

F Yj c`i h]cb`ja `l f`Ui V. `J cXUZcbY`V]YhYh
YG=A `ZØf`[fYbnYb`cgYg`Gi fZYb`°

J cXUZcbY`ghUfhYh`Ua `) " ' † b] ' & \$ &) `X]Y` HfUj Y`YG=A ži a
F cUa]b[_cghYb`ni `fYXi n]YfYb`i bX`a cV]`Yb`8UhYbni [Ub[`]b
ØVYf`&\$ \$`F Y]gYn]Y`Yb`ni `Yfa Ò[`]WYb"



9i fcdUž`K Y`h!`J cXUZcbY`U`h`Yi hY`Y]bY`]bbcj Uh]j Y`@Øgi b[`ZØf
F Y]gYbXY`j cf[YghY`hž`i a `XYb`Zfi ghf]YfYbXYb`<YfUi gZcfXYfi b[Yb
XYg`F cUa]b[`ni `VY[Y[bYb`"8]Y`bYi Y`X][`jhU`Y`D`UhhZcfa `ZØf
HfUj Y`YG=A `Yfa Ò[`]W`hYg`Bi hnyfbž`]b`ØVYf`&\$ \$`F Y]gYn]Y`Yb
i bX`+\$\$\$`A cV]`Zi b`!BYhnyb`k Y`hk Y]h`a cV]`ni `gi fZYbž`c`bY`g]W
i a `c`Y`F cUa]b[`!`cghYb`cXYf`XYb`K YW`gY`j cb`G=A `!`UfhYb
_Øa a Yfb`ni `a ØggYb`"8]Y`5`_hj]Yfi b[`YfZc`[h`Y]bZUW`dYf`E F!
7cXYž`k Ug`XYb`DfcnYgg`ZØf`F Y]gYbXY`Yf`YV`]W`Yf`Y]W`hYfhi bX
Y]bYb`gh`ÅbX][`Yb`Ni [f]Z`Ui Z`a cV]`Y`8UhYb`k `Å`fYbX`XYg
5i Zyb`h`U`hg]ja `5i g`UbX`[Yk `Å`f`Y]ghYh`"

8]Y` HfUj Y`YG=A` _Ubb`j cf`FY]gYUbfh]h`c`b`]bY`[YVi W`h`k YfXYb`
8UfØVYf`\\]bUi g`V`Y]Vh`X]Y`Y][YbY`A cV]`Zi b`bi a`a Yf`VYghY`\\Ybž
i bUV`\\Ab`][[`j ca` `V]g`\\Yf][Yb`5bV]YhYf``: Øf`X]Y`Bi hni b[`g]bX
k YXYf`G=A`! ?UfhYbk YW`gY`bcW`_cghYb]bhYbg]j Y`<chY`!K @5Bg
YfZcfXYf`]W`"

: `YI]V]`]h`h`i bX`? cghYb

8]Y` HfUj Y`YG=A`]gh`Ui ggW``Y»`]W`ZØf`a cV]`Y`8UhYbbi hni b[
[YXUW`hž`HY`YzcbUhY`i bX`GA G`g]bX`b]W`h`a` Ò[`]W`"?i bXYb`_ØbbYb
k Y]hYf`\\]b`]`fYb`VYghY`\\YbXYb`A cV]`Zi b`!HUf]Zi bX`X]Y`F cUa`]b[!
?cbX]h]cbYb`bi hnyb``8]YgY`@Øgi b[`Y][bYh`g]W`VYgcbXYfg`[i h`ZØf
A YggYb[Yf!8]YbghYž`J]XYc!GhfYUa`]b[`i bX`9!A U]`g]a` `i f`Ui V``8]Y
DfY]gY`ZØf`X]Y`YG=A`VY[]bbYb`VY](`9i fc`ZØf`9i fcdU!DU`YhY`i bX
ghY][Yb`V]g`Ui Z`%\$`9i fc`ZØf`5Zf]_U!DU`YhY``F UVUhY`g]bX`Yf`\\`h`]W`ž
k Ybb`a`Y`\\fYfY`9i fcdU!D`AbY`Yfk cfVYb`k YfXYb`(`%) i`VY]`nk Y]ž
&\$i`VY]`XfY]i bX`&) i`VY]`j]Yf`YG=A`g"

8]Y`5_h]j]Yfi b[`XYf` HfUj Y`YG=A` _Ubb`V]g`ni `` \$`HU[Y`bUW`XYa
?Ui Z`YfZc`[Yb`i bX`]gh`gca`]h`Ui W`ZØf`gd`h`YfY`F Y]gYb`bØhn`]W``8Ug
DU`Yh`V`Y]Vh`V]g`ni` - \$`HU[Y`U_h]j`i bX`Yfa` Ò[`]W`h`Yg`F Y]gYbXYbž
X]Y`J cfhY]Y`a cXYfbYf`8UhYbbi hni b[`]b`ØVYf`- , `@AbXYfb`ni
[Yb]Y»Yb``Ni XYa`i bhYfghØh`h`X]Y`YG=A`);`i bX`<chgdch!Bi hni b["

J cfnØ[Y`XYf`YG=A`!HYW`bc`c`[]Y

8]Y`YG=A`!HYW`bc`c`[]Yž`X]Y`J cXUZcbY`Y]bZØ`f`hž`\\Uh`nU`\\fY]W`Y
J cfhY]Y``G]Y`Yfa` Ò[`]W`h`F Y]gYbXYbž`Y]bY`j]fhi Y`Y`G=A`! ?UfhY`ni
bi hnybž`X]Y`Xi fW`GWUbbYb`Y]bYg`E F!7cXYg`]bghU``]Yfh`k]fX``8]Y
[`Y]W`nY]h][Y`Bi hni b[`XYf`d`\\mg]gW`Yb`G=A`i bX`XYf`YG=A`]gh
a` Ò[`]W`ž`k Ug`XYb`K YW`gY`nk]gW`Yb`5bV]YhYf`i bX`HUf]ZYb
Yf`Y]W`hYfh``8]Y`ϑghU``Uh]cb`YfZcfXYfh`_Y]b`Ui Zk YbX][Yg`J YfZU`fYb
i bX`]gh`gcZcfh`bUW`XYa`?Ui Z`Y]bgUhnVYfY]h"

≈a`J Yf[`Y]W`ni`d`\\mg]gW`Yb`G=A`! ?UfhYb`g]bX`YG=A`g
i a`k Y`hžFYi bX`]W`Yfž`XU`g]Y`_Y]bY`D`Ugh]_dfcXi`_h]cb`cXYf
J YfgUbX`cghYb`j Yfi fgUW`Yb``K`À`fYbX`XYf`Ni [Ub[`ni
[Øbgh][YfYb`HUf]ZYb`ja`5i g`UbX`gck]Y`ZYI]V`Y`DfY]g[YghU`hi b[Yb

[fc»Y`JcfhY]Y`XUfghY`Ybž[]VhYg`Ui Wk`Y]b][Y`9]bgWkfÄb_i b[Yb"
 5bfi ZY`i bX`GA G`g]bX`cZh`bi f`ØVYf`X]Y`d`mg]gWk`Y`G=A`a`Ö[`]Wk`ž
 i bX`b]Wk`h`U`Y`Ga`Ufhd`cbYg`i bhYfghØhnyb`X]Y`YG=A`!HYWkbc`c[]Y"
 9]bY`b`hYfbYhj`YfV]bXi b[`]gh`YfZcfXYf`]Wk`ž`i`a`XUg`YG=A`!DfcZ`]ni
]bghU`]YfYb"

5bV]YhYf`i bX`K`YhhVYk`YfV

8Yf`A`Uf_h`ZØf`YG=A`!5bV]YhYf`]ghj`jY`ZÄ`h][`"i`bhYfbY`a`Yb`k`jY
 5]fU`cž:`YI`]fcUa`i`bX`Bca`UX`V]YhYb`i`a`ZUggYbXY`@Øgi`b[Yb`ZØf
 FY]gYbXY`"5]fU`c`[]`h`U`g`A`Uf_h`ZØ`fYf`a`]h`i`bhYfghØhni`b[`]b`ØVYf
 &\$`\$`@ÄbXYfbž`k`Ä`fYbX`:`YI`]fcUa`Y`]bY`Y]bZUWk`Y`b`ghU`U]h]cb`]b
 a`Y`f`U`g`%`*`\$`@ÄbXYfb`Yfa`Ö[`]Wk`h`5i`Wk`UbXYfY`5bV]YhYf`k`jY
 6B9G=A`i`bX`<c`UZm`UVYb`g]Wk`U`g`UhfU_h]j`Yfk`jYgYbž`]bXYa`g]Y
 i`b`ja`h]YfhY`HUF]ZY`i`bX`[`i`hY`?`i`bXYbgYfj`jW`g`UbV]YhYb"

8]Y`?`cb_i`ffYbn`i`bhYf`XYb`YG=A`!5bV]YhYfb`ZØ`fh`ni`VYggYfYb
 DfY]gYb`i`bX`9bhk`jW`_i`b[Ybž`k`Ug`ZØf`j`jY`Y`FY]gYbXY`Y]bY
 k`j`_ca`a`YbY`BUWk`f]Wk`h`]gh`"Y`hnh]Wk`XØfZhY`X]Y`9]bZØ`fi`b[`]j`cb
 JcXUZcbYg`HfUj`Y`YG=A`Y`]bYb`VYhfÄWk`h]Wk`Yb`A`Y`fk`Yfh`ZØf
 FY]gYbXY`V]YhYbž`X]Y`]b`XYb`:`Ybi`gg`Y]bYf`ghfYggZfY]Yb
 8UhYbbi`hni`b[`]ja`5i`g`UbX`_ca`a`Yb`a`ÖWk`hYb"

Ni`gUa`a`YbZUggYbX`Äggh`g]Wk`gU[Ybž`XUgg`X]Y`YG=A`!HYWkbc`c[]Y
 Y]bY`VYXYi`hYbXY`9f`Y]Wk`hYfi`b[`]ZØf`FY]gYbXY`XUfghY`Yb`_Ubbž
]bXYa`g]Y`XYb`Ni`[Ub[`]ni`a`cV]Ya`b`hYfbYh`k`Y`hk`Y]h`cdh]a`jYfh`
 K`Y]hYfY`b`Zcfa`U]cbYb`Z]bXYb`G]Y`]b`XYb`6Yf]Wk`hYb`j`cb`

JcXUZcbY`i`bX`HfUj`Y`8YU`n"

8YhU]`g	
Cfh	9i fcdUž`K`Y`h
Ei`Y`Yb	<ul style="list-style-type: none"> • bYk`gfcca`"j`cXUZcbY`XY • hfUj`Y`!XYU`n"XY

6Ygi W\ Yb 'G]Y 'i bg 'Ui Z. 'Y]bY!fY]gY"XY