

6UbI]Wĉ : UWg`7fYX]V]`]hm'7f]g]g`5a]Xgh
F]g]b[` ðZ`Uh]cb`K`cYg

5a]X`dYfg]ghYbh`]bZUh]cb`WĉbWfbgž`6UbWĉ`XY`A`ÅI]Wĉ
Yj`U`i`UhYg`]bhYfYgh`fUhY`W`hgž`]a`dUW]b[`]hg`WfYX]V]`]hm`UbX
Ž`hi`fY`dc`]WjYg"



A`YI]Wĉ`!`6UbWĉ`XY`A`ÅI]Wĉ`f6UbI]Wĉ`Ĺ]g`W`ffYbh`m`bUj`][`Uh]b[`]U
hi`fVi`Ybh`YWĉbca`]W`UbXgWUdY`a`Uf`_YX`VmdYfg]ghYbh`]bZUh]cb
h\Uh`XYZ]Yg`YI`dYWUh]cbg" `C`b`ă` `m`%ž`&\$&) `ž`9`79C`fYdcfhg`h\Uh
h\Y`W`bhfU`V`Ub`_`g`WfYX]V]`]hm]g`i`bXYf`gWfi`h]bmž`YgdYWjU`m]b`)][`h
cZ`Wĉa`a`Ybhg`Zfca`Gi`V[`cj`Yfbcf`x`bUh\Ub`<`YUh`7`cbghUV`Y`"<`Y
YI`dfYggYX`h\Uh`fYW`bh`a`cb`YhUfmdc`]Wm`XYWjg]cbg`a`UmigYbX`U
a`YggU[`Y`cZ`Wĉa`d`UW`bWmž`dUfh]W`Uf`m`Ug`]bZUh]cb`ZcfYWjghg`UfY
bch`VY]b[`]a`Yh"

H\Y`UhYgh`UX`†`gha`Ybhg`\Uj`Y`fU]gYX`a`YX]i`a`!hYfa`]bZUh]cb
YI`dYWUh]cbgž`k`]h\`ZcfYWjghg`Zcf`E`'`W]a`V]b[`]Zfca`'`")`ı`hc`("`%a
UbX`Zcf`E`(`Zfca`'`'"`ı`hc`'`"+ı`Ubbi`U`m`H\]g`g\]Ži`UXXg`d`fYggi`fY
cb`6UbI]Wĉ`ž`k`\]W\`U]a`g`hc`\]h]hg`]bZUh]cb`hUf[`Yh`cZ`" `\$ı`Vmi`E`"

&\$&*""A Uf_Yh'UbU`mghgž\ck Yj Yfž'UfY'dfYX]Wh]b['U['YbYfU'
]bZUh]cb'fUhY'cZUfci bX'' "+(ı 'Zcf'&\$&*žgi [[Ygh]b['h\Y'WbhfU'
VUb_a][\h'bYYX'hc'fYh\]b_]hg'Z[i fYg'mYh'U[U]b"

Dc`]Wm'8YW]g]cbg'UbX'8YVUhY

5g'6Ubl]Wc'UggYggYg']hg'Zi hi fY'ghfUhY[]Ygž'h\Y'X]gW'gg]cb
fYj c'j Yg'Ufci bX'k \Yh\Yf'hc'\]h'h\Y'VfU_Yg'cb']bhYfYgh'fUhY'W' hg
cf'Wcbh]bi Y'k]h\ 'WUi h]ci g'fYXi Wh]cbg"9`':]bUbW]Yfc'Y`UVcfUhYg
h\Uh'h\Y'6cUfX'cZ; c] Yfbcf'g'\Ug'UW_bck`YX[YX'h\Uh'h\Y'YfU'cZ
) \$'VUg]g'dc]bh'W'hg'a Um'VY'XfUk]b['hc'U'WcgY"5bU`mghg'YI dYWh'U
&) 'VUg]g'dc]bh'W'h'Xi f]b['h\Y'XYW]g]cb'a YYh]b['cb'5i [i gh'+ž
k \]W\ 'Wci 'X`ck Yf'h\Y'fYZfYbW'fUhY'Zfca ', "\$ı 'hc'+'+)ı "

÷bhYfYgh]b[`mž'h\Y'ž bY'&*`a YYh]b[`a]bi hYg'fYj YU`YX`X]j Yf[]b[
cd]b]cbg'Ua cb['VcUfX'a Ya VYfg": ci f'cZ'h\Y'Z]j Y'a Ya VYfg
↑ gh]Z]YX'h\Y'dfYj]ci g'W'hž'Uhf]Vi h]b[']h'hc'YWcbca]Wk YU_bYgg
UbX'ZUX]b['df]W'g'cW_g"<ck Yj Yfž'X]ggYbh]b['j c]W'gž']bWi X]b[
<YUh\`7cbghUV`Yžgi [[YghYX'a U]bhU]b]b['fUhYg'Wci 'X'i d\c`X
WfYX]V`]hm'Ua]Xgh[fck]b['bZUh]cbUfm'dfYggi fYg"

5Wc'fX]b['hc'UbU`mghg'Zfca '6UbUa YI ž'U'gYf]Yg'cZ'h\fYY'&) 'VUg]g
dc]bh'W'hg'Wci 'X'gYY'fUhYg'gYh'Y'Uh'+")ı 'Vm'mYUf'g'YbXž'fY`m]b[
cb'U'WYUf'Xck bhi fb']b']bZUh]cb'Ug'U'VYbW\ a Uf_"6UbcfhY'U'gc
bchYg'U[fck]b['Xcj]g\`hcbY'Ua cb['6Ubl]Wc'a Ya VYfgž'ZUj cf]b[
Wcbh]bi YX'Vi h`ja]hYX'fUhY'W' hg"

7\U`Yb[Yg']b'5W\]Yj]b['GhUV`]hm

H\Y'W'ffYbh'g]hi Uh]cb']gb h'i b]ei Y'hc'A YI]Wc""H\Y'W\U`Yb[Yg
ZUW\X'Vm'6Ubl]Wc'fYZYWh'VfcUXYf'hfYbXg'cVgYfj YX'[`cVU`m]b
a cbYhUfm'dc`]Wm'"H\Y']bZUh]cb!hUf[Yh]b['ZfUa Yk cf_]g'U'Wc'a a cb
UddfcUW\ž'Vi h'Ug'\[\'][\hYX'Vm'79DFž']h]g'bch'k]h\ci h']hg
X]Z]W'h]Yg"A Ubm'WbhfU'`VUb_gž'XYgd]hY'gi W\W'ggZ`m'UbW\cf]b[
]bZUh]cb'YI dYWhUh]cbgž'\Uj Y'ghfi [[`YX'hc'a U]bhU]b'ghUV`]hmž
dUfh]W'Uf'm]b'h\Y'k U_Y'cZ\[\`']bZUh]cb'fUhYg'UbX'h\Y'YI dUbg]cb
cZ'VU'UbW'g\YYhg'dcgh!&\$\$, 'Z]bUbW]U`Wf]g]g"

H\Y`]a]hUh]cbg`cZ'h\]g`ZfUa Yk cf_`WUb`U`gc`Wcbhf]Vi hY`hc`h\Y
dYfWdh]cb`cZ`WbhfU`VUb_g`WfYX]V`]hm": cf`YI Ua d`Yž`k \]Y
6Ubl]Wc`ghf]j Yg`Zcf`df]W`ghUV`]`hmž`f]g]b[`]bhYfYgh`fUhYg`U`cb[g]XY
\[\`di V`]WUbX`df]j UhY`XYVhg`Wca d`]WUhY`]hg`YZZcfhg"H\i gž`h\Y
VU`UbW`VYhk YYb`ZcghYf]b[`YWcbca]W[fck h\`UbX`W fV]b[
]bZUh]cb`fYa U]bg`XY`]WUhY"

Ð`WcbWi g]cbž`6Ubl]Wc`gi dWca]b[`dc`]WYg`k]``VY`i bXYf`_YYb
gWfi h]bm"5g`h\Y`WbhfU`VUb_`k cf_g`hc`bUj][UhY`h\Y`Wcddm
k UhYfg`cZ`]bZUh]cb`UbX`WfYX]V`]`hmž`h\Y`Wc]Wg`]h'a U_Yg`]b`h\Y
Wca]b[`a cbh\g`k]``VY`Wf]h]WU`bch`† ghZcf`h\Y`YWcbca mVi h`U`gc
Zcf`di V`]WWcbZ]XYbW`]b`]hg`a cbYhUfmidc`]Wm"

8YhU]`g	
Cfh	A YI]Wc
E i Y`Yb	<ul style="list-style-type: none">• Y`Wc"Wca• k k k "Y`Z]bUbW]Yfc"Wca "a l• Wdf"cf[

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