

C @, ' : fUb_Zi fh'_`Àfh.'K Yf_j YfhfU['cXYf
8]Ybghj YfhfU['VY]'Gc Zhk UfY 3

8 Ug'C @, ' : fUb_Zi fh'YbhgW]YX'&\$&('ØVYf'X]Y'J YfhfU[gUfhj'cb
GcZhk UfYYbkh]W_`i b[gj YfhfÀ[Yb.'K Yf_'!cXYf'8]Ybghj YfhfU[3
?'UfY'FY[Y'i b[Yb'g]bX'YbhgWY]XYbX"



: fUb_Zi fh'fCXYfłž'8Yi hgW`UbX'!'b'XYf'K Y'h'XYf
GcZhk UfYYbkh]W_`i b['XfY\`h'g]W'cZi'U`Yg'i a 'J YfhfU[gUfhYb'i bX
XYfYb'5i gk]f_i b[Yb'Ui Z'X]Y'Dfc'Y_hUVk]W_`i b["'9]b'U_hi Y`Yg
I fhY]'XYg'C VYf'UbXYg[Yf]W'hg': fUb_Zi fhj ca '%- "'8YnYa VYf'&\$&(VY`Yi W'hY'h'X]Y'_`ÀfYbXYb'I bhYfgW]YXY'nk]gWYb'K Yf_'!i bX
8]Ybghj YfhfÀ[Yb"'8]YgY'fYW'h]WY'9]bcfXbi b['gh'b]W'h'bi f'ZØf
X]Y'J YfhfU[gdUfhbYfž'gcbXYfb'Ui W'ZØf'Ub[Y\YbXY'Dfc'Y_hY'j cb
[fc»Yf'6YXYi hi b["'8Ug'; Yf]W'h'YbhgW]YXž'XUgg'Yg'g]W']b'X]YgYa
gdYn]Y`Yb': U`'i a 'Y]bYb'8]Ybghj YfhfU['\UbXY'hYž'k Ug
k Y]hfY]WYbXY?'cbgYei YbnYb'ZØf'X]Y'J Yf[Øhi b[gc fXbi b['\Uh"

8Yf': U`'XfY\`hY'g]W'i a 'X]Y'Dfc[fUa a]Yfi b['j cb'GW'b]hhghY`Yb
nk]gWYb'GcZhk UfYUbk YbXi b[Ybž'i bX'b]W'h'i a 'X]Y'9fghY`i b[

Y]bYg`_ca d`YhhYb`GcZhk UfYdU_Yhg"8]Y`NU\`i b[Yb`YfZc`[hYb`bUWk
Ghi bXYbžk cVY]`ja`J YfhfU[`Y\Yf`j cb`8]YbghY]ghi b[Yb`i bX`XYa
6Ya Ø\Yb`i a`9bhk]W_`i b[`X]Y`FYXY`k Ufž`U`g`j cb`[UfUbh]YfhYb
9f[YVb]ggYb" `b`X]YgYa`Ni gUa a Yb\Ub[`ZcfXYfh`X]Y`6Y`_U[hY`X]Y
FØW_nU\`i b[žXU`_Y]b`Zi b_h]cbgZÅ\][Yf`7cXY`[Y`]YZYfh`k i fXY"
<]Yf`ghY`h`g]W`X]Y`nYbhfU`Y` : fU[Y.`K Uf`XUg`j YfY]bVUfhY`9f[YVb]g
k]f`_]W`Y]bY`_cb`fYhY`GcZhk UfY`cXYf`bi f`Y]b`8]Ybgh`Ua`7cXY3

J YfhfU[gUfh`i bX`XYfYb`5i gk]f`_i b[Yb

8 Ug`C@` : fUb`_Zi fh`ghY`hY`]b`gY]bYa`i fhY]`_`Ufž`XUgg`X]Y
9bhgWk Y]Xi b[`ZØf`XYb`f]Wk h][Yb`J YfhfU[ghmd`YbhgWk Y]XYbX`]gh"
K Yf`_j YfhfÅ[Y`V]YhYb`a Y]gh`Y]bY`9fZc`[g\UZh`i b[`i [Ya`Å» `z`*` ` %
6; 6ž`k Å\fybX`8]Ybghj YfhfÅ[Y`bUWk `z`*`%%6; 6`hÅh][`k YfXYbž
c\by`XUgg`Y]b`gdYn]Z]gWk Yg`9f[YVb]g`[YgWk i `XYh`]gh" `a
j cf`]Y[YbXYb` : U`Yf[UV`g]Wk `X]Y`E i U`]Zn]Yfi b[`U`g`8]Ybghj YfhfU[
Xi fWk `j YfgWk]YXYbY` : U`hc`fYb.`8]Y`J Yf[Øhi b[`k Uf`ghi bXYbk Y]gY
ZYgh[Y\U`hYbž`Yg`[UV`_Y]bY`5VbU\`a Y`_Ui gY`i bX`X]Y`A Ø[`]Wk`_Y]h
ni f`5bdUggi b[`XYf`5i Z[UVYbghY`i b[`k Uf`[Y[YVYb"

9]bY`9bhgWk Y]Xi b[žX]Y`VYgcbXYfY`6YUWk hi b[`j YfX]Ybhž`XYbb
i bhYf`XYb`[Y`hYbXYb`6Ygh]a a i b[Yb`g]bX
GWk UXYbgYfgUhnUbgd fØWk Y`VY]`8]Ybghj YfhfÅ[Yb`bi f`VY]`Y]bYf
gWk i `X\UZhYb`DZ]Wk hj Yf`Yhni b[`a Ø[`]Wk"8 Ug`C@` `VYZubXž`XUgg
\Yf`Y]b`gc`Wk Yf`BUWk k Y]g`b]Wk h`j cf`U[`i bX`Y]bY`i bVfUi Wk VUfY
@Y]ghi b[`b]Wk h`c\by`k Y]hYfYg`ni`GWk UXYbgYfgUhnUbgd fØWk Yb
ZØ\fh"8 Ug`i fhY]`VYhc`bhYfbYi h`X]Y`K]Wk h][`_Y]hž`X]Y`J YfhfU[gUfh
VYk i ggh`ni`k Å\`Yb`i bX`_`UfY`J YfY]bVUfi b[Yb`ni`hfYZZYb"

6YgcbXYf\Y]hYb`]b`XYf`DfUI]g

: Øf`j]Y`Y`i bhYfbY\`a Ybž`X]Y`a`]h`GcZhk UfYYbhk]W_`i b[gdfc`Y`_hYb
VYgWk ÅZh][h`g]bXž`]gh`Yg`YbhgWk Y]XYbXž`VYfY]hg`VY]`XYf
J YfhfU[g[YghU`hi b[`Ui ZU`Y`9j Ybhi U`]hÅhYb`Y]bni [Y\Yb" `Gc
Ya dZ]Y\`hYg`g]Wk ž`@Y]ghi b[gVYgWk fY]Vi b[`_'Uf`ni`XYZ]b]YfYb"
5i Wk `X]Y`6YghÅh][i b[`j cb`Ghi bXYbnYhhY`b`gc`hY`j c`fg]Wk h][
[Y\UbX\UVh`k YfXYbž`XU`X]YgY`i bhYf`i a ghÅbXYb`U`g
GWk i `XUbYf`_Yb`b`hb]g[Yk YfhYh`k YfXYb`_ØbbYb"

Ni gÀhn`Wk`ni f`J YfhfU[g[YghU`hi b[` [Vh`Yg`X]j YfgY`DfUI]gh]ddgž`i a
i b`]YVgUa Y` , VYffUgWk i b[Yb`bUWk`XYf`Dfc`Y`hUVk]W`i b[`ni
j Yfa Y]XYb"8Uni` [Y\ Òfh`Yhk U`X]Y` : Ygh`Y[i b[`j cb
E i U`]hÀhgUbZcfXYfi b[Yb`i bX`9g_U`Uh]cbga YWkUb]ga Yb`]b
8]Ybghj YfhfÀ[Yb"8]YgY`J cf`Y\fi b[Yb`V]YhYb`b]Wk`h`bi f
G]WkYf\Y]hž`gcbXYfb`Ui Wk`XUg`DchYbn]U`ž`YZZ]n]YbhYf`i bX
n]Y`[Yf]Wk`hYhYf`ni`UfVY]hYb"

9]b`HfUi Yfgd]Y`_ÒbbhY`Yg`ZØf`5i ZhfU[bY`a Yf`gY]bž`k Ybb`g]Y`Ui Z
i b`_UfY`J YfY]bVUfi b[Yb`cXYf`A]ggj Yfgh`AbXb]ggY`ghc» Yb" `? f]h]gWk
k]fX`Ygž`k Ybb`X]Y`j YfY]bVUfhYb`5i Z[UVYb`b]Wk`h`YfZØ`h`k YfXYb
cXYf`A`Ab[Y`Ui ZhfYhYb" <]Yf`a i gg`XUg`5i [Yba Yf`_XUfUi Z[Y`Y[h
k YfXYbž`XUgg`VY]a`5VgWk`i gg`Y]bYg`K Yf`_j YfhfU[g`X]Y`Yfk UfhYhYb
9f[YVb]ggY`_Uf`XYZ]b]Yfh]g]bXž`k`À`fYbX`VY]Y]bYa`8]Ybghj YfhfU[
X]Y`[Y`Y]ghYhY`5fVY]hgnY]h`]a`J cfXYf[fi bX`ghY`h"

≠`XYf`Gi a a Y`nY][h`XUg` : U`VY]gd]Y`X]Y`B`chk`YbX][_Y]hž`g]Wk
]bhYbg]j`a`]h`XYf`K U`X`Yg`J YfhfU[ghmd`g`Ui`gY]bUbXYfni`gY`hnYb
i bX`g]Wk` [Y[YVYbYbZU`g`fYWk`h]Wk`Yb`F`Uh`Y]bni` \c`Yb"9]b` [i hYg
<`AbXWk`Yb`VY]`XYf`J YfhfU[g[YghU`hi b[` _ÒbbhY`U`gc`XYb
Yb`hgWk`Y]XYbXYb`i`bhYfgWk]YX`a`UWk`Yb` `VYgcbXYfg]b`XYf
XmbUa`]gWk`Yb`i`bX`c`Zi`bVYfYWk`YbVUfYb`K`Y`h`XYf
Gc`Zhk`UfYYb`hk`]W`i`b["

: Øf`k`Y]hYfY`≠Zcfa`Uh]cbYb`ni`XYb`fYWk`h]Wk`Yb`5gdY`hYb`i`bX
I`bhYfgWk`Y]Xi`b[Yb`nk`]gWk`Yb`K`Yf`_!`i`bX`8]Ybghj YfhfÀ[Yb
j`Yfk`Y]gYb`k`]f`Ui`ZX]Y`Ui`gZØ`f`]Wk`Yb`5bU`mgYb`VY]`Ub`k`U`h`XY`ž`
XUhYbgWk`i`hn!fj`"XY`gck`]Y`]ha`YX]U`Uk`"Wk`a`"

8YhU]`g	
Cfh	: fUb`_Z`fh`fC`XYfłž`8Yi`hgWk`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "Ub k U`h"XY • XUhYbgWk`i`hn!fj`"XY •]ha`YX]U`Uk`"Wk`a`"

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