

B chUi ZbU\ a Y`j YfghY\Yb. `J c fhfU[`a]h 7\YZUfnh`A Ø`Yf`]b `: f]YXVYf[°

7\YZUfnh`A Ufh]b`A Ø`Yf`gdf]W\h`Ua `%"`"đ `]&\$&) `]b`: f]YXVYf[
ØVYf`BchUi ZbU\ a Ybž`Hf]U[Y`i bX`DUh]YbhYbgW\k YfY""9]bhf]hh
ZfY]`ZØf`A]h[`]YXYf"



: f]YXVYf[ž`8Yi hgW\`UbX`!`ē`: f]YXVYf[`ghY\Yb`Ua `%"`"đ `]&\$&)
k]W\h[Y`ēZcfa Uh]cbYb`fi bX`i a `X]Y`BchUi ZbU\ a Y`Ui Z`XYa
Dfc[fUa a "`A Ufh]b`A Ø`Yfž`7\YZUfnh`XYf`BchUi ZbU\ a Yb`]b`5]W\UW
i bX`: f]YXVYf[ž`\Ä`h`Y]bYb`J c fhfU[`ØVYf`XUg`H\Ya U`K Yf`]gh`Y]b
: U``ZØf`X]Y`BchUi ZbU\ a Y3 ``8Yf`J c fhfU[`Z]bXYhj`cb`%-`V]g`Yhk U
&\$.`\$`I`\f]a`GYa`]bUffUi a`XYg`DYfgcbU`k`c\b\Y]a`g`XYg
?fUb`_Yb\Ui`gYg`ghUhh`ē`hYfYgg]YfhY`_ØbbYb`g]W\`Ui`ZgdUbbYbXY
9]bV`]W_Y`]b`X]Y`5V`Äi`ZY`XYf`BchUi ZbU\ a Y`ZfYi`Yb``: Øf`XYb
I`b_cghYbVY]hfU[`j`cb`" `9i`fc`XØfZYb`g]W\`A`]h[`]YXYf`XYg
: ØfXYfj`YfY]bg`gc[`Uf`Y]bYb`ZfY]Yb`9]bhf]hh]g]W\Yfb""9]bY`j`cf\Yf][`Y
5ba`Y`Xi`b[`]gh`b]W\h`YfZcfXYf`]W\ž`XU\Yf`\Y]»`h`Yg.`Y]bZUW
j`cfVY]_ca`a`Yb`°

æ 'A]hY`di b_h'XYf'J YfUbgH`hi b['ghY\Yb'nYbhfU`Y': fU[Yb'ni f
BchUi ZbU\ a Yž'k]Y`Yhk U`k Ubb`Y]b'6Ygi W\`hUhg`W\`W\`bchk YbX][
]gh"8 Ug`VYhf]Zh`b]W\`h`bi f`U_i hY`BchZ`A`Y`k]Y`6Yk i ggh`cg][_Y]h
cXYf`< YfnVYgW\`k YfXYbž`gc bXYfb`Ui W\`X]Y`Yb hgW\`Y]XYbXY`F c`Y
XYf`Ni gUa a YbUfVY]h`nk]gW\`Yb`XYf`BchUi ZbU\ a Y`i bX`XYf
6YfY]hgW\`UZhgd`fU]]g`XYf`? UggYb`Āfnh`]W\`Yb`J YfY]b][i b['6UmYfbg
f? J 6Ē"8]Y`? J 6`]ghž`k]Y`A Ufh]b`A Ø`Yf`VYhc bž`i bhYf`XYf
HY`Y Zcbbi a a Yf`%`*`%`%+`YffY]W\`VUF"5i W\`XYf`<]bk Y]gž`XUgg`Y]b
6Ygi W\`c\ bY`U_i hYb`BchZU`X`Yb`6Yhf]YV`Ui Z`Ā`hž`gc`hY`b]W\`h`b
J Yf[YggYb\Y]h[YfUH`Yb"

Hf]U[Y`i bX`] \ fY`6YXYi hi b[

B YVYb`X]YgYb`[fi bX`Y[YbXYb`≠ Zcfa Uh]cbYb`k]fX`XYf`7\YZUfnh
Ui W\`Ui ZX]Y`Hf]U[Y`Y]b[Y\Ybž`X]Y`ZØf`X]Y`9]bhY]`i b[`j`cb
DUh]YbhYb`bUW\`XYf`GW\`k YfY`] \ fYf`9f`fUb_i b[`i bYf`Āgg`]W\`]gh"
Hf]U[Y`X]Ybh`XYf`gW\`bY`Yb`≠Yb]Z]_Uh]cb`XYg`GW\`k YfY[fUX`g`j`cb
BchZU`dUh]YbhYb`i bX`XYf`Ni k Y]gi b[`ni`[YY][bYhYb
6Y\UbX`i b[gc`fhYb`"9]b`gc`W\`Yg`ghfi _hi`f]YfhYg`Hf]U[Y!GmghYa
YfZcfXYfh`b]W\`h`bi f`Y]bY`gc`f[Z`Ā`h][Y`D`Ubi b[ž`gc bXYfb`Ui W\`
[YgW\`i`hYg`DYfgcbU`"≠ 8Yi hgW\`UbX`i bX`XYf`GW\`k Y]n
ØVYfbY\ a Yb`X]Yg`ei U`Z]n]YfhY`DZY[Y`f`Ā`ZhY`O`f`nhYV`UhhQVYf]W\`hYhž
XUgg`X]Y`æ d`Ya Ybh]Yfi b[`Y]bYg`gc`W\`Yb`GmghYa g`X]Y
DUh]YbhYbg]W\`Yf\Y]h`Yf\ Ø\Yb`i bX`X]Y`K UfhYnY]hYb`g][b]Z]_Ubh
fYXi`n]YfYb`_Ubb"

8Yf`6YXUfZ`Ub`BchUi ZbU\ a Yb`]gh]b`XYb`YhnhYb`≠\ fYb
_cbh]bi]Yf`]W\`[Ygh]Y[Yb`"æ `≠\ f`&\$&&`k i fXYb`]b`XYb`?`]b]_Yb`Ub
XYf`DUUf`_bUdd`" \$"\$\$\$`DUh]YbhYbž`U`gc`Yhk U`(\$`dfc`HU[`]b`YXYf
BchUi ZbU\ a Yž`VY\UbXY`h"8]Yg`Vf]b[hi<YfUi gZcfXYfi b[Yb`a`]h
g]W\`ž`XU`XUg`DUh]YbhYbUi Z_ca a Yb`i bd`UbVUF`]gh`i bX`gW\`bY`ni
, VYfgW\`fY]hi b[Yb`XYf`6Y\UbX`i b[g`UdUn]h`hYb`ZØ\ fYb`_Ubb
Œi [gVi f[Yf`5`[Ya`Y]bYQVYf]W\`hYh"

A cXYfbY`Hf]U[Y!≠bghfi a YbhY

I a`X]YgYf`< YfUi gZcfXYfi b[`ni`VY[Y[bYbž`k YfXYb`] YfgW\`YXYbY
Hf]U[Y!≠bghfi a YbhY`Y]b[YgYhnh`Ni`XYb`VY`_Ubb`hYghYb`[Y\ ØfYb

X]Y`5i ghfU`Ug]Ub`Hf]U[Y`GWU`Y`fBHGŁž`XUg`7UbUX]Ub`Hf]U[Y`UbX
 5W`]hmiGWU`Y`f7H5GŁ`gck`jY`XUg`A`UbW`YghYf`Hf]U[Y`GmghYa`fA`HGŁ
 i`bX`XYf`9a`Yf[YbWm`GYj`Yf]hmi`bXYi`f9GŁ`"8]Y`ZØbZghi`Z[Yb
 GmghYa`Y`V]YhYb`YbhgdFYW`YbXY`J`U`X]h`h`i`bX`FY`]UV`]h`h`k`Ug`g]Y
 YZY`_hj`Yf`a`UW`h`U`g`X]Y`XfY]ghi`Z[Yb`5`hYfbUhj`Yb`"8]Yg`gcf[h
 XUZØfž`XUgg`X]Y`Ni`k`Y]gi`b[`j`cb`DUh]YbhYb`Ub`X]Y`b`Øh][Yb
 6Y`UbX`i`b[gcfhY`nØ[][`i`bX`YZY`_hj`j`Yf`Ai`Zi`Ø`fnhYV`UhhQ
 VYf]W`hYh"

8i`fW`X]Y`HY]`bU`a`Y`Ua`J`cfhfU[`UVYb`X]Y`6Øf[Yf]bbYb`i`bX
 6Øf[Yf]b`:`f]YXVYf[`X]Y`A`Ø[`]W`_Y]hž`g]W`Ui`g`YfghYf`<UbX`Y]b`6]X
 j`cb`XYf`k`]W`h][Yb`:`i`b`_h]cb`XYf`B`chUi`ZbU`a`Y`i`bX`XYfYb`5V`Ai`ZY
 ni`a`UW`Yb`"8Ug`J`Yfgh`Ab`Xb]g`XYf`Hf]U[Y`i`bX`XYf`f]W`h][Yb
 b`Ubgdfi`W`bU`a`Y`j`cb`B`chZU`a`YX]n]b`_Ubb`XUni`VY]hfU[Ybž`XUgg
 X]Y`Xf]b[YbXYb`:`A`Y`UX`Äei`Uh`i`bX`gW`bY`V`Y`UbXY`h`k`YfXYb
 _ØbbYb`i`bX`XUa`j`h`X]Y`:`Ygi`bX`Y]h`U`Yf]a`6`]W`_V`Y]Vh"

8YhU]`g	
C`fh	:`f]YXVYf[ž`8Yi`hgW`UbX
E`i`Y`Yb	<ul style="list-style-type: none"> • k k k "Ui [gVi f[Yf!U`[Ya`Y]bY"XY • k k k "UYfnhYV`Uhh"XY

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`bU[!VUmYfb"XY