

; f0bYb!Dc`h]_Yf]b`@Ub[.`
?cU`h]cbgj YfhfU[`ZY\`h`XYf`A i h`ni f
J Yf`AbXYfi b[`

F]WUfXU`@Ub[`Ai »Yfh'g]W\`_f]h]gW\`ni a `bYi Yb
?cU`h]cbgj YfhfU[`j cb`l b]cb`i bX`GD8ž`VYa `Ab[Y`h`ZY\`YbXY
J]g]cbYb`i bX`ZcfXYfh`F YZcfa Yb"

8Yi hgW\`UbX`!`5a`%"'5df]'&\$&) `b]a`a`h`X]Y`dc`h]gW\`Y
@UbXgW\`UZh`8Yi hgW\`UbXg`Y]bY`g][b]Z]_UbhY`K YbXYž`Ub[Yghc»Yb
Xi fW\`XYb`bYi Yb`?cU`h]cbgj YfhfU[`nk]gW\`Yb`XYf`l b]cb`i bX`XYf
GD8`"8Yf`J YfhfU[`i a ZUggh`%(*`GY]hYb`i bX`\`Uh`XUg`DchYbn]U`ž
k Y]hfY]W\`YbXY`J Yf`AbXYfi b[Yb`]b`XYf`A][fUh]cbgdc`h]_`gck]Y`]b
UbXYfYb`gcn]U`Yb`6YfY]W\`Yb`a]h`g]W\`ni `Vf]b[Yb`"F]WUfXU`@Ub[ž
Y]bY`dfca]bYb`hY`Dc`h]_Yf]b`XYf`; f0bYbž`Ai »Yfh'g]W\`_f]h]gW\`ni
XYb`[Yhfc`ZYbYb`J YfY]bVUfi b[Yb`i bX`[`Ui Vhž`XUgg`X]Y`bYi Yb
DUfhbYf`Ui g`78l žGD8`i bX`7Gl `Ui g`XYb`:`Y\`Yfb`XYf
J Yf[Ub[Yb\`Y]h`b]W\`hg`[Y`Yfb`h`\`UVYb"

⊕]\`fYf`5bU`mgY`\`YVh`@Ub[`\`Yfj`c`fž`XUgg`dcg]h]j Y`5bg`ÀhnYž`k]Y`X]Y
[YZcfXYfhYb`5VgW\`fY]Vi b[Yb`Z0f`⊕j Ygh]h]cbYbž]a`?`cbhfUgh`ni
Y]bYa`A Ub[Y`Ub`J]g]cbYb`i bX`[fc»Yb`ž`YYb`ghY\`Yb`"G]Y
VYa `Ab[Y`hž`XUgg`k]W\`h][Y`Ni`_i bZhgzfU[Yb`Xi fW\`?`ca`a]gg]cbYb
VY\`UbXY`h`k YfXYb`gc`Ybž`k Ug]\`fYf`A Y]bi b[`bUW\`XYb
60f[Yf]bbYb`i bX`60f[Yfb`XYb`YfZcfXYf`]W\`Yb`Cf]Ybh]Yfi b[gg]bb
j cfYbh\`U`hY`"BY[Uh]j Y`5i gk]f`_i b[Yb`Ui Z`XUg`J YfhfUi Yb`]b`X]Y
8Ya`c`_fUh]Y`gY\`Yb`g]Y`YVYbZU`g`Xi fW\`X]Y`]a`d`n]hYb
: cfa Y`_ca`dfca]ggY`j`cfdfc[fUa`a]Yfh"

?f]h]_`Ub`XYf`A][fUh]cbgdc`h]_

9]b`nYbhfU`Yg`9`Ya Ybh`XYg`bYi Yb`?cU`h]cbgj YfhfU[g`]gh`X]Y

gc [YbUbbhY`A][fUh]cbgk YbXY"8]Y`i b]cb` \Uh`Xi fW [YgYhnhž`XUgg
XUg`K cfh` 6Y [fYbni b [`]bg`5i ZYbh\U`hg [YgYhni`Ui Z [Ybca` a Yb
k]fX"8]Yg [Y\h`Y]b\Yf`a]h`XYa` 6YghfYVYbž`A][fUh]cb`ni` cfXbYb
i bX`]ffY [i`ÀfY`A][fUh]cb`ni` fØW`_ni` XfÀb [Yb" `A U» bU\`a Yb`k]Y`X]Y
gcZcfh] [Y`Ni` fØW`_k Y]gi` b [`j`cb`5gm`gi` W`YbXYb`Ub`XYb`XYi` hgW`Yb
; fYbnYb`g]bX`Ub [YXUW`hž`k`cVY]`XYfnY]h`bi` f`DYfgcbYb`c\`bY
 [Ø`h] [Yg`J]gi` a`cXYf`5i` ZYbh\U`hgYf`Ui` Vb]g`ni` fØW`_ [Yk]YgYb
k`YfXYb"

8Ug`; fi`bXfYW`h`Ui` Z`5gm`V`Y]Vh`i` bUb [YhUghYhž`XYb`bcW` []Vh`Yg
fYW`h]W`Y`6YXYb`_Yb`VYnØ [`]W`X]YgYf`Ni` fØW`_k`Y]gi` b [Ybž`XU`XUg
9i` fcdUfYW`h`j`c`fgW`fY]Vhž`XUgg`XUg`5gm`VY [Y\`fYb` [YdfØZh`k`YfXYb
a`i`gg" `@Ub [`_f]h]g]Yfh`X]YgY`A U» bU\`a Yb`gW`UfZ`i` bX`g]Y\`h`g]Y`b]W`h
bi`f`U`g`F`ØW`_gW`f]hž`gcbXYfb`k`Ufbh`Ui` W`j`c`f`XYb`dc`]h]gW`Yb
?cbgYei`YbnYbž`XU`g]Y`XYb`5i`gk`ØW`gYb`XYf`5Z8`]b`X]Y`<`ÀbXY
gd]Y`Yb`_Øb`b`h`Yb"

9]b`5i`Zfi`Z`ni` `a`Y`f` :`c`f`hgW`f]hh

@Ub [`ZcfXYfh`Y]bY [YfYW`h`YfY`GhYi`Yf`dc`]h]_ž`i`a`X]Y` :]bUbn]Yfi`b [X
Yf`ja` ?`cU`]h]cbgj`YfhfU [` [YbUbbhYb`A U» bU\`a Yb`g]W`Yfni`ghY`Yb"
G]Y`gdf]W`h`g]W`ZØf`Y]bY`gh`Àf`_YfY`6YghYi`Yfi`b [`j`cb`J`Yfa` Ø [Yb`Ui`g
i`bX`a`UW`h`XYi`h]W`ž`XUgg`hf`chn`]YfYf`Ni`gh]a`a`i`b [`ni`VYgh]a`a`hYb
k]fhgW`UZh]W`Yb`5gdY`_hYb`]b`XYb`J`YfhfU [gj`Yf\`UbX`i`b [Yb`X]Y
6]Xi`b [gdc`]h]_`i`bX`XYf`6YfY]W` :`c`f`gW`i`b [`b]W`h`Ui`gfY]W`YbX
UXfYgg]Yfh`k`i`fXYb" `G]Y`ZcfXYfh`_cb`_fYh`Y]bYb
fYggcfhØVYf [fY]ZYbXYb`5bgUhn`]b`XYf`6]Xi`b [gdc`]h]_"

8]Y`5a`dY`!`?`cU`]h]cb` \Uh]b`XYf`j`Yf [Ub [YbYb`@Y []g`Uhi`fdYf]cXY
VYfY]hg`GW`f]hhY`i`bhYfbca`a`Ybž`i`a`X]Y`A][fUh]cbg!`i`bX
`hY [fUh]cbgdc`]h]_`ni`fY`Zc`fa`]YfYb" `A]h`XYa` `A`chc` `A`Y\`f
 :`c`f`hgW`f]hh`k`U [Yb` \Uh`g]Y`g]W`XUg`N]Y` [YgYhnhž`Y]b
9]bk`UbXYfi`b [g!`i`bX`5i`ZYbh\U`hg [YgYhni`Vi`W`ni`gW`UZZYbž`XUg`X]Y
5fVY]hga`][fUh]cb`ZØfXYfh`i`bX`ni` [`Y]W`X]Y``hY [fUh]cb`j`cb
A][fUbhYb`j`YfVYggYfh" `8]YgYg`J`c`f\`UVYb`_cb`Zfcbh]Yfh`X]Y`bYi`Y
?`cU`]h]cb`a`]h`XYf`<`YfUi`gZcfXYfi`b [ž`Y]bYb`6U`UbW`U`_h`nk`]gW`Yb
XYf`6Y [fYbni`b [`j`cb`A][fUh]cb`i`bX`XYf` :`ØfXYfi`b [`j`cb`K`c\`ghUbX
i`bX`J]Y`ZU`h`ni`j`c`n]Y\`Yb"

5b[Yg]Wk hg`XYf`Zc fhk Å\ fYbXYb`8 YVUhhY`ØVYf`X]Y`A][fUh]cbgdc`h]_k]fX`XYi h]Wk žXUgg`X]Y`[Yd`UbhYb`A U» bU\ a Yb`gck c\`7\ UbWb U`g`Ui Wk`F]g]_Yb`VYf[Yb`"8]Y`6i bXYgfY[]Yfi b[`V`Y]Vh[YZcfXYfhž X]YgY`<YfUi gZcfXYfi b[Yb`ni`a Y]ghYfbž`i a`Y]b`Ufa`cb]gWk Yg [YgY`gWk UZh`Wk Yg`A]hY]bUbXYf`ni`ZØfXYfb`i bX`[`Y]Wk nY]h][`X]Y fYWk h]Wk Yb`F U\ a YbVYX]b[i b[Yb`Ui ZYi fcdÅ]gWk Yf`9VYbY`ni VYUWk hYb`"9I dYfhYb`k]Y`J]Wk cf]U`F]Yh][`Ai » Yfb`g]Wk `VYgcf[h`ØVYf X]Y`I a gYhnVUf`_Y]h`Y]b][Yf`[Yd`UbhYf`A U» bU\ a Yb`"

≠k]Yk Y]h`X]Y`bYi Y`?cU`h]cb`Y`hnh]Wk`]b`XYf`@U[Y`gY]b`k]fXžUi Z X]Y`_f]h]gWk Yb`Gh]a a Yb`i bX`X]Y`j]Y`ZÅ`h][Yb`5bZcfXYfi b[Yb`XYf ; YgY`gWk UZh`Y]bni [Y\Ybž`V`Y]Vh`UVni k UfhYb`"8cWk`ZYghighY`hž XUgg`X]Y`dc`h]gWk Y`8]g_i gg]cb`ØVYf`A][fUh]cb`i bX`≠hY[fUh]cb`]b 8Yi hgWk`UbX`a]h`XYa`bYi Yb`?cU`h]cbgj YfhfU[`Y]bY`bYi Yž VYXYi hYbXY`9hUddY`YffY]Wk h`U`h"

HU[Yggd]Y[Y`VYf]Wk hYhž`XUgg`@Jb[`cZZYbYb`: fU[Yb`ni f 5bk YbXi b[`XYf`bYi Yb`FY[Y`i b[Yb`Ui Zk]fZn`8]Y`N8: `YVh \Yfj cfž`XUgg`XYf`J YfhfU[`Y]bY`_`UfY`GhfUhY[]Y`ni f A][fUh]cbg`cbhfc`Y`Y]bgWk`]Y» h`@Ui h`VdV`ghY`Yb`X]Y`N]Y`Y`XYf 5a dY`!`?cU`h]cb`]a`ghUf`_Yb`; Y[YbgUhn`ni`XYb`A U» bU\ a Yb`XYf Yhn][Yb`?cU`h]cb`"

8YhU]`g	
J cfZU``	Gcbgh][Yg
C fh	8Yi hgWk`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hU[Yggd]Y[Y`"XY • k k k "nXZ"XY • k k k "VdV"XY

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