

9fXVYYfnUi VYf`]b`Dc]b[.`Gc`a Y]ghYfh
< Ubg`GWX]a dZ`X]Y`K]Xf][_Y]hYb`°

@UbXk]fh< Ubg`GWX]a dZ]b`9VYfgVYf[`gYhnh`Ui Z]bbcj Uh]j Y
9fXVYYfgc fhYb`i bX`gWØhnh`gY]bY` : Y`XYf`j cf`]fX]gWYb
< YfUi gZcfXYfi b[Yb"



Dc]b[ž`8 Yi hgW`UbX`!`a` _Y]bYb`5b[Y`VfYW]h]b[ži bk Y]hj cb
: fUb_Z] fhž`VY[Y[bYh`@UbXk]fh< Ubg`GWX]a dZ`XYb`K]Xf][_Y]hYb
XYg`@VYbg`a]h`Y]bYf`Dcfh]cb`C dh]a]ga i g`GY]h`ØVYf`)`> \`fYb
\Y[h`Yf`Y]bY`@Y]XYbgWUZh`ZØf`XYb`9fXVYYfUbVUi ž`X]Y`gW`cb`]b
gY]bYf`?]bX\Y]h`VY[Ubb``5_hi Y``\Uh`g]W`GWX]a dZ`XUfUi Z
gdYn]U`]g]Yfhž`Xi fW`X]Y`5i gk U\`bYi Yf`5fhYb`X]Y`GU]gcb`gY]bYf
9fXVYYfYb`ni`j Yf`Àb[Yfb"

I a`X]Y`J]Y`ZU`h`gY]bYf`9fbhY`ni`a`U]a]YfYbž`\Uh`Yf`VYgW`cggYbž
gck c`\`ZfØ!\`U`g`Ui W`gd`À`hfU[YbXY`9fXVYYfgc fhYb`Ubni`VUi Ybž
XUfi bhYf`X]Y`gUZh][Yb`?`cfc`bU!9fXVYYfYbž`X]Y`VYfY]hg`ni`6Y[]bb
XYf`GU]gcb`VYfY]hgY\Ybž`i bX`X]Y`gØ`Yb`A`Uf]_U!9fXVYYfYbž`X]Y`]a
Gd`À`hgca`a`Yf`]`fY`j`c``Y`GØ`Y`Yb`h`ZU`h`Yb``8]Yg`[Y`]b[h`]\`a`Ui`W

XUb_XYf! a ghY`i b[`Ui Z'gWk cW_ YZfcfYbY`GYhn`]b[Yž'VY_Ubbh'U`g
: f][c!9fXVYYfYbž'X]Y`Y]bY`[fÒ» YfY`GcfhYbUi gk U\`V]YhYb`i bX
Ui Z[fi bX`]fYf`F cVi gh\Y]h'X]Y`5bZcfXYfi b[Yb`XYg'?`]a Uk UbXY`g
VYggYf`a Y]ghYfb`_ÒbbYb" Æk`k]`XUg`6YghY`Ui g`a Y]bYf`9fbhY
\c`Yb`i bX`Y]b[i hYg; YgWk`ÅZi'a UWkYb ž'gU[h'GWk]a dZ'

8]Y` < YfUi gZcfXYfi b[Yb`XYf`GU]gcb

ÆX]YgYa` Æ\`f`\Uh'XUg`9fXVYYfZY`X`YXcWk`a]h'ni gÅhn`]WkYb
< YfUi gZcfXYfi b[Yb`ni`_Åa dZYb"9]b`Ågh][Yf`6cXYbd]nž
J Yfh]W`]i a ž`\Uh'XYb`5bVUi`VYY]bhfÅWk]h[h'i bX`ZØ\fh'XUni ž'XUgg
XUg`: Y`X`j cfØVYf[Y\YbX`gWk`Y]» Yb`a i gg`GWk]a dZ'a Yf_h`Ubž'XUgg
X]Y`j cf\Yf][Y`5bVUi dfUI]g`? UfhcZZ`b`Ui Z'XYa gY`VYb`: Y`X`g]Wk
bY[Uh]j`Ui Z'X]Y`9fXVYYfYb`Ui g[Yk]f_h`\Uh" 8 Ug`]ghY]b[Ubn
gWk`ÒbYf`F ØW_gWk`U[° ž'gc`XYf`@UbXk]fh"8 U\Yf`\UhYf
VYgWk`cggYbž`_ØbZh][`Ui Z'XYb`? UfhcZZ`UbVUi`]b`XYf`B`Å\Y`XYf
9fXVYYfdZUbnyb`ni`j Yfn]Wk hYb"

5i Z'gY]bYa`@UbXk]fhgWk`UZh'gVYhf]YVž'XYf`Ui Wk`Y]bY`6YhY`][i b[`Ub
Y]bYf`@UbX_fY]g_ca d'cgh]YfUb`U[Y`i a ZUgghž'gcf[h'GWk]a dZ'XUZØfž
XUgg`X]Y`9fXVYYfYb`gWk`bY`j YfnY\fh'k YfXYb"8]YgY`g]bX
VYgcbXYfg`ZØf`X]Y`8]fY_hj Yfa Uf_hi b[`[YXUWk`h'i bX`VYb`Øh][Yb`X]Y
f]Wk]h[Y`DZY[Y"8 Uni`[Y\`ØfYb`K`ÅggYfbž`8 Øb[Yb`i bX`A i`WkYbž
i a`X]Y`VYghYb`9fhfÅ[Y`ni`[Yk`Å\`f`Y]ghYb"i a`X]Y`9fbhYnY]h]\fYf
9fXVYYfYb`ni`c dh]a]YfYbž`gYhnhY`Yf`Ui Wk`Ui Z'gWk`k UfnY
A i`Wk`Zc`]Yž'X]Y`ni`Y]bYf`ZfØ\YfYb`9fbhY`VY]hfÅ[h"

9fXVYYf!GcfhYbj]Y`ZU`h`Yf`YVYb

8]Y`J]Y`ZU`h`XYf`9fXVYYfgcfhYb`]gh`VYY]bXfi W_YbX" Æg[YgUa`h[]Vh
Yg`nU\`fY]WkY`NØWk`hi b[Ybž'X]Y`g]Wk`]b`; YgWk`a UW_ž: fi Wk]h[fÒ» Y
i bX`9fbhYnY]hdi b_h'i bhYfgWkY]XYb"; UfhYbYfXVYYfYb`Yhk U`g]bX
Y]bY`?fYi ni b[`Ui g`7\`]Y!`i bX`GWk`Uf`UWk`YfXVYYfYb`i bX`V]YhYb
Y]bY`k i bXYfVUfY`GWk`a UW_\`UZh][_Y]h"9]b][Y`GcfhYbž`k]Y`X]Y
Y]ba U`hfU[YbXYb`7`Yfm`cXYf`GcbUhU ž'Vf]b[Yb`]a`ž`b]`V]g
5bZUb[`ž`]`\fY`: fØWk`hY`\Yfj cfž`k`Å\`fYbX`X]Y`]a`a YfhfU[YbXYb
k]Y`Gk`YYh`A UfUh`cb`V]g`ni`a`<YfVgh; Ybi gg`V]YhYb"

9]b][Y`U`hY`GcfhYb`k]Y`X]Y` ?`Òb][]b`@]gY` \`UVYb`g]W`Xi`fW`]\`fYb`
 VYgcbXYfYb` ; YgW`a` UW`_Y]bYb`D`Uhn`]b`XYb`<`YfnYb`XYf`
 9fXVYYf`]YV\`UVYf`YfcVYfh`"6YgcbXYfg`]bhYfYggUbh`g]bX`X]Y`
 A`cbUhgYfXVYYfYb`ž`X]Y`U`g`n`ØW`hYf]gW`j`Yf`ÅbXYfhY`K`U`XYfXVYYfYb`
 [Y`hYb`i`bX`g]W`Xi`fW`]\`fY` :`Å`\[`_Y]hž`_Y]bY`5i`g`Ài`ZYf`ni`V`]XYb`ž`
 Ui`gnY]W`bYb`"

GW`ja`dZ`V`Y]Vh`c`d`h]a`]gh]gW`ž`h`f`c`h`n`XYf`<`YfUi`gZ`c`f`XYfi`b[`Yb`ž`X]Y`
 XUg`K`Y`h`Yf`i`bX`?`fUb`_`Y]hYb`a`]h`g]W`V`f]b[`Yb`_`Òb`bYb`"GY]bY`
 @Y]XYbgW`UZh`Z`Øf`XYb`9fXVYYfUbVUi`i`bX`X]Y`gh`ÅbX][`Y`
 J`YfVYggYfi`b[`gY]bYf`5bVUi`a`Yh`c`XYb`Y`Zb`]a`ž`XYb`
 5bZ`c`f`XYfi`b[`Yb`XYg`A`Uf`_`hYg`[`YfYW`h`ni`k`YfXYb`i`bX`XUVY`]gY]bY`
 ?]bXYf`hf`Åi`a`Y`ni`"YVYb`" A`UbW`a`U`a`i`gg`a`Ub`YVYb`Ui`W`a`]h`
 k`Xf][`Yb`l`a`gh`ÅbXYb`i`a`[`Y`Yb`_`Òb`bYb`ž`gU[`h`Yf`b`UW`XYb`_]W`"
 8Ug`9fXVYYfZY`X`]gh`nk`Uf`c`Zh`[`YgW`c`ggYb`ž`UVYf`X]Y`Ni`_i`bZh`g]Y`h`h`
 GW`ja`dZ`a`]h`_`UfYb`D`ÅbYb`j`cf`"

:`Øf`U`Y`9fXVYYf`]YV\`UVYf`c`b`h`Y`g`g]W`ž`X]Y`GcfhYbj`]Y`ZU`h`ni`
 YbhXYW`_Yb`i`bX`XYb`i`ba`]hY`V`UfYb` ; Ybi`gg`Zf]gW`[`YYf`bhYhYf`
 :`f`ØW`hY`Ui`g`XYf`F`Y`[`]cb`ni`i`bhYf`gh`Ø`h`n`Yb`"

A`Y`f`ØVYf`X]Y`<`YfUi`gZ`c`f`XYfi`b[`Yb`XYg`9fXVYYfUbVUi`g`i`bX`X]Y`
 j`YfgW`]YXYbYb`GcfhYb`YfZU`fYb`G]Y`VY]`A`Yf`_i`fž`k`c`**A`Yf`_i`f`
 VYf]W`hYh`j`cb`<`Ubg`GW`ja`dZ`i`bX`gY]bYb`9fZU`fi`b[`Yb`"5i`W`X]Y`
 N`ØW`hi`b[`i`bX`DZY`[`Y`j`cb`9fXVYYfYb`k`]fX`Ui`gZ`Ø`f`]W`Ui`Z`
**D`Ub`hi`fU`j`c`f`[`Y`ghY`hž`k`c`G]Y`j`]Y`Y`H]ddg`i`bX`Hf]W`_g`Z]bXYb`
 _`Òb`bYb`"****

8YhU]`g	
C`f`h`	Dc]b[`ž`8Yi`hgW`U`b`X`
E`i`Y`Y`b`	<ul style="list-style-type: none"> • k k k "a`Yf`_i`f`"XY` • k k k "d`Ub`hi`fU`[`UfXYb`

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