

F Y]gYk Ufbi b[Yb`ZØf`Gca a Yf`&\$&) .
; YZÀ\ f`]WXY`l f`Ui Vgn]Y`Y`]a `: c_i g°

9bhXYW_Yb`G]Y`X]Y`U_hi Y`Yb`F]gYk Ufbi b[Yb`ZØf`f]g_UbhY
F Y]gYn]Y`Y`]a `A]hhY`a YYffUi a `Ua `Gca a Yf`&\$&) "
↳Zcfa]YfYb`G]Y`g]WXY`Ymh°



Ÿ [mdhYbž'@UbX '!8]Y'G]WXYf\Y]hg`U[Y'ja 'Ògh]WYb
A]hhY`a YYffUi a 'V`Y]Vh'Ub[YgdUbbhž'k Ug'ZØf'I f`Ui VYf'ja 'Gca a Yf
&\$&) 'Yf\YV`]WY'5i gk]f_i b[Yb'\UVYb'_ÒbbhY''8Ug'5i gk Àfh][Y
5a h`Uh'ZØf'a Y\fyfY '@AbXYf']b'X]YgYf'FY[]cb'FY]gYk Ufbi b[Yb
\YfUi g[Y[YVYb''6YhfcZZYb'g]bX'Ÿ [mdhYbž'ž'gfUY'ž'@]VUbc bž'Gmf]Yb
i bX'@]VmYb''8]YgY'K Ufbi b[Yb'k Y]gYb'Ui ZX]Y'Yf\Ò\hYb'; YZU\fyb

Xi fW\`hYffc f]gh]gW\Y`5_hj]]hÅhYb`i bX`a`]]hÅf]gW\Y`
5i gY]bUbXYfgYhni b[Yb`\]b"6YgcbXYfg`X]Y`G]hi Uh]cb`]b`Gmf]Yb
V`Y]Vh`YI hfYa`]bghUV]`ž`k Å\ fYbX`Y` [mdhYb`]a` <]bV`]W`_Ui Z
hci f]gh]gW\Y`F`Y]gYb`VYgcbXYfY`9a` dZY`\`i b[Yb`Ui ggdf]W\h"

Y` [mdhYb`ž`Y]bYg`XYf`VY`]YVhYghYb`F`Y]gYn]Y`Yž`\Uh`Y]bY
HY]`fY]gYk Ufbi b[`Yf`U`hYb"8]Y`K Ufbi b[`VYn]Y`h`g]W\`j`c`f`U`Ya
Ui ZXYb`B`c`f`XYb`XYf`G]bU]!<U`V]bgY`ž`XUg`; fYbn[YV]Yh`ni` `gfUY`
fUi » Yf`HUVUŁ`i bX`UV[Y`Y[YbY`HY]`Y`XYf`GU`UfU"i f`Ui VYf`k YfXYb
Y]bXf]b[`]W\` [Yk Ufbhž`XUgg`hYffc f]gh]gW\Y`5_hj]]hÅhYb`i bX
a`]]hÅf]gW\Y`5i gY]bUbXYfgYhni b[Yb`]b`X]YgYb`F`Y[]cbYb
ni bY`a` Yb`_`Òb`b`h`Yb" : Øf`]bX]j]Xi Y`Y`5i gZØ[Y`]b`XYb
hci f]gh]gW\Yb`GØXYb`XYg`G]bU]ž`k]Y`Yhk U`b`UW\`G`Ufa` `Y`!G`Y]`_\`ž
k]fX`Ya` dZc`\`Yb`ž`g]W\`j`cb`c`fhg`_i bX][Yf`6Y[`Y]hi b[`VY[`Y]hYb`ni
`UggYb"Ni XYa` []Vh`Yg`; YZU`fYb`Xi fW\`i bni fY]W\YbX
[Y`_Yb`bnY]W\`bYh`A`]bYbZY`XYfž`k Ug`X]Y`F`Y]gYk Ufbi b[`ni`gÅ`h`]W\`
j`YfghÅ`f`_h"

F]g]_c`ÅbXYf`]a` , VYfV`]W`_

`gfUY`i bX`XYf`@]VUbc`b`g]bX` [fi bXgÅ`h`]W\`VYfY]gVUfž`k i fXYb
`YXcW\`YVYbZU`g`U`g`F]g]_c[YV]Yh`Y]b[Yghi Zh" `b`X]YgYb`@ÅbXYfb
_`Òb`b`h`Yb`G]W\Yf`Y]hgVYfU[i b[Yb`ž`9]b`fY]gYj`Yfk`Y][Yfi b[Yb`c`XYf
9]bgW\`fÅ`b`_i b[Yb`VY]`VYgh]a` a` hYb`DUggj`Yfa` Yf`_Yb`]b`?fUZh`hfYhYb`
6YgcbXYfg`[YZÅ`f`]W\`g]bX`X]Y`F`Y[]cbYb` ; UnUghfY]ZYbž
GØX`]VUbc`b`i bX`XUg`K`Ygh`c`fXUb`UbXž`]b`XYbYb`?f]Y[Yž`?`cbZ]_hY
i bX`c`_U`Y`GdUbbi b[Yb`\`YffgW\Yb"

: Øf`Gmf]Ybž`XUg`bcW\`]a` a` Yf`a`]h`Yf`YV`]W\Yb
G]W\Yf`Y]hgdfcV`Ya` Yb`_`Åa` dZhž` []h`Y]bY`F`Y]gYk Ufbi b["8]Y`@U[Y
V`Y]Vh`hf`ch`n`Y]bYg`A`UW\`hk`YW\`gY`g`]a` `8YnYa` VYf`&\$&(`YI hfYa
]bghUV]"`@` 6H€`!DYfgcbYb`g]bX`VYgcbXYfg`[YZÅ`f`XYh`i bX
6Yf]W\`hY`j`cb` `b`UZh]Yfi b[Yb`gck]Y`_`ÖfdYf`]W\Yb` , VYf[f]ZYb`g]bX
\`Ai`Z]["8Ug`F]g]_c`ZØf`8Yi hgW\Y`a`]h`gmf]gW\Yf`<Yf`_i bZhž`gY`Vgh`VY]
[Øh][Ya` `J]gi`a`ž`]gh`YVYbZU`g`Yf`\`Ò`h"

`b`@]VmYb`\`YffgW\`h`Y]bY`ZfU[]`Y`i bX`i bØVYfg]W\`h`]W\Y`@U[Yž`hf`ch`n`
Y]bYg`K`UZYbgh]`gh`UbXgž`XYf`]a` `A`U]`&\$&) `j`YfY]bVUfh`k`i`fXY""8]Y

ghUUh]W\Yb`Ghfi`_hi`fYb`g]bX`[`YgW\k`ÅW\hi`bX`XUg
;`Ygi`bX\Y]hggmghYa`ghUf`_`VYgW\ÅX][`h`8]Y`XYi`hgW\Y`6`chgW\UZh`b
Hf]dc`g]gh`[`YgW\`cggYbž`i`bX`_cbgi`_Uf]gW\Y`i`bhYfghØhni`b[`]gh`bi`f
]b`5i`gbU\`a`YZÅ`Yb`Ui`g`Hi`b]g`j`YfZØ[`VUf"

HYffcf]gh]gW\Y`6YXfc\i`b[`]k`Y`hk`Y]h

5i`Z[`]cVU`Yf`9VYbY`V`Y]Vh`X]Y`;`YZU\`f`hYffcf]gh]gW\Yf`5bgW\`Å[`Y
i`bX`9bhZØ\`fi`b[`]Yb`VYghY\`Yb``8]Y`Cf[`]Ub]gUh]cbYb`5`E`U]XU`i`bX
`g`Ua`]gW\Yf`GhUUh`_`UVYb`]b`XYf`J`Yf[`]Ub[`]Yb\`Y]h`i`a`]h`5bgW\`Å[`]Yb
[`]YXfc\`hž`i`bX`X]Y`A`cV`]g]Yfi`b[`]X]YgYf`;`fi`ddYb`_`ØbbhY`Xi`fW\`X]Y
?`cbZ[`]hY`]a`B`U\`Yb`C`ghYb`[`]YZØfXYfh`k`YfXYb``F`Y]gYbXYb`k`]fX
[`]YfUhYbž`g]W\`j`cf`i`bX`k`Å\`fYbX`]fYf`F`Y]gY`gcf[`]ZÅ`h][`]ØVYf`X]Y
J`Yf\`Å`hb]ggY`]a`F`Y]gY`UbX`ni`]bZcfa`]YfYb`i`bX`X]Y`Øfh]W\Yb`gck`]Y
]bhYfbUh]cbU`Yb`A`YX]Yb`ni`j`YfZc`[`]Yb``J`YfXÅW\h][`]Y`J`cf[`]Åb[`]Y
gc``hYb`]a`a`Yf`XYb``c`_`U`Yb`Dc`]nY]!`c`XYf`G]W\Yf\`Y]hgVY\`ØfXYb
[`]Ya`Y`XYh`k`YfXYb"

8`Ug`5i`gk`Åfh][`]Y`5a`h`VYhc`bhž`XUgg`X]Y`;`YZU\`fž`C`dZYf`Y]bYg
5bgW\`U[`]Yg`ni`k`YfXYbž`[`]Yf]b[`]gh]a`J`Yf[`]Y]W\`ni`UbXYfYb`F`Y]gY!
F]g]_`Yb`k`]Y`i`bZÅ`Ybž`?`fUb`_`Y]hYb`c`XYf`?`f]a`]bU`hÅ`h`8`Yb`bc`W\
k`]fX`F`Y]gYbXYb`Ya`dZc`\`Ybž`Y]b`g]W\YfYg`J`Yf\`U`hYb`Ub`XYb`HU[`]ni
`Y[`]Yb`i`bX`g]W\`XYf`VYghY\`YbXYb`;`YZÅ\`fXi`b[`]VYk`i`ggh`ni`gY]b"

K`Y]hYfZØ\`fYbXY`bZcfa`Uh]cbYb`i`bX`X]Y`U`_`hi`Y`Yb
F]Y]gYk`Ufbi`b[`]Yb`_`ØbbYb`Ui`Z`XYb`K`YVgY]hYb`j`cb`9W`c`&(`i`bX`
5i`gk`Åfh][`]Yg`5a`h`Y]b[`]YgY\`Yb`k`YfXYb"

8YhU]`g	
Cfh	Y[`mdhYbž`@UbX
Ei`Y`Yb	<ul style="list-style-type: none">• k k k "YW`c`&(`XY• k k k "Ui`gk`UYfh][`]Yg!`Ua`h"XY

6Ygi`W\Yb`G]Y`i`bg`Ui`Z.`Y]bY!`fY]gY"XY