

9fZc`[fY]W\ Yg`<i bXYhfU]b]b['Ua
K YgYfXY]W\ . 'H]ddg'j cb`9I dYfhYb`°

5a`&-"\$*"&\$&)`ZUbX`Ua`K YgYfXY]W\`]b`6fYa Yb`Y]b
<i bXYZØ\fi b[g!HfU]b]b[`XYf`<i bXYgW\i `Y`8c[`8ccf`ZØf
↑ b[Y`<i bXY`ghUhh"



6fYa Yb`ž`8Yi hgW\`UbX`!`5a`j Yf[Ub[YbYb`i: fY]hU[bUW\ a]hU[
j YfgUa a Y`hYb`g]W\`nY\`b`↑ b[Y`<i bXY`a]h`]\fYb`6Yg]hnYf.]bbYb
Ua`Gca a YfXY]W\`ž`bU\Y`XYa`K YgYfghUX]cb`]b`6fYa Yb`"8 Ug
Z]b_Y`HfY]VYb`k i fXY`j cb`XYb`HfU]bYf]bbYb`7Ufa Yb`6cY`gYb`i bX
7`Ui X]U`7cbghUVY`j cb`XYf`<i bXYgW\i `Y`8c[`8ccf`VY[`Y]hYhž`X]Y
k Yfhj c`Y`l bhYfghØhni b[`VY]`XYf`9fn]Y\i b[`XYf`J]YfVY]bYf`VchYb`
8]Y`A`Ö[`]W\`_Y]hž`Ui g`YfghYf`< UbX`j cb`YfZU\`fYbYb`HfU]bYf]bbYb`ni
`YfbYbž`k i fXY`j cb`XYb`HY]`bY\`a Yf.]bbYb`gY\`f`[YgW\`Ähnh"

7Ufa Yb`6cY`gYbž`X]Y`ØVYf`&\$`↘\fY`ja`FYhhi b[gX]Ybgh`hÄh[`k Ufž
\Uh`b]W\`hibi f`j]Y`9fZU\fi b[`ja`l a [Ub[`a]h`A YbgW\Ybž`gcbXYfb
Vf]b[h`Ui W\`j]\fY`VY]XYb`<i bXYž: f]hn`i bX`9a a]ž`ni a`HfU]b]b[
a]h`9a a]Z`b []YfhY`k`Ä\`fYbX`XYf`DfU`_h]_Y]b\Y]hYb`U`g

UbgWÅUi`]WÅYg'6Y]gd]Y`i bX`XYa cbghf]YfhY`a]h'6fUj ci f`X]Y
j YfgWÅ]YXYbYb` , Vi b[Yb"8]Y`HfU]bYf]bbYb`cVYb`Yfj cfžk]Y
k]WÅh][`X]Y`f]WÅh][Y`<UbX\Uvi b[`XYf`@Y]bY`ZØf`X]Y`<i bXY`]gh'i bX
Yf`Åi hYfhYbž`XUgg`fY[Y`a`À»][Y` , Vi b[Yb`]a`5`hU[`YggYbn]Y``g]bXž
i a`X]Y`6]bXi b[`nk]gWÅYb`A YbgWÅ`i bX`<i bX`ni`ghÅf`Yb`"

8Yf`?i fg`j cb`8c[`8ccf

8Yf`YfghY`6Ug]g_i fgž`XYf`j cb`8c[`8ccf`Ub[YVchYb`k]fXž`Y[h`XYb
; fi bXghY]b`ZØf`Y]bY`YfZc`[fY]WÅY`<i bXYf`n]Y\i b["8]Y`b`U`hY
i a`ZUggYb`k]WÅh][Y`5gdY`hY`k]Y`?ca`a`UbXcgž`F Y[Y`bž
Ghi VYb`fY]b`Y]h'i bX`Y]b`g]WÅYfYg`5i ZhfYhYb`]b`XYf`2`ZZYb`h`WÅ`_Y]h`
6Y]`8c[`8ccf`k]fX`XUg`HfU]b]b[`a`]h`Y]bYf`d`cg]h]j Yb`9]bghY``i b[
i bX`j]Y``GdU`Xi fWÅ[YZØ`fhž`k Ug`Y]bY`Ub[YbY`a`Y
@YfbUha`cgd`ÅfY`gWÅUZh``BYVYb`; fi ddYbhfU]b]b[g`k YfXYb`Ui WÅ
K cf`g`cdg`ni f`@Y]bYbZØ`f][`_Y]hž`9fghY`<]`ZY`Ua`<i bX`gck]Y
GcW]U`K U`_g`Ub[YVchYb`"

6YgcbXYfg`Yfj`cfni`YVYb`]ghž`XUgg`8c[`8ccf`X]Y`Y]bn][Y
<i bXYgWÅi`Y`]b`6fYa`Yb`]ghž`X]Y`A`Ui`_cfVVYfUhi`b[Yb`UbV]YhYh`
8]YgY`g]bX`Y]b`k`YgYb`h]WÅYf`6YghUbXhY]`XYg`5b[YVchg`i bX
\Y`ZYbž`I`bg]WÅYf`Y]hYb`]b`XYf`2`ZZYb`h]WÅ`_Y]h`UVni`VUi`Yb`"Ni`XYa
_ØbbYb`X]Y`<i bXYVYg]hYf.]bbYb`VY]`8c[`8ccf`Ui`WÅ`Y]bYb
<i bXYZØ`fYfgWÅY]b`Yfk`YfVYbž`k`Ug`ni`gÅh`]WÅY`fYWÅh]WÅY
G]WÅYf`Y]h`[]Vh`"

8]Y`F`Y`Yj`Ubn`XYf`<i`bXYf`n]Y\i`b[

8]Y`6YXYi`hi`b[`XYf`<i`bXYf`n]Y\i`b[`k`]fX`]b`8Yi`hgWÅ`UbX`]a`a`Yf
_`UfYf`Yf`_Ubbh`<i`bXY`g]bX`b]WÅh`bi`f`hfYi`Y`6Y[`Y]hYfž`gcbXYfb
Ui`WÅ`Y]b`HY]`XYg`gcn]U`Yb`A`]hY]b`UbXYfg`"9]bY`[i`hY`9fn]Y\i`b[
V]`XYh`XUg`i`bXUa`Yb`h`ZØf`Y]b`Ufa`cb]gWÅYg`Ni`gUa`a`Yb`VYVYb`"
K`Ybb`<i`bXY`b]WÅh`f]WÅh][`Yfnc[Yb`g]bXž`_Ubb`XUg`gWÅbY``ni
?cbZ]_hYb`ZØ`fYbž`gY]`Yg`Xi`fWÅ`6Y`Ybž`5bgdf]b[Yb`cXYf
I`b[Y`c`fgUa`"8U`Yf`Y]Y[h`Yg]b`XYf`J`YfUbhk`cfhi`b[`XYf`<U`hYfž
]\fYb`<i`bXYb`Ub[Ya`YggYbYg`J`Yf`U`hYb`VY]ni`Vf]b[Yb`i`bX
g]WÅYf`ni`ghY`Ybž`XUgg`g]Y`_Y]bY`; YZU`f`cXYf`6Y`Ågh][i`b[`ZØf
UbXYfY`XUfghY`Yb`"

5i W`X]Y`9fk Ufhi b[Yb`Ub`<i bXYVYg]hnyf`]b`ÖZYbh`]WYb`F`Äi a Yb
g]bX`_`Uf`XYZ]b]Yfh`@Y]bYbdZ]W`h`c`f`X`b`i b[g[Ya`Ä»Y
<i bXY`_`chY`bhgc`f[i b[`i bX`F`ØW`_g]W`hbU`a`Y`g]bX`i`bYf`Ägg`]W`"i`a
XUVY]`<]`ZYghY`i b[`ni`Y]ghY`b`ž`gd]Y`Yb`<i bXYgW`i`Yb`ž`k`]Y`X]Y`8`c[
8`cc`f`ž`Y]bY`n`Y`b`hf`U`Y`F`c`Y`]b`XYf`5i`gV]`Xi b[`i bX`Gcn]U`]g]Yfi b[
j`cb`<i bXYb`"8i`fW`]bX]j`]Xi`Y`Y`i`bX`dfUI`]gbU`Y`HfU]b]b[`gUbg`ÄhnY
k`]fX`Y]b`6Yk`i`gghgY]b`ZØf`fYgdY`_hj`c`Y`b`l`a`[`Ub[`gck`]Y`_`UfY
?ca`a`i`b]_Uh]cb`gghfi`_hi`fYb`[`YZØfXYfh`"

Ni`gUa`a`Yb[`YZUggh`ZØfXYfh`X]Y`Ni`gUa`a`YbUfVY]h`nk`]gW`Yb
A`YbgW`i`bX`<i`bX`b]W`h`bi`f`X]Y`9fn]Y`i`b[`XYf`J`]YfVY]bYfž
gcbXYfb`a`UW`h`Ui`W`XUg`Ni`gUa`a`Yb`YVYb`ZØf`VY]XY`GY]hYb
`Ufa`cb]gW`Yf`"9]b`fYgdY`_hj`c`Y`f`l`a`[`Ub[`]gh`XUVY]j`cb
YbhgW`Y]XYbXYf`6YXYi`hi`b[`ž`i`a`A`]ggj`Yfgh`ÄbXb]ggY`i`bX`DfcV`Ya`Y
ni`j`Yfa`Y]XYb`"8Ybb`k`]Y`Yg`Ui`W`C`b`Y`G`h`c`d`D`Y`h;`i`]X`Y
ni`gUa`a`YbZUggh`ž`g]bX`9fn]Y`i`b[`i`bX`Y]bY`_`UfY`?ca`a`i`b]_Uh]cb
XYf`GW`ØggY`ni`Y]bYf`ghUV]`Yb`A`YbgW`!<i`bX!6Yn]Y`i`b[`"

K`Yf`g]W`gh`Äf`_Yf`a`]h`XYf`A`UhYf]Y`VYZUggYb`a`ÖW`hY`c`XYf`Ui`ZXYf
Gi`W`Y`b`UW`Y]bYa`[`i`hYb`HfU]b]b[`ZØf`gY]bYb`<i`bX`]ghž`Z]bXYh`Ui`Z
XYf`K`YVgY]hY`XYf`<i`bXYgW`i`Y`8`c[`8`cc`f`k`Y]hYfY`gdUbbYbXY
`bZcfa`Uh]cbYb`ØVYf`]\fY`5b[`YVchY`i`bX`XUg`HfU]b]b[`g`_`cbnYdhž`XUg
Ui`Z:`U]fbYggž`9`f`]W`_Y]hi`bX`?`cbgYei`Ybn`VUg]Yfh`A`Y`f
`bZcfa`Uh]cbYb`[`]Vh`Yg`Ui`Z`8`c[`8`cc`f`"

9]b`[`i`hYf`<i`bX`_`Ubb`XUg`@YVYb`VYfY]W`Yfb`i`gY]`Ui`W`Xi`Y]b
j`YfUbhk`cfhi`b[`gVYk`i`gghYf`<i`bXYVYg]hnyf`i`bX`]bj`Ygh]YfY]b`X]Y
5i`gV]`Xi`b[`XY]bYg`hfYi`Yb`6Y[`Y]hYfg`"

8YhU]`g	
C`f`h	6fYa`Ybž`8Yi`hgW`_`UbX
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"k`YgYf!`_i`f]Yf"XY • k`k`k`"Xc[`Xccf!\i`bXYhfU]b]b[`"XY • c`b`Y`g`h`c`d`d`Y`h`g[`i`]X`Y`X`Y`"W`c`a

6Ygi W\ Yb 'G]Y 'i bg 'Ui Z. 'X]Y!bUW\ f]W\ hYb "Wĉ a