

DfcfU. 'J ca 'HfUi a n]Y`ni f'; Y]ghYfghUXh'
K Ug'[YgW\ U\ 'a]h'XYf'C ghgYY!DYf`Y 3

9bhXYW_Yb'G]Y`X]Y'; YgW\]W\hY`XYf'C ghgYY`i bX`XYg`?X: !
?ca d`YI Yg`]b'DfcfUž`Y]bYa 'ØVYffUgW\YbX`k Yb]['VYgi W\hYb
I f`Ui Vgn]Y`"



DfcfUž`8Yi hgW\ `UbX`!'8]Y`C ghgYY`YfZfYi h'g]W\`[fc» Yf`6Y`]YVh\Y]h
i bhYf`XYi hgW\Yb`I f`Ui VYfb`"«a`'š\`f`&\$&`nA\`hYb`X]Y`C ghgYY!
«bgY`b`F Ø[Yb`i bX`<]XXYbgYY`Yhk U`%ž('A]``]cbYb`Hci f]ghYb`"8cW\
XUg`hci f]gh]gW\Y`DchYbn]U`j cb`DfcfUž`Y]bYa '\]ghcf]gW\Yb
?ca d`YI `VY]`6]bnž`V`Y]Vhi b[Ybi hnh`"8]YgYf`Y\Ya U`g`[Yd`UbhY
?X: !?ca d`YI ž`XYggYb`6Ui`%-`-`'Ui Z[fi bX`XYg`Nk Y]hYb
K Y`h_f]Y[g`[Yghcddh`k i fXYž`k]fX`j cb`FY]gYbXYb`[Ya]YXYb`i bX
\Uh]b`XYb`j Yf[Ub[YbYb`š\`fYb`]a a Yf`k Yb][Yf`6Ygi W\Yf
Ub[Ync[Yb`"XYfk YghYb`"XY`VYf]W\hYhž`XUgg`X]Y`a Y]ghYb`6`ÖW_Y`]b
DfcfU`YYf`ghY\Yb"

I fgdfØb[`]W\`Yb`hk cfZYb`j cb`XYa`'5fW\]hY`_hYb`7`Ya Ybg`?`c`mž`i a
[Øbgh][Yb`I f`Ui V`ZØf`XYi hgW\Y`'5fVY]hYf`ni`Yfa`Ö[`]W\Yb`ž`k Uf`X]Y

5b`U[Y`Z0f`]bg[YgUa h`%\$"\$\$\$` ; ÅghYn]a a Yf`_c`bn]d]Yfhž`U`Y`a]h
A YYfV`]W`"5`YfX]b[g`V`]YV`XYf`6Ui `bUW`XYa `?f]Y[`b]W`h
i bVYf0\fh`8]Y`F`chY`5fa`YY`i bX`gd`ÅhYf`X]Y`B`Uh]cbU`Y`J`c`_gUfa`YY
fBJ`5L`XYf`88F`bi`mhYb`XUg` ; Y`ÅbXY`"GY]h`XYa ``Å\`f`%-`-`'`]gh`XYf
?ca`d`YI`I`ÖZYb`h]W`ni`[`Åb[`]W`ž`i`bX`%-`-`(`k`i`fXY`Yf`i`bhYf
8Yb`_a`U`gW`i`h`n`[`YghY`"h`"D`ÅbY`ni`f`GW`UZZ`b[`]Y]bYg`a`cXYfbYb
: Yf]YbghUbXcfhg`i`bX`ni`f`5i`ZUfVY]h`i`b[`]XYf` ; YgW`]W`hY`XYg
B`Uh]cbU`gc`n]U`]ga`i`g`gW`Y]bYb`^YXcW`]bg`GhcW`Yb`i`[`YfUhYb`ni
gY]b`"8]Y`9b`hk`]W`i`b[`]gh`\]bhYf`XYb`9fk`Ufhi`b[`]Yb`i`[`YV`]YVYbž`i`bX
X]Y`9]b]W`hi`b[`]Yb`V]YhYb`b]W`h`XUg`[`Yk`0bgW`hY
K`j`_ca`a`Ybg[`YZ0\`"DfcV`Ya`Y`]b`XYf`h`ci`f]gh]gW`Yb``bZfUghfi`_hi`f
g]bX`Yj`]XYbh`"

K`]fhgW`UZh`]W`Y`<`YfUi`gZcfXYfi`b[`]Yb`

æ`i`Å\`f`&\$&(`a`Y`XYhY`XUg`DfcfU!NYbhfi`a``b`gc`j`Ybn`Ubž`k`Ug`X]Y
DYfgdY`_hj`Yb`Z0f`X]Y`h`ci`f]gh]gW`Y`9b`hk`]W`i`b[`]k`Y]hYf`XÅa`dZ`h`
8]YgY`<`YfUi`gZcfXYfi`b[`]Yb`gd]Y[`]Y`b`g]W`Ui`W`]b`XYf
k`]fhgW`UZh`]W`Yb`@U[`]Y`k`]XYf`8Yf`Xi`fW`gW`b]h`]W`Y
E`i`UXfUha`YhYfd`fY]g`Z0f`æ`a`cV`]Yb`]b`DfcfU`VYhfÅ[`]h`)`"+`(%`9i`fc`"
Hfch`n`X]YgYf`GW`k`]Yf[`]_Y]hYb`[`]Vh`Yg`XYbbcW`d`cg]hj`Y`Gh]a`a`Yb
i`bhYf`XYb` ; YgW`ÅZh]b`UVYfb`"Gc`nY[`]Yb`g]W`ni`a`6Y]gd]Y`
A`c`Ua`a`YX`5`]5V]Xž`XYf`9]g`j`Yf`_Ui`Zž`i`bX`X]Y`6YhfY]VYf`XYg
7UZÅg`DUhW`g`c`dh]a`]gh]gW`VYn0[`]W`XYf`ni`_0bZh[`]Yb
9b`hk`]W`i`b[`]`"

9]b`NY]W`Yb`Z0f`X]Y`A`0[`]W`_Y]hYb`XYg`GhUbXcfhg`]gh`XUg`6`c`W``⇒ž
k`c`g]W`X]Y`A`i`gYi`a`ga`Y]Y`DfcfU`VYZ]bXYhž`X]Y`j`YfgW`]YXYbY
A`i`gYYb`VY`YfVYf[`]h`æ`i`Å\`f`&\$`\$`%`k`i`fXY`ni`XYa`XUg
8c`_i`a`Yb`hUh]cbgnYbhfi`a`DfcfU`Yf0ZZbYhž`k`Y`W`Yg`g]W`]bhYbg]]
a`]h`XYf` ; YgW`]W`hY`XYg`?X`!GYYVUXYg`Ui`gY]bUbXYfgYhh`8]Y
`b]h]Uh]j`Y`8Yb`_!A`5@DfcfU`gYhnh`g]W`_U`_hj`XUZ0f`Y]bž`X]Y
 ; YgW`]W`hY`XYg`C`fhYg`Ui`Zni`UfVY]hYb`i`bX`Y]b`6Yk`i`gghY]b`Z0f`X]Y
Zf0\`YfYb`Bi`hni`b[`]ghfUX]h]cbYb`ni`gW`UZZYb`"

Ni`_i`bZhgdYfgdY`_h]j`Yb`

8]Y`h`ci`f]gh]gW`Y`5h`hfU`_hj`]hÅ`h`DfcfUg`"Y[`]h`b]W`h`bi`f`]b`XYf`

9f\c`i b[`Ua `A YYfž'gcbXYfb`Ui W`]b`XYf`J Yfa]h`i b[` \]ghcf]gW`Yf
 ð\U`hY" `À\`f`W` Z]bXYb`GUbXg_i `dhi fYb!5i gghY``i b[Yb`]a
 ?ca d`YI `ghUhhž`X]Y`j]Y`Y`6Ygi W`Yf`Ubn]Y\`Yb`i bX`XUg`DchYbh]U`
 XYg`C fhYg`k]XYfgd]Y[Y`b" `8Yb`bcW` V`Y]Vh`XUg`Ub`k UW`gYb`XY
 ; YZØ\` `XYg` Df]j Uh !7\UfU`_hYfg`]b`XYb`gUb]YfhYb` ; YV`Ai XYb`Y]bY
 <YfUi gZcfXYfi b[ž`X]Y`Yg`ni `ØVYfk]bXYb`[]`h"

DfcfU`\Uh`g]W` j cb`Y]bYa `i fgdfØb[`]W` U`g` : Yf]Ybcfh`[Yd`Ub`hYb
 ?ca d`YI `ni `Y]bYa `C fh`[Yk UbXY`hž`XYf`ghUf`_j cb`gY]bYf
 ; YgW`]W`hghf`ÀW`h][_Y]h`[Ydf`À[h`]gh" `8]Y` : fU[Y`V`Y]Vhž`cV`X]Y
 bchk YbX][Yb`ghfi _hi fY``Yb`i bX`gcn]U`Yb`Y`bXYfi b[Yb`fYU`]g]Yfh
 k YfXYb`_ØbbYbž`i a `X]YgYb`Y]bn][Ufh][Yb`GhUbXcfh`k]YXYf`ni
 Y]bYf`[YZfU[hYb`Hci f]ghYbUhhfU`_h]cb`ni `a UW`Yb" `8]Y`_ca a YbXYb
 ð\fY`k YfXYb`Yb`hgW`Y]XYbX`gY]b`ZØf`X]Y`Ni _i bZh`DfcfUg`i bX
 gY]bYf`\]ghcf]gW`Yb`C`V`Y`_hY"

8YhU]`g	
C fh	DfcfUž`8Yi hgW`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "XYfk YghYb"XY • XY"a "k]_]dYX]U"cf[

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