

: UgWk]b [gZY ghY ']b ; YZU\ f.
G]Wk Yf\ Y]hgYI dYfhYb 'gWk `U[Yb '5`Ufa °

B UWk '5bgWk `À[Yb ']b `A U[XYVi f['ghY][Yb
G]Wk Yf\ Y]hga U» bU\ a Yb `VY]: UgWk]b [gi a nØ[Yb ']b `6UmYfb
i bX': fUb_Z fh" `5i gk]f_ i b[Yb 'i bX `5VgU[Yb "

A U[XYVi f[ž'8 Yi hgWk `UbX `! `8]Y`G]Wk Yf\ Y]hg`U[Y `VY]
: UgWk]b [gi a nØ[Yb ']b `6UmYfb `k]fX ` [Y[Ybk `Àfh][`]bhYbgj]
ØVYfd fØžž]bgVYgcbXYfY `bUWk `XYa `5bgWk `U[`]b `A U[XYVi f[ž`VY]
XYa `Y]b `A Ubb `Ui g `GUi X! 5fUV]Yb `gYWk `g `A YbgWk Yb `hØhYhY `i bX
ZUgh" \$ \$ j Yf`YhnhY" `i a `X]Y`G]Wk Yf\ Y]hgj cf[UVYb `ni `j YfgWk `ÀfZYb
i bX `dchYbn]Y`Y `HYffc fUb gWk `À[Y `a]h: U\fnYi [Yb `ni `j Yf\]bXYfbž
\UVYb `a Y\fyfY `Gh`XhY `]\fy `A U» bU\ a Yb `XYi h]Wk `Yf\ `Ø`h" `b
?Ya `dhYb `gU[hX]Y: UgWk]b [g[`]XY `FchhUWk ` - + `]\fyb ; Ui X]k i fa
Ua `% "A `Àfn `UV" `8]Yg `YfZc ` [h `Ui Z[fi bX `XYf `Z]bUbn]Y`Yb `i bX
cf[Ub]gUhc f]gWk Yb `6Y `Ughi b [Yb `Xi fWk `X]Y `bYi Yb
G]Wk Yf\ Y]hgUi ZU[Yb " `Hfc hn `X]YgYf `6YXYb `Yb `j YfhY]X][h `X]Y `GhUXh
?Ya `dhYb `X]Y `ghfYb [Yb `j c f g W k f]žhYb `i bX `Zc fXYfh]c b `XYb
J YfUbghU `hYfb `hfU[Z`À\][Y `G]Wk Yf\ Y]hg_cbnYdhY "

8]Y `i a ZFU[Y `XYf `8 Yi hgWk Yb `DfYggY! 5 [Ybhi `f`nY][hž`XUgg
nU\ `fy]Wk Y `j YfUbghU `hYf `j cf` < YfUi gZcfXYfi b [Yb `ghY\ Ybž`XU`X]Y
Z]bUbn]Y`Y `6Y `Ughi b [`Xi fWk `ni g`Àhn `]Wk ` [YZcfXYfhY
G]Wk Yf\ Y]hga U» bU\ a Yb `ghY][h" `b `B ØfbVYf [ž`ZØf `Y_gYa `dY `ž`U
h a Ub `ni g`Àhn `]Wk Y `G]Wk Yf\ Y]hgj cf_ Y\ fi b [Yb ` [Yhfc ZYbž`X]Y
YVYbZU`g `Y]bYa `: ØfXYfj YfY]b `ghUf `ni gYhnYb" `8]YgY
9bhk]W_ i b [Yb `gYhnYb `j]Y`Y `j YfUbghU `hYf `i bhYf `8 fi W_ i bX
k YW_Yb `]b `XYf `6fUbWk Y `Yb [ghY `j cf `Y]bYa `a Ø[`]Wk Yb `: YghY!
GhYfVYb `Ui Z[fi bX `XYf `ghY][YbXYb `?cghYb `i bX `< UZhi b [gf]g]_Ybž
k]Y`Y]b `GhUXha Uf_Yh]b [!9i dYfhY `]b `6Ua VYf [`k Ufbh "

5VgU[Yb`i bX`G]Wk Yf\Y]hgbYi Yfi b[Yb

⊕`8]YhZ fh`bY\`a Yb`X]Y`G]Wk Yf\Y]hgj cf_Y\`fi b[Yb`Y]bY`k Y]hYfY
: cfa`Ub.`8cfh`k YfXYb`a cV]`Y`Ni ZU\`fhggdYffYb`a]h`gWk k YfYb
: U\`fnYi [Yb`k A\`fYbX`XYg`7\]bYgYbZUgWk]b[g`Y]b[YgYhnh`⊕
@UbXg\`i h`\]b[Y[Yb`k]fX`X]Y`GhUXh`X]Y`?cghYb`ZØf`gAa`h`]Wk Y
G]Wk Yf\Y]hgj cf[UVYb`XYg`: UgWk]b[gj YfY]bg`ØVYfbY\`a Yb`ž`k Ug
Y]bY`9b`h`Ughi`b[`ZØf`X]Y`Cf[Ub]gUhc`fYb`XUfghY``h`8]Y`A`Øb`Wk`bYf
: UgWk]b[g[YgY``gWk`UZh`: Yf]b[U`]gh`VYfY]hg`Y]bY`?ccdYfUh]cb`a`]h
XYf`: Yi Yfk Y\`f`Y]b[Y[Ub[Yb`ž`i`a`g]Wk Yfni ghY``Yb`ž`XUgg`U`Y
bchk YbX][Yb`A`U»bU\`a`Yb`ni`f`: YZU\`fYbUVk Y\`f`Y]b[Y\`U`hYb
k YfXYb"

9]b`k Y]hYfYf`VYgc`f[b]gYffY[YbXYf`5gdY`_h]gh`X]Y`5VgU[Y`XYg
: UghbUWk`hgni [g`]b`: fUb`_Zi`fhž`XYf`Ua`+`": YVfi Uf`ghUhhZ]bXYb`gc``hY"
8]Y`: fUb`_Zi`fhYf`GhUXh!; UfXY`Yb`hgWk]YX`g]Wk`ž`b]Wk`h`XUfUb
hY]`ni`bY\`a`Yb`ž`XU`Y`b[ghY`j`cf`HYffcfUb`gWk`À[Yb`i`bX`gYI`i`Y``Yb
, VYf[f]ZZYb`VYghY\`Yb``8]YgY`9b`hgWk`Y]Xi`b[`k`i`fXY`Y]bgh]a`a`][`j`cb
XYb`A`]h[`]YXYfb`[Yhfc`ZZYb`ž`X]Y`]b`XYb`j`Yf[Ub[YbYb`J\`fYb
fY[Y`a`A»][`Ua`I`a`ni`[`hY]`[Yb`ca`a`Yb`\`UhhYb``6Ygc`bXYfg`Øb[YfY
A`]h[`]YXYf`nY][Yb`g]Wk`j`Yfi`bg]Wk`Yfhž`]bgVYgc`bXYfY`]a`?`cb`hYI`h`XYf
j`Yf[Ub[YbYb`J`cfZ`A``Y`ž`k`]Y`Yhk`U`X]Y`: YgWk`Y\`b]ggY`]b`XYf`?`Ø`bYf
G]j`YghYfbUWk`hž`X]Y`ni`g`A`hn`]Wk`ni`f`U``[Ya`Y]bYb`J`Yfi`bg]Wk`Yfi`b[
VY][YhfU[Yb`\`UVYb"

: fUb`_Zi`fh`k`]fX`U``[Ya`Y]b`U`g`Y]b`d`chYbn]Y``Yg`N]Y``ZØf
HYffcfUb[f]ZZY`VYhfUWk`hYhž`XU`X]Y`GhUXh`]b`hYfbUh]cb`U`Y`6Ub`_Yb
VY\`YfVYf[h``8Yf`J`cfG]h`nYbXY`XYg`; fc»Yb`f`UhYg`XYf`: fUb`_Zi`fhYf
?UfbYj`U`gj`YfY]bY`ž`5I`Y``<Y]`a`Ubb`ž`VYnY]Wk`bYh`X]Y`5VgU[Y`nk`Uf
U`g`9]bnY`ZU``ž`XYb`bc`Wk`nY][`h`X]Y`G]hi`Uh]cb`ž`XUgg`XUg
G]Wk`Yf\Y]hgVYXØfZb]g`XYf`HY]`bY\`a`Yf`Ub`c`VYfghYf`GhY``Y`ghY\`h"
Hf`chn`X]YgYf`5VgU[Y`fYWk`bYh`X]Y`Dc`]nY]`b]Wk`h`a`]h`k`Y]hYfYb
5i`gZ`A``Yb`/g]Y`k`]fX`]b`X]YgYf`NY]h`X]Y`G]Wk`Yf\Y]hgdf`A`gYbn`Yf\`Ø\`Yb
i`bX`f`A`h`XYb`bc`Wk`XUni`ž`Ua`?`UfbYj`U`hY]`ni`bY\`a`Yb"

Ni`gUa`a`Yb[YZUggh`nY][`h`g]Wk`ž`XUgg`X]Y`G]Wk`Yf\Y]hg`U[Y`VY]
UbghY\`YbXYb`: UgWk]b[gYj`Yb`hg]b`6UmYfb`i`bX`XUfØVYf`\]bUi`g
Y]bYb`bYi`Yb`ž`_f]h]gWk`Yb`Di`b`_h`YffY]Wk`h`\`Uh``8]Y`NU\``Ub

[YÄi » YfhYb`G]WXYf\Y]hgVYXYb_Yb`i bX`X]Y`XUXi fW`YfZcfXYf`]WXYb
 5bdUggi b[Yb`k YfXYb`X]Y`X]Yg`Ä\ f[Yb` : Y]Yf`]W`_Y]hYb`dfÄ[Yb
 i bX`dchYbh]Y``9]bZi gg`Ui Z`X]Y`Ni _i bZi`XYf`HfUX]h]cbYb`\UVYb"
 K Y]hYfY` ðZcfa Uh]cbYb`ni f`G]WXYf\Y]hg`U[Y`g]bX`ja `6Yf]W`h`XYg
 9I dYfhYb fUhg`ZØf`6Ygi W`Yfg]W`Yf\Y]h`ni `Z]bXYb"

8YhU]`g	
J cfZU``	HYffcf]ga i g
I fgUWXY	5b[gh`j` cf`HYffcfUbgW`Ä[Yb`ž]bUbn]Y``Y 6Y`Ughi b[Yb`ž`G]WXYf\Y]hg] cf[UVYb
C fh	A U[XYVi f[ž`8Yi hgW`Ubx
J Yf`YhnhY	' \$\$
E i Y``Yb	<ul style="list-style-type: none"> • k k k "dbd"XY • k k k "ZUn"bYh • k k k "YI dYfhYb fUh! VYgi W`Yfg]W`Yf\Y]h"XY

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