

? m`Y`F]hhYb\ci gY. : fca `5Wëi]hhU`hc
@Uk gi]hgž!`K \Uh g`B YI h3

?m`Y`F]hhYb\ci gY/ , \$' - /g`Y[U`VUh`Yg`Wëbh]bi Y`]b`&\$&) `Ug
\Y`ZUW`g`Wj]`Uk gi]hgž`k \]`Y`\]g`bYh`k cfh\`UbX`Ya d`cma Ybh
XYhU]`g`Ya Yf[Y"



? Ybcg\Už`K]gWëbg]bž`I G5`!`6cfb`cb`Jbi Ufm` ž&\$&\$' ž]b
5bh]cW`ž`=]bc]gž? m`Y`F]hhYb\ci gY`\Ug`a UXY`\YUX`]bYg`g]bW`
5i [i gh`&) ž&\$&\$ž`k \Yb`\Y`VYWJa Y`Ya Vfc]`YX`]b`U`g`cch]b[
]bWjXYbhXi f]b[`dfchYghg`]b`? Ybcg\Už`K]gWëbg]b`5h`↑ gh`%+ž
F]hhYb\ci gY`hfUj Y`YX`hc`? Ybcg\U`Ufa YX`k]h\`U`f]ZYž`UggYfh]b[
h\Uh`Y`k Ug`h`YfY`Ug`U`Wëi bhYfdchYghcf`H\Y`Yj Ybhg`cZ`h\Uh
Yj Yb]b[`k ci `X`YUX`hc`h\Y`XYUh`g`cZ`hk`c`]bX]j]Xi U`gž`ægYd\
FcgYbVUi a `UbX`5bh\cbm`<i VYfž`UbX`h\Y`k ci bX]b[`cZ; U][Y
; fcgg_fYi hnž`k \c`\Ug`g]bW``]b]h]UhYX`Y[U`UWh]cb`U[U]bgh`\]a ``5g
U`fYgi `h`cZ`h\Y`]bWjXYbhž`F]hhYb\ci gY`ZUW`X`gYf]ci g`Y[U`
fYdYfW`gg]cbg`Vi h`k Ug`UWëi]hhYX`cZ`U`W`Uf[Yg]b`Bcj Ya VYf
&\$&%`UZhYf`U`hf]U`h\Uh`Wd]h]j UhYX`h\Y`bUh]cb"

H\Y`↑ fmg`XYW]g]cb`hc`Z]bX`F]hhYb\ci gY`bch`[i]`hmigdUf_YX
YI hYbg]j Y`X]gW`gg]cb`Ua`cb[``Y[U`YI dYfhgž`k \c`bchYX`h\Uh`h\Y
Yj]XYbW`dFYgYbhYX`Xi f]b[`h\Y`hf]U`YZZYWh]j Y`migi ddcfhYX`h\Y
WU]a`cZ`gY`Z]XYZYbgY``F]hhYb\ci gY`hYgh]Z]YX`h\Uh`\Y`VY`Y]j YX`\Y
k Ug`]b`]a`a`]bYbhXUb[Yf`UZhYf`VY]b[`W\UgYX`Vm`FcgYbVUi a`ž`k \c
\UX`U`Y[YX`mUW`YX`U[[fYgg]j Y`m``7cbZ`g]cb`cZhYb`fY][bYX`]b`h\Y
W\i fhfcca`Ug`j]XYc`ZcchU[Y`cZhYb`W\ca`d`]WUhYX`fUh\Yf`h\Ub
WUf]Z]YX`h\Y`WUgYž`k]h\`gca`Y`k]hbYggYg`]bUXj YfhYbh`migi ddcfh]b[
F]hhYb\ci gY`g`XYZYbgY``I`h]a`UhY`mž`h\Y`↑ fmXY`]VYfUhYX`Zcf`&+
\ci fg`VYZcfY`Uff]j]b[`Uh`h\Y]f`j YfX]Wž`a`i W\`hc`h\Y`gi fdf]gY`cZ
a`UbmicVgYfj Yfg`k \c`Zc``ck YX`h\Y`i bZc`X]b[`XfUa`U`WcgY`m``BDF
fYdcfhYX`cb`h\Y`UW\i]hhU`ž`\][\`][\h]b[`ck`h\Y`Yj]XYbW`žcf`UW_
h\YfYcZž`g\UdYX`h\Y`hf]U`g`ci hW\ca`Y`**BDF**`fYdcfhg`h\Uh`h\Y
dfcgYW`h]cb`ghfi [[`YX`hc`YghUV`]g\`U`ghfcb[`WUgY`U[U]bgh`\]a`"

Dcgh!Hf]U``@]ZY`UbX`:`]bUbW]U``7\U``Yb[Yg

: Ugh`Zcfk UfX`hc`&\$&) ž`UbX`F]hhYb\ci gY`]g`k cf_]b[`Zi``!h]a`Y`Uh
; i`Z7cUgh; i`b`/`Ci`hXccfg`]b`:`cf]XU``<]g`bYh`k cfh\`]g`Ygh]a`UhYX
Uh`~)`\$\$\$\$ž`U`h\ci [\`h\]g`Z][i`fY`]g`bch`j Yf]Z]YX``<Y`\Ug`W\bh]bi YX
hc`Yb[U[Y`k]h\`W\bgYfj Uh]j Y`dc`]h]Wgž`Yj Yb`dUfh]W]dUh]b[`]b
Zi`bXfU]g]b[`YZZcfhg`Zcf`\]g`Y[U`XYZYbgY``BchUV`mž`F]hhYb\ci gY
fU]gYX`cj Yf```a`]cb`]b`XcbUh]cbg`g]bW`&\$&\$ž`df]a`Uf`]m
YUfa`Uf_YX`Zcf`Uh`hcfbYmZYg`UbX`VU`]Zc``ck]b[`]\]g`UW\i]hhU``
<ck Yj Yfž`XYgd]hY`h\Y`Zi`bXfU]g]b[`gi`W`Wggž`\]g`ZUa`]m`WU]a`g`h\Ym
UfY`YI dYf]YbW]b[`Z]bUbW]U`X]Z]W`h]Yg``&`&\$&) ž`\]g`g]ghYf
`Ui`bW`YX`U`; c: i`bXA`Y`WUa`dU][b`gYY_]b[`Y`d`k]h\`fYbhž`U`Y[]b[
h\Uh`F]hhYb\ci gY`\Ug`bch`dfcj]XYX`Z]bUbW]U`gi ddcfh`Zcf`h\Y
ZUa`]m`

F]hhYb\ci gY`g`Y[U`hfci V`Yg`\Uj Y`bchYbXYX`k]h\`\]g`W]a`]bU`
UW\i]hhU``<Y`bck`ZUW`g`W]j]``Uk`gi]hg`Zfca`a`i`h]d`Y`dUfh]Ygž
]bWi`X]b[`]j]W]a`g`ZUa`]j]Yg``BchUV`mž; U][Y`; fcgg_fYi hnž`h\Y`a`Ub
F]hhYb\ci gY`g`c`hž`\Ug`]bWi`XYX`\]a`]b`\]g`W]j]``Uk`gi]h`U[U]bgh
h\Y`W]hm`cZ?Ybcg\Už`WU]a`]b[`UggUi`hž`VUhYfmž`UbX`]bhYbh]cbU`
]bZ]W]cb`cZYa`ch]cbU`X]ghfYgg`**@Uk`/`7f]a`Y`\][\`][\hg`h\Uh**
; fcgg_fYi hn`U`Y[Yg`\Y`k Ug`UhhYa`dh]b[`hc`XY`YgWU`UhY`h\Y
g]hi`Uh]cb`k`Yb`\Y`k Ug`g`ch]b`h\Y`Ufa`"

7cbh]bi YX`7cbhfcj Yfgm

H\Y`UZhYfa UH\`cZF]hhYb\ci gY g`UWh]cbg`Xi f]b[`h\cgY`?Ybcg\U
dfchYghg`fYa U]bg`U`X]j]gj Y`hcd]W]b`h\Y`I b]hYX`GhUhYg`"H\Y
XYVUhY`cj Yf`[i b`f][\hgž`gY`ZlXYZYbgY``Uk gž`UbX`h\Y`dc`]h]WU`
]a d`]WU]cbg`cZF]hhYb\ci gY g`UWh]cbg`Wcbh]bi Yg`hc`fU[Y`cb`gcW]U`
a YX]U`UbX`]b`di V`]WX]gWci fgY``F]hhYb\ci gY g`a Ya c]fž`h]hYX
5Wci]hhYXž`fYdcfhYX`mVfci [\h]b`gca Y`]bWca Yž`U`h\ci [\
gdYW]Z]WZ][i fYg`UfY`bchdi V`]Wm`_bck b``5g`\\Y`bUj][UhYg`h\Y
Wca d`YI]h]Yg`cZ`]g`dcgh`hf]U``]ZYž`\]g`YI dYf]YbW]g`fYa U]b`U`ZcWU`
dc]bh`Zcf`X]gW gg]cbg`gi ffc i bX]b[`gY`ZlXYZYbgY``Uk g`UbX`h\Y]f
VfcUXYf`]a d`]WU]cbg`]b`hcXUm`g`gcW]Yhm"

5g`cZ`ž`m`&\$&) žF]hhYb\ci gY g`]ZY`YbWUdgi `UhYg`U`WcbZi YbW`cZ
dYfgcbU`ghfi [[`Yg`UbX`di V`]WgWfi h]bm``: fca `Zi bXfU]g]b[`YZcfhg
hc`cb[c]b[`Wj]``Uk gi]hgž`Y`ghUbXg`Ug`U`g][b]Z]WUbh`Z][i fY`]b
WcbhYa dcfUfm`5a Yf]WU]b`Y[U`UbX`dc`]h]WU`Wcbj YfgUh]cbg`"K \Uh g
bYI h`Zcf`F]hhYb\ci gYž`cb`m`h]a Y`k]``hY`ž`Vi h]hg`WYUf`h\Uh`\]g
ghcfm`]g`ZUf`Zfca `cj Yf"

8YhU]`g	
Cfh	?Ybcg\UžK]gWcbg]bžI G5
E i Y``Yb	<ul style="list-style-type: none">• k k k "hi`_c"Wc`_Y• `Uk UbXW]a Y"Wca• k k k "bdf"cf[

6Ygi WXYb`G]Y`i bg`Ui Z.`a Y]b!k]Yb`bYh