

5i hcbca Y`6i ggY`ghUfhYb`]b`>JW_gcbj]``Y.
F Yj c`i h]cb`ZØf`XYb`B U\j Yf_Y`f°

6YYd`ghUfhYh`Y]bYb`Ui hcbca Yb` : U`fX]Ybgh`]b`>JW_gcbj]``Yž
: `cf]XUž`i a`A`cV]`h`h`h`i`j`YfVYggYfb`i`bX`X]Y`&bYbghUXh`i`
VY`YVYb"



>JW_gcbj]``Yž: `cf]XUž`i`G5`!`&b`>JW_gcbj]``Yž: `cf]XUž`\Uh`Y]b
gdUbbYbXYf`bYi`Yf`GW`f]h`h`]b`XYf`K`Y`h`XYf`Ui`hcbca`Yb`A`cV]`h`h`
VY[`cbbYb`"6YYdž`Y]b`5bV]YhYf`j`cb`@gi`b[`Yb`ZØf`Ui`hcbca`Yž
[`Ya`Y]bgUa`Y`A`cV]`h`h`h`h`\Uh`XYb`6Yhf]YV`Y]bYg`Ui`hcbca`Yb
:`U`fnYi`[`gYfj`]W`g`ZØf`X]Y`>JW_gcbj]``Y`HfUbgdcfhUh]cb`5i`h`cf]hm
f`h`5`&`Ui`Z[`Ybca`a`Yb`"8`Ug`Dfc`Y`_`h`ž`XUg`a`]h`Y]bYa`ZØb`Z`A`\f][`Yb
6Yhf]YVg!`i`bX`K`Ufhi`b[`gj`YfhfU[`f`C`/`A`&`[`Yg]W`X`Y`fh`]ghž`]gh`HY]`XYg
I`h`ja`UhY`I`fVUb`7]fW`U`hcf`f`l`&7`&`Dfc[`fUa`a`gž`XUg`XUfUi`Z`UVn]Y`hž
X]Y`GhUXh`i`a`cXYfb]g]YfYb`i`bX`[`Y]W`nY]h][`XYb`ÖZZYbh]W`X`Yb
B`U`j`Yf`_`Y`f`ni`j`YfVYggYfb`"8]Y`YfghY`D`U`gY`XYg`I`&7!`Dfc[`fUa`a`g
k]fX`j`cb`6YYd`a`]h`Y]bYf`:`c`h`Y`j`cb`%(`Y`Y`_`hf]gW`Y`b`ž`Ui`hcbca`Yb
:`cfX`9!`HfUbg]h!:`U`fnYi`[`Yb`VYhf]YVYbž`X]Y`XYb`5bZcfXYfi`b[`Yb`XYg
585`f`5a`Yf]W`U`bg`k`]h`8]gUV]`h]Yg`5W`&`[`YfYW`h`k`YfXYb`i`bX`X]Y

6i m'5a Yf]WU !FY[Y`b`YfZ0`Yb" 8]Y`Y`Y_hf]gWXYb`G\i hh`Y`k YfXYb
Ybh`Ub[`XYg' ž) `A Y]`Yb`Ub[Yb`6Um`GhfYYh`bcj Uh]cb`7cff]Xcf`]b
8ck bhck b`WU_gcbj]`Y`j Yf_Y\fyb` `a]h`]bg[YgUa h`%&
<U`hYghY`Ybž`X]Y`XYb`Ni [Ub[`ni f`bcYbghUXh`Yf`Y]W`hYfb`gc`Yb"

9]bY`k YgYbh`]WXY`<YfUi gZcfXYfi b[ž`X]Y`X]Y`GhUXh`a]h`X]YgYa
bYi Yb`GYfj]W`Ub[Y`Yb`a 0W`hYž`]gh`X]Y`6Yj 0`_Yfi b[gYI d`cg]cb
]b`i fVUbYb`F`Ai a Ybž`X]Y`Ui h`A W?]bgYm`A W?]bgYm`VYf]W`hYh`V]g
&\$) \$`Ui Z`ZUgh`+\$i `ghY][Yb`k]fX" 8]Yg`Vf]b[h`Y]bY`FY]\Y`j cb
DfcV`Ya Yb`k]Y`GhUi gž`Ub[Y`DYbXY`nY]hYb`i bX
I a k Y`hj YfgW`a i hni b[`a]h`g]W`"6YYd`_0bbhY`a]h`gY]bYa
]bbcj Uh]j Yb`5bgUhn`X]Y`K Y[Y`XYf`A YbgW`Yb`j Yf_0fnYb`i bX`gca]h
gck c`\`X]Y`@VYbgei U`]h`h`XYf`60f[Yf`U`g`Ui W`X]Y
I a k Y`hVYX]b[i b[Yb`j cf`Cfhj YfVYggYfb"

DUfhbYfgW UZhYb`i bX` :]bUb`n]Yfi b[

: 0f`XUg`6Um`GhfYYh`bcj Uh]cb`7cff]Xcf!Dfc`Y`h`\Uh`X]Y`H5`XUg
HYUa`6U`Zci f`6YUhhm`J]g]cb`&`FYU`]hm`fU]&F`E`Ui g[Yk`A`\`h" 8]YgYf
GW`f]hh`k i fXY`j cb`XYb`J c fghUbXga]h[`]YXYfb`XYf`H5`k`A`\fYbX
Y]bYf`G]hni b[`]a`5i [i gh`VYgW`cggYb" 8 Ug`N]Y`X]YgYg`Dfc`Y`hgž
XUg`HY]`XYg`I &7!Dfc[fUa`a`g]ghž`VYghY`\h`XUf]bž`XYb`VYghY`\YbXYb
G`mk Um`Ui hca Uh]g]YfhYb`DYfgcbYbhfUbgdcfh`ni `a cXYfb]g]YfYb
i bX`Ui ZY]bYb`nY`ba`Y]`Yb`Ub[Yb`GhfYW`YbUVgW`b]hh`Ui gni VUi Yb`
8 Ug`]ghY]b`k]W`h][Yf`GW`f]hh`Z0f`X]Y`I &7!`i bX`8ck bhck b
WU_gcbj]`Y!`bc]h]Uh]j Yb`ž`Yf`_`A`fh`H5!79C`B`Uh`Ub]Y`D" : cfX`Gf"
5b[Yg]W`hg`XYf`[fc»Yb`<YfUi gZcfXYfi b[Yb`i bX`7`UbW`bž`X]Y`]b
i fVUbYb`J Yf_Y`fgdfc`Y`hYb`ghYW`Ybž`]gh`Yg`Yb`hgW`Y]XYbXž`XUgg
U`Y`5`_hYi fY`]a`A`cV`]h`hg0`cgmghYa`ni gUa`a`YbUfVY]hYb`ž`i a
YfZc`[fY]W`ni`gY]b"

8]Y` :]bUb`n]Yfi b[`Z0f`X]Y`6Um`GhfYYh`bcj Uh]cb`7cff]Xcf!`bc]h]Uh]j Y
VY`Ai Zh`g]W`Ui Z`Yhk U` (`A]`cbYb`8c`Ufž`Z]bUb`n]Yfh`Xi fW`c`_U`Yž
ghUUh]W`Y`i bX`Vi bXYgghUUh]W`Y`A]hhY`ž`Y]bgW`]Y»`]W`Y]bYg
6I @8!Gh]dYbX]i a`g]b`<0`Y`j cb`%&ž) `A]`cbYb`8c`Ufž`XUg`&\$%-
j Yf[YVYb`k i fXY" 8]Y`DUfhbYfgW UZh`a]h`i bhYfbY`a Yb`k]Y
Gi dYf]cf`7cbghfi W]cb`7ca`dUm`Gci h`YUghž`6YYdž`bcW`i bX
gh`Xh]gW`Yb`D`Ubi b[gYI dYfhYb`[Yk`A`\`f`Y]ghYhž`XUgg`i a`ZUggYbXY

8Yg][bg'i bX'hYWkbc`c []gWkY'`bcj Uh]cbYb'`ca V]b]Yfh'k YfXYbž
i a `X]Y'A cV]`hÀh]b`XYf'FY []cb'ni `j YfVYggYfb"

I bY]b [YgWk fÀb`_hY `A cV]`hÀh`ZØf`U`Y

A]h'XYf'`a d`Ya Ybh]Yfi b [`Ui hcbca Yf': U\fnYi [Y`k]fX`Ui Wk`Y]b
k]Wk]h][Yf'5gdY`h'XYf'Ni [Àb [`]Wk`_Y]h'VYhcbh"6YYd`n]Y`h'XUfUi Z
UVž'a i `h]a cXU`Y`HfUbg]hcdh]cbYb'ni `ZØfXYfb'i bX`g]WkYfni ghY`Ybž
XUgg`U`Y`6Øf [Yfž'i bUV\Àb [] [`j cb']\fYb': À\ [_Y]hYbž'Ni [Ub [`ni
X]YgYb`bYi Yb`HYWkbc`c []Yb'i bX`GYfj]Wg`UVYb" `bc`Y]bYf`NY]hž`]b
XYf`X]Y`6Yj Ò`_Yfi b [`ni bY`a YbX`]b`ghÀXh]gWkYb`F`Ài a Yb`YVhž`]gh
Yg`k]Wk]h][ž`Y]b'; `Y]Wk [Yk]Wk`h`nk]gWkYb': cfhgWk]f]h'i bX`gcn]U`Yf
; YfYWk]h][_Y]h'ni `Z]bXYb"8]Y`bYi Yb`A cV]`hÀhg`Øgi b [Yb`a ØggYb
]b`_i gj`gY]bž'i a `XYb`6YXØfZb]ggYb`U`Yf`A YbgWkYb` [YfYWk`h`ni
k YfXYb` `Y]bY`<YfUi gZcfXYfi b [ž`XYf`g]Wk`Ui Wk`UbXYfY`GhÀXhY
k Y`hk Y]hž`k]Y`ni a `6Y]gd]Y`5a ghYfXUa`i bX`DUf]gž`ghY`Yb"

8]Y`HYWkbc`c []Y`j cb`6YYdž`X]Y`Xi fWk`XUg`5i hcbca C.G!GmghYa
i bhYfghØh`h`k]fXž`V]YhYh`b]Wk`h`bi f`Y]bYb': U\fx]Ybghž`gcbXYfb`Ui Wk
Y]bYi`a ZUggYbXY`D`UhhZcfa`ni f`JYfk U`hi b [`XYg': U\fnYi [VYhf]YVg
i bX`ni f` , VYfk UWk i b [`j cb`9]bgUhnUV`Ài ZYb"8]YgY
`bcj Uh]cbg`fUž`k]fX`b`chk YbX][`gY]bž'i a `XYb`ghY][YbXYb
5bZcfXYfi b [Yb`]b`ghÀXh]gWkYb'; YV]YhYb` [YfYWk`h`ni `k YfXYb"
A W`]bgYm`Yf`Ài hYfh]b`gY]bYa`6Yf]Wk`hž`XUgg`bYVYb`XYa
hYWkbc`c []gWkYb': cfhgWk]f]h`Ui Wk`X]Y`B`chk YbX][_Y]h'VYghY`hž
i fVUbY`A cV]`hÀh`bUWk`U`h][`ni` [YghU`hYb`i bX`X]Y`XUa`]h
j YfVi bXYbYb`7C &!9a]gg]cbYb`Yf`YV`]Wk`ni`fYXi`n]YfYb"

A]h'XYa`GhUfh'XYg`Ui hcbca Yb': U\fx]YbghYg`]b`JW`gcbj]`Y`gY`Yb
k]f`Y]bYb`VYXYi hYbXYb': cfhgWk]f]h`i]b`XYf`]bhY`][Yb`hYb
I fVUb]g]Yfi b [ž`XYf`gck c\`X]Y`@VYbgei U`]hÀh] YfVYggYfb`U`g
Ui Wk`XYb`i fVUbYb`F`Ui a`bYi` [YghU`hYb`_ØbbhY"9g`V`Y]Vh
gdUbbYbX`ni `VYcVUWk`hYbž`k]Y`g]Wk`X]YgYg`A cXY`][`b`Ni`_i bZh
Yb`hk]W`_Y`b`k]fX`i bX`k Y`WkY`k Y]hYfYb`GhÀXhY`XYa`6Y]gd]Y`Zc` [Yb
_ØbbhYb"

8YhU]`g	
C fh	łW_gc b j]`Yž: `cf]XUž'I G5
E i Y`Yb	<ul style="list-style-type: none"> • k k k "ga UfhW]h]Ygk cf`X"bYh • X`]h"Wł • k k k "a W_]bgYm"Wł a

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