

6fi hU`Yf` , VYfZU``]b`A Ua Yf. `> [YbX`]WXY
^U[Yb`j Yfa Y]bh`]WXY`DAXcd\`Y`°

6fi hU`Yf` DAXc!<i bh]b[!5b[f]ZZ`Ui Z`%- !\f][Yb`]b`A Ua Yfž
@ I Ya Vi f["9fa]hhi b[Yb``Ui ZYb`ni`nk Y]: A`Yb`a]h
a]bXYf`f][Yb`HÀhYfb"



A Ua Yfž`@ I Ya Vi f[!'5a`'&*"A U]'&\$&) `k i fXY`Y]b`%- !\f][Yf
A Ubb`]b`A Ua Yfž`@ I Ya Vi f[ž`CdZYf`Y]bYg`Vfi hU`Yb` , VYf[f]Zg"
8]YgYf`J cfZU``ž`XYf`U`g` DAXc!<i bh]b[`_'Ugg]Z]n]Yfh`k i fXYž
VY`Yi W`hYh`YfgW`fYW`YbXY`9bhk]W`i b[Yb`]b`XYf`FY[]cb"
=bYba]b]ghYf`@`cb ; `cXYb`VYgh`h][hY`]b`XYf`7\Ua VYfž`XUgg`Yg
g]W`i a`Y]bYb : U``\UbXY`hž`XYf`b]W`h]gc`]Yfh]gh` `Yg[]Vh`VYfY]hg
Y]bYb`k Y]hYfYb`J cfZU``Ui g`XYa`Gca`a Yf`&\$&("

B UW`YfghYb`9fa]hhi b[Yb`\Uhh`g]W`XUg`CdZYf`ØVYf`gcn]U`Y
A YX]Yb`a]hY]bYa`%`!\f][Yb`A`AXW`Yb`j YfUVfYXYh`5a
j YfY]bVUfhYb`HfYZZdi b`_h`k i fXY`XYf`↑ b[Y`A Ubb`j cb`Yhk U`Y]bYa
8i hnYbX`j Yfa i a`a hYf`DYfgcbYb`ØVYfZU``Ybž`X]Y`]\b`ZYggY`hYbž
Ybh`_Y]XYhYb`i bX`VYXfc`\hYb" =X]YgYa`FU`a Yb`k i fXYb`]\a`gY]b

<UbXmi bX'gY]b'5i hc'Ybhk YbXYhž'k Ug'X]Y'6fi hU`]hÅhi bX'`bYbh]cb
\
]bhYf'XYa' , VYf[f]Z]j YfXYi h]W\h"8Yf'`bYba]b]ghYf'VYf]W\hYhY
ni XYa ž'XUgg'X]Y'Dc`nY]'X]Y'% !Å\ f][Y'gck]Y']\fYb'6fi XYf
]XYbh]Z]n]YfYb'`cbbhY/'`YhnhYfYf'k i fXY'ZYgh[Ybca a Yb'i bX'g]hnh
bi b']b'l bhYfgi W\i b[g\UZh"8UfØVYf'\]bUi g'\UVYb'g]W\XfY]
k Y]hYfY'a]bXYf'Å\ f][Y'A]hÅhYf'ZY]k]`]['XYf'Dc`nY]' [YghY`hž'k Ug
X]Y'9fa]hhi b[Yb'j cfUbhfY]Vh"

9bhk]W_`i b[`i bX'<]bhYf[fi bX'XYf' DÅXc!
< i bh]b[!D\Åbca Yb

DÅXc!< i bh]b[`]gh'Y]b'?cbnYdhž'XUg']b'XYb'`YhnhYb'`Å\ fYb']b
9i fcdU'i bX'XYb'l G5'ni bY\ a YbX'Ub'6YXYi hi b[`] [Yk cbbYb'\Uh"
; `cXYb'Yf_`ÅfhYž'XUgg'X]YgY'6Yk Y[i b[`] \fYb'l fgdfi b[`]b
Fi gg'UbX'\Uhž'k c'&\$%%'X]Y'; fi dd]Yfi b[`] CWW dm'DYXcd\`]U' j cb
Y]bYa 'fi gg]gW\Yb'BYcbUn']bg'@YVYb'[Yfi ZYb'k i fXY'"N]Y'X]YgYf
; fi dd]Yfi b[`]gh'Ygž'j Yfa Y]bh]W\Y'DÅXcd\`]Y'ni 'VYghfUZYb'"8]Y
HÅhYf[YVYb'g]W\`Åi Z]['U'g'a]bXYf'Å\ f][Y'A ÅXW\Yb'Ui gž'i a
Yfk UW\gYbY'A ÅbbYf'ni 'Y]bYa 'HfYZYb'ni 'cW_Yb'"8]YgY'A ÅbbYf
k YfXYb'XUbb'cZh'j cb'; fi ddYbž'a Y]gh'↑ b[Yb'A ÅbbYfbž'ØVYfZU`Yb
i bX'UhhUW_]Yfh"

8]Y'J cfZÅ`Y'g]bX'b]W\h'bi f'YfgW\YfW_YbXž'gcbXYfb'k YfXYb'\Åi Z][
[YZ]`a hii bX'cb`]bY'[YghY`hž'i a 'X]Y'CdZYf'V`c»ni ghY`Yb'i bX'X]Y
BYcbUn]!6Yk Y[i b[`]ni 'ZØfXYfb'"9]b'hmd]gW\Yg'9f_Ybbi b[gnY]W\Yb
X]YgYf'6Yk Y[i b[`]gh'Y]bY'[YgW`cggYbY'<UbX'a]h'Y]bYa 'bUW\
cVYb'[YVc[YbYb'8Ui a Yb"

F YW\ hgYI hfYa Y'J YfV]bXi b[Yb']b'@i I Ya Vi f[

5_hi Y`Y'6Yf]W\hY'nY][Ybž'XUgg'; fi dd]Yfi b[Yb'k]Y'X]Y' BUh]cbU`
Gcn]U`]ghYW\`š [YbX'@ÇhnYVi Yf[`]b'@i I Ya Vi f['U_h]j `g]bX'"8]YgY
gY'VghYfbUbbhYb' DÅXcd\`]Yb'Å[Yf'Z]Y'Yb'&\$&('Xi fW\`] \fY
fYW\hgYI hfYa Yb'i bX'Ubh]gYa]h]gW\Yb'ÿi »Yfi b[Yb']b'HY'Y[fUa !
7\Uhg'Ui Z'"9]b'?UbU`X]YgYf'; fi ddY'nÅ`hY'ØVYf'%'\$': c`ck Yf'i bX
Yg'k i fXY'Xc_i a Ybh]Yfhž'XUgg'g]Y']b'a]bXYghYbg'Y]bYa ' : U`Y]bYb
a i ha U»`]W\Yb'HÅhYf'YfZc`[fY]W\]b'Y]bY': U`Y'`cW_hYb"

8]Y'@ I Ya Vi f[Yf'ž gh]n'\Uh'VYfY]hg'A U» bU\ a Yb'Yf[f]ZZYbž i a
 [Y[Yb'X]Y'8fU\hn]Y\Yf'X]YgYf'; fi ddY'j cfni [Y\YbžX]Y']b
 ; Yk U\fgUa ' [Ybca a Yb'k i fXYb"Ni XYa ' _Ua 'Yg'ni
 <Ui gXi fW\gi W\i b[Yb']b'@ I Ya Vi f['i bX': fUb_fY]Wž i a 'XUg
 BYhmk Yf'_ni 'YbhhUfbYb'i bX'ghfUZfYW\h'W\ 'ni 'j YfZc` [Yb"
 5b[Yg]W\hg'X]YgYf'VYgcf[b]gYffY[YbXYb'9bhk]W_ i b['VYhcbh
 ðbYba]b]ghYf'; `cXYb'X]Y'Bchk YbX][_Y]h'Y]bYf']bhYbg]j Yb
 5i gY]bUbXYfgYhni b['a]h'X]YgYf'VYXfc\`]W\Yb'DfcV'Ya Uh]_"

8]Y'; YgW\Y\ b]ggY']b'A Ua Yf'k YfZYb'Y]bYb'GWUhhYb'Ui ZX]Y
 G]W\Yf\Y]h'i bX'XYb' i a [Ub['a]h'XYf'H\Ya Uh]_]b'XYf'FY[]cbžk c
 9fb]YXf][i b['i bX'ÒZYbh']W\Y'6`c» ghY`i b['Xi fW'gc`W\Y'YI hfYa Yb
 ; fi dd]Yfi b[Yb'U'Ufa]YfYbX'ni bY\ a Yb"8]Y'; YgY`gWUZhghY\h
 j cf'XYf'<YfUi gZcfXYfi b[žY]bYb'k]f_gUa Yb' i a [Ub['a]h'X]YgYb
 _f]a]bY`Yb'D\Àbca YbYb'ni `Z]bXYb"

8]Y'6f]gUbn'XYg'H\Ya Ug'k i fXY'b]W\h'bi f']b'XYb'Òfh']W\Yb'A YX]Ybž
 gcbXYfb'Ui W\]b'XYb'gcn]U'Yb'BYhmk Yf_Yb'`Ui hghUf_`h\Ya Uh]g]Yfhž
 k Ug'X]Y'8]g_i gg]cb'i a 'XYb'GW\i hn'j cb'ž [YbX`]W\Yb' i bX'X]Y
 6Y_Àa dZ b['j cb'9I hfYa]ga i g'YZZ]n]Ybh'Ubghc» Yb'_ÒbbhY"8]Y
 9fa]hni b[Yb']b'VY]XYb': À`Yb'XYf' DÀXc!<i bh]b['!JcfZÀ`Y']b
 @ I Ya Vi f['XUi Yfb'Ub' i bX'nY][Yb'Ui Z'XUgg'k Y]hYfY'GW\f]hhY
 bchk YbX]['g]bXž i a 'ni _ØbZh][Y'5b[f]ZZY'ni 'j Yf\]bXYfb"

: Øf'XYhU]`]YfhYfY' ðZcfa Uh]cbYb'ni 'X]YgYa 'JcfZU`i bX'XYb
 `Ui ZYbXYb'9fa]hni b[Yb'`YgYb'G]Y'X]Y'5fh]_Y`j cb'J c`_gZfYi bX
 i bX'HU[YV`Uhh"

8YhU]`g	
Cfh	A Ua Yfž@ I Ya Vi f[
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "j c`_gZfYi bX"XY • k k k "hU[YV`Uhh"i

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