

; YZÄ \ f `]WÄ Y `HfYbXg`Ub`GWÄ i `Yb. `Gcn]U`Y
A YX]Yb`i bX`]\ fY`Xi b_`Y`GY]hY

⊕hYfj]Yk`a]h`GWÄ i `gcn]U`UfVY]hYf]bbYb`]b`6Yf`]b`VY`Yi WÄhYh
XYb`9]bZi gg`j cb`gcn]U`Yb`A YX]Yb`i bX`dcfbc [fUZ]gWÄYb
⊕\U`hYb`Ui Z`> [YbX`]WÄY"



6Yf`]bž`8Yi hgWÄ`UbX`!`⊕`XYb`YhYb`>\ fYb`U`h`X]Y`J YfVfY]hi b[
i bX`XYf`5i ghUi gWÄ`Yfch]gWÄYf`⊕\U`hY`i bhYf`GWÄ`ØYfb`Ybcfa
ni [Ybca`a`Yb`"5b`Y]bYf`C VYfgWÄ`i`Y`ja`C ghYb`6Yf`]bg`VYf]WÄhYb
GWÄ i `gcn]U`UfVY]hYf]bbYb`ØVYf`X]Y`U`Ufa`]YfYbXYb`HfYbXgž`X]Y`XUg
GWÄ i `i a`ZY`X`dFÄ[Yb`": fUi`GhUf`_i bX`": fUi`<Y]bYž`X]Y`Ubcbma
V`Y]VYb`a`ØWÄhYbž`[UVYb`]b`Y]bYa`⊕hYfj]Yk`9]bV`]WÄY`]b`X]Y`K`Y`h
XYf`> [YbX`]WÄYbž`X]Y`ghUf`_j cb`gcn]U`VYbUWÄhY`] [hYb
J Yf`Ä`hb]ggYb` [YdfÄ[h`]gh`8]Y`Gcn]U`UfVY]hYf]bbYb` \ UVYb
ZYgh[YghY`hž`XUgg`j]Y`Y`GWÄ`ØYf`⊕ghU[fUa`U`g`D`UhZcfa`bi hYbž
i a`Yfch]gWÄY`: chcgi bX`J]XYcg`ni` \ UbXY`b`"8 Ug`<Ui dhUb`Y] [Yb
XYf`> [YbX`]WÄYb`gY`X]Y`GY`VghXUfghY`i b [i bX`XYf`5bgWÄ`i gg`Ub
U`hi`Y`Y`HfYbXg`ja`BYmž`k`c`c`Zi`Y]bY`UbXYfY`FYU`]hÄh
\YfUi ZVYgWÄ`k`cfYb`k`]fX"

9]bY`_f]h]gWkY`<YfUi gZcfXYfi b[`g]bX`X]Y` [YZÅ`gWk hYb`DfcZ]`Yž`X]Y
đ [YbX`]WkY`YfghY`Ybž`i a`UhfU_h]j Yf`i bX`Wc`c`Yf`ni`k]f_Yb``8 Ug
`Uh`b]Wk h`bi f`5i gk]f_i b[Yb`Ui ZXYb`GY`Vghk Yfhž`gcbXYfb`ZØ`fh
Ui Wk`ni` [YZÅ`f`]WkYb`<YfUi gZcfXYfi b[Ybž`X]Y`]b`XYf`GWk i`Y
ni bY`a Yb``8]YgY`<YfUi gZcfXYfi b[Yb`g]bX`cZh[YZÅ`f`]Wk ž`k]Y`n`6"
5_h]cbYbž`X]Y`XUg`<YfVY]ZØ`fYb`j cb`C`ba UWk h`VY]b`U`hYb`"
Gcn]U`UfVY]hYf]bbYb`VYf]Wk hYbž`XUgg`GWk Ø`Yf``Åi Z][`ØVYf`8 f]hY
j cb` [YZÅ`f`]WkYb` ð`U`hYb`YfZU`fYb`i bX`XUgg`5 bcbma`]h`h`ja`BYhn
A cVV]b[`VY[Øbgh][h`

; YZÅ`f`]WkY`HfYbXg`i bX`A YX]Yb_ca dYhYbn

9]b`k Y]hYfYf`YfgWk fYW_YbXYf`HfYbX`nY][h`g]Wk`]b`XYf`HUhgUWk Yž
XUgg`A`ÅXWkYb`hY]k Y]gY`]bh]a Y`ð`U`hY`VYfY]hk`]] [`hY]Ybž`c`bY
X]Y`Ub [Zf]gh][Yb`?cbgYei YbnYb`ni`j YfghY`Yb``ðgVYgcbXYfY
đ b[Yb`Ub]a]YfYb`g]Y`cZh`ni`gc`WkYb`<UbX`i b[Ybž`k cVY]`g]Y
gY`Vgh; Yb]hU`V]`XYf`j YfgYbXYb``J]Y`Y`A`ÅXWkYb`Ya`dZ]bXYb`g]Wk
Xi fWk`XYb`9f`U`h`j cb; YgWkYb_Yb`ZØ`f`X]Y` [YhY]hYb`ð`U`hY`U`g
VYfY]WkYf`h`8]Y`?Åi ZYf`X]YgYf`ð`U`hY`g]bX``Åi Z][`Yfk UWk gYbY
A`ÅbbYfž`k Ug`X]Y`DfcV`Ya`Uh]_`ni`g`Åh`]Wk`j YfgWk`ÅfZh`

8]Y`U`hi`Y`Y`?f]a`]bU`ghUh]gh]_`nY][h`Y]bYb`VYgcf[b]gYffY[YbXYb
5bgh]Y[`j cb`HUh] YfX`ÅWk h][Yb`i bhYf`?]bXYfb`i bX`đ [YbX`]WkYb``a
J Yf[`Y]Wk`ni`&\$&%`UVYb`@UXYbX]YVgh`Å`Y`gck]Y
?ØfdYfj Yf`Yhni b[Yb`ni [Ybca`a Ybž`k Ug`Ui Wk`Ui Z`X]Y
dUbXYa`]YVYX]b[hY`=gc`Uh]cb`ni fØW_[YZØ`fh`k YfXYb`_Ubb``8]YgY
9bhk]W_`i b[Yb`ghY`Yb`]b`X]fY`_hYa`Ni`gUa`a Yb`Ub[`a`]h`Y]bYf
Yf`Å`hYb`Df`ÅgYbn`j cb`?]bXYfb`i bX`đ [YbX`]WkYb`]a`ð`hYfbYh`
@Ui`h`XYa`8Yi`hgWkYb`GWk i`dcfhU``]Y[h`XYf`c`_i`g`bi`b`Ui`Z`XYf
B`chk`YbX][`_Y]hž`Y]bY`U`hYfg[YfYWk hY
A YX]Yb_ca dYhYbn]Yfa`]h`i b[`ni`YhUV`]YfYbž`i a`X]YgY
<YfUi gZcfXYfi b[Yb`Ubni [Y`Yb``Bi`f`[i`h]bZcfa`]YfhY`GWk Ø`Yf
_ØbbYb`YfbYbž`g]WkYf`ja`BYhn`ni`U[]YfYb`

F c``Y`XYf`GWk i`Yb`i bX`9`hYfb

9]bY`k]Wk h][Y`F c``Y`gd]Y`Yb`Y]YfVY]`Ui Wk`X]Y`GWk i`Yb``8 Yf`6YXUfZ
Ub`Df`Åj Ybh]cbgdfc[fUa`a Yb`i bX`Y]bYf`Yb[YfYb`Ni`gUa`a YbUfVY]h

nk]gW\Yb'đ [YbX\]ZY'i bX'GW\i `Yb']gh'Yj]XYbh"A YX]Yb_ca dYhYbn!
 HfU]b]b[gžX]Y`X]Y`F YW\hg`U[Y'i bX`XYb`l a [Ub[`a]higcn]U`Yb
 A YX]Yb`j Yfa]hY`bž`g]bX`i bYf`Àgg]W`"Ni XYa `gc`hYb
 6YfUhi b[gghY`Yb`]b`GW\i `Yb`Y]b[Yf]W\hYh`k YfXYbž`XUa]h`GW\Ø`Yf
 VY]`DfcV`Ya Yb`]b`7\Uh[fi ddYb`l bhYfghØhni b[`Z]bXYb`_ØbbYb"

9`hYfb`g]bX`Ui Z[YZcfXYfhž`\fY`?]bXYf`]b`XYf`A YX]Ybbi hni b[`ni
 VY[`Y]hYb`i bX`; Ygdf`ÀW\Y`ØVYf`ϕ\U`hY`ni `ZØ\`fYb`"Hfcm`XYf`\c\Yb
 ϕhYfbYhbi hni b[`i bhYf`đ [YbX`]W\Ybž`VYf]W\hYb`j]Y`Yž`XUgg`g]Y`]b
 XYf`GW\i `Y`bi f`k Yb][`5i Z_`Àfi b[`ØVYf[YZ`À`f`]W\Y`ϕ\U`hY
 Yf\U`hYb`"Ghi X]Yb`nY][Ybž`XUgg`-) i `XYf`đ [YbX`]W\Yb`hÀ[`]W\`XUg
 ϕhYfbYhbi hnYbž`XUVY]`YXcW`cZh`Xi fW\`XUg`i Y\`Yb`j cb
 5i Z_`Àfi b[`i bX`l bhYfghØhni b[`[YZ`À`f`]W\Yb`ϕ\U`hYb`Ui g[YgYhnh
 g]bX`"8]Y`J YfUbhk cfhi b[`ZØ`f`Y]bY`gUW\ [Ya `À»Y`Bi hni b[`XYf
 gcn]U`Yb`A YX]Yb`]Y[`higck c\`VY]`XYb`D`UhhZcfa UbV]YhYfb`U`g`Ui W\
 VY]`9`hYfb`i bX`GW\i `Yb"

ϕg[YgUa h]gh`_Ufž`XUgg`Y]bY`a i `h]ZU`hcf]Y`Y`GhfUhY[]Y`bØh][`]ghž
 i a `X]Y`G]W\Yf\Y]h]j cb`?]bXYfb`i bX`đ [YbX`]W\Yb`]a `X][]hU`Yb
 FUi a `ni `ZØfXYfb`i bX`g]Y`ZØf`X]Y`<YfUi gZcfXYfi b[Ybž`X]Y`]bYb
 VY[Y[bYbž`VYggYf`ni `k UddbYb`"8]YgYf[YgUa h[YgY`gW\UZh]W\Y
 5bgUhn]gh`b]W\h`bi f`bchk YbX][ži a `_f]a]bY`Yb`5_hj]]h`hYb
 Ybh[Y[Ybni k]f`Ybž`gcbXYfb`Ui W\ž`i a `df`Aj Ybh]j `gcn]U`Y`i bX
 Ya ch]cbU`Y`?ca dYhYbnYb`ni `gh`Àf`_Yb"

: Øf`k Y]hYfY`ϕZcfa Uh]cbYb`i bX`Y]bY`i a ZUggYbXY`5bU`mgY`XYf
 G]hi Uh]cbž`Z]bXYb`G]Y`\]Yf`X]Y`5fh]_Y`j cb`fVV&(ž`8Yi hgW\Yg
 GW\i `dcfhU`i bX`VdV"

8YhU]`g	
C fh	6Yf`]bž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fVV&("XY • XYi hgW\Yg!gW\i `dcfhU`"XY • k k k "VdV"XY

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