Cf`UbXc 6`cca GhYdg Ci h 5`cbY 5a]X
?Uhm DYffm 6fYU_id Fiacfg

Cf`UbXc 6`cca dfca chYg/ ei ch/8YYd 7cjYf/ ei ch/Ua]X VfYU_id fiacfg k]h\ ?Uhm DYffm Ug h\Yf fY`Uh]cbg\]d ZUWg bYk WU``Yb[Yg UbX gWfi h]bm"

Cf`UbXcžI G5 ! 5g Cf`UbXc 6`cca dfca chYg \]g UhYgh Z]a 8YYd 7cjYfž \Y Z]bXg \]a gY`Z]b h\Ya]Xgh cZ gk]f`]b[ VfYU_id fiacfg k]h\ ?Uhm DYffm" 6`cca žUhhYbX]b[h\Y Hf]VYWU: Ygh]j U` dfYa ]YfY U`cbYžk Ug UWWca dUb]YX cb m Vm \]g di ddmž6][[ ]Y Ga U``gžk \]`Y DYffm k Ug dfYZcfa ]b[ ]b GmXbYm"H\Yf [ Yc[ fUd\]WU``X]ghUbWW UXXg Zi Y hc gdYW `Uh]cbg gi ffci bX]b[ h\Yf fY`Uh]cbg\]dždUfh]W `Uf`mUg 6`cca \Ug YldfYggYX\ck \Uj]b[ U Xc[ \Y dg Vf]b[ a cfY gma dUh\mhck UfX \]g Z]a g fYWdh]cb"Þ U fYWWbh ]bhYfj]Yk ž6`cca dfU]gYX \]g Wc!ghUf 6fmW 8U``Ug <ck UfX Ug cbY cZ h\Y[ fYUhYgh hU`Ybhg \Y g Wc``UVcfUhYX k]h\žUb]bX]WUh]cb h\Uh\]g dfcZYgg]cbU``]ZY]g h\f]j]b[Yj Yb Ua]X dYfgcbU`hi fa c]`""

6`cca UbX DYffmg fY`Uh]cbg\]d \Ug VYYb a Uf_YX Vm U V`YbX cZ WfYUh]j ]hmUbX a YX]U gWfi h]bm" <Uj]b[ a Yh Uh U; c`XYb; `cVYg UZhYf!dUfhm]b YUf`m &$%*žh\Y Wci d`Y ei ]W_`mVYWUa Y cbY cZ <c``mk ccX g a cgh gWfi h]b]nYX dU]fg"H\Ym j Y ZUWYX bi a Yfci g WU``Yb[Yg hc[Yh\Yfž]bWi X]b[U Vf]YZ gd`]h]b &$%+žcb`m hc fYi b]hY UbX Yj Ybhi U``m[ Yh Yb[ U[ YX ]b &$%- "K ]h\ h\Y]f XUi [ \hYf 8U]gm8cjY 6`cca Vcfb ]b 5i [ i gh &$&$žh\Y Wci d`Y UddYUfYX hc VY VU`UbW]b[ h\Y]f WUfYYfg UbX ZUa ]`m]ZY k ]h\ ]a dfYgg]j Y g_]``" MYhžfYWbh Yj Ybhg \Uj Y di h h\Y]f fY`Uh]cbg\]d ]b h\Y gdch`][\hZcf `Ygg h\Ub ZUj cfUV`Y fYUgcbg" I]bhYfj]Yk dc]bhg ci h h\Uh Zc``ck]b[bY[Uhj Y fYWdh]cb hc DYffmg UhYgh U`Vi a ž %(' ž h\YfY \Uj Y VYYb f]g]b[hYbg]cbg"

: fca `GdUWY `hc `GhfYgg

DYffm g`Ua V]h]ci g`j Ybhi fY `]bhc `a i g]WUbX `\Yf `bchcf]ci g`gdUWY
Z][\h`\Uj Y `fYdcfhYX`m`gYh`cZ`U`WXU]b `fYUWh]cb `]b `h\Y]f
fY `Uh]cbg\]d" 8Ygd]hY `6`cca g`i bXYfghUbX]b[`bUhi fYž`h\Y
bY[Uh]j Y `ZYYXVUW_`gi ffci bX]b[`DYffm g`U`Vi a `UbX `\Yf`i dWca]b[
hci f`\Ug`UXXYX`ghfYgg`hc `h\Y]f `Xmba a]W`: Ubg`k]nbYggYX`h\Y
WXU``Yb[Yg`k \Yb`g\Y`\]bhYX`Uh`h\Y`fY`Uh]cbg\]d`k cYg`Xi f]b[ `\Yf
dYfZcfa UbWY`]b `GmXbYmž`YI dfYgg]b[ `gYbh]a Ybhg`cZ`gYdUfUh]cb
h\fci [\ `\Yf`mf]Wg" 5 `gcW]Yhm`YI dYfhž`FcV `G\i hYfž`bchYX`h\Uh`h\Y]f
Vi gm`WUfYYfg`UbX `Wcbhfagh]b[ `dYfgcbU`]h]Yg`a Um`U`gc `Wcbhf]Vi hY
hc `h\Y`f]Zhž`k ]h\ `6`cca `dfYZYff]b[`U`ei]Yh`']ZY`k \]`Y `DYffm`h`f]jYg
]b `h\Y `]a Y`][ \h" F H@`fYdcfhYX `h\Uh `6`cca g`Xgg`Uddfcj U``cZ
DYffm g`gdUWY `hf]d`dUfh]W `Uf`m]bhYbg]ZYX`h\Y`ghfU]b"

8Ygd]hY`h\YgY`WXU``Yb[Ygž`DYffm`\Ug`fYa U]bYX `ghYUXZUghž`UWh]j Y `m
XYZYbX]b[`\Yf`a i g]WUbX `WXc]WYg`cb `gcW]U``a YX]U`k \]`Y `h]W_Yh
gU`Yg`Zcf`\Yf`i dWca]b[`k cf`X`hci f]bXWUhY`U`ghfcb[ `ZUbVUgY
fYUXm`hc `gi ddcfh`\Yf" H\Y `Bcfh\ `5m Yf]WUb `Y[`]g`gYh`hc `_]W_`cZZ`]b
YUf`m >`mž`dfcj ]b[ `\Yf`fYg]`YbWY`]b `h\Y`ZUWY`cZ`Wf]h]W]ga "
A YUbk \]`Yž`k]h`hU`_`cZ`U`dchYbh]U`gYdUfUh]cb `cca ]b[ ž`h\Y
Wci d`Y g`Zi hi fY`gYYa g`i bWYfhU]bž`YgdYWU``m`Ug`gca Y`gdYW`UhY`]h
Wci `X`VY`U`WUfYYf`'`m`cfW\YghfUhYX`DF `ghi bh`Ua]Xgh`DYffm g`WUfYYf
dfYggi fYg"

@cc_]b[`5 \YUX

5g`h\Ym`Wcbh]bi Y`bUj ][ Uh]b[ `h\]g`hi a i `hi ci g`dYf]cXžZUbg`fYa U]b
YU[Yf`hc `gYY `\ck `6`cca `UbX `DYffm k]``a UbU[Y`h\Y]f`'`j Yg`Vch\
]bX]j]Xi U``m`UbX `Ug`U`Wci d`Y" H\Y`f`g\UfYX`'ci fbYm`\Ug`hci WXYX
a Ubm`\YUfhgž`UbX `k \]`Y`h\Y]f`fY`Uh]cbg\]d`]g`i bXYf`U`a U[b]Zm]b[
[`Uggž`h`cZZYfg`U`Z`UgW]bUh]b[`[ `]a dgY`]bhc `h\Y`hf]U`g`cZ`'cj Y`Ua]Xgh
ZUa Y" K \Yh\Yf`h\Ym`WUb `Vf]X[ Y`h\Y]f`X]ZZYfYbWYg`cf`k \Yh\Yf`U
a cfY `dfYfa UbYbh`gYdUfUh]cb `k]``VY`Ubbci bWYX`UZhYf`DYffm g
k cf`X`hci f`fYa U]bg`hc `VY `gYYb" K \Uhg`WYUfž`h\ci [\ž`]g`h\Uh`Vch\
Cf`UbXc`6`cca `UbX `?UhmDYffm`Vf]b[`i b]ei Y`hU`Ybhg`hc `h\Y
YbhYfhU]bm Ybh`gWYbYYž`UbX `h\Y]f`fYgdYWh]j Y`'ci fbYmg`UfY`ZUf`Zfca
cj Yf"

8 Y h U] ` g	
C f h	C f ` U b X c ž l G5
E i Y ` ` Y b	• k k k " f h ` " X Y • U f] g h c b ! b Y h " U f] g h c b " W c a • i] b h Y f j] Y k " W c a

6 Y g i W X Y b G] Y i b g U i Z a Y] b ! k] Y b " b Y h