

GW `U[nY]`Yb `XYf` ; YgW`X]W`hY . `A YX]Yb nk]gW`Yb `GYbgUh]cb `i bX `K U`f`Y]h

9bhXYW`Yb`G]Y`X]Y` \]ghcf]gW`Y`5bU`mgY`j cb`GW`U[nY]`Yb
i bX`XYfYb`9]bZi gg`Ui Z`X]Y`A YX]Yb`gY]h`XYa `%"`" `& \ f`i bXYfh
]b` : fUb`_Zi fh`fC XYf`"



: fUb`_Zi fh`fC XYf`ł`8Yi hgW`U`bX`!`K Ug`hi`h`g]W`X` \]Yf`]b`XYf
A YX]Yb`UbXgW`UZh3`5a `%(" ' & \$ %) `YfgW`Y]bh`XUg`6i W`6fYU`_]b[
BYk`g` `NY]h[YgW`Y`Yb`]b`XYf`DfYggY`j cb`%*(, `V]g`&\$\$%ž`XUg`j cb
XYf`<]ghcf`_Yf]b`l fgi`U`Dfi hgW`i bX`XYa `A YX]Ybk]ggYbgW`UZh`Yf
?`Ui g`NYmf]b[Yf`j YfZUggh`k i fXY`"5i Z`gdUbbYbXYf`5fhi bX`K Y]gY
UbU`mg]YfYb`X]Y`VY]XYb`5i hc`fYb`cf][]bU`Y`GW`U[nY]`Yb`i bX`XYfYb
 \]ghcf]gW`Y`5i gk]f`_i b[Yb`ž`j cb`XYf` ; `cf]ci`g`F`Y`j`c`i`h]cb` `]b
 ; fc»Vf]hUbb]Yb`V]g` \]b`ni a`K]YbYf`6ÖfgYb`_fUW`% , +` " `8Uf]b
k YfXYb`Ui W`X]Y`gW`cW`_YfYbXYb`DfcdU[UbXU`Ø[Yb`]a `9fghYb
K Y`h`_f]Y[`YVYbgc`VY`Yi W`hYh`k]Y`X]Y`F`c`Y`XYf`B`Un]g`]b`XYf
A YX]YbVYf]W`hYfghU`hi b["

6YgcbXYfg`]bhYfYggUb`h`]gh`XYf`5i ghUi gW`a]h`XYa

; YgdFÅWgdUfhbYf'D\]dd'6`ca žXYf'X]Y: fU[Yb`ni f`YhnhYb
A YX]YbVYf]W hYfghUhi b[`Ub[Yghc» Yb` \Uh"K]Y`k]f_Yb`g]W`X]Y
fUgW`Y`J YfVfY]hi b[`j cb`B UW`f]W hYb`i bX`X]Y`GYbgUh]cbg`i gh
gck c` \VY]`NY]hi b[Yb`U`g`Ui W`VY]a`Di V`_i a`Ui ZX]Y
; YgY`gW`UZh`Ui g3'8]Y`5i hcFYb`Vf]b[Yb`Ui W`X]Y
6Yf]W hYfghUhi b[`ZfUn`Òg]gW`Yf`NY]hi b[Yb`j cf`XYf`ZfUn`Òg]gW`Yb
F Yj c`i h]cb`ni f`GdfUW`Y`i bX`VYhfUW`hYb`XUg`A YX]YbYfY][b]g`XYg
j Yf`YfYbXYb`Hgi bUa`]g`j cb`%+)) `]b`@]ggUVcb"9]b`6`]W`ni f`ØW`ž
XYf`XUni `Ub`fY[hž`X]Y; Y[Ybk Ufh`Xi fW`X]Y`@]bgY`XYf
J Yf[Ub[Yb`Y]h`ni `VYhfUW`hYb`"

8]Y`A YX]Yb`]a`K UbXY`XYf`NY]h

8]Y`F c`Y`XYf`A YX]Yb` \Uh]g]W`gY]h`XYa` "%+"`ž\`f`i bXYfh[Yk U`h][
j Yf`ÅbXYfhž`k]Y`XUg`6i W`j cb`Dfi hgW`i bX`NYmf]b[Yf
Y]bXfi W`g] c`nY][h`K Ug`j cf` "\$\$`ž\`fYb`j]Y`Y]W`h`gYbgUh]cbY`
k Ufž` []h`Yi hY`U`g`HY]`XYg`5`hU[g`@Ui h`gY[i ! [YgW`]W`hY`"XY`]gh
X]Y`5i gY]bUbXYfgYhni b[`a`]h`XYf`A YX]Yb[YgW`]W`hY`b]W`h`bi f`ZØf
<]ghcf]_Yfž`gcbXYfb`Ui W`ZØf`X]Y; YgY`gW`UZh`U`g; UbnYg
VYXYi hYbX`"G]Y`Yfa` Ò[`]W`h`i bgž`X]Y`a` YX]Yb`hYW`b]gW`Yb
A Ò[`]W`_Y]hYb`i bX`XYfYb`5i gk]f`_i b[Yb`Ui Zi bgYfY
žZcfa Uh]cbg`_i `hi f`ni `fYZY`_h]YfYb`"

≈a` %-`"i bX`&\$`ž\`f`i bXYfh`UVYb`g]W`j YfgW`]YXYbY
?ca` a`i b]_Uh]cbga`]hY`Y`hUV`]Yfh`XUfi bhYf`NY]hi b[Yb`ž`6ØW`Yf
i bX`gc[Uf`9!6cc`_g`H`Ya` Yb`k]Y`DfYggYZfY`\Y]hž`NYbgi f`i bX
A YX]Ybk UbXY`g]bX`bUW`k]Y`j cf`\cW`U`hi Y`"8]YgY`9bhk]W`i b[
nY][h]g]W`b]W`h`bi f`]b`XYf`J]Y`nU` \`Ub`i: cfa` UhYb`ž`gcbXYfb`Ui W`]b
XYb`<YfUi gZcfXYfi b[Yb`ž`X]Y`X]Y`žZcfa` Uh]cbgdZ]W`h`XYf`A YX]Yb
a`]h]g]W`Vf]b[h`8Yf`9]bZi gg`X][]hU`Yf`HYW`bc`c[]Yb`_Ubb`XUVY]
U`g`?UhU`mgUhc`f`ZØf`XYb`K UbXY`Ub[YgY`Yb`k YfXYb`"

8]Y`X][]hU`Y`F Yj c`i h]cb

8]Y`Yi h][Yb`A YX]Yb`g]bX`Y]b`Gd]Y[Y`V]`X`XYf` [YgY`gW`UZh]W`Yb
J Yf`ÅbXYfi b[Yb` `k Ug`i bg`VdV`"XY`XYi h]W`j cf`5i [Yb`ZØ`fh`9g
nY][h]g]W`ž`XUgg`XYf`Ni [Ub[`ni` žZcfa` Uh]cbYb`Xi fW`X][]hU`Y
A]hY`k]Y`XUg`ž`hYfbYhž`Ga` Ufhd`\cbYg`i bX`gcn]U`Y`A YX]Yb

Yf\YV`jW`Y]bZUWYf`[Yk cfXYb`]gh"8cW`X]YgYf': cfhgW`f]h`Vf]b[h
 Ui W`<YfUi gZcfXYfi b[Yb`a`]hig]W`"8]Y`E i U`]h`h`XYf
 6Yf]W`hYfghUhi b[`i bX`X]Y` ; `Ui Vk ØfX][_Y]h`XYf`ϕZcfa Uh]cbYb
 ghY\Yb`Åi Z][`ni f`8YVUhhYž`Y]b`H\Ya Už`XUg`]b`XYb`nU`\fY]W`Y
 Ghi X]Yb`XYf`Yh`hYb`ϕ\`fY`]a` a` Yf`k`]YXYf`Ui Z[Y[f]ZYb`k`]fX"

9]b`[i hYg`<ÅbXW`Yb`\UVYb`VY]a` i` a` [Ub[`a`]h`XYf
 A YX]Yb`UbXgW`UZh`YfZcfXYfhj`cb`i`bg`a` Y`f`XYbb`Y`_f]h]gW`Yg
 8Yb`_Yb`i`bX`U`_hj`Y`F`YW`YfW`Y`"8]Y`\Yi`h][Y`J`]Y`ZU`h`XYf
 A YX]YbZcfa`UhY`\Å`h`i`bg`X`Uni`Ubž`ØVYf`X]Y`ϕ\U`hYž`X]Y`k`]f
 _cbgi`a`]YfYbž`bUW`ni`XYb`_Yb`i`bX`XYfYb`i`fgdfØb[Y`ni
 \]bhYfZfU[Yb`"i`bX`[YbUi`Ub`X]YgYa`Di`b`_h`gW`]Y»h`XUg`6i`W`j`cb
 Dfi`hgW`i`bX`NYmf]b[Yf`Ub.`9g`fY[h`X`Uni`Ubž`ØVYf`X]Y
 JYf[Ub[Yb\Y]h`i`bX`]\fY`@Y`fYb`ZØf`X]Y`Ni`_i`bZi`bUW`ni`XYb`_Yb`"
 Gca`]h`]gh`Yg`b]W`h`bi`f`Y]b`K`Yf`_`ØVYf`\]ghc`f]gW`Y
 A YX]YbYfY][b]ggYž`gcbXYfb`Ui`W`Y]b`k`]W`h][Yf`6Y]hfU[`ni`f
 8]g`_i`gg]cb`ØVYf`i`bgYfY`\Yi`h][Y`A`YX]Ybbi`hni`b["

: Øf`ϕhYfYgg]YfhY`V]YhYh`XUg`6i`W`b]W`h`bi`f`fY]W`]W`
 @YgYj`Yf[bØ[Ybž`gcbXYfb`Ui`W`Y]bYb`h]YZYfYb`9]bV`]W`_]b`X]Y
 ?YfbZfU[Ybž`X]Y`i`bgYfY`A`YX]Yb`UbXgW`UZh`i`bX`XUg
 A YX]Ybj`Yf`U`hYb`Zcfa`Yb`"K`Yf`a`Y`f`XUfØVYf`YfZU`\fYb`a`ØW`hYž
 _Ubb`XUg`6i`W`]a`"G":]gW`Yf`J`Yf`U[`VYn]Y\Yb`i`bX`g]W`a`]h`XYb
 YggYbh]Y`Yb`H\Ya`Yb`XYf`A`YX]Yb[YgW`]W`hY`Ui`gY]bUbXYfgYhYb"

8YhU]`g	
C fh	: fUb`_Z`fh`fC`XYfłž`8Yi`hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • cY%"cfZ"Uh • gY[i`![YgW`]W`hY"XY • k k k "VdV"XY

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