

?]fWk Y]\ZYghY`]a`@UbX_fY]g`GcbbYVYf[.
: Y]Yfb`ZØf`đ b[`i bX`5`h°

9fZU\fyb`G]Y`U`Yg`ØVYf`X]Y`?]fWk Y]\ZY]Yfb`]a`@UbX_fY]g
GcbbYVYf[žX]Y`Ua`&&"`đ b]`&\$&) `ghUhhZUbXYb"6YgcbXYfY
9j Ybhg`k]Y`XUg`6UW_cZYbZYgh]b`A i ddYf[`i bX`X]Y
6Yf[_]fWk Y]\`]b`BYi` \Ui`g!GWk]YfgWk b]hn`n]Y\Yb`6Ygi`WkYf
Ub"



GcbbYVYf[ž8Yi hgWk`UbX`!`5a`j`Yf[Ub[YbYb`K`cWkYbYbXY`k`Uf
]a`@UbX_fY]g`GcbbYVYf[`Y]b][Yg`cg"8]Y
?]fWk Y]\j`YfUbghU`hi`b[Yb`nc[Yb`<i`bXYfhY`j`cb`A`YbgWkYb`UbžX]Y
X]Y`HfUX]h]cbYb`i`bX`XYb`7\Ufa`Y`XYf`FY[]cb`\Ui`hbU\`Yf`YVYb
k`c`hYb" `đgVYgcbXYfY`XUg`fYbca`a`]YfhY`6UW_cZYbZYgh]b
A`i`ddYf[`Yfk`]Yg`g]Wk`U`g`Di`V`_]i`a`ga`U[bYhž`XYbb`Xcfh[UV`Yg
Zf]gWk`[YVUW`YbYg`6fch`Ui`g`Y]bYa`U`hYb`GhY]bcZYb`ni`_cgHyb"
Gc`Wk`Y]b`: Yghj`Yf`_ØfdYfh`b]Wk`h`bi`f`c`_U`Y`?`Øgh]Wk`_Y]hYbž
gcbXYfb`Ui`Wk`Y]bY`h]YZj`Yfk`i`fnY`hY`J`YfV]bXi`b[`ni`f`\Y]a`]gWkYb
?i`hi`fž`k`]Y`]bgi`YXh\`i`Yf]b[Yb"XY`VYgWk`fY]Vh"

ϕ·GWa U`YbVi W`k i fXY`Y]b`gh]a a i b[gj c`Yg`6fi bbYbZYgh
[YZY]Yfh`8Yf[YgWla ØW_hY`8cfZd`Uhn`i X`ni a`JYfk Y]Yb`Y]b`i bX
X]Y`A i g]_`hfi [`ni f[YgY`][Yb`5ha cgd\ÅfY`VY]"`5i W`XUg
Gca a YfZYgh]b`GhY]bUW`k Uf`Y]b`< [\`][\h`<]Yf`\UhhYb`Ua`]Yb
Y]b`Vi bhYg`Dfc[fUa a`ni f`5i gk U\` `j cb`Gd]Y`i bX`GdU»`ZØf`X]Y
?`Y]bYb`V]g`\]b`ni`_i`]bUf]gW`Yb`; YbØggYb`ZØf`X]Y`; fc»Yb"
6YgcbXYfg`YfZFYi`]W`k Uf`X]Y`_fYUh]j Y`J]Y`ZU`hž`X]Y`XUg`; Ygh`Vch
i bX`a Ub`_cbbhY`k]f`_]W`gdØfYbž`XUgg`X]Y`9]b`Y]a]gW`Yb`Y]b
[i hYg`<ÅbXW`Yb`ZØf`[Ya Øh]W`Y`; YghY`\UVYb"

6`]W_h`ia Ub`k Y]hYf`Ui Z`X]Y`HfUX]h]cbYb`XYg`@UbXYgž`gc`gh]W`h
VYgcbXYfg`X]Y`6Yf[_]fW`k Y]\`Yfj cf"8]YgYg`gY]h`XYa`%`"
ϰ\`f\`i bXYfh[YZY]YfhY`J c`_gZYgh]b`9f`Ub[Yb`\Uh`g]W`ni`Y]bYa
XYf`Å`hYghYb`J c`_gZYghY`8Yi hgW`UbXg`Yb`hk]W`Y`hž`k]Y`
dfUI]gh]ddg"ZcW g"XY`Ui ZnY][h`i fgdfØb[`]W`%+))`U`g`_]fW`]W`X
: Y]Yf`ni f`8fY]ZU`h][_Y]h]bg`@YVYb`[Yfi ZYbž`\Uh`g]W`XUg`; Ygh
a]hh`Yfk Y]Y`ni`Y]bYf`VY`]YVhYb`J YfUbghU`hi b[`ZØf`ž b[`i bX`5`h
[Yk UbXY`h"8Yf`9f`Ub[Yf`6i f[VYf[ž`a]h`gY]bYb`\]ghcf]gW`Yb
: Y`gYb`_Y`Yfbž`V]YhYh`Y]bY`a U[]gW`Y`?i`]ggY`i bX`a UW`h`X]Y
J YfUbghU`hi b[`ni`Y]bYa`i bj Yf[Ygg`]W`Yb`9f`YVb]g"

9]b`VYgcbXYfYg`< [\`][\h`XYf`6Yf[_]fW`k Y]\`]gh`XUg`hfUX]h]cbY`Y`Y
5bnUdZYb`XYg`YfghYb`6]YfZUggYg`Xi fW`XYb`C VYfVØf[Yfa`Y]ghYfž
XUg`XYb`cZZ]n]Y`Yb`; YghVY[]bb`a Uf_]Yfh`; fÅb_]gW`Y`GdYn]U`]hÅhYb
k]Y`6fUhk i fgh`i bX`6fYnYb`fi bXYb`XUg`_i`]bUf]gW`Y`5b[YVch`UV
i bX`n]Y`Yb`YXYg`ϰ\`f`Yhk U`Y]bY`A`]`]cb`6Ygi W`Yf`Ub"8Ug`VfY]hY
a i g]_U`]gW`Y`Dfc[fUa a`i bX`Y]b`[fc»Yf`HfUW`hYbi a`ni [`nY][Yb
X]Y`J]Y`ZU`h`XYf`ZfÅb_]gW`Yb`?i`hi`fi bX`gc f[Yb`ZØf`Y]b`YW`hYg
; Ya`Y]bgW`UZhg[YZØ`\`i bhYf`XYb`; Ygh[ÅghYb"

8]Y`6YXYi hi b[`j cb`_i`hi fY`Yb`; YghYb`k]fX`Ui W`j cb`_i`hi f!i bX!
bUhi f"Wca`Yfj cf[Y\cVYb"8]Y`V]YhYb`b]W`h`bi f`Y]bYb`9]bV`]W`]b
; YgW`]W`hY`i bX`HfUX]h]cbž`gcbXYfb`ZØf`XYfb`Ui W`XYb`gcn]U`Yb
Ni gUa a Yb`U`h"8]YgY`J YfUbghU`hi b[Yb`g]bX`b]W`h`bi f`Y]bY
D`Uhž`cfa`ZØf`XUg`; Y]Yfbž`gcbXYfb`Ui W`k]W`h][`ZØf`XUg`; YZØ`\`XYf
Ni [Y\Øf][_Y]hi bX`ϰYbh]hÅh]b`XYb`Yk Y][Yb`FY[]cbYb"ā a Yf
k]YXYf`k]fX`XYi h]W`ž`k]Y`k Yfhj c`X]YgY`; YghY`ZØf`X]Y
; Ya`Y]bgW`UZhi bX`X]Y`6Yk U\`fi b[`XYg`_i`hi fY`Yb`9fVYg`g]bX"

ðg[YgUa h'nY][h'g]W ž'XUgg'X]Y' ?]fW k Y]\j YfUbgU`hi b[Yb`]a
 @UbX_fY]g'GcbbYVYf[`i bX`X]Y'6Yf[_]fW k Y]\`]b`9f`Ub[Yb`b]W h
 bi f`Y]bY`[fc»Y`5bnU\`Ub`; ÅghYb`Ubn]Y\Ybž'gcbXYfb`Ui W`Y]b
 GhØW_`<Y]a Uh[YZØ\`i bX`HfUX]h]cb`j Yfa`]hhY`b"K Yf`]b`X]YgYb
 ; Ybi gg`_ca`a Yb`a ØW`hYž'gc`hY`g]W`X]Y`_ca`a YbXYb`9fY][b]ggY
]a`'?U`YbXYf`j Yfa Yf`_Yb"

8YhU]`g	
C fh	GcbbYVYf[ž'8Yi hgW`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "]"bgi YXh\i Yf]b[Yb"XY • dfUl]gh]ddg"ZcW`g"XY • k k k "_i`hi f!i bX!bUhi f"Wca

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