk UW\ghi a`ZØf`5i hca Uh]g]Yfi b[g`Øgi b[Yb`]b`XYf
@c[]gh]_`]ghi bVYghfY]hVUf" `Dfc[bcgYb`nY][Ybž`XUgg`XYf
Yi fcdÄ]gW\Y`A Uf_h`ZØf`Ui hcbca Y`a`cV]Y`F`cVchYf`f5A FŁj cb`,` ,)
A]`cbYb`l G8`ja`f`&\$`%`V]g`&\$`&, `Ui ZØVYf` ž+`A]`UfXYb`l G8
Ubk UW\gYb`_ØbbhY" `8 Ug`U`Yg`Äggh`XUfUi Z`gW\`Y» Ybž`XUgg
l bhYfbY\`a Yb`k]Y`:]`Wg[YbUi`ja`f]W\h][Yb`A`ca`Ybh]a`f]W\h][Yb
GY_hcf`U[]YfYb"

A]h`k Y]hfY]W\YbXYb`D`ÄbYbž`X]Y`A Uf_hY]bZØ\fi b[`XYf`:]`Wg`l b]h
V]g`9bXY`&\$`&) `j cfUbni hfY]VYb`i bX`]b`UbXYfY`Yi fcdÄ]gW\Y`A Äf_hY
V]g`&\$`&*`Y]bni hfYhYbž`k]fX`:]`Wg`b]W\h`bi f`gY]bY`Dcg]h]cb`ghÄf`Ybž
gcbXYfb`Ui W\`X]Y`DU`YhhYb\`UbX\`UVi b[`i bX`gca]h`X]Y`[YgUa`hY
@c[]gh]_VfUbW\Y`fYj`c`i`h]cb]YfYb" `@Ub[Zf]gh][`ghfYVh`XUg
l bhYfbY\`a Yb`Ubž`X]Y`HYW\bc`c[]Y`ZØf`X]Y`j`c`Ui hcbca Y`6Y!`i bX
9bhUXi b[`j`cb`@_k`k`Y]hYfni`Ybhk]W_Y`b`i`i bX`XUg`U`Yg`]b
k Yb][Yf`U`g`ZØbZ`A]bi hYb" `8]Y`Ni`_i bZh]g]Y\`h]]Y`j`YfgdfYW\YbX
Ui g`

8]Y`5i hca Uh]g]Yfi b[`]b`XYf`@c[]gh]_`]gh`b]W\h`a Y\`f`V`c»`Y]bY
hYW\`b]gW\Y`Gd]Y`YfY]ž`gcbXYfb`Y]bY`Bchk YbX][`_Y]h"l bhYfbY\`a Yb
a`ØggYb`g]W\`gW\`bY`UbdUggYbž`i`a`k`YhhVYk`YfVgZÄ\][`ni`V`Y]VYb"
K`Yf`]b`]bbcj`Uh]j`Y`@Øgi`b[Yb`]bj`Ygh]Yfhž`k]fX`gW\`cb`VU`X`X]Y
: fØW\`hY`gY]bYf`K`Y]hg]W\`h`YfbhYb"

8 YhU]`g	
C fh	A ØbW\Ybž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "Yi !ghUfhi dg"Wc`a • k k k "]Zcm"cf[• `c[]ghfU"XY

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