

B 5HC `d`Ubh`a Ugg]j Y`5i ZfØghi b[.
8 Yi hgW\`UbX`]a `: c_i g`XYf`J YfhY]X][i b[°

B 5HC `d`Ubh`Y]bY`a Ugg]j Y`5i ZfØghi b[`ni f`GhÀf_i b[`XYf
J YfhY]X][i b[`[Y[Yb`F i gg`UbX``8YhU]`g`k YfXYb`VY]a `;]dZY`
&\$&) `VY_Ubbh[Y[YVYb"

6fØggY`ž`6Y`[]Yb`!`8]Y`B 5HC`ghY`h]`cf`Y]bYf`Yb`hgW`Y]XYb`XYb
5i ZfØghi b[ži a `]\fYf`a `]hÀf]gW`Yb`5VgW`fYW_i b[`i bX
J YfhY]X][i b[`Ub[Yg]W`hg`XYf`Ub`U`hYb`XYb`6YXfc`i b[`Xi fW
F i gg`UbX`F`YW`bi b[`ni`hfU[Yb``; Yd`Ubh]`gh`Y]bY`9f`Ø`i b[`XYf
J cf[UVYb`i a `` \$`DfcnYb`hž`i a `]b`Y]bYa `?f]gYb`ZU``VYggYf
fYU[]YfYb`ni ` _`ÖbbYb``8]Yg`k i fXY`VYfY]hg`]a `J cfZY`X`XYg
_ca a YbXYb`B 5HC!;]dZY`g`VY_Ubbh[Y[YVYbž`Ui Z`XYa `X]Y`bYi Yb
D`Ubi b[Yb`_cb`_fYh]g]Yfh`k YfXYb`gc``Yb``8Yi hgW`UbX`i bX`UbXYfY
A]h[`]YXghUUhYb`k YfXYb`Ua `8`cbbYfghU[`VY]`Y]bYa
J YfhY]X][i b[ga]b]ghY`fhfY`ZYb`]b`6fØggY`bYi Y`bUh]cbU`Y
D`Ubi b[gn]Y`Y`j YfUVgW`]YXYbž`XYfYb`8YhU]`g`[Y[Ybk`Àfh][`U`g
ghfYb[`[Y\Y]a `Y]b[Yghi`Zh]g]bX"

Hfchn`X]YgYf`VYfY]hg`ZYgh[Y`Y[hYb`N]Y`Y`[]Vh`Yg`6Yf]W`hY`ØVYf
Yf\YV`]W`Y`@ØW`Yb`]b`XYf`9fZØ`i b[`XYf`V]g`Yf][Yb`J cf[UVYbž`X]Y
g]W``Ui h`fUb[\c`Yb`A `]hÀfg`Ui Z` \$`DfcnYb`hVY`Ui ZYb``: Øf
8Yi hgW`UbX`k]fX`Yfk UfhY`hž`XUgg`X]Y`6i bXYgk Y`f`j cb`U`_hi Y`
Yhk U`%, &`\$\$\$`Gc`XUh]bbYb`i bX`Gc`XUhYb`]b`bU`Yf`Ni _i bZhi a
Y]bY`\c`Y`ZØb`ZghY``[Y`NU\`k UW`gYb`a i ggž`i a `X]Y`bYi Yb
D`Ubi b[gn]Y`Y`ni`YffY]W`Yb``8]Yg`k]fX`j cb`Yf\YV`]W`Yb
=bj Ygh]h]cbYb`]b`bYi Y`@`Zhj YfhY]X][i b[ggmgY`a Y`VY[`Y]hYh"

GhÀf_i b[`XYf`a `]hÀf]gW`Yb`DfÀgYbn`]b
9i fcdU

9]b`nYbhfU`Yg`9`Ya`Ybh`XYf`B5HC!A`]h`fghfUHY[]Y`k`]fX`X]Y
GhUh]cb]Yfi b[`j`cb`l`G!A`UfgW`Zi [_`ØdYfb`XYg`Hmdg`Hca`U`Uk`_
]b`8Yi`hgW`UbX`UV`&\$&`*`gY]b``8]YgY`F`U`YhYb`VYg]hnYb`Y]bY
F`Y]W`k`Y]hY`j`cb`ØVYf`&`\$\$\$`?`]ca`YhYfb`i`bX`_`ØbbYb`]a`H]YZZi [
N]Y`Y`k`]Y`?`ca`a`UbXcghY`Yb`i`bX`F`UXUfUb`U[Yb`Ub[fY]ZYb`"
8`UfØVYf`\]bUi`g`g]bX`bYi`Yb`hk`]W`Y`hY` ,`VYfgW`U`k`UZZYb`i`bX
:`i` [UVk`Y`\ffU`YhYb`j`ca`Hmd`GA!`*`j`cf[YgY`Yb``8]Y
ghUh]cb]YfhYb`K`UZZYb`g]bX`ni`b`ÅW`gh`U`g`nY]hk`Y`][`i`bX`gd`ÅhYf
`XUi`Yf`\UZh` [Yd`Ub`h`k`Ug`X]Y`l`G!J`YfdZ]W`hi`b[Yb`[Y[YbØVYf`XYf`
B5HC`i`bhYfghfY]W`Yb`gc```

8]Y`Y`hnhY`GhUh]cb]Yfi b[`gc`W`Yf`K`UZZYb`]b`8Yi`hgW`UbX`]Y[h
VYfY]hg`a`Y`fYfY`↘\`fnY`b`hY`ni`fØW`_]b`XYb`%-`-\$Yf!`↘\`fYb``8]YgYg
GW`f]h`_`ca`a`h`ni`Y]bYa`NY]hdi`b`_`h`Ub`XYa`l`G!Df`Åg]XYbh`æY
6]XYb`X]Y`Hfi`ddY`bdf`ÅgY`bn`]b`9i`fcd`U`b`UW`X`Ya`6Y[]bb`XYg
fi`gg]gW`Yb`5[[fYgg]cbg`_f]Y[g[Y[Yb`X]Y`l`_fU]bY`j`Yfgh`Åf`h`\`Uh"
5`Y`fX]b[g`_`Øbb`hYb`X]Y`9b`hgW`Y]Xi`b[Yb`ni`f`GhUh]cb]Yfi b[
fØW`[`Åb[][`]`Ya`UW`h`k`YfXYb`ž`ZU`g`8`cb`U`X`Hfi`a`d`X]Y`l`G!
Df`Åg]XYb`hgW`U`Zh`k`U`l`&\$&(`]`Yk`]bbYb`gc``hY`ž`XU`Yf`]b`XYf`
J`Yf[Ub[Yb`Y]h`a`]hY]bYa`5i`ggh]Y[`XYf`l`G5`Ui`g`XYf`B5HC
[YXfc`\h`\Uh"

B5HC`i`bX`X]Y`[`c`VU`Y`G]W`Yf`Y]hg`U[Y

8`Ug`U`_`hi`Y`Y`ghfUHY[]gW`Y`?`cbnYdh`XYf`B5HC`ž`XUg`&\$&`Ui`Z`XYa
;`]dZY``]b`A`UXf]X`j`YfUVgW`Y`XYh`k`i`fXY`ž`fYU[]Yfh`Ui`Z`X]Y
9b`hk`]W`_`i`b[Yb`]b`XYf`[`c`VU`Yb`G]W`Yf`Y]hg`U[Y`i`bX`]bgVYgc`bXYfY
Ui`Z`XYb`fi`gg]gW`Yb`5b[f]Zg`_f]Y[`]`Y[Yb`X]Y`l`_fU]bY``8]Y`B5HC
]XYb`h]Zn]Yfh`F`i`gg`UbX`U`g`nYbhfU`Y`6YXfc`\i`b[`i`bX`VYhc`b`h`ž`XUgg
Ui`hcf]h`ÅfY`F`Y[]a`Y`X]Y`↔`hYfYggYb`XYf`A`]h[`]YXg`ÅbXYf
\`YfUi`gZc`fXYfb``Ni`XYa`h`Y`a`Uh]g]Yfh`XUg`?`cbnYdh`Yfgha`U`g`X]Y
g]W`Yf`Y]hgdc`]h]gW`Yb`F`g]_`Yb`Xi`fW`X`Yb`5i`Zgh]Y[`7`\]bUg`i`bX
Yf`_`Yb`b`h`ž`XUgg]b`9i`fcd`U`_`Y]b`:`f]YXYb`\`YffgW`h"

↔a`F`U`l`a`Yb`XYg`" `*`\$!;`fUX!`5bgUhnYg`k`]fX`X]Y`B5HC`Ui`W`l`mVf]XY
6YXfc`\i`b[Yb`k`]Y`7mVYfUb[f]ZZY`i`bX`8YghUV`]g]Yfi b[gj`Yfgi`W`Y
Yfbgh`b`Y`a`Yb``: `Ø`X]Y`Ni`_`i`bZh`d`Ub`h`X]Y`B5HC`ž`\`fY`Df`ÅgY`bn`]b
XYb`GhUUhYb`XYf`C`ghZ`Ub`_`Y`ni`j`Yfgh`Åf`_`Yb`ž`Y]bgW`Y]Y`»`]W`X`Yf`

5i ZghcW_i b['XYf' Yb\UbW'X': cfk UfX'DfYgYbW' 'fY: DŁ'i bX'XYf
 hU]'cfYX': cfk UfX'DfYgYbW' 'fh: DŁ"'8]Yg'i a ZUggh'Ui W'X]Y
 XUi Yf\UZhY'GhUh]cb]Yfi b['Y]bYf'6f][UXY'j cb'Yhk U') "\$\$\$Gc`XUHyb
]b`@]hUi Yb'i bX'XYb'5i ZVUi 'Y]bYg'ZYghYb'<Ui dheI Ufh]Yfg'XYf'I G5
]b'Dc`Yb"

8]Y'B5HC'V`Y]Vh'XUVY]'XYa'N]Y`j YfdZ]W'hYhž'`YXYb
 E i UXfUha YhYf'XYg'6ØbXb]ghYff]hcf]i a g'ni'j YfhY]X][Yb ži bX
 _ØbX][h'_c`Y_h]j Y'FYU_h]cbYb'Ui Z'6YXfc\i b[Yb'Ubž'X]Y'XYb
 5fh]_Y`) 'XYg'BcfXUh'Ubh]_j YfhfU[g'U_h]j]Yfyb'_ØbbhYb"'8]Y
 <YfUi gZcfXYfi b[Yb']b'XYf'A 9B5!FY []cb'i bX'XYf'I a [Ub['a]h
 XYa'5i Zgh]Y['7\]bUg'k YfXYb']b'XYb'_ca a YbXYb'X\fyb'Ub'6Y[
 6YXYi hi b['[Yk]bbYbž'k Å\fybX'X]Y'B5HC' ['Y]W'nY]h[']\fy
 FYU_h]cbYb'Ui ZhYffcf]gh]gW'Y'6YXfc\i b[Yb'j YfghÅf_Yb'k]`"

8]Y'_ca a YbXYb'A cbUhY'k YfXYb'YbhgW'Y]XYbX'XUZØf'gY]bž'k]Y
 X]Y'B5HC'Ui ZX]Y'cVYb'[YbUbbhYb'<YfUi gZcfXYfi b[Yb'fYU[]Yfh
 i bX'k]Y'g]W'X]Y'a]]hÅf]gW'Y'@UbXgW'UZh]b'9i fcdU
 k Y]hYfybhk]W_Y`h"

8YhU]`g	
J c f Z U ``	Gc b g h] [Y g
I f g U W X Y	6 Y X f c \ i b [' X i f W ' F i g g ` U b X
C f h	6 f Ø g g Y ` ž ` 6 Y ` [] Y b
E i Y `` Y b	<ul style="list-style-type: none"> • k k k "h!c b `]b Y"XY • k k k "hU[YggW'Ui "XY • k k k "VdV"XY

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