

6Yf`]bYfg`C`ma d]UVYk YfVi b[. '9]b`GWf]hh]b`X]Y`Ni _i bZh`XYf`Gd]Y`Y`

6Yf`]b`d`UbhY]bY`6Yk YfVi b[`Z0f`X]Y`C`ma d]gWYb`Gd]Y`Y`
&\$&(ži bhYfgh0mhj cb`dfca]bYbhYb`5h\`YhYb`i bX`XYf
Dc`h]_ž`i a`X]Y`GhUXh`bUW\`U`h][`ni`fYj]hU`g]YfYb"



6Yf`]b`ž`8Yi hgW\`UbX`!`8]Y`6Yk YfVi b[`6Yf`]bg`Z0f`X]Y
C`ma d]gWYb`Gd]Y`Y`[Yk]bbh`ni bY\`a YbX`Ub`8mbUa]_`'9]bY
gdcfh]WY`Y`h]Uh] Yž`X]Y`j cb`dfca]bYbhYb`C`ma d]Ug]Y[Yfb
i bhYfgh0mhk]fXž`k i fXY`j cf[YghY`h`"a`A Ufg\`U`<Ui g`XYf`A YggY
6Yf`]b`ZubX`Y]bY`DfYggY`cbZYfYbn`XYf`8Yi hgWYb`C`ma d]gWYb
; YgY`gW UZhif`BC; Ě`ghUhhž`VY]`XYf`8C; !DfĀg]XYbh`7`f]ghcd`Yf
?fĀ`bYfh`X]Y`6Y[Y]ghYfi b[`Z0f`X]Y`UbghY`YbXYb`Gd]Y`Y`VYhcbhY`
8]Y`h]Uh] Y`a]h`XYa`BUa Yb`K]f` `Z0f`X]Y`Gd]Y`Y`n]Y`h`XUfUi Z
UVž`XYb`K Yfh`XYf`C`ma d]gWYb`Gd]Y`Y`Z0f`6Yf`]b`ni`Yf`_`ĀfYb`i bX
a`Ō[`]WY`G`_Ydh]`_Yf`ni`0VYfnYi [Yb`"I bhYf`XYb`dfĀgYbh]YfYbXYb
; Yg]WYhYfb`k UfYb`VY`Ub`bhY`5h\`YhYb`k]Y`DUhf]W`<Ui gX]b[ž
Gj Yb`U`6fi bW`_`cfghž`F`cbU`X`F`Ui`Y`i bX`<Y`_Y`8fYW`g`Yfž`X]Y
ni`gUa`a`Yb`%` `c`ma d]gWY`A`YXU]`Yb`[Yk`cbbYb`_`UVYb"

6fi bW\cfghYfnÀ\`hY`j cb`XYf` [] [Ubh]gWXYb`Gh]a a i b [`VY]`XYb
`YhnhYb`C`ma`d]gWXYb`Gd]Y`Yb`]b`DUf]gž`k`À\FYbX`F`Ui` \Y`j`cb`gY]bYb
dfÀ [bUbhYb`9f]bbYfi`b [Yb`VYf]W`hYhY`"

8]Y`8]g_i`gg]cb`ØVYf`X]Y`C`ma`d]UVYk`YfVi`b [`i`a`ZUggh`Ui`W`X]Y
7\UbW`bž`X]Y`Y]bY`gc`W`Y`J`YfUbghU`hi`b [`ZØf`6Yf`]b`V]f [h`8Yf
5VVUi`XYg`GUb]Yfi`b [gghUi`g`]b`Gdcfghh`hYb`ghY`h`XUVY]`ja
J`cfXYf [fi`bX`" `Øf [`Nk`]fb`j`cb`DZY`ZYfgdcf`h`Ài`»`YfhYž`XUgg`X]Y
C`ma`d]gWXYb`Gd]Y`Y`a`Y`f`?`UdUn]h`hYb`ZØf`J`YfY]bY`gW`UZZYb
_ØbbhYb`"Ni`XYa` `c`Zh`GhY`ZUb`G`W`Y`b`W`ž`XUgg`X]Y`DUfU`ma`d]Wg`X]Y
6Uff]YfY`ZY]`Y]h`ZØf`XYfb`_ØbbYb`"9g`k`]fX`Ui`W`Yf`ØfhY`fhž`k`]Y
C`ma`d]gWXY`Gd]Y`Y`XUg` [YgY`g`W`UZh]W`Y`?`]ja`U`]b`8Yi`hgW`UbX
VYY]bZi`ggYb`_ØbbhYb`"?f]h]gW`Y`Gh]a`a`Yb`Ài`»`Yfb`Y`XcW`
6YXYb`_Yb`ØVYf`X]Y`G]bb`UZh] [_Y]h`XYf`6Yk`YfVi`b [`]b
k`]fhgW`UZh]W`Ub [YgdUb`bhYb`NY]hYb`"5a`8]YbghU [`k`]fX`Y]bY
DfYggY`_cbZYfYbn`XYf`6Yf`]bYf`Dc`]h]_`ghUhhZ]bXYbž`i`a`XUg
6Yk`YfVi`b [g`_cbnYdh`6Yf`]bž` `j`cfni`ghY`Yb`"

Dc`h]gWXY`i`bX` [YgY`g`W`UZh]W`Y`F`YU`_h]cbYb

8Yf`fY []YfYbXY`6Øf [Yfa`Y]ghYf`A`]W`UY`A`Ø`Yf`i`bhYfghfY]W`h`]b
X]YgYa`?`cbhYi`h`X]Y`6YXYi`hi`b [`j`cb`BUW`U`h] [_Y]h`i`bX
8YnYbhfU`]h`h`]b`XYf`D`Ubi`b [`ZØf`X]Y`C`ma`d]gWXYb`Gd]Y`Y`&\$&(`"
GY]bYf`5bg]W`h`b`UW`g]bX`X]Y`Gd]Y`Y`Y]bY`7\UbW`ZØf`6Yf`]bž`i`a
U`g`XYa`c`_fU]gW`Yf`i`bX`k`Y`hc`ZZYbYf` ; Ugh [YVYf`Ui`Zni`hfYhYb`"
8CG6!DfÀg]XYbh`5`Zc`bg`<`Øfa`Ubb`gd`fUW`g]W`c`dh]a`]gh]gW`ZØf`X]Y
I`a`gYhnVUf`_Y]h`XYg`6Yk`YfVi`b [g`_cbnYdhg`Ui`g`";`Y]W`nY]h] [[]Vh`Yg
]bbYf`U`V`XYf`C`ddcg]h]cbž`j`YfhfYhYb`Xi`fW` ; UVf]Y`Y`<`]Yf`j`cb
XYb`@]b`_Ybž`G`_Ydg]g`"G]Y`g]Y`h`X]Y`6Yk`YfVi`b [`U`g`5V`Yb`_i`b [`j`cb
VYghY`YbXYb`DfcV`Ya`Yb`]b`XYf`GhUXh`"

GdcfhgYbUhc`f` : fUb`_`<`Yb`_Y`j`Yfhf]h`h`X]Y`A`Y]bi`b [ž`XUgg`X]Y`Gd]Y`Y
dcg]h]j`Y` : c` [Yb`ZØf`XYb`K`c`b`i`b [gVUi`ž`X]Y`K`]fhgW`UZh`i`bX`X]Y
Gdcfghh`hYb` \UVYb`_ØbbhYb`"2`ZYbh]W`Y`8]g_i`gg]cbYb`nY] [Yb
Y`XcW`Y]bY` [YgdU`hYbY`A`Y]bi`b [ž`i`bX`Y]b`6Øf [YfZc`fi`a`k`i`fXY
j`cb`C`ma`d]U [Y [bYfb` [Ygh`Øfh`" ?f]h]_Yf`k`UfbYb`j`cf`XYb
a`Ø [`]W`Yfk`Y]gY` \c`Yb`?`cghYb`i`bX`XYb`bY [Uh]j`Yb`9fZU`fi`b [Ybž
X]Y`UbXYfY`Gh`X`hY`a`]h`C`ma`d]gWXYb`Gd]Y`Yb` [Ya`UW`h` \UVYb`"

l a gc`k]W`h][Yf`k]fX`Y]bY`cZZYbY`8]g_i gg]cb`ØVYf`XUg`Dfc`Y_hž`k]Y
A Ø`Yf`VYhcbh`9]bY`Ui ZYbXY`K YfVY_Ua dU[bY`a]h`XYa `G`c[Ub
K]f`k c`Yb`X]Y`Gd]Y`Y `]gh]b`XYf`GhUXh`g]W`hVUfž`X]Y`i fgdfØb[`]W`
[Yd`UbhY`5_h]cb`Y]bYg`:`Ug\!A cVg`k i fXY`YXcW`Ui Z[fi bX`j cb
G]W`Yf\Y]hgVYXYb_Yb`UV[YgU[h`

B UW` \ U`h][_Y]h`]a `: c_i g

DUFU`Y`ni `X]YgYb`9b`hk]W`_i b[Yb`j YfØZZYb`h]W`hY`XUg`€7`Y]bYb
6Yf]W`hØVYf`:`cfhgW`f]h`hY`]b`XYf`BUW` \ U`h][_Y]hgghfU`hY []Yž`X]Y`j cf
%, `A cbU`hYb`Y]b[YZØ`f`h`k i fXY`"8]YgYf`6Yf]W`h[`]YXYf`h`g]W`]b
j YfgW`]YXYbY`J YfU`b`hk c`f`h i b[gVYfY]W`Y`i bX`nY][h`k Y]hYfZØ`f`YbXY
A U`bU`a Yb`ni f`:`ØfXYfi b[`XYf`BUW` \ U`h][_Y]h`]a `?cb`hYi h`XYf
C`ma`d]gW`Yb`6Yk Y[i b["€7!DfÅg]XYb`h`H\ca Ug`6UW` \ YV`h`X]Y
J YfU`b`hk c`f`h i b[`XYg`€7`ZØf`Y]bY`bUW` \ U`h][Y`Ni _i bZ`h`Yfj`cf`"8]Y
C`ma`d]gW`Y`5[YbXU`&&&\$ `i a ZUggh`Y]bY`J]Y`nU`n`j cb`FYZcfa Ybž
X]Y`XUfUi Z`UVn]Y`Ybž`X]Y`D`U`bi b[`i bX`8i fW`ZØ`f`i b[`XYf
C`ma`d]gW`Yb`Gd]Y`Y`bUW` \ U`h][Yf`ni `[YghU`hYbž`X]Y`?cghYb`ni
fYXi`n]YfYb`i bX`X]Y`Ø_c`c[]gW`Yb`5i gk]f_i b[Yb`ni `a]b]a]YfYb`

8 Ug`€7`j YfZc`[h`?`]a UbYi hfU`]h`Å`h`i bX`UfVY]hY`h`a]h`DUf`hbYfb`k]Y
8ck`Ub`XYf`FYXi`_h]cb`j`cb`7C`&!9a]gg]cbYb`"8]YgY`GhfU`hY []Yb
gc`Yb`b]W`h`bi f`XYb`Ø_c`c[]gW`Yb`:`i »UVXfi W`_XYf`Gd]Y`Y
a]bXYfbž`gc`bXYfb`Ui W`_U`g`?UhU`mgU`hcf`ZØf`bUW` \ U`h][Y
9b`hk]W`_i b[`]b`XYb`:`Ugh[YVYfgh`Å`X`hYb`Zi b[]YfYb`"8]Y`6YfY]hgW`UZh
ni`f`Ni`gUa`a`YbUfVY]h`a]h`9i`dYf`hYb`cf[Ub]gU`h]cbYb`i bX`X]Y
DUf`hbYfgW`UZh`a]h`XYf`h`hYfbU`h]cbU`i`b]cb`Zcf`7cbgYfj`Uh]cb`cZ
BU`hi`fY`fH`7B`Ł`j`Yfgh`Å`f`Yb`XYb`:`c_i`g`Ui`Z`XYb`9f`U`h`XYf
V]c`c[]gW`Yb`J]Y`ZU`h`

8]Y`9b`hgW`Y]Xi`b[`ØVYf`X]Y`6Yf`]bYf`C`ma`d]UVYk`YfVi`b[`k`]fX`]a
GYdhYa`VYf`Xi`fW`_Y]bY`6Øf[YfUVgh]a`a`i`b[`ZU`Ybž`k`cVY]`X]Y
Ni`gh]a`a`i`b[`XYg`8C`G6`J`cfUi`ggY`hni`b[`]gh`"8]Y`8]g_i`gg]cb`i`a`X]Y
6Yk`YfVi`b[`V`Y]V`h`U`gc`gdU`bbYbX`

: Øf`k`Y]hYfY`h`Zcfa`Uh]cbYb`_Øb`bYb`h`hYfYgg]Yf`hY`X]Y`XYhU]`Yf`hYb
6Yf]W`hY`VY]`fVV`&(`ž`8`Yi`hgW`_Ub`X`Zi`b`_`i`bX`8C`G6`bUW`_YgYb`

8YhU]`g	
C fh	6Yf`]bž'8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • k k k "XYi hgW`UbXZi b_"XY • k k k "XcgV"XY

6Ygi WXYb`G]Y`i bg`Ui Z.`a Y]b!VYf`]b"bYh