

5i ghfU`Yb`hf]i a d\]Yfh'a]h
F Y_c fXj YfZc`[i b[` [Y[Yb`9b[`UbX`]a
7f]W_Yh°

5i ghfU`Yb`VYg]Y[h`9b[`UbX`]a `=77`7\Ua d]cbg`Hfcd\m'&\$&)
Xi fW`fY_c fXj YfXÅW h][Y`J YfZc`[i b[`]b`@U\c fY"
GW`ØggY`a ca YbhY`i bX`GhUh]gh]_Yb"

; UXXUZ]`GhUX]i a ž`@U\c fYž`DU_]ghUb`!`a`5i ZhU_hgd]Y`XYf`=77
7\Ua d]cbg`Hfcd\m'&\$&) `]b`@U\c fY`U`h`5i ghfU`Yb`Y]bYb
\]ghc f]gW`Yb`G]Y[` [Y[Yb`9b[`UbX`Yffi b[Yb`"5i ghfU`Yb`VYb`Òh][hY
') *`Fi bgž`i a`9b[`UbX`ni`VYg]Y[Yb`i bX`YffY]W`hY`a`]h`) *!) `]b
(+ž`Cj Yfg`Y]bYb`bYi Yb`FY_c fX`ZØf`X]Y`\`ÒW`ghY`YfZc`[fY]W`Y
J YfZc`[i b[`]b`XYf`; YgW`]W`hY`XYf`=77`C`8`±`Hi`fb]YfY`"æ`g`\`æ[`]g
k Uf`XYf`GhUf`XYg`Gd]Y`gž`]bXYa`Yf`Y]b`i b[YgW`U[YbYg`7Ybhi`fm
a`]h`%&\$`Fi`bg`Ui`g`, *`6Å`Yb`Yfn]Y`hY`ž`bUW`XYa`X]Y`Ui`ghfU`]gW`Y
A`UbbgW`UZh`Ub`ZUb[`g`GW`k`]Yf][`_Y]hYb`\`UhhY"

9b[`UbX`ghUfhYhY`ghUf`_i bX`Yfn]Y`hY`") %!, "6Yb`8i W_Yhh[`ÅbnhY
a`]hY]bYa`FY_c fX`j`cb`%*)`Fi`bg`f%*)`Ui`g`%(`6Å`Yb`Ł`XYa
YfghYb`%) \$!d`i`g`]bX]j`]Xi`Y`Yb`GW`c`fY`]b`XYf`; YgW`]W`hY`XYf
7\Ua d]cbg`Hfcd\m`8i W_Yhh[V`XYhY`Y]bY`%), !Fi`bg!DUf`hb`YfgW`UZh
a`]h`æY`F`c`chž`XYf`*, `Fi`bg`VY]ghYi`YfhY`"8]YgY`@Y]ghi`b[Yb`gY`hnhYb
5i ghfU`Yb`i`bhYf`a`ÅW`h][Yb`8fi`W`ž`Y`XcW`[Y`Ub[`Yg`]\`bYb`ž`XUg
Gd]Y`ni`XfY`Yb"

? i fj] [Yf`K`Y[`ni`a`G]Y[

8Yf`GhUfh`ZØf`5i ghfU`Yb`j`Yf`]YZ`c`d`f][`ž`U`g`g]Y`ZfØ`HfUj`]g`<`YUX
f`*`Ł`i`bX`GhYj`Yb`Ga`]h`\`f) `Ł`j`Yf`c`f`Yb`"8cW`A`Uhh`Yk`G`c`f`h`f`*`Ł`i`bX
A`Uf`bi`g`@U`Vi`gW`U[`bY`f(`+`Ł`g`c`f[`hYb`a`]hY]bYf`-) !Fi`bg!
DUf`hb`YfgW`UZh`ZØf`GhUV`]h`Åh`5`g`XUg`HYUa`Ui`Z`%`*!(`Z]Y`ž`

gWk]YbYb`X]Y`<cZbi b[Yb`ni`gWk]bXYb"8cWk`b[`]g`i bX`5`Yl
7UfYmf* - ŁZcfa hYb`Y]bY`gdY_hU_` `ÀfY`%(*!Fi bg!DUfhbYfgWkUZhž
X]Y`YbhgWkY]XYbX`ni`a`G]Y[`VY]hfi ["6YgcbXYfg`VYa`Yf_Ybgk`Yfh
k`Uf`Y]b`j`YfdUgghYf` : Ub[`j`cb`æZfU`5fWk`Yfž`XYf`Y]bY`k`]Wk]h[`Y
7\UbWk`ZØf`9b[`UbX`j`Yfgd]Y`h`\Uh"

8Ug`Ui`ghfU`]gWkY`6ck`]b[`k`Uf`VYbZU`g`VYa`Yf_Ybgk`Yfhž`a`]h`6Yb
8k`Ufg\i`]gž`XYf`' `K`]W_Yhg`ZØf`*`*`Fi`bg`bU\`a`ž`i`bX`5`XUa` `NUa`dUž
XYf`&`K`]W_Yhg`ZØf`*`(`Fi`bg`VY]ghYi`YfhY" `NUa`dU`_`cbbhY`æY`Fc`ch
a`]h`Y]bYa` `Y[`VYZcfY`k`]W_Yhfi@6K`Ł`Ui`g`XYa`Gd]Y`bY\`a`Yb`i`bX
X]Y`DUfhbYfgWkUZh`VfYWkYbž`k`Ug`5i`ghfU`]Yb`ni`fØW`_]bg`Gd]Y`
VfUWk`hY" `9b[`UbX!`?`Ud]h`Àb`æ`g`6i`hh`Yf`k`i`fXY`j`cb` ; `Ybb`A`Ul`k`Y`
[`YZUb[`Ybž`k`Ug`9b[`UbX`Ui`Z`ZØb`Z`K`]W_Yhg`j`Yf`_ØfnhY" `æZfU`5fWk`Yf
nY][`hY`Ua` `9bXY`bcWk`gY]b`DchYbh]U`ž`]bXYa` `Yf`&`%`Fi`bg`Ui`g`%\$
6À`Yb`Yfn]Y`hY`i`bX`gc`XUg`Yb[`]gWkY`æb]b[`g`d`c`g]h]j` `UVgWk`c`gg"

8]Y`7`Ua`d]cbg`Hfcd`\m`&\$&) `]a` ,`VYfV`]W_

8]Y`⇒7`7`Ua`d]cbg`Hfcd`\m`&\$&) `VY[`Ubb`Ua` `%-`":`YVfi`Uf`a`]h
Y]bYa`Gd]Y`nk`]gWkYb`DU_]ghUb`i`bX`BYi`gYY`UbX`]a` `BUh]cbU`6Ub_
GhUX]i`a` `]b`?`UfUWk`]"`æX]Ybž`XUg`gY]bY`Gd]Y`Y`Ua` `&\$":`YVfi`Uf
[`Y[`Yb`6Ub[`UXYgWk`ghUfhYhYž`fY]ghY`Ui`Z[`fi`bX`XYf`677`≠
K`Y][`Yfi`b[`ž`]b`DU_]ghUb`ni`gd]Y`Ybž`]b`X]Y`j`YfY]b][`hYb`5fUV]gWkYb
9a`]fUhy`fU`59Ł`ZØf`X]Y`Gd]Y`Y"

5Wk`h`HYUa`g`bY\`a`Yb`Ub`X]YgYa` `VYXYi`hYbXYb`Hi`fb]Yf`hY]"`@Ui`h
XYb`GhUh]gh]_Yb`i`bX`FY`_cfXYb`XYf` ;`YgWk]Wk`hY`XYf`7`Ua`d]cbg
Hfcd`\m`\Uh`5i`ghfU`]Yb`bi`b`a`]h`gY]bYa`G]Y[`ØVYf`9b[`UbX`Y]bYb
k`Y]hYfYb`A`Y]Yb`ghY]b[`YgY`hh" `æ`XYf` ;`YgWk]Wk`hY`X]YgYg
fYbca`a`]YfhYb`K`YhhVYk`YfVg`g]bX`j`]Y`Y`VYa`Yf_Ybgk`YfhY
GhUh]gh]_Yb`ni`Z]bXYbž`n"6"X]Y`a`Y]ghYb`Fi`bgž`X]Y`j`cb`7`\f]g` ;`Um`Y
fl+`-`%`Fi`bgŁ`Yfn]Y`h`k`i`fXYb`i`bX`X]Y`\`ØWk`ghY` ;`Yk`]bbei`chYž`X]Y
æX]Yb`a`]h`*`-`ž&`'`i` `j`c`fk`Y]gYb`_Ubb"

8]Y`⇒7`7`Ua`d]cbg`Hfcd`\m`V`Y]Vh`Y]b`gdUbbYbXYg`i`bX
dfYgh][`Yj`c`Y`Yg`Hi`fb]Yfž`XUg`7f]W_YhZUbg`Ui`Z`XYf`[`UbnYb`K`Y`h`]b
gY]bYb`6Ubb`n]Y\`hi`bX`YXYb`HU[`bYi`Y` ;`YgWk]Wk`hYb`gWk`fY]Vh"

: Øf'k Y]hYfZØ\ fYbXY' ðZcfa Uh]cbYb'ni 'Gd]Y`UV`Ài ZYb'i bX
 GhUh]gh]_Yb``c\b'h'g]W\`Y]b'6`]W_]b'X]Y'6Yf]W\hYfghUhh' b['j' cb'5`
 >UnYYfUž'gck]Y'Ui Z'X]Y'U_hi Y``Y'BYk g!GY_h]cb'XYf' =77' i bX'X]Y
 i a ZUggYbXYb'GhUh]gh]_Yb'Ui Z:]fghdcgh"

8YhU]`g	
J c fZU``	Gdcfh
C fh	; UXXUZ]`GhUX]i a ž'@U\`c fYž'DU_]ghUb
E i Y``Yb	<ul style="list-style-type: none"> • k k k "U`^UnYYfU"WŁa • k k k "]WWWf]W_Yh"WŁa • k k k "Z]fghdcgh"WŁa

6Ygi W\Yb'G]Y'i bg'Ui Z.'b!U["XY