

Ghfca Ui gZU``]b`@Ui d\Y]a .`Gc`V`Y]Vh`=> fY
DJ !5b`U[Y`cZZ`]bY`°

9fZU\ fYb`G]Yž`k Ufi a` DJ !5b`U[Yb`VY]`Ghfca Ui gZÄ``Yb`]b
6]VYfUW`b]W`h`Z` b_h]cb]YfYb`i` bX`k`Y`W`Y`@Øgi` b[Yb`ZØf
6Yg]hnYf`YI`]gh]YfYb`"



6]VYfUW`ž`8`Yi` hgW`U`b`X`!`>`a`>`b]`_Ua`Yg`]a`F`Ui`a`@Ui`d`Y]a`ni
Y]bYa`i`bYfk`UfhYhYb`Ghfca`Ui`gZU``ž`XYf`j`]Y`Y`6Yk`c`b`Yf`j`cf`[`fc»`Y
<`YfUi`gZcfXYfi`b[`Yb`ghY``hY``6YgcbXYfg`X]Y`6Yg]hnYf`j`cb
D\`chc`j`c`hU]_Ub`U[`Yb`fDJ`!5b`U[`Yb`k`a`i`gghYb`ZYghghY``Yb`ž`XUgg`]\`fY
GmghYa`Y`b]W`h`ni`f`Ghfca`j`Yfgcf`[`i`b[`VY]hfU[`Yb`_`cbbhYb``K`]Y`
**gW`k`UYV]gW`Y`XY`VYf]W`h`h`ž`V`]YVYb`GhYW`XcgYb`Ui`Z`gW`k`Ufnž`
i`bX`?`Ø\`!`gck`]Y`;`Yžf]YfgW`f`Ab`_Y`Z`b_h]cb]YfhYb`b]W`h`a`Y`f`"
A`]W`UY`A`Ui`W`Yfž`8`d`ca`!`>`[`Yb]Yi`fi`bX`:`UW`a`Ubb`ZØf
;`YV`Ä`i`XYhYW`b]_ž`Yf`_`Ä`fh`X]Y`G]hi`Uh]cb.`>`a`:`U``Y`Y]bYg
Ghfca`Ui`gZU``g`gW`U`hYb`g]W`X]Y`K`YW`gY`f]W`hYf`UVž`XU`XUg
J`Yfgcf`[`i`b[`gbYhn`U`g`nYbhfU`Yf`HU`_h[`YVYf`Ui`gZÄ``h`"**

6Y]Y]bYa`i`5i`gZU``_Ubb`XYf`K`YW`gY`f]W`hYf`X]Y`6U`UbW`nk`]gW`Yb

XYf'9fnYi [i b['Xi fW'X]Y'DJ!5b`U[Y'i bX'XYa 'J YfvfUi W'ia
<Ui g\U'h'b]W'h'a Y\`f'Ui ZfYW'hYf\U'hYb""8]Yg'VYXYi hYhžXUgg
<Ui gVYg]hnYf'c\`bY'ni gÄhn`]W'Yb'6UhhYf]YgdY]W'Yf'`b'XYf'FY[Y`
'YYf'Ui g[Y\Yb""`b?ca V]bUh]cb'a]h'Y]bYa '6UhhYf]YgdY]W'Yf'g]Y\h
X]Y'@U[Y'YXcW'gW'cb'UbXYfg'Ui g"Gc`W'Y'5b`U[Yb'_ÖbbYb
_f]h]gW'Y'J YfvfUi W'Yf'k]Y'?Ø\`gW'fÄb_Y'cXYf'6Y`Yi W'hi b['k Y]hYf
j Yfgcf[Yb""8]Y'K]fhgW'UZh`]W'_Y]h'Y]bYg'gc`W'Yb'GmghYa g'gc`hY
'YXcW'[i h'Xi fW'XUW'h'k YfXYbž'XU'X]Y'BUW'fØghi b['ni gÄhn`]W'Y
'?cghYb'j Yfi fgUW'Yb'_Ubbž'k]Y'Ui Z'gc`Uf!YI dYfhYb"]bZc
Yf`Äi hYfh'k]fX"

DfU_h]gW'Y'@Ögi b[Yb'ZØf'B c hZÄ`Y

9]b'6UhhYf]YgdY]W'Yf'a]h'B chghfca Zi b_h]cb'Yfa Ö[`]W'h'Y]bY
[Yk]ggY'5i hUf_]Y'VY]'Ghfca Ui gZÄ`Yb""9]b][Y'GmghYa Y'g]bX'gc
_cbn]d]YfhžXUgg'g]Y'Ui hca Uh]gW'`i a gW'U'hYbž'i a '_f]h]gW'Y
; YfÄhY'k]Y'a YX]n]b]gW'Y'<]Zga]hhY`'cXYf'<Y]ni b[Yb
_cbh]bi]Yf`]W'`a]h'9bYf[]Y'ni 'j Yfgcf[Yb""8]Yg[]YgW'Y\h'Xi fW'
XYb'9]bgUhn'gdYn]Y`Yf'K YW'gY'f]W'hYfž'X]Y'VY]'Y]bYa
Ghfca Ui gZU`'i a gW'U'hYb""@Ui h'XYb'9I dYfhYb'j cb'
gc`UfYX[Y"Wca '_ÖbbYb'<Ui gVYg]hnYf'gc[Uf'df]cf]g]YfYbž'k Y`W'Y
J YfvfUi W'Yf'a]h'Ghfca 'j Yfgcf[h'k YfXYb'gc`Yb""Gc'k]fX
g]W'Yf[YghY`hžXUgg'X]Y'b'chk YbX][ghYb'; YfÄhY'hfch'Y]bYf
I bhYfvfYW'i b['XYf'ÖZYb'h]W'Yb'Ghfca j Yfgcf[i b['k Y]hYf'Ui ZYb
_ÖbbYb"

< mVf]XY'GmghYa Yž'X]Y'gck c\`DJ!Ghfca 'YfnYi [Yb'U'g'Ui W'
gdY]W'Yf'bž'ghY`Yb'X]Y']XYU'Y'@Ögi b['XUfž'i a 'VY]'Y]bYa
Ghfca Ui gZU`'X]Y'k]W'h][ghYb': i b_h]cbYb'Ui ZfYW'hni Yf\U'hYb""9g
[]Vh'YXcW'Y]b][Y'<YfUi gZcfXYfi b[Yb.'6Y]gd]Y'gk Y]gY'XØfZhY'X]Y
['Y]W'nY]h][Y'Bi hni b['a Y\YfYfY'; YfÄhYž'Yhk U'j cb'<YfX'i bX
6UW_cZYbž'dfcV`Ya Uh]gW'gY]bž'XU'X]Y'YfZcfXYf`]W'Y'@Y]ghi b[
a Ö[`]W'Yfk Y]gY'X]Y'? UdUn]hÄh'XYf'BUW'fchghfca j Yfgcf[i b[
ØVYfghY][h"

HYW' b]gW'Y'<]Zga]hhY`'i bX']\fY'6YXYi hi b[

8]Y'hYW'b]gW'Y'9bhk]W'_i b['\Uh']b'XYb`YhnhYb'Ä\YfYb'[fc»Y

: cfhgWkf]hhY [Ya UW h"GY]h'&\$%, 'V]YhYh'Gc`Uf9X[Y
 GdY]WkYf`Ògi b[Yb`ZØf`B chghfca j Yfgcf[i b[`UbžX]Y`Y]bY`gWk bY`Y
 I a gWk U`hi b[`Ui Z`9fgUhnghfca `Yfa Ò[`]WkYb" `8]YgY`GmghYa Y
 _ÒbbYb`b]Wk h`bi f`cdh]a]Yfhž`gcbXYfb`Ui Wk`VY]`VYghY`YbXYb`DJ!
 5b`U[Yb`bUWk [YfØghYh'k YfXYb" `9g]gh`YXcWk`k]Wk h[ž`XUgg`X]Y
 5b`U[YbhY]`Y`_ca dUh]VY`g]bX`i bX`X]Y`#ghU`Uh]cb`gck]Y
 ?cbZ[i fUh]cb`j cb`i: UWk`Yi hYb`Xi fWk [YZØ`fh'k YfXYb"

Ni gUa a YbZUggYbX``Àggh'g]Wk`gU[Ybž`XUgg`X]Y`J c fhY]`Y`j cb
 6UW_i d!GmghYa Yb`_Uf`Ui ZXYf`< UbX`Y]Y[Yb.`g]Y`j YfVYggYfb`X]Y
 @YVYbgei U`]hÀh`XYf`Bi hnYf`i bX`Yfa Ò[`]WkYb`Y]bY` \Ò\YfY
 I bUV`Àb[][_Y]h]j cb`Ghfca dfY]gYb" `5i Wk`k Ybb`8Yi hgWk`UbX`ØVYf
 Y]bYg`XYf`j Yf`Àgg`]Wk ghYb`Ghfca bYhnY`j YfZØ[hž`VYY]bZi ggYb
 BUhi fYfY][b]ggY`i bX`hYWk b]gWk Y`DfcV`Ya Y`X]Y`GhUV]`]hÀh" `8 U\Yf
 `c`bh`Yg`g]Wk ž`X]Y`j YfgWk]YXYbYb`A Ò[`]Wk`_Y]hYb`Y]bYf
 B chghfca j Yfgcf[i b[`ni`dfØZYb`i bX`g]Wk`cdh]a U`UVni g]WkYfb"

8YhU]`g	
C fh	6]VYfUWk ž`8Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gWk k UYV]gWk Y`XY • gc`Uf!YI dYfhYb"]bZc • k k k "gc`UfYX[Y`WŁa

6Ygi WkYb`G]Y`i bg`Ui Z.`b!U["XY