

8 fc\bYbUb[f]ZZ'Ui Z'7\Uf_]k . 'A]bXYghYbg
&\$ 'J Yf`YhnhY`i bX'7\Ucg`]b`XYf`GhUXh

F i gg]gWXYf'8 fc\bYbUb[f]ZZ'Ui Z'7\Uf_]k `Ua `&-"\$("&\$&).
A Y\fyfy`J Yf`YhnhY`i bX'5i`gk`]f_i b[Yb`Ui ZX]Y`?f]Y[gZØ\fi b[
]b`XYf`i`_fU]bY"



7\Uf_]k ž'i`_fU]bY`!`≠`Y]bYa`'Øb[ghYb`fi gg]gWXYb
8 fc\bYbUb[f]ZZ'Ui ZX]Y`i`_fU]b]gWXY`GhUXh'7\Uf_]k`'g]bX
a`]bXYghYbg`&\$`A`YbgWXYb`j`Yf`Yhnh`k`cfXYb`"8Yf`6Øf[Yfa`Y]ghYf
j`cb`7\Uf_]k`ž`≠`cf`HYfYWX`ck`ž`VYf]WX`hYhY`ØVYf`a`Y\fyfy
9l`d`cg]cbYb`ž`X]Y`X]Y`GhUXh`YfgW`ØhhY`fhYb`"6YgcbXYfg`VYhfc`ZZYb
k`UfYb`a`Y\fyfy`GhUXhY`Y`ž`k`c`VY]`Y]bY`]fUb]gWXY`?`Ua`d`ZXfc\bY`]b
XYf`BÅ\Y`Y]bYg`?`fUb`_Yb\Ui`gYg`Y]bgW`i`[`"7\Uf_]k`ž`]a`'C`ghYb`XYf
l`_fU]bY`i`bX`bU\Y`XYf`fi`gg]gWXYb`;`fYbnY`[`Y`Y[`Ybž`]gh`]a`a`Yf
k`]YXYf`N]Y`fi`gg]gWXYf`@`ZhUb[f]ZZY`"@`Ui`h`5b[UVYb`XYf
i`_fU]b]gWXYb`@`Zh`UZZY`k`i`fXYb`Ui`W`5b[f]ZZY`Ui`Z`8b]dfc`ž`?`fmk`m^
F`\`i`bX`XUg`;`YV]Yh`7\Yfgcb`j`YfnY]WX`bYh`"≠`8b]dfc`k`i`fXY`Y]b
A`YbgW`[`Yh`ØhY`ž`i`bX`Yg`VfUWX`Yb`a`Y\fyfy`6f`ÅbXY`Ui`g"

Ni gÀhn`jW` []Vh`Yg`6Yf]W`hY`ØVYf`%*`J`Yf`YhnhY`]b`<cf`k`_Už`X]Y
Xi fW`Y]bYb`Ub[YV`]W`Yb`i`_fU]b]gW`Yb`5fh]`Yf]YUb[f]ZZ] Yfi fgUW`h
k i fXYb`"8]Y`fi gg]gW`Y`6YgUhn] b[gj Yfk U`hi b[]b`8cbYn`_a`Y`XYhY
X]YgY`NU`Yb`"8]Y`i`_fU]b]gW`Y`5fa`YY`UVY`XYb
9]gYbVU`b`_bchYbdi b`_h`a`]h`F`U`_YhYbUfh]`Yf]Y`VYgW`cggYbž`XcW`
X]Y`5b[UVYb`ni`<cf`k`_U`_ccbhYb`ni`b`W`gh`b]W`hi`bUV`Àb[]]
ØVYfdfØZh`k`YfXYb`"8]Yg`j`YfXYi`h]W`h`X]Y`j`Yf`YYfYbXYb
5i`gk`]f`_i`b[Yb`XYg`Ub`U`hYbXYb`?`cbZ]`_hgž`XYf`a`]h`YXYa`_HU[
bYi`Y`8]a`Ybg]cbYb`Ubb]a`a`h`

J`Yf`Àb`XYfi`b[Yb`]b`XYf`?`f]Y[gZØ`fi`b[

8Yf`?`f]Y[`U`h`X]Y`a`]`h`Àf]gW`Y`GhfU`hY[]Y`]a`_C`ghYb`9i`fcdUg
[fi`bX`Y[YbX`j`Yf`Àb`XYfh`"8]Y`F`c`Y`j`cb`8fc`bYb`]gh`XUVY]
YbhgW`Y]XYbX`"F`ca`Ub`?`cghYb`_cž`J`c`fg]hnYbXYf`XYg`J`YfhY]X][i`b[g]
i`bX`]; Y`Y]a`X]YbghUi`ggW`i`ggYg`]a`i`_fU]b]gW`Yb`DUf`Ua`Yb`hž
Yf`_`Àfhž`XUgg`Yhk`U`+\$i`_U`Yf`J`Yf`i`ghY`VY]XYf`?`f]Y[gdUfhY]Yb`Ui`Z
8fc`bYb`ni`fØW`_ni`ZØ`fYb`g]bX`"8]Y`_cghYb[Øbgh][Yb`8fc`bYb
ghY`Yb`Y]bY`Yfbgh`UZhY`6YXfc`i`b[`ZØf`hYi`fY`?`Ua`dZdUbnyf`XUfž
X]Y`cZh`a`Ub`Øj`f]Yfi`bZ`À][[]Y`a`UW`h`cXYf`j`c`gh`ÀbX][`nyfgh`Øfh
k`YfXYb`"

: DJ!8fc`bYbž`U`gc`8fc`bYb`a`]h]:]fgh`DYfgcb`J`]Yk`ž`g]bX
]bnk`]gW`Yb`Y]b`U`h`À[`]W`Yf`5bV`]W`_`Ui`Z`XYb`GW`UW`hZ`XYfb`XYf
I`_fU]bY`"8]YgY`; Yf`ÀhY`k`YfXYb`j`cb`D]`chYb`a`]h`gdYn]Y`Yb`6f]`Yb
i`bX`<Ub`XW`cbhfc`Yfb`[YghYi`Yfh`"8Ug`9]bgUhm`gdY`_hfi`a`_a`UW`h
X]fY`_hY`?`Àa`dZY`cZh`ØVYfZ`Øgg][ž`k`Ug`X]Y`Gc`XU`hYbj`Yf`i`ghY
g][b]Z]_Ub`h`fYXi`n]YfYb`_`Ubb`"8Yf`9]bgUhn`j`cb`8fc`bYb`]gh`b]W`h
bi`f`Y`ZY`_h]j`ž`gcbXYfb`Ui`W`_cghYb[Øbgh][.`8]Y`I`a`fØghi`b[`n]j`]Yf
8fc`bYb`_cghYh`YX][`]W`Y`h`k`U``\$\$`9i`fc`]a`_J`Yf[`Y]W`ni
A`j`]cbYbVYhf`À[Yb`ZØf`a`cXYfbY`?`Ua`dZk`U[Yb`"

DfcXi`_h]cbg`_UdUn]h`ÀhYb`i`bX`5i`gV`]W`_

=a`_`Y`f`&\$\$&(`U`h`g]W`X]Y`:`Yfh][i`b[g`_UdUn]h`À`h]j`cb`i`_fU]b]gW`Yb
8fc`bYbZUVf]_Yb`j`YfnY`bZUW`h`"J`cb`&\$`\$\$\$`dfcXi`n]YfhYb
8fc`bYb]a`_`Y`bi`Uf`&\$\$&(`gh]Y[`X]Y`NU`Y`Ui`ZVYY]bXfi`W`_YbXY
&\$\$`\$\$\$]a`_`Y`bi`Uf`&\$\$&)`"8]Y`I`_fU]bY`d`Ub`hž]b`X]YgYa`_`Y`f`(`ž`)

A]`]cbYb`E i UXfcWcdhYf`ni `dfcXi n]YfYb" `DfÅg]XYbh`K c`cXma mf
GY`Ybg_m^`YVh`X]Y`l _fU]bY`U`g`J cffY]hYf`ja `8fc\bYb_Ua dZ
\Yfj cf" `8Yf`J YfvfUi W `j cb`ØVYf`%\$"\$\$\$`8fc\bYb`dfc`A cbUh
j YfXYi h`]W`h`XYb`Ybcfa Yb`8fi W_ž`i bhYf`XYa `X]Y`i _fU]b]gW`Yb
GhfY]h_fÅZhY`ghY`Yb"

8Yf`UbXUi YfbXY`?cbZ]_h`i bX`X]Y`J YfÅbXYfi b[Yb`]b`XYf
?f]Y[gZØ\fi b[`nY][Ybž`XUgg`XYf`9]bgUhn`j cb`8fc\bYb`b]W`h`bi f
Y]bY`j cfØVYf[Y`YbXY`HU_h]_`]ghž`gcbXYfb`Y]b`XUi Yf`UZhYg
9`Ya Ybh`XYf`a `]hÅf]gW`Yb`GhfUhY[]Y`[Yk cfXYb`]gh`8]Y`G]hi Uh]cb
V`Y]Vh`Ub[YgdUbbhž`i bX`X]Y`]bhYfbUh]cbU`Y`; Ya Y]bgW`UZh
VYcVUW`hYh`X]Y`9bhk]W_`i b[Yb`a `]h`Gcf[Y"

: Øf`k Y]hYfZØ\fYbXY`ϕZcfa Uh]cbYb`ni `XYb`Øb[ghYb`9fY][b]ggYb`]b
7\Uf_]k `YgYb`G]Y`Ui W`VY`HU[Yggd]Y[Y`i bX`ZØf`XYhU]`YfhY
5bU`mgYb`ØVYf`XYb`K UbXY`XYf`?f]Y[gZØ\fi b[`]b`XYf`l _fU]bY`VY`
H!Cb`]bY"

8YhU]`g	
J cfZU``	8fc\bYbUb[f]Z
C fh	7\Uf_]k ž`l _fU]bY
J Yf`YhnhY	' +
E i Y`Yb	<ul style="list-style-type: none">• k k k "hU[Yggd]Y[Y`"XY• k k k "h!cb`]bY"XY

6Ygi W`X Yb`G]Y`i bg`Ui Z.`b!U["XY