

HYa d`]b`]a`5i ZVfi WX .`?i fa Y]`Y`VfUi WX h
Xf]b[YbX`Zf]gWX Yb`K`]bX`°

8]g_i gg]cb`ØVYf`X]Y`5i Zk Yfhi b[`XYf`?i fa Y]`Y`]b`HYa d`]b.
K cf_g\cdgž`Hc]`YhhYb`Øgi b[Yb`i bX`VUfcW_Y
GY\Ybgk ØfX][`_Y]hYb"



HYa d`]bž`8Yi hgWX`UbX`!`≠`HYa d`]b`k`]fX`X]Y`8YVUhhY`ØVYf`X]Y
5i Zk Yfhi b[`XYf`?i fa Y]`Y`]a`a`Yf`]bhYbg]j`Yf`"8Yf
@UbXYgZUWX`VY]fUhi`ZØf`?i f!`i bX`9f`c`i b[gc fhY`6fUbXYbVi f[`Uh
_`UfYb`BUWX`c`VYXUfZ`g][`bU`]g]Yfh`"9g`[`Y`h`h`]YfVY]`i`a`X]Y
GWUZZ`b[`j`cb`5i`gfi`d`ÄhnYb`i`bX`J`Yfk`Y`]bgY`bž`YVYbgc
Xf]b[YbX`VYb`Øh][`h`k`YfXYb`6Äb`_Yž`GcbbYb`]Y[Yb`i`bX`Gdcfh`!`gck`]Y
Gd]Y`ZÄWX`Yb`"Ni`Zf]YXYbghY`"YbXY`@Øgi b[gj`cfgWX`Ä[`Y`a`ØggYb`Yfž
XU`X]Y`YfghYb`VY]XYb`K`cf_g\cdg`ni`f`9bhk`]W`i`b[`XYg`5fYU`g
VYfY]hg`ghUhhZUbXYbž`UVYf`_Y]bY`A`U»`bU`a`Yb`i`a`[`YgYhnh`k`i`fXYb`
=a`<`YfVgh`X]YgYb`»\`fYg`k`]fX`Y]b`k`Y]hYfYf`K`cf_g\cd`ni`f
6Øf[`YfVYhY]`][`i`b[`Ub[`Y`_ØbX][`hž`XYf`bYi`Y`=a`di`gY`Vf]b[`Yb
_ØbbhYž`k`]Y`BcfX`_i`f]Yf`VYf]WX`hY`h"

9]b`k Y]hYfYg`XfÅb[YbXYg`DfcV`Ya`]gh`XUg` : Y`Yb`Y]bYg
ÖZYbh]WYb`K`7g]b`XYf`?i fa Y]`Y`"8]Y`5Z8! : fU_h]cb`U`h`Y]bY
, VYf[Ub[g`Ögi b[`VYUbhfU[hž]b`_i`g] Y`XYf`DfØZ b[`j`cb`?cghYb
ZØf`Y]bY`gU]gcbU`Y`Hc]`YhhY`]a`6YfY]W`XYg`DUf_d`UhnYg`i bX`XYf
GdcfhUb`U[Yb`"Ÿbg`DUYg`Yf`j`cb`XYf`5Z8`gW`i [`XYb`9]bgUhn`Y]bYg
Hc]`YhhYbk U[Ybg`j`cfž`À`b`]W`k`jY`VY]`c`_U`Yb`8cfZYghYb`
5`Yi UbXYf`?ÖddYbž: UWVYfY]W`g`Y]hYfž`k`jYg`YXcW`Ui`Z`XYb
ZY`YbXYb`K`UggYfUb`gW`i`gg`"6Øf[Yfa`Y]ghYf`7`f]gh]Ub
<Ufhd`Y`fGD8Ł`VYhcbhYž`XUgg`X]Y`dYfgcbY`Y`6YgYhni b[`i`bX`X]Y
: c`[Y_cghYb`Y]bYf`gc`WYb`@Ögi b[`YVYbZU`g`VYfØW_g]W`h][h
k YfXYb`a`ØggYb`"8]Y`8]g_i`gg]cb`i`a`X]Y`Hc]`YhhY`]gh`b]W`h`bYi`/
]a`a`Yf`k`jYXYf`Yf]bbYfb`Dc`]h]_Yf`k`jY`GmV]`Y`@]dg_]`fB`jY`@]b`_YŁ`Ub
X]Y`a`Ui`Yb` : cfhgW`f]hY`X]YgVYnØ[`]W`"

HYa`d`]bg`?i fa Y]`Y`i`bX`]`fY`5`hhfU_h]cbYb

HYa`d`]bž`VY`_Ubbh`ZØf`gY]bY`VUfcW`Yb`GY`Yb`gk`ØfX][`_Y]hYb`i`bX
U`g`6fUbXYbVi`f[g`Y]bn][Yg`H`Yfa`U`gc`Y`Y]`VUXž`n]Y`h`nU`fY]W`Y
6Ygi`W`Yf`Ub`"9]b[YVYhhYh`nk`]gW`Yb`XYa`B`Uhi`fdUf`_
l`_Yfa`Åf_]gW`Y`GYb`i`bX`XYa`6]cgd`ÅfYb`fYgYfj`Uh`GW`cfZ`Y]XY!
7`cf]bž`j`YfY]bh`X]Y`GhUXh`B`Uhi`f`i`bX`9f`c`i`b[`k`jY`_Y]bY`UbXYfY`
5V[YgY`Yb`j`cb`XYf`?i fa Y]`Y`V]YhYh`HYa`d`]b`Y]bYb`V`chUb]gW`Yb
; UfhYbž`XUg`B`Uhi`f`H`Yfa`Y`HYa`d`]b`i`bX`j`jY`Y`"ghc`f]gW`Y`Gh`Å`hYbž
X]Y`ghUf`_Z`fYei`Ybh]Yfh`g]bX`"<]Yfni`n`Å`Yb`XUg`Y`Ya`U`g
æUW]a`gh`U`gW`Y`; ma`bUg]i`a`ž`XUg`A`i`gYi`a`ZØf`GhUXh[YgW`]W`hY
i`bX`X]Y`GhUXh`a`Ui`Yfž`X]Y`U`Y`gdUbbYbXY`9]bV`]W`_Y]b`X]Y
JYf[Ub[Yb`Y]h`XYf`GhUXh`Yfa`Ö[`]W`Yb`"

: Øf`X]Y`5bfY]gY`[]Vh`Yg`j`YfgW`]YXYbY`C`dh]cbYb.`k`Å`fYbX`X]Y
²`DBJ!J`YfV]bXi`b[Yb`j`cb`6Yf`]b`ØVYf`C`fUb]YbVi`f[`i`bX
9VYfgk`U`XY`ZØ`fYbž`_ÖbbYb`5i`hcZU`fYf`VYei`Ya`ØVYf`X]Y`6`-`*`ž
6%\$-`cXYf`5%%`UbYf]gYb`"6YgcbXYfg`]b`XYb`Gca`a`Yfa`cbUhYb
`UXYb`Ui`W`X]Y`nU`fY]W`Yb`K`UbXYf!`i`bX`F`UXk`Y[Y`ni
9f`_i`bXi`b[ghci`fYb`Y]bž`k`Å`fYbX`X]Y`B`Uhi`f`H`Yfa`Y`ni`Y]bYa
YbhgdUbbhYb`5i`ZYbh`U`h`Y]b`Å`Xh`"5i`g`XYb`9fZU`fi`b[Yb`nY][`h]g]W`ž
XUgg`6fUbXYbVi`f[g`9f`c`i`b[gcfhY`b]W`h`bi`f`U`hYb`6Yk`c`bYfbž
gcbXYfb`Ui`W`bYi`Yb`; ÅghYb`k`j`_ca`a`Yb`g]bX`"

Ni _i bZh'XYf'? i fa Y]'Y

GW.bY''Y`@Øgi b[Yb`ZØf`XUg`Hc]`YhYbdfcV`Ya`k YfXYb`j`cb`j`]Y`Yb
 [YZcfXYfhž`XUfi`bhYf`Ui`W`'8f`'Fi`h`A`À`'f78I`Łi`bX`Gj`Yb`Hi`VUbX
 fGD8`Łž`X]Y`Y]b`nY]hbU`Yg`<`UbXY`b`Y]ba`U`bYb`"8`Ug`U`_hi`Y`Y
 H`Ya`U`k`i`fXY`]a`'6Ui`Ui`ggW`i`gg`X]g`_i`h]Yfhž`UVYf`X]Y`J`cfgW``À[`Y
 XYf`5Z8`ni`f`GhY`YbVY]`\\`Z`Y`ZUbXYb`]b`UbXYfYb`5i`ggW`ØggYb
 i`bhYfgW`]YX`]W`Y`F`Ygcb`Ub`n.`k`À`fYbX`XYf`6Ui`Ui`ggW`i`gg
 Y]bgh]a`a`][`ni`gh]a`a`hYž`k`i`fXY`XYf`5bhfU[`]a`'5i`ggW`i`gg`ZØf
 Gcn]U`Ygž`?i`hi`fž`6`Xi`b[`i`bX`Gdcfh`a`Y`f`Y]h]W`UV[`Y`Y`b`h"
 HfchnXYa`V`Y]Vh`X]Y`6YhY]`][`i`b[`XYf`6Øf[`Yf`VY]a`Ub[`YghfYVhYb
 K`cf_g`l`cd`Yb`hgW`Y]XYbXž`i`a`bYi`Y`XYYb`ni`f`5hhfU`_hj`]Yfi`b[`XYf
 ?i`fa`Y]'Y`ni`Y`bhk`]W`Y`b"

Ni`gUa`a`Yb`ZUggYbX`_`Ubb`ZYgh[`YghY`h`k`YfXYb.`HYa`d`]bg`?i`fa`Y]'Y
 a`i`gg`Ui`Z[`YfØghYh`k`YfXYbž`i`a`]`fYa`d`chYbn]Y`Yb`GhY`Ybk`Yfh
 [`YfYW`h`ni`k`YfXYb`"8`Ug`9b[`U[`Ya`Ybh`XYf`Dc`]h]`_i`bX`X]Y
 A`]hk`]f`_i`b[`XYf`6Øf[`Yf`g]bX`i`bj`Yfn]W`hVUfž`i`a`X]Y`?i`fa`Y]'Y`b]W`h
 bi`f`U`g`9f`l`c`i`b[`gZ`ÀW`Yž`gcbXYfb`Ui`W`U`g[`YgY`gW`UZh]W`Yb
 HfYZZdi`b`_h`ni`YhUV`]YfYb`"æ`a`Yf`\\]b`b]a`a`h`X]Y`6YXYi`hi`b[`j`cb
 9f`l`c`i`b[`gcfhYb`]b`6fUbXYbVi`f[`ž`X]Y`]b`XYb`_ca`a`YbXYb`X`fYb
 Ub`6YXYi`hi`b[`]Yk`]bbYb`k`YfXYbž`ghYh][`ni`ž`gc`k`]Y`XUg`
Hci`f]ga`i`gbYhnk`Yf`_`6fUbXYbVi`f[`VYgW`fY]Vh"

8YhU]`g	
C`fh	HYa`d`]bž`8Yi`hgW`U`bX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"bcfX`_i`f]Yf"XY • k`k`k`"fci`hYmci`"W`a • hci`f]ga`i`gbYhnk`Yf`_! VfUbXYbVi`f[`XY

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`bU[`!VfUbXYbVi`f[`XY