

F Yj c`i h]cb`]a `E i UbhYbWŁa di h]b [.
: cfgWŁ Yf`XYa cbghf]YfYb`VU\bVfYWŁ YbXY
HYWŁ b]_°

: cfgWŁ Yf`j cb`7cfbY``i bX`ŁA`Yfn]Y`Yb` : cfhgWŁ f]hhY`]a
hcdc`c []gWŁ Yb`E i UbhYbWŁa di h]b [`a]hZY\`YffYg]ghYbhYb
E i UbhYb!; UhhYfb"



7cfbY``ž`I G5`!`Ł`XYf`ZUgn]b]YfYbXYb`K`Y`h`XYg
E i UbhYbWŁa di h]b [g []Vh`Yg`]a a Yf`k]YXYf`gdUbbYbXY
9bhk]W`i b [Ybž`X]Y`XUg`DchYbn]U``\UVYbž`X]Y`Ni`_i bZh`XYf
HYWŁbc`c []Y`ni`fYj c`i h]cb]YfYb`"9]b`U`_hi`Y``Yg`<][`\\][`\\highY``h`X]Y
?ccdYfUh]cb`nk]gWŁ Yb`7cfbY``ž`ŁA`ž`<Ufj UfX`i bX`XYa`K`Y]na Ubb
Łgh]hi hY`XUfž`X]Y`Y]bYb`YbhgWŁY]XYbXYb`GWŁ f]hh]b`F]WŁ hi b []
hcdc`c []gWŁ Yg`E i UbhYbWŁa di h]b [` [Y [Ub [Yb`]gh`"5a`%*"'>`]'&\$&)
\UVYb`X]Y` : cfgWŁ Yf`X]Y`YfghY`ZY\`YffYg]ghYbhY`Ła`d`Ya`Ybh]Yfi b []
i b]j YfgY``Yf`E i UbhYb!; UhhYf`a`]hhY`g` :]VcbUWŪ]5bmc b!6fU]X]b []
XYa cbghf]Yfh`"8]YgY`A`Yh\cXY`_ÖbbhY`g]WŁ`VU`X`U`g`XUg`5`i bX`C
ZØf`g`_U`]YfVUFYg`E i UbhYbWŁa di h]b [`Yfk`Y]gYb`i bX`j`Yfgdf]WŁ`hž

_`Ugg]gWXY`7ca di hYf`VY]`VYgh]a a hYb`5fhYb`j cb`6YfYWabi b[Yb
\
]bhYf`g]W`ni ``UggYb``K]Y`H\Y`E i Ubhi a `=bg]XYf`VYf]W hYhž
k i fXYb`X]Y`9f[YVb]ggY`XYf` : cfgW`i b[`Ub`Y]bYa `fYW`bYf]gW
\
YfUi gZcfXYfbXYb`DfcV`Ya `j Yf]Z]n]Yfhž`k Y`W`Yg`g]W`Ui Z
W`fca Uh]gW`Y`Dc`mbca Y`VYn]Y`h"

8 Ug`NÀ\`Yb`XYf` : ÅfVi b[Yb`]b` ; fUd\Yb`a]h] YfgW`]YXYbYb` : UfVYb
]gh`b]W`h`bi f`Y]bY`h\YcfYh]gW`Y`<YfUi gZcfXYfi b[/`X]Y
W`fca Uh]gW`Yb`Dc`mbca Y`k UW`gYb`YI dcbYbh]Y``i bX`ØVYfghY][Yb
X]Y`@Y]ghi b[gZÀ\][_Y]h`_`Ugg]gWXYf`7ca di hYf``8]Y` : cfgW`Yf
_`cbbhYb`Y`XcW`X]Y`9f[YVb]ggY`]a ` _Y]bYb`A U» ghUV`a]h\`]ZY`Y]bYg
_`Ugg]gWXYb`7ca di hYfg`ØVYfdfØZYb``Ni XYa `V]YhYh`X]Y
j Yfk YbXYhY`Dfchc`_`c``a Yh\cXY`Y]bY`\
c\Y`G`_U`]YfVUf`_Y]hž`k Ug
VYXYi hYhž`XUgg`UbXYfY` : cfgW`Yf`g]Y`a]h`]\fYb`E i UbhYbW`ca di hYfb
bUW`U`a Yb`_`ÖbbYb`` : Øf`XUg` ; Y`]b[Yb`XYf` : cfgW`i b[`k Uf`X]Y
Ni gUa a YbUfVY]h`a]h`=A `Ui ggW`U[[YVYbXž`XYbb`g]Y`Vch`b]W`h
bi f`hYW`bc`c[]gW`Y`I bhYfghØhni b[ž`gcbXYfb`Ui W`h`]YZ[Y`YbXY
9]bV`]W`_Y`]b`X]Y`H\Ycf]Y`XYf`hcdc`c[]gW`Yb`Ni gh`AbXY`i bX`X]Y
9bhk]W`_i b[`XYg`YbhgdYfW`YbXYb`=a d`Ya Ybh]Yfi b[gdfchc`_`c``g"

:]VcbUWW]`5bmcbg.`8]Y`bYi Yg`K i bXYf`_]bXYf

=a `NYbhfi a `X]YgYf`BYi \Y]h]ghY`Yb`X]Y` :]VcbUWW]`5bmcbgž
YI ch]gW`Y`E i Ug]hY]`W`Ybž`X]Y`]b`nk Y]`8]a Ybg]cbYb`j Yfk cVYb
k YfXYb``8]Y`gc`[YbUb`bhY`g`_U`]YfVUfY`XmbUa`]gW`Y`Ghf]b[!BYhn!
JcfVYfY]hi b[gghfUhY []Y`fB GB DŁ`k]fX`Y]b[YgYhnhž`i a
a]b]a U`]gh]gW`Y` :]VcbUWW]`Ghf]b[!BYhn!?cbXYbgUhY`ni `YfnYi [Yb"
K]Y`]b`XYf`Di V`_Uh]cb`]b`B Uhi fY`7ca a i b]W]h]cbg`XUf[Y`Y [hž
VYgh`h][Yb`X]Y`K]ggYbgW`UZh`Yf`X]Y`@UXi b[Yb`XYf` %5bmcbg`i bX
bi hYb`XYfYb`J YfZYW`hi b[Ybž`i a `X]Y`[c`XYbY`NU`\`ni
YI hfU\]YfYb``8]YgY`=bcj Uh]cbg`_FUZh`k]fX`j cf`U`Ya `Xi fW`X]Y
ZYI]V`Y` ; fUd\`_ghfi`_hi f`Ub[Yhf]YVYbž`X]Y`Y]bY`YZZY`_h]j Y
JcfVYfY]hi b[`XYf` :]V!GB 7`Yfa Ö[`]W`hž`]a ` ; Y[YbgUhn`ni`ghUffYb
;]hYfj cfgW``À[Yb"

8]Y`9fghY``i b[`j cb`5bmcbg`j Yf`AbXYfh`X]Y`Hcdc`c[]Y`XYg
A Y`f`_`ÖfdYfgmghYa g``8UVY]`]gh`Y]bY`XfY]X]a Ybg]cbU`Y`[fUZ]gW`Y
8UfghY``i b[`bchk YbX][ž`i a `X]Y`VY]XYb`?cd]Yb`XYf`hcdc`c[]gW`Yb

E i UbhYbZY`Xh\Ycf]Y`bUWj YfZc`[Yb`ni`_`ObbYb"6YgcbXYfg
gdUbbYbX`]gh`X]Y` HU]`5bmc b !GhfUHY []Yž`X]Y`Yg`Yfa`Ò[`]W hž`XUg
9bXY`Y]bYg`cZZYbYb`Ghf]b[g`a`]h`Y]bYa` HU]`E i V]h`ni`j`YfV]bXYbž
i`a`gc` : Y`YfYf`_Ybbi`b[`i`bX`!`_c`ffY`_hi`f`Y]bZUWYf`ni` [YghU`hYb"6
XYb`J`Yfgi`W`Yb`k`i`fXY`X]Y` :]V!GB`7`Ui`ZY]bYa`&+!E i V]h`6A
: U`W`b`Df`cnYggcf`]a`d`Ya`Ybh]Yfhž`k`cVY]`Y]bY`c`Y` ; YbUi`][`_Y]h
Yfn]Y`h`k`i`fXY` `a`]h`Y]bYf` :]XY`]hmj`cb`\$`ž`+`"

A]Wfcgc Zhg`A U`cfUbU`%.`9]b`k`Y]hYfYf`6`]W`_]b X]Y`Ni`_i`bZh

8cW`b]W`h`bi`f`7`cfbY``i`bX`6A`a`UW`Yb`j`cb`g]W`fYXYb"9]b
k`Y]hYfYf`[`fc`»`Yf`Gd]Y`Yf`]a`6YfY]W`X`Yg`E i UbhYbW`a`di`h]b[`g`]gh
A]Wfcgc Zhž`XUg`_Øfn`]W`X`Yb`A`U`cfUbU`%`Df`cnYggcf`j`cf[`YghY``h`\Uh"
8]YgYf`VUg]Yfh`Ui`Z`h`dc`c`[]gW`Yb`E i V]hgž`X]Y`Xi`fW`A`U`cfUbU!
: Yfa`]cbYb`fYdf`ĀgYbh]Yfh`k`YfXYb"8]YgY`DUfh]_Y`ž`X]Y`]\`fYb
Y][`YbYb`5bh]hY]`W`Yb`g]bXž`hfYhYb`]b`h`dc`c`[]gW`Yb`Gi`dfU`Y]hYfb
Ui`Zi`bX`V]YhYb`VYXYi`hYbXY`J`cfhY]`Y`]b`XYf` : Y`Y`ffYg]ghYbn"8Yf
A`U`cfUbU`%`Df`cnYggcf`]gh`a`]h`XYfnY]h,`E i V]hg`Ui`g[`YghUhhYhž`UVYf
A]Wfcgc Zh`\Uh`gW`cb`Y`f[`Y]n][`Y`D`ĀbY.`Y]bY`G`_U`]Yfi`b[`Ui`ZY]bY
A`j`]cb`E i V]hg`ghY`h`Ui`Z`XYf`5[`YbXU"8YhU]`g`X`Uni`Z]bXYb`g]W`Ui`Z
HYW`NY]h[`Y]gh"

8]Y`9bhk`]W`_i`b[`XYg`A`U`cfUbU`%`Df`cnYggcf`g`X`Ui`Y`fhY`ZUgh`nk`Y]
»\fnY`bhY`i`bX`k`i`fXY`]b`B`U`h`fY`j`Yf`ÒZZYbh]W`h"8]Y`HYW`bc`c`[]Y
_`ObbhY`b]W`h`bi`f`E i UbhYbW`a`di`hYf`dfU`_h]gW`Yf`a`UW`Yb`ž
gcbXYfb`Ui`W`X]Y`NY]h`V]g`ni`f`VfY]hYb`5bk`YbXi`b[`Yf`Y`V`]W`
j`Yf`_ØfnYb"»`f`J`cfhY]``]Y[`h]b`XYf`]b`\ĀfYbhYb` : Y`Y`ffYg]ghYbn`XYf
h`dc`c`[]gW`Yb`E i V]hgž`k`Ug`X]Y`5bnU`\`XYf`YfZcfXYf`]W`Yb
d`mg]_U`]gW`Yb`E i V]hg`ZØf`ZY`\`Yf`_c`ff][]YfYbXYg
E i UbhYbW`a`di`h]b[`XfUgh]gW`gYb`h`Hf`ch`X]YgYf`]bbc]Uh]j`Yb
5bg`ĀhnY`[]Vh`Yg`G`_Ydg]g`]b`XYf`k`]ggYbgW`UZh]W`Yb` ; Ya`Y]bgW`UZhž
X]Y`g]W`Ui`Z`<`YfUi`gZcfXYfi`b[`Yb`]b`XYf`F`YdfcXi`n]YfVUf`_Y]h`XYf
A`U`cfUbU!` : c`fgW`i`b[`V`Yn]Y`h"

8]Y`9bhk`]W`_i`b[`Yb`]a`E i UbhYbW`a`di`h]b[`nY][`Yb`Y]ba`U`a`Y`f.
<]Yf`k`]fX`a`]h`<`cW`Xfi`W`_`Ub`@Øgi`b[`Yb`[`YUfVY]hYhž`X]Y`X]Y
;`fYbnYb`XYg`A`Ò[`]W`Yb`gdfYb[`Yb`_`ObbhYb"6`Gck`c`\`X]Y

: cfhgWkf]hhY`VY]:]VcbUWw]`5bmcbg`U`g`Ui W`X]Y`5fVY]hYb`fi bX`i a
 XYb`A U`c`fUbU`%!DfcnYggcf`V]YhYb`gdUbbYbXY`5i gV`]W_Y`Ui ZY]bY
 Ni `i bZř`]b`XYf`E i UbhYbWca di hYf`[fUj]YfYbXY
 <YfUi gZcfXYfi b[Yb`]a`F YW`bYb`VYk`Å`h[Yb`_ÖbbYb``8U`V`Y]Vh
 bi f`UVni k UfhYbž`k Y`W`Y`J cfhY]`Y`i bg`X]YgY`HYW`bc`c[]Yb
 `YhnhYbX`]W`Vf]b[Yb`k YfXYb"

8YhU]`g	
Cfh	7cfbY`ž`I G5
E i Y`Yb	<ul style="list-style-type: none"> • h\Ye i Ubhi a]bg]XYf"Wca • k k k "bUhi fY"Wca • k k k "hYW`nY]h[Y]gh"XY

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