

: `cf]XU/ , \$' - /g'7]hfi g'<Ufj Ygh': cfYWUgh
6ccghYX. '%&'A]`]cb'6cl Yg'5\YUX°

8]gWcj Yf'h\Y`UhYgh'l G85`W]hfi g'\Ufj Ygh'ZcfYWUgh'Zcf': `cf]XUž
fYj YU`]b['ja dfcj YX'dfc'YWh]cbg'Zcf'cfUb[Yg'UbX'[fUdYZfi]hg
Ua]X'fYWcj Yfm'YZZcfhg"



7]hfi g'7ci bhmž': `cf]XUž'l G5'!': `cf]XU g'W]hfi g']bXi ghfm'\Ug
VYYb['lj Yb'U['ja a Yf'cZ'\cdY'Ug'fYWbh'ZcfYWUghg']bX]WUhy
ja dfcj Ya Ybhg']b'h\Y'i dWca]b['\Ufj Ygh'5WwcfX]b['hc': `cf]XU
Dc`h]Wgž'h\Y'l "G"8YdUfha Ybh'cZ'5[f]W`hi fY'fi G85'ldfc'YWhg'U
m]Y`X'cZ'%&'a]`]cb'Vcl Yg'cZ'cfUb[Yg'Zcf'h\]g'gYUgcb"'H\]g']g'U
bchUV`Y']bWfYUgY'Zfca 'A Umg'Ygh]a UhY'cZ'%"*"'a]`]cb'Vcl Yg": cf
[fUdYZfi]hž'h\Y'ZcfYWUgh'fYa U]bg'ghYUXm'Uh%"' 'a]`]cb'Vcl Ygž
k \]Y'dfc'YWh]cbg'Zcf'hUb[Yf]bYg'UbX'hUb[Y'cg'UfY'dY[[YX'Uh
(\$ \$ \$ \$ \$ 'Vcl Yg"

≠g'k cfh'a Ybh]cb]b['h\Uh'h\]g'ZcfYWUgh'Wca Yg'Ug'U'fY`]YZ
Wca dUfYX'hc'YUf`]Yf`ck'dfc'YWh]cbg'Zc`ck]b['h\Y'XUa U[]b[
ja dUWhg'cZ'<i ff]WUbyg'<Y`YbY'UbX'A]'hcb"'≠h]U`mž'dcgh]ghcfa

ZcfYWUghg`Ygh]a UhYX`h\Y`m]Y`X`hc`VY`↑ gh%%") `a]`]cb`Vcl`Yg`cZ
cfUb[`Yg`"MYhž`h\Y`U`hYgh]bg][`hg`Zfca`:`cf]XU`7]hfi`g`A`i`hi`U`g
9I`YW`hj`Y`J`]W`DfYg]XYbh`UbX`79C`ž`A`Uhh`æmbYfž`fYZYWh`cdh]a`]ga
fY[`UfX]b[`h\Y`W`ffYbh`g]hi`Uh]cbž`Ya`d\Ug]n]b[`h\Uh`h\Y`]bXi`ghfm]g
cb`h\Y`a`YbX"

5X`i`gha`Ybhg`UbX`Gi`ddcfh

:`cf]XU`7]hfi`g`A`i`hi`U`ž`U`cb[`k`]h\`ch\Yf`]bXi`ghfm]ghU`Y\c`XYfgž`]g
UXj`cWU]b[`Zcf`ZYXYfU`Ugg]ghUbW`hc`Vc`ghYf`fYWc]`Yfm`YZcfhg`H\Y
I`G85`g`BUh]cbU`5[`f]W`hi`fU`GhUh]gh]Wg`GYfj`]Wž`k`\]W\`fY`YUgYX
h\]g`ZcfYWUghž`]g`U`j`]hU`d`UmYf`]b`h\YgY`X]gW`gg]cbgž`\Y`d]b[`hc
g\UdY`h\Y`ghfUhY[`mZcf`W]hfi`g`dfcXi`Wh]cb`fYWc]`Yfm]dcgh\i`ff]WUbY
XUa`U[`Y`"b`ZUWž`h\Y`I`G85`fYW`bh`m]bhfcXi`W`X`Ub`9a`Yf[`YbWm
7]hfi`g`8]gYUgY`FYgYUfW\`UbX`9I`hYbg]cb`Dfc[`fUa`Ug`dUfh`cZ`h\Y
:`Ufa`6]`ž`U]a`]b[`hc`hUW`Y`g][`b]Z]WUbh`W\U`Yb[`Yg`ZUW`X`Vm
[`fck`Yfg"

<ck`Yj`Yfž`XYgd]hY`h\Y`i`dh]W`]b`h\Y`\Ufj`Ygh`ZcfYWUghž`]hg`YggYbh]U`
hc`bchY`h\Uh`dfc`Y`WhYX`ci`hdi`h`fYa`U]bg`\]ghcf]WU`m`ck`Xi`Y`hc
cb[`c]b[`]ggi`Yg`]Y`W]hfi`g[`fY`Yb]b[`ž`U`XYj`UghUh]b[`X]gYUgY`h\Uh
\Ug`d`U[`i`YX`h\Y`]bXi`ghfm`Zcf`mYUfg`"æmbYf`g`cdh]a`]ga`a`i`gh`VY
k`Y][`Y`X`U[`U]bgh`h\Y`\Ufg\`fYU`]h]Yg`h\Uh`gh]``]b[`Yf"

<]ghcf]WU`7cbhYI`h`UbX`:`i`hi`fY`Ci`h`cc`_

H\Y`Zi`Whi`Uh]b[`ZcfYWUghg`hY``U`XY`YdYf`ghcfm]UVci`h`h\Y`fYg]`]YbW
cZ:`cf]XU`g`W]hfi`g`]bXi`ghfm":`fca`U`ck`cZ%%")`a`]]cb`Vcl`Yg`]b
h\Y`UZhYfa`Uh\`cZ`i`ff]WUbYg`hc`h\Y`W`ffYbh`dfc`Y`Wh]cbž`h\Y
]a`dfcj`Ya`Ybh`\][`\][`hg`h\Y`]a`dcfhUbW`cZ`Wc`bh]bi`YX`gi`ddcfh`Zcf
U[`f]W`hi`fU`fYg]`]YbW`UbX`]bbcj`Uh]cb`"MYhž`h\Y`a`cgh`fYW`bh
ZYXYfU`ZcfYWUghg`\Uj`Y`g\ck`b`XYW]bYg`]b`dfYj`]ci`g`a`cbh\gž`k`]h
U`g][`b]Z]WUbh`Xfcd`cZ`Ufci`bX`&\$ı`Zfca`YUf`]Yf`Ygh]a`UhYg`Xi`Y`hc
ghcf`a`XUa`U[`Yž`Ug`fYdcfhYX`Vm7]hfi`g`bXi`ghfm"

:`cf`h\cgY`]bhYfYghYX`]b`h\Y`b]hmi[`f]hmi`XYhU]`gž`h\Y`Zi``W]hfi`g
dfcXi`Wh]cb`ZcfYWUgh`gW`YXi`Y`Zcf`h\Y`i`dWc`a`]b[`gYUgc`bg`\Ug
VYYb`di`V`]g\YX":`i`hi`fY`ZcfYWUghg`Zcf`h\Y`&\$&(!&\$&)`gYUgc`b`UfY

gYh'Zcf']a dcfhUbh'XUhYg'gi W\`Ug'>Ubi Ufm'%'\$ž: YVfi Ufm'%%ž'UbX
cbk UfX'"9UW\`fYdcfh'd`Umg'U`Wfi WjU`fc`Y`]b`_YYd]b[`[fck Yfg'UbX
ghU_Y\c`XYfg`]bZcfa YX`UVci h'h\Y`W]a UhY`cZ: `cf]XU g`Wjhi g
a Uf_Yh"

5g'k Y`cc_`Zcfk UfX`hc`h\Y`bYI h'fci bX`cZ'ZcfYWUghgž']h'VYWċa Yg
]bWfYUg]b[`m'WYUf`h\Uh'h\Y`ghfYb[h\`cZ: `cf]XU g`Wjhi g`]bXi ghfm
fY`]Yg'bch'↑ gh'cb`k YUh\Yf'UbX`m]Y`X`Vi h'cb`gi ghU]bYX`UXj cWUWmž
fYgYUfW\ž'UbX`Wċ`UVcfUh]cb`Ua cb[`[fck Yfgž'dc`]Wma U_Yfgž'UbX
U[f]W`hi fU`cf[Ub]nUh]cbg"

8YhU]`g	
Cfh	7]hfi g'7ci bhmž: `cf]XUž'I G5
E i Y`Yb	<ul style="list-style-type: none">• Z'cf]XUdc`]h]Wg"Wċa• k k k "bUgg"i gXU"[cj• Wjhi g]bXi ghfm"bYh

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