

8]Y`gWk`Y]Wk YbXY`K i bXY.
; YgY`gWk UZh`Wk Y : c`[Yb`XYf`7cfc bU!
DUbXYa]Y

8 Yf`5fh]_Y`VY`Yi Wk hYhX]Y`dgmWk c`c []gWk Yb`5i gk]f_i b [Yb
XYf`7cfc bU!DUbXYa]Yž]bgVYgcbXYfY`]b`GWk k YXYbž`i bX
X]g_i h]Yfhj YfgWk]YXYbY`A U» bU`a Yb`i bX`XYfYb`9ZZY`h`Ui Z
X]Y` ; YgY`gWk UZh`

GWk k YXYbž`@UbX`!`8]Y`7CJ`-!DUbXYa]Y`Uh`b]Wk h`bi f`X]Y
d`mg]gWk Y` ; Ygi bX`Y]h`XYf`A YbgWk Yb`k Y`hk Y]h`VYXfc`hž`gcbXYfb
Ui Wk`]\fY`dgmWk]gWk Y`J YfZUggi b [`Yf`YV`]Wk`VYY]bhf`ÅWk h][`h`
Ghi X]Yb`VY`Y [Ybž`XUgg`X]Y`6YgWk f`Åb_i b [Yb`i bX`I bg]Wk Yf`Y]hYb
k`Å`fYbX`XYf`DUbXYa]Y`ni`Y]bYa`5bgh]Y [`j cb`5b [gh`i bX
8 YdfYgg]cbggma`dhca Yb`[YZ`f`h`UVYb`"@Ui`h`A 8 F`[]Vh`Yg`Y]bY
k Y]h] YfvfY]hYhY`8]g_i gg]cb`ØVYf`X]Y`5b [Ya YggYb`Y]h`XYf
DUbXYa]Y!A U» bU`a Yb`": fU [Yb`ni f`9f`ÖZZbi b [`j cb`GWk i`Yb`i bX
9]bf]Wk hi b [Yb`gck]Y`ni f`5bnU`U`Ub`HcXYgZ`Å`Yb`ghY`Yb`]a`FUi`a`"
8]Yg`Z`f`h`c`Zh`XUni`ž`XUgg`A YbgWk Yb`bUWk`GWk i`X][`Yb`gi`Wk Yb`i bX
Y]b`6YX`ØfZb]g`bUWk`6YghfUŽ`b [`j Yfgd`ØfYbž`hf`chn`XYf`HUhgUWk Yž
XUgg`Y]bXYi h][`Y`J Yfi fgUWk Yf`dfU`_h]gWk`i`ba`Ö [`]Wk`ni
]XYb h]Z]n]YfYb`g]bX`"

6Yfhc`X`J`c [Y`i bX`gY]bY`?`c`Y [Yb`UVYb`YfUi`g [YZ`bXYbž`XUgg
; Ygd f`ÅWk Y`ØVYf`X]Y`[Ya UWk hYb`9fZU`fi b [Yb`k`Å`fYbX`XYf
DUbXYa]Y`Y`ZYb`_`ÖbbYbž`Ya`ch]cbU`Y`6Y`Ughi b [Yb`VYggYf`ni
j`YfUfVY]hYb`"8]Y`-hYfj`]Yk`dUfhbYf`VYf]Wk hYb`j`cb`d`cg]h]`Yb
9ZZY`hYbž`X]Y`gc`Wk Y` ; Ygd f`ÅWk Y`a`]h`g]Wk`Vf]b [Yb`"8]Y
dgmWk]gWk Yb` : c`[Yb`g]bX`XUVY]`b]Wk h`ni`j`YfbUWk`Ågg][`Yb`"9]bY
i`a`ZUggYbXY`I`bhYfgi`Wk i b [`Y]bYf`gmghYa`Uh]gWk Yb` , VYfg]Wk h`nY][`hž
XUgg`" `i`XYf`6YZfU [hYb`_]b]gWk`fY`Yj`UbhY`5b [gh`i bX`& , i
_]b]gWk`fY`Yj`UbhY`8YdfYgg]cbggma`dhca`Y`Ui`Zk`]YgYb`": U`_hcfYb

k]Y`Øb[YfYg`5`hYfž`k Y]V`]WXYg` ; YgW`YW`hi bX`j cfVYghY\YbXY
9f_fUb_i b[Yb`Yfk]YgYb`g]W`U`g`F]g]_cZU_hcfYb`ZØf`dgmW`]gW`Y
GhØfi b[Ybž`k Ug`Ui Z`X]Y`B`c`k YbX][_Y]h`Y]bYf`[Yn]Y`hYb
dgmW`cgc`n]U`Yb`i bhYfghØ`mi b[` \]bk`Y]gh"

GW`k YXYbg`7CJ =8!%- !GhfUhY[]Y`i bX`]\fY
5i`gk]f_i b[Yb

8]Y`7CJ =8!%- !DUbXYa]Y`VY[Ubb`]b`GW`k YXYb`]a` `Ubi Uf`&&\$ž
U`g`XYf`YfghY`VY`Ubb`hY` : U``Ua` `` %`` `Ubi Uf`&&\$`fY[]ghf]Yfh`k`i`fXY`"
8]Y`gW`k YX]gW`Y`F`Y[]Yfi b[`gYhnhY`j`cb`5bZUb[`Ub`Ui`Z`Y]bY
GhfUhY[]Yž`X]Y`df]a` Åf`Ui`Z`9a`dZ`\`i`b[Yb`VUg]YfhY``C`V`k`c`\`X]Y
A`U»`b`U`a`Yb`UbZUb[g`ZfY]k`j``][`k`UfYbž`k`i`fXYb`UV`B`cj`Ya`VYf
&&\$`\$`?`cb`h`U`_`h`V`Y`g`W`f`Å`b`_`i`b[Yb`Y]b[YZØ`fh``?`f]h]gW`VYhfUW`hY`h
k`i`fXY`X`Ug`J`cf[Y\Yb`GW`k YXYbgž`]bgVYgcbXYfY`Ub[Yg]W`hg`XYf
\`c`\Yb`GhYfV`]W`_Y]hi bX`XYf`DfcV`Ya`Uh]_`XYg`GW`i`hnYg`j`cb
F]g]_c[fi`ddYb``5a`YfghYb`HU[`XYf`DUbXYa]Yž`XYa``%``A`Åfn
&&\$`ž`k`i`fXY`XYf`YfghY`HcXYgZU``]b`GW`k YXYb`fY[]ghf]Yfhž`k`Ug`X]Y
8fUa`Uh]_`XYf`G]hi`Uh]cb`j`YfXYi`h`]W`hY`K`_]dYX]U"

=a`J`Yf`Ui`Z`XYf`DUbXYa]Y`_Ua`Yg`ni`Y]bYf`,`VYfghYfV`]W`_Y]hž
]bgVYgcbXYfY`i`bhYf`XYb`6Yk`c`b`Yfb`j`cb`5`h`Yb`Y]a`Yb`]b
GhcW`\`c`a` ``6]g`ni`f`9]bZØ`fi`b[`Y]bYg`6Ygi`W`gj`YfV`chg`]b`X]YgYb
9]b]W`hi`b[Yb`]a`8YnYa`VYf`&&\$`k`Uf`X`Ug`J`]fi`g`]b`j`]Y`Yb
5`h`Yb`Y]a`Yb`VYfY]hg`k`Y]h`j`YfVfY]hYh``8Yf`gW`k`YX]gW`Y`5bgUhn
k`i`fXY`]b`hYfb`Uh]cb`U`X]g`_i`h]Yfhž`XU`a`Ub`g]W`ZfU[hYž`cV`X]Y
:`fY]k`j``[_Y]h`XYf`A`U»`b`U`a`Yb`Ui`gY]W`hYž`i`a`XYb`5i`gVfi`W`ni
`cb`hf`c``]YfYb``9]bY`i`bhYf`gi`W`i`b[g``ca`a`]gg]cb`k`i`fXY`Y]b[YgYhnhž
i`a`XYb`i`a`[Ub[`a`]h`XYf`DUbXYa]Y`ni`Ub`U`mg]YfYb`i`bX`i`a
ZYghni`ghY``Ybž`k`Y`W`Y`@Y`fYb`Ui`g`X]YgYf`?`f]gYbg]hi`Uh]cb`[Ync[Yb
k`YfXYb`_`ØbbYb"

DgmW`]gW`Y` ; Ygi`bX`Y]h`]b`NY]hYb`j`cb
7CJ =8!%-

8]Y`5i`gk]f_i b[Yb`XYf`DUbXYa]Y`Ui`Z`X]Y`dgmW`]gW`Y` ; Ygi`bX`Y]h
g]bX`Yf`YV`]W``9]bY`Ghi`X]Y`Yf[UVž`XUgg`dgmW`]gW`Y`DfcV`Ya`Y

Ui W`a]h`Y]bYa `Yf\Ò\hYb`?cbgi a `j cb`5`_c\c`i bX`ðhYfbYh
gck]Y`a]h`Gi]n]X[YXUb_Yb`]b`J YfV]bXi b[`ghY\Yb"
; Ygi bX\Y]hgVY\ÒfXYb`\UVYb`]b`XYf`J Yf[Ub[Yb\Y]h`cZh`ni `k Yb][Y
F Yggci fW`b`]b`X]Y`dgmW`cgc]U`Yb`J Yf`AbXYfi b[Yb`]bj Ygh]Yfh`X]Y
Xi fW`X]Y`DUbXYa]Y`VYX]b[h`k i fXYb`" `ð[YgUa h`nY][Yb`X]Y
9f[YVb]ggY`Y]bY`\c\Y`6Y`Ughi b[žX]Y`gck c\`6YgW`ÀZh][hY`]a
; Ygi bX\Y]hgk YgYb`U`g`Ui W`X]Y`5``[Ya Y]bVYj Ò`_Yfi b[`VYhf]Zh"
8]Y`Df`Àj U`Ybn`j cb`dcghfUi a Uh]gW`Yb`6Y`Ughi b[ggma dhca Yb
k Uf`VY]`7CJ ð!%-!DUh]Yb`hYb`a]h`-` i `VYgcbXYfg`\cW`DA 7"

DgmW`ch\YfUdYi hYb`gd]Y`Yb`Y]bY`Yb`hgW`Y]XYbXY`F`c`Y`]b`XYf
6Yk `À`h][i b[`XYf[YgY`gW`UZh]W`Yb`5i gk]f`_i b[Yb`XYf`DUbXYa]Y"
`fY`5bg`ÀmY`a ØggYb`gdYn]Y``Ui Z`X]Y`6YXØfZb]ggY`XYf`Yk Y][Yb
; fi ddYb`i bX`X]Y`<YfUi gZcfXYfi b[Yb`k `À\YbX`X]YgYf`NY]h
UV[Ygh]a a h`k YfXYb`"8]Y`9f[YVb]ggY`XYf` : cfgW`i b[
j YfXYi h`]W`Yb`X]Y`8f]b[`]W`_Y]hž`XYb`dgmW`c`c[]gW`Yb`5gdY`_h`]b
XYf`; Ygi bX\Y]hgj Yfgcf[i b[`b]W`h`ni `j YfbUW``Àgg][Yb"

8YhU]`g	
J c f ZU``	; Ygi bX\Y]hg_f]gY
C fh	GW`k YXYbž`@UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "a Xf"XY • XY"a "k]_]dYX]U"cf[• da WbW]"b`a "b]\`"[cj

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