

9bhXYW_Yb`G]Y`XUg; Y\Y]a b]g`XYg
; YcdUf_g`9]gnY]h`UbX`]a`6Ufb]a`°

9bhXYW_Yb`G]Y`XYb; YcdUf_`9]gnY]h`UbX`]a`6Ufb]a`Y]b
; Y\Y]a h]dd`a`]hY]bXfi W_gj`c`Yb`@UbXgW\UZhYb`i`bX
]bhYfU_h]j`Yb`5i`gghY``i`b[`Yb`"



æUW]a gd`Uhn`%!' ž`%* &(+`æUW]a gh\U`ž`8Yi hgW\`UbX`!`æ
<YfnYb`j`cb`6fUbXYbVi`f[`Z]bXYh`g]W\`Y]b; Y\Y]a h]ddž`XYf`b]W\`h
bi`f`BUhi`f!`i`bX; YgW\]W`hgZfYi`bXY`VY[`Y]ghYfh`XYf; YcdUf_
9]gnY]h`UbX`Ua`C`XYffUbX``8]YgY`Y]bn][`Ufh][`Y`@UbXgW\UZh`X]Y
Xi`fW`X]Y`YnhY`9]gnY]h`[`YZcfa`h`k`i`fXYž`YfghfYW_h]g]W\`nk`]gW\Yb
XYb`a`U`Yf]gW\Yb`C`fhYb`5b[`Yfa`ØbXYž`æUW]a gh\U``i`bX`7\cf]b
i`bX`n]Y\`h`À\`f]W\`nk`]gW\Yb`"`)`\$\$`i`bX`("\$\$\$`6Ygi`W\Yf`Ubž`j`cf
U`Ya`GW`i`_`UggYb`i`bX`<cfh[fi`ddYb``@Ui`h`A`cn`XY`[`]h`XYf
; YcdUf_`U`g`Y]bY`ZYghY`÷gh]hi`h]cb`]a`6Ufb]a`ž`X]Y`Xi`fW`]\`fY
VYgcbXYfYb`[`Yc`c`[`]gW\Yb`A`Yf_a`U`Y`VYgh]W\`h"

8Ug`6Ygi`W\YfnYb`hfi`a`]b; fc»`N]Yh\Yb`AX`h`a`]h`XYf`5i`gghY``i`b[
9fZU\`fi`b[`9]gnY]h`XUni`Y]bž`X]Y`ZUgn]b]YfYbXY; YgW\]W`hY

X]YgYg; YV]YhYg\Ui hbU\`ni `Yf`YVYb" `hYfU_hj Y`9`Ya YbhY`i bX
A cXY`Y`V]YhYb`9]bV`]W_Y`]b`X]Y`_ca d`YI Yb`@UbXgW\UZhZcfa Ybž
X]Y`HY]`XYf`[`Un]U`Yb`GYf]Y`g]bX"8]YgY`i a ZUggh`i bhYf`UbXYfYa
; fi bXa cfÅbYbž`9bXa cfÅbYbž`GUbXYf`i bX`l fghfca hÅ`Yfž`X]Y`U`Y
X]fY_hj ca `h`UbXY]g_ÖfdYf`VYY]bZi ggh`k i fXYb" `a ; YcdUf_
9]gnY]h`UbX`_Ubb`a Ub`XUg`A cXY`XYf; `Un]U`Yb`GYf]Y`ja
6Ygi W\Yf!`i bX`hZcfa Uh]cbgnYbhfi a`<]ghcf]gW\Y`8Ua dZa Ø`Y
VYghUi bYb`i bX`j]Y`Yg`a Y`f`ØVYf`X]Y`[Yc`c[]gW\Yb
6YgcbXYf\Y]hYb`XYf`FY[]cb`YfbYb"

J]Y`ZÅ`h][Y`9f`YVb]ggY`i bX`BUhi fZØ\fi b[Yb

8Yf; YcdUf`_V]YhYh`Y]bY`J]Y`nU`j cb`K UbXYfk Y[Yb`i bX
@Y\fdZUXYbž`X]Y`X]Y`i bVYfØ\fhY`BUhi f`XYf`FY[]cb`ni [Åb[`]W
a UW\Yb"6YgcbXYfg`VYa Yf`_Ybgk Yfh]g]bX`X]Y`gY]h`&\$%`i bhYf
GW`i hn`ghY\YbXYb`6i W\Ybk Å`XYf`]b`; fc» `N]Yh\Ybž`X]Y`Y]bY`]XYU`Y
?i`]ggY`ZØf`[YZØ\fhY`K UbXYfi b[Yb`V]YhYb"9I dYfhYb`ZØ\Yb`X]Y
6Ygi W\Yf`Xi fW`X]Y`[Yca cfd\c`c[]gW\Yb`K UbXYfi b[Ybž`k cVY]
A cfÅbYbž`GUbXYf`i bX`:]bX`]b[Y`]a `A]hY`di b`_h`ghY\Yb"9]b
?cbnYdhž`XUg`gY]h`&\$%`X]Y`6]Xi b[`ØVYf`GhY]bnY]hi bX`9]gnY]h
j YfV]bXYhž`k]fX`Xi fW`X]Y`I a k Y`hV]Xi b[gUfVY]h`XYg; YcdUf`g
[YhfU[Ybž`k Ug`j cf`U`Ya `ZØf`?]bXYf`i bX`ž [YbX`]W\Y`Y]b
gdUbbYbXYg`9f`YVb]g`XUfghY`h"

h`X]YgYb`K Å`XYfb`i bX`Ui Z`XYb`K UbXYfdZUXYb`XYg; YcdUf`g
k UfhYb`nU`\fY]W\Y`GW`ÅhnYž`X]Y`XUfUi Z`k UfhYbž`YbhXYW`hini
k YfXYb" `Gc`_Ubb`a Ub`X]Y`[YgUa hY`6UbXVfY]hY`Ub; YghY]bYb`i bX
@UbXgW\UZhZcfa Yb`Yf`YVYbž`X]Y`XYf`bØfX`]W\Y`6Ufb]a `ni `V]YhYb
\Uh"8]Y`[Yc`c[]gW\Y`J]Y`ZU`h`fY]W`hj cb`C`gYfb`ØVYf`?Ua Yg`V]g`\]b
ni`GYb`i bX`:]bX`]b[Yb`U`Yg`nYi [hj cb`XYf`dfÅ[YbXYb`?fUZh
XYf`9]gnY]h"

K Y]hYfY`5hhfU_h]cbYb`]a ; YcdUf`_

; `Y]W\NY]h][`]gh`XYf; YcdUf`_Ui W\Y]b`<chgdch`ZØf; cfgW`i b[`i bX
K]ggYbgW\UZh"8Ug; YV]Yh`k]fX`U`g; cfgW`i b[g`UbXgW\UZh`ZØf
K U`X!`i bX`; cfgkh]fhgW\UZh`gck]Y`BUhi fZc`fgW`i b[[Ybi hnh`Ni XYa
V]YhYb`ØVYf`&) `hZcfa Uh]cbgghY`Yb`]a ; YcdUf`_i a ZUggYbXYg

A UhYf]U`i bX`bZcfa Uh]cbYb`ni `XYb`Yk Y`][Yb`H\Ya Yb`"8]Y
 ; YcdUf_!<][\`][\hg`VY]b\U`hYb`Ui W`gdUbbYbXY`h\Ya Uh]gW`Y
 Fci hYb`k]Y`X]Y`A Af_]gW`Y`9]gnY]hghfU»Y`cXYf`XYb`?i bgh!`i bX
 ?i`hi fdZUXž`X]Y`XUg`[YgUa hY`GdY`hfi a`X]YgYf`Y]bn][Ufh][Yb
 @UbXgW`UZh`UVXYW`Yb"

: Øf`U`Yž`X]Y`g]W`ZØf`X]Y`; Yc`c[]Y`i bX`X]Y`ZUgn]b]YfYbXY
 ; YgW`]W`hY`XYf`YhnhYb`9]gnY]h]bhYfYgg]YfYbž`]gh`XYf`; YcdUf_
 9]gnY]h`UbX`Ua`CXYffUbX`Y]b`Cfhž`k`c`9f`YVYb`i bX`@YfbYb`<UbX`]b
 <UbX`[Y\Yb`"K Yf`a Y\`YfZU\`fYb`a`ØW`hYž`\Uh`X]Y`A`Ø[`]W`_Y]hž`X]Y
 K YVg]hY`XYg`; YcdUf_g`ni`VYgi W`Yb`cXYf`X]fY`h?cbhU`h
 Ui Zhi bY`a Yb.

5XfYggY. :æUW`ja gd`Uhn`%!' ž`%* &(+`æUW`ja gh`U`ž`8Yi hgW`UbX
 HY`". Ž (-`'`'`'`*`%`*`(``'` ,
 9!A U]. :dfc`Y`_hVi Yfc4 [YcdUf_!Y]gnY]h`UbX"XY
 K YVgY]hY. :k k k "[YcdUf_!Y]gnY]h`UbX"XY

8Yf`; YcdUf_`ÅXh`U`Y`BUhi fVY[Y]ghYfhYb`Y]bž`g]W`Ui ZY]bY`FY]gY
 Xi fW`X]Y`NY]h`ni`VY[YVYb`i bX`X]Y`Y]bXfi W_gj`c`Yb`NYi [b]ggY
 XYf`YhnhYb`9]gnY]h`Ui hbU`ni`Yf`YVYb"

8YhU]`g	
Cfh	æUW`ja gd`Uhn`%!' ž`%* &(+`æUW`ja gh`U`ž`8Yi hgW`UbX
EiY`Yb	<ul style="list-style-type: none"> • k k k "a cn"XY • k k k "[YcdUf_!Y]gnY]h`UbX"XY • k k k "[YcdUf_g!]b! XYi hgW`UbX"XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`b!U["bYh