

: f]YX\cZ'6cfb_Ua d'gW\`]Y»h. ; fÀVYf
gc``Yb`bUW\`8]YVghY]W\`i a n]Y\Yb°

8Yf': f]YX\cZ'6cfb_Ua d`]b`6U\`fYbZY`X`gW\`]Y»h`&\$&)"": fÀVYf
k YfXYb`i a [YVYhhYhž`Y]bY`[f0bY`C UgY`gc``Yb hghY\Yb"
9bhgW\Y]Xi b[gZf]gh`V]g`↵\`fYgYbXY"



6cfb_Ua dž'<Ua Vi f[ž'8Yi hgW\`UbX`!`8Yf': f]YX\cZ'6cfb_Ua d
]b`<Ua Vi f[!6U\`fYbZY`X`ghY\`hj cf`XYf`GW\`]Y»i b["8]YgY
9bhgW\Y]Xi b[ž`X]Y`X]Y`<YfnYb`j]Y`Yf`60f[Yf.]bbYb`gW\k Yf
VY`UghYhž`_ca a h`Ui Z[fi bX`Z]bUbn]Y``Yf`B 0hYž`X]Y`Xi fW
f0W\`Ài Z[Y`6YghUhi b[gnU\`Yb`i bX`\c\Y`↵ghUbX\U`hi b[g_cghYb
VYX]b[h]g]bXž`k]Y`X]Y`A CDC`VYf]W\hYh"↵g[YgUa h`a 0ggYb`ZUgh
%"\$\$\$"; fUVghÀhhYb`i a [YVYhhYh`k YfXYbž`XU`X]Y`?]fW\Y`XYb
: f]YX\cZ`b]W\h`Àb[Yf`VYhfY]VYb`_Ubb"

8Yf': f]YX\cZ'6cfb_Ua dž`XYf`]a`↵\`f`%, , \$`[Y[f0bXYh`k i fXY`i bX
Ub`XYf`F i \fghfU»Y``]Y[hž`k]fX`]b`Y]bY`[f0bY`C UgY`Z0f`B Uhi fgW\i hn
i bX`I a k Y`hV]Xi b[`i a [Yk UbXY`hž`k À\`fYbX`Y]bY`6YVUi i b[`XYg
; Y`ÀbXYg`b]W\h`[Yd`Ubh`]gh`8]Yg`gc``XYb`FUi a`Z0f`_ca a YbXY

; YbYfUh]cbYb`U`g`Y]bYb`C fh`XYf`9f`c`i b[`i bX`XYg`@YfbYbg
bi hnYb" 8]Y`9bhgWXY]Xi b[`Z]Y`b]W`h`Y]W`h žYf_`Àfh`XYf
9j Ub[`Y`]gW`!@`h`Yf]gW`Y`?`]fW`Yb[`Ya`Y]bXYj YfVUbX`5`hc`bU``8Yf
, VYf[Ub[`XYf`; fUVgh`h`Yb`gc``bUW`A Ò[`]W`_Y]h`_cghYb`cg`i bX
k ØfXYj c``YfZc`[Yb"

K]W`h][`Y` : f]ghYb`i bX`C`d`h]c`b`Y`b

: Ua `]`YbUb[`Y`\`Òf][`Y`XYf`J`Yfghc`fVYbYb`g]bX`Ui Z[`Y`Zc`fXYf`h`ž`V]g`ni a
`U`fYgYbXY`ni `Yb`hgWXY]XYb`ž`k]Y`a`]h`XYb`; f`ÀVYfb`j`YfZU`fYb
k YfXYb`gc```9]bY`Nk Ub[gi a VYhhi b[`gc``j`Yfa`]YXYb`k`YfXYb`ž
Ui W`k`Ybb`X]YgY`fYW`h]W`a` Ò[`]W`k`ÀfY```b` : `À``Yb`ž`]b`XYbYb
_Y]bY`5b[`Y`\`Òf][`Yb`a`Y`f`Ui`Z]bXVUf`g]bX`ž`k]fX`Yg`Y`XcW`b]W`h
a` Ò[`]W`g`Y]b`ž`X]YgY`; f`ÀVYf`ni`VYk`U`fYb"

8]YgYf`G`W`f]h`h`fY]\`h`g]W` `]b`Y]bYb`VYgc`f[`b]gYffY[`YbXYb`HfYbX`Y]b.
8Yf`F`ØW`_ [Ub[`_]fW` `]W`Yf`6YghU`hhi b[`Yb`]b`8Yi`hgW`UbX`k`]fX
]a`a`Yf`XYi`h]W`Yf`ž`k`cVY]`U`hYfbUh]j`Y`6YghU`hhi b[`gZc`fa`Yb`Ub
6Y`]YVh`Y]h[`Yk`]bbYb``K`]Y`Y]bY`Ghi`X]Y`j`cb`G`h`U`h]g`h`U`n`Y][`h`ž`n]Y`Y`b
]a`a`Yf`a`Y`f`A`YbgW`Yb`i`fbYbVYghU`hhi b[`Yb`i`bX
BUhi`fVYghU`hhi b[`Yb`j`c`f"

9]b`6`_]W`_`Ui`Z`X]Y`6YghU`hhi b[`gZc`fa`Y`b

8]Y`NU`X`Yf`_`Ugg]gW`Yb`6YfX][`i`b[`Yb`ž`X]Y`hfUX]h]c`b`Y```Ui`Z`Y`hk`U
`&`\$`\$`\$` : f]YX`ØZYb`]b`8Yi`hgW`UbX`ghU`h`Z]bXYb`ž`g]b`_`h`ghY`h][`"
: U`_`hc`fYb`k`]Y`c`Y`6YghU`hhi b[`g`_`c`ghYb` `Y]bY`_`Ugg]gW`Y
6YfX][`i`b[`_]Ub`b`]a` `8i`fW`gW`b]h`h`V]g`ni`%`"\$`\$`\$`9i`fc`_`c`ghYb`
hfU[`Yb`ni`f`J`Yf`ÀbXYfi b[`XYf`6YghU`hhi b[`g[`Yk`c`b`Y]hYb`VY]``A`]h
XYf`ni`bY`a`YbXYb`J`c`f`ghY``i`b[`Y]bYf`dZY[`Y`ZfY]Yb`6YfX][`i`b[`ž
Y`hk`U`]b`F`i`Y`Zc`f`ghYb`c`XYf` : f]YXk`À`XYfb`ž`[`Yk`]bbYb`k`Yb][`Yf
Ui`Zk`ÀbX][`Y`5`hYfbUh]j`Yb`Ub`Ni`gd`fi`W`"

8]Y`G`W` `]Y`»`i`b[`XYg` : f]YX`c`Zg`6`c`fb`_`Ua`d`i`bX`X]Y`X`Ua`]h
j`YfVi`bXYbYb`J`Yf`ÀbXYfi b[`Yb`UVYb`b]W`h`bi`f`fYW`h]W`Y`ž
gcbXYfb`Ui`W`Y`a`c]cbU`Y`8]a`Ybg]cbYb`ZØf`j`]Y`Y`A`YbgW`Yb``8]Y
9f]bbYfi b[`i`bX`XYf`5VgW`]YX`j`cb`[`Y`]YVhYb`5b[`Y`\`Òf][`Yb`k`]fX
Xi`fW`gc`W`Y`J`Yf`ÀbXYfi b[`Yb`VYgc`bXYfg`gd`ØfVUf`ž`XYbb

; fUVghÀhhYb`g]bX`cZh`XYf`C fhž`Ub`XYa`HfUi`Yf`i bX`9f]bbYfi b[
a`]hY]bUbXYf`j`Yfk`cVYb`g]bX"

8]Y`<Ua`Vi`f[`Yf`6Øf[`Yf.]bbYb`ghY`Yb`bi`b`j`cf`XYf`
<YfUi`gZcfXYfi`b[`ž`XYb`5VgWł]YX`a`]h`XYb`;`Y[`YVYb`Y]hYb`ni`
[`YghU`hYb`ž`k`À`fYbX`X]Y`GhUXh`g]Wł`Ui`ZX]Y`_ØbZh][`Y`I`a`k`UbX`i`b[`
XYg`:`f]YX`cZ`g`ni`Y]bYf`B`Uhi`fgWł`i`hnZ`ÀWł`Y`j`cfVYfY]hYh`8Yf`
:`f]YX`cZ`6cfb`_Ua`d`k`]fX`gca`]h`b]Wł`h`bi`f`Y]b`?`Ud]hY`]b`XYf`
;`YgWł]Wł`hY`XYf`GhUXhž`gcbXYfb`Ui`Wł`Y]b`Gma`Vc`ZØf`XYb`K`UbXY`
XYf`6YghUhi`b[`g_i`h`i`f]b`8Yi`hgWł`UbX"

8YhU]`g	
Cfh	6cfb_Ua dž`<Ua Vi f[ž`8Yi hgWł`UbX
EiY`Yb	<ul style="list-style-type: none">• k k k "a cdc"XY• k k k "bXf"XY• XY"ghUh]ghU"Wł`a

6Ygi WłYb`G]Y`i`bg`Ui`Z.`bU[`!\Ua`Vi`f[`"XY