

: `cf]XU`A Ub`ðX]WhYX`Zcf`A Yh\`HfUZZ]W_]b[
7ci`X`: UW`@]ZY`6Y\]bX`6Ufg

5: `cf]XU`a Ub`ZUW`g`]ZY`]a df]gcb`a Ybh`UZhYf`VY]b[`]bX]WYX
Zcf`a Yh\`hfUZZ]W_]b[``7\Uf[Yg`k YfY`Ubbci bW`X`Vm`ZYXYfU`
dfcgYW`hcf]b[; U]bYgj`]`Y"



C`X`Hck bž: `cf]XUž`I G5`!`ð`U`ghf]_]b[`XYj Y`cda Ybh`Zfca`C`X
Hck bž: `cf]XUž`FcbU`X`7Uf`DYUj m`ž`U`(-!mYUf!c`X`cWU`žZUW`g
gYf]ci g`U`Y[Uh]cbg`Zc`ck]b[`U`ZYXYfU`]bX]W`a Ybh`7\Uf[YX`k]h\
dcggYgg]cb`k]h\`]bhYbh`hc`X]ghf]Vi hY`) \$[fUa g`cf`a cfY`cZ
a Yh\Ua d\YhUa]bYž`DYUj mg`WUgY`Ug`XfUk b`W`bg]XYfUV`Y
UhhYbh]cbž`YgdYW]U`m[`]j Yb`h`Y`gYj YfY`dYbU`h]Yg`UggcW]UhYX`k]h\
gi W`W`Uf[Yg`H`Y`]bX]W`a Ybh`k Ug`Ubbci bW`X`Vm`æ`b`D`<YY_]bž
h`Y`I b]hYX`GhUhYg`5hcfbYm`Zcf`h`Y`Bcfh`Yfb`8]ghf]Wh`cZ: `cf]XUž
\[`\][\h]b[`h`Y`ZYXYfU`[cj Yfba Ybhg`cb[`]b[`W`ca`a]ha Ybh`hc
UXXfYgg]b[`Xfi[`hfUZZ]W_]b[``DYUj mg`UffU][ba Ybh]g`gYh`Zcf`ð`m`%ž
&\$&) ž`Uh`&.%`d`a``]b[; U]bYgj`]`Yž`dfYg]XYX`cj Yf`Vm`I b]hYX`GhUhYg
A U[]ghfUhY`ð`X[Y`A]Xcf]`5`@ck fm`G\ci`X`Y`VY`W`bj]WYXž`DYUj m
W`ci`X`VY`gYbhYbW`X`hc`]ZY`]b`df]gcbž`U`hYghUa Ybh`hc`h`Y`[fUj]hm

cZ'h\Y`UWW gUh]cbg`Yj Y`YX`U[U]bgh`a "

H\Y`]bj Ygh][Uh]cb`h\Uh`YX`hc`h\YgY`W\Uf[Yg`k Ug`U`Wc`UVcfUh]j Y
YZZcfh`VYhk YYb`h\Y`8fi [`9bZcfW`a Ybh`5Xa]b]ghfUh]cb`fB95Ł`UbX
h\Y`8]l]Y`7ci bhm`G\Yf]ZZ`g`C`ZZ]W`"@Uk`YbZcfW`a Ybh`Ug
dcg]h]cbYX`]hgY`Z`Z]fa`m]b`h\Y`Z][`h`U[U]bgh`Xfi [`hfUZZ]W_]b[ž
dUfh]W`Uf`m`Ug`a Yh\Ua d\YhUa]bY`Wc`bh]bi Yg`hc`k fYU`_`Uj cW
UWfcgg`j Uf]ci g`Wc`a a i b]h]Yg`"H\Y`ZYXYfU`ghUhi hYg`[cj Yfb]b[
gi W`c`ZZYbgYgž`dUfh]W`Uf`m`&%! "G"7""z', (%ž`WYUf`mici h]bY`h\Y
ghf]b[Ybh`dYbU`h]Yg`UggcW]UhYX`k]h\`h\Y`a Ubi ZUWhi fYž
X]ghf]Vi h]cbž`c`f`dcggYgg]cb`k]h\`]bhYbh`hc`X]ghf]Vi hY
a Yh\Ua d\YhUa]bYž`Ya d\Ug]n]b[`h\Y`gi VghUbW`g`fYWc`[b]nYX
dc`hYbh]U`Zcf`UVi gY`UbX`UXX]W]cb"

I bXYfghUbX]b[`h\Y`7`Uf[Yg

⊕`YggYbW`ž`ZYXYfU`hfUZZ]W_]b[``Uk g`UfY`bc`c`c`_Y""5g`XYhU]`YX`Vmi
@Y[U`7`Uf]hmž`ZYXYfU`Xfi [`hfUZZ]W_]b[``Uk g`]a dcgY`di b]g\]b[
gYbhYbW`g`VUgYX`cb`h\Y`hmdY`UbX`ei Ubh]hmicZ`Wc`bhfc`YX
gi VghUbW`g`]bj c`j YX`":]fgh]h]a Y`c`ZZYbXYfg`WUb`gY`g][b]Z]WUbh
df]gcb`h]a Yž`UbX`h\Y`dYbU`h]Yg`YgWU`UhY`XfUa Uh]WU`m`Zcf`fYdYUh
c`ZZYbXYfg`"H\Y`Uk`]bX]WUhYg`h\Uh`U`ei Ubh]hmicZ)`\$`[fUa g`cf`a cfY
cZ`a Yh\Ua d\YhUa]bY`WUb`YUX`hc`U`a UbXUhc`fmia]b]a i a
gYbhYbW`cZ`hYb`mYUfgž`k`Y`Y`Uf[Yf`Ua ci bhg`WUb`hf][[Yf`Yj Yb
YZh]Yf`dYbU`h]Yg"

H\Y`[fUj]hmicZ`DYUj mg`g]hi Uh]cb`]g`i bXYfgWc`fYX`Vmi`h\Y`ZUWh`h\Uh
ZYXYfU`Uk`bch`cb`m`hUf[Yhg`h\Y`X]ghf]Vi h]cb`cZ`Xfi [g`Vi h`U`gc`h\Y
dcggYgg]cb`k]h\`]bhYbh`hc`X]ghf]Vi hY`"H\]g`a YUbg`h\Uh`Yj Yb`h\Y
a YfY`ghcW_d`]b[`cZ`a Yh\ž`dU]fYX`k]h\`Yj]XYbW`cZ`Ub`]bhYbh]cb`hc
gY`ž`WUb`g][bU`gYj YfY`Wc`bgYei YbW`g""⊕`DYUj mg`WUgYž`Yj]XYbW`
Wc`i`X`]bWi XY`dUfUd`YfbU`U`UggcW]UhYX`k]h\`X]ghf]Vi h]cbž
a YggU[Yg`]bX]WUh]b[`]bhYbhž`c`f`Yj Yb`k]hbYgg`hYgh]a cbm`⊕`h\Y
fYU`a `cZ`Y[U`VUh`Ygž`Yj Yfm`XYhU]`a UhhYfg"

H\Y`6fcUXYf`⊕a d`]WUh]cbg

H\]g`WUgY`ghUbXg`Ug`U`ghUf`_`fYa]bXYf`cZ`\ck`a Yh\Ua d\YhUa]bY

Wċbh]bi Yg'hc'Xca]bUhY'X]gW' gg]cbg'UVci h'Xfi [!fY'UhYX'Wf]a Y']b
5a Yf]WU""H\Y'UggcW]UHXY'f]g_g'UbX'dYbU'h]Yg'WċbbYWh'VUW_ 'hc'h\Y
8fi ['9bZcfW@a Ybh'5Xa]b]ghfUh]cb g'cb[c]b['a]gg]cb'hc
X]ga Ubh'Y'hfUZZ]W_]b['bYhk cf_g'h\Uh'\Uj Y'WU] gYX'k]XYgdfYUX
\Ufa ""5g'\][\'][\hYX'Vm'@YddUfX'@Uk ž'a Yh\']g'bch'† ghU
hfci V']b['gi VghUbWV/]hg'U'dck YfZ'`gh]a i'Ubh'h\Uh'WfYUHyg'WmWYg
cZ'UVi gY'UbX'WU'b'XYj UghUhY'Wċa a i b]h]Yg"

@cc_]b['U\YUX'hc'DYUj mg'UffU][ba Ybhž'h\Y''Y[U'ZfUa Yk cf_'\Y
ZUWg']g'Wċa d'YI ""5b']bX]W@a Ybh]g'bchU'[i]h'gYbhYbWž'h\ci [\
h\Y'k Y][\h'cZ'h\Y'WUf[Yg'WU'b'ZYY'cj Yfk \Y'a]b[""H\Y'Wċi bhfm
g'Y[U'ghfi Whi fY'U'ck g'Zcf'j Uf]ci g'XYZYbgYg""H\YgY'WU'b']bWi XY
WU''Yb[]b['h\Y''Y[U']hmicZ'h\Y'gYUfWU'UbX'gY]ni fY'h\Uh'dfca dhYX
h\Y'WUf[Yg'cf'ei Ygh]cb]b['h\Y']bhYbh'hc'X]ghf]Vi hY""8YZYbgY
ghfUhY[]Yg'UfY'Wf]h]WU'ž'YgdYWU'U'm']b'WUgYg'k \YfY''j Yg'UbX
'j] Y'\ccXg'\Ub['j]b'h\Y'VU'UbW"

I'h]a UhY'mž'DYUj mg']bX]W@a Ybh'g\YXg''][\h'cb'U'dYfg]ghYbh']ggi Y
h\Uh'fYei]fYg'cb[c]b['UhhYbh]cb'UbX'UWh]cb'Zfca 'Vch\''Y[U'UbX
Wċa a i b]hmidYfgdYW'h]j Yg""5g'h\Y'WUgY'i bZc'Xgž'h'Vf]b[g'hc'h\Y
ZcfYZfcb'h\Y'dfYgg]b['bYXY'Zcf'WYUf'Wċbj YfgUh]cbg'UVci h'Xfi [
dc']Wmž'Wċa a i b]hmigi ddcfhž'UbX'dUh\k Umg'hc'fY\UV']hUh]cb""h'g'U
hU'Y'cZ'WU]h]cb'k fUddYX']b'h\Y'Wċa d'YI]h]Yg'cZ'5a Yf]WU g
UddfcUW'hc'Xfi ['cZZYbgYg"

8YhU]`g	
Cfh	C`X`Hck bž: `cf]XUž'I G5
E i Y`Yb	<ul style="list-style-type: none">• k k k "hUa dUZd"Wċa• `YddUfX`Uk "Wċa• `Y[U`WUf]hm"cf[

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