

< U]h]Ub`HDG`HYfa]bUh]cb.`5`7ca a i b]hm
: UWg`l bWfhU]b` : i hi fY

< U]h]Ubg`]b`@YY`7ci bhmZUW`WXU`Yb[Yg`Ug`HYa dcfUfm
DfchYWYX`GhUhi g`YbXgž`]a dUWh]b[`k cf`UbX``]j Yg`ghUfh]b[
5i [i gh' ž&\$&) "



@YY`7ci bhmž: `cf]XUž`l G5`!`H\Y`fYWbh`Ubbci bW`a Ybh
fY[UfX]b[`h\Y`hYfa]bUh]cb`cZ`HYa dcfUfmDfchYWYX`GhUhi g`fHDGŁ
Zcf`< U]h]Ubg``]j]b[`]b`h\Y`l b]hYX`GhUHyg`\ Ug`gYbh`f]dd`Yg`h\ fci [\
h\Y`cWU`Wca a i b]h]Yg`]b` : `cf]XUž`dUfh]W`Uf`m]b`@YY`7ci bhmž
k \YfY`UVci h`*ž) (\$`< U]h]Ubg`WU``\ca Y``H\Y`8YdUfha Ybh`cZ
<ca Y`UbX`GYW`f]hm`Ug`XYYa YX`h\Uh`< U]h]`bc`cb[Yf`ei U`]Z]Yg`Zcf
HDGž`U`XYW]g]cb`h\Uh`Wci `X`XfUgh]WU``m`U`hYf`h\Y``]j Yg`cZ`a Ubm
fYg]XYbhg``H\]g`WXUb[Y`hU`Yg`YZZWh`cb`5i [i gh' ž&\$&) ž`k]h\
Zcfa U`hYfa]bUh]cb`g`UhYX`Zcf`GYdhYa VYf`&ž&\$&) ž`a YUb]b[`a Ubm
k]`g`ccb`ZUW`h\Y`dfcgdYWh`cZ`XYdcfhU]cb`cf`cg`g`cZ`Y[U`k cf`_
ghUhi g``H\Y`]a d`]WU]cbg`cZ`h\]g`XYW]g]cb`UfY`dfcZci bXž`bch`↑ gh`Zcf
h\Y`UZZYWYX`]bX]j]Xi U`gž`Vi h`U`gc`Zcf`h\Y`cj YfU``Wca a i b]hm
`UbXgWUdY`]b` : `cf]XU"

H\Y`HDG`dfc[fUa`k Ug`YghUV`]g\YX`hc`dfcj]XY`fYZ[[Y`Zcf
]bX]j]Xi U`g`Zfca`Wci bhf]Yg`YbXi f]b[`gYj YfY`Wf]gYgžgi W\Ug
bUhi fU`X]gUghYfg`cf`Ufa YX`WcbZ]Wg"<U]h]Ubg`fYVW]j YX`h\]g
dfchYWh]j Y`ghUhi g`]b`fYgdcbgY`hc`h\Y`WUhUghfcd\]WYUfh\ei U_Y`cZ
>Ubi Ufm`%&ž&\$%\$žk \]W\`fYgi`hYX`]b`h\Y`cgg`cZcj Yf` "\$ž\$ž\$ž\$
`]j Yg`UbX`X]gd`UWXX`a`]]`cbg"G]bW`h\Ybžh\Y`dfc[fUa` \Ug`VYYb
YI hYbXYX`a`i`h]d`Y`h]a`Yg`Xi Y`hc`cb[c]b[`hi fa c`]b`<U]h]ž
]bWi X]b[`dc`]h]WU`]bghUV`]hmž[Ub[`j]c`YbWž`UbX`bi a`Yfci g
bUhi fU`X]gUghYfg`H\Y`YWcbca`]Wcbhf]Vi h]cbg`cZHDG`\c`XYfg`UfY
g][b]Z]WUbh`h\YmiWc`YWh]j Y`miUXX`UddfcI]a`UhY`m`) ", `V`]cb`hc
h\Y`I "G`YWcbca`miUbX`Wcbhf]Vi hY`~ %) `V`]cb`]b`hU Yg`Ubbi U`mž
Ug`bchYX`Vm`h\Y`**⇒ a a] [fUh]cb` : cfi a "**

H\Y`7\U`Yb[Yg`5\YUX

6YUhf]W`>UWci Yh`7Ughcfž`dfYg]XYbh`cZ`h\Y`<U]h]Ub`7ca`a`i`b]hm
7cU`]h]cb`GK : @ž`\Ug`YI dfYggYX`XYYd`WcbWfb`cj Yf`h\Y`]a`dUWh`cZ
h\]g`XYW]g]cb`cb`h\Y`<U]h]Ub`Wca`a`i`b]hmž`k \]W\`Ug`ZUWXX
bi a`Yfci g`W\U`Yb[Yg`cj Yf`h\Y`dUgh`mYUf`H\Y]f`WcU`h]cb`]g
k cf_]b[`X`] [Ybh`m`hc`gi ddcfh`h`cgY`UZZYWhYXž`fYj]Yk]b[`WUgYg`cb
U`XU`]m`VUg]gž`UbX`WU`b`VY`Wcb`hUWhYX`Uh`&' - !&\$&!- ,)) `cf
&' - !, +, !) , - , `Zcf`Ugg]ghUbW`H\Y`cgg`cZHDG`bch`cb`m`fcVg`h\YgY
]bX]j]Xi U`g`cZ`h\Y]f`Y[U`ghUhi g`Vi h`U`gc`ghf]dg`h\Ya`cZ`Xf]j]b[
df]j]Y[Ygž`a`U_]b[``]ZY`dfYWUf]ci g`m`X]ZZ]W`h`

<U]h]Ubg`]b`@YY`7ci bhm`UfY`Ya`d`cmYX`]b`j]hU`gYWh`c`fg`]_Y
\YU`h\WUfY`UbX`Wcbghfi Wh]cb`cf`UfY`Vi XX]b[`YbhfYdfYbYi fg`H\Y
YWcbca`]WZUVf]WcZ`h\Y`Wca`a`i`b]hm]g`Uh`ghU_Yž`k]h`a`Ubm`ZYUf]b[
`cV`cggYg`UbX`dchYbh]U`XYdcfhUh]cb`Ua`]X`U`VUW_Xfcd`cZ
YI dUbXYX`⇒9`dck Yfg`H\Y`cb[c]b[``Y[U`hi fa c`]`gi ffcI bX]b[
HDG`cb`m`Wca`dci bXg`h\YgY`ZYUfgž`Ug`h\YfY`gi bW`fhU]bhicj Yf
\ck`h\Y`Wci fhg`k]``Z`fh\Yf`fi`Y`cb`h\]g`i f[Ybh`a`UhhYf`5W`WcfX]b[
hc`U`fYWbh**fYdcfh`Vm`<U]h]Ub`H]a`Ygž`Yj Yb`h`ci [\`U`ZYXYfU`
↑ X[Y`Vf]YZm`\U`hYX`h\Y`hYfa`]bUh]cb`cb`>`m`%ž`W]h]b[`i`b`Uk`Z`
UWh]cbg`Vm`8<Gž`h\Y`Z`hi fY`fYa`U]bg`a`i`f`_m`Zcf`a`Ubm`HDG`\c`XYfg`**

H\Y`@Y[U`@UbXgWUdY

H\Y`fYWb'h\]ghcfmicZ`HDG`Zcf`<U]h]Ubg`\\Ug`VYYb`ZfUi [\h`k]h\`
W\Ub[Yg`UbX`W\U`Yb[Yg`"I bXYf`h\Y`6]XYb`UXa]b]ghfUh]cbž`<U]h] g`
HDG`k Ug`Ugh`YI hYbXYX`i bh`": YVfi Ufm` ž`&\$&*ž`Vi h`h\Y`Hfi a d`
UXa]b]ghfUh]cb g`fc`YX`VUW`YZZcfhg`\\Uj Y`gh]ffYX`WcbZi g]cb`UbX`
UddfY\Ybg]cb`"A Ubm`UXj cWUhYg`\\Uj Y`Wf]h]WjnYX`h\Y`UVfi dh`
Ubbci bW`a YbhicZ`h\Y`HDG`hYfa]bUh]cb`Ug`YbXUb[Yf]b[`
h\ci gUbXg`cZ`ZUa]`Yg`k \c`\\Uj Y`a UXY`\\ca Yg`UbX`"j Yg`]b`
5a Yf]WU`"ž ghk YY_g`U[cž`bi a Yfci g`Y[U`cf[Ub]nUh]cbgž`gi W\`Ug`
h\Y`<U]h]Ub`7ca a i b]hm`BYhk cf`UbX`h\Y`@Y[U`5]X`GcWjYhmicZ`
BYk`Mcf`žk YfY`a cV`]n]b[`fYgci fW`g`hc`Ugg]gh`h\cgY`k \c`a Um`
gccb`Z]bX`h\Ya gY`j Yg`k]h\ci h`Y[U`[fci bX]b["

÷gi a a Ufmž`h\Y`hYfa]bUh]cb`cZ`HDG`]g`Vci bX`hc`\\h`\\ca Y`\\UfX`
Zcf`h\Y`<U]h]Ub`ddi`\\Uh]cb`"j]b[`]b`5a Yf]WU`"5g`W\Ub[Yg`cca ž`
a Ubm`cc`_bYfj ci g`mhck UfX`h\Y`Zi hi fY`"K]h\`Wca a i b]hm`
cf[Ub]nUh]cbg`ghYdd]b[`i d`UbX`Y[U`VUh`Yg`Wcbh]bi]b[ž`h\Y`\\cdY`
fYa U]bg`h\Uhgc`i h]cbg`WUb`VY`Zci bX`hc`gi ddcfh`<U]h]Ubg`ZUW]b[`
h\]g`XUi bh]b[`bYk`fYU`]hm`H\Y`\\YUfhicZ`@YY`7ci bhm`VYUhg`ghfcb[`
k]h\`]hg`X]j YfgY`ja a][fUbhdcdi`\\Uh]cb`UbX`ž`Ug`h\Y`Wca a i b]hm`
[fUdd`Yg`k]h\`h\YgY`W\Ub[Ygž`gc`XUf]hmik]`i bXci VhYX`m`d`Um`U`
j]hU`fc`Y`]b`XYhYfa]b]b[`k \Uh`g`bYI h`Zcf`<U]h]Ubg`\\YfY"

8YhU]`g	
Cfh	@YY`7ci bhmž: `cf]XUž`I G5
E i Y`Yb	<ul style="list-style-type: none">• k k k "`Y\][\ UWfYgW]h]nYb"Wca• \ U]h]Ubh]a Yg"Wca• ja a][fUh]cbZcfi a "cf[

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