

@i Zh\ UbgU`7Uf[c`fYj c`i h]cb]Yfh
: `i [nYi [UVZYfh][i b[`a]h`J F!HfU]b]b[°

@i Zh\ UbgU`7Uf[c`Ybhk]W_Y`h`UV`C`_hcVYf`&\$%) `Y]b`J F!
HfU]b]b[`Z0f: `i [nYi [UVZYfh][i b[ži a `A]hUfVY]hYf`YZZ]n]Ybh
i bX`ZYI]VY`Ui gni V]`XYb"



: fUb_Zi fhž`8Yi hgWk`UbX`!`8]Y`@i ZhZU\ fhVfUbWkY`ghY`h`b]Wk`h`gh]`
`i bX`@i Zh\ UbgU`7Uf[c`gYhnh`a]h`gY]bYa `bYi Yb`J]fhi U`!F YU`]hml
HfU]b]b[`Z0f`5]fWfUZh`@cUX]b[`Gi dYfj]gcf`g`Y]b`ghUf`_Yg`NY]WkYb`]b
F]Wk`hi b[`8][]hU`]g]Yfi b[" `č`Y]bYf`K Y`hž]b`XYf`NY]hi bX`9ZZ]n]Ybn
YbhgWkY]XYbX`g]bXž`k]fX`XUg`HfU]b]b[`XYg`6cXYbdYfgcbU`g`bi b`]b
Y]bYf`j]fhi Y`Yb`l a [YVi b[`Xi fWk [YZ0\fh" `5VYf`k Ug`VYXYi hYh`XUg
_cb_fYh3

@i Zh\ UbgU`7Uf[c`žX]Y: fUWk`h`c`Wk`hYf`XYf`@i Zh\ UbgU`ž`d`Ub`h`X]Y
9]bZ0fi b[`Y]bYg`J F!HfU]b]b[gdfc[fUa a gž`XUg`X]Y`A]hUfVY]hYf
b]Wk`h`bi f`Ui Z`X]Y`gdYn]Z]gWkYb`5i Z[UVYb`XYf: `i [nYi [UVZYfh][i b[
j cfVYfY]hYhž`gcbXYfb`Ui Wk`Ui Z]g]WkYf`Y]hgYf`Yj UbhY`5gdY`_hY`i bX
X]Y`]bhYfbY`?ca a i b]_Uh]cb`Y]b[Y`h" `8Ug`YfghY`A cXi` ``]gh`Z0f

C_hcVYf'&\$&) `UbVYfUi a hi bX'gc``Y]bY`J]Y`nU`\`j cb`5V`Ai ZYb
fYU`]h`hgbU\`g]a i `]YfYb``Gc`_`ObbYb`X]Y`5b[YghY``hYb`X]Y
`Yk Y`][Yb`<YfUi gZcfXYfi b[Yb`]b`Y]bYa `f]g]_cUfa Yb`FUi a `ØVYb
i bX`_YbbYb`YfbYbž`c`bY`XUgg`@j Y!CdYfUh]cbYb`[YghØfh`k YfXYbž
k]Y`GhUhh]a Yg`VYf]W`hYh"

9ZZ]n]YbhYg`@YfbYb`a]h`J F!HYW`bc`c []Y

8]Y`J cfnØ[Y`XYf`J F!HYW`bc`c []Y`g]bX`VYY]bXfi W_YbX.`A]hUfVY]hYf
_`ObbYb`gW`bY``Yf`YfbYb`i bX`Yf`YfbYb`DfcnYggY`YZZ`_h] Yf``A ca c
Fi n]W`GhUh]cb`A UbU[Yf`: fUb`_Z fhž`YVh`Yfj cfž`XUgg`X]YgYg
HfU]b]b[`b]W`h`bi f`X]Y`E i U`Z]_Uh]cbYb`XYf
: `i [nYi [VY`UXi b[gUi Zg]W`h`gh`f`_hž`gcbXYfb`@ Zh`UbgU`Ui W`U`g
`b`bcj Uh]cbgZØ`fYf`dcg]h]cb]Yfh` `bXYa `k Yb][Yf`d`mg]gW`Y
FYggci fW`b`VYbØh][h`k YfXYbž`gYb`_Yb`g]W`ni XYa `X]Y
HfU]b]b[g`cghYb`Yf`YV`]W`"

8 Ug`?cbnYdhighY`h]a `9]b`_Ub[`a]h`XYb`U``[Ya Y]bYb`HfYbXg`]b
XYf`@ ZhZU`fhž`k c`hfUX]h]cbY``Y`HfU]b]b[ga Yh`cXYb`cZh`XYb
: `i [VYhf]YV`ghØfYb``K]Y`BA M`XUf`Y[hž`V]YhYh`X]Y`J F!5i gV]`Xi b[
ni j Yf`Àgg][Y`HfU]b]b[gd`Ubi b[`i bX`c`W`k Yfh][Y`GhUbXUfXg```b
]\fYb`Dfc[fUa a Yb`YfbYb`b]W`h`bi f`: `i [VY[`Y]hYf.]bbYb`]b`Y]bYf
]a a Yfg]j Yb`l a [YVi b[ž`gcbXYfb`Ui W`XUg`6cXYbdYfgcbU`
dfcZ]h]Yfhj cb`X]YgYb`a cXYfbYb`8Yj Y`cda Ybh`7`UbW`b``8]Y
Ui hca Uh]g]YfhYb`i bX`]bhYfU`_h] Yb` , Vi b[Yb`V]YhYb`Y]bY
: `Yi]V]`]h`hž`X]Y`]b`XYf`XmbUa]gW`Yb`@ ZhZU`fhVfUbW`Y
YbhgW`Y]XYbX`]gh"

9]b`6`]W`_]b`X]Y`Ni`_i`bZh

8]Y`9]bZØ`fi b[`XYg`J F!HfU]b]b[gdfc[fUa a g`]gh`HY]`Y]bYf
i a ZUggYbXYb`GhfUhY[]Y`j cb`@ Zh`UbgU`7Uf[c`ni f`8][]hU`]g]Yfi b[
]a `@ ZhZfUW`hgY`_hcf``8 Ug`l bhYfbY`a Yb`]gh`VYghfYVhž`gY]bY
DfcnYggY`ni `a cXYfb]g]YfYb`i bX`XYb`5bZcfXYfi b[Yb`XYf`6fUbW`Y
[YfYW`hini `k YfXYb``8Yf`: cfhgW`f]h`_ca a hini f`fYW`hYb`NY]hž`XYbb
X]Y`Bchk YbX][_Y]h`ZØf`YZZ]n]YbhY`i bX`_cghYb[Øbgh][Y
HfU]b]b[g`Øgi b[Yb`k]fX`]a a Yf`XYi h]W`Yf"

9]b`k Y]hYfYf`D`i gdi b_h`XYf`J F!HYW bc`c []Y`]gh]\fY
 I a k Y`hZfYi bX`]W_X]h/k Yb][Yf`d\mg]gWXY`GW i `i b[Yb`VYXYi hYb
 Ui W`Y]bY`FYXi n]Yfi b[`XYg`O_c`c []gWXYb`i : i » UVXfi W_g" `a
 ?cbhYI h`ni bY`a YbXYf`O_c`c []gWXYf`5bZcfXYfi b[Yb`gWXY]bh`X]Yg
 Y]b`_i [Yf`GWf]hh`ni `gY]b"

⊕g[YgUa h`nY][h`@ Zh\UbgU`7Uf[cž`XUgg`a Ub`]a `6YfY]W`XYf
 : `i [nYi [UVZYfh][i b[`a]h`]bbcj Uh]j Yb`@Ogi b[Yb`b]W`h`bi f`GWf]hh
 \U`hYbž`gcbXYfb`Ui W`Y]bYb`GWf]hh]j cfUi g`gY]b`a O`W`hY" `K Ybb
 XUg`YfghY`HfU]b]b[ga`cXi` `]a` `C`_hcVYf`&\$&) `Ui g[Yfc`h`k]fXž
 XØfZYb`k]f`[YgdUbbh`gY]bž`k Y`WXY` : cfhgWf]hhY`XUg`i bhYfbY`a Yb
 XUa]h`Yfn]Y`Yb`_Ubb"

8YhU]`g	
C fh	: fUb`_Z fhž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "U]f`]bYfg"XY • k k k "ghUhh]a Yg"W`a • k k k "ba m"XY

6Ygi W`Yb`G]Y`i bg`Ui Z.`k ca , +"XY