

9N6`ghUfhYh'6`cW_WXU]b!F Yj c`i h]cb.
DcbhYg'i bX`5dd]U`ZØf`9i fcdUg`Ni _i bZh°

8]Y`9N6`]b]h]]Yfh'&\$&) `a]h'DcbhYg'i bX`5dd]U`Y]bY`6`cW_WXU]b!
GhfUhy[]Y`ni f`A cXYfb]g]Yfi b[`XYg`Yi fcdÄ]gWXYb
:]bUbngmghYa g"



: fUb_Zi fh`Ua `A U]bž`8Yi hgW`UbX`!`8]Y`9i fcdÄ]gWXY
NYbhfU`VUb_`f9N6Ł`\\Uh'a]h`XYf`J c fghY`i b[`]`fYf`i a ZUggYbXYb
6`cW_WXU]b!GhfUhy[]Y`Ua`%"`†`]'&\$&) `Y]bYb`gdUbbYbXYb`GWXf]h]b
X]Y`Ni _i bZh`XYg`Yi fcdÄ]gWXYb` :]bUbngmghYa g`[Ya UWXh``a `: c_i g
ghY`Yb`X]Y`VY]XYb`<Ui dhdfc`Y`_hY` DcbhYg`i bX`5dd]U`ž`X]Y`Y]bY
g][b]Z]_UbhY`A cXYfb]g]Yfi b[`XYf`NU`i b[g]bZfUghfi`_hi f`]b`9i fcdU
j`YfgdfYWX`Yb`"6YgcbXYfg`VYa`Yf`_Ybgk`Yfh`]ghž`XUgg`X]Y`9N6`Y]bY
6fØW`_Y`nk]gWXYb`8]ghf]Vi`hYX`@YX[Yf`HYW`bc`c[mifB`@HŁ`i bX`XYb
VYghY`YbXYb`H5F;`9H!5Vk]W`_i b[gX]YbghYb`gW`U[Yb`k]`"

8 Ug`_i fnZf]gh][Y`Dfc`Y`_h`DcbhYg`k]fX`UV`XYa`Xf]hhYb`E`i`UfhU`&\$&`*
]b`X]Y`D`]`chd`\\UgY`[Y`Yb`"N]Y`]]gh`Ygž`X]Y``b`hY[fUh]cb`j`cb`8`@H!
D`Uhžcfa`Yb`]b`X]Y`VYghY`YbXYb` :]bUbngmghYa`Y`ni`fYU`]g]YfYb`"

8 UVY]gc``8@H'b]Wk h]gc`YfhVYhfUWk hYhž'gcbXYfb`U_hj`]b`XUg
Yi fcdÄ]gWk Y`2 _cgmghYa`]bhY[f]Yfh'k YfXYbž'i a`X]Y`9ZZ]n]Ybn'i bX
G]Wk Yf\Y]h]j cb`HfUbgU_h]cbYb`ni`ghY][Yfb``8]Y`9N6`VYUVg]Wk h][hž
j cf`6Y[]bb`XYf`D]`chd\UgY`Ui Wk`k Y]hYfY`8@H!VYnc[YbY`HYghg`ni
dfØZYbž'i a`dchYbn]Y`Y`GmbYf[]Yb`ni`YbhXYW_Yb"

@Ub[Zf]gh][Y`J]g]cb`a]h`5dd]U

K Ä\fybX`DcbhYg`Ui Z_i fnZf]gh][Y`9f[YVb]ggY`UVn]Y`hž'j YfZc`[h
5dd]U`Y]bYb`Ub[Zf]gh][Yb`5bgUhn``8]YgYg`Dfc`Y`h`\Uh`XUg`N]Y`ž`Y]b
]bhY[f]YfhYg`:]bUbnÖ_cgmghYa`ni`gWk UZZYbž`XUg`b]Wk h`bi f
fY[]cbU`Yž'gcbXYfb`Ui Wk`[`cVU`Y`NU`\`i b[gUV`Äi ZY`cdh]a`]Yfh``8Yf
9ZZ`_h`ÖbbhY`k Y]hfY]Wk YbX`gY]bž`XYbb`5dd]U`k]fX`g]Wk`Ui Wk`a`]h
XYf`?ca`dUh]V]`]hÄh]j cb`8@H!HYWk bc`c[]Y`]b
[fYbnØVYfgWk fY]hYbXYb`NU`\`i b[gZØggYb`VYZUggYb`i bX`_ÖbbhY
a`Ö[]Wk Yfk Y]gY`UbXYfY`K Ä\fi b[Yb`i bX`:]bUbn]bZfUghfi`_hi`fYb
Y]bVYn]Y\Yb``8]YgY`b]h]Uh]j Y`YfZc`[h]b`Y]bYf`NY]hž]b`XYf`X]Y
8ca`]bUbn`Ua`Yf]_Ub]gWk Yf`GhUV`YWk]bg]b`9i fcdU`Y]bYb
ghfUhY[]gWk Yb`<UbX`i b[gVYXUfZ`Ui ZnY][hž'i a`X]Y`Z]bUbn]Y`Y
5i hcbca`]Y`XYg`?cbh]bYbhg`ni`k U\fyb"

8]Y`9N6`j YfZc`[h'a`]h`X]YgYf`GhfUhY[]Y`Y]bY`_UfY`J]g]cb.`8]Y
a`cbYhÄfY`i bUV\Äb[][_Y]h`9i fcdUg`ghÄf`Yb`i bX`U_h]j Y
K Yf_nYi [Y`[Y[Yb`X]Y`9bhk]W`i b[`XYf`dfc[fUa`a`]YfVUfYb
:]bUbn`UbXgWk UZh]b`XYb`i G5`VYfY]hni`ghY`Yb``8Yf`\c\Y
5V\Äb[][_Y]h`XYf`9i fcncbY`j cb`b]Wk h]Yi fcdÄ]gWk Yb
bZfUghfi`_hi`fYbž'a`]h`*`*`i`XYf`?UfhYbnU`\`i b[Ybž'gc``Xi`fWk`X]Y
Y][YbghÄbX][Y`9bhk]W`i b[`fcVi`ghYf`8@H!@Øgi`b[Yb`bUWk`U`h][
VY[Y[bYh`k YfXYb"

9]bZØ\fi b[`XYg`X][]hU`Yb`9i fcg

9]b`k Y]hYfYf`gdUbbYbXYf`9bhk]W`i b[gghfUb[]gh`X]Y`GWk UZZi b[
XYg`X][]hU`Yb`9i fcgž`Ub`XYa`X]Y`9N6`gY]h`ž`]'&\$&%`UfVY]hYh`i`a
C`_hcVYf`&\$&`i`k`i`fXY`VYgWk`cggYbž]b`X]Y`J`cfVYfY]hi`b[gd\UgY
ØVYfni [Y\Yb``8]YgY`D\UgY`]ghYbhgWk Y]XYbX`ZØf`X]Y`9bhk]W`i b[
j`cb`fY[Y`k`Yf`_Yb`ni`f`YZZ`_h]j`Yb`i`a`d`Ya`Ybh]Yfi b[`XYg`X][]hU`Yb
9i fcgž`XYf`U`g`X][]hU`Y`i`cfa`j`cb`6Uf[Y`X`Zi`b[]YfYb`gc``8]Y

gWf]hkk Y]gY`9]bZØ\fi b[`ÖbbhY`VYfY]hg`&\$&, #&\$&-`ghUhz]bXYb
i bX`k]fX`U`g`9f[`Äbni b[`ni a `VYghY\YbXYb`:]Uh!; Y`X`[YgY\Yb"

8Yf`X][]hU`Y`9i fc`_Ub`b`U`g`GW`ØggY`ZØf`Y]bY`j YfVYggYfhY
9ZZ]n]Ybn`]a `NU\`i b[gj Yf`Y\`f`k]f`_Yb`"K Ä\fybX`6YXYb`_Yb
\]bg]W`h]W`X`Yg`9]bZi ggYg`Ui ZXUg`6Ub`_YbgmghYa `i bX`X]Y
Z]bUbni]Y`Y`GhUV]`hÄh`VYghY\Ybž`g]bX`j]Y`Y`ϕgh]hi h]cbYb`i bX
A]h[`]YXghUUhYb`XYb`bcW`a`ch]j]Yf`ž`X]YgYb`K Y[`ni`i bhYfghØhnYb"
8Yf`X][]hU`Y`9i fc`k]fX`gc`[YghU`hYhž`XUgg`Yf`gck`c`a`]h
VYghY\YbXYb`NU\`i b[ggmghYa`Yb`U`g`Ui W`a`]h`UbXYfYb`X][]hU`Yb
K Ä\fi b[Yb`_ca`dUh]VY`"ghž`k Ug`Y]bYb`bU\`h`cgYb`, VYf[Ub[
Yfa`Ö[`]W`Yb`gc`"

8]Y`9N6`d`Ubh`ni XYa`ž`X]Y`ϕhYfcdYfUV]`hÄh`XYg`X][]hU`Yb`9i fcg
a]h`VYghY\YbXYb`K U`Yhg`g]W`Yfni ghY`Yb`i bX`XUa`]h`X]Y
Ni [`Äb[`]W`_Y]h`ni`Yfk`Y]hYfb`"8UhYbgW`i`h`i bX`G]W`Yf\Y]h`g]bX
nYbhfU`Y`H\Ya`Ybž`X]Y`]a`FU\`a`Yb`XYf`9b`hk]W`i b[`XYg`X][]hU`Yb
9i fcg`VYfØW`g]W`h][h`k YfXYb`a`ØggYbž`i a`XUg`J`YfhfUi`Yb`XYf
Bi`hYf`ni`[Yk`]bbYb"

A]h`Y]bYf`_`UfYb`GhfUhY[]Y`i bX`XYa`9b[U[Ya`Yb`h`ZØf`gW`f]hkk`Y]gY
l`a`gYhni b[Yb`gW`UZZ`h`Yg`X]Y`9N6`ž`XUg`Yi`fcdÄ]gW`Y`:]bUbngmghYa
ni`a`cXYfb]g]YfYb`i bX`[`Y]W`nY]h][`l`a`]bYZZ]n]YbnYb`gck`]Y
l`a`k`Y`hVYXYb`_Yb`]b`hfUX]h]cbY`Yb`GmghYa`Yb`Ubni [Y\Yb`"8Yf
9fZc`[`X]YgYf`ϕ]h]Uh]j Yb`_ÖbbhY`b]W`h`bi`f`XYb`NU\`i b[gj Yf`Y\`f`]b
9i fcdU`fY]c`i h]cb]YfYbž`gcbXYfb`Ui W`UbXYfY`NYbhfU`VUb`_Yb
XUni`a`ch]j]YfYbž`Ä\b`]W`Y`HYW`bc`c[]Yb`ni`]bhY[f]YfYb`i bX`gca`]h
9i fcdUg`F`c`Y`U`g`J`c`ffY]hYf`]b`XYf`6`c`W`W`U]b!HYW`bc`c[]Y`ni
ghÄf`_Yb"

: U`g`G]Y`a`Y\`f`XUni`YfZU\`fYb`a`ÖW`hYbž`Z]bXYb`G]Y`k`Y]hYfY
ϕZcfa`Uh]cbYb`Ui ZX`Yb`GY]hYb`j`cb`5]bj`Yghž`7c]bhf]Vi`bY`i`bX`
6i`bXYgV`c`W`"

8YhU]`g	
Cfh	: fUb`_Z`fh`Ua`A`U]bž`8Yi`hgW`_UbX

8YhU]`g	
E i Y`Yb	<ul style="list-style-type: none">• k k k "U]bj Ygh"Wca• k k k "Wc]bhf]Vi bY"Wca• Vi bXYgV`cW_"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`k ca , +"XY