

9]b`Ua Yf]_Ub]gW\ Yf`DUdgh. `? Ubb`@Yc`L J ="
X]Y`?]fW\ Y`Y]bYb3

DUdgh`@Yc`L J ="ž`Ui g`7\]WU[cž`k]fX`a]h`<YfUi gZcfXYfi b[Yb`]b
XYb`I G5`_cbZfcbh]Yfh`"? Ubb`Yf`GdU`hi b[Yb`ØVYfk]bXYb3



7\]WU[cž`I G5`!`5a`GcbbhU[`k]fX`F cVYfh: fUbW]g`DfY] cgh`]b
Y]bYf`ZY]Yf`]W\Yb`NYfYa cb]Y`U`g`DUdgh`@Yc`L J ="`]bg`5a h
Y]b[YZØ\fh`9f`]gh`XYf`YfghY`I G!5a Yf]_UbYfž`XYf`X]YgYg`5a h
ØVYfb]a a hž`i bX`ghY``h]g]W\`XUa]h`Y]bYf`XYf`\`YfUi gZcfXYfbXghYb
5i Z[UVYb`XYf`_Uh`c`]gW\Yb`?]fW\Y`]b`XYb`J YfY]b][hYb`GhUUhYb.
XYf`,`VYfk]bXi b[`XYf`h]YZb`GdU`hi b[`]bbYf\U`V`XYf`I G!`?]fW\Y`
8]YgY`GdU`hi b[`gd]Y[Y`h]g]W\`b]W\h`bi f`]b`XYf`; Ya Y]bgW\UZh`XYf
; `Äi V][Yb`k]XYfž`gcbXYfb`]gh`Ui W\`Y]b`5VV`]X`XYf
[YgY``gW\UZh]W\Yb`Dc`Uf]hÄh]b`XYb`I G5`"

8]Y`K U\`j cb`@Yc`L J ="`_ÖbbhY`U`g`G][bU`U`b`X]Y`Ua Yf]_Ub]gW\Y
; YgY``gW\UZh]bhYfdYh]Yfh`k YfXYbž`XcW\`[`Y]W\`nY]h][`VYhc`bYb
6YcVUW\hYfž`XUgg`Yf`Y]bY`k Y`hk Y]hY`J YfUbhk`cfhi b[`U`g`DUdgh
hfÄ[h`8]Y`I G!`?]fW\Yž`Ä`b`]W\`k]Y`X]Y`; YgY``gW\UZhž`]gh`]b
_cbgYfj Uh]j Y`i bX`dfc[fYgg]j Y`GhfÖa`i b[Yb`[YhY`]h`6Y]`XYf
`YhnhYb`K U\`gh]a a hYb`j]Y`Y`_Uh`c`]gW\Y`K Ä`\`Yf`ZØf`XYb

XUa U`][Yb`DfÅg]XYbhYb`8cbU`X`Hfi a`dž`k Ug`X]Y`GWk]Yf][_Y]hYb
]bbYf\U`V`XYf`?]fWY`k Y]hYf`j YfXYi`h]W`h"

9]b`Ua`Yf]_Ub]gW`Yf`DUd`gh`]b`Y]bYf
[YgdU`hYbYb`?]fW`Y

A Ugg]a`c`i`U[[]c`ž`Y]b`]hU`]Yb]gW`Yf`H\Yc`c [Yž`g]Y\`h`]b`@Yc`L`J`="`
Y]bY`5fh`?`c`ffY`_`h]j`ni`f`Dc`h]_`XYf`Hfi`a`d!`FY[]Yfi`b[""8UVY]`_ca`a`h`
Yg`ni`Y]bYf`VYgcbXYfYb`<`YfUi`gZcfXYfi`b[ž`XYbb`nU\`fY]W`Y`
6]gW`ÖZY`i`bhYfghØ`hYb`Hfi`a`dž`k`Å`fYbX`gY]b`J`]nYdfÅg]XYbhž`>8`"
J`UbW`ž`Y]bY`bUh]cbU`]gh]gW`Y`5i`g`Y[i`b[`XYg`7`f]ghYbhi`a`g`
j`Yf`hf]h`h`8`]YgY`]XYc`c []gW`Yb`8`]ZYfYbnYb`nY][Yb`g]W`Ui`W`i`b`XYb`
gc`n]U`Yb`A`YX]Ybž`k`c`?`UfX]bU`F`cVYfh`i`fUbW]g`DfYj`c`ghž`XYf`U`g`
DUdgh`@Yc`L`J`="`U[]YfYb`k`]fXž`ni`a`HY]`UbXYfY`5bg]W`hYb`j`Yf`hf]h`"

DfYj`c`ghž`XYf`i`fgdfØb[`]W`Ui`g`7`f]WU[c`ghUa`a`hž`\`Uh`g]W`i`b`gY]bYf`
V]g\`Yf][Yb`@Ui`ZU\`b`i`bhYf`UbXYfYa`i`]b`DYfi`i`bX`ja`i`J`Uh]_`Ub`
Ui`Z[Y\`U`hYb`i`bX`gck`c`\`X]Y`dYfi`Ub]gW`Y`GhUUhgVØf[YfgW`UZh`U`g`
Ui`W`Y]bYb`j`Uh]_`Ub]gW`Yb`DUgg""`b`hYfYggUb`hYfk`Y]gY`gd`fUW`Y`f`
bUW`gY]bYf`K`U\`i`]b`]hU`]Yb]gW`Yf`i`bX`gdUb]gW`Yf`Gd`fUW`Yž`Y`Xc`W`
b]W`h`i`b`9b[`]gW`"B]W`hgXYg`h`c`h`f`c`h`n`k`i`fXY`Yf`j`cb`8`cbU`X`Hfi`a`d`
i`bX`>8`"J`UbW`ž`X]Y`VY]XY`gY]bY`K`U\`U`g[fc»`Y`9`fY`ZØf`X]Y`i`G5`
VYnY]W`bYhYbž`k`j`_ca`a`Yb`[Y\Y]»`Yb`"

< cZZbi`b[Yb`i`bX`9fk`Ufhi`b[Yb

DUhYf`A`Ui`f]h]i`g`K`j`XY`\`Y[h`X]Y`<`c`ZZbi`b[ž`XUgg`@Yc`L`J`="`X`Uni`i`]b`
XYf`@U[Y`gY]b`k`]fXž`X]Y`i`YgY`g`W`UZh`i`bX`X]Y`?`]fW`Y`
ni`gUa`a`Ybni`ZØ\`fYb""8`Yf`bYi`Y`DUdgh`d`Ubhž`XYb`gmb`c`XU`Yb`K`Y[`
j`cb`DUdgh`i`fUbn]g`_i`g`Zcf`mni`gYh`nYb`i`bX`9b`hgW`Y]Xi`b[Yb`ni`
hfY`ZYbž`X]Y`ZØf`X]Y`5a`Yf]_`UbYf`d`fU[a`Uh]gW`g]bX""Ni`XYa`k`]fX`
Yfk`Uf`hYhž`XUgg`Yf`X]Y`H\`Ya`Yb`gc`n]U`Y`i`YfY`W`h][_Y]h`i`bX`X]Y`
i`bhYfghØ`hni`b[`XYf`GW`k`UW`Yb`]b`XYb`J`cfXYf[fi`bX`fØW`_`h`"

8]Y`_`Uh\`c`]gW`Y`?`]fW`Y`i`b`XYb`i`G5`g]Y\`h`g]W`Y`Xc`W`Ui`W`a`]h`XYb`
B`UW`k`]f`_i`b[Yb`j`cb`A`]ggVfUi`W`gg`_`UbXU`Yb`_`cbZf`cbh]Yf`h`8]Y`
8`mbUa`_]`]bbYf\U`V`XYf`?`]fW`Y`\`Uh]g]W`gY]h`XYb`i`%`-`*\$`Yf`Z\`fYb`

Yf\YV`jW\ j YfÅbXYfhž`k cVY]j]Y`Y`? Uh\c`_Yb`]bnk]gW\Yb`X]Y
 F Ydi V`_UbYf`i bhYfghØhnYb"8]Y`5VhfY]Vi b[`V`Y]Vh`Y]b`nYbhfU`Yg
 H\Ya U`ZØf`X]Y`I G!6]gW\cZg_cbZYfYbnž`k Å\fybX`A][fUh]cb`b]W\h`ja
 gY`VYb`A U»Y`6YUW\hi b[`Z]bXYhž`k Ug`DUdgh: fUbn]g_i g`]b`Y]bYa
 cZYbYb`6f]YZ`Ub`X]Y`Ua Yf]_Ub]gW\Yb`6]gW\ÖZY`_f]h]g]YfhY"

@Yc`LJ`=" g`9fbYbbi b[Yb`j cb`6]gW\ÖZYb`_ÖbbhYb`Yb]hgW\Y]XYbX`ZØf
 X]Y`_ØbZh][Y`5i gf]W\hi b[`XYf`I G!?]fW\Y`gY]b"J]Y`Y`cZYbž`XUgg
 Yf`Y]bY`cZYbYfY`i bX`a]gg]cbUf]gW\YfY`?]fW\Y`Ui ZVUi Yb`_Ubbž`X]Y
]b`XYf`@U[Y`]ghž`X]Y`VYghY\YbXYb`GdUbbi b[Yb`[i h`ni `a UbU[Yb"
 9]bY`I a ZfU[Y`nY][hž`XUgg`fi bX`&\$i `XYf`I G!5a Yf]_UbYf`g]W\`U`g
 ? Uh\c`_Yb`VYnY]W\YbYbž`k cVY]`XYf`DfchYghUbh]ga i g`bUW\`k]Y`j cf
 X]Y`Xca]b]YfYbXY`W\f]gh]W\Y`GhfÖa i b[`XUfghY`h"

8]Y`_ca`a YbXYb`K cW\Yb`i bX`A cbUhY`k YfXYb`nY][Ybž`cV`DUdgh
 @Yc`LJ`="Yg`[Y`]b[hž`X]Y`j YfgW\]YXYbYb`GhfÖa i b[Yb`]bbYf\U`V`XYf
 I G!?]fW\Y`ni gUa`a Ybni ZØ\fyb`i bX`XYb`<YfUi gZcfXYfi b[Yb`XYf
 NY]h[YfYW\h`ni `k YfXYb"8]Y`9fk Ufhi b[Yb`Ub`XYb`bYi Yb`DUdgh
 g]bX`cW\ž`gck c`j cb`GY]hYb`XYf`; `Äi V][Yb`U`g`Ui W\`j cb`GY]hYb
 XYf`6YcVUW\hYf`gY]bYf`5a hgZØ\fi b["

K Y]hYfY`≠Zcfa Uh]cbYb`ØVYf`X]Y`K U\`i bX`XYb`bYi Yb`DUdgh
 Z]bXYb`G]Y`]b`XYb`5fh]_Y`b`j cb`HU[YggW\Ui ž`_Uh\c`]gW\`XY`i bX`
 HU[Yggd]Y[Y`"

8YhU]`g	
C fh	7\]WU[cžI G5
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hU[YggW\Ui "XY • k k k "_Uh\c`]gW\`XY • k k k "hU[Yggd]Y[Y`"XY

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