

? Ò`b`]a` `5i Zfi \ f. `F Yj]g]cb`[Y[Yb
6Yk À\ fi b[gghfUZY`]a` `7i a !9I !G_UbXU`°

→a` `7i a !9I !G_UbXU`_ØbX][h`X]Y`? Ò`b`Yf`GhUUhgUbk U`hgW`UZh
F Yj]g]cb`[Y[Yb`6Yk À\ fi b[gi fhY]`ZØf`? U]! I k Y`GhYW`_UbžXYf
&` ž` `A]`]cbYb`9i fc`gW`i` `XYh"



? Ò`b`ž`8Yi hgW`_UbX`!` →a` `gdY`_hU`_i` `ÀfYb`7i a !9I !
GhYi YfVYhfi [gZU` ``\Uh`X]Y`GhUUhgUbk U`hgW`UZh? Ò`b`F Yj]g]cb
[Y[Yb`XUg`_U`_hi Y`Y`I fhY]`]a` `J YfZU`fYb`[Y[Yb`XYb`Y`Ya U`][Yb
5bk U`h`? U]! I k Y`GhYW`_Ub[Y_ØbX][h`GhYW`_k i fXY`j ca` `6cbbYf
@UbX[Yf]W`h`ni` `Y]bYf`6Yk À\ fi b[gghfUZY`j cb`Y]bYa` `→\f`i` bX`nY`b
A cbUhYb`gck]Y`ni` `Y]bYf` ; Y`XghfUZY`]b` < Ò`Y`j cb`&` ž` `A]`]cbYb
9i fc`j Yfi fhY]`h`J cb`X]YgYf`Gi a a Y` \Uh`Yf`VYfY]hg`%%A]`]cbYb
9i fc`[YnU` \h`8]YgY`fYW`h]W`Yb`G`W`f]hY`ghY`Yb`]a
Ni gUa a Yb`Ub[`a`]h`Y]bYa` `6Yhfi [ž`XYf`j cb`&\$ \$+`V]g`&\$`%
ghUhhZUbX`i bX`XYa` `XYi hgW`Yb`GhUUh`Y]bYb`GhYi YfgW`UXYb`j cb
(& , `A]`]cbYb`9i fc`Y]bVfUW`hY` `8Yf`7i a !9I !G_UbXU`[]`h`U`g`Y]bYf
XYf`[fØ`» hYb` :]bUbn`_f]a`]bU`Z`À`Y`]b`9i fcdUž`a`]h`[YgW`ÀhnhYb
J Yf`i ghYb`ZØf`XYb` :]g`_i` g`]a` `nk Y]ghY`][Yb`A]`]UfXYbVYfY]W`ž

k cVY]`X]Y'; YgUa hgWÅXYb`]b`9i fcdU`Ui ZØVYf`%) \$`A]``UfXYb
9i fc`[YgWÅÅhh`k YfXYb"

GhYW`gd]Y`hY`Y]bY`nYbhfU`Y`F c``Y`]a`7i a`!9I`!G_UbXU`i bX`k i fXY
&\$%*`?`fcbnYi [Y`XYf`5b`_U[Y``GY]bY`5i ggU[Yb`ZØ`fhYb`ni f
5i ZUfVY]hi b[`i bX`6YghfUZi b[`nU`fY]WÅYf`6YhY`][hYf``GY]b
Y\Ya`U`][Yf`?`Ubn`Y]dUfhbYf`<`Ubbc`6Yf[Yf`k i fXY`&\$&&`ni`Y]bYf
<`UZ`ghfUZy`j`cb`UWÅh`Å\`fYb`j`Yfi`fhY`]`hi bX`VYZ]bXYh`g]WÅ`gca`]h`ja
;`YZÅb[b]g``K`Å`fYbX`X]Y`GhUUhgUbk`U`hgWÅ`UZh`i`fgdfØb[`]WÅ`Y]bY
:`fY`\Y]hgghfUZy`j`cb`XfY]`Å\`fYb`i bX`UWÅh`A`cbU`hYb`[YZc`fXYfh
\`UhY`ž`nY][hY`g]WÅ`X]Y`J`YfhY]X][i b[`Yf`Y]WÅ`hYfh`ØVYf`X]Y
6Yk`Å`fi b[ggghfUZy"

F Yj]g]c b`XYf`GhUUhgUbk`U`hgWÅ`UZh

8]Y`GhUUhgUbk`U`hgWÅ`UZh`?`Ø`b`g]Y`h`Y]bY`[fUj]YfYbXY`5V`k`Y]WÅ`i b[
nk`]gWÅ`Yb`XYa`i`fhY`]i bX`XYf`i`fgdfØb[`]WÅ`Yb`5b`_U[Y``8`U`Yf
Zc`fXYfb`X]Y`9fa`]h`hYf`Y]bY`[fØb`X`]WÅ`Y`DfØZi b[`XYf`i`fhY`]g[fØb`XY`"
5bbY`6fc`f\`]`_Yf`ž`X]Y`ZØ`fYb`XY`9fa`]h`hYf]b`]a`7i a`!9I`!G_UbXU`ž
_f]h]g]YfhY`6Ub`_Yb`i bX`XYfYb`5bk`Å`hY`ž`XU`g]Y`X]Y`9fa`]h`i b[Yb
ghUf`_VY`\]bXYfh`\UVYb``G]Y`hfU`h`9b`XY`A`U`]&\$&(`Ui`g`XYa
đ`gh]nX]Ybgh`Ui`g`i bX`]gh`bi b`;`YgWÅ`Å`Zh`gZØ`fYf]b`VY]`XYf
6Øf[YfVYk`Y[i b[`:]bUbnk`YbXY`ž`k`c`g]Y`[Y[Yb`:]bUbn`_f]a`]bU`]h`Å`h
UfVY]hYh"

8Yf`7i a`!9I`!`?`ca`d`YI`Yfa`Ø[`]WÅ`h`Yg`:]bUbnU`_hYi`fYb`ž`Xi`fWÅ`XUg
<]b`!`i bX`<`YfgWÅ]YVYb`j`cb`5`_h]Yb`fi bX`i a`XYb
8]j`]XYbXYbgh]WÅ`hU[`a`Y`f`ZUWÅ`?`Ud]hU`Y`fhfU[ggghYi`Yfb`ni`Y`fghUhhYb`ž
X]Y`b]Ya`U`g[YnU`h`k`i`fXYb``8]Y`5i`ZUfVY]hi b[`XYg`G_UbXU`g`]gh
bcWÅ`_Ub[Y`b]WÅ`h`UVni`gWÅ`c`ggYb``Hfcm`XYf`9fZc`[Y`j`cb`6fc`f\`]`_Yf
gh]Y`»`g]Y`Ui`Za`Ugg]j`Y`K`]XYfgh`Å`bXY`i bX`a`Ub[Y`b`XY
l`bhYfgh`Ø`hni b[`]bbYf`\U`V`XYf`đ`gh]n`i bX`Dc`]h]_``9fghY`<]bk`Y]gY`Ui`Z
X]Y`d`fc`V`Ya`Uh]gWÅ`Yb`;`YgWÅ`Å`ZhY`[UV`Yg`VYfY]hg`%-`-`-`ž`Y`Xc`WÅ
Yf[f]Z`XUg`6i bXYgZ]bUbna`]b]ghYf]i a`_Y]bY`A`U`»`bU`a`Yb`ž`gcbXYfb
`Y[U`]g]YfhY`7i a`!9I`!;`YgWÅ`Å`ZhY`Xi`fWÅ`X]Y`,`VYfbU`a`Y`Y]bYg
;`YgYhnYgj`c`fgWÅ`U[g`XYg`6Ub`_Ybj`YfVUbXg"

8Yf`9]bZi`gg`XYf`K`UfVi`f[!6Ub`_

9]b`k Y]hYfYf`nYbhfU`Yg`9`Ya Ybh`XYg`G_UbXU`g`]gh`X]Y`<Ua Vi f[Yf
 K UfVi f[`6Ub_ž`X]Y`ghUf_]b`7i a !9! !8YU`g`]bj`c`j]Yfh`k Uf``&\$%*
 ZcfXYfhY`XUg`:]bUbnUa h(+`A`)]cbYb`9i fc`j cb`XYf`6Ub`_ni fØW`"
 8Yf`XUa U`][Y`6Øf[Yfa Y]ghYf`j cb`<Ua Vi f[ž`C`UZ`GW`c`nž`hfUZ`g]W`
 a]h`6Ub`_j cfgh`ÅbXYbž`i a `X]Y`F`ØW`nU`\\i b[`ni`j Yf`\\]bXYfb``i b`_Uf
 V`Y]Vhž`k Ug`a]h`XYb`d`fcZ]h]YfhYb`(` `A`)]cbYb`9i fc`XYg`9! !7`\\YZg
 XYf`K UfVi f[!6Ub`_ [YgW`U`ž`bUW`XYa `XYggYb`GhfUZ`d`fc`nYgg
 Y]b[YghY`h`k i fXY"

8]Y`J`Yfghf]W`_i b[Yb`i bX`XYf`i a ZUb[`XYf`7i a !9! !; YgW`Å`ZhY
 nY][Yb`X]Y`<YfUi`gZcfXYfi b[Yb`]b`XYf
 :]bUbnj YfVfYW`YbgVY`_Åa`dZi b[`Ui`Z`8]Y`XYi hgW`Y`Dc`]h]_`i bX
 ž`gh]n`gY`\\Yb`g]W`k`Y]hYf`\\]b`XYf`5i`Z[UVY`[Y[YbØVYfž`X]Y
 <]bhYf[fØbXY`X]YgYg`G_UbXU`g`i a ZUggYbX`ni `VY`Yi W`hYb`i bX`X]Y
 J`YfUbhk`cfh]W`Yb`ni`f`FYW`YbgW`UZh`ni`n]Y`\\Yb``K`jY`5bbY
 6fc`f`_Yf`VYhcbhYž`a`i`gg`[Y[Yb`gc`W`Y`DfU`_h]_Yb`Yb`hgW`jYXYb
 j`cf[Y[Ub[Yb`k`YfXYbž`i a `XYb`Z]bUbn]Y`Yb`GW`UXYb`ZØf`XYb`GhUUh
]b`Ni`_i bZh`ni`j`Yfa`Y]XYb"

: Øf`k Y]hYfY`f`bZcfa`Uh]cbYb`ni`X]YgYa`H`Y`a`U`_ØbbYb`G]Y`X]Y
 6Yf]W`hY`j`cb`**NJK** ž`**Gd]Y[Y`i bX`N8:** `_cbgi`h]YfYb"

8YhU]`g	
J`c`f`ZU``	GhYi`YfVYhfi`[
C`f`h	?`Ø`b`ž`8Yi`hgW`U`b`X
GW`UXYb`]b`	(`&`,`\$\$\$\$\$\$
E`i`Y`Y`b	<ul style="list-style-type: none"> • k`k`k`"nj`k`"XY • k`k`k`"gd]Y[Y`"XY • k`k`k`"nXZ`Yi`hY`"XY

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