

I G5!Hci f]ga i g`_c``UV]Yfh. '8Yi hgW\ Y
F Y]gYbXY`V`Y]VYb`ZYfb`

8Yf`5fh]_Y`VY`Yi W\hYh`XYb`F ØW_[Ub[`XYg`Hci f]ga i g`b`XY
I G5ž]bgVYgcbXYfY`Ui g`8Yi hgW`UbXž`i bX`VY`Yi W\hYh`XY
<YfUi gZcfXYfi b[Yb`i bX`<cZZbi b[Yb`XYf`F Y]gY`Y]hYf"



GUb` : fUbW]gWčž`I G5`!`8]Y`I G!Hci f]ga i g]bXi ghf]Y`ghY`h]j cf
[fc»Yb`<YfUi gZcfXYfi b[Ybž`X]Y`Xi fW`dc`]h]gW\Y`I bg]W\Yf\Y]hYb
i bX`k`]fhgW\UZh]W\Y`6YX]b[i b[Yb`VYY]bZi ggh`k`YfXYb`"Hfchn`XYf
k`Y]hYf\]b`VYghY`YbXYb`5bn]Y`i b[g_fUZh`XYf`J`YfY]b][hYb`GhUUhYb
U`g`F Y]gYn]Y`ZØf`8Yi hgW\Yž`nY][Yb`U`_hi`Y`Y`NU\`Yb`Y]bYb
XfUa`Uh]gW\Yb`F ØW_[Ub[`VY]`XYb`6Ygi W\YfnU\`Yb`"8]Yg`k`]fX
VYgcbXYfg`XYi h]W\`Xi fW`X]Y`9fZU\fi b[Yb`j`cb` : fUb`_A`Ufl`ž
Y]bYa`XYi hgW\Yb`F Y]gYZØ\YfY]b`GUb` : fUbW]gWčž`XYf`gY]h`&\$%-
Hci`fYb`Ub`XYi hgW\Y`Hci`f]ghYb`UbV]YhYh"

A`Ufl`ž`XYf`&\$%+`j`cb`Hf]Yf`bUW`GUb` : fUbW]gWč`[`Ync[`Yb`]ghž
VYf]W\hYh]j`cb`Y]bYa`F ØW_[Ub[`XYf`5bZFU[`Yb`i`a`)`\$`V]g`*`\$

DfcnYbh" ǂ'XYb`YhnhYb`K cWXYb`Z]Y`X]Y`NU\`XYf`Hci fYbž`X]Y`Yf
ZØ\fhž`j`cb`ZØbZ`dfc`K cWXY`Ui`Z`[`YfUXY`Y]ba`U`nk`Y]`cXYf`XfY]"
;`YgW`Ä`ZhgfY]gYbXY`ghY`Yb`a`ca`Yb`hU`b`X]Y`<`Ui`dhei`Y`Y`ZØf`gY]bY
6i`W`i`b`[`Yb`XUfž`k`Ug`X]Y`GW`k`]Yf][`_Y]hYb`XYf
:`fY]nY]hfY]gYVfUbWXY`i`bhYfa`Ui`Yfh"

F ØW_ [Ub [`XYf`Hci f]ghYbnU\`Yb

8]Y`NU\`Yb`gdfYWXYb`Y]bY`_`UfY`GdfUWXY" `@Ui`h`XYb`9f\`YVi`b`[`Yb
j`cb`gi`YXXYi`hgWXY`"XY`gUb`_`X]Y`NU\`Ui`g`Ä`bX]gWXYf`Hci`f]ghYb`]b
XYb`I`G5`]a`A`Äfn`&\$&'`i`a`%&`DfcnYbh]a`J`Yf[`Y]W`ni`a`J`cf`U\`f"
6YgcbXYfg`VYhfc`ZYb`]gh`XYf`XYi`hgWXY`A`Uf`_`hž`k`c`X]Y`F`ØW_`[`Ä`b`[`Y
a`]h`&`,`DfcnYbh`bc`W`Ui`g`[`Ydf`Ä`[`hYf`g]bX" `GUbY`<`i`g`Ubc`j`]Wž`Y]b
F`Y]gY`Y]hYf`]b`BYk`Mcf`_`ž`VYgh`Ä`h][`hž`XUgg`Ui`W`Yf`Y]bYb`F`ØW_`[`Ub`[
VY]`6i`W`i`b`[`Yb`i`bX`VYgcf[`hY`5b`ZfU`[`Yb`j`cb`dchYbn]Y`Yb
F`Y]gYbXYb`VYa`Yf`_`h`\`Uh"

Dc`]h]gWXY`I`bg]WXYf\`Y]hYb`i`b`X`k`]fhgW`UZh]WXY`:`U`hc`fYb`k`]Y`X]Y
HYi`Yfi`b`[`]b`XYb`I`G5`ž`NØ`Y`i`b`X`G]WXYf\`Y]hgVYXYb`_`Yb`hfU`[`Yb`Ui`h
9I`dYfhYb`ni`X]YgYa`F`ØW_`[`Ub`[`VY]`"8]Y`DfcV`Ya`Y`k`i`fXYb`k`Y]hYf
j`Yfgh`Ä`_`h`Xi`fW`6Yf]W`hY`ØVYf`ZYgh[`Ybca`a`YbY`XYi`hgWXY
GhUUhgVØf[`Yf`VY]`XYf`9]bFY]gYž`hfc`hn`j`c`gh`Ä`bX][`Yf`DUd]YfY`"8]YgY
J`cf`_`ca`a`b]ggY`\`UVYb`X`Uni`[`YZØ\`fhž`XUgg`j`]Y`Y`8Yi`hgWXY`XUg
F`Y]gYb`]b`X]Y`I`G5`ni`bY`a`YbX`g`_`Ydh]gW`VYhfUW`hYb`ž`gc`Ui`W`X]Y
A`YX]YbdYfg`Øb`]W`_`Y]h`7c`Y]b`I`a`Yb!:`YfbUbXYg"

5i`gk`]f`_i`b`[`Yb`Ui`Z`X]Y`6fUbWXY

8]Y`5i`gk`]f`_i`b`[`Yb`Ui`Z`XYb`I`G`Hci`f]ga`i`g`g]bX`VYhf`Ä`W`h]W`"
9I`dYfhYb`k`UfbYb`j`cf`a`Ø`[`]WXYb`A`]UfXYbj`Yf`i`ghYb`ZØf`X]Y
6fUbWXYž`gc`hY`X]YgYf`HfYbX`Ub`\`U`hYb" `I`a`X]YgY`gW`k`]Yf][`Y
G]hi`Uh]cb`ni`j`YfXYi`h]WXYbž`\`UVYb`:`i`[`[`YgY`gW`UZhYb`k`]Y
@`Zh`Ub`gU`VYfY]hg`gW`k`UWXY`6i`W`i`b`[`Yb`ZØf`XUg`Xf]hhY`E`i`UfhU`
[`Ya`Y`XYhž`]bgVYgcbXYfY`VY]`9W`bca`m`H]W`_`Yhg" `BYVYb`XYb
i`ba`]hhY`V`UfYb`6i`W`i`b`[`gnU\`Yb`VYf]W`hYb`6fUbWXYb`j`YfhfYhYfž
XUgg`[`c`VU`XYf`F`ØW_`[`Ub`[`XYf`6i`W`i`b`[`Yb`Yhk`U`%%`DfcnYbh
VYhf`Ä`[`hž`k`Ä`fYbX`XYf`XYi`hgWXY`A`Uf`_`h`gc`[`Uf`i`a`)``\$`DfcnYbh
Y]bVfUW`"

8YbbcW []VhYg'Ui W'<cZbi b["Gck c\`A Ufl 'U`g'Ui W
 <i_g_Ubcj]WV`Y]VYb'cdh]a]gh]gWžXUgg'X]Y`XYi hgWYb'Hci f]ghYb
 Y]bYg'HU[Yg'ni fØW__Y`fYb'k YfXYb""8]Y'I G!Hci f]ga i gVfUbWXY`gh
]b`XYf'ghAbX][Yb'9fk Ufhi b[`Y]bYf'VU`X][Yb'9f`c`i b[`i bX`\cZh
 Ui ZY]bY`J YfAbXYfi b[`XYf`[Y[Ybk Åfh][Yb`I a ghAbXY"

8]Y`?f]gY`XYg'I G!Hci f]ga i g`]ghY]b`6Y]gd]Y`ZØf`X]Y
 <YfUi gZcfXYfi b[Ybžj cf`XYbYb`j]Y`Y`@AbXYf`]b`XYf`U_hi Y`Yb
 [`cVU`Yb`@U[Y`ghY`Yb""8]Y`6Ya Ø\i b[Ybž`F Y]gYbXY
 ni fØW_ni [Yk]bbYb`i bX`X]Y`j YfgW]YXYbYb`6YXYb_Yb
 Ui gni fÅi a Ybž`k YfXYb`YbhgWY]XYbX`gY]bž`i a `X]Y`6fUbWXY`]b
 Y]bY`VYggYfY`Ni _i bZh`ni `ZØ`fYb"

: Øf`k Y]hYfY`≠Zcfa Uh]cbYb`ØVYf`XYb`F ØW_[Ub[`XYf`F Y]gYbXYb`]b
 X]Y`I G5`i bX`X]Y`XUfUi g`fYgi `h]YfYbXYb`<YfUi gZcfXYfi b[Yb`YgYb
 G]Y`V]hhY`XYb`5fh_]Y`Ui Z`gd]Y[Y`"XY"

8YhU]`g	
C fh	GUb`: fUbW]gWcž`I G5
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gi YXXYi hgWY`XY • k k k "gd]Y[Y`"XY

6Ygi WYb`G]Y`i bg`Ui Z.`Y]bY!fY]gY"XY