

➤UZuf'DUbuU\]'hf]i a d\]Yfh]b'7UbbYg.
; c`XYbY'DU`a Y'ZØf`A i h'i bX`K]XYfghUbX`°

➤UZuf'DUbuU\]' [Yk]bbh`X]Y'; c`XYbY'DU`a Y']b'7UbbYg`&\$&) `ZØf`
I b`G]a d`Y`5W]XYbh žXYf`X]Y`FYdfYgg]cb`]a `fUb`
h\Ya Uh]g]Yfh"



7UbbYgž: fUb_fY]W\ !`đ`Y]bYf`Ya ch]cbU`Yb`NYfYa cb]Y`U`h`XYf`
]fUb]gW`Y`FY[]ggYi f`➤UZuf'DUbuU\]`X]Y'; c`XYbY'DU`a Y'ZØf`gY]bYb`
:]a` I b`G]a d`Y`5W]XYbh`fYb[]gW`Yf`H]hY`. `đ`K Ug`đ gh`Ub`
5W]XYbh`Ł`Ui`ZXYb`đ`hYfbUh]cbU`Yb`:]a`ZYghgd]Y`Yb`j`cb`7UbbYg`
&\$&) `Yf`U`h`Yb`"8]YgYf`VYXYi`hYbXY`DfY]g`k`]fX`U`g`Y]bY`XYf`
\ØW`ghYb`5i`gnY]W`bi`b[Yb`]a`?`]bc`Ub[YgY`Yb`i`bX`k`]fX`j`cb`XYf`
đ`fmi`bhYf`XYa`J`cfg]hn`j`cb`đ`]YhhY`6]bcW`Y`j`Yf`]Y`Yb`ž`X]Y`]b`]\fYf`
FYXY`X]Y`Bchk`YbX][`_Y]h`j`cb`K`]XYfghUbX`i`bX`XUg`, VYf`YVYb`]b`
XYf`\Yi`h][Yb`NY]h`i`bhYfghf]W`"8Yf`:]a`VY`U`b`XY`h`X]Y`9f`YVb]ggY`
]a`; YZAb[b]g`i`bX`X]Y'; Yk`U`h`ž`X]Y`XUg`]fUb]gW`Y`FY[]a`Y`Ui`gØVhž`
i`bX`gd]Y[Y`h`XUa`]h`X]Y`d`YfgØb`]W`Yb`9f`ZU`fi`b[Yb`DUbuU\]g`k`]XYfž`
XYf`nk`]gW`Yb`đ`]`&\$&&`i`bX`:]YVfi`Uf`&\$&'`]b`UZh]Yfh`k`Uf`i`bX`
ni`j`cf`i`bhYf`Y]bYa`5fVY]hg!`i`bX`FY]gYj`YfVch`]h"

I b`G]a d`Y`5W]XYbh`h\Ya Uh]g]Yfh`XUg`GW`W_gU`Y\Ya U`][Yf
; YZUb[YbYfz`X]Y`\fY`DY]b][Yf`YbhZ0\fyb`i bX`g]W`a`]h: fU[Yb`XYf
F UW`Y`Ui`gY]bUbXYfgYhnYb" `b`X]YgYa` :]`a` j`YfV]bXYh`DUbU\
[Yk U`hgUa` Y`9f`YVb]ggY`a`]h`i` a`cf] c``Yb`A`ca` YbhYbž`k` Ug`XUg
K`Yf`_`gck`c`\`b`UW`XYb`_]W`U`g`Ui`W`i`bhYf`U`hgUa``a`UW`h``8`Ug
Di`V`_]`i`a``Udd`Ui`X]YfhY`VY[Y]ghYfž`U`g`DUbU\
]`U`g` ; Yk`]bbYf`XYf
; c`XYbYb`DU`a`Y`VY`_`Ubbh`[Y[YVYb`k`i`fXY``6Y`]`XYf
DfY]gj`Yf`Y`\i`b[`VYhcbhY`Ui`W`7`UhY`6`UbW`Yh`X]Y`VYXYi`hYbXY
F`c``Y`XYg`?`]bcg`]b`[YgY`g`W`UZh`]W`Yb`8`]g`_i`gg]cbYb"

DfY]ghfÀ[Yf`i`bX`5i`gnY]W`bi`b[Yb`]b`7`UbbYg

K`À`fYbX`XYf` :]`a`ZYghgd]Y`Y`k`i`fXYb`Ui`W`a`Y`fYfY`UbXYfY
VYXYi`hYbXY`5i`gnY]W`bi`b[Yb`]Yf[YVYb" `8Yf`VfUg`]Ub]gW`Y` :]`a`
C`GYW`Yh`c`5[YbhY` j`cb`?`YVYf`A`YbXcb`ĀU` :]`\c`Yf\]Y`h`XYb`DfY]g
Z0f`X]Y`VYghY`FY[]Yž`k`À`fYbX`K`U[bYf`A`ci`fU`U`g`VYghYf`8`UfghY``Yf
Ui`g[YnY]W`bYh`k`i`fXY``8Yf` ; fc»Y`DfY]g`XYf`ž`fm`[]b[`Ub
GYbh]a`YbhU``J`U`i`Y` j`cb`æ`UW`]a`Hf]Yfž`i`bX`»Ub!D]YffY`gck`]Y
@`W8`UfXYbbY`k`i`fXYb`Z0f`XUg`VYghY`8`fY`\Vi`W`Z0f` »i`bYg
A`ĀfYg``Ui`g[YnY]W`bYh`A`UgW`U`GW`]`]bg_]`Yf\]Y`h`XYb`DfY]g`XYf
ž`fm`Z0f`]`fYb` :]`a` `b`X]Y`GcbbY`gW`Ui`Yb`i`bX`k`]Xa`Yh`X]YgYb
DfY]g`XYb`†`b[Yb` :]`a`gW`UZZYbXYbž`]bgVYgcbXYfY` : fUi`Yb"

DUbU\
]`_`cbbhYž`bUW`XYf`5i`Z`YVi`b[`gY]bYg`5i`gfY]gYj`YfV`chgž
dYfg0b`]W`Ub`XYa` : Ygh]j`U`hY`]bY`a`Yb`i`bX`Āi`»YfhY`k`À`fYbX`XYf
 : Y]Yfž`XUgg`X]Y` : fY]\Y]h`gY]bYg`@UbXYg`XUg`K`]W`h][`ghY`gY]"`8`]Yg`]gh
Y]bY`VYa`Yf`_`Ybgk`YfhY`l`a`gh`AbXYž`XU`XYf`≠Ub`Z0f`gY]bY`ghfYb[Y
?`cbhfc``Y`0VYf`?`i`bghi`bX`?`i`hi`f`VY`_`Ubbh`]gh"

8Yf`?`cbhYI`h`XYg`]fUb]gW`Yb`?`]bcg

8`Ug`]fUb]gW`Y`?`]bc`\UhY]bY`Ub[Y`i`bX`ZUW`hYbFY]W`Y
; YgW`]W`hYž`X]Y`Yb[`a`]h`d`c`h]gW`Yb`9bhk`]W`_i`b[Yb`]YfVi`bXYb
]gh" `8`]Y`YfghY`?`]bcg`Yf0ZbYhYb`]a`≠Ub`VYfY]hg`%`-\$`(`ž`ni`b`ĀW`gh`Z0f`
A`ĀbbYfž`gd`ĀhYf`Ui`W`Z0f` : fUi`Yb`i`bX`[Ya`]gW`hYg`Di`V`_]`i`a`" `8`]Y
]fUb]gW`Y`FYj`c`i`h]cb`j`cb`%`+`-`Z0`f`hY`Y`XcW`ni`Yf`YV`]W`Yb
9]bgW`f`Āb`_i`b[Yb`Z0f` :]`a`gW`UZZYbXY" `b`hYfbUh]cbU`UbYf`_`UbbhY
K`Yf`_`Yž`k`]Y`5VVUg`?]UfcghUa`]g`8Yf` ; YgW`a`UW`XYf`?]fgW`Y`ž`XYf

%- - +`X]Y'; c`XYbY`DU`a Y` [Yk Ubbž`\\UVYb`XUg`]fUb]gWXY`?]bc`Ui Z
X]Y`k Y`hk Y]hY`6Ø`bY`[Y`cVYb"

»ZUf`DUbU`]]gh`b]W`h`XYf`Y]bn][Y`]fUb]gWXY` :]`a Ya UW`Yfž`XYf`ZØf
gY]bY`5fVY]h`]bhYfbUh]cbU`Y`5i gnY]W`bi b[Yb`Yf`U`hYb`\\Uh`"GY]b
:]`a ` 8Yf`?fY]g` [Yk Ubb`&\$\$\$`XYb` ; c`XYbYb`@Øk Yb`]b`J YbYX][ž
i bX`Ui W`F`Y[]ggYi fY`k]Y`5g[\\Uf` : Uf`UX]i bX`A c`Ua` a UX
F Ugci `cZ`\\UVYb`a]h`\\fYb` :]`a Yb`[fc»Y`9fZc`[Y`[YZY]Yfh`"NYbgi f
]gh]a` `fUb`bUW`k]Y`j cf`Y]b`H`Ya U.`<]ghcf]gW` [YgY`\\Yb
VYghUbXYb`bUW`XYf`F`Yj c`i h]cb`%- ++`bi f`%\$i` `XYf` :]`a Y`X]Y
NYbgi fdfØZi b[žk Ug`X]Y` : fY]`\\Y]hgVYgW`f`Ab`_i b[Yb`]b`XYf`?i bgh
j YfXYi h`]W`h`7]bYa Ub`h`Ya Uh]g]Yfh`X]YgY`<YfUi gZcfXYfi b[Yb
i bX`X]Y`k]XYfghUbXgZ`\\][Y`B`Uhi f`XYf`]fUb]gWXYb`?i bgh"

8]Y`5i gnY]W`bi b[`j cb`»ZUf`DUbU`]]b`7UbbYg`]gh`b]W`h`bi f`Y]bY
9`fi b[`ZØf`gY]bY`Z]`a]gWXY`5fVY]hž`gcbXYfb`Ui W`Y]b
Y]bXf]b[`]W`Yg`NY]W`Yb`XYg`K]XYfghUbXg`[Y[Yb`X]Y
l bhYfXfØW`_i b[`]a` `fUb`"K`À`fYbX`j]Y`ØVYf`X]Y`dc`]h]gWXYb
`a d`_Uh]cbYb`gY]bYg`GW`UZZYbg`[YgdfcW`Yb`k]fXž`V`Y]Vh`Y]bYg
k]W`h][`X]Y` : À`\\[_Y]h`XYg`?]bcgž` ; YgW`]W`hYb`ni`Yfn`À`Ybž`X]Y
XYb`Ni gW`Ui Yf`ni a`B`UW`XYb`_Yb`Ub`fY[Yb`i bX`Ui Z`VYghY`\\YbXY
A]gggh`AbXY`Ui Za Yf`_gUa` `a UW`Yb"

8YhU]`g	
C fh	7UbbYgž: fUb`fY]W`
E i Y`Yb	<ul style="list-style-type: none">• k k k "hn"XY• k k k "gd]Y[Y`"XY• k k k "W]bYa Ub"W`

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