

@YUXYfg\]d`G\U_Y!I d.`BYk`Df]bW]dU`g
HU_Y`7\Uf[Y`]b`D]bY``Ug`UbX`DUgWc`°

9I d`cfY`h\Y``UhYgh'df]bW]dU``Uddc]bha`Ybhg`]b`DUgWc`7ci`bhm
gW\cc`g`Ug``YUXYfg\]d`W\Ub[Yg`g\UdY`YXi`W]h]cb`Ua`]X
Yj`c`]]b[`X]ghf]Wh`bYYXg"



DUgWc`7ci`bhmž`I`G5`!`5g`h\Y`gi`a`a`Yf`gi`b`g\]bYg`Vf][` \h`m`c`j`Yf
: `cf]XUž`YXi`W]h]cbU``YUXYfg\]d`]b`D]bY``Ug`UbX`DUgWc`Wci`bhm
gW\cc``X]ghf]Whg`]g`YI`dYf]YbW]b[`U`k`Uj`Y`c`Z`W\Ub[Yg``:]bU`
Uddc]bha`Ybhg`Zcf`bYk`df]bW]dU`g`\Uj`Y`VYYb`Ubbci`bW`Xž
fYg\Ud]b[`h\Y``UbXgW]dY`Zcf`h\Y`i`dWc`a`]b[`UWUXYa`]WmYUf``H\]g
g\]Zh`fYZYWhg`h\Y`cb[c]b[`hfYbXg`c`Z`fYh]fYa`Ybhgž`fYg][`bUh]cbgž
dfca`ch]cbgž`UbX`ghfUhY[]WfY!X]fYWh]cbg`k`]h\]b`h\Y`X]ghf]Whg"

⊕`D]bY``Ug`7ci`bhmž`h\Y`Uddc]bha`Ybh`c`Z`bYk`df]bW]dU`g`Wc`a`Yg
U`cb[g]XY`g][`b`Z]W]b`h`hf`Ub`g]h]cbg``: cf`]bghUbW`ž`9f]WGa`]h\`ž`k` \c
\Ug`VYYb`gYfj`]b[`Ug`h\Y`Ugg]gh`Ub`h`d`f]bW]dU`Uh`@Uf[c`<][` \`GW\cc`ž
\Ug`ghYddYX`i`d`hc``YUX`9Ugh`@_Y`<][` \``H\]g`W\Ub[Y`Zc``ck`g`h\Y
fYh]fYa`Ybh`c`Z`8`Ub]Y``GW`a`]hhX]Y``Ga`]h\`g`c`i`fbYm]b`h\Y`D]bY``Ug

X]ghf]Wh`VY[Ub`]b`&\$%ž`UWw a i`Uh]b[`U`k YU`h`cZ`YI dYf]YbW`Ug
\\Y`dFYj]ci g`m`k cf_YX`Uh`Vch`C`gW`c`U`i bXUa YbhU`UbX
7`YUfk UhYf`\\[\\`gW`cc`gž`UbX`Yj Yb`hUi [\\h`]b`HYbbYggYY`Zc`f`U
Vf]YZ`dYf]cX`VYZc`fY`fYhi fb]b[`hc`:`cf]XU"

HfUbgZcfa Uh]cbg`]b`D]bY``Ug`7ci bhm

A Uf_`Fi gW`hhU`]g`Ubch`Yf`bUa Y`]b`h`Y`\\YUX`]bYg`Ug`\\Y`hU`Yg`cb
h`Y`fc`Y`cZ`df]bW]dU`Uh`i: cfYgh`@U`Yg`9`Ya YbhUfmž`a cj]b[`i d`Zfca
\\]g`dcg]h]cb`Ug`Ugg]ghUb`h`df]bW]dU`Uh`D]bY``Ug`DUf_`9`Ya YbhUfm"
K]h`\\U`WUfYYf`]b`D]bY``Ug`W`ci bhm`VY[]bb]b[`VUW_`]b`&\$*\$`Ug`U
WUggfcc`a`hYUW`Yfž`Fi gW`hhU`\\Ug`U`gc`[U]bYX`j U`i UV`Y
YI dYf]YbW`Ug`Ub`]bghfi Wh]cbU`ghUZZ`XYj Y`cdYf`UbX`\\Ug`gdYbh
h]a Y`k]h`\\h`Y`:`cf]XU`8YdUfha Ybh`cZ`9Xi WWh]cb"

A cj]b[`cj Yf`hc`DUgW`c`7ci bhmž`5`mggU`E i]bUž`h`Y`Ugg]ghUb`h
df]bW]dU`Uh`GYj Yb`Gdf]b[g`A]XX`Y`GW`cc`ž`\\Ug`VYYb`Uddc]bhYX`Ug
h`Y`df]bW]dU`cZ`\\Yf`W`ffYbh`gW`cc`ž`gi W`W`YX]b[`xY`8]J]bW`bh
k`\\c`\\Ug`hfUbgZYffYX`hc`; i`ZA]XX`Y`GW`cc``E i]bU`g`ci fbYm`\\Ug
VYYb`fcchYX`]b`h`Y`DUgW`X]ghf]Wh`g]bW`&\$%\$ž`k`\\Yb`g`\\Y`Z]fgh
`c]bYX`Ug`U`hYUW`Yfž`UbX`g`\\Y`\\Ug`gdYbh`h`Y`Ugh`Zci f`mYUfg
YI W```]b[`]b`\\Yf`fc`Y`Ug`Ugg]ghUb`h`df]bW]dU`"

6fcUXYf`HfYbXg`]b`GW`cc``@YUXYfg\\]d

Hi fb]b[`ci f`[UnY`hc`h`Y`bUh]cbU`d]Whi fYž`U`fYW`bh`fYdcfh
\\[\\`[\\hg`dYfg]ghYbh`W`U`Yb[Yg`]b`gW`cc``YUXYfg\\]dž`dUfh]W`Uf`m
fY[UfX]b[`hi fbcj Yf`UbX`X]j Yfg]hm`H`Y`ghi Xmi]bX]WWhYX`h`Uh
gi dYf]bhYbXYbh`hi fbcj Yf`]g`gh`]`U`Ufa]b[`m`\\[\\ž`k]h`\\YUXYfg\\]d
W`Ub[Yg`cW`W`ff]b[`]b`&\$i`cZ`h`Y`Uf[Ygh`) \$\$`gW`cc``X]ghf]Whg
VYhk YYb`ž`m`%ž`&\$&`ž`UbX`ž`m`%ž`&\$&(`H`\\]g`Z[i fY`\\Ug`gYYb`U
g`[\\h`XYW`fYUgY`Zfca`dFYj]ci g`mYUfg`Vi h`fYa U]bg`U`dFYgg]b[
W`bW`fb`Zc`f`YXi WWhc`fg`Yj Yfmk`\\YfY``b`hYfYgh]b[`mž`k`\\`Y`k`ca`Yb
\\c`X`U`g][b]Z]WWh`h`dfc`dcfh]cb`cZ`hYUW`b[`dcg]h]cbg`fbYUf`m, \$i`Łž
h`Ym`W`ca`df]gY`cb`m`\$`(`i`cZ`gi dYf]bhYbXYbh`g`bUh]cbk]XYž
i bXYfgW`cf]b[`h`Y`cb[c]b[`]YbXYf[Ud`]b`YXi WWh]cbU`YUXYfg\\]d
fc`Yg`5g`fYdcfhYX`Vm`@C`; fci dž`k`\\Yb`YUXYfg\\]d`fc`Yg`VYW`ca`Y
Uj U]UV`Yž`a`Yb`UfY`cZ`Yb`h`Y`cbYg`a`cj YX`]bhc`h`YgY`dcg]h]cbgž

k]h\`a Yb`fYd`UW]b[`a Yb`+\$i `cZ`h\Y`h]a Y`UbX`a Yb`fYd`UW]b[
k ca Yb`*`\$i `cZ`h\Y`h]a Y`

K ca Yb`@YUX]b[`9X`\Ug`ghYddYX`i d`hc`UXXfYgg`h\]g`]ggi Yž
dfcdcg]b[`U`d`UmVcc`_`hc`Vf]X[Y`h\Y`[YbXYf`[Ud`]b`YXi WUh]cb
`YUXYfg\]d``H\Y]f`fYWŁa a YbXUh]cbg`]bWi XY`VYhYf`gi ddcfh
gmghYa g`Zcf`k ca Yb``YUXYfgž`fYj]gYX`\]f]b[`dfcWŁggYgž`UbX
]bWfYUgYX`hfUbgdUfYbWm`Ufci bX`\]f]b[``;]j Yb`h\Uh`h\Y
Gci h\YUghYfb`fY[]cbž`k \]WŁ`]bWi XYg`:`cf]XUž`\Ug`cb`m&&`i `cZ`]hg
gi dYf]bhYbXYbHg`VY]b[`k ca Ybž`h\YgY`YZZcfhg`WŁi `X`dUj Y`h\Y`k Um
Zcf`a cfY`Yei]hUV`Y`fYdfYgYbhUh]cb`]b`gWŁcc``YUXYfg\]d``

K]h\`h\YgY`WŁUb[Yg`hU_]b[`d`UW`_]b`D]bY``Ug`UbX`DUgWŁ`WŁi bhm
gWŁcc`gž`]h`k]``VY`]bhYfYgh]b[`hc`gYY`\ck`h\Y`hfUbg]h]cbg`]a dUWŁ
ghi XYbh`dYfZcfa UbWŁ`UbX`WŁa a i b]hm`Yb[U[Ya Ybh`a cj]b[
Zcfk UfX``K `Yh\Yf`]hg`Uh`9Ugh`@U_Y`<][\`cf`GYj Yb`Gdf]b[g`A]XX`Yž
h\Y``YUXYfg\]d`XmbUa]WŁ`UfY`g\]Zh]b[ž`UbX`h\YfY`g`U`ch`f]X]b[`cb
h\Y`g\ci `XYfg`cZ`h\YgY`bYk`df]bW]dU`g"

Hc`fYUX`a cfY`UVci h`h\Y`bYk`Uddc]bha Ybhg`]b`D]bY``Ug`UbX`DUgWŁ
WŁi bh]Ygž`mci `WŁb`WŁYW`_ci h`HUa dU`6Um`H]a Yg`UbX`Gh``DYhY
7UhU`mgh``: cf`]bg][\hg`cb`h\Y``Uf[Yf`hfYbXg`]b`YXi WUh]cbU`
`YUXYfg\]dž`j]g]h`=@C`; fci d``

8YhU]`g	
Cfh	DUgWŁ`7ci bhmž`I G5
E i Y``Yb	<ul style="list-style-type: none">• k k k "hUa dUVUm"WŁa• ghdYhYWŁhU`mgh"WŁa• k k k "]`c[fci d"WŁa

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