>UW_gcbj]``Y·A Ub·5ffYghYX·Zcf·Cb`]bY H\fYUhg·5[U]bgh·=79·DfchYghYfg

5·>UW_gcbj]``Y·a Ub·k Ug·UffYghYX·Zcf·]ggi]b[·U·gcW]U`·a YX]U h\fUh·U[U]bgh·dfchYghYfg·Ua]X·bUh]cbk]XY·Ubh!=79 XYa cbghfUh]cbg"

>UW_gcbj]``Yž·8ijU`·7ci bhmž·:`cf]XUž·I G5·!·Ïb·U·gi fdf]g]b[hi fb·cZ·Yj Ybhgž·Ubh]!=79·dfchYghg·Yfi dhYX·UWfcgg·a i`h]d`Y·W]h]Yg·]b h\Y·I b]hYX·GhUhYgž·Ub·i df]g]b[·h\Uh·gdYU_g·jc`i a Yg·UVci h·h\Y \Y][ \hYbYX·hYbg]cbg·gi ffci bX]b[ ·]a a ][ fUh]cb·YbZcfWYa Ybh" H\YgY·XYa cbghfUh]cbg·d]jchYX·Ufci bX·h\Y·fYWYbh·ZYXYfU`·UWh]cbg U[U]bgh·]a a][fUbhg·UbX·Zci bX·UXX]h]cbU`·WcbhYl h·]b·U·`cWU` :`cf]XU·]bW]XYbh·h\Uh·\Ug·g]bWY·WUdhi fYX·a YX]U·UhhYbh]cb"

Cb·∔bY·%%ž·&$&)ž·Uk·YbZcfWYa Ybh·]b·>UW_gcbj]``Y·UffYghYX &*!mYUf!c`X·NUW\Ufm·8Y[ fcgg·UZhYf·\Y·a UXY·U·W]`]b[ ·h\fYUh·cb gcW]U`·a YX]U"·<Y·U``Y[YX·mVcUghYX·UVci h·fi bb]b[·cj Yf dfchYghYfg·k]h\·U·hck ·hfi W_ž·dfca dh]b[·h\Y·>UW_gcbj]``Y·G\Yf]ZZ g CZZ]WY·hc·hU_Y·]a a YX]UhY·UWh]cb"·H\Y·dc`]WY·fYUWh]j YX·U·h]d·UVci h

h\Y`Wca a Ybhg`UbX`]XYbh]Z]YX`8Y[fcgg`i g]b[ `h\Y]f`=bhY``][YbW\
I b]hž`i `h]a UhY`m`W\Uf[ ]b[`\]a `k]h\ `U`gYWW\cbX!XY[fYY`ZY`cbm`Zcf
k f]hhYb`h\fYUhg`hc`W\cbXi Wh`Ub`UWh`cZ`hYffcf]ga "`5g`fYdcfhYX`Vm`
>UW_gcbj]``Y"`Wca ž`\Y`fYa U]bYX`]b`W`ghcXm`Uh`8i j U``7ci bhm`U]`
Ug`cZ`h\Y`Yj Yb]b[ `Zc``ck]b[`\]g`UffYgh"

DfchYghg`5Wfcgg`h\Y`BUh]cb

G]a i `hUbYci g`mž`h\Y`cb[c]b[`dfchYghg`]b`GUbhU`5bU`YW\cYX`h\Y`
gYbh]a Ybhg`Yl dfYggYX`]b`>UW_gcbj]``Y"`5g`fYdcfhYX`Vm`@cg`
5b[Y`Yg`H]a Ygž`Ufci bX`%&\$`dfchYghYfg`[Uh\YfYX`ci hg]XY`U`
ZYXYfU``Vi]`X]b[ ž`XYa UbX]b[`Ub`YbX`hc`fYWW\bh`=79`fU]Xg`h\Uh`
hUf[YhYX``cWU`]cbg`]bWi X]b[ `<ca Y`8Ydch`ci h`Yhg`UbX``cWU`
fYghUi fUbhg"`H\Y`U]f`k Ug`h\]W_`k ]h\ `W\Ubhgž`g][ bgž`UbX`U`ghfcb[
gYbgY`cZ`Wca a i b]hm`fYgc`j Y`Uj Yb`Ua]Xgh`h\Y`hYbg]cb`k]h\
ZYXYfU``U[Ybhg"`7ci bW]`a Ya VYf`>Ygg]Y`@cdYn`j c]WYX`\Yf`ci hfU[Y
cj Yf`h\YgY`fU]Xgž`Wf]h]ei ]b[ `U "G" 5hhcfbYm`6]``9ggUm]`g`ghUbW\
k \]W\ `gYYa YX`hc`X]a ]b]g\ `Wca a i b]hm`f][\hg"

H\Y`dfchYgh`[fYk `fcVi gh`Ug`h\Y`XUm`k Ybh`cbž`gk Y``]b[ `hc`Uh``YUgh
) \$\$`XYa cbghfUhcfgž`a Ubm`k Uj ]b[ `A Yl]WUb`ZU[ g`UbX`W\UbhYX`dfc!
]a a][fUbh`g`c[Ubg"`Hi ]`8Ug\Uf_ž`U`Wca a i b]hm`YUXYfž
YbWci fU[YX`dYUWY€ `fYg]ghUbW\`UbX`bcb!j]c`YbW\`Ua cb[`h\Y
dfchYghYfg"`<ck Yj Ffž`h\Y`Uha cgd\YfY`ei]W_`m`gWU`UhYX`k \Yb
`Uk `YbZcfWWa Ybh`i h]`]nYX`dYddYf`VU``gž`ZUg\!VUb[ `[fYbUXYgž`UbX
hYUf`[ Ug`hc`X]gdYfgY`h\Y`Wfck XžƒZ irh\Yf]bž`Ua]b[`h\Y`g]hi Uh]cb"
K \]`Y`gca Y`dfchYghYfg`gi ZZYfYX`]b€ f]Yg`Zfca `fi VVYf`Vi ``Yhgž`h\Y
Wc``YWh]j Y`gd]f]h`fYa U]bYX`i bVfc_Ybž`UbX`U`gYbgY`cZ`\i a cf
dfYj U]`YX`Ua]Xgh`h\Y`W\Ucg"

6fcUXYf`7cbhYl h`UbX`=a d`]WUh]cbg

H\Y`i bfYgh`]b`Gci h\Yfb`7U`]fcfb]U`fYZ`YWhg`U`VfcUXYf`k Uj Y`cZ
]bX][bUh]cb`fYgi `h]b[`Zfca `ZYXYfU``]a a][fUh]cb`fU]Xgž`bchUV`m
h\cgY`h\Uh`VY[Ub`YUf`]Yf`]b`h\Y`a cbh\"`567`BYk g`ci h]bYg`U
h]a Y]bY`cZ`h\YgY`Yj Ybhgž`]bX]WUh]b[`h\Uh`h\Y`dfchYghg`VY[Ub`cb
ji bY`* `UZhYf`=79`U[Ybhg`WUff]YX`ci h`]a a ][ fUh]cb`gk YYdgž`]bW]h]b[
ZYUf`UbX`Ub[Yf`]b`a Ubm`a ][ fUbh`Wca a i b]h]Yg"`DfYg]XYbh`Hfi a d g

fYgdcbgY hc h\Y i bfYgh \Ug]bWi XYX h\Y i bdfYWYXYbhYX
XYd`cma Ybh cZ h\Y B Uh]cbU`; i UfX UbX A Uf]bYg hc @cg
5b[Y`Yg Ub UWh]cb a Yh k ]h \Wf]h]W]ga Zfca `cWU``Y UXYfg k\c gYY
]h Ug Ub UVi gY cZ dck Yf"

5g h\Y g]hi Uh]cb i bZc`Xgž h\Y ]a d`]WUh]cbg cZ h\YgY dfchYghg UfY
dfcZci bX" H\Ym YbWUdgi `UhY U [fck]b[VUW_Ug\ U[U]bgh
dYfW\j YX]b1 gh]WWg ZUWYX Vm]a a][fUbh dcdi `Uh]cbg i bXYf h\Y
W ffYbh UXa]b]ghfUh]cb" K \]`Y gca Y gYY_ hc Yl dfYgg h\Y]f f][\hg
h\fci [\ dYUWYZi ` UggYa V`mž ch\Yfg UfY fYa]bXYX h\Uh
h\fYUhg]_Y h\cgY a UXY Vm 8Y[fcgg k]`` bch [c k]h\ci h
WcbgYei YbWY" H\Y ⅃UW_gcbj]``Y G\Yf]ZZ g CZZ]WY \Ug fY]hYfUhYX h\Uh
cb`]bY h\fYUhg UfY hU_Yb gYf]ci g`mž YW\c]b[U WU``Zcf j][ ]UbWY]b
dfchYWh]b[WWca a i b]hm gUZYhm"

5g k Y WWbh]bi Y hc cVgYfj Y h\YgY Wf]h]WU` XYj Y`cda YbhgžcbY
h\]b[ ]g WYUf. Zfca ⅃UW_gcbj]``Y hc GUbhU 5bU UbX VYmcbXž
Wca a i b]h]Yg UfY ghUbX]b[i džfU``m]b[h\]f jc]WYg U[U]bgh
UWh]cbg h\Ym XYYa i b1 gh" H\Y ci hWca Y cZ h\YgY dfchYghg a][\h
1 gh g\UdY h\Y Zi hi fY cZ]a a][fUh]cb dc`]Wm UbX Wca a i b]m
fY`Uh]cbg\]dg UWfcgg h\Y WWi bhfm"

8 YhU]`g	
C fh	⅃UW_gcbj]``Y ž 8i j U` 7ci bhmž: `cf]XUžl G5
E i Y``Yb	• k k k "^UW_gcbj]``Y"Wca • k k k "`Uh]a Yg"Wca • UVWbYk g"[c"Wca

6Ygi WX Yb G]Y i bg Ui Z. a Y]b!k]Yb"bYh