

BcfX_cfYU`gWU`hYh`@Ui hgd fYW Yf`UV.
< cZZbi b[`Ui Z: f]YXYb`k ÅW gh°

BcfX_cfYU`ghcddh`@Ui hgd fYW YfVYgWU`i b[`Ub`XYf`; fYbnY
ni`GØX_cfYU"BYi Y`9bhgdUbbi b[ggWf]hY`i bhYf`DfÀg]XYbh
@YY`›JY`A mi b["



G]Ua !f]ž`GØX_cfYU`!`5a` `%"`› b]`&\$&) `\\Uh`XUg`bcfX_cfYUb]gWY
A`]]hÅf`gY]bY`@Ui hgd fYW YfUb`U[Yb`Ub`XYf`]bbYf`cfYUb]gWYb
; fYbnY`UV[YXfY`h" `@Ui h`Y]bYa` `6Yf]W`h`XYg`gØX_cfYUb]gWYb
; YbYfU`ghUVg`j`YfbU`a` `a`Ub`]b`XYf`8Ya`Uf`Uh]cbgncbY`Ua
8cbbYfghU[`_Y]bY`6YgWU`i b[`a`Y`f" `8]YgY`A`U»bU`a`Y`k`]fX`U`g
k`YW`gY`gY]h[Y`9bhgdUbbi b[ga`U»bU`a`Y`BcfX_cfYUg[YXYi`hYž
i`a`XYb`?cbZ]_h`ini`YbhgW`ÅfZYb" `8Ug`gØX_cfYUb]gWY`A`]]hÅf
\\UhY`VYfY]hg`Ua` `A`]hk`cW`gY]bY`Y][YbYb`DfcdU[UbXU!
@Ui hgd fYW Yf`]a` `; fYbn[YV]Yh`bUW`fi`bX`Y]bYa` `›\f`UV[YVUi`h`
8]Y`]bhYbg] Y`6YgWU`i b[`k`Uf`HY]`XYf`dgmW`c`c[]gWYb
?f]Y[gZØ\fi b[`nk`]gWYb`BcfX!`i`bX`GØX_cfYU`i`bX`VfUW`hY
VYgcbXYfg`XYb`5bk`c`bYfb`i`bX`Gc`XUHYb`]a`ghUf`_`a`]]hUf]g]YfhYb
; fYbn[YV]Yh`Yf`YV`]WY`i`bUbbY`a` `]W`_Y]hYb"

ϣ`XYa`gØX_cfYUb]gWYb`8cfZG]Ua`!f]`YVhYb`VY]gd]Y`gk`Y]gY`W]fWU
%\$`\$`A`YbgWYbž`X]Y`i`bhYf`XYa`b`ÀW`h]WYb`@Àfa`h]hYbž`XYf`j`cb
bcfX_cfYUb]gWYb`@Ui`hgdFYWYfb`YfnYi`[`h`k`i`fXY`"8]Y`;`YfÀi`gWYž
VYgW`f]YVYb`U`g`G]fYbYbž`gW`UffYbXY`i`bhYfh`ÒbYž`<`i`bXYVY`Yb
i`bX`9b`hYbei`U`_Ybž`ZØ`fhYb`ni`[`Ygi`bX`Y]h]WYb`DfcV`Ya`Ybž
5`_c`l`c`a`]ggVfUi`W`i`bX`XYf`9]bbU`a`Y`j`cb`GW`UZhUV`YhYb`VY]
Y]b][`Yb`8cfZVYk`c`l`bYfb`"J]Y`Y`ZcfXYfbž`XUgg`GØX_cfYU`X]Y`YhYb
@Ui`hgdFYWYf`UVgW`U`hYhž`i`a`X]YgYb`@Àfa`ni`VYbX`Yb`"8Yf
@Àfa`hYffcf`U`hY`]a`i`fØ`gca`a`Yf`&\$&(`VY[`cbbYbž`U`g`BcfX_cfYU
6U`c`bg`a`]h`A`Ø`"j`b`XYb`GØXYb`gW]W`hYž`k`Ug`Y]bY`[`Y[`YbgY]h][`Y
FYU`_h]cb`j`b`i`cfa`j`cb`@Ui`hgdFYWYf`!8i`fW`gU[`Yb`i`bX
cfYUb]gWYf`Dcd!A`i`g]`Ui`g`ÒghY`"

Dc`h]gWY`B`Yi`Ui`gf]W`hi`b`[`]b`GØX_cfYU

8Yf`bYi`Y`gØX_cfYUb]gWY`DfÀg]XYbh`@Y`Y`Y`A`mi`b`[`U`h`b`UW
gY]bYa`5a`hgUb`hf]h`Y]bYb`X]d`ca`Uh]gWYfYb`?`i`fg]b`XYf
BcfX_cfYU!Dc`h]_`Ub[`Y`ØbX][`h`9f`VYUi`ZhfU[`hY`XUg`A`]hÀfž`X]Y
DfcdU[`UbXU!@Ui`hgdFYWYf`Ub`XYf`;`fYbnY`UVni`gW`U`hYbž`i`a`XYb
?cbZ]_`h`ni`Yb`hgW`ÀfZYb`i`bX`J`YfhfUi`Yb`k`]YXYf`Yfni`ghY`Yb`"8]YgY
9b`hgWY]Xi`b`[`Z]Y`bi`f`Y]bY`K`cWY`b`UW`gY]bYa`5a`hgUb`hf]h`i`bX
ghY`h]a`i`Y[`YbgU`h`ni`gY]bYa`J`cf[`Àb[`Yf`M`cb`Gi`_`M`c`ž`XYf
Y]bY`Dc`h]_`XYf`GhÀf`_Y`[`Y[`YbØVYf`BcfX_cfYU`j`YfZc`[`hY`"

I`bhYf`M`cb`[`UV`Yg`Y]bYb`]bhYbg]j`Yb`DfcdU[`UbXU`_f]Y[`ž`VY]`XYa
GØX_cfYU`@Ui`hgdFYWYf`fYU`_h]j`]YfhYž`X]Y`Ui`W`Dcda`i`g]_
UVgd]Y`hYb`"BcfX_cfYU`gY]bYfgY]hg`fYU[`]YfhY`a`]hY][`YbYb
@Ui`hgdFYWYfbž`X]Y`gh`ØfYbXY`;`YfÀi`gWY`]b`F]W`hi`b`[`GØX_cfYU
UVgd]Y`hYb`"ϣ`XYb`YhYb`Y`Y`fYb`g]bX`X]Y`GdUbbi`b`[`Yb`Ui`Z`XYf
_cfYUb]gWYb`<`U`V]bgY`[`Ygh]Y[`Ybž`b]W`hini`Yh`h`Ui`Z[`fi`bX`XYf
A`cXYfb]g]Yfi`b`[`j`cb`BcfX_cfYUg`FU`_YhYb!`i`bX`5hca`dfc[`fUa`a`Yb
gck`]Y`gY]bYf`a`]hÀf]gWYb`?`ccdYfUh]cb`a`]h`Fi`gg`UbXž`VY]`XYf
BcfX_cfYU`A`i`b]h]cb`i`bX`Gc`XUhYb`ZØf`XYb`i`_fU]bY!`?`f]Y[
Yb`hgUb`XhY`"a`i`Y[`Ybni`[`k`]fX`j`Yfa`i`hYhž`XUgg`BcfX_cfYU
A`]hÀfhYW`bc`c`[`]Y`j`cb`F`i`gg`UbX`Yf`U`hYb`U`h`"

5i`gk`]f`_i`b`[`Yb`Ui`Z`X]Y`G]W`Yf`Y]hgg]hi`Uh]cb`b`

8]Y'f]Y[g[YZU\ f'Ub'XYf']bbYf_cfYUb]gW\Yb'; fYbnY']gh'XYfnY]h'gc
\cW\k]Y'gY]h'Y\fnY\bhYb'b]W'h": cfa U'VYZ]bXYb'g]W'BcfX!'i bX
GØX_cfYU'a a Yf'bcW'a 'f]Y[gni ghUbXž'XU'XYf'?cfYU!?'f]Y[
f%-) \$!%-)' ě'YX]['W'a]h'Y]bYa 'K UZZYbgh]'ghUbX'YbXYh'Y'i bX
_Y]b': f]YXYbgj YfhfU['i bhYfnY]W\Yh'k i fXY"GØX_cfYU'ghY\h
Ub[Yg]W\hg'XYf'dfcj c_Uh]j Yb'<U'hi b['BcfX_cfYUg'i bhYf'8fi W_
i bX'\Uh]g]W'VYgcf[h'ØVYf'X]Y'9bhk]W' i b[Yb'[YÄi »Yfh"K Ä\fybX
X]Y'5bk c\byf'j]b'G]Ua !f]'i bhYf'XYa '@Äfa ']'hhYbž'VYcVUW\hYh
GØX_cfYU'X]Y'@U[Y'a]h'Gcf[Y'i bX'ZcfXYfh'Y]bY'ni fØW_\U'hYbXY
FYU_h]cb'Ui ZX]Y'Dfcj c_Uh]cbYb'Ui g'XYa 'BcfXYb"

@YY'Y'Y'A mi b['\Uh'VYhc bž'XUgg'GØX_cfYU'Dfcj c_Uh]cbYb
UVk Y\fyb'i bX'['Y]W\h'Y]h]['XYb'8]U'c['a]h'BcfX_cfYU'gi W\Yb
k YfXY"8Yf'Dc'h]_Yf'\Uh'Ui W'U_h]j 'XUni 'Ui Z[Yfi ZYbž'XUgg
5_h]j]ghYb'_Y]bY': 'i [V'ÄhhYf'a Y\fb'UW'BcfX_cfYU'gW]W_Ybž'i a
X]Y'GdUbbi b[Yb'k Y]hYf'ni 'j Yff]b[Yfb"'6]g'Ub['\Uh'BcfX_cfYU
'YXcW'Ui ZX]YgYb'bYi Yb'X]d'ca Uh]gW\Yb'?ifg'GØX_cfYUg'bcW
b]W'h'fYU[]Yfh"

**HU[Yggd]Y[Y'VYf]W\h'Yhž'XUgg'X]YgY'9bhk]W' i b['gck c\`
<cZbi b['Ui Z'Y]bY'9bhgdUbbi b['nk]gW\Yb'XYb'VY]XYb '@ÄbXYfb
U'g'Ui W'6YXYb_Yb'\]bg]W'h]W'XYf'Ub\U'hYbXYb'a]]hÄf]gW\Yb
6YXfc\i b['a]h'g]W'Vf]b[h"8Yf': c_i g'Y[h'bi b'XUfUi Z'k]Y'g]W
X]Y'G]hi Uh]cb'k Y]hYfYb'hk]W_Y'b'k]fX'i bX'cV'BcfX_cfYU
hUhgÄW'W'Ui ZX]Y'X]d'ca Uh]gW\Yb'6Ya Ø\i b[Yb'GØX_cfYUg
Y]b[Y\Yb'k]fX"**

Ni gUa a YbZUggYbX'Äggh'g]W'gU[Ybž'XUgg'X]Y'A U» bU\ a Yb'VY]XYf
GY]hYb'5i gXfi W_Y]bYg'a Ö['W\Yfk Y]gY'bYi Yb'5bgUhnYg]b'XYf
6Yn]Y\i b['nk]gW\Yb'BcfX!'i bX'GØX_cfYU'g]bXž'XYf'gck c\`
7\UbW'b'U'g'Ui W'F]g]_Yb'V]f[h"

Ni gÄhn']W\Y'Zcfa Uh]cbYb'ni a 'U_hi Y''Yb'GhUbX'XYf'G]hi Uh]cb'Ub
XYf'; fYbnY'_ÖbbYb'ja '6Yf]W'h'XYf'**HU[YggW\Ui** 'bUW[Y'YgYb
k YfXYb"'9]bY'Ni gUa a YbZUggi b['XYf'@Ui hgdFYW\Yf!DfcdU[UbXU
i bX']\fyf'5i gk]f_i b[Yb']gh]b'Y]bYa 'k Y]hYfYb'5fh]_Y'XYf'
HU[YggW\Ui 'j YfZØ[VUf"

8YhU]`g	
J c fZU``	?cbZ]_h
I fgUWXY	@Àfa ž'DgmWxc`c[]gWXY`?f]Y[gZØ\fi b[
C fh	G]Ua !f]ž'GØX_cfYU
J Yf`YhnhY	%%\$
E i Y``Yb	<ul style="list-style-type: none"> • k k k "hU[Yggd]Y[Y`"XY • k k k "hU[YggWUi "XY • k k k "hU[YggWUi "XY

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