

9`VY`Xfc\h`<cWk UggYf. `K]hhYbVYf[Y`]b 5`Ufa VYfY]hgWk UZh°

5_hi Y`Y`<cWk UggYfk Ufbi b[Yb`ZØf`X]Y`9`VY`VY]
K]hhYbVYf[Y`Ua `"\$+"&\$&). `K UggYfghUbXž; YZU\fybghi ZYb
i bX`k]Wk h][Y`žZcfa Uh]cbYb"



K]hhYbVYf[Yž`8Yi hgWk`UbX`!`5a` \Yi h][Yb`+'`ž`]'&\$&) `V`Y]Vh
X]Y`G]hi Uh]cb`Yb`h`Ub[`XYf`9`VY`Ub[YgdUbbh"5b`j]Y`Yb
DY[Y`ghY`Ybž]bgVYgcbXYfY`]b`XYf`; Y[YbX`i a `K]hhYbVYf[Yž`k]fX
Y]b`VYgcf[b]gYffY[YbXYg`<cWk UggYf`VYcVUWk hYh" <]ghcf]gWk
VYhfUWk hYh`Uh`X]Y`9`VY` \Yf`VYfY]hg`a Y`fZUWk`ZØf`i bfi` \Y
[Ygcf[hž`VYgcbXYfg`XYi h]Wk`k Uf`X]Yg`]b`XYb`ž\fyb`&\$&&`i bX
&\$%` ž`U`g`i bnÅ` \][Y`<Ui g`U`hY`i bX`:` `ÅWkYb`ØVYfZi hYh`k i fXYb"
A Ufh]b`:` YfWk`j cb`XYf`GhUXh`K]hhYbVYf[Y`k Y]gh`Y]bXf]b[`]Wk`XUfUi Z
\]bž`XUgg`X]Y`6Yj`Ø`_Yfi b[`X]Y`VY`ØfX`]WkYb`<]bk Y]gY`Yfbgh
bY`a Yb`i bX`GWkUi`i gh][Y`ZYfb`U`hYb`gc`hYž`i a`Y]bY
fY]Vi b[g`c`gY`9]bgUhhU`h`_ni` [Yk`Å`f`Y]ghYbž`k`Å`f`Yb`X`b]Wk h
[YbUi`ZYgh[YghY`h`k i fXYž`k]Y` \cWk`XYf`K UggYfghUbX`XYfnY]h]b
K]hhYbVYf[Y`]ghž`VYf]Wk hYb`X]Y`6Y` \ØfX`Yb`ØVYf`k]Wk h][Y

K Ufbghi ZYb`VY]`<cWk UggYf"

5_hi Y``g]bX`X]Y`K UggYfgh`bXY`i bX`X]Y`<cWk UggYfk Ufbghi ZYb
Z0f`X]Y`9`VY`]b`6fUbXYbVi f[`Uf`XYZ]b]Yfh"@Ui h`XYb
`bZcfa Uh]cbYb`j cb`a Un!cb`]bY"XY`[]Vh`Yg`a Y`fYfY`5`Ufa ghi ZYb.
6Y]`5`Ufa ghi ZY`%\UbXY`h`Yg`g]W`i a `Y]bYg`<cWk UggYfz`VY]
5`Ufa ghi ZY`" `VYfY]hg`i a `Yf`YV`]W`Yg`<cWk UggYfz`i bX`UV
5`Ufa ghi ZY`(`g]bX`[f0»YfY` , VYfZi hi b[Yb`]b`VYVUi hYb` ; YV]YhYb
ni `VYZ0fW`hYb`"8 Ug`K UggYf`VY[]bb`h`Ua `BYXk][\UZy`b`VY]`Y]bYa
GhUbX`j cb`Yhk U`(`A YhYfb`ni `Ui Zyb`zk Ug`VYfY]hg`ni
DUf_fUi a gdYffi b[Yb`Z0`fh"

A ca Yb hUbY`DY[Y`gh`bXY

8]Y`U_hi Y``Yb`DY[Y`gh`bXY`Ub`j YfgW]YXYbYb`A YggcfhYb`XYf`9`VY
k i fXYb`Yi hY`i a `%(.`\$`I`f`YfZUggh"<]Yf`g]bX`Y]b][Y`XYf
fY`Yj UbhYb`K YfhY.

- K]hhYbVYf[Y.` , &`W`a
- 6`YW`YXY.`(- +`W`a
- <Ua Vi f[!<UfVi f[.`+`%+`W`a
- ; YYgh`UW`h.`(\$, `W`a

8]YgY`K YfhY`nY][Yb`z`XUgg`X]Y`G]hi Uh]cb`Ub`j YfgW]YXYbYb`C fhYb
ghUf`_j Uf]]YfYb`_Ubb`"8]Y`DY[Y`a Yggi b[`YfZc`[h`Xi fW`GYbgcfYb`z
X]Y`X]Y`8UhYb`Y`Y`_hfc]b]gW`gdY]W`Yfb`i bX`Y]bY`_cb]b]bi]Yf`]W`Y
, VYfk UW`i b[`g]W`YfghY``Yb`" , VYf`K Ufba]hhY`k]Y`XUg`FUX]c`z
: YfbgY`Yb`z`G]fYbYb`i bX`gc]n]U`Y`A YX]Yb`k YfXYb`X]Y`60f[Yf
fYW`hnY]h][`]bZcfa]Yfh"

K Ug`_ca a h`U`g`B`W`ghYg3

8]Y`6Y`0fXYb`g]bX`Ui Z`U`Yg`j cfVYfY]hYh`9b`hgW`Y]Xi b[Yb`0VYf
9j U_i]Yfi b[Yb`k YfXYb`j cb`Y]bYa `?f]gYbghUV`[YhfcZZYb`zk cVY]
_Y]b`ZYghYf`DY[Y`ghUbX`U`g`9b`hgW`Y]Xi b[g_f]hYf]i a `YfUb[Ync[Yb
k]fX`" `b`XYf`J Yf[Ub[Yb`Y]h`k Uf`Y]bY`GdYffi b[`XYf`9`VVf0W`Yb`VY]
<cWk UggYfb`zk]Y`Yhk U`&\$%`z`b]W`h`nk]b[YbX`YfZc`fXYf`]W`zk Ug
nY][hz`XUgg`gc`W`Y`A U»bU`a Yb`j cb`j YfgW]YXYbYb` : U`hcfYb

UV\Ab[Yb"

8 Ug ; Ya Y]bgWUZhg[YZØ\`XYf`5bk c\bYf`k]fX`[YfUXY`]b
_f]h]gWYb`G]hi Uh]cbYb`XYi h`W`"8 Ug`5b[Y`b`]b`XYf`9`VY`]gh
nk]gWYb`XYb`?]`ca YhYfb`((+ž*`i bX`() , ž&) `Yf`Ui Vhž`i bX`X]Y
6Yk c\bYf`g]bX`Ui Z[Yfi ZYbž`Y]b`[i hYg`<AbXWYb`ni`nY][Ybž
]bXYa`g]Y`g]W`Ub`X]Y`cZZ]n]Y`Yb`K Ufbi b[Yb`\U`hYb`"Ni gUa`a Yb
a]h`XYb`ϕgh]hi h]cbYb`gcf[h`X]Y`6Yj Ò`_Yfi b[`ZØf`G]WYf\Y]h`Ua
l ZYfž`i a`X]Y`a Ò[`]WYb`: c`[Yb`Y]bYg`k Y]hYfYb`5bgh]Y[g`XYg
K UggYfghUbXYg`ni`a]b]a]YfYb`"8]Y`GW`Òb\Y]hi bX`XYf`K Yfh`XYf
9`VY`g]bX`i bVYghf]hhYbž`XcW`ja`A ca Ybh`]Y[h`X]Y`G]WYf\Y]h`XYf
A YbgWYb`Ub`YfghYf`GhY`Y`"K Y]hYfY`ϕZcfa Uh]cbYb`ØVYf`X]Y
DY[Y`ghAbXY`_ÒbbYb`Ui Z`dY[Y`cb`]bY`k gj "XY`UV[Yfi ZYb
k YfXYb"

8YhU]`g	
Cfh	K]hYbVYf[Yž`8Yi hgW`UbX
Ei Y`Yb	<ul style="list-style-type: none">• k k k "a Un!cb`]bY"XY• k k k "dY[Y`cb`]bY"k gj "XY

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