

GW cW_]YfYbXYf'A YggYfUb[f]ZZ']b
A Ubb\Y]a . 'K Ug'Ua "' %" A U]' [YgW U\ °

9]b 'F ØW_V`]W`Ui Z'XYb"' %" A U]. '<]ghcf]gWY'9fY][b]ggYž
; YVi fhghU[Y'i bX'k]W'h][Y'H\Ya Yb'k]Y'XYf'A YggYfUb[f]ZZ']b
A Ubb\Y]a "



A Ubb\Y]a ž'8Yi hgW`UbX'!'5a "' %" A U]'&\$&) 'g]bX'a Y\fyfY
VYXYi hYbXY`\]ghcf]gWY'9fY][b]ggY'i bX' [YgY`gW UZh]WY'H\Ya Yb
ni 'j YfnY]WbYbž'X]Y'gck c`\`]b'XYf'J Yf[Ub[Yb\Y]h'U`g'Ui W`]'b'XYf
[Y[Ybk Åfh][Yb'dc`h]gWYb '@UbXgW UZh'8Yi hgW`UbXg'bUWk]f_Yb"
<Yi hY'k YfXYb'X]Y'B Ua YbghU[Y'j cb'<]`hfi X'i bX'DYhfc b]`U
[YZY]Yfh"8]YgYf'HU['Yf]bbYfh'YXcW`]'bgVYgcbXYfY'Ub'X]Y
; Yk U'hgd]fU'Yž'X]Y'a]h'Y]bYa 'A YggYfUb[f]ZZ']b'A Ubb\Y]a 'ja 'š\ f
&\$&('j YfVi bXYb']gh"

5a "' %" A U]'&\$&('j Yf'YmhY'Y]b'&) !Å\ f][Yf'UZ[\Ub]gWYf
: `ØW'h]b[ž'Gi `U]a Ub'5"ž'k Å\fybX'Y]bYf']g'Ua _f]h]gWYb
?i bX[YVi b[']b'A Ubb\Y]a 'gYWg'DYfgcbYbž'XUfi bhYf'XYb
Dc`n]ghYb'F ci j Yb '@Ui fž'XYf'nk Y]'HU[Y'gdÅhYf'gY]bYb

J Yf`Yhni b[Yb`Yf`U["8]Y`5b[f]ZZY` [YgWU\Yb`k Å\fybX`Y]bYf
J YfUbgH`hi b[`XYf`6Øf[YfVYk Y[i b[`DUi`9i fcdU`i bX`ZØ\fhYb
gW`bY`ni`Y]bYf`h]YZ[fY]ZYbXYb`dc`h]gW`Yb`i bX`[YgY`gW`UZh`]W`Yb
8YVUhhY`ØVYf`G]W`Yf`Y]h`i bX`A][fUh]cb`]b`8Yi hgW`UbX`"
; YbYfU`Vi bXYgUbK U`h`Yf`cV`5b`_U[Y`k Y[Yb`A cfXYg`i bX
j Yfgi W`hYb`A cfXYgž`k Ug`X]Y`5`Ufa [`cW`Yb`ZØf`X]Y
G]W`Yf`Y]hgVY\ØfXYb`Ài hYhY`i bX`Y]bYb`YfbYi hYb`8]g`i fg`ØVYf
]g`Ua]gh]gW`Y; YZÅ\fXYf`Ui g`ØghY"

F YU_h]cbYb`Ui Z`XYb`A YggYfUb[f]ZZ

8]Y`HfUi Yf`ØVYf`X]Y`j Yf`cFYbYb`@YVYb`VfUW`hY`j]Y`Y`A YbgW`Yb`ni
?i bX[YVi b[Yb`ni gUa`a Ybž`k Å\fybX`Dc`h]_Yfž`XUfi bhYf
6i bXYg`Ubn`Yf`C`UZ`GW`c`nž`A U»bU`a Yb`[Y[Yb`]g`Ua]gh]gW`Yb
HYffcf`i bX`X]Y`A Ø[`]W`_Y]h`j cb`5VgW`]YVi b[Yb`Ub`ØbX][hYb`"
B UW`X`Ya`J cfZU`k`i fXYb`&, `UZ[`Ub]gW`Y`GhfUZh`hYf`bUW`?UVi`
UV[YgW`cVYbž`k Ug`Y]bY`_UfY`FYU_h]cb`XYf`XYi hgW`Yb`FY[]Yfi b[
Ui Z`X]Y`k UW`gYbXY`6Ygcf[b]g`ØVYf`X]Y`G]W`Yf`Y]hg`U[Y`XUfghY`h`"

Gi`U]a Ub`5`"k Uf`]a` `Å\f`&\$%` `U`g`i bVY[`Y]hYhYf`a`]bXYf`Å\f][Yf
: `ØW`h]b[`bUW`8Yi hgW`UbX`[Y`ca`a Yb`i bX`\UhhY`&\$%(`Y]bYb
5gm`UbhfU[`[YghY`hž`XYf`UV[Y`Y`b`h`k`i fXY`"GY]bY`gd`hYfY
5i ZYbh`U`hg[YbY`a`][i b[`Yf`Y]h`Yf`Xi fW`X]Y`XYi hgW`Y
GhUUhgUb[Y`Øf][`_Y]h`gY]bYf`i fUi ž`k Ug`X]Y`i fU[Yb`ni`XYb
`bhY[fUh]cbg!`i bX`5gm] YfZU`fYb`]b`8Yi hgW`UbX`k`Y]hYf`Ui Zk`UfZ`"

GhUh]gh]_Yb`i bX`[YgY`gW`UZh`]W`Y

K U\fbY`a`i`b[

8]Y`8YVUhhY`ØVYf`A YggYf[Yk U`hž`]bgVYgcbXYfY`]a
Ni gUa`a Yb`Ub[`a`]h`A][fUh]cbž`k]fX`Xi fW`j YfgW`]YXYbY
GhUh]gh]_Yb`i bX`Ghi`X]Yb`i bhYfa`Ui Yfh`"Gc`]bZcfa`]Yfh`XYf`6F ž`XUgg
U`hi Y`Y`dc`]nY`]W`Y`?f]a`]bU`ghUh]gh]_Yb`_Y]bY`Ui ggU[Y`f`ÅZh][Yb
FØW`gW`ØggY`Ui Z`X]Y`<Yf`_i bZi]j cb`H`hYfb`ni`UggYb`"8Ug
6i bXYg`gh]na`]b]ghYf]i a`ghY`h`X]Y`ZY`YbXY`5bU`mgY`j cb
j Yfi fhY]`hYb`H`hYfb`YfUi gž`k Å\fybX`X]Y`6UmYf]gW`Yb`GhUh]gh]_Yb
Ui Z`GhfUZhUhhYgh`bXY`i bX`b]W`h`Ui Z`HUhk`Yf`_nYi [Y`i bhYfgW`Y]XYb`"

9]bY`Ghi X]Y`XYf`?f]a]bc`c[]gW\Yb`NYbhfU`ghY`Y`nY][hž`XUgg
nk]gW\Yb`&\$%`i bX`&\$%,`_Y]b`g][b]Z]_UbhYf`I bhYfgW\]YX`]b`XYf
A YggYf`_f]a]bU`]h`h`b`6Yni [`Ui Z`X]Y`GhUUhgUb[Y`Öf][_Y]h
ZYgh[YghY`h`k YfXYb`_cbbhY`A Y`f`U`g`, \$i`XYf`A YggYfUb[f]ZZ
Z]bXYb`b]W\h]a `ÖZZYbh]W\Yb`FUi a`ghUhhž`gcbXYfb`g]bX`\`Äi Z][`]b
df]j UhYb`?`cbZ]_hg]hi Uh]cbYb`j YfUb`_Yfh`5i W`k]fX`ZYgh[YghY`hž
XUgg`XUg`6]`X`]b`XYb`A YX]Yb`ØVYf`H`hYf`a]h
A][fUh]cbg\]bhYf[fi bX`i bj Yf`Ä`hb]ga Ä»][`cZi`VYhcb`h`k]fX`ž`k Ug
X]Y`ÖZZYbh]W\Y`K U\fbY`a i b[`VYY]bZi ggh"

≠`X]YgYf`j]Y`gW\]W\h][Yb`8]g_i gg]cb`gc`hY`YXcW`ghYhg
VYfØW_g]W\h][h`k YfXYbž`XUgg`_Y]b`_Ui gU`Yf`Ni gUa`a Yb`Ub[
nk]gW\Yb`GhUUhgUb[Y`Öf][_Y]hi bX`?`f]a]bU`]h`h`VYghY`hž`k]Y
9l dYfhYb`]a`a Yf`k]YXYf`VYhcbYb`"8 Ug`H`Ya U`V`Y]Vh`U`hi Y`j`cb
6YXYi hi b[`ZØf`dc`h]gW\Y`5_hYi fY`i bX`X]Y`; YgY`gW\UZh`U`g
; UbnYgž`]bgVYgcbXYfY`]a`?`cbhYi hij`cb`G]W\Yf`Y]hgZfU[Yb`i bX`XYf
≠hY[fUh]cb`j`cb`A][fUbhYb"

<]ghcf]gW\`VYhfUW\hYh`Yf]bbYfh`XYf`" %`A U]`Ui W`Ub`VYXYi hYbXY
9fY][b]ggY`]b`XYf`XYi hgW\Yb`; YgW\]W\hYž`XUfi bhYf`XYb`F`ØW`hf]hh
j`cb`6i bXYgdfÄg]XYbh`<`cfgh`?`Ö`Yf`]a``J`f`&\$%\$`i bX`X]Y`
9fÖZZbi b[`XYf`K`Y`hUi gghY`i b[`9l`dc`&\$\$\$`]b`<`Ubbc]Yf`Xi fW\
6i bXYg`_Ubn`Yf`; Yf`UfX`GW`fÖXYf`"5`X]YgY`ZUW`hYb`fY]W\Yb
5gdY`_hY`XYg`8Uhi a`g`ZØ[Yb`g]W\`]b`Y]b`_ca`d`Yi Yg`6]`Xž`XUg
gck`c`\`\]ghcf]gW\Y`U`g`Ui W`U`_hi Y`Y`i: fU[YghY`i b[Yb
bUW`nY]W\`bYb`_Ubb"

Ni gUa`a YbZUggYbX`VYhfUW\hYh`V`Y]Vh`XYf`" %`A U]`Y]b`HU[ž`XYf
gck`c`\`\]ghcf]gW\Y`F`ØW`_V`]W`_Y`U`g`Ui W`[`Y[Ybk`Äfh][Y
[YgY`gW\UZh`]W\Y`<`YfUi gZc`fXYfi b[Yb`j`YfV]bXYhž`i bX`k]fZi`X]Y
: fU[Y`Ui Zž`k]Y`8Yi hgW\`UbX`a]h`XYb`H`Ya Yb`; Yk`U`h`i bX
A][fUh]cb`]b`XYf`Ni`_i bZi`a [Y`Yb`k]fX"

8YhU]`g	
J`c`f`ZU`	A`YggYfUb[`f]ZZ
I`f`g`UW\`Y	fY`][`]ÖgY`DZ]W\`h
C`f`h	A`Ub`b`\`Y]a`ž`8`Yi`hgW\`Ub`X

8YhU]`g	
J Yf`YhnhY	*
: YghbU\ a Yb	%
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gi YXXYi hgW Y"XY • XY"k]_]dYX]U"cf[• k k k "Vf"XY

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