

C`ma d]UghUf`J]_hcf]]U`C b c d f]]Yb_c
]bgd]f]Yfh`K]Ybg`^ b[Y`HU`YbhY`°

C`ma d]UhY]`bY\`a Yf]b`J]_hcf]]U`C b c d f]]Yb_c`VY[Y]ghYfh`^ b[Y
HU`YbhY`VY]a`HfU]b]b[gWUa d`]b`K]Yb!8cbUi ghUXh`i bX
ZÖfXYfh`gdcfh]WXY`J cfV]`XYf"



8cbUi ghUXhž`K]Ybž`² ghYffY]WXY`!`6Y]a`J]YbbU`J]Whcfm`F;`7`i`V
]b`K]Yb!8cbUi ghUXh`XfY\`h`g]WXY`U`Yg`i`a`X]Y;`ÖfXYfi b[`^`b[Yf
HU`YbhY`"J ca`" *`"V]g`%*`" > b]`&\$&)`ZubX`\]Yf`Y]b`HfU]b]b[gWUa d
ghUhhž`VY]`XYa`X]Y`i`_fU]b]gWXY`C`ma d]UhY]`bY\`a Yf]b`J]_hcf]]U
C b c d f]]Yb_cž`X]Y`i`bhYf]`\fYa`Gd]hmbUa Yb`J]_U`VY`Ubbh]`ghž`j`cf
Cfh`k`Uf`"8]Y`&%!`Ä`f][`Y`5h\`Yh]bž`X]Y`&\$&\$`Ub`XYb`C`ma d]gWXYb
Gd]Y`Yb`]b`Hc`_]c`hY]`bU\`a`i`bX`Xcfh`XYb`"%"`D`Uhn`]a
;`YgUa`hk`Yhh`Ua`dZVY`Y[`hYž`hfU]b]YfhY`k`Ä`fYb`X`X]YgYf`nY\`b`HU[`Y
a`]h`BUWk`i`Wggdcfh`Yf]bbYb`i`bX`VY[`Y]ghYfhY`X]Y`HY]`bY\`a Yf`a`]h
]\fYa`9b[`U[`Ya`Ybh`i`bX`]`fYf`9I`dYfh]gY`"8`UfØVYf`VYf]WXYh`h`Ui`WXY`
CHG"

6Y]a`HfU]b]b[`VYhcbhY`C b c d f]]Yb_c`X]Y`nYbhU`Y`Fc`Y`j`cb

JcfV]`XYfb`ja`Gdcfhi`bX`k`jY`k`jW`h][`Yg`gY]ž`Hf`Ài`a`Y`Ui`W`Z0f`X]Y
x0b[`ghYb`[`fY]ZVUf`ni`a`UW`Yb`"8]Y`6YXYi`hi`b[`j`cb`JcfV]`XYfb`k`j]fX
Xi`fW`Ghi`X]Yb`[`Ygh0hnhž`X]Y`nY][`Ybž`XUgg`Gdcfhg]Y[`Y`]b`XYf
@Y]XYbgW`UZh`i`bX`A`ch]j`Uh]cb`↑`b[`Yf`Gdcfh`Yf]bb`Yb`Y]bY`d`cg]h]j`Y
K`Y`Y`Ui`g`0gYb`_0bb`Yb`"8]YgY`9f`_Ybb`hb]g`k`j]fX`Ui`W`ja`5fh]_Y`
B`UW`U`h][`Y`JcfV]`XYf3`5i`gk`j]f`_i`b[`Yb`j`cb
Gdcfh[`fc`»j`YfUbg`hU`hi`b[`Yb`Ui`Z`X]Y`GdcfhU`_h]j`j]h`h`XYf
6Yj`0`_Yfi`b[`j`cb`<`Ui`hi`bX`;`Ui`a`h`Ya`Uh]g]Yfhž`XYf`]b`6`=GD
j`Yf0ZYbh]W`h`k`i`fXY`"

9b[U[Ya Ybh`Z0f`X]Y`> [YbX

A`U[`"U`9j`Y`]bU`6fUXUž`Df`Àg]XYbh]b`XYg`J`]Ybb`U`J`]W`c`fm`F;`7`i`Vž
`cV`]b`]\`fYb`5bgdfUW`Yb`X]Y`J`YfU`b`h`c`f`h`i`b[`XYg`J`YfY]bg`Y`f`j`c`f`ž
Zf0`nY]h][`ja`6YfY]W`GdcfhZ0f`XYfi`b[`U`_h]j`ni`k`YfXYb`"
I`bhYfgh0hni`b[`ZUb`X`g]Y`Ui`W`j`cb`M]c`bb`Y`F`m`W`mž
@Ub`X`hU[`gUV[`YcfXb`Y`hY`XYf`GD²`K`]Ybž`X]Y`XUg`9b[`U[`Ya`Ybh`XYg
7`i`Vg`c`V`hY`i`bX`X]Y`&`j`Ygh]h]cb`Yb`XYf`GhUX`h`K`]Yb`]b`6Yk`Y[`i`b[`g!
i`bX`GdcfhUb[`YV`chY`Z0f`?]bXYfi`bX`>`[`YbX`]W`Y`a`Y`fa`U`g
VY`h`c`b`hY`"8]YgY`6Ya`0`i`b[`Yb`g]bX`VY`g`c`b`XYf`g`k`]W`h][`ž`XU`Ui`h`XYf
K`<`C`k`Y`h`k`Y]h`,`%`i`XYf`?]bXYfi`bX`>`[`YbX`]W`Yb`ni`k`Yb][
6Yk`Y[`i`b[`UVYbž`k`Ug`Yf`b`ghY`[`Ygi`bX`Y]h]W`Y`:`c`[`Yb`UVYb
_Ubb`"

5i`W`9a`j`8]UW`c`bi`ž;`YgW`À`ZhgZ0`fYf`j`cb`Gc`W]U`7]hm`K`]Ybž
Ài`»`YfhY`g]W`ni`f[`YgY`gW`UZh]W`Yb`F`Y`Yj`Ub`n`XYg`Gdcfhg.`Gdcfh
]ghY]b`GW`0ggY`ni`gc`n]U`Yf`9b`h`k`]W`_i`b[`i`bX`&`_i`g]cb`"8Yf
J`c`f`g]h`nYb`XY`XYg`7`i`Vgž`B]_c`Ui`g`6fUXUž`_0b`X][`hY`ni`XYa`XYb
5i`ZV`Ui`Y]bYg`Ub[`Zf]gh][`Yb`@Y]ghi`b[`gnY`b`h`f`i`a`g`Z0f`f`m`h`a`]gW`Y
Gdcfh[`ma`b`Ugh]_`]b`²`ghY`ffY]W`Ubž`XUg`XYb`↑`b[`Yb`HU`Yb`hYb`Y]bY
gc`]XY`;`fi`bX`U[`Y`V]Y`hYb`gc`""

HfUi`a`Uh]g]YfhYg`@Ub`Xž`i`b[`YV`fc`W`Yb`Yf`Gd]f]h

J]_`hcf]]U`C`bcd`f]]Yb`_c`k`i`fXY`Ua`%`"C`_`hc`VYf`&\$`\$`]b`?`]Yk
[`YV`c`f`Yb`i`bX`U`h`g]W`ja`6YfY]W`XYf`f`m`h`a`]gW`Yb
Gdcfh[`ma`b`Ugh]_`Y]bYb`B`Ua`Yb`[`Ya`UW`h`G]Y`U`h`n`U`f`Y]W`Y
9fZc`[`Y`j`cfni`k`Y]gYbž`XUfi`bhYf`X]Y`6f`c`b`n`Ya`YXU]`Y`VY]`XYb

K Y`ha Y]ghYfgW UZhYb`&\$&' i bX`XYb`H]hY`XYf`<ccd!
 7\Ua d]cbYggY`VY]`XYb`9i fcdUa Y]ghYfgW UZhYb`&\$&' "Hfchn`]\fYf
 9fZc`[Y`]gh`]\f`K YfXY[Ub[`j cb`<YfUi gZcfXYfi b[Yb`[YdfA[hž
]bgVYgcbXYfY`Xi fW`XYb`J Yf`i gh`]\fYg`À`hYfYb`6fi XYfgž`XYf`ja
 † b`]&\$&&]a `8]Ybgh`XYf`i _fU]b]gW Yb`GhfY]h_fAZhY`Z]Y`" ÆfY
 : Ua `]Y`VYgW`ÀZh][h`g]W`U_h]j `a `]h`K c`h`h]h][_Y]hgUfVY]h`ni f
 l bhYfghØhni b[`XYf`A `]h`Àfg`i bX`]gh`Y]b`NY]W Yb`ZØf`XYb
 i b[YVfcW YbYb`? Åa dZYf[Y]gh`XYg`i _fU]b]gW Yb`J c`_Yg"

Æf`9b[U[Ya Ybh]a `?Ua dZgdcfh`i bX`XUg`6YghfYVYbž`Y]bY`Y][YbY
 FYghUi fUbh!`YhhY`ni `YfØZbYbž`nY][Ybž`XUgg`C bcdff]]Yb_c`b]W`h`bi f
 Y]bY`[fc»Y`5h`Yh]bž`gcbXYfb`Ui W`Y]bY`]bgd]f]YfYbXY
 DYfgØb`]W`_Y]h`]gh`8]Y`d`cg]h]j Y`J`c`fV]`XZ`b_h]cbž`X]Y`g]Y`ZØf`X]Y
 † b[Yb`5h`YhYb`]a `J]YbbU`J]W`c`fm`F; `7`i V`ØVYfb]a a hž`k]fX
 g]W`Yf`]W`X`Uni `VY]hfU[Ybž`Ui W`]b`K]Yb`Y]bYb`bYi Yb
 5i ZgW`k i b[`]a `Gdcfh`ni `VYk]f`_Yb`i bX`X]Y`† [YbX`]W`Yb`ni
 a chj]YfYbž`]\fY`Hf`Ài a Y`ni `j YfZc`[Yb"

8]Y`@Y]XYbgW UZh`i bX`XUg`9b[U[Ya Ybh]j cb`J]_hcf]]U`C bcdff]]Yb_c
 g]bX`Y]b`@]W`h`V]W`_ZØf`j]Y`Y`† b[Y`HU`Yb`hYž`X]Y`Ui Z`XYa `K Y[`g]bXž
]\fY`Y][YbYb`gdcfh]W`Yb`Hf`Ài a Y`ni `j Yfk]f`_]W`Yb"

8 YhU]`g	
C fh	8 cbUi ghUXhž`K]Ybž`2 ghYffY]W
E i Y`Yb	<ul style="list-style-type: none"> • k k k "chg"Uh • Yb"k]_]dYX]U"c f[• k k k "V]gd!gi fZ"XY

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