

Gca a YfZYf]Yb`]b`GhY[`]hn!NY\`YbXcfZ.
5VYbhYi Yf`ZØf`X]Y`[UbnY` : Ua `]Y°

Gca a YfZYf]YbUb[YVchY`]b`GhY[`]hn!NY\`YbXcfZ &\$&) .
J]Y`ZÀ`h][Y`Dfc[fUa a Y`ZØf`?]bXYf`i bX`š [YbX`]WXY"
↳Zcfa]YfYb`G]Y`g]W`Y`mh°



GhY[`]hn!NY\`YbXcfZž`6Yf`]bž`8Yi hgW`UbX`!`8]Y
Gca a YfZYf]Yb`ghY\Yb`j cf`XYf`HØfž`i bX`XUg`š [YbXUa h`GhY[`]hn!
NY\`YbXcfZ\Uh`Y]b`VfY]hYg`5b[YVch`ZØf`?]bXYfž`š [YbX`]WXY`i bX
: Ua `]Yb`j cfVYfY]hYh"N]Y`]ghYgž`j cf`U`Ya `9`hYfb`ni `i bhYfghØhnYbž
X]Y`b]W`hØVYf`gYW`g`K cW`Yb`i f`Ui V`j YfZØ[Yb`"8]Y`5b[YVchY
gc`Yb`gdUbbYbXY : Yf]YbUVYbhYi Yf`]a `?]Yn`Yfa Ò[`]W`Yb`i bX
XYW`Yb`Y]bY`J]Y`nU\`j cb`↳hYfYggYb`UV`"6YgcbXYfY`<][\`][\hg
g]bX`X]Y`š [YbXZFY]nY]hY]bf]W`hi b[Ybž`XYfYb`Dfc[fUa a Y`ØVYf`X]Y
K YVg]hY`k k k "ghY[`]hn!NY\`YbXcfZ"XY#gW`i `ZYf]YbUb[YVchY
UV[Yfi ZYb`k YfXYb`_ÖbbYb"

BYVYb`XYb`j]Y`ZÀ`h][Yb`A Ò[`]W`_Y]hYb`ni f` : fY]nY]h[YghU`hi b[`k]fX
XUg`š [YbXUa h`Ui W`F`Y]gYb`ZØf`?]bXYf`i bX`š [YbX`]WXY

cf[Ub]g]YfYb", VYf`Y]bY`i a ZUggYbXY`, VYfg]W\h`g]bX`X]Y`5b[YVchY
i bX`ZfY]Yb`D`ÀhnY`Y]W\h`Y]bgY\`VUF"8]YgY`ϕ]h]Uhj] Yb`g]bX`HY`
Y]bYg`[fÒ» YfYb`9b[U[Ya Ybhgž`XUg`]bgVYgcbXYfY`Ua`]Yb
UbgdfYW\Yb`gc`ž`X]Y`k`À`fYbX`XYf`Gca`a`YfZYf]Yb`Y]b
UVk`YW\g`i`b[gfY]W\Yg`Dfc[fUa`a``gi`W\Yb`"6Yf`]b`"XY`VYf]W\h`Yh
j`cb`X]YgYb`i`a`ZUggYbXYb`D`Ubi`b[Yb`"

J]Y`ZÀ`h][Y` : fY]nY]ha Ò[`]W\`_Y]hY`b

8Yf`6Yn]f`_`GhY[`]m!NY`\`YbXcfZV]YhYh`Y]bY`J]Y`nU`\`j`cb
: Yf]Ybdfc[fUa`a`Yb`Z0f`U`Y`5`hYfg[fi`ddYb" :]`hYfa`Ò[`]W\`_Y]hY`b
bUW\`5`hYfž` : Yf]Yb`k`c`W\Yž`C`fhghY`]`i`bX`ž` [YbXZfY]nY]hY]b]W\`hi`b[
g]bX`j`YfZ0[VUfž`k`Ug`X]Y`Gi`W\Y`bUW\`dUggYbXYb`5`_h]]h`hYb
Yf`Y]W\`hYfh`Ni`XYb`VYgcbXYfYb`J`YfUbg`hU`hi`b[Yb`[Y\`Òfh`XUg
ž` [YbXZYgh]j`U`]a`GhfU`bXVUX`K`UbbgYY`Ua``%-`"ž`XUg`j`ca
HYUa`A`c`K`c`c`f[Ub]g]Yfh`k`]fX`"8Yf`9]bhf]hh]gh`ZfY]ž`i`bX`G\`i`h`hY!
GYfj`]W\`g`j`ca`G!6U\`b\`c`Z`B]_`c`UggYY`g]bX`Y]b[Yf]W\`h`Yh`"

Ni`g`Àhn`]W\`XUni`Z]bXYh`]a`k`UbbgYY` : CFI`A`6Yf`]b`Y]b
ϕ`hYfbUh]cbU`Gi`a`a`Yf`K`cf`_`g\`cd`j`ca``&*"ž` `]`V]g`" `5i` [i`gh`ghUhhž
XUg`g]W\`Ub`%+`!`V]g`&*`!`À`f][Y`Ui`g`8Yi`hgW\`UbXž`Dc`Ybž`GdUb]Yb
i`bX`HgW\YW\]Yb`f]W\`h`Yh"8]Y`?`cghYb`VY`Ui`ZYb`g]W\`Ui`Z`%*,`
]b`_`i`g]j`Y`J`c`d`Ybg]cb`"

6]`XYbXY`i`bX`_`fYUh]j`Y`5b[YVchY

K`À`fYbX`XYf`Gca`a`YfZYf]Yb`[]Vh`Yg`]b`XYf`GhUXhV]V`]ch\Y`_
GhY[`]m!NY`\`YbXcfZ]j`ca`%(`"ž` `]`V]g`%`" `GYdhYa`VYf`Y]bY
Gca`a`YfZYf]Yb`YgYU`_h]cb`Z0f` ,`!`V]g`%&`!`À`f][Y`"?`]bXYfž`X]Y
a`]bXYghYbg`XfY]`60W\Yf`VYk`YfhYbž`_`ÒbbYb`Ub`Y]bYf
5VgW\`i`ggdUf`hm`hY]`bY\`a`Yb`"5i`»`Yf\`U`V`X]YgYf`J`YfUbg`hU`hi`b[Yb
ghY\`Yb`X]Y`A`i`gYYb`XYf`8ca`ÀbY`8U\`Ya`gck`]Y`XUg`A`i`gYi`a`gXcfZ
80ddY`ž`XUg`h`À[`]W\`[Y`ÒZbYh]ghž`Ui`Z`XYa`Dfc[fUa`a`"

9g`[]Vh`Ui`W\`Y]bY`FY]\`Y`j`cb`Gdcfh`i`bX`?`fYUh]j`Ub[YVchYbž
XUfi`bhYf` : Yf]YbWUa`dg`Z0f`?`]bXYf`j`cb`j`YfgW\]YXYbYb
5`hYfg[fi`ddYb"Ni`XYb`5b[YVchYb`n`À`\`Yb`i`bhYf`UbXYfYa` .

J YfUbgH`hi b[NY]hfUi a	? cghYb
6< 7 : Yf]YbWJa dg	' "i bX`(" : Yf]Ybk cWY	&) \$`
: i » VU``: Yf]YbWJa dg XYg: 7`<Yfh\U`\$`	*!`V]g`%&!>A\`f][Y	%) - ` `dfc`K cWY
GH? `<cW_Ym7Ua d	%": Yf]Ybk cWY	&) \$` `fA]h[`]YXYfŁ ' \$\$` `fB]W h A]h[`]YXYfŁ
Gca a YfWJa d`XYf 6Ug_YhVU`` ; Ya Y]bgW UZh NY\`YbXcfZ	&, "`đ `]V]g`%"`5i [i gh	%- \$`

8]YgY`5b[YVchY`k YfXYb`Xi fW`Y]b`Yfk Y]hYfhYg`BYhmk Yf_`j cb
HfÅ [Yfbž`XUfi bhYf`Ui W` [Ya Y]bbØhn][Y`C f[Ub]gUh]cbYbž
i bhYfghØhnh"NU\`fY]WY`5_hj] jhÅhYb`g]bX`_cghYb`cg`cXYf`ni
[Øbgh][Yb`DfY]gYb`j YfZØ[VUfž`XU`g]Y`j cb`đ [YbXj YfvÅbXYb`i bX
UbXYfYb`đgh]hi h]cbYb`cf[Ub]g]Yfh`k YfXYbž`X]Y`ja
@UbXYg↑ [YbXf]b[`6Yf`b`A]h[`]YX`g]bX"

: Øf`9`hYfbž`X]Y`X]Y`Gca a YfZYf]Yb`g]bbj c`` [YghU`hYb`a ØW hYbž
[]VhYg`ni XYa`ja `6Yf`bYf`Gi dYf!: Yf]Yb!DUgg`nU\`fY]WY
5b[YVchY``8Yf`U_hi Y``Y`6Yf`bYf`Gca a YfZYf]Yb_U`YbXYf``]ghYh
Ui » YfXYa`ØVYf`&) \$`5b[YVchY`ZØf`?]bXYf`i bX`đ [YbX`WYž`X]Y
j cb`7ca]Wg`nY]W`bYb`V]g`\]b`ni `6Ui a \Ui g!K c\bYb`ja
; fi bYk U`X`fY]WYb``ZUa]`]YbdcfhU``VYf`]b`XY`\Uh`U`Y`X]YgY
đZcfa Uh]cbYb`ni gUa a Yb[YhfU[Ybž`k Ug`X]Y`9bhgWY]Xi b[`ZØf`X]Y
f]W h][Y`5_hj] jhÅh`Yf\YV`]W`Yf`Y]W`hYfh"

8YhU]`g	
C fh	GhY [`]hn!NY\`YbXcfZž`6Yf`]bž`8Yi hgW`UbX
E i Y``Yb	<ul style="list-style-type: none"> • k k k "VYf`]b`XY • ghUXhfUbX!b UW f]W hYb`XY • ZUa]`]YbdcfhU``VYf`]b`XY

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