

: i ^]gUk U`Vf]W\h`Hci f]ghYbfY_c fX.` , VYf`&\$
A]``]cbYb`6Ygi W\Yf`&\$&&°

: i ^]gUk U`j YfnY]W\bYh`Yfgha U`g`ØVYf`&\$`A]``]cbYb`Hci f]ghYb"
9bcg\]a U`V`Y]Vh`VY`]YVhYg`N]Y`ž`XcW\`]bžFUghfi _hi fY`Y
<YfUi gZcfXYfi b[Yb`ghY][Yb"



: i ^]gUk Už`>JdUb`!`8]Y`GhUXh: i ^]gUk U`]b`XYf`DfÀZY_hi f
? UbU[Uk Už`>JdUbž`\Uh`&\$&&`Y]bYb`bYi Yb`FY_c fX`Ui Z[YghY`hi bX
j YfnY]W\bYh`Yfgha U`g`ØVYf`&\$`A]``]cbYb`Hci f]ghYb"@Ui h`
gi a]_U]"Wca` VYhfi [`X]Y`NU\`XYf`6Ygi W\Yf`&\$ž(`A]``]cbYbžk Ug
Y]bYa`5bgh]Y[`j cb`fi bX`(`i` `]a` `J Yf[`Y]W\`ni a` `J cf`U\ f
Ybhgd f]W\h``8]Y`hci f]gh]gW\Yb`5i g[UVYb`YffY]W\hYb
VYY]bXfi W_YbXY`%%` ž` `A]``]UfXYb`M`b`fYhk U`*`*`+`A]``]cbYb`9i fcŁ
i bX`gYhnhYb`XUa`]h`Y]bYb`bYi Yb`<`ØW\ghk Yfh"

8Yf`<Ui dhUbn]Y\i b[gdi b_h`ZØf`Hci f]ghYb`]gh`X]Y`a U`Yf]gW\Y`đgY`
9bcg\]a Už`X]Y`U`g`Y]bYg`XYf`VY`]YVhYghYb`5i gZi [gn]Y`Y`]b`XYf
FY[]cb`Hc_mc`[]`h``8]YgY`hfÀ[h`b]W\h`bi f`ni f`\c\Yb`6Ygi W\YfnU\
VY]ž`gcbXYfb`VYg]hnh`Ui W\`Y]bY`VYXYi hYbXY`[Yc`c []gW\Y`i bX

fY`[]ÖgY` ; YgWk]Wk hYž XU`g]Y`Y]bgh`Y]b`k]Wk h[Yf`D][Yfcfh`k Uf`"Ni
XYb`VY`]YVhYb`5hfu_h]cbYb`Ui Z9bcg\]a U`[Y\ÖfYb`XYf`?UhUgY
?U][Ub`<][Ug\` \Ua U!GhfUbXž`XYf`GUa i Y`7cW_]b[; UfXYb`i bX
X]Y`9bcg\]a U!k UmU!<Ö\`Yb"

J Yf_Y\fgUbV]bXi b[`i bX`5bfY]gY

8]Y`5bfY]gY`ni f`b`gY`9bcg\]a U`[YghU`hYh`g]Wk`i b_ca`d`]n]Yfhž`XU
g]Y`Xi fWk`XfY]j YfgWk]YXYbY`6U\`b!`i bX`A`cbcfU]!@]b]Yb`[i h
YffY]Wk`VUf`]gh`8]Y`9bcXYb!@]b]Y`\`À`h`Ub`XYf`9bcg\]a U!GhUh]cbž
k`À`fYbX`X]Y`CXU`mi`F`U]`k Um`Ub`XYf`?UhUgY`9bcg\]a U`GhUh]cbž
bU\`Y`XYa`5ei`Uf]i`a`ž`ghc`ddh`8]Y`G\`cbUb`A`cbcfU]`YbXYh`Ub`XYf
G\`cbUb`9bcg\]a U`GhUh]cbž]b`XYf`B`À`Y`XYg`F`mi`_c`!`HYa`d`Y`g`"J`cb
Hc`_mc`Ui`g`_ÖbbYb`6Ygi`Wk`Yf`a`]h`XYf`CXU`mi`F`U]`k Um`ic`XYf`>Ud`Ub
F`U]`k Um`g`ni`f`b`gY`[Y`Ub`[Yb"

6Ygi`Wk`Yfž`X]Y`a`]h`XYf`CXU`mi`F`U]`k Um`j`cb`G\]b`↑`_i`Ub`fY]gYbž
bi`hYb`Yb`hk`YXYf`XYb`9l`dfYgg!`c`XYf`F`Ud]X!9l`dfYgg!Ni`[`b`UWk
: i`!`gUk`Už`[YZc`[hj`cb`Y]bYa`I`a`gh]Y[`]b`Y]bYb`@_U`ni`[`b`UWk
?UhUgY`9bcg\]a U``8]Y`[YgUa`hY`F`Y]gY`XUi`Yfh`nk`]gWk`Yb`*)`i`bX`+)
A`]bi`hYb`i`bX`_c`ghYh`*)`\$`M`b``8`Yf`8]fY`_hni`[`F`ca`Ub`W`7`Uf`]gh
YVYbZU`g`j`YfZØ[`VUf`i`bX`VYbÖh][`h`*`\$`A`]bi`hYb`ZØf`X]Y`GhfYW_Yž
U`Y`fX]b[`g`bi`f`U`Y`Y]b`V]g`nk`Y]`Ghi`bXYb"

9]b`k`Y]hYfYg`UhhfU_h]j`Yg`5b[`YVch]gh`XYf`9bcg\]a U`?Ua`U_i`fU
: fY`DUggž`XYf`i`bVY[`fYbnhY` : U\`fhYb`nk`]gWk`Yb` : i`!`gUk`U`i`bX
?Ua`U_i`fU`gck`]Y`X]Y`<]b!`i`bX`F`ØW_ZU\`fh]j`cb`G\]b`↑`_i`ni`Y]bYa
DfY]g`j`cb`%*`(\$`M`b`i`a`ZUgg``8]Yg`]gh`VYgcbXYfg`j`cfhY]`\`UZh`ZØf
6Ygi`Wk`Yfž`X]Y`gck`c`\`9bcg\]a U`U`g`Ui`Wk`?Ua`U_i`fU`Yf`_i`bXYb
a`ÖW`hYb"

< YfUi`gZc`fXYfi`b[`Yb`i`bX`ni`_ØbZh][`Y

A`U»`bU\`a`Yb

8]Y`GhUXh` : i`!`gUk`U`g]Y`\`h`g]Wk`[`Y]Wk`nY]h][`a`]h]bZfUghfi`_hi`fY``Yb
Dfc`V`Ya`Yb`_cbZfcbh]Yfhž`X]Y`g]Wk`Ui`g`XYf`\`c\`Yb`6Ygi`Wk`YfnU\`
Yf[`YVYb`` ,`VYfZØ``hY`K`Y[`Y`i`bX`GhUi`g`ghY``Yb`Y]bY`ni`bY\`a`YbXY

6Y`Ughi b[`Z0f`X]Y`5bk c`bYf`XUf" `60f[Yfa Y]ghYf`Hgi bYc`Gi ni _]
 _0bX][hY`A U» bU`a Yb`Ubž`i a `XYb`Hci f]ga i g[`Y]W`a A»][Yf`0VYf
 X]Y`GhUXh`ni `j YfhY]`Yb" "<]Yfni `nA`h`X]Y`GhfUhY[]Yž`k Yb][Yf
 VY`UbbhY`C fhY`]b`i : i ^]gUk U`Yfj cfni `YVYbž`i a `XYb`8fi W`Ui Z`X]Y
 VY`]YVhYb`5hhfU`_h]cbYb`k]Y`9bcg`]a U`ni `fYXi n]YfYb"

Ni g`Àh`]W` `UVYb`Ui W`VYbUW`VUfhY`Gh`XhY`k]Y`?Ua U`_i fU`j cb
 XYa `Hci f]ga i gVcca `dfcZ]h]Yfhž`a]h`Y]bYa `5bgh]Y[`XYf
 6Ygi W`YfnU`Yb`i a `&- `i `Ui Z`Yhk U`%) ž- (`A `]`]cbYb" `8]YgYf
 5i Zk `ÀfhghfYbX`gd]Y[Y`h`XYb`UbXYgk Y]hYb`Ni ghfca `j cb`Hci f]ghYb
]b`^JdUb`k]XYfž`XYf`gY]h`XYa `9bXY`XYf`DUbXYa]Y`ni `j YfnY]W`bYb
]gh" `8]Y`?ca V]bUh]cb`Ui g`ghUV]`Ya `Gca a Yfk YhhYfž`Y]bYf
 Ni bU`a Y`Ub`6i gfY]gY[fi ddYb`i bX`]bYfbUh]cbU`Yb`; `ÀghYb`U`h
 XUni `VY][YhfU[Ybž`XUgg`j]Y`Y`k]YXYf`]fY`F`Y]gYd`ÀbY`i a gYhnYb"

8YhU]`g	
C fh	: i ^]gUk Už`^JdUb
E i Y`Yb	<ul style="list-style-type: none"> • gi a]_U]"W`a • k k k "UdUb![i]XY"W`a

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