

A Ud`Y`@YUZg`9mY`~ &+A`8YZYbgYa Ub`Ug
F]Y`m: UWg`l bWfhU]b`i hi fY

9l d`cfY`h\Y`dchYbh]U`hfUXY`cZ`A cf[Ub`F]Y`mUg`h\Y`Hcfcbhc
A Ud`Y`@YUZg`gYY`_`hc`Yb\UbW`h\Y]f`XYZYbgY`Zcf`h\Y
i dWca]b[`gYUgcb"



Hcfcbhcž`7UbUXU`!`5g`h\Y`Hcfcbhc`A Ud`Y`@YUZg`dFYdUfY`Zcf`h\Y
i dWca]b[`cZgYUgcbž`h\Y`Ž hi fY`cZ`XYZYbgYa Ub`A cf[Ub`F]Y`m
\Ub[g`]b`h\Y`VU`UbW`"H\Y`ZfUbW`]gY`]g`YmY]b[`U`a U`cf`hfUXY`hc
UW`i]fY`U`ghUf`XYZYbgYa Ub`j U`i YX`Uh`Ub`]a dFYgg]j Y`~ &+"
a]`c]bž`g][bU`]b[`U`dchYbh]U`g\]Zh]b`d`UmYf`XmbUa]Wg`k]h`]b`h\Y
hYUa "`H\]g`ghfUhY[]Wa`cj Y`U]a g`hc`Vc`ghYf`h\Y`@YUZg`XYZYbgY`Ug
h\Ym]bhYbg]Zm`h\Y]f`Wca`dYh]h]cb`Zcf`h\Y`Wcj YhYX`GhUb`Ym`7i d`"H\Y
j YfmYggYbW`cZ`F]Y`mg`hYbi fY`k]h`h\Y`hYUa ž`k \]W\`VY[Ub
k \Yb`\Y`k Ug`XfUZhYX`]b`&\$%&ž`]g`bck`i bXYf`gWfi h]bmiUg`ZUbg
k cbXYf`k \Uh`]Yg`U\YUX`Zcf`cbY`cZ`h\Y`a cgh`XmbUa]W
XYZYbgYa Yb`]b`h\Y`YU[i Y`"5W`cfX]b[`hc`A c hc fWmWY`Gd c fhgž
F]Y`mg`XYdUfhi fY`Wci`X`a Uf`_`U`g][b]Z]WUbh`WUdhYf`]b`\]g`WUfYYf"

? bck b`Zcf\]g`U[]]hmUbX`cZYZbg]j Y`g_]`gž`F]Y``m`\Ug`VYYb`U`_Ym
Z][i fY`bch`cb`micb`h\Y`jW`Vi`h`k`j\]b`h\Y``cW_Yf`fcca`UbX`h\Y
W`a`a`i`b]hm" <]g`W`bhf]Vi`h]cbg`hc`h\Y`@YUZg`\Uj`Y`VYYb`]bj`U`i`UV`Yž
mYh`h\YfY`g`U``]b[Yf]b[`W`bWfb`h\Uh`h\Y`a`][\h`VY`fYd`UW`X`Ug`h\Y
hYUa` ``cc`_g`hc`Yb`UbW`]hg`VUW`VcbY`]b`XYZYbgY"";]j`Yb`h\Uh
[YbYfU`a`UbU[Yf`6fUX`HFY`]j]b[`]g`WU``]b[`Zcf`U` 8B5`W`Ub[Y
Zc``ck`]b[`Ubch\Yf`YUf`m`d`Umc`ZZ`YI`]hž`h\Y`hYUa`g`]bhYbh]cbg`UfY
WYUf.`YghUV`]g\`U`fcVi`gh`XYZYbgY`Ug`h\Y`W`fbYfghcbY`Zcf
W`Ua`d]cbg\]d`Ugd]fUh]cbg"

5`G\]Zh]b`h\Y`8YZYbgY`@]bYi`d

F]Y``mg`ghUhi`g`Ug`cbY`cZ`h\Y` 7cfY`ci`f` \Ug`a`UXY`\]a`U`ZcWU`
dc]bh]b`hfUXY`X]gW`gg]cbg""<Y`W`ffYbh`m`fUb`_g`Ug`h\Y`B`c""%)`hfUXY`
WUbX]XUhY`Zcf`h\]g`gi`a`a`Yfž`Ug`bchYX`Vm`**B < @`HfUXY`F`i`a`c`fg"**
K`\]Y`F]Y``m`VcUghg`Ub`]a`dfYgg]j`Y`WUfYf`fYW`fX`k`j\`(`&`Ugg]ghg
UbX`)`%`dc]bhg`]b`,`+`[`Ua`Ygž`\]g`dYfZcfa`UbW`hc`c`_`U`X]d`Ugh
gYUgcbž`fYbXYf]b[`\]a`Ygg`W`h]WU`hc`h\Y`dck`Yf`d`Um`K`j\`Z]j`Y
mYUfg`fYa`U]b]b[`cb`\]g`W`bhfUW`ž`k`\]W`WUff]Yg`Ub`Ubbi`U`
Uj`YfU[Y`j`U`i`Y`c`Z`+`)`a`j``cbž`U`hfUXY`W`ci`X`ZfY`i`d`YggYbh]U`
gU`Ufm`WUd`gdUW`Zcf`h\Y`@YUZg""Gi`W`a`UbYi`j`YfUV`]jhm`W`ci`X`\Y`d
UXXfYgg`c`h\Yf`fcghYf`[`Udgž`d`Ufh]W`Uf`m`Ug`h\Y`m`W`b`hYa`d`UhY
i`bfYghf]W`hYX`ZfY`U[Ybhg``]_Y`A`j`hW`A`UfbYf`UbX`x`b`HUj`UfYg"

⌘`h\Y`gYUfW`Zcf`U`hYfbUh]j`Ygž`B<@]bg]XYf`F`mUb`8]l`cb`gi`[[`Yghg
h\Uh`7U`[`Ufm`:`Ua`Yg`XYZYbgYa`Ub`F`Uga`i`g`5bXYfggcb`a`][\h`VY`U
j`jUV`Y`fYd`UW`a`Ybh`Zcf`F]Y``m`5bXYfggcbž`k`\c`]g`YbhYf]b[`h\Y
Z]bU`mYUf`c`Z`\]g`g]l`!mYUf`W`bhfUW`ž`Vf]b[`g`di`W`!a`cj`]b[
WUdUV`]h]Yg`h\Uh`W`ci`X`W`a`d`Ya`Ybh`h\Y`@YUZg`W`ffYbh`XYZYbg]j`Y
`]bYi`d""<]g`dYfZcfa`UbW`Ugh`gYUgcb`m]Y`XX`""`%dc]bhgž`UbX`gi`W`
U`hfUXY`k`ci`X``]_Y`m`XYa`UbX`F]Y``mg`]bj`c`j`Ya`Ybh`hc`VU`UbW`
gU`Uf]Yg`Ua`]Xgh`h\Y`W`bghfU]bhg`c`Z`U``]a`j`hYX`XfUZh`d]W`d`cc``H\Y
@YUZg`\Uj`Y`bc`Z]fgh`fci`bX`d]W`g`Zcf`h\YfY`mYUfgž`a`U_]b[`hfUXYg
]bhf]WU`hY`UbX`ghfU`hY[]W`

H\Y`Dc`hYbh]U``: i`hi`fY

5g`h\Y`A`Ud`Y`@YUZg`YI`dfYgg`U`XYg]fY`hc`d`f]c`f]h]nY`U`gc`]X`XYZYbgYž

]h'fU]gYg'ei Ygh]cbg'UVci h'F]Y`mg'Zi hi fY""K]h\`U`Zi ``bc!a cj Ya Ybh
WUi gY`]b`\]g'WcbhfUWž\Y`\c`Xg'Wcbg]XYfUV`Y`dck Yf`]b
XYhYfa]b]b[`\]g'XYgh]bm""5'a cj Y'hc`7U`[Ufm'Wci`X`VY'a i hi U`m
VYbYZ]W]U`ž'dchYbh]U`mU]X]b[`F]Y`mg'WJfYYf'k`\]Y`U`ck]b[`h\Y
@YUZg'hc`bUj][UHY`h\Y]f'cb[c]b[`gU`Ufm'WJd`]ggi Yg'a cfY
YZZYWh]j Y`m"Gh]`ž`k]h\`h\Y`ZfUbW]gY`gc`]X]Zm]b[`XYZYbg]j Y
XYW]g]cbg``]_Y`h\Y`fYWWbh'g][b]b[`g'cZ`7\`f]g`HUbYj`UbX`C`]j Yf
9_a Ub!@Ufggcbž]hg`WYUf`h\Uh'HfY`]j]b[`]g`U]a]b[`Zcf`U`fcVi gh
`]bYi d`k]h\`U`V`YbX`cZ`YI dYf]YbW`UbX`g_]``"

I`h]a UHY`mž`h\Y`dchYbh]U`W]Ub[Yg`]b`h\Y`@YUZg`fcghYf`fYZZYWh`U
VfcUXYf`ghfUhY[m'hc`fYj Ua d`h\Y]f`Wca dYh]h]j YbYgg`]b`h\Y`YU[i Y"
5g'h\Y`cZgYUgcb`i bZc`Xgž`cbY`ei Ygh]cb`dfYj U]g.`k]``A cf[Ub
F]Y`mVY`dUfh`cZ`h\Y`hYUa g`Zi hi fY`cf`]g`h\]g`U`[ccXVmY3`C`b`m
h]a Y`k]``hY`ž`Vi h`ZUbg`fYa U]b`\cdYZi`h\Uh`h\Y]f`VY`cj YX`hYUa
k]``Z]bX`U`k Um'hc`ghf`]_Y`U`VU`UbW`VYhk YYb`Wcbh]bi]hm`UbX
hfUb`gZcfa Uh]cb"

8YhU]`g	
Cfh	Hcfcbhcz`7UbUXU
EiY`Yb	<ul style="list-style-type: none">• a c h c f W m W Y g d c f h g " b Y h• k k k " b \ ` h f U X Y f i a c f g " a Y• \ Y U j m " W c a

6Ygi WXYb`G]Y`i bg`Ui Z.`a Y]b!k]Yb"bYh