

9bYf[]Y`7chhVi g`hf]i a d\]Yfh`&.\$`[Y[Yb
B Yi ghfY`]hn`]a `HYghgd]Y`°

9bYf[]Y`7chhVi g`g]Y[h`&.\$`]a `HYghgd]Y`°[Y[Yb`B Yi ghfY`]hn`]b
<YfnVYf[" `B`ÀW`ghY`Gd]Y`Y`Ua ` , "i bX`- " `† `]"



< YfnVYf[ž`8 Yi hgW`UbX`!`8Yf: 7`9bYf[]Y`7chhVi g`\Uh`g]W`Ua
j Yf[Ub[YbYb`K cW`YbYbXY`Y]bYb`k Y]hYfYb`G]Y[`]b`XYf
J cfVYfY]hi b[`Ui Z`X]Y`bYi Y`GU]gcb`Yf_`Aa dZh" `a `nk Y]hYb`HYghgd]Y`
VYg]Y[hY`X]Y`A UbbgW`UZh`X]Y`HG; `B Yi ghfY`]hn`]a]h`&.\$`]a `K YfbYf!
GYY`YbV]bXYf!GhUX]cb`]b`<YfnVYf[" , VYf`%`%\$`\$`Ni gW`Ui Yf
gcf[hYb`Z0f`Y]bY`UbgdFYW`YbXY`?i `]ggY`i bX`k i fXYb`NYi [Yb`Y]bYg
gc`]XYb`5i Zhf]hgg`XYf`7chhVi gYf"

8]Y`DUfh]Y`VY[Ubb`j]Y`j YfgdFYW`YbX`Z0f`X]Y`9bYf[]Y`ž`U`g: Y`]
<cZa`Ubb`VYfY]hg`]b`XYf`%`%`A]bi hY`Y]bYb`df`An]gYb`GW`i gg`Ui g
Yhk`U`&) `A`YhYfb`]a `B`Y`hn`j`YfgYb`_hY`"8]Y`Zf0`Y: 0`fi b[`[UV`XYf
A`UbbgW`UZh`j`cb`HfU]bYf`h`Àh][ži bX`g]Y`nY][hY`g]W`0VYf`X]Y
[YgUa`hY`Gd]Y`nY]h`XYZYbg]j`ghUV]"`Hc`fk`Ufh`5`Yi`UbXYf`GYVU`X`k`Uf

Xi fWk Y [[YZcfXYfhz\UhhY`YXcW`bi f`k Yb][Y`YWkhY`7\UbWb`ni
dUf]YfYb" B]YXYf`Ui g]hn`5_hi Y``VYf]WkhYhZ`XUgg`9f]_`9b[Y`\UfXh
]b`XYf`) ("A]bi hY`bUWk`Y]bYa`ZY]bYb`DUgg`j cb`đ gh]b`6i h`Yf`Ui Z
&.\$`Yf\O`hY"

J Yf`Yhni b [`i bX`< YfUi gZcfXYfi b [Yb

9]b`K Yfa`i hghfcdZYb`V`]YV`YXcW`b]Wkh`Ui g.`@ _Ug`A]WkY`Vf]b_
a`i gghY`]b`XYf`GWk`i ggd`UgY`XYg`Gd]Y`g`bUWk`Y]bYa` `I a`_b]W_Yb
Ui g[Yk YWk`gY`h`k YfXYb" `8]Y` [YbUi Y`GWk`k YfY`gY]bYf`J Yf`Yhni b [
]gh`V]g`Ub[`i b`_Uf" `Hfchn`X]YgYf`bY [Uh]j Yb`B UWk`f]Wkh`VYfY]hYh`g]Wk
X]Y`A UbbgWk`UZh`VYfY]hg`Ui Z`X]Y`b`AWk`ghYb`< YfUi gZcfXYfi b [Yb`j`cf"
5a` `8]YbghU[`hfYZZYb`X]Y`7`chhVi`gYf`i`a``%`.`\$`I` \f`Ui Z`9]bhfUWk`h
A U\`gXcfZ` [YZc` [hj`cb`Y]bYa` `k`Y]hYfYb`HYghgd]Y`` [Y [Yb`XYb
; fY]Zgk`U`XYf` : `7`Ua` ` - " `đ` `]i`a``%(`I` \f" F 66 & (` \Uh`VYf]WkhYhZ`XUgg
X]Y`K`Yhh`_Aa`dZY`j`cf`XYa` `HfU]b]b [g`U [YfZ`XUg`j`ca``%+`"V]g`&` " `đ` `]
]b`^`ghYffY]Wk`ghUhh]bXYhZ`Y]bY`k`]Wk] [Y`D` \UgY`XYf`J`cfVYfY]hi`b [
XUfghY``Yb"

8]Y`8f]hh`][U!GU]gcb` `Aggh`b]Wkh`a` Y`f` `Ub [Y`Ui Z`g]Wk`k`UfhYb" ` Æ f
5i`ZhU`_h`Z]bXYh`Ua` `&"`5i` [i`gh`a`]h`Y]bYa` `<Y]a`gd]Y`` [Y [Yb`XYb`%"
: `7`GUUfVfØW_Yb`ghUhh" `8`Ug`HfU]bYfhYUa` ` \Uh`VYfY]hg`Y]bY
J`cfghY``i`b [`XUj`cb`ž`k`]Y`g]Wk`X]Y`Gd]Y`Yf`]a` `HfU]b]b [g`U [Yf
k`Y]hYfYb`hk`]W_Yb`gc` `Yb`ž`i`a` `ZØf`X]YgY`< YfUi gZcfXYfi b [Yb
 [YfØghYh`ni` `gY]b" `8]Y` :`cfa` _i`fj`Y`gWk`Y]bh`XUVY]`ni`ghY][Ybž
bUWk`XYa` `X]Y`A`UbbgWk`UZh`Ua` `: fY]hU[`ni`j`cf`VYfY]hg`Y]b` (.&` [Y [Yb
X]Y`J`G; `5`h [`]Yb]W_Y`Yf`_Aa`dZYb`_`cbbhY"

HYghgd]Y`Y`XYf`8f]hh`][]ghYb`]a` ` , VYfV`]W_

8]Y`U`_hi`Y``Yb`HYghgd]Y`Y`nY][Ybž`XUgg`g]Wk`X]j`YfgY`8f]hh`][]ghYb
Ui`Z`X]Y`F`Yghfi`bXY`j`cfVYfY]hYb.`HYUa`g`k`]Y`7` \Ya`b]hnYf` : `7`ž
: `cfhi`bU`?`O`b`i`bX`C`gbUVfØW_` \UVYb`YVYbZU``g`j`]Y`j`YfgdfYWk`YbXY
5i`Zhf]hhY` \]b [Y`Y [h" `Gc` [Yk`Ubb`XYf`7` \Ya`b]hnYf` : `7`a`]h`) . \$` [Y [Yb
<YbUb` `]UbmYž`k`À`fYbX` :`cfhi`bU`?`O`b`Y]b`gdUbbYbXYg`A`UhWk
 [Y [Yb`6`J`6` =a`]h`&.`%`ZØf`g]Wk`Yb`hgWk`Y]XYb`_`cbbhY`_]W_Yf"

: Øf`X]Y`7`chhVi`ggYf` [`]h`Ygž`Ub`X]YgYf`YfZc` [fY]Wk`Yb`GYf]Y

Ubni _bØdZYb`i bX`X]Y`8YZYbg] ghÅf_Y`k Y]hYf`Ui gni VUi Yb``8]Y
HfUbgdUfYbh\Y]h`XYf`J cfVYfY]hi b[`i bX`X]Y`_`UfY`@]b]Yž`X]Y`XUg
HfU]bYfhYUa `j cf[]Vhž`gWXY]bYb`j]Y`j YfgdfYWXYbX``K]f`g]bX
[YgdUbbhž`k]Y`g]WXY`9bYf[]Y`7chhVi`g]b`XYb`_ca`a YbXYb`Gd]Y`Yb
dfÅgYbh]YfYb`k]fX"

8YhU]`g	
Cfh	<YfnVYf[ž`8Yi hgWXY`UbX
Ei Y`Yb	<ul style="list-style-type: none"> • k k k "b]YXYf`Ui`g]hn!U_hi`Y``XY • k k k "fVV&("XY • k k k "_]W_Yf"XY

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