

F cW_ \Ufn!: Ygh]j U`'&\$&) . '6Uff]YfYZfY]Yf
GdU» 'ZØf'&) "\$\$\$': Ub g°

8 Ug'F cW_ \Ufn!: Ygh]j U`'&\$&) `]b'6U`YbghYXh'V]YhYh'ØVYf') \$
6UbXgž']b_`i g]j Y'6Uff]YfYZfY]\Y]h'i bX'bUW\U'h][Yb
?cbnYdhYb"



6U`YbghYXhž'8Yi hgW\UbX'!8Ug'F cW_ \Ufn!: Ygh]j U`ž'Y]bYg'XYf
VY`]YVhYghYb'A i g]_YfY][b]ggY`]b'GUW gYb!5b\U'hž'ghUfhYh'\Yi hY
i bX'n]Y\h'k]YXYf'nU\`fY]WY'A i g]_YV\UVYf'Ub"Jca'&"V]g') "'†`]
k]fX'XYf': `i [d`Uhn'6U`YbghYXh]b'Y]b'a i g]_U`]gWYg'DUFUX]Yg
j Yfk UbXY'hž'i bX'V]g'ni `&) "\$\$\$'6Ygi WYf'k YfXYb'Yfk UfhYh", VYf
) \$'6UbXg'k YfXYb'Ui Znk Y]'CdYb!5]f!6Ø\ bYb'U`Yg'[YVYbž
XUfi bhYf'[fc»Y'BUa Yb'k]Y'?]b['8]Ua cbXž'Dck Yfk c'Zi bX
5dcW\mdh]WU"8cW`b]W\h'bi f'X]Y'A i g]_ghY\h]a `: c_i gž'gcbXYfb
Ui W\X]Y'6Uff]YfYZfY]\Y]hž'X]Y`š\ f'ZØf'š\ f'k]W]h][Yf'k]fX"

6Y]'XYb'J cfVYfY]hi b[Yb'k i fXY'Y]b'VYgcbXYfYg'5i [Yba Yf'_Ui Z
X]Y'Ni [Åb[`]W_ Y]h[Y`Y[h"Gc'k i fXYb'fc`gh' \[YfYW\hY'K Y[Y
i bX'VUff]YfYZfY]Y'GUB]hÅfUb'U[Yb'Y]b[Yf]W\hYh'Ni XYa `gcf[Yb

gdYn]Y`Y`DcXYghY`Ub`XYb`6Ø\ bYb`XUZØfž`XUgg`Ui`W`A`YbgW`Yb`a`]h
6Y\]bXYfi`b[`Yb`i`bVYgW`k`YfhYb`Ni`[`Ub[`ni`XYb`5i`Zhf]hhYb`\UVYb`
8]Y`J`YfUbhk`cfhi`b[`ZØf`X]Y`6Y`Ub[`Y`XYf`_i`g]cb``Y[`h`VY]`6`Øfb
GW`i`nž`XYa`_i`g]cbgVYUi`ZhfU[`hYb`XYg`Ygh]j`U`g`K`]f`a`ØW`hYbž
XUgg`U`Y`A`YbgW`Yb`Ub`X]YgYa`VYgcbXYfYb`9j`Ybh`hY]`bY\`a`Yb
_ØbbYb`ž`VYhcb`h`Yf`"

B UW \ U`h][_Y]h`i`bX`5i`Za`Yf_gUa`_Y]h`ZØf 6Uff]YfYZfY]\Y]h

8Ug`F`cW_\Ufn!`Ygh]j`U`\UhgY]bY`K`i`fnY`b`]b`XYb`ZfØ\Yb`%-`-\$Yf!
š\`fYbž`U`g`Yg`i`bhYf`XYa`A`chc`F`cW`_`Y[`Yb`F`YW`hg`VY[`Ubb`
`VYf`X]Y`š\`fY`\Uhg]W`XUg`Ygh]j`U`k`Y]hYfYb`hk`]W``Y`h`i`bX`gYhnh
\Yi`hY`Ui`Z5gdY`_hY`k`]Y`B`UW`\U`h][`_Y]h`i`bX`F`Y[`]cbU`]h`h`igck`]Y`Ui`Z
X]Y`i`bhYfghØhni`b[`j`cb`6Uff]YfYZfY]\Y]h`A`UfW`_`Gd]`Yf`j`cb`XYf
@VYVbg\`]Z`f`Ui`bgW`k`Y][`Y`V`h`X]Y`K`]W`h][`_Y]h`X]YgYg
9b[`U[`Ya`Ybhg`\Yfj`cf`i`bX`nY][`hig]W`VY]bXfi`W`_`hj`cb`XYb
A`U`b`U`a`Ybž`X]Y`gc`j`]Y`Y`A`YbgW`Yb`Ui`g`i`bhYfgW`]YX`]W`Yb
@VYVbgVYfY]W`Yb`Y]bVYn]Y\Yb`"

5`g`VYgcbXYfYg`<][`\][`\h`j`Yfk`YbXYh`XUg`Ygh]j`U`Ui`W`
89: 9B89F`A`8=)`&8`?UVY`VfØW`_Ybž`X]Y`X]Y`A`cV]`]h`h`i`Ui`Z`XYa
: Ygh]j`U`[`Y`À`b`XY`j`YfVYggYfb`i`bX`XYb`Ni`[`Ub[`ni`XYb
j`YfgW`]YXYbYb`6YfY]W`Yb`Yf`Y]W`hYfb`_i`g]cb`YgUa`h`k`i`fXYb`*`\$
?UVY`VfØW`_Yb`i`bX`F`c`gh`i`\`f`Ua`dYb`j`Yf`Y[`hž`i`a`Y]b`[`i`hYg
9f`YVb]g`ZØf`U`Y`6Ygi`W`Yf`ni`[`Yk`À`\`f`Y]ghYb`"5bbY`K`]ddYfZØfh\
j`cb`89: 9B89F`ZfYi`hig]W`ØVYf`X]Y`Ni`gUa`a`YbUfVY]h`i`bX`\YVh
\Yfj`cfž`XUgg`XUg`N]Y`]ghž`U`Yb`A`YbgW`Yb`X]Y`HY]`bU\`a`Y`Ub`@]Y!
9j`Ybhg`ni`Yfa`Ø[`]W`Yb`"

8]Y`6YXYi`hi`b[`XYf`6Uff]YfYZfY]\Y]h`ZØf : Ygh]j`U`g

8cW`k`]Y`g]Y\`h`X]Y`G]h`Uh]cb`]b`XYf`[`YgUa`hYb`9j`YbhVfUbW`Y`Ui`g3
9g[`]Vh]j`]Y`Y`Dfc`Y`_hY`i`bX`_i`h]Uh]j`Ybž`X]Y`g]W`XYf`6Uff]YfYZfY]\Y]h
k`]Xa`Ybž`k`]Y`VY]gd]Y`gk`Y]gY`VUff]YfYZfY]`ZY]Yfb`"HfchnXYa`]gh
X]Y`i`a`gYhni`b[`]bcW`b]W`h`ØVYfU`G`h`Ub`X`UfX`"@Ui`h`6Yf]W`hYb`"

k YfXYb`]b`XYb`Ghi X]Yb[`Ab[Yb`XYg`9j Ybha UbU[Ya Ybhg`nk Uf
 ð\U`hY`ni f`D`Ubi b[`VUff]YfYZFY]Yf`9j Ybhg`]bhY[f]Yfhž`cZiV`Y]Vh
 X]Yg`YXcW`Ui ZVUi `]WXY`J YfdZ]W`hi b[Yb`VYgW`fAb`_h`J]Y`Y
 J YfUbghU`hYf`]bhYfdFYh]YfYb`X]Y`I B!6Y\]bXYfhYbFYW`hg`cbj Ybh]cb
 U`g`ZFY[k `]] [Y`GY`Vghj YfdZ]W`hi b[`i bX`g]bX`ni bY`a YbX`a`ch]j]Yfhž
 6Uff]YfYZFY]\Y]h]g]W`Yfni ghY`Yb` `b]W`h`ni `Yh`h`Ui Z[fi bX
 k]fhgW`UZh]W`Yf` , VYf`Y[i b[Yb`i bX`XYa` `j YfAbXYfhYb`5bgdfi W`
 XYf` ; `AghY`"

Df]a `Af`[]Vh`Yg`YXcW`_Y]bY`_cb`_fYhYb`8UhYb`ni `j c``_ca a Yb
 VUff]YfYZFY]Yb`J YfUbghU`hi b[gcfhYb`]b`8Yi hgW`UbX``@Ui h`XYa
 5``[Ya Y]bYb` ; `Y]W`VY`UbX`i b[g[YgYhn`g]bX`J YfUbghU`hYf
 j YfdZ]W`hYhž`8]g`_f]a]b]Yfi b[`ni `j Yfa`Y]XYb`/XYf`fYW`h]W`Y
 FU`a Yb`]gh`YXcW`cZi`bni fY]W`YbX`i bX`ZØ`fhni `?cbZ]_hYb``8]Y
 9bh`i g]UghYb`XYg`FcW`_Ufn! : Ygh]j U`g`a UW`Yb`YXcW`j cfž`k]Y`Yg
 VYggYf`[Y`Yb`_Ubb`"

6`Y]Vh`ni `cZYbž`XUgg`UbXYfY`J YfUbghU`hi b[Yb`X]YgYa` `6Y]gd]Y`
 Zc`[Yb`i bX`X]Y`6Uff]YfYZFY]\Y]h`]a a Yf`a Y`f`]b`XYb`J cfXYf[fi bX
 ghY`Yb` `b]W`h`bi f`U`g`[YgYhn`]W`Y`DZ]W`hž`gc bXYfb`U`g
 GY`Vghj YfghAbX`]W`_Y]h`ZØf`U`Y`` : Øf`X]Y`6Ygi W`Yf`_Y]» h`Yg`Yhnh
 5i Zni a`FcW`_Ufn`i bX`X]Y`a`i g]_U]gW`Y`J]Y`ZU`h[Yb]Y»Yb`°

K Y]hYfY` ðZcfa Uh]cbYb`i bX`9bhk]W`_i b[Yb`fi bX`i a`XUg
 FcW`_Ufn! : Ygh]j U`Z]bXYb`G]Y`VY]`A 8F žni a`H`Ya U
 6Uff]YfYZFY]\Y]h`Ui Z: Ygh]j U`g`_ØbbYb`G]Y`XYb`5fh]_Y`j cb`585A
 < 5@@i bX`X]Y`8]g`_i gg]cbYb`ni f`H`Ya Uh]_VY]`A ðN`bUW`YgYb`"

8YhU]`g	
C fh	6U`YbghYXhž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Xf"XY • V`c["UXUa `U`"W`a • a]n"cf[

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