

@Y]dn][Yf' ? Øbgh`Yf': fUb_`Fi XX][_Y]h'a]h
,) `>U\ fYb`j Yfghc fVYb

8Yf'@Y]dn][Yf' ? Øbgh`Yf': fUb_`Fi XX][_Y]h]gh]a `5`hYf'j cb';)
>U\ fYb`j [Yghc fVYb " `9f` \]bhYf`Àggh`VYXYi hYbXY`K Yf_Y`i bX
dfÀ[hY`X]Y`@Y]dn][Yf`GW`i `Y"



@Y]dn][ž`8Yi hgW`UbX`!': fUb_`Fi XX][_Y]hž`Y]b` \YfUi gfU[YbXYf
? Øbgh`Yf`XYf'@Y]dn][Yf`GW`i `Yž]gh]a `5`hYf'j cb';) `>U\ fYb
j Yfghc fVYb " `8]Yg`k i fXY`j cb`gY]bYf': Ua]`Y` [Y[YbØVYf`A 8F
? I @HI F`VYgh`h][h`Fi XX][_Y]h` \]bhYf`Àggh`Y]b`VYXYi hYbXYg`9fVY
]b`XYf`? i bghgnYbY`@Y]dn][gž`k c`Yf`U`g`NY]W`bYfž`D`Ugh]_Yf`i bX
A U`Yf`VY`_Ubb`h`k i fXY`" `>gVYgc bXYfY`gY]b`A UfI !FY`]Yž`XUg`]a
C`_hcVYf`%- +(`Ua `Y` \Ya U`][Yb`FY`_hc fUhg[YV`Ai XY`XYf`i b]j Yfg]h`h
@Y]dn][`Ub[YVfUW`h`k i fXYž]gh`Y]b`a Uf`_Ub`hYg`NYi [b]g`gY]bYg
GW`UZZYbg`i bX`gY]bYf`NY]h"

Fi XX][_Y]h`k i fXY`%-` - `]b'; fYbnVYf[ž]a `XUa U`g`cghdfYi »]gW`Yb
@UbX`_fY]g`9`W`b]YXYfi b[ž[YVcfYb " `GY]bY`?]bX` \Y]h`k Uf`Xi fW`X]Y
K]ffYb`XYg`Nk Y]hYb`K Y`h`_fY[g[YdfÀ[hž`X]Y`a]h`Y]bYf`ZUgh

j]YfÅ\ f][Yb : 'i W h'Xi fW 'C ghdfYi » Yb`YbXYhYb" 'B UW 'XYf: 'i W h`
`YVhY`Yf`nY]hk Y]gY`Ui ZY]bYa`fi gg]gWYb'; i hg\cŽ`k c`Yf
@UbXk]fhgW UZh`UfVY]hYhY`i bX`a`]h'; YgUb[`Yhk Ug; Y`X`j YfX]YbhY"
%- (, `ZUbX`X]Y : Ua`]`Y`]b`9b[`Y`gXcfZVY]`@Y]dn][`Y]bY`bYi Y
<Y]a Uh"

? Øbgh`Yf]gWY`9b hk]W_`i b [`i bX`9]bZ`i gg

GY]bY`_Øbgh`Yf]gWY`5i gV]`Xi b[`VY[Ubb`Fi XX][_Y]h`Ub`XYf
<cW gW i `Y`ZØf'; fUZ]_`i bX`6i W _i bgh]b`@Y]dn][ž`k c`Yf`j cb`%-) *
V]g`%- * &`A U`YfY]`i bX`; fUd\]_`ghi`X]YfhY" `9f`[Y\ ÒfhY`ni f`nk Y]hYb
; YbYfUh]cb`XYf? Øbgh`Yfž`X]Y`Ub`X]YgYf`fYbca`a]YfhYb` ðgh]hi h]cb
Ui g[YV]`XYhk i fXYb`i bX`ZØ\`hY`g]W`b]Y`Y]bYf`VYgh]a`a hYb
_Øbgh`Yf]gWYb`GW i `Y`j YfdZ]W hYh" Fi XX][_Y]h`dfÅgYbh]YfhY
VYfY]hg`%- *) `gY]bY`5fVY]hYb`VY]`XYf`+ "`@Y]dn][Yf
?i bghUi gghY`i b[`i bX`a UW hY`g]W`gW`bY``Y]bYb`BUa`Yb"

8 Ug`? Uf`!A Uf!`FY`Y]Z`XUg`Fi XX][_Y]h`ni gUa`a Yb`a`]h`?`Ui g
GW k UVY`i bX`F c`Z?`i \fh`Ybhk cfZYb`\Uhž []`h`U`g`gY]b
VY`_UbbhYghYg`K Yf`"8]YgYg`FY`Y]Z`n]Yfh`b]W h`bi f`XUg
<Ui dh[YV`Ai XY`XYf`i b]j Yfg]h`h`@Y]dn][ž`gcbXYfb`]gh`Ui W`Y]b
Gma`Vc`ZØf`X]Y`NY]hž`]b`XYf`Yg`YbhghUbXYb`]gh" BUW`XYa
A Ui YfZU``gU\`g]W`Fi XX][_Y]h`YXcW`J cfk ØfZYb`Ui g[YgY`nhž`U`g
88F!GhUUhg_Øbgh`Yf`k U\ f[Ybca`a Yb`ni`k YfXYb" `8]Y`_f]h]gWY
FYZYI]cb`XYf; YgY``gW UZh`Y]b`hmd]gWYg`A Yf`_a U`XYf`@Y]dn][Yf
GW i `Yž`k i fXY]b`gY]bYb`5fVY]hYb`XYi h]W"

9]b`9fVY`\]b hYf`UggYb

: fUb`_Fi XX][_Y]h`\]bhYf`Åggh]j]Y`Y`_Øbgh`Yf]gWY`Gdi fYb`]b
@Y]dn][" `Ni`gY]bYb`k Y]hYfYb`K Yf`_Yb`nÅ\`Yb`i bhYf`UbXYfYa`XYf
6]`XZf]Yg`ni f; YgW]W hY`XYg`@Y]dn][Yf`A Uf`_hd`UhnYg`Ua` `9]b[Ub[
ni`a`7]hmi`bbY`ž`XUg`d`Ugh]gWY`@Y]dcfY``c` A Uf`_h[YgW]W hYb
gck]Y`XUg`HYa`dYfU!K UbXV]`X` A i g]_`i bX`NY]h`]a` ; Yk UbX\Ui g"
8]YgY`K Yf`_Y`nY][Yb`b]W h`bi f`gY]b`_fYUh]j Yg`HU`Ybhž`gcbXYfb
Ui W`gY]bYb`6Y]hfU[`ni f`Ågh`Yh]gWYb; YghU`hi b[`ÖZYbh]WYf
F`Ai`a`Y"

8]Y`@Y]dn][Yf`GWxi `Yž`ni `XYf`Fi XX][_Y]h`n`A`h`y`ž`U`h`]b`XYb`Y`h`h`Y`b`
 ↘\fYb`Ub`]b`hYfbUh]cbU`Yf`6YXYi hi b[`[Yk`cbbYb`" `⊖`XYb`%-`*\$Yf`
 ↘\fYb`Yb`hghUbX`X]YgY`?`i`bghf]W`hi`b[ž`X]Y`g]W`Xi`fW`Y]bYb`
 Z][Øf`]W`Yb`Gh`]Ui`gnY]W`bYhY`i`bX`gc`n]U`Y`H`Ya`Yb`UbdUW`hY`"
 8]YgY`?`Øbgh`Yf`gY`h`h`Y`b`g]W`a`]h`X`Y`b`[`fc`»`Yb`HfUX]h]cbYb`XYf`
 ?`i`bgh[YgW`]W`hY`Ui`gY]bUbXYf`i`bX`]\b`hYfZfU[hYb`Xi`fW`gi`Vh]Y`
 GmghYa`_f]h]_`XUg`[YgY`g`W`U`Z`h]W`Y`i`a`ZY`X`" `BUa` \U`Z`h`J`Y`fhfY`hYf`
 k`JY`6YfbUfX`<Y]g][ž`K`c`Z`Ub[`A`U`h`h`Y`i`Yf`i`bX`K`YfbYf`HØV`Y`
 dfÄ[hYb`X]YgY`6Yk`Y[i`b[`i`bX`V`Y`Y]bZi`gghYb`Ui`W`Fi`XX][_Y]hg`
 GW`U`Z`Y`b`" `8]Y`gc[YbUb`b`hY`B`Y`i`Y`@Y]dn][Yf`GWxi `Y`[Yk`Ubb`b`UW`
 XYf`K`]YXYfj`YfY]b][i`b[`Ub`5bgY`Yb`ž`k`cVY]`B`Y`c`F`Ui`W`Y`h`Y`i`hY`U`g`
 dfca`]bYb`hY`ghYf`J`Y`fhfY`hYf`[`]`h`"

⊖`Y]bYf`9]bnY`Ui`gghY`i`b[ž`X]Y`&\$\$`]a`A`i`gY`i`a`XYf`V]`XYbXYb`
 ?`ØbghY`]b`@Y]dn][`ghU`h`Z`U`b`X`ž`k`ØfX][hY`?`i`bgh`]\g`h`c`f]_`Yf`i`UV]Ub`
 A`Ø`Y`f`!`B`]h`hY`X`U`g`@Y`V`Y`b`g`k`Yf`_`F`i`XX][_Y]hg`i`bX`c`V`X]Y`
 6YXYi`hi`b[`gY]bYf`HU[YVØW`Yf`\Yfj`cfž]b`XYbYb`Yf`gY]bY`
 _Øbgh`Yf]gW`Yb`F`YZYI`]cbYb`ZY`gh`Y`h`" `5i`W`gY]b`HcX`a`UW`h`
 XYi`h]W`ž`k`]Y`gY`\f`gY]bY`?`i`bgh`i`bX`gY]b`K`]f`_`Yb`X]Y`@Y]dn][Yf`i`bX`
 XUfØVYf`\]bUi`g`VYfØ`fh`\UVYb`"

:`fUb`_`F`i`XX][_Y]h`k`]fX`]b`XYf`i`YgW`]W`hY`XYf`nY]h[Yb`Øgg]gW`Yb`
 ?`i`bgh`]b`@Y]dn][`b]W`h`b`i`f`U`g`hU`Y`b`h]Y`fhYf`?`Øbgh`Yf`ž`gc`b`XYfb`Ui`W`
 U`g`k`]W`h][Yf`@Y`\fYfž`XYf`" `\$`↘\fY`Ub[`Ub`XYf`?`i`bgh`c`W`gW`i`Y`
 6i`f[`;`]YV]W`Yb`ghY]b`h`Ä`h][`k`Ufž`]b`9f]bbYfi`b[`V`Y]VYb`"

8YhU]`g	
C`f`h	@Y]dn][ž`8Yi`hgW`UbX`
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"a`Xf`"XY` • ZfUb`_fi`XX][_Y]h`"XY` • gUa`a`i`b["ghUYXY`a`i`gYi`a`"XY`

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