

7ci fh'6`cW_g'7cbhfcj Yfg]U`': `cf]XU
⇒a a][fUh]cb '@Uk . '5`GYhVUW_`Zcf
I h\ a Y]Yf

5`ZYXYfU`UddYU`g`Wci fhi d\Y`X`Ub`]b↑bWh]cb`V`cW_]b[
: `cf]XU/ , \$' - /g`Uk `Wf]a]bU`]n]b['i bXcW a YbhYX
]a a][fUbhgž`W]h]b['ZYXYfU`dfYYa dh]cb"



: `cf]XUž'I G5`!`‡`U`bchUV`Y`Y[U`XYj Y`cda Ybhž`U`↑ X]W]U`
UddYU`g`Wci fh\Ug`i d\Y`X`Ub`]b↑bWh]cb`dfYj Ybh]b[: `cf]XU`Zfca
YbZcfW]b['U`Wcbhfcj Yfg]U``]a a][fUh]cb`Uk "'H\]g`fi `]b[']g`XfUk]b[
Udd`Ui gY`Zfca `UXj cWUWn[fci dg`Ug`]h`W fhU`]g`h\Y`YbZcfW`a Ybh`cZ
G6!(ž`U`Uk `h\Uh`k ci `X`Wf]a]bU`]nY`i bXcW a YbhYX`]'a a][fUbhg
YbhYf]b['h\Y`ghUhY`"Gi W\`U`Uk `X`UX`][b]hYX`YUhYX`X]gW gg]cbg
fY[UfX]b['ghUhY`j Yfgi g`ZYXYfU`]'a a][fUh]cb`Ui h\cf]hm"

H\Y`I "G"7ci fh`cZ5ddYU`g`Zcf`h\Y`%%h\`7]fW]h]b`5h`UbhU
gi ddcfhYX`Ub`YUf`]Yf`fi `]b['h\Uh`V`cW_YX`h\Y`YbZcfW`a Ybh`cZ`h\]g
`Uk ž`U[fYY]b['k]h\`h\Y`UggYgga Ybh`h\Uh: `cf]XU g`G6!('k Ug``]_Y`m

dfYYa dhYX`VmZYXYfU`ja a][fUh]cb`fY[i `Uh]cbg": `cf]XU`5hcfbYm
; YbYfU`>Ja Yg`l h\ a Y]Yf`UX`UddYU`YX`Zcf`U`ghUm`cb`h\]g
hYa dcfUfm]b`↑ bWh]cbž`Vi h`h\Y`Wci fh`gk]Zh`m`XYb]YX`\\]g`fYei Yghž
dc]bh]b[`ci h`h\Uh`\\Y`ZU]`YX`hc`a YYh`YggYbh]U`Wf]hYf]U``H\]g
fY`YWh]cb`k Ug`bch`cb`m`U`Y[U`gYhVUW`Vi h`U`gc`U`a ca Ybh`cZ
W`YVfUh]cb`Zcf`a UbmiUXj cWUWmi[fci dgž]bWi X]b[`h\Y`5a Yf]WU
7]j]`@]VYfh]Yg`l b]cb`f57@ Ł`5W`WcfX]b[`hc`h\Y`57@ ž`h\]g`fi`b[
gYfj Yg`Ug`U`ghfcb[`fY`YWh]cb`cZ`dc`]W]Yg`XYYa YX`Wfi Y`hc`k UfXg
ja a][fUbh`Wca a i b]h]Yg`UbX`U`Z]fa `fYa]bXYf`U[U]bgh`Ubm
cj YffYUW`cZ`dck Yf`VmighUhY`Ui h\cf]h]Yg": `cf]XU`Dc`]h]Wg
fYdcfhg`h\Uh

@Uk`DUggYX`5a]X`7cbhfcj Yfgm

H\Y`WcbhYl h`Zcf`h\]g`Y[U`gU[U`VY[Ub`k`\\Yb`: `cf]XU`g`FYdi V`]WU
Wcbhfc`YX`@Y[]g`Uhi fY`dUggYX`G6!(`b`: YVfiUfm`H\]g`Uk`k Ug
XYg][bYX`hc`U][b`k]h\`dfYj]ci g`ZYXYfU`ja a][fUh]cb`dc`]W]Yg
i bXYf`Zcfa Yf`DfYg]XYbh`8cbU`X`Hfi a d``h`gh]di`UhYX`h\Uh`YbhYf]b[
cf`fY!YbhYf]b[`: `cf]XU`k]h\ci h`dfcdYf`XcW`a YbhUh]cb`k ci`X
VYWca Y`U`ghUhY`Wf]a Y``<ck Yj Yfž`Wf]h]Wg`\\[\`][\`h`h\Uh`h\]g`Uk
WcbZ]Whg`k]h\`ZYXYfU`ja a][fUh]cb`Ui h\cf]hm`UbX`fU]gYg
Wcbgh]hi h]cbU`WcbW`fbg`l "G"8]ghf]Wh`>X[Y`?Uh\`YYb`K]`]Ua g
]b]h]U`m]ggi YX`U`dfY`ja]bUfm]b`↑ bWh]cbž`bch]b[`h\Uh`h\Y`Uk`Wci`X
`]Y`m]bhYfZYfY`k]h\`ZYXYfU`ja a][fUh]cb`dfcW`ggYgž`dUfh]W`Uf`m
fY[UfX]b[`h\Y`a UbXUhc`fm`XYhYbh]cb`UbX`dfcgYW`h]cb`cZ
]bX]j]Xi U`g`]bj c`j YX`]b`cb[c]b[`ZYXYfU`dfcW`YX]b[g"76G`BYk g
ghUhYg`h\Uh

l h\ a Y]Yf g`UhhYa dh`hc`bUffck`h\Y`gWcdY`cZ`h\Y`]b`↑ bWh]cb`ZUW`X
gWfi h]bmž`YgdYW]U`mik`\\Yb`h\Y`Wci fh`ZUj cFYX`U`VfcUXYf`Udd`]WUh]cb
h\Uh`Yl hYbXg`h\Y`]b`↑ bWh]cb`hc`U``Uk`YbZcfW`a Ybhž`fUh`Yf`h\Ub
↑ gh`ghUhY`UhcfbYmg`H\Y`UddYU`g`Wci fh`g`XYW]g]cb`hc`VfcUX`m
Udd`m`h\Y`]b`↑ bWh]cb`Ya d\Ug]nYX`U`g][b]Z]WUbh]bhYfYgh`Vm`h\Y
ZYXYfU`[c] Yfba Ybh]b`]ja a][fUh]cb`a UhhYfg`H\]g`fYdYh]h] Y
hi gg`Y`VYhk YYb`ghUhY`]bhYfYghg`UbX`ZYXYfU`Ui h\cf]hm`\\Ug`VYWca Y
U`d]j chU`Y[U`VUhY`Z]Y`X"

K`\\Uh`@]Yg`5`YUX3

H\Y`ghfi [[`Yg`Xcb h`YbX`\YfY`Zcf`l h\`a Y]Yfž`k \`c`ZUW`g`dchYbh]U`
W`cbhYa`dhlcZ`W`ci fh`Z]bX]b[g`UbX`gUbW`h]cbg`Zcf`\]g`fYgc`i hY
XYZ]UbW`c`Z`h\Y`j]b`† bW`h]cb`"FYZYW`h]b[`cb`h\]g`Zfca`h\Y`UXj`cWUW`m
ghUbXdc]bhž`6UWUfX]`đW_gcbž`9I YW`h]j Y`8]fYW`hcf`c`Z`h\Y`57@`c`Z
:`cf]XUž`YI dfYggYX`h\Uh`h\Y`UddY`U`hY`fi`b[`gYbXg`U`WYUf
a YggU[Y`U[U]bgh`Ufa`Z`d`c`h]WU`d`fUW`h]W`g`X]fYW`hYX`Uh
]a`a`][fUbhg`"H\Y`W`ca`d`YI`]hmicZ`h\]g`WUgY`j]g`mYh`hc`VY`Z`m
i bfUj Y`YXž`Ug`Z fh\Yf`\YUf]b[g`UfY`cb`h\Y`\cf]ncb`"HUa`dU`6Um
fYdcfhg`h\Uh

H\Y`UbXgWUdY`Zcf`]a`a`][fUh]cb`Uk`b`:`cf]XU`]g`W`ffYbh`mi bXYf
]bhYbgY`gWfi`h]bm`5g`Y[]g`Uhcf`g`UbX`Y[U`fYdfYgYbhUh]j Yg`[fUdd`Y
k]h\`h\Y`]a`d`]WU`h]cbg`c`Z`h\]g`fi`b[ž]h`UddYUfg`h\Uh`h\Y`Z`hi fY`c`Z
G6!(`Ub[g]b`U`d`fYWUf]ci g`VU`UbW`ž`gYfj]b[`Ug`U`fYa`bXYf`c`Z`h\Y
VfcUXYf`bUh]cbU`W`cbj YfgUh]cb`Ufci bX`]a`a`][fUh]cb`dc`]W`m"
:`cf]X]Ub`g`k`]i bXci VhYX`mVY`k UhW`h]b[`WcgY`mUg`h\]g`Y[U`
XfUa`U`i bZc`Xg"

8YhU]`g	
Cfh	:`cf]XUž`l G5
EiY`Yb	<ul style="list-style-type: none">• Zcf]XUdc`]h]Wg`"W`ca• k k k "Wgbyk`g`"W`ca• k k k "hUa`dUVUm`"W`ca

6Ygi W`X`Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb`"bYh