

F Y[YbgVi f[g'A]``]cbYb!8YU`. '6]chcdY VYXfc\h' 'K Ug'bi b3

F Y[YbgVi f['Yfk]fVh'&ž&'<Y_hUf'; fi bXghØW_ž'XcWk
6]chcdgWk i hn'k]fZi: fU[Yb'ni f'GhUXhYbhk]W_`i b['i bX
_ØbZh][Yb'6YVUi i b['Ui Z'



F Y[YbgVi f[ž'8Yi hgWk`UbX`!`đ`F Y[YbgVi f[`VfcXY`hYg`]b`XYb
GhUXhd`Ubi b[gVØfcg``J cf`[i hn'k Y]`J\`fYb`\Uh'X]Y`GhUXh'Y]b
; fi bXghØW_`Ua`'<c`Yfk Y['YfghUbXYbž'XUg'ni b`ÅWkgh'ZØf`X]Y
K c\b fUi a gWkUZZi b[']bg'Gd]Y``[YVfUWk h'k i fXY``8cWk`k]Y`g]Wk
\YfUi gghY``hž`_ØbbhY`g]Wk`XYf`a]``]cbYbgWk YfY`?Ui ZU`g`hYi fY
: Y\`]bj Ygh]h]cb`Ybhd i ddYb``J cf][Y`K cWkY`k i fXY`VY`_Ubbhž`XUgg
Y]b`; fc» hY]`XYf`&ž&'<Y_hUf': `ÅWkY`Ui g`ghfYb[` [YgWkØhnhYa
GUbXa U[YffUgYb`VYghY`hž`XYf`b]Wk`h`VYVUi h'k YfXYb`_Ubbž`k]Y`
F Y[YbgVi f['8][]hU``VYf]Wk`hYh`'8Yf`DfY]g`ZØf`XUg`; fi bXghØW_ž
[YgWk`ÅhnhY`UWk`h'A]``]cbYb`9i fcž`ZØf`h'b]Wk`h'bi f'ni`ZFU[YbXYb
; Yg]Wk`hYfb`i bhYf`XYb`6Øf[Yf.]bbYbž`gcbXYfb`Ui Wk`]bbYf\U`V`XYf
J Yfk U`hi b['gY`Vgh"

8 Ug ; fi bXghØW_Z]Y`i bhYf`X]Y`5i Zg]W\hj YfgW\]YXYbYf`6Y\ÖfXYbž
XUfi bhYf`XUg`@]Y[YbgW\UZhGua hi bX`XUg`GhUXhd`Ubi b[gUa hž`X]Y
`Ui hi`GhUXhj cf`XYa `?Ui Z`g]W\YfghY`Yb`gc`hYbž`XUgg`g]W\`XUg`5fYU`
ZØf`Y]bY`6YVUi i b[`Y][bYh`8Yf`6YVUi i b[gd`Ub`&, +`ghY`h`YXcW\
Ui ZXYf`?]ddYž`i bX`X]Y`l b]g]W\Yf`Y]hYb`ØVYf`X]Y`hUhg`ÅW`]W\Y
Bi hni b[`i bX`XYb`K Yfh`XYf`6]chcdY`k YfZYb`]fY`GW\UhhYb`"
A Yf`_i f`Yfk `À\bž`XUgg`X]YgY`k Yfhj`c`Yb`:``ÅW\Yb`gW\k Yf`cXYf`[Uf
b]W\h`Ui g[`Y]W\VUf`g]bXž`k Ug`X]Y`GhUXh`]b`Y]bY`Y]X][Y`G]hi Uh]cb
Vf]b[h`9g`[]Vh`gY]h[YfUi a Yf`NY]h`_Y]bY`bYi Yb`⊕Zcfa Uh]cbYb`ni f
J Yf[UVY`j cb` ; fi bXghØW_Ybž`X]Y`ZØf`VYnU\`VUfYb`K c`b`fUi a
[YXUW\h`gY]b`gc`Yb`"

6YVUi i b[gd`ÀbY`]b`XYf`GW\i gg`]b]Y

Gc`f]W\h][`j cfk `Àfhg`[Y`h`Yg`a]h`XYa `6YVUi i b[gd`Ub`gY]h`Y]bYa
GhUXhfUhgVYgW\`i gg`]a `⊘\f`&\$&` `Y]XYf`b]W\h`8Yf`D`Ub`g]Y`h`X]Y
GW\UZZ b[`j cb`9fVdUW\hj Yfhf`À[Yb`gck]Y`[YbcggYbgW\UZh]W\Ya
K c`b`i b[gVUi `j cf`8cW`bUW`Y]b[Y`YbXYb`5Vk `À[i b[Yb`]bbYfYf
DfcV`Ya Y`V`Y]Vh`XUg`Dfc`Y`_h`V]g`Ub[`Y`Yf`Ui ZXYf`GhY`Y`ghY`Yb`"
C VYfVØf[Yfa Y]ghYf]b` ; Yfhfi X`GW\UfZ`\Uh`ni XYa `]bhYfb`Ui Z
a `Ö[`]W\Y`Z]bUbn]Y`Y`J Yf`i ghY` `]b[Yk]YgYbž`k Ug`XUg`H`Ya U`b]W\h
[YfUXY`Y]bZUW\Yf`a UW\h`8]Y`ni `c`Y`⊕] Ygh]h]cbggi a a Y`]a
J Yf[`Y]W\`ni `XYb`Xi fW\gW\b]h]W\Yb`DfY]gYb`UbXk]fhgW\UZh]W\Yf
:``ÅW\Yb`]a `@UbX`fY]g`FY[YbgVi f[`]a `⊘\f`&\$&` `Yhk U`%)") ` %
9i fc`dfc`<Y`hUf` `nY][h`g]W\`U`g`k Y]hYfYf`GW\k UW\di b`_h`"

@Ui h`XYa `l a k Y`hVi bXYgUa h`YfZcfXYfh`X]Y`GhUXhYb`hk]W`_i b[`Y]b
[Ub`n`Y]h]W\Yg`i bX`bUW\`U`h][Yg`8Yb`_Yb`"9g`[Y`Y`XUfi a ž`Y]b
`YVYbX][Yg`i bX`YVYbgk YfhYg`K c`b`i a ZY`X`ZØf`U`Y`ni `gW\UZZYbž
Ub`YXYa `Y]bn`Y`bYb`gc`n]U`Ybž`k]fhgW\UZh]W\Yb`i bX
i a k Y`hdc`]h]gW\Yb`5gdY`_h`Ubgyh`Yb`ni `ÖbbYb`i bX`XUa]h`XYb
[fc»Yb`F`U`a Yb`ZØf`Y]bY`ni `i bZh`gZ`À][Y`GhUXh`ni `V`XYb`"8]YgY
<YfUi gZcfXYfi b[Yb`k YfXYb`Xi fW\`XYb`Yf`_UbbhYb`A Ub[Y`Ub
VYnU\`VUfYa `K c`b`fUi a `]b`UhhfU`_h]j Yb`@[Yb`bcW`j YfgW\`ÅfZž
k Ug`X]Y`Ub[Zf]gh][Yb`N]Y`Y`XYf`GhUXh[YZ`À`fXYh`"

8Yf`K Y[`bUW\`j cfb

5a '&(" 'đ ']'k]fX`Y]bY`bYi Y`6]chcd_Ufh]Yfi b['j cf[YghY`hžX]Y`a Y\ f
 ?`Uf\Y]hØVYf`X]Y`G]hi Uh]cb`XYf`[YgW\ØhnhYb`:`ÀW\Yb`Vf]b[Yb`gc`"
 5i ZX]YgYb`9f[YVb]ggYb`k]fX`Yg`bi b`Ub_ca a Ybž`i a `X]Y`Ni _i bZh
 XYg`Dfc`Y_hg`i bX`X]Y`k Y]hYfYb`6Ui j cf\UVYb`]a `GhUXh[YV]Yh
 YbHgW\Y]XYbX`ni `VYY]bZi ggYb`"8]Y`l bg]W\Yf\Y]hYb`k]f_Yb`g]W\
 b]W\h`bi f`Ui ZX]Y`U_hi Y`Yb`D`ÀbY`Ui gž`gcbXYfb`ZcfXYfb`Ui W\`Y]b
 l a XYb_Yb`VYnØ[`]W\`XYf`Bi hni b[`gc`W\Yf`:`ÀW\Yb`i bX`XYf
 9f\U`hi b[`i bgYfYf`l a k Y`h`K Ybb`FY[YbgVi f[`]b`di bWhc
 GhUXhYbhk]W`i b[`: cfhgW\f]hY`Yfn]Y`Yb`a ØW\hYž`gc`hYb`U`Y
 5_hYi fY`Ub`Y]bYa `GhfUb[`n]Y\Yb`i bX`[Ya Y]bgUa `@Øgi b[Yb
 Z]bXYb"

9l dYfh.]bbYb`VYZØfW\hYb`ni XYa ž`XUgg`c`bY`Y]bYb`gcf[Z`h][Yb
 i bX`bUW\`U`h][Yb`5bgUm`X]Y`F]g]_Yb`k Y]hYf`ghY][Yb`_ØbbhYb`
 ðbcj Uh]j Y`@Øgi b[Yb`ni f`:`ÀW\YbVYk]fhgW\UZh`i b[`i bX`Y]bY`_i [Y
 Bi hni b[`VYfY]hg`VYghY\YbXYf`Ghfi _hi fYb`a ØggYb`XU\Yf`[Ubn
 cVYb`Ui ZX]Yf`5[YbXU`ghY\Ybž`i a `FY[YbgVi f[`Ui ZX]Yb`f]W\h][Yb
 K Y[`]b`Y]bY`[fØbYfY`Ni _i bZh`ni `Yb_Ybž`k]Y`]b`XYb`F]W\h]b]Yb
 XYg`l a k Y`hVi bXYgUa hg`Ui Z[YnY][h`k]fX"

8YhU]`g	
C fh	FY[YbgVi f[ž`8Yi hgW\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "fY[YbgVi f[!X][]hU`"XY • k k k "a Yf_i f"XY • k k k "i a k Y`hVi bXYgUa h"XY

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