

≠bcj Uh]j Y`F cVchYf!@Øgi b[Yb`VY]a
9i fcdYUb`< UW_Uh\cb`]b`Nk YbhYbXcfZ°

„ VYf`%&\$`9i dYfhYb`bU\ a Yb`Ua`9i fcdYUb`F cVch]Wg
< UW_Uh\cb`&\$&) `]b`² ghYffY]Wk`hY]ž i a`_fYUh]j Y`@Øgi b[Yb
ZØf`_ca d`YI Y`< YfUi gZcfXYfi b[Yb`ni`Ybhk]W_Y`b"



Nk YbhYbXcfZž`² ghYffY]Wk`!`K Ug`g]Wk`]a`gh]`[Y`Y[hYb`5? K
Nk YbhYbXcfZ`UVgd]Y`hYž`k Uf`U`Yg`UbXYfY`U`g`Ub[k Y`][``8Yf`)"
9i fcdYUb`F cVch]Wg`< UW_Uh\cb`fØbF]Wk`Ł`c_W_hY`ØVYf`%&\$
F cVch]_YI dYfhYb`Ui g`9i fcdU`i bX`? UbUXU`Ubž`i a`g]Wk`]b`Y]bYf
_fYUh]j Yb`i bX`YfUi gZcfXYfbXYb`l a [YVi b[`ni`a YggYb``J ca`,"
V]g`ni a`%%''5i [i gh&\$&) ž i bX`XUg`i bhYf`k]Xf][Yb`6YX]b[i b[Ybž
ghY`hYb`HYUa`g`Ui g`GWk`Ø`Yfbž`Ghi XYbhYb`gck]Y`J YfhYhYfb`Ui g
: cfgWk i b[`i bX`≠Xi gh]Y`]f`? ØbbYb`i bhYf`6Yk Y]g`"%`HYUa`g
_Åa dZhYb`]b`? UhY[cf]Yb`k]Y`GYUfWk`/`FYgW`Y`ž`A Udd]b[`i bX
A Ub]di`Uh]cb` `i bX`XUg`cZi]b`Yb[Yb`?i fj Ybž`Xi b`_Yb`9W_Yb
i bX`ghY]`Yb`HfYddYbž`X]Y`X]Y`: i b__ca`a`i b]_Uh]cb`YfgWk`k YfhYb`
Gc`k`i fXY`XUg`< UW_Uh\cb!; Y`ÀbXY`j`cb`W]fWU`(` \$
„ VYfk UWk i b[g_Ua`YfUg`]a`6`]W_`[Y`U`hYbž`k`À`fYbX`YWk`hY

fUX]cU_h]j Y`E i Y`Yb`ni f`J YfZØ[i b[` [YghY`h`k i fXYbž`X]Y`Yg`ni
_Ufh]YfYb`[U`h"

8]YgY`VYgcbXYfYb`6YX]b[i b[Yb`ZØ\fhYb`ni`gdUbbYbXYb
<YfUi gZcfXYfi b[Yb`ZØf`X]Y`hY]`bY\`a YbXYb`HYUa`g`HYUa`?cB UF
Yhk U`\UhhY`?ca`a`i`b]_Uh]cbgdfcV`Ya`Y`a`]h]`\fYa`F`cVchYf
B`ca`UX`ž`XYf`]b`Y]bYa``Ub[Ybž`YYfYb`?cff]Xcf`b]W`h`a`Y`f`k`Y]hYf
k`c`hY`"8Yb`bcW`VYk`]YgYb`X]Y`HY]`bY\`a`Yfž`XUgg`g]Y`Ui`g
GW`k`]Yf][`_Y]hYb`_fYUh]j`Y`@Øgi`b[Yb`Yb`hk`]W`Y`b`_ØbbYb`"Gc`bi`hnhY
XUg`dc`b]gW`Y`HYUa``<i`gUf]cb`U`g`Y]bn][`Yg`;`UgZUgYf`UVY`ni`f
?ca`a`i`b]_Uh]cbž`i`a`ghUV]`Y`J`YfV]bXi`b[Yb`Ui`ZfYW`hni`Yf`U`hYb`"
8]Y`ž`YY`nU`hY`g]W`Ui`g`i`b`X`Yfa`Ø[`]W`hYb`XYb`HY]`bY\`a`Yfbž`X]Y
<YfUi gZcfXYfi b[Yb`VYggYf`ni`VYk`À`h][`Yb`"

9fZc`[Y`hfc`hn`< YfUi gZcfXYfi b[Yb

9]b`k`Y]hYfYf`<Ø\Ydi`b`_h`k`Uf`X]Y`@]ghi`b[`]j`cb`HYUa``7`ž!F`cVch]Wgž
XUg`hfc`hn`Ub`Z`Ab[`]W`Yf`DfcV`Ya`Y`a`]h]`\fYa`F`cVchYf`9ffcf`(\$
ni`Y]bYa`Y`W`hYb`];`Y\Y]a`h]dd`k`i`fXY`"B`UW`a`Y`fYfYb`B`À`W`hYb
]bhYbg]j`Yf`5fVY]h`k`Uf`XUg`HYUa``]b`XYf`@U[`Y`ž`X]Y
<YfUi gZcfXYfi b[Yb`ni`a`Y]ghYfb`i`b`X`k`i`fXY`a`]h`XYa``M`ci`b[
GW]Ybh]gh`5k`UfX``Ui`g[`YnY]W`b`Yh`"B`c`U\`<Y`W`Y`ž`Y]b`%+!`À`f][`Yf
GW`Ø`Yfž`\UhhY`a`]h`gY]bYa`HYUa`XYb`A`i`hž`Ui`W`i`bhYf`8fi`W`
_fYUh]j`Y`@Øgi`b[Yb`ni`Z]bXYb`"Gc`W`Y`9fZc`[Y`nY][`Yb`ž`k`]Y`k`]W`h][
X]Y`:`ØfXYfi`b[`↑`b[`Yf`HU`Yb`hY]`a``6YfY]W`X`Yf`F`cVch]_`]gh`"

8]Y`ž`fm`VYghUbX`Ui`g`fYbca`a`]YfhYb`9i`dYfhYb`k`]Y`8f`":`fUb`_`9`"
GW`bY]XYf`i`b`X`8f`"A`]W`UY`";`i`gha`Ubbž`X]Y`X]Y`:`c`fhgW`f]h`hY`XYf
HYUa`g`ØVYfk`UW`h`\UVYb`"8f`"GW`bY]XYfž`XYf`Ui`W`ž`YYb`ZØf`XYb
b`À`W`ghYb`<UW`Uh`cb`i`&\$&+`d`Ub`hž`\cV`X]Y`B`chk`YbX][`_Y]h`Yf]`cfž
]bbcj`Uh]j`Y`5bg`À`hnY`ni`f`Ni`gUa`a`YbUfVY]h`nk`]gW`Yb`Ui`h`cbca`Yb
@`Z`h`f`l`5`J`Ł`i`b`X`6cXYbZU`fnYi`[`Yb`fl`;`J`Ł`ni`Z]bXYb`"
<YfUi gZcfXYfi b[Yb`X]YgYf`5fh`ZcfXYfb`X]Y`HYUa`g`b]W`h`bi`f`]a
hYW`b]gW`Yb`6YfY]W`ž`gcbXYfb`Ui`W`]b`XYf`Ni`gUa`a`YbUfVY]hi`b`X
DfcV`Ya``Øgi`b[`gZ]bXi`b[`"

8Yf`9]bZ`i`gg`j`cb`?`Øb`gh`]W`Yf`=b`hY``][`Ybn

9]b'6`jW`Ui Z'X]Y'; fi bX`U[Yb`XYf'a cXYfbYb`F cVch]_`nY][hž'k]Y
 ?Øbgh]WXY`≠hY`][Ybn'fP`≠Y]bY`GW`ØggY`fc`Y`ØVYfb]a a h`'8]Y
 HYWbc`c[]Y`]\`ZhiFcVchYfbžY][YbghAbX][`ni`gY\Ybž'ni`ZØ\`Yb'i bX
 j cf`U`Ya`Ui ZJYfAbXYfi b[Yb`gWbY`ni`fYU[]YfYb`"8]YgY
 : Å\][_Y]hYb`g]bX`i bYbhVY\`f]Wž`i a`X]Y`<YfUi gZcfXYfi b[Yb`]a
 <UW_Uh\cb`YfZc`[fY]W`ni`VYk`Å`h][Ybž`i bX`YfØZbYb`ni`XYa
 nU\`fY]WXY`9]bgUhma`Ò[`]W`_Y]hYb`]b`XYf`≠Xi ghf]Y`"J cb
 E i U`]hÅhg`cbhf`c`Y`V]g`]\`b`ni`f`j`cfUi`ggW`Ui`YbXYb`K`Ufhi`b[.`?`=
 k]fX`ni`f`hfY]VYbXYb`?fUZh`\]bhYf`XYb`F cVchYfb`XYf`Ni`_i`bZž`k]Y
 Ui`W`]a`Yhk`U`]b`XYf`≠Xi ghf]YfcVch]_ž`k`c`g]Y`6Yk`Y[i b[gd`Ubi`b[
 i bX`?c`]g]cbgj`Yfa`Y]Xi`b[`Yfa`Ò[`]W`hi`bX`XUa`]h`X]Y`A`YbgW`!
 F cVchYf!`?c`UVcfUh]cb`cdh]a`]Yfh"

8cW`X]Y`≠hY[fUh]cb`j`cb`?`=Vf]b[h`Ui`W`<YfUi gZcfXYfi b[Yb`a`]h
 g]W`"9g`ghY`h`g]W`X]Y`: fU[Yž`k]Y`?`=i`bX`a`YbgW`]WXY`≠hY`][Ybn
 ni`gUa`a`YbUfVY]hYb`_ØbbYbž`i`a`Y]bY`cdh]a`U`Y`@Y]ghi`b[`ni
 [Yk`Å`f`Y]ghYb`"?"f]h]_Yf`j`Yfk`Y]gYb`Ui`»YfXYa`Ui`Z`XYb`\c\Yb
 FYggci`fW`bj`YfVfUi`W`j`cb`?`≠GmghYa`Ybž`k`Ug`]b`XYf`8]g`_i`gg]cb
 i`a`bUW`U`h][Y`HYWbc`c[]Yb`b]W`h`ni`j`YfbUW`Ågg][Yb`]gh`Hfch
 X]YgYf`<YfUi gZcfXYfi b[Yb`]gh`XYf`5i`gV`]W`_Ui`Z`X]Y`Ni`_i`bZi`XYf
 F cVch]_`Vi`bh`MUbb`@Y7i`b`j`cb`A`YhU`gdf]W`hj`cb`bYi`Yb
]bhY`][YbhYb`5bk`YbXi`b[Ybž`X]Y`Xi`fW`?`=Yfa`Ò[`]W`h`k`YfXYb"

Ni`gUa`a`Yb[YZUggh`\Uh`XYf`9i`fcdYUb`F cVch]Wg`<UW_Uh\cb`&\$&)
 b]W`h`bi`f`X]Y`≠bcj`Uh]cbg`fUZh`XYf`HY]`bY`a`Yf[YZØfXYfhž`gcbXYfb
 Ui`W`X]Y`Ni`_i`bZi`XYf`F cVch]_`a`]h`k`]W`h][Yb`≠a`di`gYb`VYfY]WXYfh"
 8Yf`b`ÅW`ghY`<UW_Uh\cb`]gh`VYfY]hg`]b`D`Ubi`b[ž`k`c`Ui`Z`XYb
 9ffi`b[YbgW`UZhYb`j`cb`&\$&)`Ui`Z[YVUi`h`k`]fX`"9g`V`Y]Vh`gdUbbYbXž
 k`Y`WXY`_fYUh]j`Yb`@Øgi`b[Yb`i`bX`VU`bVfYW`YbXYb`HYWbc`c[]Yb
 k`]f`]b`XYf`Ni`_i`bZi`Yfk`UfhYb`XØfZYb"

8YhU]`g	
C fh	Nk YbhYbXcfZž`2 ghYffY]W
E i Y`Yb	<ul style="list-style-type: none"> • bUW f]W hYb"]Xk !cb`]bY"XY • k k k "Z_]Y"ZfUi b\cZYf"XY • fcVch]_j YfVUbX"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`k ca , +"XY