

H\Øf]b[Ybg': `ØggY']b'6YXfÅb[b]g.
B]YXf][k UggYf'gcf[h'ZØf'5`Ufa gh]a a i b[°

⊕`H\Øf]b[Yb'ZØ\ fYb`b]YXf][Y`B]YXYfgW`À[Y`ni`Y]bYa
Ui g[YdfÅ[hYb`B]YXf][k UggYf"9l dYfhYb`gY\Yb`YXcW
_Y]bYb'5b`Ugg'ni f'Gcf[Y"



H\Øf]b[Ybž'8Yi hgW`UbX'!`⊕`H\Øf]b[Yb'dfÅgYbh]Yfh'g]W`X]Y
K UggYfg]hi Uh]cb`XYfnY]h'U`g`Y]bY`<YfUi gZcfXYfi b[ž'X]Y`X]Y'6Øf[Yf
i bX'6Y\ØfXYb'[`Y]WYfa U»Yb`VYhf]Zn"K Y[Yb`Ub`U`hYbX'[Yf]b[Yf
B]YXYfgW`À[Y`ZØ\ fYb`j]Y`Y':`ØggY`bi f'k Yb][`V]g`gY`f'k Yb][
K UggYf"@Ui h'XYb`U`hi Y`Yb`⊕Zcfa Uh]cbYb`j cb`h`i`Yf]b[Yb"XY
\YffgW`h`Y]bY`Ui g[YdfÅ[hY`B]YXf][k UggYfg]hi Uh]cbž'X]Y`YXcW`]b
X]YgYf`⊕\fYgnY]h`b]W`h`i b[Yk`Ö\b`]W`]gh" GhYZUb'6fi bYž'XYf`@Y]hYf
XYg'?ca dYhYbnnYbhfi a g'?`ja U`ja`H\Øf]b[Yf`@UbXYgUa h'ZØf
I a k`Y`hž'6Yf[VUi`i bX`BUhi fgW`i hnž'VYfi \][h'X]Y'6Yj`Ò`_Yfi b[
i bX`VYhcbhž'XUgg`Yg`_Y]bYb`; fi bX`ni f'Gcf[Y`[YVY"

6YgcbXYfg`\Yfj`cfni`YVYb`]ghž'XUgg`Ui h'XYa`B]YXf][k UggYfdcfHU`
XYf'6Y\ØfXY`YX][`]W`ZØbZ'DY[Y`ghÅbXY`I`ghYfž`B`YggYž'GUU`Yž

C f`U`i bX`<Y`VY` ` _Y]b`B]YXf][k UggYf`Ui gk Y]gYb`"9]b`k Y]hYfYf
Di b`_h`]ghž`XUgg`X]Y` : Ø`gh`ÀbXY`XYf`ZØbZ`a U» [YV`]WXYb
Hf]b`_k UggYfhU`gdYffYb`]a` `ØV`]WXYb`6YfY]W`"Y[Ybž`U`YfX]b[g`X]Y
b]YXf][ghYb`XYf`YmhYb`ZØbZ`đ\`fY`ni`X]YgYa`NY]hdi b`_h`g]bX`"J cb
Bcj Ya VYf`V]g`5df`]Z]Y`b`]b`H\Øf]b[Yb`]a` :`ÀWXYba`]hhY`bi f`&` -
A`]"a YhYf`B]YXYfgW`U[ž`k Ug`]a` J Yf[`Y]W`ni f`a`]hhYfYb
B]YXYfgW`U[ga Yb[Y`XYf`FYZfYbndYf]cXY`%-`*`%`-`\$`j`cb`" &)
A`]"a YhYfb`Y]bY`XYi`h`]WXY`5V`k Y]W`i b[`XUfghY`"h"

HfcW_Yb\Y]h`i bX`]\fY`5i gk]f`_i b[Yb

K]Y`X]Y`5bU`mgY`j cb`i a k Y`h`h\i Yf]b[Yb`"XY`nY][hž`]gh`XYf
?`]a Uk UbXY`Y]b`YbhgWXY]XYbXYf` : U`hc`fž`XYf`ni` \`Ài Z][YfYb
HfcW_Ybd\UgYb`i bX`GhfYgg`]b`i bgYfYa`K UggYf\Ui g\U`h`ZØ`fh`"8]Y
K UggYfk]fhgW`UZh`g]Y`h`g]W`XU`Yf`[Ynk`i b[Ybž`XUg
K UggYfa UbU[Ya Yb`hi bX`X]Y`K UggYfj YfZØ[VUf`_Y]h`bYi`ni
VYk YfhYb`"A]h`XYf`9]bZØ\fi b[`XYg`B]YXf][k UggYf`dc`fhU`g`]a` đ\`f
&\$`&%`_Ø`bbYb`6Øf[Yf`ØVYf` ; Yk`ÀggYfgh`ÀbXYž`B]YXYfgW`À[Yž
6cXYbZYi W`hY`i bX`X]Y`K UggYfgh`ÀbXY`XYf`HU`gdYffYb`]bZc`fa`]Yfh
k YfXYb`"

8 Ug`N]Y`XYg`B]YXf][k UggYf`dc`fhU`g`]gh`_`Uf.`8]Y`YZZ]n]YbhY`B`i`hni`b[
i bX`XYf`GW`i`hn`j`cb`K UggYf`ni`ZØ`fXYfb`"H\Øf]b[Yb`d`f`ÀgYbh]Yfh
g]W`XUVY`]U`g`J`c`ffY]hYfž`XYbb`]a` `A`U`]&\$`&&`k`i`fXY`Y]bY
`UbXYgk`Y]hY`B]YXf][k UggYfghfU`hY[]Y`]bg`@YVYb`[Yfi`ZYb`"8]YgY
GhfU`hY[]Y`i`a`ZUggh`Y]bY`j`YfVYggYfhY`Dfc[bcgYž`DfcV`Ya`Øgi`b[Yb
i bX`X]Y`9fghY`i`b[`j`cb`K UggYfV`]Ub`nYb`Xi`fW`XUg`H\Øf]b[Yf
@UbXYgUa`h`ZØf`I`a`k`Y`hž`6Yf[VUi`i`bX`B`U`hi`fgW`i`hn`"Ni`XYa`g]bX
?`]a UghfYgghYghg`a`]h`K UggYfj`Yfgcf[Yfb`i`bX
: Yfbk UggYfj`Yfgcf[i b[`]b`D`U`bi`b[ž`i`a`X]Y`J`Yfgcf[i b[ggmg`hYa`Y
VY]`a`Y`fYfYb`hfcW_YbYb`Gca`a`Yfb`ni`hYghYb`"

@Ub[Zf]gh][Y`A`U»`b`U`a`Yb`i`bX`5bdUggi`b[Yb

@Ub[Zf]gh][Y`5bdUggi`b[gghfU`hY[]Yb`a`ØggYb`\Yfž`i`a`XYb
U`_hi`Y`Yb`i`bX`ni`_ØbZ]h[Yb`<YfUi`gZc`fXYfi`b[Yb`ni`VY[Y[bYb`"
9l`dYfhYb`VYhc`bYbž`XUgg`bU]cb`U`Y`i`bhYfgW`]YXY`VY`]XYb
5i`gk`]f`_i`b[Yb`XYg`?`]a Uk UbXY`g`Ui`Z`XYb`K UggYf\Ui`g\U`h`

VYfØW_g]W h][h'k YfXYb'a ØggYb" K Å\fybX'ja 'BcfXcghYb
 8Yi hgW\`UbXg`Y]bY`j YfghÅf_hY`HfcW_Yb\Y]h`Yfk UfhYh'k]fXž'nY][Yb
 l bhYfji W i b[Yb`Ui W ž`XUgg`X]Y`K UggYfghÅbXY`j]Y`Yf`GYb`]b
 6fUbXYbVi f[`g]b_Yb`_ÖbbhYbž`k]Y`]b`cY_ca "XY`XUf[Y`Y[h'k]fX"

8]Y`J YfVYggYfi b[`XYg`K UggYffØW`U`hg`]b`HU`gdYffYb`i bX`X]Y
 DfØZ b[`i b[Ybi hnhYf`HU`gdYffYbž`k]Y`VY]gd]Y`gk Y]gY
 ?`Y]bgdY]W Yfž`ghY`Yb`YVYbgc`Ui Z`XYf`5[YbXU`k]Y`bUhi fbU`Y
 :`Y» [Yk ÅggYfž`X]Y`fcVi ghYf`[Y[YbØVYf`?`]a UÅbXYfi b[Yb`g]bX"
 ;`Y]W nY]h][`k]fX`XYf` : c_i g`Ui Z`_]a UUb[YdUgghY`@UbXk]fhgW UZh
 [Y`Y[hž`a]h`XYa `N]Y`ž`5bVUi ZfØW hY`Ui gni k Å`Ybž`X]Y`k Yb][Yf
 K UggYf`VYbØh][Yb"

8]Y`@U[Y`]b`H\Øf]b[Yb`]gh`Y]b`Y]bXf]b[`]W Yf`<]bk Y]g`XUfUi Zž`XUgg
 bUW\`U`h][Y`@Øgi b[Yb`i bX`Y]b`i a g]W h][Yg`K UggYfa UbU[Ya Ybh
 i bYf`Ågg`]W `g]bXž`i a `X]Y`K UggYfj YfZØ[VUf_Y]h`Ui W `]b`hfcW_YbYb
 NY]hYb`ni `g]W Yfb"

8YhU]`g	
C fh	H\Øf]b[Ybž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • h\i Yf]b[Yb"XY • i a k Y`h"h\i Yf]b[Yb"XY • k k k "cY_ca "XY

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