

9gWUa V]U`7ci bhm' , \$' - /g`=79`5[fYYa Ybh
GdUf_g`Ci hWfm'5a]X`Di V`]WGUZYhm': YUfg

9gWUa V]U`7ci bhm'ZUW`X`di V`]WdfchYghg`Ug`cZZ]W]U`g`fUh]ZYX
Ub`=79`U[fYYa Ybh'Zcf`ja a][fUh]cb`YbZcfW`a Ybh`Ua]X
W`a a i b]hm'gUZYhm'W`bW`fbg"



9gWUa V]U`7ci bhmž': `cf]XUž`I G5`!`9gWUa V]U`7ci bhm'Z]bXg`]hgY`Z
i bXYf`h\Y`gdch]] \h`Ug`h\Y`6cUfX`cZ`7ci bhm'7ca a]gg]cbYfg`Ug
fUh]ZYX`Ub`i dXUhYX`U[fYYa Ybh`k]h`I "G" `a a][fUh]cb`UbX
7i ghca g`9bZcfW`a Ybh`f=79`hc`YbZcfW`ja a][fUh]cb`Uk g`H\]g
W`bhfcj Yfg]U`XYW]g]cbž`a UXY`XYgd]hY`j cWU`cddcg]h]cb`Zfca`h\Y
di V`]Wž`dUggYX`k]h`U`WcgY`!&`j chY`"A cfY`h\Ub`U`XcnYb
gdYU_Yfg`hcc`hc`h\Y`dcX]i a`hc`j c]W`h\Y]f`X]gUddfcj U`ž`Uf[i]b[
h\Uh`h\]g`dUf`hbYfg\]d`gi ddcfhg`Ub`i b`† gh`UbX`\Ufa Z`gmg`hYa`h\Uh
k]`bch`cb`mi]a dUWh`bX]j]Xi U`g`Vi`h`h\Y`Ybh]fY`W`a a i b]hmž
ZcghYf]b[`ZYUf`Ua`cb[`fYg]XYbhg"

H\Y`U[fYYa Ybh`]g`]bhYbXYX`hc`Yb\UbW`di V`]WgUZYhm`Vm`U`ck]b[
=79`hc`XY`Y[UhY`W`fhU]b`ja a][fUh]cb`YbZcfW`a Ybh`Zi bW]cbg`hc

hfU]bYX`dYfgcbbY``]b`h\Y`9gWUa V]U`7ci bhm7cffYWh]cbg
8YdUfha Ybh``7\]YZ`K]``]Ua `Dck Y``ghUhYX`h\Uh`h\]g`a cX]Z]WUh]cb`cZ
Ub`YI]gh]b[`U[fYYa Ybh`U]a g`hc`ja dfcj Y`YZZ]W]YbWm]b`gYfj]b[
k UffUbhg``<ck Yj Yfž`W]h]Wg`\Uj Y`fU]gYX`U`Ufa g`UVci h`h\Y
dchYbh]U``j]c`Uh]cb`cZ`Wcbgh]hi h]cbU``f][\hg`UbX`h\Y`W\]``]b[`YZZYWh
h\]g`Wci `X`\Uj Y`cb`hfi gh`k]h\]b`h\Y`Wca a i b]hm"

7cbWfbg`Cj Yf`Di V`]WGUZYhm

7ca a]gg]cbYf`@a cb`A Umž`cbY`cZ`h\Y`X]ggYbh]b[`j c]Wf`gž
Ya d\Ug]nYX`h\Y`]a dcfhUbWf`cZ`ghUbX]b[`i d`Zcf`h\cgY`k]h\ci h`U
j c]Wf`ž]bX]WUh]b[`h\Uh`h\Y`U[fYYa Ybh`a Um`X]gd fcdcfh]cbUhY`m
UZZYWh`j i `bYfUV`Y`ddci `Uh]cbg``≠`WcbhfUghž`7ca a]gg]cbYf`GhYj Y
GhfcVYf[Yf`gi ddcfhYX`h\Y`a YUgi fYž`Zc`W`g]b[`cb`WcbWfbg`cj Yf
i bXcW`a YbhYX`]a a][fUbhg`W\Uf[YX`k]h\`Wf]a Yg``H\Y`a ch]cb`hc
Uddfcj Y`h\Y`UXXYbXi a `k Ug]b]h]U``mVfci [\h`Zcfh\`Vm`GhfcVYf[Yf
UbX`gYWcbXYX`Vm`5g\`YY`<cZ`Yf[Yfž`YUX]b[`hc`U`XYW]g]cb`h\Uh
a Ubmij]Yk `k]h\`hfYd]XUh]cb"

@cWU``ja a][fUh]cb`YbZcfWf`a Ybh`dfUWh]Wf`g`\Uj Y`]bhYbg]Z]YX`UWf`cgg
: `cf]XUž`dUfh]W`Uf`mi bXYf`h\Y`UXa]b]ghfUh]cb`cZ`; cj Yfbcf`F`cb
8YGUbh]g``5Wf`fX]b[`hc`76G`BYk gž`a UbmZUa]`m`a Ya VYfg`UbX
UXj cWUhYg`UfY`]bWfYUg]b[`m`k cff]YX`h\Uh`]bX]j]Xi U`g`Wci `X`g]a d`m
X]gUddYUf``]bhc`h\Y`Wci bhm`U`]`gmghYa gž`fU]g]b[`Zi bXUa YbhU`
ei Ygh]cbg`UVci h`hfUbgdUfYbWm`UbX`UWf`gg]V`]`hm`cZ`]bZcfa Uh]cb
fY[UfX]b[`XYhU]bYYg``A]Ua]!8UXY`cZZ]W]U`g`\Uj Y`dfca]gYX
UWf`ci bhuV`]`hmž`mY`h\YfY`UfY`ZYUfg`h\Uh`U[fYYa Ybhg``]_Y`h\]g
Wci `X`fYghf]Wh`di V`]WUWf`gg`hc`j]hU``]bZcfa Uh]cb`UVci h`h\cgY`]b
XYhYbh]cb"

H\Y`6fcUXYf`7cbhYI h`cZ`9bZcfWf`a Ybh

: `cf]XU`\Ug`gYYb`U`g][b]Z]WUbhi dh]W_`]b`cWU``Uk`YbZcfWf`a Ybh
U[YbW]Yg`WcdYfUh]b[`k]h\`ZYXYfU``]a a][fUh]cb`YbZcfWf`a Ybh``≠
YUf`m`ž bY`&\$&) ž`⇒9`fYWcfXYX`cj Yf`) %(`bYk`&, +f[Ł`U[fYYa Ybhgž
Vf]b[]b[`h\Y`hc`hU`dUfhbYfg\]dg`bUh]cbk`]XY`hc`*(- `UWh]j Y
U[fYYa Ybhg``H\YgY`U[fYYa Ybhg`U`ck ``cWU`dc`]Wf`hc`YbZcfWf`
ZYXYfU``]a a][fUh]cb`Uk`g`h`fci [\j Uf]ci g`a cXY`gž]bWi X]b[`HUg_

: c fW'cdYfUh]cbgž>J]'9bZcfW'a Ybhž'UbX'K UffUbh'GYfj]W'"H\]g
 Yl dUbg]cbž'gdYUf\YUXYX'Vm'h\Y'dfYj]ci g'UXa]b]ghfUh]cbž'\Ug
 fYgi 'hYX']b'h\ci gUbXg'cZ'UffYghgž'g]a i 'hUbYci g'm'fU]g]b['WcbW'fbg
 UVci h'Wj]'f][\hg'UbX'Wca a i b]hm'hfi gh"

7f]h]Wg'Uf[i Y'h\Uh'h\YgY'dfUWh]W'g'bch'cb'm'YUX'hc'fUW]U'dfcZ']b[
 Vi h'U'gc'WfYUhY'Ub'Ybj]fcba Ybh'k \YfY']a a][fUbhg fY[UfX'Ygg
 cZ'h\Y]f'Y[U'ghUhi g UfY'ZYUfZ'`cZ']bhYfUWh]b['k]h\dc`]W'cf
 gYY_]b['YggYbh]U'gYfj]W'g'"H\]g'\Ug'YX'hc'U[fck]b['X]j]XY
 VYhk YYb'`Uk 'YbZcfW'a Ybh'UbX']a a][fUbh'Wca a i b]h]Ygž'k \YfY
 Yj Yb'`Uk Z'`fYg]XYbhg'\Yg]hUhY'hc'fYdcfh'Wf]a Yg'cf'gYY_'\Y'd'Xi Y
 hc'ZYUf'cZ'XYdcfhUh]cb"

@cWU'UXj cWUWm'\Ug'gci [\h'hc'UXXfYgg'h\YgY'[fck]b['WcbW'fbg"
 FYdfYgYbhUh]j Y'A Ul k Y``: fcgh'\Ug'Yj Yb']bhfcXi W'X'Y[]g'Uh]cb
 U]a YX'Uh']bWfYUg]b['hfUbgdUfYbWm'Vm'fYei]f]b['⇒9'ZUW']h]Yg'hc
 di V']Wm'fYdcfh'cb'XYhU]bYY']bZcfa Uh]cbž'U'a cj Y'h\Uh'gYY_g'hc
 XYZYbX'h\Y'f][\hg'cZ'j i 'bYfUV'Y'dcdi 'Uh]cbg'WU[[\h']b'h\Y
 Wfcgg\U]fg'cZ']a a][fUh]cb'dc`]Wm"

5g'Wca a i b]hm'a Ya VYfg'UbX'cZZ]W]U'g'U`'_Y'Wcbh]bi Y'hc'[fUdd'Y
 k]h\h\Y']a d`]WUh]cbg'cZ'h\YgY'YbZcfW'a Ybh'dc`]W]Ygž'cbY'h\]b[']g
 WYUf. 'Ybgi f]b['Vch\ 'gUZYhm'UbX'↑gh]W'fYa U]bg'Ub']bhf]WUhY
 VU'UbW]b['UWh'ZfUi [\h'k]h\ 'W'U'Yb[Yg'"5g'9gW]a V]U'7ci bhm
 bUj][UhYg'h\]g'Wcbhfcj Yfg]U'dUfhbYfg\]dž'h\Y'cb[c]b['X]U'c[i Y
 VYhk YYb'fYg]XYbhgž'`Uk 'YbZcfW'a Ybhž'UbX'`cWU'[cj Yfba Ybh'k]`
 VY'd]j chU']b'g\Ud]b['h\Y'Z hi fY'cZ']a a][fUh]cb'YbZcfW'a Ybh']b
 h\Y'fY[]cb"

8YhU]'g	
Cfh	9gW]a V]U'7ci bhmž: `cf]XUž'I G5
E i Y`Yb	<ul style="list-style-type: none"> • k k k "db ^"Wca • k k k "Wgbyk g"Wca • k k k "j]gUj Yf[Y"Wca

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