

9a U]``]Yfk Yf_ 'Ca YfUg']b'; YZU\ f.
GhY][YbXY '9bYf[]YdfY]gY 'gYhnYb 'U``Y
i bhYf'8fi W_°

GUWgYbg'9bYf[]Yk]fhgW UZh'ghY\`hi bhYf'8fi W_.
Ěgc`j Ybnk Ufbi b[Ybž'?`]a Un]Y`Y`i bX`X]Y`Bchk YbX][_Y]hj cb
5bdUggi b[Yb`dfA[Yb`X]Y`8]g_i gg]cb"



@Ui hYf!6YfbgVUW ž'8Yi hgW `UbX`!'8]Y`gÀW g]gWY
9bYf[]Yk]fhgW UZh'g]Y\`h'g]W `Ub[Yg]W hg`ghY][YbXYf'9bYf[]YdfY]gY
j cf`Ybcfa Yb`<YfUi gZcfXYfi b[Yb``ĚgVYgcbXYfY`XUg
9a U]``]Yfk Yf_ 'Ca YfUg']b`@Ui hYf!6YfbgVUW `]gh`b`Y]bYf`_f]h]gWYb
@U[Y``6YfY]hg`]a `A`Āfn`X]YgYg`Ľ\`fYg`k`i`fXY`Y]b
GUb]Yfi b[gj YfZU\`fYb`]b`9][YbfY[]Y`Y]b[Y`Y]hYhž`i`bX`Ui`Z`Y]bYf
HU[i b[`]b`@Y]dn][`VYf]W hYhY`H\`ca`Ug`?`i`bna`Ubbž`Y]b`J`YfhfYhYf
XYg`i`bhYfbY\`a`Ybgž`j`cb`@ei`]X]hĀhgd`fc`V`Ya`Yb`gck`]Y`A`Y\`f`_c`ghYb
Z0f`9bYf[]Y`]b`<`0\`Y`j`cb`,`\$\$`\$\$\$`9i`fc`]bbYf\`U`V`Y]bYg`Ľ\`fYg`
8Yf`GhUbXcfhž`XYf`gY]h`%`,``,`A`YhU``]a`9a`U]``]Yfj`YfZU\`fYb`j`YfYXY`h
i`bX`%)`\$`A`]hUfVY]hYf`VYgW`ĀZh][`hž`ghY\`h`bi`b`j`cf`XYf`Ěgc`j`Ybnž

c\bY`XUgg`V]g\Yf`l bhYfghØmi b[`]b`G]W`h]ghž`k]Y`6Øf[Yfa`Y]ghYf`
XYf`GhUXh`Ài » Yfh"

8]Y`HU[i b[`gY`Vgh`X]YbhY`U`g`D`UhhZcfa`ZØf`8]g_i`gg]cbYb`ØVYf`X]Y`
9bYf[]Yk`YbXY`i bX`b`chk`YbX][Y`5bdUggi`b[Yb`" ðU`?`Ya`a`ž`Y]b`
A`h[`]YX`XYg`g`ÀW`g]gW`Yb`@UbXhU[gž`ZcfXYfhY`Y]bY`dYfa`UbYbhY`
BUW`↑`gh]Yfi b[`XYf`9bYf[]Yk`YbXYž`i`a`XYb`k`UW`gYbXYb`
<YfUi`gZcfXYfi b[Yb`ni`VY[Y[bYb`" ðYg`NYb`_Yž`Df`Àg]XYbh]b`XYg`
GD8!K`]fhgW`UZh`gZcf`i`a`gž`VfUW`hY`X]Y`≠YY`Y]bYg`gdYn]Y`Y`Yb`
ðXi`ghf]Yghfca`dfY]gYg`Ui`g`i`fUb`_fY]W`U`g`a`Ò[`]W`Yb`
@Øgi`b[gUb`gUhn`]bg`Gd]Y`"Ni`XYa`h`Y`a`Uh]g]YfhYb`9l`dYfhYb`
j`YfgW`]YXYbY`DfcV`Ya`Yž`X]Y`X]Y`9bYf[]Yk`YbXY`j`Yf`Ub[gUa`Ybž`
XUfi`bhYf`X]Y`B`chk`YbX][_Y]h`j`Yf`Àgg`]W`Yf`F`U`a`YbVYX]b[i`b[Yb`
ZØf`l`bhYfbY`a`Yb`i`bX`X]Y`GhUbXUfX]g]Yfi b[`j`cb`
l`a`k`Y`hd`fØZ`b[Yb`ni`f`6YgW`Yi`b][i`b[`j`cb`Dfc`Y`_hYb"

Dc`h]gW`Y`F`U`a`YbVYX]b[i`b[Yb`i`bX`
<YfUi`gZcfXYfi b[Yb`

≈a`?`cU`h]cb`gj`YfhfU[`j`cb`l`b]cb`i`bX`GD8`]gh`Y]b`6Y`_Yb`hb]g`ni`
XYb`XYi`hgW`Yb`i`bX`Yi`fcd`À]gW`Yb`?`]a`Un]Y`Yb`gck`]Y`ni`f`
?`]a`UbYi`hfU`h`À`h`V]g`&\$`() `j`YfUb`_Yfh`"8]Y`F`Y[]Yfi b[`d`Ub`hž`XYb`
5i`gVUi`XYf`YfbYi`YfVUfYb`9bYf[]Yb`j`cfUbni`hfY]VYb`i`bX`
[`Y]W`nY]h][`X]Y`?`cghYb`ZØf`l`bhYfbY`a`Yb`i`bX`6Øf[Yf`ni`gYb`_Yb`"
8Ug`9bYf[]YbYm`]gh`Y]b`nYb`hfU`Yf`6YghUbXhY`]X]YgYf`GhfUhY[]Y`"
A`_]Y`D]Y`Yf`j`cb`XYb`@Y]dn][Yf`GhUXhk`Yf`_Yb`VYhc`b`hž`XUgg`Y]b`
i`bUV[Ygh]a`a`hYg`J`cf[Y`Yb`Y]b`<Ya`a`b]g`ZØf`X]Y`l`a`gYhni b[`XYf`
9bYf[]Yk`YbXY`XUfghY`h`F`c`UbX`?`cW`ž`Y`Y`a`U`][Yf`
A`]b]ghYfd`f`Àg]XYbh`j`cb`<YggYbž`ZcfXYfh`Y]bY`J`YfVYggYfi b[`XYf`
ðZfUghfi`_hi`f`i`bX`gW`bY`YfY`Dfc`Y`_hi`a`gYhni b[Yb`Xi`fW`Y]bY`
?`ca`V]bUh]cb`j`cb`d`f]j`UhYa`i`bX`ÒZYbh`]W`Ya`9b[U[Ya`Ybh`ni`f`
GhY][Yfi b[`XYf`9ZZ]n]Ybn"

ð`6Yni [`Ui`Z`X]Y`i`]bUbn]Yfi b[`VfUi`W`h`X]Y`9bYf[]Yk`YbXY`
a`Ò[`]W`Yfk`Y]gY`+`&%`A`j`]UfXYb`9i`fc`V]g`&\$`\$`ž`gc`Y]bY`Ghi`X]Y`XYg`
689K`"8]YgY`A`]hY`gc`Yb`Xi`fW`GcbXYfj`Yfa`Ò[Yb`i`bX`
ð`j`Ygh]h]cb`gZcbXg`Ui`Z[YVfUW`h`k`YfXYbž`i`a`X]Y`9bYf[]Yk`YbXY`ni`
fYU`]g]YfYb`"8UVY]`k`]fX`Ui`W`X]Y`i`Yi`]V`]g]Yfi b[`XYg`

Ghfca a Uf_hYg'i bX'X]Y'J YfVYggYfi b['XYf'GmbW fcb]gUh]cb'j cb
K]bX_fUZh'i bX'BYhmUi gVUi 'Ub[YghfYVh"

; `cVU`Y` ðj Ygh]h]cbYb`i bX`HfYbXg

5i Z[`cVU`Yf`9VYbY`nY][Yb`X]Y`U_hi Y`Yb`HfYbXgž`XUgg`7\]bU`VY]
XYb` ðj Ygh]h]cbYb`]b`X]Y`9bYf[]Yk YbXY`Z0\fhž[YZc`[hij cb`XYb
I G5`i bX`8Yi hgW`UbXž`XUg`XYb`Xf]hhYb`D`Uhm`VY`Y[h`8]Yg`ghY`h]a
?cbhYI h`Y]bYf`k UW`gYbXYb`6YXYi hi b[`YfbYi YfvUfYf`9bYf[]Ybž
X]Y`bU`Yni`i bVY[fYbnhj YfZ0[VUf`g]bX`i bX`HYW`bc`c[]Yb`k]Y
6]cYbYf[]Yž; Ych`Yfa]Yž`K UggYf_fUZhž`GcbbYb!`i bX`K]bXYbYf[]Y
i a ZUggYb``8]Y`k Y`hk Y]hYb` ðj Ygh]h]cbYb`]b`X]Y`_c`YbghcZUfa Y
9bYf[]Yk YbXY`VY`Ui ZYb`g]W`VYfY]hg`Ui Z) \$%`A]`]UfXYb`I G!8c`Uf"
@Ui h`Y]bYa`6Yf]W`hg]bX`5b`U[YbZ]bUbn]Yfi b[Yb`XYf`[f0» hY`HY`
X]YgYf` ðj Ygh]h]cbYbž`k Ug`Ui ZY]b`I a XYb_Yb`]b`XYf
9bYf[]Yk]fhgW`UZh`\]bk Y]ghž`i a`j cb`Zcgg]`Yb`9bYf[]Yei Y`Yb
UVni f0W_Yb"

I a `X]Y`<YfUi gZcfXYfi b[Yb`XYf`9bYf[]Yk YbXY`ni`a Y]ghYfbž`g]bX
i a ZUb[fY]W`Y`A U» bU`a Yb`i bX` ðj Ygh]h]cbYb`bchk YbX]["
9I dYfhYb`VYhc`bYbž`XUgg`X]Y`?ca V]bUh]cb'j cb`bYi Yb
HYW`bc`c[]Yb`i bX`Y]bYf`_`UfYb`dc`]h]gW`Yb`F]W`hi b[
YbhgW`Y]XYbX`Z0f`XUg`9ffY]W`Yb`XYf`?`]a Un]Y`Y`]gh`K Y[Yb`XYf
U_hi Y`Yb`?f]gYbg]hi Uh]cbž`k]Y`g]Y`VY]gd]Y`gk Y]gY`VY]a
9a U`]Yfk Yf`_Ca YfUg`XYi h]W`k]fXž`a i gg`gW`bY``[Y`UbXY`h
k YfXYbž`i a`@ei]X]h`hgdfcV`Ya Y`ni`0VYfk]bXYb`i bX`XYb
: cfhVYghUbX`gc`W`Yf`I bhYfbY`a Yb`ni`g]W`Yfb``8]Y`8YVUhY`i a
X]Y`bchk YbX][Y`9bYf[]Yk YbXY`k]fX`XU`Yf]a a Yf`Xf`Ab[YbXYfž
k `fYbX`X]Y`Dc`]h]_`bcW`j]Y`Y`_cb`fYhY`A U» bU`a Yb`Ui gUfVY]hYb
a i ggž`i a`X]Y`j cf[Y[YVYbYb`?`]a Un]Y`Y`ni`YffY]W`Yb`i bX
[`Y]W`nY]h][`X]Y`k]fhgW`UZh`]W`Yb`6Y`Ughi b[Yb`Z0f`60f[Yf`i bX
I bhYfbY`a Yb`ni`a]b]a]YfYb"

8YhU]`g	
J cfZU``	ðgc`j Ybn
I fgUW`Y	YI d`cX]YfYbXY`9bYf[]YdfY]gY

8YhU]`g	
C fh	@Ui hYf!6YfbgVUWłż'8Yi hgWł`UbX
GWłUXYb`]b`	, \$\$\$\$\$
E i Y`Yb	<ul style="list-style-type: none"> • k k k "gUYWł g]gWł Y"XY • _da [!`Uk "XY • k k k "[Y`X!a U[Un]b"Uh

6Ygi WłYb`G]Y`i bg`Ui Z.`b!U["bYh