

K]XYfghUbX`]b`6fUbXYbVi f[.`6Yf`]bYf
K]bXfÀXYf!BÀ\Y`gcf[h`ZØf`l ba i h°

6Yf`]b`d`Ubh`bYi`Y`K]bXfÀXYf`bU\Y`6fUbXYbVi f[ž`XcW`Yg
fY[h`g]W`K]XYfghUbX`k`Y[Yb`5VghUbXgfY[Y`i`b[Yb`i`bX
l a k Y`hgW`i`hn"



6fUbXYbVi f[ž`8Yi`hgW`UbX`!`8Yf`GhfY]hi`a`bYi`Y
K]bX`fUZhUb`U[Yb`Ub`XYf`;`fYbnY`nk]gW`Yb`6Yf`]b`i`bX
6fUbXYbVi f[`k]fX`]a`a`Yf`\]hn][Yf``8]Y`D`ÀbY`XYf`6Yf`]bYf
GYbUhgj`Yfk`U`hi`b[ž`XfY`K]bXYbYf[]Y[YV]YhY`ni`gW`UZZYbž`gcf[Yb
]b`XYf`B`UW`VUffY[]cb`ZØf`l`bfi` \Y``#`6fUbXYbVi f[`g]bX`X]Y
Gcf[Yb`[fc» .`8]Y`5Vgh`AbXY`ni`K`c`b[YV]YhY`b`g]bX`b]W`h`bi`f`ni
[Yf]b[ž`gcbXYfb`[YZ` \fXYb`Ui`W`XYb`:`f]YXYb`]b`XYb`VYhfcZYbYb
?ca`a`i`bYb`"HU[Yggd]Y[Y`VYf]W`hYhž`XUgg`XYf`6GK`!
@UbXhU[gZfU`_h]cbgW`YZ`B]Y`g!C`UZ`@ØXYfg`X]Y`6Yf`]bYf`J`cf`UVYb
U`g`j`c``_ca`a`Yb`]bU`nYdhUVY` `VYnY]W`bYhY``9f`a`Yf`_h`Ubž`XUgg
6fUbXYbVi f[`Y]b`Y][Ybgh`AbX][Yg`@UbX`a`]h`Y][YbYb`FY[Y`b`i`bX
b]W`h`V`c`»`Y]b`J`cf`UbX`j`cb`6Yf`]b`gY]"

9]b`nYbhfU`Yg`DfcV`Ya`g]bX`X]Y`[Yd`UbhYb`GhUbXc`fhY`XYf
K]bXf`ÀXYfž`X]Y`ni`a`HY`i`bhYf`XYa`ZYgh[Y`Y[hYb`A]bXYghUVghUbX
j`cb`%`\$\$\$`A`YhYfb`ni`f`b`ÀW`ghYb`6YVUi`i`b[``]Y[Yb`"8]Yg`gcf[h`ZØf
Yf[Yf`]b`C`fhYb`k]Y`5`fYbgZY`XY`i`bX`GW`ÒbY]W`Y`"8Yf
6Øf[Yfa`Y]ghYf`j`cb`5`fYbgZY`XY`ž`K]Zf]YX` ; Y`f`_Y`f78I`Ł`ž`Ài`»`Yfh
6YXYb`_Ybž`XU`\\Yf`XYf`5VghUbX`nk]gW`Yb`XYb`K]bXf`ÀXYfb`i`bX
K`c`\\b[YV]YhYb`bi`f`) \$`V]g` ,) \$`A`YhYf`VYhf`À[h``⊖`GW`ÒbY]W`Y
g]bX`X]Y`b`ÀW`ghYb`<`Ài`gYf`bi`f`fi`bX`*`\$\$\$`A`YhYf`YbhZYfbh`K`À`fYbX
]b`6fUbXYbVi`f[`ghfYb[Y`5VghUbXgfY[Y`i`b[Yb`[Y`hYbž`]gh]b`6Yf`]b
_Y]b`A`]bXYghUVghUbX`YfZc`fXYf`]W`"

? f]h]_`Ub`XYf`5Vgh]a`a`i`b[`i`bX`XYb
5i`gk`]f`_i`b[Yb

8]Y`?`f]h]_Yf`XYf`6Yf`]bYf`D`ÀbY`gdfYW`Yb`b]W`h`bi`f`j`cb
i`bni`fY]W`YbXYf`5Vgh]a`a`i`b[`a`]h`B`UW`VUf`_ca`a`i`bYbž`gcbXYfb
Ui`W`j`cb`@`Àfa`!`i`bX`GW`UhhYbVY`Ughi`b[Yb`ZØf`X]Y`5bk`c`\\bYf`"A`Ub
gcf[h]g]W`i`a`X]Y`5i`gk`]f`_i`b[Yb`X]YgYf`K]bXf`ÀXYf`Ui`Z`X]Y
H]Yfk`Y`h`gck`]Y`i`a`XYb`GW`i`h`XYf`I`a`k`Y`h`]bg[YgUa`h`
⊖gVYgcbXYfY`]gh`X]Y`F`Y[]cbU`Y`D`Ubi`b[g[Ya`Y]bgW`UZh`C`XYf`UbX!
GdfYY`f`F`D;`Ł`ØVYffUgW`hj`cb`XYb`6Yf`]bYf`J`cf`UVYb`i`bX`Zc`fXYfhž
X]Y`%`\$\$\$!A`YhYf!F`Y[Y`Y]bni`\\U`hYb`"F`66&(`a`Yf`_h]Ubž`XUgg`j`]Y`Y
6Øf[Yf`Y]bY`h]YZfY`9]bg]W`h`i`bX`a`Y`f`NY]h`ZØf`GhY`i`b[bU`a`Yb
Zc`fXYfbž`i`a`Ui`W`X]Y`gcn]U`Yb`i`bX`Ò`c`c[]gW`Yb`5i`gk`]f`_i`b[Yb
[YbUi`ni`VY`Yi`W`hYb`"

⊖`X]YgYa`?`cbhYI`h`k`YfXYb`X]Y`<`YfUi`gZc`fXYfi`b[Ybž`X]Y`6Yf`]b`VY]
XYf`I`a`gYhni`b[`Vi`bXYgfYW`h`]W`Yf`J`cf[UVYb`\\Uhž`]a`a`Yf
cZYbg]W`h`]W`"8Yf`⊖ZfUghfi`_hi`fa`]b]ghYf`8Yh`YZ`HUVVYfh`f`b`GK`Ł
nY][`h`nk`Uf`J`Yfgh`ÀbXb]g`ZØf`X]Y`G]hi`Uh]cb`]b`6Yf`]bž`XcW`X]Y
6U`UbW`nk`]gW`Yb`b`chk`YbX][`Ya`5i`gVUi`XYf`K]bX`fUZh`i`bX`XYb
6YXØfZb]ggYb`XYf`5bk`c`\\bYf`gW`Y]bh`hY`]g`gW`k`Yf`ni`Y`ffY]W`Yb`"

9fbYi`YfVUfY`9bYf[]Yb`]b`8Yi`hgW`UbX

8]Y`8]g`_i`gg]cb`ØVYf`K]bX`fUZhUb`U[Yb`]gh`HY`]Y]bYg`[fØ»`YfYb
HfYbXg]b`8Yi`hgW`UbXž`k`c`X]Y`F`Y[]Yfi`b[`V]g`&\$`\$`d`Ubhž`XUgg

Y]b'8f]hhY`XYg'dfcXi n]YfhYb'Ghfca g'Ui g'K]bX_fUZh'ghUa a h`
5fa VUbX'8Yi hgW`UbX`nY][h'Ui Z`XUgg`X]Y`]bghU`]YfhY
 K]bX`Y]ghi b[]b'8Yi hgW`UbX`VYfY]hg'a]h`*`&"+\$, `A K `X]Y` \ØW`ghY
]b'9i fcdU`]ghž`XcW`XYf`A Uf_h`nY][h`Y]bYb`F ØW_[Ub[`VY]a `Ni VUi
 j cb`bYi Yb`5b`U[Yb`"l a `X]YgYb`[YgYhhYb`N]Y`Yb`[YfYW`h`ni
 k YfXYbž`VYXUfZYg`]bbcj Uh]j Yf`5bg`ÀhnY`i bX`a Ò[`]W`Yfk Y]gY
 bYi Yf`GhUbXc`fhYž`X]Y`b]W`h`bi f`X]Y`h`YW`b]gW`Y`A UW`VUf`_Y]hž
 gcbXYfb`Ui W`XUg`K c`XYf`5bk c`bYf`]a `6`]W`_`Uh"

8]Y` : fU[Y`V`Y]Vhž`k]Y`XYf`5i gVUi `XYf`K]bX_fUZh`]b`6Yf`]b`i bX
 6fUbXYbVi f[`]YfYW`h`[YghU`h`Y`h`k YfXYb`_Ubb`"K `À`fYbX`6Yf`]b
 i bhYf`8fi W`_]ghž`bYi Y` : `ÀW`Yb`Ui gni k Y]gYbž`g]bX`X]Y`?ca a i bYb
]b`6fUbXYbVi f[`VYgcf[hž`XUgg`]\fY`6YXYb`_Yb`b]W`h`[YVØ`fYbX
 VYfØW`_g]W`h][h`k YfXYb`"?`Uf`]ghž`XUgg`XYf`8]U`c[`nk]gW`Yb`X]YgYb
 VY]XYb`F Y[]cbYb`ZØf`Y]bY`bUW` \U`h][Y`9bYf[]Yk YbXY`YggYbn]Y`
]gh"

8YhU]`g	
C fh	6fUbXYbVi f[ž`8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "hU[Yggd]Y[Y`"XY • k k k "fVV&("XY • Ufa VUbXXYi hgW`UbX"V`c[gdc h"W ca

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