

F YUXm?]Xg°`9l dUbXg`F YUX]b[DU`g`hc`< Y`d
` \$ \$ `?]Xg`]b`9gWJa V]U`7ci bhm

9gWJa V]U`7ci bhmYl dUbXg`YUf`m`]hYfUWm`gi ddcfh`k]h\
F YUX]b[DU`gžZl bXYX`Vm`U`) \$ž\$ \$ \$`[fUbhž`U]a YX`Uh`dfY!?
ghi XYbhg"



9gWJa V]U`7ci bhmž: `cf]XUž`l G5`!`!`b`Ub`Yl W]h]b[`XYj Y`cda Ybh
Zcf`YUf`m`W]`X`ccX`YXi WU]cb`]b`9gWJa V]U`7ci bhmž`F YUXm?]Xg°
`Ug`VYYb`Uk UfXYX`U`) \$ž\$ \$ \$`75F 9g`[fUbh`Zfca`h`Y`9gWJa V]U
7`]\`XfYb`g`Hfi`gh`H`]\g`Zl bX]b[`]g`U]a YX`Uh`Yl dUbX]b[`h`Y
gi W`ggZl`F YUX]b[DU`g`dfc`[fUa ž`U`ck`]b[`]h`hc`fYUW`Ubch`Yf
Y`Ya YbhUfm`gW`cc`]b`h`Y`fY`[]cb`K`]h`h`]\g`Yl dUbg]cbž`U`hc`hU`cZ
b]bY`gW`cc`g`k`]\`dUfh]W]dUhY`]b`h`Y`]b]h]Uh]j Yž`k`]\W`]\g`gYh`hc`gYfj`Y
` \$ \$`DfY!`?`W]`XfYb`]b`h`Y`&\$&) &*`gW`cc`mYUfž`Ug`DB >fYdcfhg"

F YUX]b[DU`g`dU]fg`hfU]bYX`j`c`i`bhYYfg`k`]h`DfY!`?`ghi XYbhg`hc
dfcj`]XY`Wfi`W]U`cbY!cb!cbY`a`Ybhcf]b[``H`]\g`dfc`[fUa`]\g`bch`†`gh
UVci`h`Vccgh]b[``]hYfUWm`]h`U`gc`g`[]b]Z]W]b`h`m`Yb`UbW`g`W]`XfYb`g
gcW]U`!Ya`ch]cbU`g_]`g`!`b`9gWJa V]U`7ci bhmž`bYUf`m`U`Z`cZ`h`Y

]bWŁa]b[']bXYf[UfhYbYfg'UfY'i bXYfdFYdUfYX'Zcf'gWŁcc`ž'a U_]b[
]b]h]Uh]j Yg`'_Y'FYUX]b[DU`g'U`h\Y'a cfY'YggYbh]U`"@Ugh'mYUf g
ghUh]gh]Wg'WfU]b`midU]bh'U'dcg]hj] Y'd]Whi fY.'- , i 'cZ'WŁ]'XfYb']b
h\Y'dfc[fUa 'Yb'ŁmYX'UWUXYa]W[U]bgž'k \]'Y'U`dUfh]W]dUbhg
g\ck YX']a dfcj Ya Ybhg]b'VY\Uj]cf'UbX'Ya ch]cbU`k Y`!VY]b[ž
fYZYW]b['h\Y'dfc[fUa g'dfcZci bX']a dUW"

7ca a i b]hm'→bj c`j Ya Ybh'UbX'Gi ddcfh

FYUX]b[DU`g'j c'i bhYYfg'XYX]W]hY'UVci h'() 'a]bi hYg'YUWŁ'k YY_'hc
k cf_'k]h\dfY!_]bXYf[UfhYb'ghi XYbhg'Zfca '9gWŁa V]U'7ci bhm
Di V`]WGWŁcc`g" 'H\YgY'gYgg]cbg'UfY'Z`YX'k]h\]bhYfUW]j Y
UW]j]h]Yg'XYg][bYX'hc'ZcghYf'XYW]g]cb!a U_]b['g_]`g'UbX
WfYUh]j]hm"J c'i bhYYfg'fYW]j Y'h\Ya YX`]hYfUWm_]hg'UbX'Vcc_g'hc
i gY'Xi f]b['h\Y]f'gYgg]cbgžYb[U[]b['h\Y'WŁ]'XfYb']b'a YUb]b[Ž`
k Umg"9UWŁ'cZ'h\YgY'mci b[``YUfbYfg']g'[]ZhYX'U'bYk 'Vcc_
a cbh\`mž'WŁa d'YhY'k]h\X]gW gg]cb'dfca dhg'h\UhYbWŁi fU[Y
ZUa]m]bhYfUW]cbž'Ug'bchYX'Vm'**F YUXm?]Xg"**

H\Y'ja dcfhUbWŁ'cZ'YUf'm]bhYfj Ybh]cb'WUbbch'VY'cj YfghUhYX"
FYgYUfWŁ'g\ck g'h\Uh'WŁ]'XfYb'k \c'Xc'bch'fYUX'dfcZ]W]Ybh'mVm
h\]fX'[fUXY'UfY'Zci f'h]a Yg'a cfY`'_Y'm'hc`YUj Y'gWŁcc`k]h\ci h
[fUXi Uh]b["H\Y'fY'Uh]cbg\]d'VYhk YYb'ei U]hmdfYgWŁcc`
YXi W]h]cb'UbX`cb[!hYfa 'UWUXYa]Wgi W]gg']g'U'j]hU`UfYU'cZ
ZcW gž'YgdYW]U`m]b`][\h'cZ'bUh]cbU`hfYbXg']bX]W]h]b['h\Uh'a Ubm
WŁ]'XfYb'YbhYf'_]bXYf[UfhYb'i bdfYdUfYX"5WŁcX]b['hc'**DA 7**ž
X]gdUf]h]Yg']b'dfYgWŁcc`UW]gg'UbX'ei U]hm'WUbb'g][b]Z]WUbh'm
WŁbhf]Vi hY'hc'UWŁ]Yj Ya Ybh[Udg'Ua cb['ghi XYbhg"

G]bWŁ'jh]g]bWŁdh]cb']b'&\$%ž'cj Yf" \$ž\$ž\$'ghi XYbhg'\Uj Y'VYbYZ]hYX
Zfca 'U'a Ybhcf'h\fc[[\FYUX]b[DU`gž'UbX'a cfY'h\Ub') ' \$ž\$ž\$
hU_Y!\ca Y'Vcc_g'\Uj Y'VYYb'X]ghf]Vi hYX"Gi WŁ'bi a VYfg']`i ghfUhY
h\Y'dfc[fUa g'WŁa a]ha Ybh'hc'WŁ]'XfYb'g`]hYfUWm'UbX'Ya ch]cbU`
[fck h\ž']bX]W]h]b['h\Uh'k \Yb'j c'i bhYYfg'ghYd'i dž']h]bŽ gYg'U
WŁa a i b]hm'k]h\`cdY'UbX'dfc[fYgg"

@cc_]b['5\YUX

⌘dUfU`Y`k jh`YXi WUh]cbU`gi ddcfhž`h\Y`Wca a i b]hm]g`U`gc
fU`m]b[`Ufci bX`Z]bUbW]U``hYfUWm`DYb5]f`7fYX]h`l b]cb`]g`W ffYbh`m
UWw`dh]b[`Udd`]WUh]cbg`Zcf`]hg`&\$&) !&\$&*`BCK `Z]bUbW]U``Z]hbYgg
Wca dYh]h]cbž`k \YfY`h\fYY`\ci gY`c`Xg`WUb`k]b`j U`i UV`Y`Z]bUbW]U`
WcUW\]b[`UbX`U`[fUbX`df]nY`cZ` %\$ž\$`\$`"H\]g`]b]h]Uh]j Y`i bXYf`]bYg
h\Y`VfcUX`gdYWhfi a `cZWca a i b]hmigi ddcfhUj U]UV`Yž`fYZYWh]b[`U
Wca a]ha Ybh`bch`cb`m`hc`YXi WUh]cb`Vi h`U`gc`hc`Z]bUbW]U`k Y`bYgg"

C h\Yf`Wca a i b]hmidfc[fUa g`U`gc`ghf]j Y`hc`gi ddcfh`fYg]XYbhg`"H\Y
: `cf]XU`J YhYfUbg`Gi ddcfh`@]bY`]g`Wc`UVcfUh]b[`k jh`c`WU`Ybh]h]Yg
hc`Ugg]ghj YhYfUbg`Vmidfcj]X]b[`]bZcfa Uh]cbU`Yj Ybhg`UVci h
VYbYZ]hg`UbX`fYgci fW`g`"5`cb[g]XY`h\YgY`ci hfYUW\`YZZcfhgž`cWU`
VcUfXg`UbX`cf[Ub]nUh]cbg`UfY`UWh]j Y`m`gYY_]b[`j c`i bhYYfg`hc
Z fh\Yf`ghfYb[h\Yb`Wca a i b]hm]h]Yg"

5g`k Y`cc`_Zcfk UfX`hc`h\Y`bYl h`gW\cc`mYUfž`h\Y`ja dcfhUbW`cZ
Wca dfY`Ybg]j Y`gi ddcfh`gmghYa g Vch`YXi WUh]cbU`UbX
Z]bUbW]U` VYWca Yg`WYUfYf`K jh`k Y`!Z bXYX`dfc[fUa g`]Y
FYUX]b[DU`g`UbX`U`a i `h]hi XY`cZWca a i b]hm]b]h]Uh]j Ygž`9gWUa V]U
7ci bhm]g`hU_]b[`g][b]ZWUb`hghYdg`hck UfX`U`Vf][`hYf`Z hi fY`Zcf`U`
]hg`mci b[``YUfbYfg"

8YhU]`g	
Cfh	9gWUa V]U`7ci bhmž: `cf]XUž`l G5
E i Y`Yb	<ul style="list-style-type: none">• k k k "db`^Wca• fYUXm_]XgZ`"cf[• da WbW]"b`a "b]\`"[cj

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