

GYWcbX!< UbX!6cca ']b'8Yi hgW\`UbX.
I a gUhn`ZUghj YfXcddY`h'gY]h'&\$%- °

8Yf'5fh]_Y`VYf]W\hYh'ØVYf'XYb'5bgh]Y['XYg'I a gUhnYg'a]h
GYWcbX!< UbX!5fh]_Y`b']b'8Yi hgW\`UbX'i bX`X]Y`k UW\gYbXY
6YXYi hi b['XYg`C b`]bY!< UbXY`g"



8Yi hgW\`UbX`!`8]Y`6Y`]YVh\Y]hj cb`GYWcbX!< UbX!5fh]_Y`b`]a
ϕhYfbYhb]a a hghYh][`ni " `a `ϕ\`f`&\$&' `k i fXY`XYf`I a gUhn`a]h
[YVfUi W\hYb`DfcXi _hYb`]b'8Yi hgW\`UbX`Ui Z`gW\`Åmi b[gk Y]gY`- ž
A]`]UfXYb`9i fc`[YgW\`Åmhž`k Ug`Y]bYa `5bgh]Y[`j cb`+ž&`DfcnYbh]a
JYf[`Y]W\`ni a `Jcf`ϕ\`f`Ybhgd]W\hž`k]Y`? B `C b`]bY`VYf]W\hYh`8Yf
I a gUhn`a]h`bYi Yb`K UfYb`]a `C b`]bY!< UbXY`VY`Ài Zh`g]W\`Ui Z` , , ž
A]`]UfXYb`9i fc`i bX`j YfnY]W\`bYh`Y]b`D`i g`j cb`' ž `DfcnYbh`
6YgcbXYfg`VYa Yf`_Ybgk Yfh`]ghž`XUgg`X]Y`9f`ÒgY`Ui g`XYa `C b`]bY!
JYf`_Ui Z`j cb`GYWcbX!< UbX!5fh]_Y`b`gY]h'&\$%- `ZUghj YfXcddY`h
k i fXYb`/XUa U`g`U[`XYf`I a gUhn`VY`]) ž+`A]`]UfXYb`9i fc"

8Yf`<Ui dhY]`XYf`GYWcbX!< UbX!5fh]_Y`VYghY`h`Ui g`?`Y]Xi b[`i bX
6ØWYfbž`k `Å\`fYbX`Ui W\`9`Y`_hfc]_]`ž`A ØVY`ž; UfhYb[Yf`Åh`i bX

Gd]Y`nYi [`ni bY\`a YbX`]bg`6`]W_ZY`X`fØW_Yb"@Ui h`< 8 9! 9! dYfhY
GhYd\`Ub`Hfca`d`[Yk`]bbh`XYf`GYW`bX!< UbX!6YfY]W`]bgVYgcbXYfY
VY]`HYI`h`]Yb`Ub`6YXYi`hi`b["`"J`]Y`Y`J`YfVfUi`W`Yf`Yb`hgW`Y]XYb`g]W
VYk`i`ggh`ZØf`[Øbgh][YfY`GYW`bX!< UbX!K`UfYb`ž`k`Ug`b]W`h`bi`f`Ui`g
k`]fhgW`UZh`]W`Yb`ž`gcbXYfb`Ui`W`Ui`g`i`a`k`Y`h`VYk`i`gghYb`;`fØbXYb
[YgW`]Y`h`"I`a`k`Y`hgW`ØhnYf`VYhfUW`hYb`XYb`HfYbX`ni`GYW`bX!
< UbX`U`g`d`cg]h]j`Yb`GW`f]hž`Ui`W`k`Yb`b`XYf`A`Uf`_`h`Ub`hY`]`]bg[YgUa`h
bcW`_`Y]b`V`Y]Vh"J]c`U`K`c`[Ya`i`h`j`cb`:`Ug\]cb`F`Yj`c`i`h]cb
VYnY]W`b`Y`h`GYW`bX!< UbX`U`g`U`_`h]j`Yb`?`]a`UgW`i`hž`k`Y]gh`Y`X`c`W
XUfUi`Z`\]b`ž`X`Ugg`X]Y`B`U`W`Z`fU[Y`b`U`W`B`Y`i`k`UfY`k`Y]hYf\]b`c`W
V`Y]Vh"

GhUf_Yg`K`UW`ghi`a`]a`C`b`]bY!GY[a`Y`b`h

9]bY`nYbhfU`Y`F`c`Y`VY]`X]YgYa`HfYbX`gd]Y`h`XYf`C`b`]bY!< UbXY`"
@Ui`h`Y]bYf`Ghi`X]Y`j`cb`**Dk`7`**bi`hnYb`)`(`DfcnYbh`XYf`?`cbgi`a`YbhYb
C`b`]bY!`?`Ub`À`Y`ZØf`XYb`?`Ui`Z[YVfUi`W`hYf`?`Y]Xi`b[`i`b`X`GW`i`Y`"
=bgVYgcbXYfY`D`UhhZcfa`Yb`k`]Y`Y`6`Um`?`Y]b`Ub`nY][Yb`i`b`X`J]bhYX
bY\`a`Yb`\]YfVY]`Y]bY`ZØ`fYbXY`Dcg]h]cb`Y]b" `&(`DfcnYbh`XYf`
?`Ài`ZYf]bbYb`i`b`X`?`Ài`ZYf`j`Yfk`Yb`XYb`X]YgY`J`Yf`_`Ui`Zgd`UhhZcfa`Yb`ž
k`À`fYbX`%`-`DfcnYbh`ØVYf`<`Àb`X`Yf`k`]Y`NU`Ub`X`c`c`XYf`5`V`ci`h`M`ci
Y]b`_`Ui`ZYb" `GYW`bX!< UbX!C`b`]bY!GdYn]U`]ghYb`k`]Y`A`ca`cl`c`XYf`
F`Y`Vi`m`Y`ffY]W`Yb`Y`VYb`ZU`g`Y]bYb`Yf`Y`V`]W`Yb`5`bhY]"

- A`Y]gh[Ybi`hnhY`D`UhhZcfa`Yb`]b`8`Yi`hgW`U`UbX.
- %`"Y`6`Um`f`?`Y]b`Ub`nY][Yb`Ł
- &`"J]bhYX
- '``"A`ca`cl`:`Ug\]cb

J]bhYX`]ghYh`Yi`fcdUk`Y]h`ØVYf`)`)\$`A`j`]cbYb`A`cXYUfh]_`Y`ž
k`À`fYbX`A`ca`cl`:`Ug\]cb`a`Y`f`U`g`Y]bY`A`j`]cb`5`fh]_`Y`j`cb`ØVYf`
&`\$\$\$`A`Uf`_`Yb`]b`8`Yi`hgW`U`UbX`UbV]YhYh"`,`A`j`]cbYb
?`Y]Xi`b[ghØW`Y`k`i`fXYb`V]g`Y`f`ØVYf`A`ca`cl`:`Ug\]cb`j`Yf`_`Ui`Zh`
Hfch`XYg`K`UW`ghi`a`g]a`C`b`]bY!GY[a`Y`b`h`[YVYb`Y`X`c`W`" -
DfcnYbh`XYf`J`YfVfUi`W`Yf`Ub`ž`VYj`c`fni`[h`ghUh]cb`Àf`GYW`bX!< UbX!
?`Y]Xi`b[`ni`_`Ui`ZYb"

8]Y`< YfUi`gZc`fXYfi`b[Yb`i`b`X`Ni`_`i`bZh`XYg

GYWŁbX! < UbX!A Uf_hYg

8Yf'Cb`]bY\UbXY`a]h'GYWŁbX!<UbX!DfcXi _hYb'Vcca h'VYgcbXYfg
gY]h'XYf'7cfc bU!DUbXYa]Y"@Ui h'GhUh]ghU`g]bX': `c\ a Āf_hY`i bX
ghUh]cbĀfY'; YgWŁĀZhY`j cf'XYf'DUbXYa]Y`X]Y`<Ui dhj Yf_Ui ZgcfhY
[Yk YgYbž'XcWŁ`XYf'HfYbX`\Uh'g]WŁ`ghUf_]b`F]WŁhi b[`Cb`]bY
j Yf`U[Yfh"J YfvfUi WŁYf'nY][Yb`Y]b`k UWŁgYbXYg`ϕhYfYggY`Ub
[YVfUi WŁhYb`5fh]_Y`bž'k Ug`Ui WŁ`X]Y`k UWŁgYbXY`B UWŁZfU[Y`bUWŁ
@ | i ga Uf_Yb`k]Y'; i WŁž`@ci]g`J i]hcb`i bX`DfUXU`ja `GYWŁbX!
<UbX!A Uf_hj YfXYi h`]WŁh"

9]b`VYgcbXYfYg`5i [Yba Yf_]Y[h`YXcWŁ`Ui ZXYb`6YXYb_Yb`XYf
?Āi ZYf`VYnØ[`]WŁ': Ā`gWŁi b[Yb`i bX`XYb`DfY]gYb`[Yk]ggYf`5fh]_Y`"
8Yf'?Ui Zi bX`J Yf_Ui Zj cb`[YhfU[YbYb`?`Y]Xi b[gghØW_Yb`]gh
ni XYa`j cfhY`\UZhž'k Y]`A cXYhfYbXg`g]WŁ`gWŁbY`ĀbXYfb`i bX
GYWŁbX!<UbX`XYb`Ö_c`c[]gWŁYb': i »UVXfi W`XYf': Ugh': Ug\]cb
fYXi n]YfYb`_Ubb"9]b`<UbXY`gj YfVUbX`dfc[bcgh]n]Yfh`Y]bYb
I a gUmUbgh]Y[`j cb`(`DfcnYbh]a`_cbj Ybh]cbY`Yb`Cb`]bY!
; YgWŁĀZh'ZØf`XUg`J\`f`&\$&(`ž`i bhYfghØhnh`Xi fWŁ`XYb`k UWŁgYbXYb
HfYbX`ni `Cb`]bY!6YghY`i b[Yb`VY]`@YVYbga]hhY`b`i bX
8fc[Yf]YdfcXi _hYb"

ϕg[YgUa h'nY][Yb`X]Y`U_hi Y`Yb`9bhk]W`i b[Yb`]a`GYWŁbX!<UbX!
GY_hcfž`XUgg`J YfvfUi WŁYf`gck c`\`Ui g`Z]bUbn]Y`Yb`U`g`Ui WŁ`Ui g
i a k Y`hVYk i gghYb`; fØbXYb`ni bY`a YbX`Ui Z[YVfUi WŁhY`K UfYb
gYhnYb"8]Y`<YfUi gZcfXYfi b[`V`Y]Vh`YXcWŁž`Y]b`bUWŁ`U`h][Yg
; `Y]WŁ[Yk]WŁh`nk]gWŁYb`bYi Ya`i bX`[YVfUi WŁhYa`?cbgi a`ni
Z]bXYb`i bX`X]Y`J YfvfUi WŁYf`ØVYf`X]Y`J cfhY]Y`XYg'?Ui Zg`j cb
GYWŁbX!<UbX!5fh]_Y`b`k Y]hYf`Ui Zni `_ĀfYb"

8YhU]`g	
C fh	8Yi hgWŁ`UbX
E i Y`Yb	<ul style="list-style-type: none">• k k k "_b!cb`]bY"XY• k k k "dk WXY• XY"ghUh]ghU"WŁa

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