

HfU[]WA]Ua]`G\cch]b[`7`U]a g`@]ZY /`Hk c
Gi gdYWhg`]b`7i ghcXm

5`g\cch]b[`]b`U`A]Ua]`UdUfha Ybh`YZh`cbY`a Ub`XYUX`UbX
hk c`XYhU]bYX`Zcf`ei Ygh]cb]b[/`dc`]W`Wcbh]bi Y`h\Y
]bj Ygh][Uh]cb"



Bcfh\k Ygh` (h\`5j Ybi Y`UbX`, h\`GhfYYhž`A]Ua]ž: @ž`I G5`!`↗
h\Y`YUf`m\`ci fg`cZ`h\Y`a cfb]b[`cb`↗ bY`&\$ž`&\$&) ž`U`'`' !mYUf!c`X
a Ub`k Ug`hfU[]WU`m`g\`ch`UbX`_]`YX`]b`U`A]Ua]`UdUfha Ybh
Vi]`X]b["`H\]gi bgYhh`]b[`Yj Ybh`i bZc`XYX`Ufci bX`%.` , `U"a "ž
dfca dh]b[`U`gk]Zh`fYgdcbgY`Zfca `h\Y`A]Ua]`Dc`]W`8YdUfha Ybh
Zc`ck]b[`fYdcfhg`cZ`[i bZ]fY`"i dcb`Uff]j U`ž`cZZ]W`fg`Zci bX`h\Y
j]W]a]`bg]XY`h\Y`Zci fh\`i b]hcZ`h\Y`Vi]`X]b["`<Y`k Ug`ei]W`m
hfUb`gdcfhYX`hc`↗JW`gcb`A Ya cf]U``<cgd]hU`Vm`A]Ua]:]fY`FYgW`Y
Vi h`k Ug`dfcbci bW`X`XYUX`g\cfh`mUZhYf`Uff]j U`"5g`cZ`bck ž`hk c
]bX]j]Xi U`g`\Uj Y`VYYb`XYhU]bYX`Zcf`ei Ygh]cb]b[`k` \]Y
]bj Ygh][Uhcf`g`gYY`_U`k UffUbh`hc`Zi fh\Yf`YI Ua]bY`h\Y`W]a Y`gW`bY`"
8YhU]`g`gi ffc`i bX]b[`h\Y`a ch]j Y`Zcf`h\]g`g\cch]b[`fYa U]b`i bWYUfž
`YUj]b[`fYg]XYbhg`cb`YX[Y`UVci hgUZ`Yhm]b`h\Y]f`Wca a i b]hm`@c WU`

%\$`B Yk g`fYdcfhg"

H\]g`]bWjXYbh`Wca Yg`cb`h\Y`\\YY`g`cZ`U`VfcUXYf`]bj Ygh][Uh]cb`]bhc
Ubch\Yf`g\ccch]b[`h\Uh`cWW`ffYX`↑ gh`\ci fg`UhYf`Uh`U`X]ZYZfYbh
A]Ua `]`UdUfha Ybh`Wca d`YI " "5h`UddfcI]a UhY`m%%) (`U"a " `cb`h\Y
gUa Y`GUhi fXUmž`U`a Ub`]XYbh]Z]YX`Ug`9Xi UfXc`k Ug`g\ch`a i `h]d`Y
h]a Yg`k \`]Y`hfm]b[`hc`XYZYbX`\]g[]f`Z]YbX g`WUf`Zfca `h\YZh"
K]hbYggYg`fYdcfhYX`U`VUffU[Y`cZ[i bZ]fYž`k]h\`Ug`a Ubm`Ug`%
g\chg`f]b[]b[`ci`h]b`hc`hU`ž`k \]W\`Ug`fU]gYX`gYf]ci g`WcbWfbg
UVci h`di V`]WgUZYhmž`YgdYW]U`m`Ua cb[`ZUa `]]Yg`UbX`W\`XfYb`]b
h\Y`UfYU""9Xi UfXc g`XYhYfa]bYX`UWh`hc`WcbZfcbh`U`gi gdYWh`YX`hc
\]g`hfU[]WUbX`j]c`YbhXYUh\ž`Zi fh\Yf`Vi fXYb]b[`h\Y`cWU`
Wca a i b]hm`k]h\`ZYUf`UbX`i bWfbhU]bhm**76G`B Yk g`Y`UVcfUhYg"**

7ca a i b]hm`F YUWh]cbg

Ð`][\`hcZ`h\YgY`i bgYhh]b[`Yj Ybhgž`]hg`bch`↑ gh`h\Y`ZUa `]]Yg`cZ`h\Y
j]W]a g`k \c`UfY`gi ZYZf]b[/`h\Y`Ybh]fY`bY][\Vcf\ccX`]g`ZY`Y`]b[`h\Y
]a dUWh`"FYg]XYbhg`ZfYei Ybh`mj`c]W\`h\Y]f`k cff]Yg`UVci h`W]a Y
`Yj Y`gž`UbX`gi W\`j]c`Ybh]bWjXYbhg`cb`m`gYfj Y`hc`a U[b]Zm`h\Y]f
ZYUfg`"A Ubm`Wca a i b]hma Ya VYfg`\Uj Y`YI dfYggYX`X]ggUh]gZUWh]cb
k]h\`h\Y`cj YfU``gUZYhm]b`A]Ua]ž`k \YfY`W]a Y`fUhYg`\Uj Y`gi f[YX
]b`fYWbh`mYUfg`"H\Y`ghUh]gh]Wg`fYj YU`YX`U`g][b]Z]WUbh]bWfYUgY`]b
Wf]a Yž`k]h\`h\Y`&\$&'`Wf]a Y`fUhY`fYUW]b[`&, ' Ub`i bgYhh]b[
Z][i fY`h\Uh`d`UW`g`A]Ua `]UVcj Y` , , ") i `cZi "G`"W]h]Yg`Zcf`W]a Y
dfYj U`YbW`**7]hm`8 UhU`\][\`][\hg"**

Hc`di h`h\]b[`g`]bhc`dYfgdYWh]j Yž`h\Y`bi`a VYf`cZj]c`Ybh`Wf]a Yg`]b
A]Ua `]\`Ug`gd]_YX`U`Ufa]b[`micj Yf`h\Y`dUgh`Wci d`Y`cZ`mYUfgž`k]h\
j]c`Ybh`Wf]a Y`fUhYg`W]a V]b[`Zfca `%)) "+"]b`&\$&&`hc`U`gcVYf]b[
&+\$`"+`]b`&\$&' "H\]g`XfUa Uh]Wf]gY`WUb`]bXY`YX`YUX`cbY`hc
k cbXYf` k \Uh]g`VY]b[`XcbY`hc`]a dfcj Y`gUZYhm`k]h\]b`ci`f
Wca a i b]h]Yg3`H\Y`]bWfYUgY`]b`\ca]WjXYg`h\]g`mYUfž`hU`m]b[`i d`hc
' &ž`\Ug`a Ubm`ei Ygh]cb]b[`h\Y`YZZYWh]j YbYgg`cZ`Uk`YbZcfW]a Ybh
UbX`Wca a i b]hmidfc[fUa `g`]b`d`UW`"

@cc_]b[`5\YUX

K jh\`%ž , %fY[]ghYfYX`gYI`cZZYbXYfg`jb`A]Ua]`UbX`Ygg`h\Ub`h\fYY
dc`]Wf`cZZ]Wf`g`dYf`%ž\$`\$`fYg]XYbhgž`h\Y`ghUh]gh]Wg`dU]bh`U
WŁbWf`b]b[`d]Wfi`fY`Zcf`h\cgY`k`c`WU``h\]g`Wjhm`\ca`Y``K`\]`Y
A]Ua]`\Ug`gYYb`j`Uf]ci`g`Y`Zcfhg`hck`UfXg`Wf]a`Y`dfYj`Ybh]cbž`]hg
WYUf`h\Uh`a`cfY`WŁa`dfY\Ybg]j`Y`ghfUhY[]Yg`UfY`fYei`]fYX`hc`bch
cb`m`W`fV`h\Y`f]g]b[`Wf]a`Y`fUhYg`Vi`h`hc`fYghcfY`U`gYbgY`cZ`gUZYhm
UbX`WŁa`a`i`b]hm`hfi`gh``H\Y`XYUh\`g`cZ`9Xi`UfXc`UbX`h\Y`i`bbUa`YX
j`]Wh]a`Zfca`h\Y`YUf`]Yf`g\cch]b[`ZcfWf`i`g`hc`WŁbZfcbh`h\Y`fYU`]hm
cZj`]c`YbWf`]b`i`fVUb`gYh]b[`g`UbX`i`bXYfgWŁfY`h\Y`i`f[`Ybh`bYYX`Zcf
YZZYWh]j`Y`UWh]cb"

5g`]bj`Ygh[]Uh]cbg`WŁbh]bi`Y`UbX`WŁa`a`i`b]h]Yg`fYY``Zfca`h\YgY
hfU[]WYj`Ybhgž`]hg`Wf]h]WU``Zcf`fYg]XYbhg`hc`VUbX`hc[]Yh\Yf`UbX
UXj`cWUhY`Zcf[]Ybi`]bY`fYZcfa``A`YfY`m`Ua`Ybh]b[`h\Y`]ggi`Yg`Uh
\UbX`k`cb`hgi`ZZ]Wf`/WŁa`a`i`b]h]Yg`a`i`gh`k`cf`_`k`jh\`cWU``Uk
YbZcfWf]a`Ybh`hc`XYj`Y`cd`dfcUWh]j`Y`a`YUgi`fYg`U]a`YX`Uh`Ybgi`f]b[
h\Uh`A]Ua]`VYWŁa`Yg`U`gUZYf`d`UWf`Zcf`Yj`Yfmc`bY"

8YhU]`g	
Cfh	Bcfh\kYgh(`h\`5j`Ybi`Y`UbX`, h\`GhfYYhž A]Ua]ž: @ž`I`G5
Ei`Y``Yb	<ul style="list-style-type: none">• k k k ``cWU`%\$`WŁa• k k k `Wf`gbYk`g`WŁa• k k k `Wjhm!XUhU`WŁa

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