

9bhXYW_Yb`G]Y`@cbXcb.`Hcd!
GY\Ybgk ØfX][_Y]hYb`i bX`F Y]gY!H]ddg`ZØf
&\$&) °

9bhXYW_Yb`G]Y`X]Y`VYghYb`H]ddg`ZØf`Y]bY`i bj Yf[Ygg`]WXY
@cbXcbfY]gY`&\$&).`GY\Ybgk ØfX][_Y]hYbž?i`]bUf]_ž5bfY]gY
i bX`i bhYf_i bZh"



@cbXcbž; fc» Vf]hUbb]Yb`!`@cbXcb`]gh`Y]b`di`g]YfYbXYg
FY]gYn]Y`žXUg`ja`f`&\$&`a`j]_bUdd`%-`A`j`]cbYb`6Ygi`WXYfb
XUg`nk`Y]hVY`]YVhYghY`XYf`K`Y`h`k`Ufž`X]fY`_h`b`UW`6Ub[_c_`"8]Y
A`Yhfc`dc`Y`n]Y`h`[`Ubn`Å`f][`Hci`f]ghYb`Ubž`k`cVY`]Ui`W`i`bhYf`XYf
K`c`W`Y`ja`f`Ø`]b[_Y]bY`Ub[`YbY`a`Y`6Ygi`WXYfnU`Y`ffg`W`h`8]Yg
hfÅ[`h`X`Uni`VY]ž`XUgg`X]Y`GhUX`h`b]Ya`U`g`ØVYfZØ`h`k`]f`_hž`gY`Vgh
k`Yb`b`X`Ug`K`Y`hYf`g`W`Øb`]gh`K`]Y`9l`d`f`Y`gg`VYf]W`hYhž`fY]W`h`Y`gž`i`a
X]Y`nU`fY]W`Yb`GY\Ybgk ØfX][_Y]hYb`ni`[`Yb]Y»Ybž`c`b`Y`g]W`ja
;`YXfÅb[`Y`ni`j`Yf`]YfYb"

9]b][`Y`XYf`]_cb]gW`ghYb`5hhfU_h]cbYb`g]bX`XYf`6][`6Yb`i`bX`X]Y

<ci gYg'cZ'DUf`]Ua Ybh"8Yf'VYfØ\ a hY' l \fYbhi fa `]gh'Y]b`A i gg'ZØf
YXYb`6Ygi WXYf"K Yf'X]Y` bYb'fÀi a Y`Yf_i bXYb`a ØW hYž'gc`hY
H]W_Yhg'ZfØ\nY]h][`Vi WXYb"8 Ug`@cbXcb`9mYž'a]h'Y]bYf`<Ø\Y`j cb
%`) `A YhYfbž`]gh'XUg`nk Y]h\ØW ghY`F]YgYbfUX`9i fcdUg" <]Yf
Ya dZ]Y\`h'g]WXY`Y]bY`ZfØ\nY]h][`Y`H]W_YhVi WXi b[ž'X]Y`Yhk U" (`9i fc
dfc`DYfgcb`_cghYh"8Yf`6i W_]b[\Ua`DU`UWž'hfcm'gY]bYf`fY`Uh]j Yb
l bgdY`hU`i`Uf]hÅhž'n]Y\`h'j]Y`Y`6Ygi WXYf`Ubž`VYgcbXYfg`]a
: fØ\`]b[ž'k Ybb`XYf`Gh" `Ja Yg`DUf`_]b`j c`Yf`6`ØhY`ghY\`h"

J]Y`ZÅ`h][Y`GY\Yb'gk ØfX][_Y]hYb`i bX 5_h]j]hÅhYb

K Y]hYfY`GY\Yb'gk ØfX][_Y]hYbž'X]Y`a Ub`b]WXYh'j YfdUggYb`gc`hYž
g]bX`X]Y`Hck Yf`6f]X[Yž'K Ygha]bghYf`5VVYmž`HfUZU`[Uf`Gei UfY`i bX
XUg`VYY]bXfi W_YbXY`H\Y`G\UfX": Øf`_i`_]bUf]gWXY`9f`YVb]ggY`]gh
XUg`:]gW[Yf]WXYh`:]g\`/`7\]dg`]a`Di`V`H\Y`7`UfYbW`_bU\Y
HfUZU`[Uf`Gei UfY`Ya dZY\`Yb'gk Yfh" `@cbXcb`]gh`YXcWXY`VY`Ubbh`ZØf
gY]bY`\c\Yb`DfY]gYž'k Yg\U`V`Y]bY`[i hY`D`Ubi b[`k]WXYh][`]gh`8]Y
Di Vg`]b`@cbXcb`nY]WXYbYb`g]WXY`Xi fWXY`\fY`[Ya Øh]WXY`5ha cgd\ÅfY
Ui g`i bX`g]bX`Y]b`ZYghYf`6YghUbXhY]`XYf`Vf]h]gWXYb`?i`hi`f"

8]Y`GHUXh'V]YhYh'ni XYa`Y]bY`VfY]hY`5i gk U\`Ub`A i g]WU`g`i bX
H\YUhYfUi ZZØ\fi b[Ybž'XUfi bhYf`?`Ugg]_Yf`k]Y`D\Ubhca`XYf
CdYf`i bX`X]Y`<Uffm!DchhYf!H\YUhYfUXUdh]cb": Øf`X]Y
, VYfbUWXYh`i b[`]gh'XUg`<mUhh`F Y[YbWmi`@cbXcb`5`VYfh
9a VUb_a Ybh'Y]bY`[i hY`K U\`"A]h'Y]bYa`DfY]g`j cb`Yhk U`&\$\$`9i fc
dfc`BUWXYh'V]YhYh'Yg`Y]bYb`k i bXYfVUfYb`6`]W`Ui ZX]Y`H\Ya gY`i bX
XYb`6][`6Yb"

5bfY]gY`i bX`HfUb'gdcfh`]b`@cbXcb

8]Y`5bfY]gY`[YghU`hYh'g]WXY`i b`_ca`d`n]Yfhž'a]h':`Ø[Yb`j cb`?Ø`b
cXYf`8ØggY`XcfZ`UV`) \$`9i fc`i bX`Y]bYf`:`i [nY]h'j cb`ØVYf`Y]bYf
Ghi bXY`"9]bY`k Y]hYfY`A Ø[`]WXY`Y]h]gh'XYf`9i fcghUf!Ni [ž'XYf`j cb
?Ø`b`<VZ`a]h'Y]bYa`l a gh]Y[`]b`6fØggY`]b`Yhk U`"Ghi bXYb`i bX`(&
A]bi hYb`ni f`J YfZØ[i b[`ghY\`hž'a]h'DfY]gYb`UV`Yhk U`%\$\$`9i fc`"J cf
Cfh]gh'X]Y`l !6U\`b`f@cbXcb`l bXYf[fci bX`E`XUg`gWXYbY`ghY

J Yf_Y\fga]hhY`žk cVY]`X]Y`Bi hmi b[`Y]bYf`C mghYf`7UfX`Ya dZc`\`Yb
k]fX" `F chY`8cddY`XYW_YfVi ggY`V]YhYb`Y]bY`dfU_h]gWXYb`i bX
[`Y]W nY]h[`hci f]gh]gWXYb` : cfhVYk Y[i b[" `8UfØVYf`\]bUi g`[]Vh`Yg
: U\ffÅXYfž`HUI]g`i bX`F]XY!G\Uf]b[!8]YbghY`k]Y`i VYf"

6Y]`XYf`D`Ubi b[`Y]bYf`F Y]gY`bUW`@cbXcb`gc`hYb`j YfgW]YXYbY
5gdY`_hY`VYUW`hYh`k YfXYb" `8Uni` [Y\ØfYb`X]Y`5i gk U\`XYg
f]W h[]Yb`F Y]gYnY]hfUi a gž`X]Y`6i W i b[`j cb`i bhYf`ØbZhYb`i bX`X]Y
D`Ubi b[`XYf`GY\Yb`gk ØfX][`_Y]hYb`i bX`5_hj]hÅhYb" `8]Y`VYghY
F Y]gYnY]hig]bX`XYf` : fØ\`b[`fA`Åfn`V]g`A U]Łi bX`XYf`< YfVgh
fGYdhYa VYf`V]g`Bcj Ya VYfŁž`XU`XUg`K YhhYf`Ub[YbY`a`]gh`i bX
k Yb][Yf`Hci f]ghYb`X]Y`GhUXh`VYgi WXYb" `a`Gca`a Yf`\]b[Y[Yb
k]fX`Yg`cZh`gY`f`j c`ž`\Uh`YXcW`Ui W`gY]bY`F Y]nY"

Ni gUa`a YbZUggYbX`V]YhYh`@cbXcb`Y]bY`ZUgn]b]YfYbXY`A]gW i b[
Ui g`\]ghcf]gWXYb`GY\Yb`gk ØfX][`_Y]hYb`i bX`a`cXYfbYa`@]Zghm`Y"
8]Y`GhUXh`j YfY]bh`HfUX]h]cb`i bX`nY]h[Yb`Øgg]gWXY`?i`hi`f`i bX`_Ubb
gck`c`\`ØVYfk`Å`h[YbX`U`g`Ui W`]bgd]f]YfYbX`gY]b" : Øf`Y]bYb
[Y`i b[YbYb`5i ZYbh`U`h`g]bX`[i hY`J`cfVYfY]hi`b[Yb`i bX`Yhk`Ug
; YXi`X`fUh`gUa`ž`i`a`X]Y`j]Y`Yb` : UW`hhYb`@cbXcb`g`ni`Yf`VYb`b"
5_hi`Y`Y`bZcfa`Uh]cbYb`ni`9]bfY]gYVYgh]a`a`i`b[Ybž
6i X[Yhd`Ubi b[Yb`i bX`i bhYf`_i bZhga`Ø[`]W`_Y]hYb`g]bX`Ui`Z`
`cbXcb!hci f]ga "XY`ni`Z]bXYb"

8YhU]`g	
Cfh	@cbXcbž; fc»Vf]hUbb]Yb
EiY`Yb	<ul style="list-style-type: none"> • k k k "Yl dfYgg"XY • k k k "`cbXcb!hci f]ga "XY

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